

Transformation Execution StrategiesSM

Insights to empower you to transform enterprise performance

TCOE: Complex Project Management Function

Publication Category: Research Update
Publication Title: TCOE: Complex Project Management Function
Publication ID: US-SGA-TES-2006-015
Domain: All Domains
Topic: Execution Strategies
Released: Aug. 01, 2006

Context:

In our weekly update of June 27, 2006 we described the trends driving the implementation of Transformation Centers of Excellence (TCOE) within SG&A domains in enterprises. We pointed out that a major driver for this is the need being recognized within enterprises to possess competency to rapidly implement newer, more innovative business-models by re-aligning capabilities continuously, faster and on a global-scale.

We also stated that, according to First Kernel, a robust TCOE must support, at minimum, the following functions:

1. Transformation Coordination
2. Performance Management
3. Supplier Governance
4. Complex Project Management
5. Process Life-cycle Management

Starting week of July 11, 2006, we began to explore each of these five TCOE functions in a little more detail. The first three of these, *Transformation Coordination*, *Performance Management* and *Supplier Governance* were covered during the past three weeks.

This week, we will explore the fourth function, *Complex Project Management*.

Analysis:

Transformational initiatives will require the participation of some or all of the following entities, sometimes for extended periods of time:

- ~ Transformation Coordination Facility within the TCOE
- ~ Line-of-business involved in the initiative
- ~ Suppliers / outsourcers
- ~ Sourcing or other transformation intermediaries
- ~ Enterprise business partners
- ~ Expert entities such as benchmarkers

To facilitate sophisticated transformational engagements involving collaborating teams of staff, suppliers and consultants, and workflows that extend beyond the enterprise and into its ecosystem, the technology

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utilized for the TCOE must support Complex Project Management requirements such as:

1. Collaboration
2. Content Integration
3. Document-level Security
4. Workflow Integration
5. Versioning and Alerts
6. Scheduling and Calendaring

Collaboration:

The ability to establish secure workspaces, organize information pertinent to a specific purpose, function or a sub-team, and to easily manage invitations, access, roles, rights and other dynamics of these workspaces is critical to effective collaboration.

Content Integration:

In engagements involving dispersed teams, content is often developed in isolation or in parts. At key points, such as when a Term-Sheet for a contract is finalized, several individuals may have to simultaneously work on assembling a common document on-line, from parts. The capability to facilitate this can save all involved a lot of time, money and travel.

Document-level Security:

Some artifacts, such as Human Resource related documents in an outsourcing context, have to be protected even within a project sub-team, for obvious reasons. Access restrictions at the document-level including allowing someone to read but not alter content, is a valuable capability.

Workflow Integration:

Virtual teams require documents and other materials to flow from the TCOE (say, Project Manager) to an outside entity (say, External legal counsel) back to the enterprise (say, Corporate legal counsel). Sometimes these flows require certain actions (example: approval) along the way. The ability to establish workflows and to integrate them across organizational boundaries adds power to the TCOE.

Versioning and Alerts:

The ability to track versions is crucial to a TCOE for the simple purpose of establishing an audit trail. Alerts inform appropriate individuals that a new version of an item has been just created.

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Scheduling and Calendaring:

A basic (or sometimes an advanced) version of a project management utility such as Gantt and a Calendaring capability are required as part of the TCOE.

Take Away:

Complex Project Management capabilities in a TCOE allow it to maximize its value contribution and impact to its domain, the enterprise and its collaboration partners. The benefits translate to saved time, saved money and a better overall quality of the work output and experience.

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Our Clients leverage the integration of our expertise, intellectual property, tools and guidance to achieve or surpass their SG&A performance targets. First Kernel has developed the industry's first *Enterprise Performance Transformation SystemTM*, currently pending a United States patent.

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