

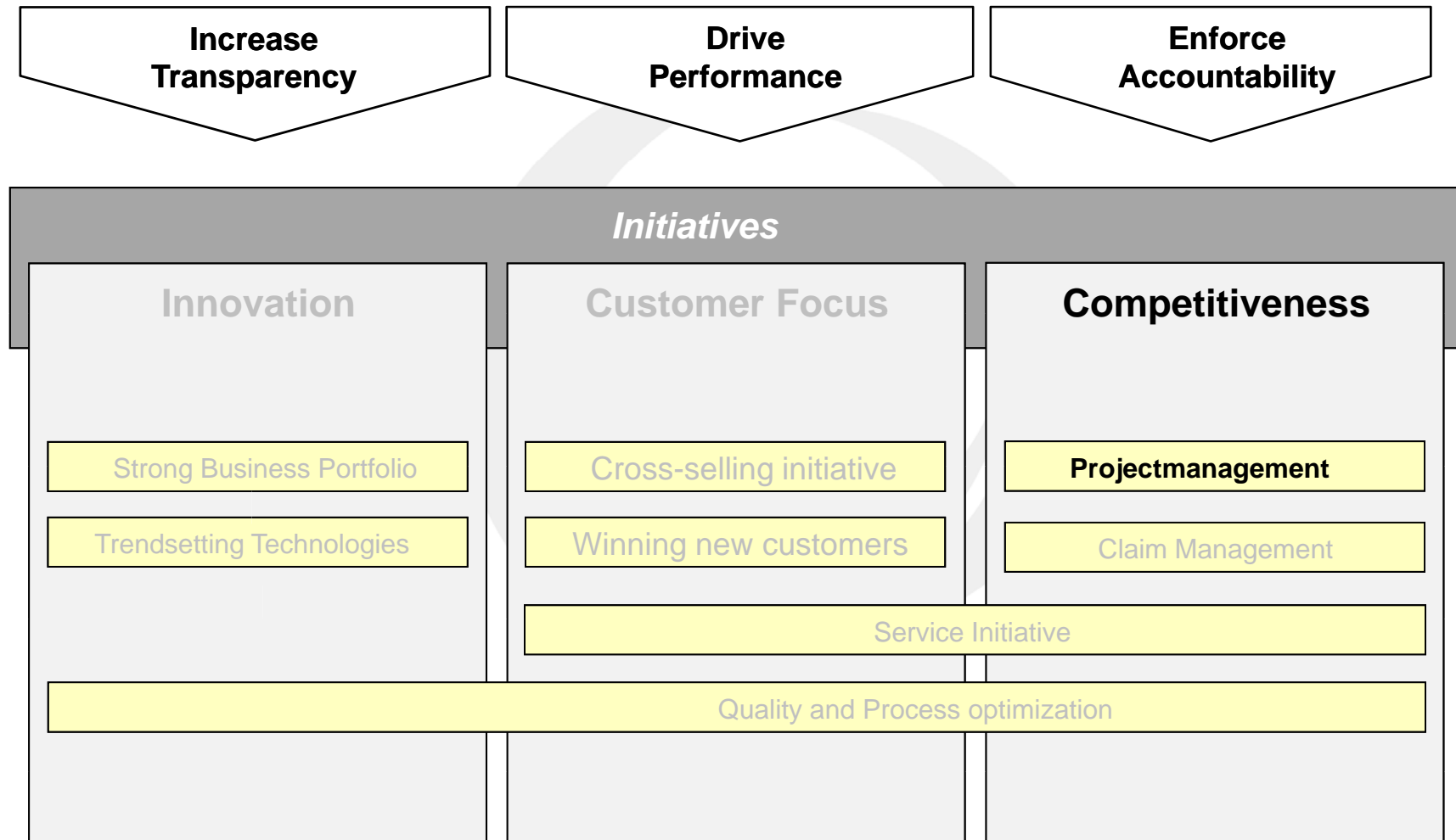


Go for Profit & Growth

Professional management of projects

Munich, 2010

Driving strategy for Profit & Growth



PM as key success factor for profitable business

High quality project management is a key success factor:

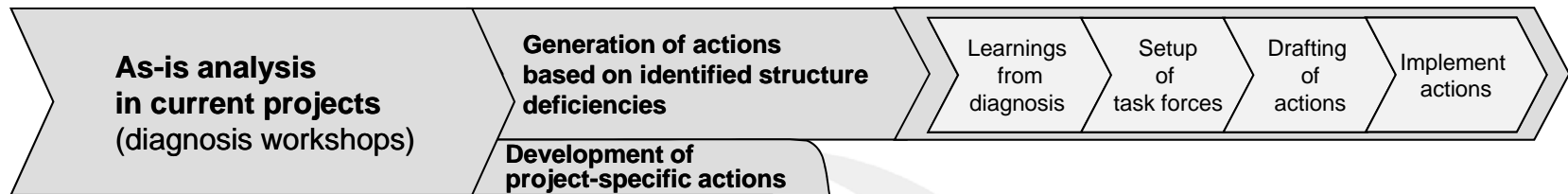
- to improve EBIT
- to generate additional revenues via
 - change requests
 - follow-up business caused by successful projects and satisfied customers

Objectives:

- Reduce the number of high-risk projects
- Higher transparency, better planning quality
- Staffing projects with qualified project manager

Improvement of project management as a strategic objective

The PM module generates both general and project-specific actions



Activities

- Diagnosis workshops in major projects to find areas of deficiency
- Survey financial performance of current projects – Establish routine reporting
- Prioritize list of immediate actions to be implemented in projects
- Define responsibilities and deliverables
- Arrange timetable for progress reviews
- Establish task forces to work on the identified deficiency areas
- Determine task forces overseeing to work on selected PM topics
- Include BU managers whose units are directly affected by a specific deficiency
- Development of new PM methodologies or fine-tuning of existing ones
- Development of rollout strategy
- Definition of responsibilities and deliverables in drafting / rollout phase

Results

- Identification of structural and project-specific deficiency areas
- Accurate overview of financial performance of current projects; regular reporting of project financials in place
- Detailed action plan to achieve quick wins in projects studied
- Process improvement actions with clear rollout plan and necessary commitment and resources
- Methodologies developed for several PM areas
- Rollout strategy and timetable defined
- New PM methodology applied in pilot projects
- Coaching program for additional projects at full speed

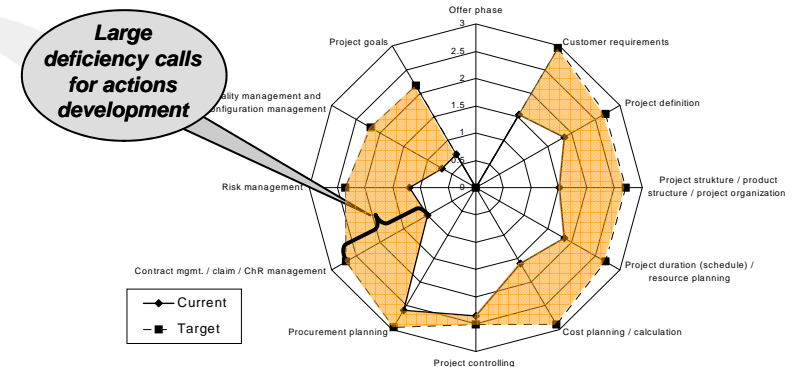
Diagnosis workshops are the cornerstone of the analysis phase

Activities

Results

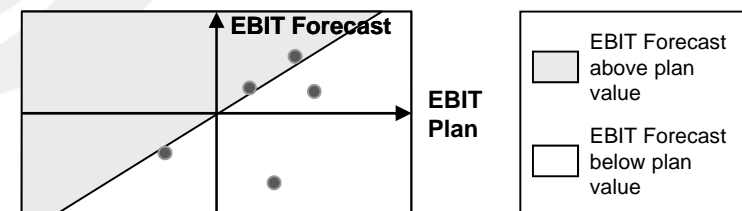
Diagnosis Workshops

- Select projects representative of entire business to be included in the workshops based on financial performance, project size, type, and development stage
- Ensure participation of a heterogeneous group of managers for each project studied, including senior and junior project leaders, financial controller, BU ¹⁾ manager, contract / claim / change request manager, project team members
- Discuss with participants how various PM topics were handled in the project
- Assign performance ratings for each topic and record the target values and actual values
- Define project-specific actions



Mapping of project financial performance

- Collect profitability data for major projects, including planned and forecasted EBIT and gross margin
- Implementation of a process for regular reporting of financial performance of major projects
- Ensure standardization of project reporting



- Accurate and regular reporting of financial performance; basis for project controlling



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