

Case Study : American Management Association (www.amanet.org)

Project : Corporate Communications (Intranet Portal & Knowledge Management)

Executive Summary :

All business efforts require good project skills. This is especially true for complex projects that require the collaboration of many different groups. Poor communication, lack of attention to detail, and undisciplined adherence to standard operating procedures can cause a project to fail. Strong project skills were required to fix this project and turn it into a project that eventually succeeded.



► **Business Challenge**

The American Management Association was engaged in the implementation of a corporate Intranet Portal and Internet-based Knowledge Management application. While the tools themselves would provide a great benefit to the entire corporation. There were major delivery issues that needed to be addressed from its current solution vendor. The issues included:

- Poor communication of project status
- Below average issue / defect resolution
- A general lack of clear requirements to address the existing and future needs of the organization
- A lack of organized / direct scope management created an atmosphere of distrust and confusion between AMA and the existing vendor
- The cost-benefit of implementing the system was slipping in the wrong direction

► **What Was Done**

There were several key steps taken to address the issues related to the AMA project. They have been listed below.

- A new baseline was established by directly and honestly addressing any existing issues related to the project. A project charter was put in place to address the structure of the team and the way in which team members would interact. While this was a tough stage to go through, it was crucial as the first step to creating an efficient project.
- A new project reporting infrastructure was put into place. All project requirements were rededicated and signed off by all parties. Detailed Project Status Reports were developed and

delivered every two weeks. Project Change Request Forms were used consistently for all changes no matter the scope. A new issue management system was put into place.

- From this point the project was able to begin to get back on track. Both the Intranet Portal and Web-based Knowledge Management applications were completed under the direction of a Certified Project Manager.
- Training materials and sessions were delivered and version 1.0 of both tools were delivered.
- Consulting was provided on the best ways to configure the solution delivery team, training for the new applications, and structure of the project in general

► Results

- With the help of effective project management services, the AMA project was able to turn from a struggling project to a project that performed at the highest of levels.
- The entire AMA organization began to use the Intranet Portal which provided key company information and customized content. These tools became key to the day-to-day operations of the AMA organization.