CASE STUDY:

PROJECT MANAGEMENT OFFICE SETUP *NEW PRODUCTS DEVELOPMENT*

The Client

Zhermack produces materials and tools for the dental industry and offers products characterised by a high level of innovation and quality. It is a constantly growing and award-winning Italian enterprise.

The Project

Zhermack's constant growth requiured a carefully managed and attentively measured innovation process. The pace of market and competitor's evolution require every innovation project to be quick in time and accurate in results. The Organisation therefore needed tools and techniques to manage its innovation projects, aligning them with the corporate strategy as well as with the available resources.

The Challenge

People's natural tendency to a 'can do' attitude sometimes collides with the necessity to manage and coordinate activities, turning successful projects into chaotic ventures. It was therefore needed to introduce a management method, in a context where the current practices were considered, and actually were winning, when the compay was substantially smaller. A gradual and subtle implementation was of the essence, as the 'entrepreneurial' and 'can do' attitude of the employees was a precious asset to protect.
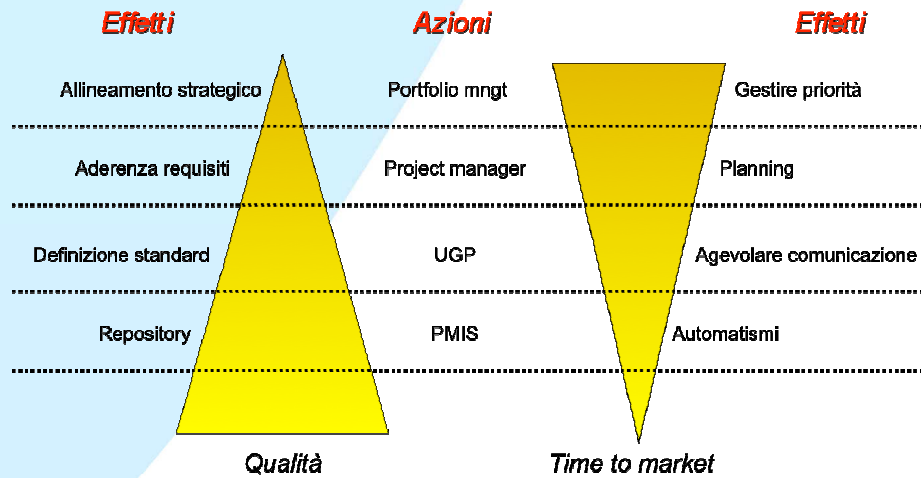
Available Assets

- The company has a Quality Management System, and the Project Management method must comply to it.
- The company has in house IT systems and hardware, and provides a server for the Enterprise Project.Management solution to be adopted.
- All users have network access.

The solution

To create and put in place a project management infrastructure to govern the execution of all product development products. The solution must provide enough visibility for early detection of issues as well as accurate forecasting, optimising timing and resourcing aspects and facilitating project planning ad control. In particular:

- To spread the Project Management Culture across all levels of the organisation, from the Board to all departments involved.

- To design and implement a Project Management Office and a Project Information System based on Microsoft's EPM Technology (Project Server, Project Client, Sharepoint).

- To define roles and responsibilities within the project teams.

- To provide skills and knowledge to align product development project to the corporate strategy.

- To design and implement the best Project Management procedure to guarantee timely completion limiting costs and safeguarding the 'can-do' and creative attitude of Zhermack's personnel.

- To improve team communication and collaboration dynamics.

| | *Effetti* | *Azioni* | *Effetti* |

Allineamento strategico	Portfolio mngt	Gestire priorità
Aderenza requisiti	Project manager	Planning
Definizione standard	UGP	Agevolare comunicazione
Repository	PMIS	Automatismi

Qualità   *Time to market*

Results

- Using the same amount of resources, the **number of development projects for the year doubled** with better accuracy over scope achievement of each initiative;
- PMO established and operational, reporting directly to the CEO;
- Common understanding over the role of Project Managers and ability to speak a common Project language;
- Creation of a Zhermack's Project Management method, merging local practices of excellence with worldwide project management standards;
- Total involvement of key stakeholders is the lifecycle of each project, with significant contributions and improvements in project performance and team communication;
- The Project Information System is being used by all actors involved;

Critical Success Factors

- Top management support.
- Staged implementation: everyone had enough time to understand the advantages of the new method and to introduce it into their daily activities.
- Constant support to PMO personnel, coaching on the field and train-the-trainer courses to spread the method to everyone involved.
- Project Management Information System implemented in a modular fashion, guaranteeing a sufficient flexibility to be adapted to the different activities taking place while maintaining enough rigour to manage projects overall.