

# Program Management

When projects are in multiple locations, managed by different teams with differing completion requirements, central oversight becomes critical. Even apparently stand-alone projects might

still be interdependent and compete for scarce corporate resources. A program management approach improves effectiveness and efficiency.

What	How
Master Planning	Conduct feasibility studies, conceptual estimates, capital planning, and project prioritization.
Development	Programming, develop capital funding estimates, provide project justification and benefit analysis.
Pre-Execution	Develop performance metrics and project controls, define stakeholder roles and responsibilities, and develop information reporting system that meets corporate as well as project needs.
Execution	Implement project/program assurance, performance analysis, and executive reporting with "roll-up" features and executive reporting capabilities.
Post-Execution	Provide contract closeout, dispute resolution, and benchmarking.

## Benefits to You and Your Organization

Create Conditions for Success	Begin with the correct cost and time budgets, clear understanding of goals and responsibilities, and implementation of the right processes and methodologies.
Coordination	A centralized leadership function providing a single point of communication, an integrated execution "roadmap", and optimization of resources between all projects.
Control	Clear project and program success metrics help measure and find trends in performance, and signal an early warning for corrections at earliest possible time. They also make an "apples to apples" comparison between all projects.
Communication	Web-based information in real time with a Project Center Dashboard improves contact between all stakeholders and all projects.

## CASE STUDY >

An international pharmaceutical company was unable to efficiently monitor multiple projects totaling more than \$2 billion in four countries. Because these projects were individually controlled, there was no capability for reviewing, measuring, assessing, or managing the effort as a whole or by selected parts.

We worked with corporate and site management teams to develop a consistent corporate strategy for managing the projects, including unified and meaningful performance metrics, success/failure thresholds, reporting methodologies, and feedback/action response protocols. We created an Executive Dashboard tool to review projects by key success indicators

and drill down into detail by region, project, and manager. These indicators are based upon real project data and updated via real measurement of project performance.

The result? Consistent and timely reporting based upon standardized corporate metrics enabled the company to manage projects more effectively with greater accountability. Competing corporate resources can now be allocated across projects based upon **strategic** priorities.