



Case Study



Client Profile

Nextel Communications, a FORTUNE 200 company based in Reston, Va., is a leading provider of fully integrated wireless communications services and has built the largest guaranteed all-digital wireless network in the country covering thousands of communities across the United States.

Executive Summary

The IT Billing organization of Nextel was faced with managing multiple projects across each of its organizational groups. There was no single view into budget, schedule, risks and forecasts of the IT Billing organization and IT initiatives. To resolve this issue the senior director of IT Billing requested assistance from DYONYX to establish process and operational PMO support practices within the IT Billing organization.

Solution

DYONYX employed our “what”, “how”, “when”, “why”, and “where” structured systems analysis methodology assessing both internal and external environmental drivers across the six hierarchical levels of detailed analysis (entity, organizations, functions, business processes, systems, and operating procedures). The project was divided into six logical phases:

Phase I –Project Planning & Scope Management (including Quick Strike Activities & Deliverables)

During the scope management phase DYONYX initiated, planned, defined, verified, and established change control processes of the project prior to commencement of the actual workflow optimization initiative. All quick strike work, (identified with an * below), was completed in parallel or "fast tracked" with the scope management work due to the sense of urgency to become operational with basic budgeting and scheduling capabilities as soon as possible.) The principle functions of Phase I was to:

- Develop a detailed scope statement, requirements document, and work breakdown structure to formally itemize the deliverables in sufficient detail for approval by the project stakeholders.
- Develop a project plan that detailed the phases, tasks, and schedule for the project services and deliverables.
- Establish a responsibility assignment matrix of the Nextel and DYONYX personnel involved in the project.
- Establish a change control process as changes to the project scope were requested.
- Conduct a kick-off meeting to verify scope, requirements, and responsibilities and to meet all the team members.
- Develop a resource planning process by cost center and by project*
- Develop a PA/PMO financial information updating process*
- Develop a communication management process*



- Develop a performance reporting process*
- Develop a work breakdown structure (WBS) development process*

Phase II – Set-up & Implement Budget Management Processes & Tools

From the work accomplished by DYONYX in Phase I, we then produced detailed tools and procedures to address the following budget management areas:

- Developed cost estimating processes and tools by cost center and by project
- Developed cost budgeting processes and tools by cost center and by project
- Developed cost control processes and tools by cost center and by project
- Developed SP codes requisition processes and tools
- Developed vendor SOW creation processes and tools
- Developed PR/PO management processes and tools
- Developed an executive budget review and approval process
- Developed invoice management processes and tools
- Developed timesheet management processes and tools
- Developed expense report management processes and tools
- Developed performance reporting processes and tools
- Developed documentation management processes and tools

Phase III - Set-up & Implement Required Schedule Management Processes & Tools

From the work accomplished by DYONYX in Phase II, we then established detailed tools and procedures to address the following schedule management areas:

- Developed activity definition processes and tools
- Developed activity sequencing processes and tools
- Developed activity duration estimating processes and tools
- Provided documentation support

Phase IV - Set-up & Implement Required Risk Management Processes & Tools

From the work accomplished by DYONYX in Phase III, we then established detailed tools and procedures to address the following risk management areas:

- Developed risk management planning processes and tools
- Developed risk identification processes and tools
- Developed risk quantification processes and tools
- Developed risk analysis processes and tools
- Developed risk response planning processes and tools
- Developed risk monitoring & control processes and tools
- Provided documentation support

Phase V - Set-up & Implement Required Forecasting Processes & Tools

From the work accomplished by DYONYX in Phase IV, we then established detailed tools and procedures to address the following forecasting areas:

- Developed project cost forecasting processes & tools
- Developed project schedule forecasting processes & tools



- Provided documentation support

Phase VI – Reviews & Handoff to Nextel

The objective of this final stage was to hand over to Nextel a fully functioning and self-sufficient PMO Support Practice. At this stage the handover criteria was reviewed and a process for handover agreed and developed. Confirmation was made that the skills transfer had achieved the desired standards for the staff and that they were performing to agreed standards.



DYONYX LP, is a privately held information technology and management consulting firm dedicated to helping clients across the nation improve their productivity and security and reduce their cost and risk through a proven set of methodologies, extensive experience, deep skills and world class service at reasonable rates. For more information contact: Timothy Barto at: 713.830.5910 or tim.barto@dyonyx.com or visit us on the web at www.dyonyx.com