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The Development of a Global Project Management Methodology in a Multinational Company: the Case of EMC²

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Sommario

Questo lavoro di tesi è il risultato di un periodo di stage, della durata di sei mesi, svolto presso ELIS Consulting Academy a Roma, finalizzato alla realizzazione di un progetto per EMC^2, azienda multinazionale operante nel settore IT.

L'obiettivo del progetto è quello di definire una metodologia globale di Project Management (PM) a livello corporate, all'interno di EMC^2 e sviluppare strumenti e template a supporto della stessa, partendo dalla metodologia precedentemente sviluppata per l'area EMEA.

Per raggiungere questo obiettivo, il lavoro è stato diviso in due fasi: (1) analisi e (2) sviluppo della nuova metodologia. Le aree di analisi sono state due: (1) il supporto al roll-out della precedente metodologia nell'area EMEA, con l'obiettivo di raccogliere feedback da parte dei project manager, e (2) la valutazione delle metodologie di PM in uso nell'area America, con l'obiettivo di individuare requisiti e best practice. Le informazioni così acquisite sono state utilizzate nella seconda fase del progetto per sviluppare la metodologia di Project Management di EMC^2, chiamata EPM^2 – Version 2.

Abstract

This thesis is the result of an internship in ELIS Consulting Academy in Rome, aimed at developing a project for EMC^2, a multinational company having its business in the IT sector.

The objective of this project is to define a Global Project Management Methodology at Corporate level within EMC^2 and to develop tools and templates to support it, starting from the methodology previously developed in EMEA area.

In order to achieve this objective the work plan was divided into two phases: (1) analysis and (2) methodology design. The areas of analysis were two-fold: (1) the support to the rollout of the previous methodology in EMEA Theatre, aimed at collecting feedback from project managers, and (2) the assessment of the PM methodologies in the Americas Theatre, in order to identify requirements and best practices. The information acquired were used in the second phase of the project to develop the EMC Project Management methodology, called EPM^2 – Version 2.

1. PROJECT CONTEXT

This thesis is the result of an internship in ELIS Consulting Academy in Rome, aimed at developing a project for EMC^2. EMC Corporation is an American multinational company headquartered in Hopkinton (Massachusetts, United States), having its business in the IT sector. EMC^2 offers data storage, information security, virtualization, analytics, cloud computing and other products and services that enable businesses to store, manage, protect, and analyze data. It was founded in 1979 and nowadays it counts 116 companies. EMC^2 has approximately 60.000 employees worldwide and it operates in 85 Countries.

EMC^2 had two main line of services: "Technology Solutions and IT Services" and "Consulting". EMC^2 historically had as core business the "Technology Solution and IT Service", but in 2002, it created the second line of services from the spin-off from an important consultancy company. For this reason, and because of the several acquisitions, many consultants became Project Managers without any certification or fundamentals of Project Management. This, together with the tentative to group the Countries into Regions, led to the rise of several inconveniences. From July 2012, the two lines of service took the general name of "Global Professional Services". These changes are affecting the Project Management community and EMC^2 understood the need of creating a standardized and unified project management methodology. These factors led to the collaboration between EMC^2 and CONSEL, started in 2013. The goal was to create a common language among the different countries to enable Project Managers to work on cross-country projects and to give the client a higher brand awareness. This project, named "PMO Evolution II", is the follow-up of a previous project, named "PMO Evolution", in which the previous team developed a standardized Project Management methodology at EMEA (Europe, Middle-East and Africa) level, called EPM^2 (EMEA Project Management methodology).

Following the success of the previous project for the EMC EMEA, EMC^2 decided to extend the project at the Corporate level. This project started on January 2014, together with the rollout of the methodology developed in the previous project.

2. PROJECT SCOPE

The aim of "PMO Evolution II" was to develop a unified Project Management Methodology at Corporate level for EMC^2 that had to be scalable and easy to adopt across different countries and project complexities. A step toward the standard methodology was already made during the "PMO Evolution project", in which the EPM^2 was first released. With "PMO Evolution II", the objective was to extend this methodology to the Corporate level, by adapting it to the need of all theatres (EMEA, Americas, APJ) involved in the project.

3. METHODOLOGY AND RESULTS

The aim of the project has been reached through the following phases and activities. A representation of the work plan is shown in *[Figure 1].*

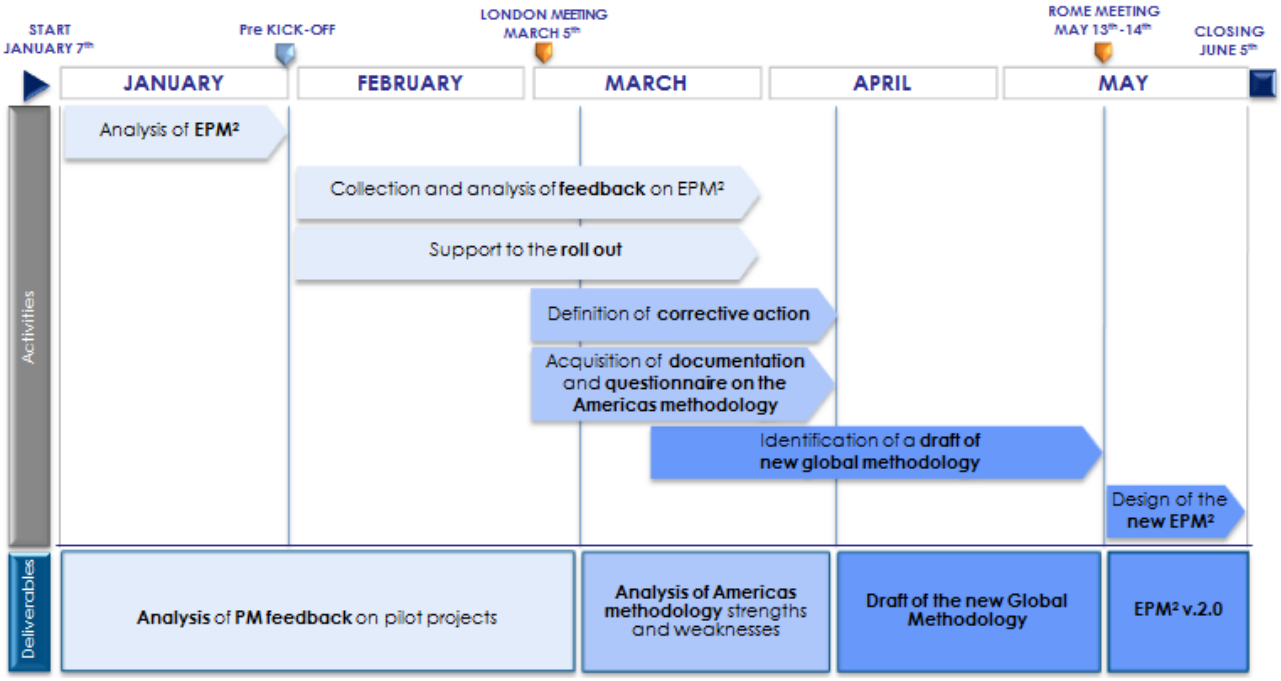

Figure 1 - Work plan

In *[Figure 2]* you can see the process map with the phases (grey), the activities (blue) and the deliverables (orange).

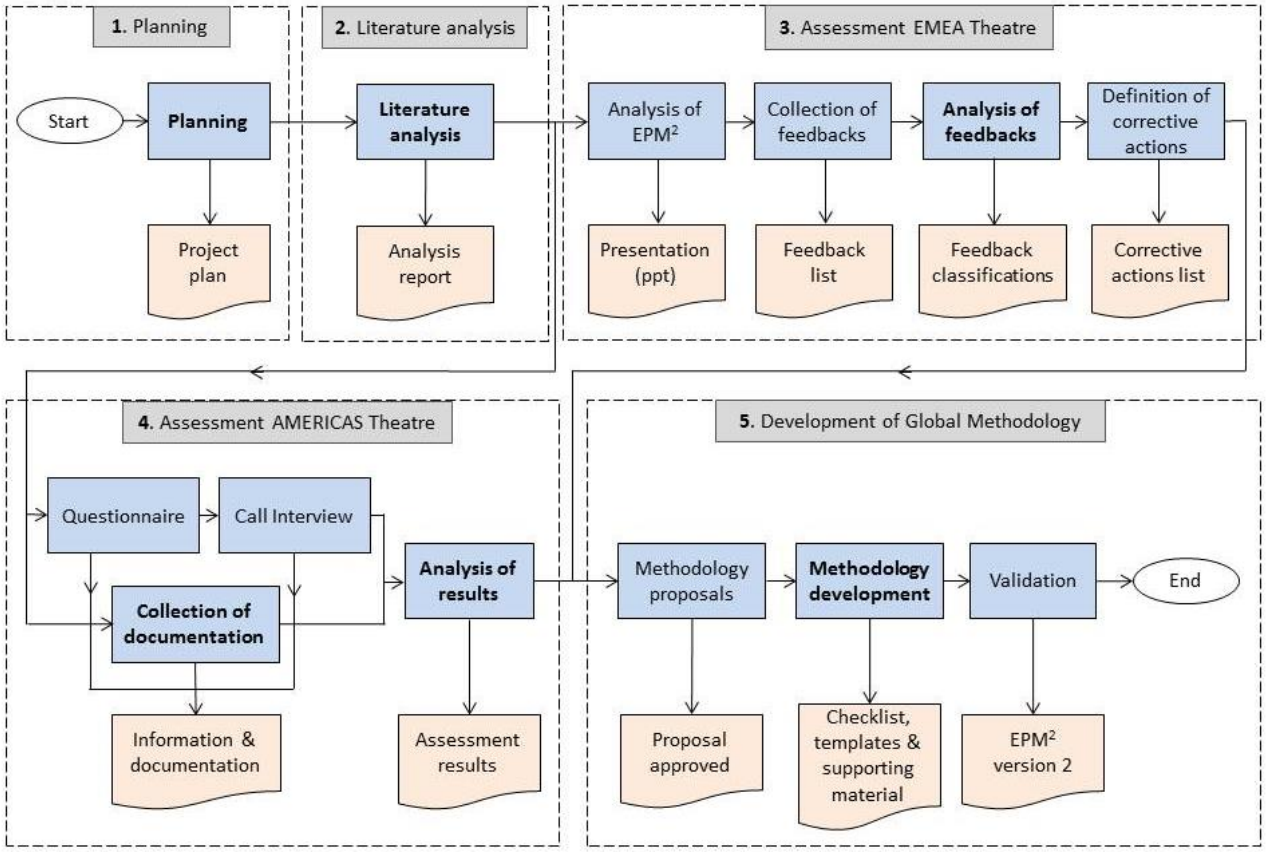

Figure 2 - Process map

I was responsible for the activities in **bold**, while I participated and contributed to all the rest. In the following paragraphs, the methodologies adopted and results obtained will be discussed. Each phase is

described through a table containing the activities, the methodology adopted, the outputs achieved and the references to the paragraphs of thesis. After that, the results will be presented.

3.1 PLANNING

3.1.1 Methodology

Activity	Methodology adopted	Deliverables	Thesis
Planning	Planning of the projects, defining the phases and the activities. For all the activities: - time - resources - tools - responsibility - deliverables - points of contact with EMC^2	Phases, deployment of the objectives and relative activities, allocation of resources, time and responsibilities within the team	§3.4.2

Table 1 - Methodology of Planning

3.1.2 Results

The planning of the project allowed us to deploy the project objectives and thus to identify the activities needed to achieve them. Allocation of resources, time and responsibilities among the team members, deliverables and points of contact with EMC^2 were also defined. In March 2014, I took part to the kick off meeting in London, where the planned approach to "PMO Evolution II" was presented and approved by the Program Management Work Group. The outputs produced are the following: Deployment of the objectives; Process map *[Figure 2]*; Work plan *[Figure 1]*; Work breakdown structure; Matrix of responsibilities (RACI).

3.2 LITERATURE ANALYSIS

3.2.1 Methodology

Activity	Methodology adopted	Deliverables	Thesis
Literature analysis	Search and selection of thirteen scientific articles on project management from online portals[1]. The combinations of key words used are "Project Management + Risk", "Global + Project Management + Methodology", "Corporate + Project Management + Methodology" and "Project Management + Methodology + Risk"	Literature review and identification of some cases of practical application of a well defined Project Management methodology	§1; §2

Table 2 - Methodology of Literature analysis

3.2.2 Results

As the cases of "Wachovia National bank" or "HP" showed, the main advantages that a company gets, thanks to a well defined Project Management methodology, are: efficiency and good project organization; mitigation of risk; increase of compliance; better forecasting and management of projects with smaller budgets, tight schedules, and scarce resources. Moreover, there are not references to an assessment of risk carried out at an early stage of the project with the purpose of assessing its complexity, in order to understand which is the best way to handle that specific project. This is exactly what EMC^2 did with the risk calculator, a new methodology's tool developed and which will be discussed in later chapters.

[1] https://www.ebsco.com/; http://www.elsevier.com/; http://onlinelibrary.wiley.com/; http://www.journalmodernpm.com/;

3.3 ASSESSMENT OF EMEA THEATRE

3.3.1 Methodology

Activity	Methodology adopted	Deliverables	Thesis
Analysis of EPM^2	Study of all the knowledge produced by the previous team (documentation, reports, methodology, checklist, templates)	Presentation (ppt) used during the kick off in London	§3.4.1
Collection of feedbacks	During the Rollout of EPM^2, project managers were asked to provide feedbacks on the methodology in order to identify the corrective actions to undertake	Feedback List, containing the feedback collected during the roll out process	§4.1.1
Analysis of feedbacks	Feedbacks were analyzed and classified looking to the knowledge areas, the process phases and the categories of actions required	Feedback classifications based on: - Knowledge Area - Process phase - Corrective actions required	§4.1.2
Definition of corrective actions	A discussion and a brainstorming with project managers and the other team members took place and starting from the feedback the corrective actions required were defined	Requirement for the new methodology and corrective actions list	§4.1.2

Table 3 - Methodology of Assessment of EMEA Theatre

3.3.2 Results

3.3.2.1 Analysis of EPM^2

All the knowledge produced by the previous team (documentation, reports, methodology, templates) was assessed in order to better understand the previous methodology and be able to start immediately the project. As result, a power point presentation was made. It was used during the kick off in London, where the previous project ("PMO Evolution I") and the methodology developed (EPM^2) were explained to the senior Program Managers from EMC Americas, as they had no knowledge about it. This meeting gave us the opportunity to understand the stance toward our team and the attitude of stakeholders. What we understood was that the EMEA representative had a positive stance toward the team and the project, also due to the prior knowledge they had about it. On the contrary, the American representative had a negative stance and they questioned the project since the beginning. This was due to lack of prior knowledge of the American team about both CONSEL and EPM^2. Thus, the sharing of knowledge and open communication during the project helped us to overcome the initial hostility and get the support of the whole work group.

3.3.2.2 Collection of feedbacks

In September 2013, the first release of EPM^2 was delivered to EMC. The Rollout Plan started in January 2014 with the smaller projects (<1 million $). During the Rollout, a feedback process was in place. Project Managers were asked to provide feedbacks on the methodology in order to identify the urgent corrective actions to undertake. At the end of the quarter, these feedbacks were used to release the EPM^2 Version 1. The collection of feedback continued during the "PMO Evolution II" project and they were taken into consideration in developing the Version 2 of the methodology. The total number of feedback was 88. Some examples are: "It is not clear on whether the templates provided are for internal use, use with the customer or indeed both"; "It would be beneficial to understand the customers project team or the organization to which the EMC project team will interface"; "It would be useful to have an example project

plan which links back to the WBS" or "Examples of completed templates would help with the filling out of the document".

3.3.2.3 Analysis of feedbacks

As shown below in *[Table 4]* and *[Table 5],* feedbacks were analyzed looking to the Knowledge Areas and the process phases:

Phases	Number of feedback	Percentage
Initiating	19	21,59%
Planning	36	40,91%
Executing & Controlling	12	13,64%
Closing	3	3,41%
All phases*	18	20,45%
Total	88	100,00%

* Feedback not referred to a specific phase

Table 4 - Feedbacks and Process Phases

Knowledge Area	Number of feedback	Percentage
Integration Management	27	30,68%
Scope Management	10	11,36%
Time & Cost Management	1	1,14%
Cost Management	4	4,55%
Quality Management	7	7,95%
HR Management	12	13,64%
Communication Management	3	3,41%
Risk Management	2	2,27%
Stakeholder Management	4	4,55%
All Knowledge areas*	18	20,45%
Total	88	100,00%

Table 5 - Feedbacks and Knowledge Areas

Feedbacks were also clustered into categories of actions required. Most of the feedbacks required an improvement in the existing templates. This went together with the creation of new templates that could have been useful to the project management. In general, Project Managers required also changes in order to ease their work, such as introduction of examples for the completion of documents, and introduction and modification of activities in order to increase the clarity and simplicity of the methodology. The analysis led to the identification of the following requirements for the new methodology:

- Increasing the clarity and simplicity of the methodology, by providing higher guidance and examples in the templates;
- Removing duplication and thus, integrate the different tools used within EMC^2.

The EPM^2 Version 1 takes into account these feedbacks and was developed by the Project Manager responsible for the rollout and based in London. It was also our starting point for the release of Version 2.

3.3.2.4 Definition of corrective actions

Starting from the feedbacks and after discussions and brainstorming with project managers and other team members, the corrective actions had been defined. Some examples are:

- Creation of example for each key template to show how the template should be completed;
- Add template version to all templates;
- Creation of templates like the GANTT Chart, Work Breakdown Structure, Client Closing Presentation, Lessons Learned Log;
- Introduction of the ongoing tasks, that are activities that start in one project phase, but then they can continue throughout the other phases;

- Definition of the file naming convention;

3.4 ASSESSMENT OF AMERICAS THEATRE

In the Americas, there was not a standardized methodology or a document with an AS-IS Analysis. Thus, we needed to assess the methodologies currently used in the American continent and to collect the documentation available.

3.4.1 Methodology

Activity	Methodology adopted	Deliverables	Thesis
Questionnaire	Submission of the questionnaire (structured using an Excel sheet) via email. The questionnaire's structure was as follows: - Instruction: guidance to fill the information; - Get to Know: general information about the profile of the Program Managers and Project Delivery Managers interviewed and the categorization used for the projects; - Open Questions: information about practices and tools used; - Initiating - Planning - Executing & Controlling - Closing: in these sheets the interviewee had to specify how activities were performed during the life of a project, the output/input/tools involved and the roles and responsibilities assigned. The people involved are 7 Project and Program Managers from USA (New York City, San Francisco, Memphis, Boston, Kansas City, Fredericksburg) and Brazil (Porto Alegre).	Questionnaires completed by people involved and attachment (documents or templates) that, according to people interviewed, could be useful	§4.2.1
Call Interview	The questionnaire provided was used as the starting point for the call interview. The focus was on doubts coming from a first analysis of the answers, on the requirements for the new methodology, eventual best practices, and the main aspects of the methodology used in that region	Call reports containing answer to the question, requirements or best practices indicated	§4.2.2
Collection of documentation	People involved in the questionnaire shared different types of documents, that could be useful for the analysis, via email or through a shared folder with the team	Documents and templates used in Americas theatre	§4.2.3
Analysis of results	Reading of questionnaires and document, data classification and alignment of the document shared by Americas to the documents provided with EPM2 Version 1 in order to analyze them in terms of structure and information contained	Assessment results, containing specific requirements, best practices and template to consider for the new methodology	§4.2.4

Table 6 - Methodology of Assessment of AMERICA Theatre

3.4.2 Results

3.4.2.1 Questionnaire

From *the first part of the questionnaire*, the following information were collected:

Framework and Tools: there is not a standard checklist to track the status of the project and the activities to perform in each phase.

Project Life Cycle: each Region uses a different division and name for the Life Cycle.

Pre-Sales and Sales: Project Managers declare to be involved in these activities.

Roles and Responsibility: there are not standard procedures for the escalation management.

Change Control Board: In the majority of cases, it exist a process for the Change Requests.

Procurement Management: The types of contracts usually used are Fixed Price, Time & Material, and Event Based. Suppliers are rated, but this is not a responsibility of PMs.

The *second part of the questionnaire* was structured as a checklist in which the Project Managers had to signal which activities were not performed, or alternatively the input needed and output produced by the activities performed. Unfortunately, not all the interviewees completed in a satisfactory way this part due to the lack of time. This because the questionnaire was sent at the end of the quarter, when also portfolios reviews were in place.

3.4.2.2 Call Interview

From the call interviews, the following information were collected:

Project Categorization: is not followed the classification into Project Risk Tier as in EMEA.

Knowledge Management System: the repository tools used are a cloud folder, the official internal repository and an American repository.

Pre-Sales: The majority of PMs are involved in new opportunity identification, scope and effort definition, review of the cost estimate, development of Statement of Work (SoW) and signoff, technology considerations and consulting, discussion on delivery process and risk identification.

Quality Procedures and Standards: There are neither codified standard procedures for Quality Assessment, neither common Process KPIs.

3.4.2.3 Collection of documentation

People involved in the questionnaire shared different types of documents. The total number of document was 52. Documents that Project Managers identified as the most important in the management of the projects, are Project Charters; Statement of Work (SoW); Methods of Procedure (MOP); Project Workbooks;

3.4.2.4 Analysis of results

In addition to the information listed above, the analysis of questionnaires and call interviews, led to the identification of the following requirements and best practices to be considered in the development of the new methodology:

Best Practices:

Project Workbook, that is a checklist to track the project status and is used for low complex projects; Knowledge sharing, thanks to different Repositories and Cloud Folders used within EMC^2; Project Handover Processes and Partner Management Processes.

Requirements:

Standardization to create consistency among documents and process; feedback loop for process improvement; formalization of the Lessons Learnt; reusability of documents thanks to templates; minimization of the PM effort.

3.5 DEVELOPMENT OF GLOBAL METHODOLOGY

3.5.1 Methodology

Activity	Methodology adopted	Deliverables	Thesis
Methodology proposals	Starting from the results of the previous analysis, six final requirements, and their relative weights were identified for the proposal submission: - Simplicity of use: 25% - Brand Awareness: 20% - Scalability: 15% - Reusability: 15% - Adherence to the PMBOK 5th edition: 15%. - Internal Standardization: 10% Considering the requirements, three proposals for the structuring of the checklist (synthetic, detailed and mixed checklist) have been prepared to submit to our referent for approval. To decide which proposal to develop in order to have EPM^2 Version 2, it has been given a score according to the adherence of the proposals to the requirements. The scale used was from 1 to 4 in increasing order of adherence	Mixed checklist proposal, in which some critical processes could be exploded in more detailed activities	§5.1
Methodology development	Starting from the mixed checklist, approved during the Review Meeting in Rome on May 13th, 14th, and the feedbacks obtained, changes required were implemented. Templates were created taking into account the documents and templates collected from AMERICA and EMEA theatres. Supporting material was also created considering the PMs requests	Checklist, templates and supporting material	§5.2
Validation	Presentation of the definitive methodology to the Program Management Work Group and steering committee participating to a conference call	EPM^2 version 2	§6

Table 7 - Methodology of Development of global methodology

3.5.2 Results

3.5.2.1 Methodology proposals

After the proposals evaluation, the decision was to adopt the mixed checklist, in which some critical processes could have been exploded in more detailed activities. These activities should have been sequential and the reference to the standard would be inserted in the checklist thanks to a column with a filter. In this way, the PM would have been able to identify the activities and the documentation that referred to specific knowledge areas. The proposal developed has been presented with more details and discussed with all the Program Management Work Group during the Review Meeting in Rome on May 13th, 14th. The aim was to present the TO-BE methodology developed and to discuss together the elements to modify, delete or improve. From this meeting, the final version of the EMC^2 Project Management Methodology was agreed and shaped.

3.5.2.2 Methodology development

The **EMC Project Management Methodology** (EPM^2 Version 2) is a framework methodology, a conceptual structure intended to serve as the guide for delivering projects. EPM^2 provides the processes and the tools required to deliver projects in a consistent, recognizable and reusable way. As stated before, the

methodology is based on the Project Management Body of Knowledge (PMBOK) Guide 5th edition with some parts tailored to EMC's needs, and it is scalable, meaning that the activities would depend on the complexity of the project. EPM^2 identifies 4 Project Lifecycle Phases (Initiating, Planning, Executing and Controlling, Closing) and each of them is defined by a set of processes and tasks. Each phase is also delimited by a gateway task which must be completed before the project can progress to the next phase (with the exception of the transition from the Executing and Controlling to the Closing). All projects follow the same 4 lifecycle phases. Projects share some tasks but, depending on the type of project to be delivered, some of the tasks will be different; this is possible through the Risk Calculator. The very first step in the EPM^2 framework is to identify the type of project that to be delivered using the **Risk Calculator**. It is a Microsoft Excel based tool that uses 24 elements, such as information on the client and deal size, to calculate the Project Risk Tiers (PR). They can be: (PR1) Minimal Risk; (PR2) Low Risk; (PR3) Medium Risk; (PR4) High Risk. Once the Risk Tier has been determined, the EPM^2 framework sets out an appropriate path (set of tasks/activities) for the project. The second EPM^2 tool is the **Project Checklist** which is used to define the set of tasks that should be completed for a particular type of project.

As shown in *[Figure 3]*, the Project Checklist is a Microsoft Excel based tool.

2 - Project Planning Checklist

Task #	Task Name	Date Completed	PROJECT RISK TIER 3							Knowledge Area	COMMENTS
			Output	Input	Tool	R	A	C	I		
2.0	**Requirements / WBS**										
2.0.1	Review and / or complete initial WBS	dd/mm/yy	WBS Diagram Created	SOW / Project Charter	-	PM		PT / CL		Scope Management	Copy WBS Diagram in Section 2 of the Scope Management Plan
2.0.2	Create Requirements Spreadsheet	dd/mm/yy	Requirements Spreadsheet Completed	SOW / Project Charter	-	PM		PT / CL		Scope Management	Updated Section 3.0 in Scope Management Plan
2.0.3	Complete Scope Management Plan	dd/mm/yy	Scope Management Plan (Customer Facing)	-	-	PM		PT / CL	QA	Scope Management	If QA Involved (Americas) - Technical involvement as appropriate
	Click "+" to explode, "-" to group										
2.1	**Team & Resources**										
2.1.1	Identify Project Team	dd/mm/yy	Human Resources Plan	SOW / Propel Project	-	PM		PDM	QA	Human Resources Management	If QA Involved (Americas) - Technical involvement as appropriate
2.1.2	Submit Initial Demand in Propel	dd/mm/yy	Demand Entered in Propel	Human Resources Plan	Propel	PM			RM	Human Resources Management	
2.1.3	Create Project Contacts List	dd/mm/yy	Polaris & Human Resource Plan updated	Human Resources Plan	Polaris	PM		PT	CL	Human Resources Management	Project Contact List (section 3.9 of the Human Resource Plan) should be created in Polaris and exported and added to the Human Resourced Plan
	Click "+" to explode, "-" to group										
2.2	**Procurement**										
2.2.1	Plan Procurement Management	dd/mm/yy	Procurement Management Plan	-	-	RM			PM	Procurement Management	For further details please refer to the support documentation in the "Manuals" folder or to your presales contacts
2.2.2	Define Procurement SOW	dd/mm/yy	Procurement SOW	-	-	PDM				Procurement Management	For further details please refer to the support documentation in the "Manuals" folder or to your presales contacts
2.2.3	Enter PO in Propel	dd/mm/yy	-	PO	Propel	PM		PrS		Procurement Management	

Figure 3 - Project Checklist

There are 4 Checklists, one for each Risk Tier. There is also a consolidated version with Macros (MASTER Checklist) that allows the PM to select the Risk Tier and to have the resulting checklist.

The Project Checklists tool provides Project Managers with the following information:

- Tasks [Column B] – An outline of the task to be completed.
- Gateway Task [Column B – yellow rows] – The gateway task for each Project Phase.
- Task Outputs [Column D] – The expected output(s) for the task.
- Task Inputs [Column E] – The input(s) required to complete the task.
- Tools [Column F] – The tool(s) required to complete the task.
- Task RACI [Column G-J] – The responsibility assignment matrix for the task.
- Date Task Completed [Column C- white rows] – The date the task was completed.
- Knowledge Area [Column K- white rows] – The PMBOK Knowledge Area to which each task refers.

- Comments [Column L- white rows] – This column can contain specification of sections to complete in the documents; suggestions for the completion of the task; references to support material for Procurement process; QA Gates, where the intervention of QA or of the PDM is required.

If an output should be completed using an EPM^2 **template**, then the project checklist will indicate this with a link to the template on the repository. There are 31 EPM^2 templates available and one Project Workbook for Risk Tiers 1 and 2. The EPM^2 tasks are grouped into Process Groups that are identified in column B of the Project Checklist with bold font and turquoise background color. In addition to the tasks being grouped into Process Group, each tasks fits into one of the 10 Knowledge Areas. The **supporting material** is provided with the methodology to ease the work of PMs in understanding the methodology and in managing projects. The Handbook is a guideline that explains how the methodology is structured and how it works step by step. Moreover, it provides the translation of EPM^2 taxonomy into PMBOK taxonomy and a basic knowledge of the standard. Among the supporting material, the Work Breakdown Structure (WBS) in MS Visio format was provided in order to give an overview of the work packages of a project managed with EPM^2. The Project Plan with MS Project gives to PMs an alternative tool to the checklist.

3.5.2.3 Validation

The "PMO Evolution II" project was formally closed on June, 5th with all the Program Management Work Group and Steering Committee participating to a Conference Call, where the methodology previously described, had the validation of the Program Management Work Group.

4. CONCLUSION AND FUTURE DEVELOPMENTS

Before "PMO Evolution II", the problem for EMC^2 was the heterogeneity of methodologies and tools used by Project Managers working across different regions and continents. EMC^2 tried for several years to develop a Project Management methodology to apply worldwide, but they were not able to create one easy to implement. Our team worked very hard to gain the trust and credibility of all the stakeholders and at the end of the work the project was considered successful by all the steering committee. The key success factors of the project were the following: unbiased approach, continue communication and feedbacks and understanding of the stakeholders. Our role ended with the solution development and the future steps to consider in order to implement the solution are responsibility of the client organization. With regard to the implementation of the new methodology, the last update from the Project Manager in charge of the rollout of EPM^2 Version 2 came in October. At that time, they completed a pilot in all three theaters (Americas, EMEA and APJ) to have a global input to the methodology before progressing with the implementation of latest revision of EPM^2. Further step would be the building of a common methodology for Program and Portfolio Management as business value and efficiency come from a full tailoring of Project, Program and Portfolio Management within an organization, not only Project Management. So this work could be seen as a first step of a long way, that will lead EMC^2 to a better organization in terms of strength and efficiency.