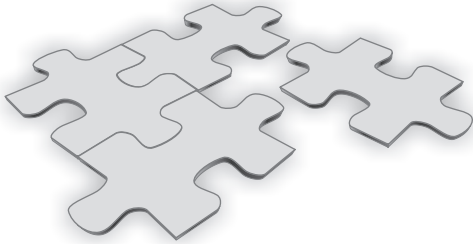


■ ■ ■ Needs Assessment Program

Are your project delivery methods addressing real needs, goals and return on investment?



EMERALD'S NEEDS ASSESSMENT PROGRAM

With expertise gained from working with numerous organizations in various stages of project management growth, Emerald has developed a three part Needs Assessment Program that provides your organization with an Enterprise Project Management transition roadmap tailored to your organization's specific challenges and priorities. The roadmap will allow you to fully leverage your software investment and meet the corporate goals in a timeline that is sensitive to ongoing operations.

As corporations move away from silo based project management towards Enterprise Project Management (EPM), project delivery strategies need to be adapted to maximize the benefits of this transition. New ways of doing business require the best use of current technology and tools, the implementation of streamlined processes and the training of skilled staff to successfully sustain the corporate change.

Today's EPM applications have advanced functionality that promote real-time team collaboration, improve resource management and capacity planning, and streamline updating and Earned Value reporting from anywhere in the world via the internet. These tools are designed to promote better planning and proactive decision making capability.

New tools and processes alone are not enough to achieve the full potential of EPM. Executives, Business Unit Managers, Project Controls, and Project Execution Teams are instrumental in identifying, designing and developing the improvements that will benefit corporate growth and quality objectives. Your people will promote and sustain long-term cultural change and corporate standardization which drive maximum value from limited resources.

Undertaking a thorough corporate review of project delivery methods can be a daunting task for your internal team. The temptation to dive in, bypass this critical step, and purchase software systems without a clear understanding of real needs, goals and return on investment can leave you with even bigger challenges. Having an experienced professional team lead the Needs Assessment process brings objectivity, innovation, and needed expertise to the process, thus maximizing the benefit of the program.

EMERALD'S METHODOLOGY

Emerald's Needs Assessment methodology focuses on identifying the highest priority and most valuable changes the corporation can make to achieve their strategic project delivery goals. Through a hands-on approach, our specialists work with your core team to understand current project delivery methods from planning and estimating right through to project execution, status reporting, change control processes and Earned Value analysis.

Our methods allow us to explore how to eliminate potential work-flow bottle necks, and identify integration/streamlining possibilities that can be achieved through standardized/template project delivery.

The key areas of review include:

- **Enterprise Project Delivery and Portfolio Management**
- **Organizational Responsibility Structure**
- **Your Project Management Life-cycle**
- **Project Standardization and Templating Possibilities**
- **Internal and External Reporting Requirements**
- **Integration/Streamlining with other Corporate Systems**
- **Resource/Cost Management Requirements**
- **Scope Change Management Processes**
- **Contract Document Review Workflow Streamlining**
- **Risk Identification and Mitigation Practices**

Once Emerald assesses your requirements, we will provide a report outlining recommendations as to which project management practices/technologies will work best within your organization. In addition, Emerald will develop a high level roadmap that will address the short-term and long-term project management and corporate goals.

Be equipped to move forward with an EPM solution that maximizes the benefits while minimizing the risks.



NEEDS ASSESSMENT PROCESS

STEP 1

Customer Questionnaire and Interviews

We begin with a Corporate Project Management Questionnaire that provides Emerald's team with a snapshot of your current project management environment and challenges. The questionnaire not only prepares our staff for the interview process, but also provides your core team with a foundation to gather key project documentation samples and follow up ideas.

One-on-one interviews with key stakeholders and super-users are then conducted over a few day period to allow Emerald's consultants to get intimate information on what works and what needs improvement from various internal perspectives. Emerald utilizes role-based interview forms to ensure multiple views are specifically addressed and understood. The interviews typically review current tools used, processes followed and staff that perform the tasks in the process. Real life project examples are selected and used to identify potential gaps in current project execution practices, compared to current "Best in Class" strategies within your industry.

Discussions with your management team will focus on current market demands and challenges as well as strategic corporate direction. This includes understanding an overall view of your project lifecycle from the way you currently prioritize, initiate and plan work right through to how the daily management influences the corporate bottom line.

STEP 2

Requirements Definition and Solution Recommendation

The second step in the Needs Assessment is an analysis of your specific corporate challenges against currently available tools and integration possibilities. Specific detailed requirements are identified and prioritized against which all recommendations are evaluated. Emerald then develops a gap analysis document outlining key areas for improvement and solution recommendations.

Emerald also develops a high-level roadmap of how to go about implementing the recommended solutions without overwhelming your staff. This roadmap outlines the steps involved in delivering an EPM solution to meet your organization's goals and objectives, based on the order of importance to your organization. The plan highlights deliverables, benefits, timelines, and trade-offs, allowing your management team to make informed go-forward decisions.

STEP 3

Present Findings

The final step in the Needs Assessment program is to meet with key stakeholders to present, review and discuss the findings and proposed solutions. This session typically includes a detailed presentation and round table discussion as to what the best go-forward strategy for your organization is.

Once Emerald completes the Needs Assessment, your organization will be equipped with the information necessary to determine the next steps in moving forward with an EPM solution that maximizes the corporate benefits while minimizing the risk.

To find out more about Emerald's Needs Assessment Program please contact your Emerald Solutions Executive.

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