



## Success Stories - Project Management Solutions

*RiverPoint's best-in-class IT project management solutions have enabled our clients to build high-value PMOs and deliver critical projects on time, on budget and of value. Read on to learn how we've helped clients develop enterprise-aligned project management solutions that yield measurable results.*

### American Medical Association

As the nation's largest physician's group, the American Medical Association (AMA) advocates on issues vital to the nation's health. The AMA is committed to helping physicians help patients by providing them with a wide range of resources, services and continuing education opportunities.

#### Challenge

Faced with an increasing number of technology project delays and cost overruns, the AMA sought to quickly identify and address the underlying causes of this trend. This would require a comprehensive analysis of the current system delivery processes, an evaluation of the technical and project management skills of the AMA's staff, and a resulting strategy for improving project performance across the organization.

#### Solution

The AMA selected RiverPoint to assist in this crucial undertaking because of its reputation for being able to quickly analyze and solve very complex project management challenges. Reporting directly to the CIO, RiverPoint's first charge was to ensure the on-time delivery of two mission-critical projects by mentoring both project managers. This direct involvement enabled RiverPoint to evaluate the AMA's processes first-hand while guiding the two projects to a successful implementation. RiverPoint then provided an assessment of the organization's project management needs and a detailed Training Roadmap. The Roadmap called for a major organizational initiative that encompassed significant application development, architecture and infrastructure changes as well as the implementation of a PMO function within the organization.

Among the services RiverPoint provided the AMA:

- Conducted a critical analysis of roles, responsibilities and workflow within the organization and developed strategic recommendations for resource and work realignment
- Served as a mentor and facilitator in the development of the AMA System Delivery Framework (SDF). The AMA SDF was based on RiverPoint's System Delivery Framework (SDF) and incorporates PMI best practices
- Actively mentored project managers to ensure they had the competence to manage a portfolio of more than 30 projects
- Developed a formal project management training program based on PMI and RiverPoint best practices
- Delivered project portfolio analysis techniques to aid the AMA in calculating the Return of Value (RoV) across its wide spectrum of IT projects

#### Results

RiverPoint's extensive resource and workflow analysis and resulting recommendation plan helped the AMA effectively complete a critical realignment that streamlined processes and optimized performance. The additional project management services RiverPoint provided — including the creation of an AMA-specific SDF; development and implementation of PM training and mentoring programs; and delivery of project RoV tools and techniques — have given the AMA the ability to competently and efficiently manage its vast portfolio of projects.

### NAVTEQ Corporation

NAVTEQ Corporation is a leading provider of comprehensive digital map information for automotive navigation systems, mobile navigation devices and Internet-based mapping applications. NAVTEQ's map database is a highly accurate and detailed representation of road transportation networks that enables its customers to offer a broad range of dynamic navigation, route planning and other geographic information products and services to consumer and commercial users.

#### Challenge

To maintain its premier position in a dynamic industry, NAVTEQ is continually refining and improving its robust digital map database and investing in the resources, tools and technology to help the company meet the burgeoning demand for NAVTEQ products around the world. As part of its growth strategy, NAVTEQ formed an entirely new business unit focused on the business-to-consumer (B2C) relationship and its associated products.

In the past, NAVTEQ had primarily served the business-to-business (B2B) community. To ensure the success of its new business unit, NAVTEQ needed to engage expert technology partners to assist with the project management, development and implementation of the B2C technology.

#### Solution

NAVTEQ chose Accenture to provide the enabling technologies needed to deliver the B2C experience. RiverPoint was the firm NAVTEQ selected to design the methods, tools and templates necessary to successfully deliver the project, and to facilitate product knowledge transfer from Accenture to NAVTEQ to enable them to internally support the technology on a go-forward basis. RiverPoint was also retained by NAVTEQ to develop financial reporting and project progress tracking applications that would allow them to effectively manage the Accenture relationship.

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RiverPoint partnered with NAVTEQ to define and develop a Program Management Office (PMO) to support its newly formed business unit. Together with NAVTEQ, RiverPoint:

- Created and executed a PMO Charter that included C-Level management signoff
- Developed and implemented a standardized System Delivery Framework (SDF) that served as the blueprint for all projects. The custom SDF:
  - Outlined project phases
  - Identified and defined all tasks and tools based on PMI best practices
  - Incorporated existing processes and procedures wherever possible, and filled in gaps using RiverPoint's proven practices and techniques
  - Identified and defined project deliverables and deliverable templates
  - Established the underlying infrastructure to support the program using existing tools including Microsoft® Project, PeopleSoft, and Stelleni™
  - Instituted a Steering Committee Charter
  - Initiated weekly, monthly and quarterly reporting procedures
- Designed and implemented financial and tracking tools to ensure there were no project delays or cost overruns

## Results

Utilizing a customized version of RiverPoint's SDF, NAVTEQ was able to effectively deliver its first release of the B2C experience on time and under budget. RiverPoint also developed a detailed process for scheduling and managing subsequent overlapping releases to ensure that simultaneous work efforts were properly coordinated. Due to the flawless initial release and seamless downstream release plan, NAVTEQ was able to successfully incorporate the SDF into the culture of this new business unit.

## Caremark Rx, Inc.

Caremark Rx, Inc. is a \$30 billion pharmaceutical services company that provides, through its affiliates, comprehensive drug benefit services to over 2,000 health plan sponsors and their plan participants throughout the U.S.

## Challenge

Caremark was faced with the need to deliver three multi-million dollar projects within a nine-month timeframe. One of the projects was necessary to comply with ever-evolving mandatory government regulatory requirements. All three projects were sponsored by different individuals, spanned multiple locations and applications, and were

initially being independently managed. To add to the complexity, the code base for the largest application was affected by all three projects and each project had a different required 'go-live' date.

## Solution

After an in-depth review of internal resources and consulting firms currently under contract, Caremark chose RiverPoint to lead the efforts on one of the three multi-million dollar projects. The goal of this project was to develop and implement a Health Spending Account (HSA) product to be offered in conjunction with external managed care organizations. As Caremark's project management provider for this mission-critical initiative, RiverPoint:

- Prepared and maintained a detailed project plan and Budget-to-Actual reports
- Managed and advised business analysts and technical staff regarding requirements definition and refinement
- Provided project deliverables on schedule throughout the project life cycle
- Coordinated the efforts of several testing teams to ensure documented functionality was delivered as specified
- Delivered the project on time and under budget

RiverPoint was also charged with the task of developing and implementing the processes necessary to coordinate the requirements gathering, design, development and delivery of the functionality across all three projects. RiverPoint effectively:

- Supervised cross-project coordination between HSA, Medicare Part D and POS Rebate project teams to prevent problems that could occur when all users have simultaneous access to the same system and code base
- Developed a new deliverable template (Requirements Traceability Matrix – RTM) which facilitated a multi-project requirements approach. This approach enabled the easy identification of untested requirements when release strategies were developed around the implementation schedule
- Implemented a software release process to ensure that required functionality was delivered according to the individual project mandated timelines

## Results

RiverPoint delivered the HSA project on time and on budget, and successfully coordinated the deployment of the other two projects. The process that RiverPoint developed to manage the seamless implementation of these simultaneous initiatives is still being used today by Caremark to manage the complex challenges of an expanding business.



**RiverPoint**

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