

Enabling the Project Portfolio Management Office

Davol Case Study



PM Providers delivers professional services designed to enable our clients to realize key business initiatives through a unique combination of effective consulting services, coaching, training and management technology products.

"Using PM Providers solutions allows me to focus on the business, rather than on software deployment, training, and project management skills"

"With PM Providers now my projects are being managed by experts in project management"



Customer Description

Davol was founded in Providence, RI in 1874. Back then, the company supplied the medical community with hot water bottles and catheters. For the past 40 years, Davol has stood out as the market leader in providing solutions in soft tissue reconstruction solutions including products for hernia repair, specialized surgical procedures, fixation and biologic implants.

Now a subsidiary of C.R. Bard, Inc., Davol continues to maintain its leadership position in the medical device industry with an expanded portfolio of proven, innovative solutions. These include a growing line of mesh prosthetics, biologic implants, surgical instruments and techniques for inguinal, ventral and other hernia repair procedures, plus a range of products for auto-transfusion, hemostasis, laparoscopy, hysteroscopy, pulsed lavage and wound management.

Researchers at Davol are constantly engaged in expanding the range of soft tissue repair, hemostasis and performance irrigation products aimed at providing exceptional reliability and value – qualities that clinicians, physicians and patients have come to depend on from Davol.

Business Challenge

Davol's product department faced critical challenges in meeting the varied and unique technology project demands inherent in their product development projects. New technologies, the need for competitive edge, continuous customer experience improvement, and the fast-paced and ever changing needs from marketing, sales, and manufacturing combined to make a complex and challenging environment. The product development department was constantly under pressure to deliver complex and sophisticated medical products, while juggling resources across multiple projects undertaken by the business.

To compound the difficulty in meeting these demands, Davol is required by the FDA to meet stringent processes for managing these initiatives. Project managers and team members faced changes in priorities, lack of transparency to resource allocations, and no comprehensive system for communicating and understanding impacts of

business driven changes. These conditions resulted in a lack of accountability for project delivery dates being met and unclear alignment to business goals.

Solution

PM Providers worked in partnership with the newly formed PMO leadership at Davol to mature their Project and Portfolio Management processes and create a project based culture within product development. A strategy was developed to roll out a project management methodology, Microsoft Project Server, training and staffing in concert. Senior management took an active role in supporting the initiative, while PM Providers and the PMO delivered the framework and supporting tools to allow for a new level of process maturity and focus.

The solution focused on both Project Management and Portfolio Management capabilities. At the project level, process and supporting systems were put in place to better manage project deliverables and reporting. Teams were formed around each project initiative and this allowed members to clearly understand their responsibilities based on Microsoft Project schedule. At the Program and Portfolio level, weekly reporting on the portfolio and resource allocations were reviewed by the RAT (Resource Allocation Team) and adjusted as needed to manage over-allocations and under allocations. These reports improved communications between project managers and senior management in relation to schedule progress and resources.

Cultural Change Delivers Real Results

Through process design, technology, and organizational engagement, Davol and PM Providers were able to deliver tangible results and business process change. And PM Providers helped Davol to successfully integrate these new processes and technologies to streamline project and portfolio management and improve business operations.

Business Value

PM Providers provided the management with a clear understanding of the business and the supporting elements necessary to manage a complex product development team working on multiple projects.

- ◆ Improved communication of the current projects via Portfolio Reporting
- ◆ Focused resources within each team to their responsible tasks within a project
- ◆ Provided management visibility into resource allocations and portfolio management

About PM Providers

PM Providers delivers management consulting services in four key areas designed to provide new and effective capabilities for our clients. These include services that focus on traditional "PM" or Project Management services, as well as Program Management, Portfolio Management, and Performance Change Management consulting.

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