

Case Study 7: Improving the ROI of the Project Portfolio

Who:

The client is a worldwide leader in the brutally competitive global marketplace for semiconductor fabrication.

Situation:

The client's US operations invest heavily to stay competitive, annually funding a large portfolio of technology improvement projects. Unfortunately, this portfolio did not deliver full return on investment. Many of the projects missed schedule or budget, did not deliver what was originally intended, or caused last minute surprises to the senior management team.



Solution:

Synergy assessed the situation, provided a solution roadmap, and partnered with the client to develop and implement a tailored solution for selecting and managing projects.

1. Performed a deep assessment to understand root causes of the problems
2. Working closely with the client's senior management, created an improvement roadmap for the technology development group
3. Delivered targeted training on project management best practices to the senior technical team
4. Together with the client's technical team, co-designed a focused project management system that balanced project work with on-going operations
5. Piloted and tuned the process and supporting tools
6. Guided wide rollout and training



Synergy didn't stop with "shelf ware". We were an active partner in implementation and change management, making sure that the solution met organizational needs and stayed flexible in ever-changing circumstances. We provided training, coaching, communication, and even some nagging.

Result:

1. Metrics show improvement in project completion rate
2. Client is able to complete projects that were not successful before
3. Common awareness, language and techniques across organization
4. Improved management visibility and communication
5. Generated interest from other client divisions, both on-site and internationally