

Daugherty Helps Quick Serve Restaurant Establish Project Management Office

SUMMARY

Communication improves and risks and issues are identified earlier upon the establishment of a PMO for this IT organization.

BUSINESS CHALLENGE

Senior Leadership in the US IT organization of this global quick serve restaurant was frustrated with several things within their organization including: lack of visibility into existing projects, lack of collaboration and communication across multiple work streams for each project, and no accountability for delivering the work on time and within budget.

SOLUTION

Daugherty was engaged to help the organization design and implement a Project Management Office (PMO). We performed an initial assessment of their organization to identify opportunities for improvement. This information, along with feedback from senior leadership, was used to prioritize the development of project and program management capabilities and disciplines, and these disciplines were then rolled out in an incremental, phased delivery approach. Capabilities were designed to be loosely coupled yet highly cohesive to facilitate changes in the processes and allow for a “plug and play” approach for implementing project management processes. The first major piece of functionality that was put into place was a high-level governance mechanism designed to foster communication across work streams and increase collaboration among project and program teams. This weekly meeting involved all work streams involved in a specific program.

Daugherty rolled out a high-level governance mechanism designed to foster communication across work streams and increase collaboration among project and program teams. Senior Leadership felt immediate impact from the added visibility into project and programs.

RESULTS

Senior Leadership felt immediate impact from the implementation through the increased information flow coming from the weekly work stream meetings and added visibility into projects and programs that the meetings provided. In addition, communication as a whole was improved within the organization, resulting in increased interaction within project teams and earlier identification and mitigation of risks and issues. Finally, due to the flexible nature of the program design, the organization was able to quickly adapt to pressing business needs and restructure the meetings to focus on major technology releases for an upcoming worldwide convention.

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