

# PROJECT EXECUTION MATURITY ASSESSMENT

## CASE STUDY

FEBRUARY 2015

### Service Provider Gains Pinpoint Clarity On Performance Status & Areas for Optimal Improvement through Pinnacle Strategies' Project Execution Maturity Assessment

#### CHALLENGE

##### No insight on where to begin, where to target change efforts

As experts in depth imaging and geological data analysis, the client plays an important and lucrative role in oil exploration and extraction. While they have been widely recognized for the quality of their work, the lack of uniform work practices—scattered among staff in Houston, Denver and London—undermined their ability to fulfill analyses on time, threatening their customer relationships and profitability. As new and less expensive competitors enter the market, and the demand for exploration services declines with dropping oil prices, the need to accelerate its processes to remain competitive and maintain market share were urgent.

Without accurate benchmarks based on a precise assessment of its current status, the client did not know where the most urgent problems were, what their potential best practices might be, and how to invest their time and money in the efforts most likely to yield productive improvements.

#### SOLUTION

##### Conduct a Project Execution Maturity Assessment to obtain precise picture

The client called upon Pinnacle Strategies to conduct a Project Execution Maturity Assessment (PEMA) that would identify strengths and weaknesses, and direct future efforts to the most relevant process areas. The PEMA rolled out in three stages:

**Wide-ranging questionnaires:** More than 190 staffers, representing at least one third of the company, filled a comprehensive, electronic questionnaire that Pinnacle Strategies customized for their industry segment and role. Based on approximately fifty core questions (reinforced with multiple validation inquiries), the questionnaire asked participants to rank capabilities in twelve critical execution areas involving collaboration, communications, project coordination, workflow integration, and planning.

**In-depth one-on-one interviews:** Pinnacle Strategies project execution experts analyzed the questionnaire results to find the “pain points”—discrepancies between reported evaluations and actual raw performance indicators—that merited deeper explorations, one-on-one. Approximately thirty-five personnel, representing a mix of functions, years of experience, and layers of authority, were personally interviewed for about forty-five minutes each in three different offices.

**Analysis and recommendations:** After completing the interviews, Pinnacle Strategies project execution experts compiled their interview results and reconciled their rankings across the twelve areas of execution assessment. These rankings provided the foundation for two sets of ratings: A global performance rating across all locations, and local assessments for the individual offices.

## CLIENT OVERVIEW

#### REGION

USA— Houston, Denver

Europe—London

#### INDUSTRY

Oil & Gas

#### CUSTOMER PROFILE

A technology leader in depth imaging for the oil & gas industry

#### BUSINESS SITUATION

The company wanted to improve results in service delivery, but did not know how to start or where to focus their efforts.

#### SOLUTION

Project Execution Maturity Assessment

## RESULTS & BENEFITS

- ◇ Obtained an in-depth understanding of strengths and weaknesses
- ◇ Developed a roadmap for pursuing effective improvements
- ◇ Identified most urgent areas of concern, optimal opportunities for investing efforts
- ◇ Found best execution practices that can be distributed and applied globally

## RESULTS

### Clear Pathway to Demonstrable Improvement

The resulting PEMA report exposed the dominant challenges undermining execution performance:

- Ad hoc assemblage of processes that were not defined, not measured, and not shared among departments—even those that occupied the same offices and hallways.
- Lack of established processes and training protocols led to inadequate management preparation.
- Prioritization of work was primarily subjective
- Capacity management was isolated and focused on local issues
- Project plans did not reflect realistic durations or account for anticipated project risks

But Pinnacle Strategies also found a silver lining: excellent resource acquisition and allocation methodologies in the London office that could be recorded and shared among all the company's sites.

In sum, the PEMA report found both the most urgent areas for improvement, and the most promising practices for emulation and company-wide distribution.

### BEST PRACTICES SOLUTIONS

Pinnacle Strategies is an International management consulting firm focused on operations management and project management excellence. We work with organizations to increase shareholder value by developing high-performance business processes that significantly enhance productivity, reduce costs and time to market, improving profitability and accelerating sustainable growth. Pinnacle strategies offers results-driven consulting solutions in the areas of performance management, project management, operations management and supply chain.

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