



## Project Management Best Practice delivers Competitive Advantage

### The Challenge

When a major semiconductor manufacturer realised that all too often its competitors were seizing business opportunities from them, they decided to work to improve their approach to managing IT projects. While their internal development methodology had proven effective in achieving sound technical solutions, they had suffered heavily by delivering projects late and missing key market opportunity windows.

### Steria's Response

Steria responded by helping the organisation achieve better results through an education programme based upon industry best practice in project management for all those involved in projects. A key requirement was for Steria consultants to relate the classroom material directly to that of the day-to-day working environment, whilst introducing industry best practice. An important factor was the development of realistic case study material. This required detailed discussions with engineers involved in the semiconductor development business, as well as a range of managers who were responsible for either the process or resource management. Over a period of 16 months, training was delivered to over 80 staff including engineers, team leaders, project managers, resource managers and senior managers. Issues raised during courses were recorded and then discussed with senior managers the following morning in an open forum. This generated an atmosphere of commitment and buy-in by the whole project management community. Approximately three months after each course delivery the class was re-assembled and delegates reported on those issues that had been addressed and those still outstanding. Senior management received reports throughout the whole process. Resource managers and senior managers attended shorter courses that focussed on their specific responsibilities within projects.

### The Outcome

As result of the education programme the organisation has reported that new projects are being created and having their business viability assessed in a more structured and visible manner. This has helped to improve their project management and business performance.

### About Steria Learning Services Consulting Services

Steria Learning Services provides an integrated set of consultancy and training services covering all levels of business change management. We work alongside your organisation to deliver the skills and expertise that make change happen: from business consulting, the design and implementation of large-scale business and IT change programmes, to outsourcing. In addition, through practical workshops we offer mentoring, coaching, skills transfer, facilitation, competency assessments, project reviews and methodology implementation services in the areas of Programme Management, Project Management and Service Management.

### Consultancy Services

Steria's range of Consultancy Services makes a lasting difference to our clients. Change is only effective when it has direction. Change is not straightforward. Only through thorough analysis, assessment and planning can the change process hope to meet its objectives. When providing Consultancy Services we know that it is important for organisations to address both internal and external factors as well as getting employees to own and commit to the change process. Steria realises that barriers to change may exist in a business due to culture or technology. To combat these factors, we emphasise the promotion of understanding, ownership and commitment to the change process by our clients' employees. Real value is delivered through the transfer of our capabilities to clients and their staff resulting in a lasting performance improvement. Examples of our range of services include:

- Coaching and Mentoring
- Healthchecks
- Interim Resourcing

### About Steria

Steria is an international business process and IT services company, creating and delivering process and technology solutions that significantly improve our clients' business performance. With strong business relationships across key industry sectors, Steria works with its clients to create and deliver business process and technology solutions that significantly improve their business performance. We can tap into our extensive



knowledge and experience to drive real and long-term cost reductions, performance improvements and new ways of working tailored to each client. Steria can call on programme and project managers, industry specialists, business process designers, business consultants and technical architects. Our skills and expertise are delivered where our clients require them including working on-site domestically, internationally or with integrated teamwork between both the host country and India. Our approach allows us to guarantee solutions that deliver the return on investment, improved productivity and new ways of working that can transform a business.

### **Steria Learning Services**

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