

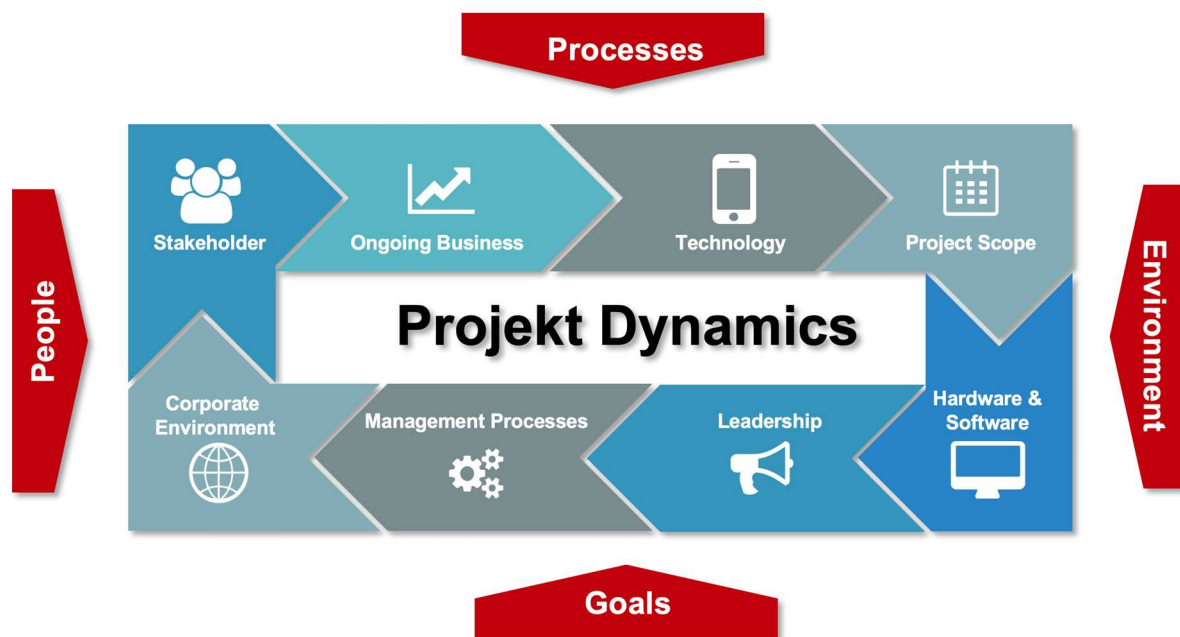


# Professional project management

for optimum efficiency

## Golden Rules for Successful Project Management

Our Guideline for Your Success



**Successful projects are an essential and at the same time critical component in the implementation of corporate strategy.**

Often, programs and projects fail due to trivial misunderstandings, lack of organization, and poor communication.

### The reality of projects:

- Only about 34% of all projects are successful.
- 20% of all projects are terminated.
- 50% of projects lack a project office.
- 60% of projects lack a change process.

With this document, we want to provide you with a guide to evaluate your current and future projects and implement them successfully – sharing some solutions based on our experience.

## Ten factors that can determine success or failure.

### A short checklist of critical success factors for your project:

<i>Nr.</i>	<i>Goals</i>	<i>Questions / Actions</i>
1	All projects should be aligned with the corporate strategy.	Do you manage your project portfolio via a PMO (Project Management Office)?
2	Maximizing company success.	Do you evaluate whether your projects positively impact the company's success using measurable results?
3	Increasing efficiency through processes and methods.	Do you apply company-specific standards and guidelines that follow a continuous improvement process?
4	Quick decision-making and swift implementation.	Does your PMO have the appropriate decision-making and implementation authority?
5	Maximizing project throughput.	Do you monitor and consistently shorten your project timelines, thereby gaining a market advantage?
6	Optimizing resource utilization.	Do you allocate and manage your available resources across all programs and projects effectively?
7	Successful project completion.	Do you successfully complete your projects, and do you maintain the necessary transparency regarding goal achievement throughout the lifecycle?
8	Increasing the maturity level of project management within the company.	Are your projects part of a continuous improvement process, and does the quality increase from project to project?
9	Minimizing schedule, cost, and effort overruns.	Do you support your project managers through training and by enhancing their methodological competencies?
10	Minimizing project risks.	Have you implemented the concept of "Lessons Learned" and continuously strengthened risk management in your projects?

If you answered "No" three times or more, there is a risk that your project will fail to meet its predefined goals in terms of time, budget, and quality.

## Projects Change the Status Quo – Almost Always

### **Projects change the status quo**

Projects usually bring about change; otherwise, everything could remain the same. For example, the implementation of new digitized procedures or the introduction of new applications typically initiates a so-called change process that plans, monitors, and executes the necessary process adjustments.

### **What Change Management Means for the Team**

Change management is more than just the renewal of technologies. Processes must be redesigned, involving or affecting employees. Employees must be motivated to leave their comfort zones, ideally by making changes transparent and comprehensible for everyone involved.

### **Change Management Is an Ongoing Task**

Think and act proactively, considering and planning the impacts of changes before they arise. Pursue your goals clearly in this sense, from the start of a project, during its course, at go-live, and in the period thereafter.

## The Best of All Project Approaches for Faster Success

Waterfall, Agile, Hybrid – What is the Best?

A frequently asked question, and the answer is: The best is the best of everything!

### **Project Success, Influencing Factors, and Best Practices**

Projects are always successful when the chosen products and services achieve the set goals. Often, projects are overloaded in content and fail to focus on what is truly necessary. This puts projects at risk of failing to meet cost, time, and quality requirements.

### **Agility Speeds Things Up**

An agile or mixed (hybrid) approach delivers quick results and allows for a differentiated consideration of what is really necessary.

### **Experience as a Success Factor**

Pursue the differentiated and most promising implementation of your projects consistently, acting flexibly and dynamically, detached from rigid approaches. Use established best practices across all methods and areas and develop the optimal setup for your individual project success. Experienced external consultants can provide significant assistance here.

## A Solution Approach: Professional Projekt Management as a Service (PMaaS)

**As a solution approach for professional project management**, the service-oriented model has gained increasing acceptance in recent years. This model offers significant advantages in terms of **flexibility** and **transparency**. However, a shift in mindset is required, similar to how project methodology has evolved.

## Strategy as a Driver, Portfolio as a Framework

To implement a business strategy, companies develop a project portfolio that defines and prioritizes individual goals for programs and/or projects. But can all programs and projects be managed amidst unforeseen, unpredictable events?

## PMO: Indispensable for Implementation

The successful **top-down strategic management** of portfolios, programs, and projects requires a **professional Project Management Office (PMO)**. This is where all threads converge.



## Overview of Services

Which services aid in optimization? Project management on a T&M (Time & Material) basis or as a Project Management Service, PMO on an effort-based basis or as a service up to the "Center of Excellence." The focus is always on your business success and maximum flexibility:

**PMaaS (Project Management as a Service)** includes, among other things:

- Focusing on company goals
- Support and adherence to structured processes and standards
- Ramp-up and ramp-down of resources
- Onboarding without administrative overheads

The advantages lie in significant efficiency improvements, as well as high flexibility and scalability.

**PSOaaS (Project Support Office as a Service)** provides professional administrative support for project managers:

- Reporting
- Schedule monitoring
- Cost control
- Communication
- Coordination in the back office

**Advantage:** Relieves project resources of administrative tasks, reducing costs and increasing productivity.

**PMOaaS (Project Management Office as a Service)** includes all services to meet core PMO requirements, such as:

- Development and maintenance of organizational processes and standards
- Resource management
- Reporting and KPIs
- Automation

**Center of Excellence** encompasses project, program, and portfolio management.

The Center of Excellence is the logical extension of our services. ADVASO ensures that you engage in a continuous improvement process based on our expertise and experience, successfully applying the gained insights and skills in programs and portfolios.

- Reporting and KPIs
- Automation
- Continuous improvement process

## **Conclusion:**

A modern, service-based approach to project management enables a tailored project organization for all project scenarios, providing greater flexibility in deploying project resources while ensuring project success.

Of course, this model is hybrid, incorporating the project resources of our clients and facilitating a successful, sustainable transfer of knowledge.

## PMO Customer Use Case

### Strategy, scope and responsibility of the PMO

At the center of everything is the company strategy as the overarching framework that all initiatives follow to achieve the defined strategic goals operationally.

A current example is a project related to "digitalization," involving six key focus areas of our client:

1. Customer centricity
2. Value proposition
3. Data management
4. Innovation management
5. Cultural transformation
6. Market situation

Each of these areas could constitute a program to implement various solution approaches, which in turn consist of numerous projects.

Customer centricity places the customer at the center of entrepreneurial activities and organizes products, processes, and technologies around customer needs. In this context, our client company planned to provide customers with simplified access to information about all available products.

The company decided to implement a **PIM/DAM solution** (PIM = Product Information Management / DAM = Digital Asset Management).

To manage the program and the necessary projects successfully, the company needed a central unit—or an appropriate service—through which control and governance could be exercised: the **Project Management Office (PMO)**.

Due to the involvement of multiple programs, a **Program Management Office (PgrMO)** assumed responsibility at the program level. In a multi-layered structure, the PgrMO led the hierarchy, while PMOs operated as integrated units performing the same function. This discussion focuses on the **Project Management Office (PMO)** and its core responsibilities.

The PMO is responsible for all programs and projects within the company's project portfolio:

- It provides **strategic support**.
- It ensures all processes, methods, and procedures are **standardized**.
- It is responsible for the **successful management of projects**.
- It **supports project managers**.
- It ensures **compliance with guidance and project guidelines**.
- It handles **multi-project management** and **resource management**.
- It manages and oversees **project execution**.

Below, you will learn how we successfully collaborated with our client to establish a modern PMO based on services.

## Stage Model for PMO Implementation

Our client decided to work with us to build a professional PMO in five stages. It all started with a classic project organization.

### **Stage 1 – Project Management on a T&M Basis – Maturity Level 1**

The approach defined in Maturity Level 1 of the Project Maturity Model is typically devoid of project guidelines and standards within the company. Documentation is often loose and ad-hoc.

Management understood the definition of projects and recognized standards but largely left the project managers to decide how to execute and document them. Success checks were usually limited to steering committee meetings and status reports. Metrics were gathered informally and on an ad-hoc basis.

ADVASO supported this approach with its own resources, utilizing ADVASO "Best Practices / Blueprints" and thus creating initial "quasi-standards" for the ongoing project and the resources used.

### **Stage 2 – Project Management as a Service (PMaaS) – Maturity Level 2**

The core task of Project Management as a Service is to provide project management resources at 100% capacity (250 days a year) in a "shared mode," but with a central point of contact acting as a "Single Point of Contact."

Within the service, all project managers worked according to the same methods and with the same documents, provided by ADVASO in the form of blueprints modified to meet the current needs of the project.

ADVASO established a standardized and goal-oriented approach through Project Management as a Service, laying the foundation for continuous improvement in project management.

This service deepened the focus on essentials and avoided redundant or non-goal-relevant management tasks.

### **Stage 3 – Project Support Office (PSO) – Maturity Level 3**

ADVASO set up a PSO (Project Support Office) tasked with relieving project managers of administrative standard tasks. From then on, project managers could fully focus on steering the project.

The Project Support Office takes over administrative tasks and makes the results available. According to studies, administrative efforts can account for up to 35% of the total time spent:

- Invoicing and its control
- Scheduling and monitoring
- Reporting
- Communication management
- Coordination

## **Stage 4 – Project Management Office as a Service – Maturity Level 3**

ADVASO introduced a PMO as a service together with the client. PMOaaS expands the PSO by including the management of required resources of all types (personnel, infrastructure, etc.), as well as performing specific analyses and implementing quality assurance measures.

The primary goals of the service are to optimize resources, improve their application, enhance knowledge, and apply analytical steering capabilities.

The PMO service addresses both the project team and management as recipients and beneficiaries.

### **Activities of the Basic PMO Service include:**

- Development and enhancement of standards and guidelines
- External resource procurement to complement the team's expertise
- Utilization analyses and resource planning across the entire portfolio (programs and projects)
- Implementation of project and program metrics and KPIs

## **Stage 5 – Project Management Office as a Service – Maturity Level 4**

After setting up and commissioning the PMO, its tasks were gradually expanded. The goal was to achieve a uniform, goal-oriented "mindset" among all project participants.

As a result, all participants share the same goals, driven by integrated solutions for the collective success of the projects.

### **Expanded Tasks of the PMO include:**

- Management of the project portfolio
- Utilization analyses and resource planning across the entire portfolio (programs and projects)
- Definition and monitoring of KPIs
- Project knowledge management
- Project assessments
- Training and education

## **Center of Excellence – Maturity Level 5**

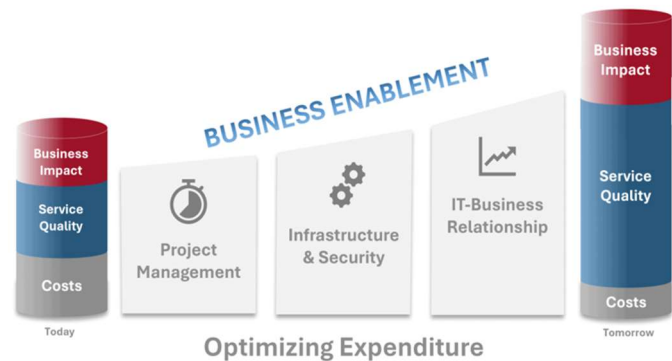
The goal is to ensure the continuous achievement of strategic business objectives by improving cross-departmental collaboration through the application of established standards and guidelines.

Another critical goal is achieving the highest possible level of automation for PMO processes, such as by implementing a compliant document management and workflow system.



## Enterprise IT Value-Added Services - Your Guide to Digital Excellence

Your business success is at the heart of our Managed Services offerings. We provide comprehensive solutions in the areas of IT infrastructure & security, enterprise project & program management, and ensure seamless IT-business enablement. Your key to a successful digital transformation.



## Overcome the Challenges

Often, programs and projects fail due to simple misunderstandings, lack of organization, and poor communication. ADVASO provides methodology, blueprints, scalable certified resources (PMI, IPMA, Prince2, Agile, Hybrid, and others), and decades of experience to successfully implement programs and projects.

Focus projects for many of our clients include:

- Program and multi-project management
- Optimization of existing programs and projects
- Rescue of struggling projects
- M&A and divestiture (IT integration of acquired companies and IT carve-outs in the context of corporate sales)
- ITIL-compliant implementation of services
- Project management office (PMO) services

Through our projects, we've learned that creating the right foundation is critical for project success. Despite good intentions and initial enthusiasm, many projects fail due to simple oversights, communication issues, and other obstacles in teamwork, project organization, and project management.

## Would you like to learn more?

**ADVASO stands for "Added Value Solutions" - Results for our Customers**

**Your Benefits:**

- **ADVASO has over 30 years of experience in mission-critical projects.**  
*Your advantage:* Comprehensive and thorough planning to avoid critical mistakes is ensured.
- **ADVASO offers a broad spectrum of expertise and implementation resources.**  
*Your advantage:* All project-relevant topics are professionally planned and executed.
- **ADVASO has numerous positive references across various industries.**  
*Your advantage:* No risks in hiring us.
- **ADVASO has the necessary empathy and leadership skills.**  
*Your advantage:* Even in politically challenging environments, quick successes are achieved, and all project participants are engaged and motivated.
- **ADVASO masters all common project methodologies and holds the corresponding certifications.**  
*Your advantage:* There are no method-related obstacles in your projects.
- **ADVASO excels in leading and managing external project participants.**  
*Your advantage:* Optimized collaboration of all groups involved in the project is guaranteed.
- **ADVASO offers a free Quick-Check of your current project situation.**  
*Your advantage:* You know from the beginning how we will master your individual challenge together with you.
- **ADVASO provides Project Management, Project Management Office, and Project Support Office as a service.**  
*Your advantage:* Full transparency before and during the entire project, solutions from a single source, knowledge transfer, and availability (ramp-up/ramp-down).

Contact us and schedule a non-binding initial consultation.

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