Alpha Concepts Case Study for Project Management Improvement in ICT Company
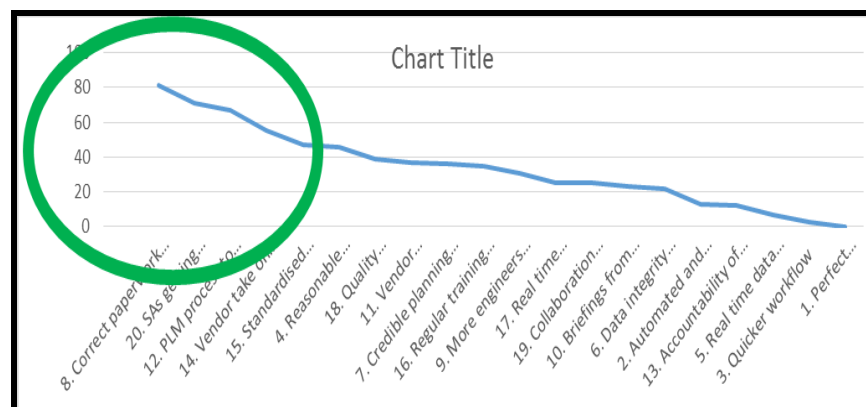

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CONCEPTS
From strategy to operations

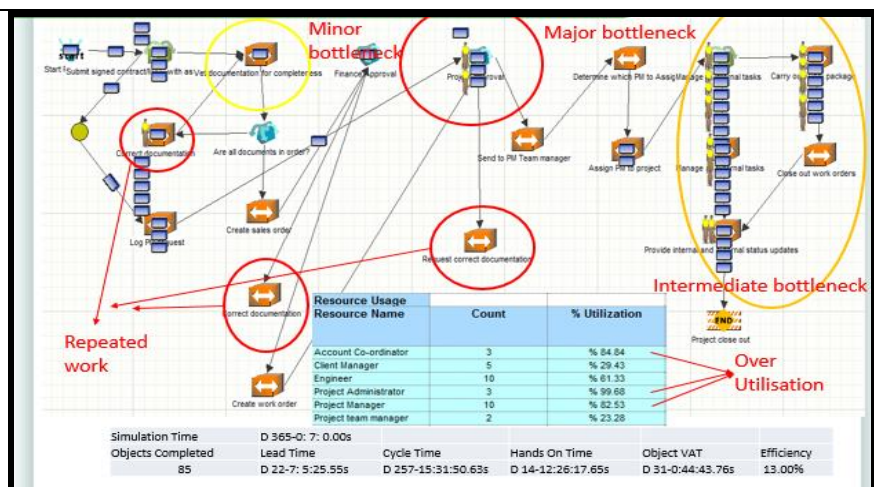| Program	Project Management Improvement in ICT company
Date Completed	27 November 2015
Scope	Project Management Improvement in ICT
KEY ACTIVITIES	1. **18 interviews** conducted with senior and junior project managers. 2. Conducted two weeks activity sampling exercise in the day in the life of a project manager. 3. Conducted eight Project Management Assessments using **PMA@Alpha** health check tool**.** 4. Carried out a **one week systems thinking workshop** to get team alignment. 5. Mapped AS-IS processes and developed proposed TO-BE processes. 6. Simulated AS-IS and TO-BE processes using SimCad. 7. **96%** Validation of simulation results to ensure proposed changes are achievable.
OUTCOMES AND FINDINGS	1. **Seven** root causes were identified out of the list of **83** proposed problem areas 2. An average PMA score of **62%** was achieved compared to an industry average of **65-67%.** 3. Identified in certain areas rework is done as much as 3X ~ Capacity constraints. 4. Identified resource constraints ~ utilisation higher than target range of 65-75%: Project Manager 88%, Account Co-ordinators: 88%, Project Administrators: 97%. 5. Identified AS- IS process efficiency was **13%**, with **two** major bottlenecks. 6. **258 days** to complete a project where against a target of **100 days**
IMPROVEMENTS AND RECOMMENDATIONS	1. Validated TO-BE simulated results showed a process efficiency of **67%.** 2. Pin pointed outliners and set up a project team to clean up back log items. 3. Established process gates in the TO-BE process so that errors can be monitored early on. 4. TO-BE process showed projects can be completed 6X faster an improvement from 258 to 43 days. 5. Process efficiency doubled to 31%. 6. TO Be process revealed improvement in utilization statistics: a) Account Co-ordinator utilisation 80%. b) Project administrator utilisation 77%. c) Project manager utilisation 50%.
FURTHER OPPORTUNITIES	1. Using an integrated project management software and workflows, the efficiency can be increased further and all bottlenecks can be eliminated. 2. Better communication and collaboration between the Project Management Office, Account Managers, and Engineering teams can lead to further improvements 3. Continuous Project Management Assessments will show improvement in all areas, and will maintain a focus on project critical activities.
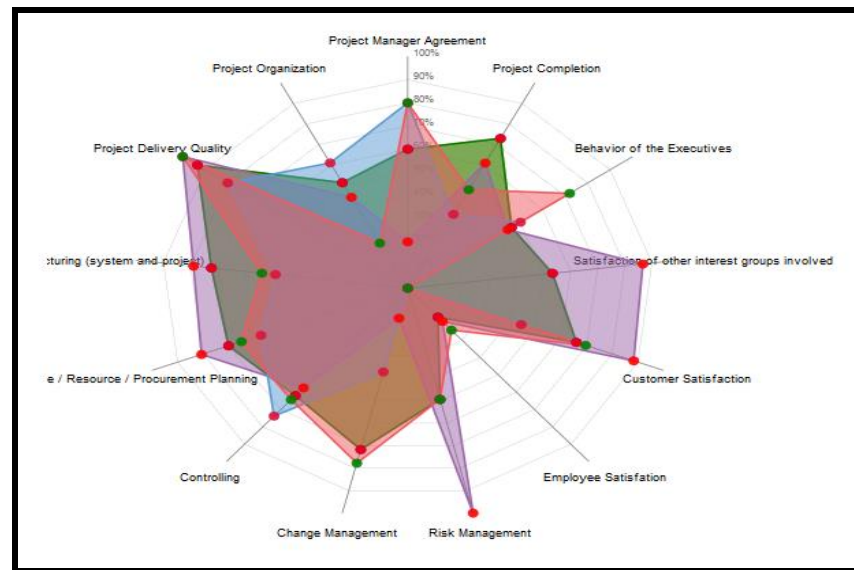
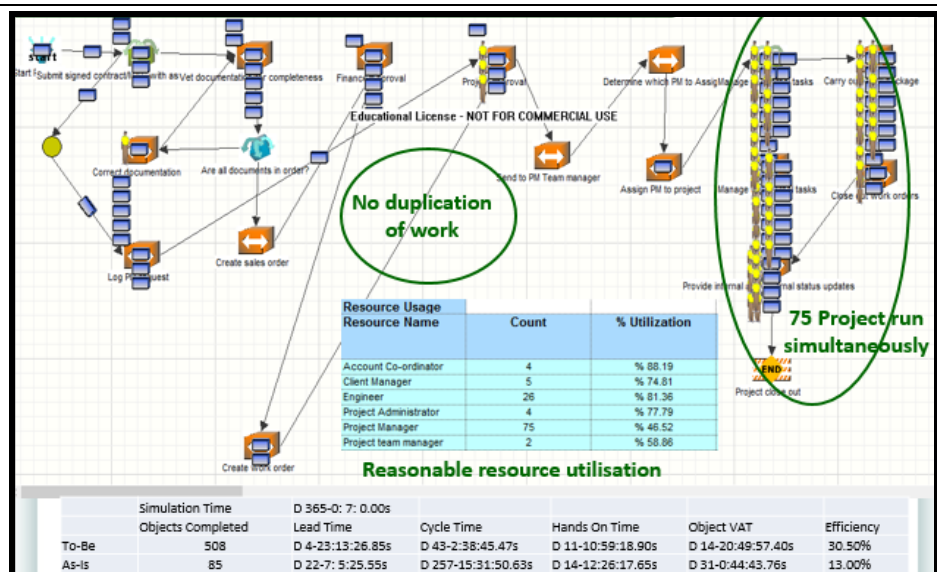|	
PROJECT **MANAGEMENT** **ASSESSMENTS**	
ROOT CAUSE **ANALYSIS**	
AS-IS **SIMULATION**	

TO BE **SIMULATION**	
SYSTEMS THINKING **RICH PICTURE ANALYSIS**	