POWERED BY: DEMAND METRIC

PROJECT MANAGEMENT

Playbook & Toolkit

Follow this simple step-by-step guide to develop a **project management** playbook that aligns with the **traditional phased approach**.

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PROJECT MANAGEMENT Framework

Leverage the framework below to quickly empower your organization's project management strategy.

POWERED BY DEMAND METRIC

Click the buttons below to access all related training, tools, templates, and other resources.

1 INITIATE	2 PLAN	3 EXECUTE	4 CONTROL	5 CLOSE
Project Management Maturity Assessment	Key Success Factors Tool	Issue Log Template	Project Milestones Template	Project Acceptance Document
Project Management Office Charter	Work Breakdown Structure Template	Project Change Request Form	Earned Value Analysis Template	Post-Project Evaluation
Project Portfolio Template	Responsibility Assignment Matrix	Project Status Report Template	Project Change Request Log	Lessons Learned Template
Business Case Template	Project Management Template	Deliverable Approval Template	Quality Log Template	Project Closure Checklist
Feasibility Study Template	Project Budget Template		Risk Assessment Tool	
Stakeholder Analysis Matrix	Risk Management Plan Template			
Project Charter Template	Change Management Plan Template			
	Project Approval Form			
	Project Plan Template			

Before You Get Started...

Do you currently have a Project Management Office?
Have you been asked to build one?

A Project Management Office (PMO) is a group or department within a business that defines and maintains standards for project management within the organization. Among other things, tasks may include monitoring and reporting on active projects and reporting progress to top management for strategic decisions on what projects to continue or cancel. The next few pages will help you:

1. Understand the key functions of a PMO
2. Benchmark your current capabilities
3. Build a PMO Charter and formalize your process using our time-saving tools & templates

How to Use this Playbook

Our playbook consists of five stages, each with a description, steps and action items. Action items include using our premium tools & templates. Our intention with this playbook is to support you in achieving your project management goals. This will be accomplished by helping you:

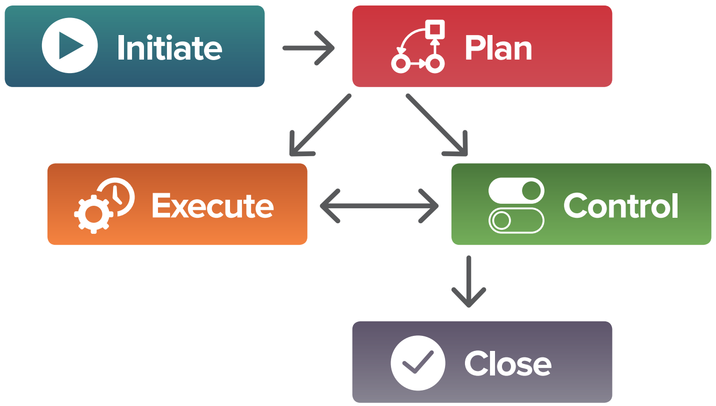
Organize and support your project management office

Standardize the templates used by your project managers

Improve the effectiveness & efficiency of project management in your organization

What Is the Purpose of This Playbook?

- To help you develop a **Project Management Playbook & Toolkit** of your own. This guide contains tools & templates that can be used a starting point and then customized according to your needs.
- There are a number of different approaches to managing projects. For the purpose of this playbook, we will be using the **traditional phased approach** as outlined below:



Functions of a Project Management Office

The Project Management Institute (PMI) sponsored Dr. Brian Hobbs of the University of Québec to research the current state of practice for the Project Management Office. One of the key findings involved categorizing the functions performed by PMOs into the following five broad groups:

Monitoring and Controlling Project Performance

Development of Project Management Competencies and Methodologies

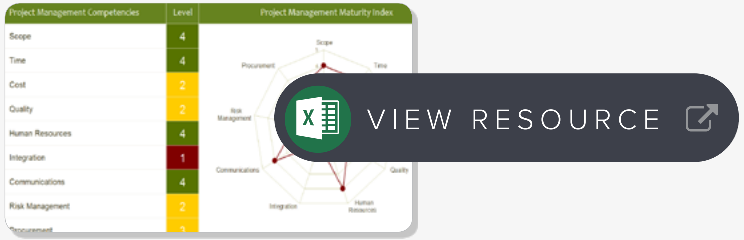
Multi-Project Management

Strategic Management

Organizational Leadership

Benchmark Your Current Capabilities

Use our **Project Management Maturity Assessment** to evaluate your organization's current project management capabilities.



Areas of evaluation include:

- Scope
- Time
- Cost
- Quality
- Human Resources
- Integrations
- Communications
- Risk Management
- Procurement

Based on the assessment, decide how you would like to proceed. If you identify the need to create and/or formalize a Project Management Office, use the next section to get started. If you decide against creating a PMO, proceed directly to the section "Next Steps" on the following page.

Project Management Office Charter

Use our **Project Management Office Charter** to establish the purpose for the PMO's existence, its primary functions, its sponsors , its customers and its structure.

Sections covered in the PMO Charter Template include:

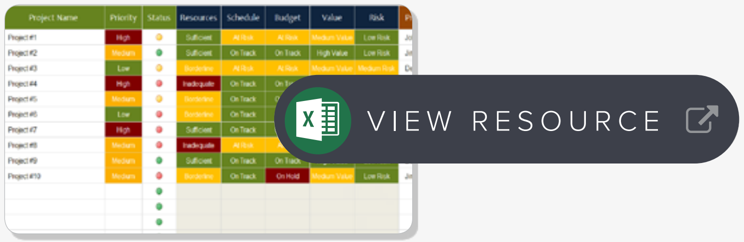
- Scope
- Vision
- Mission
- Goals
- Metrics
- Reporting
- Services
- KSFs
- Governance
- Approval

Now that you have created your PMO Charter, proceed to the next page.

Project Management Portfolio

Creating a simple system for managing all projects in the department will increase the chances of project success and facilitate reporting on critical business priorities with senior management.

Use our **Project Portfolio Template**, otherwise known as a **PMO dashboard**, to help organize your PMO by managing projects in the most efficient way possible.



This template will allow you to:

- Monitor individual tasks
- Identify the optimal resource mix
- Effectively manage and document new project ideas

Use our **Project Prioritization Tool** to rank projects based on their strategic fit, economic impact and feasibility.

Next Steps

Now, it's time to start building your own project management methodology using the Project Management resources.

The remainder of this guide will focus on the traditional phased approach to project management. A few other popular approaches to project management include:

- PRINCE2
- PRISM
- Agile
- Critical Chain Project Management
- Event Chain Project Management
- Process-Based Management

If decide to use another approach, feel free to customize the templates accordingly.

Outputs from This Playbook

Stage 1 - Initiate
Business Case, Feasibility Study, Stakeholder Analysis, Project Charter

Stage 2 - Plan
Project Goals & Objectives, Identify Key Success Factors, Work Breakdown Structure, Project Team, Project Schedule, Project Budget, Risk & Communications Plan, Project Approval

Stage 3 - Execute
Issue Log, Project Change Request Form, Status Report Template, Deliverable Approval

Stage 4 - Control
Project Milestones, Earned Value Management, Project Change Log, Quality Control Log, Risk Mitigation Checklist

Stage 5 - Close
Project Acceptance, Post-Project Evaluation, Lessons Learned, Project Closure Checklist

STAGE 1

Initiate

During this stage, you'll examine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the businesses needs.

The initiation stage includes the following action items:

STEP 1: Build a Business Case
STEP 2: Conduct a Feasibility Study
STEP 3: Identify and Analyze Stakeholders
STEP 4: Create a Project Charter

STEP 1
Build a Business Case

Action Item

Use the **Business Case Template** to obtain buy-in from key stakeholders.

This template was created for the purpose of providing a brief description of the problems and opportunities in a particular business case. Your business case should identify relevant elements such as opportunities, key success factors, risk and sensitivity analysis.

This tool will help you identify the following:

- Cost savings
- Revenue growth
- Other business benefits

STEP 2
Conduct a Feasibility Study

Action Item

Use the **Feasibility Study Template** to conduct an objective and rational analysis of the strengths and weaknesses of a proposed project.

This template will help you to check your assumptions and to evaluate the following areas of feasibility:

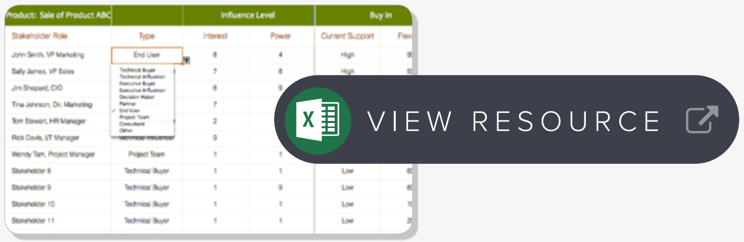
- Technical
- Economic
- Legal
- Operational
- Scheduling

STEP 3

Identify and Analyze Stakeholders

Action Item

Use the **Stakeholder Analysis Matrix** to identify key stakeholders, and evaluate their interest, power, support level and flexibility.



This tool will automatically generates a Decision Support Quotient. The **Stakeholder Analysis Map** provides a graphical representation of each stakeholder's position.

Create a mitigation plan and identify key success factors for each of the stakeholders that do not support the project.

Helpful Hint – For background info, read our Executive Summary: **Examine Buy In with Stakeholder Analysis**

STEP 4

Create a Project Charter

Action Item

Use the **Project Charter Template** to organize resources for the new project by establishing a clear project scope, decision rights, and executive sponsorship.

This tool will help you to outline the following:

- Project Overview
- Project Description
- Key Success Factors
- Stakeholders
- Communication Plan
- Decision Rights
- Approval

STAGE 2

Plan

This stage will help you to estimate the work needed and to manage risk during project execution by planning time, cost and resources effectively.

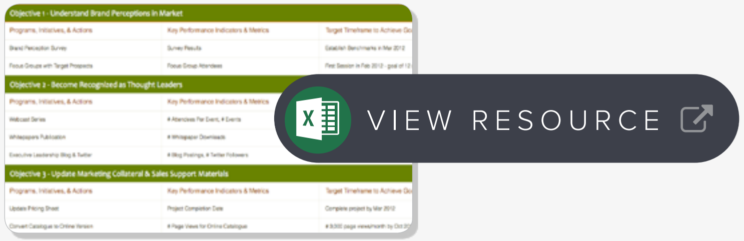
The final deliverable of this stage will consist of a formal Project Plan:

STEP 1: Identify Goals & Objectives
STEP 2: Document Key Success Factors
STEP 3: Define a Work Breakdown Structure
STEP 4: Build your Project Team
STEP 5: Create a Project Schedule
STEP 6: Assemble a Project Budget
STEP 7: Build a Risk Management Plan
STEP 8: Create a Change Management Plan
STEP 9: Finalize a Communications Plan
STEP 10: Outline the Procurement Plan
STEP 11: Create a Quality Management Plan
STEP 12: Obtain Project Approval
STEP 13: Finalize the Project Plan

STEP 1
Identify Goals & Objectives

Action Item

Depending on the nature of the project, use one of our Strategy Scorecards to identify the project's high-level goals, objectives, KPIs and target timeframes over the course of its duration.



A few examples of strategy scorecards in the Demand Metric library include:

- Social Media
- Website
- Content Marketing
- CRM
- Brand Strategy
- Product Marketing
- Lead Generation
- Marketing Strategy
- Partnership Marketing
- Product Development
- Sales Operations
- Public Relations

STEP 2
Document Key Success Factors

Action Item

Use the **Key Success Factors Tool** to identify and document key success factors, risks and contingency plans so you can ensure that your project goes smoothly without any major issues.

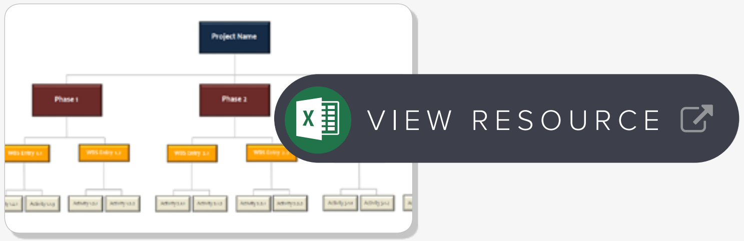
A key success factor is a performance area of critical importance in achieving consistently high productivity. A few examples of KSFs include:

- **Project goals** – agreement between key stakeholders
- **Scope creep** – scope changes are defined and managed properly
- **Communication** – project status reports are communicated effectively
- **Support** – senior management supports the project

STEP 3
Define a Work Breakdown Structure

Action Item

Use the **Work Breakdown Structure Template** to help you build a work breakdown structure (WBS) by organizing the project's deliverables into manageable tasks.



The "WBS Outline" tab will help you to identify the work breakdown structure by WBS number, Phase, Deliverable and Task.

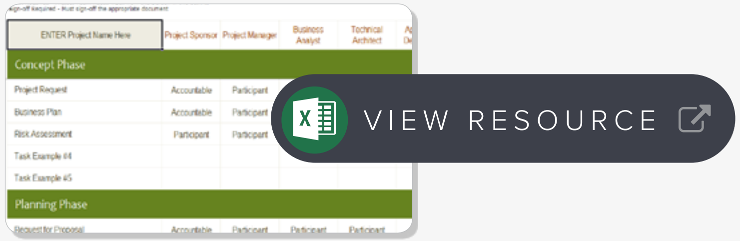
The "WBS Diagram" tab will help you to create a visual representation of the WBS outline. When you have identified the tasks, proceed to the next step.

Helpful Hint – You can also use our **Project Work Breakdown Structure** in Word to communicate with key stakeholders.

STEP 4
Build your Project Team

Action Item

Use the **Responsibility Assignment Matrix** to clarify roles and responsibilities in cross-functional/departmental projects and processes.



Customize the matrix provided using the work breakdown structure so that each of the project's tasks are clearly outlined.

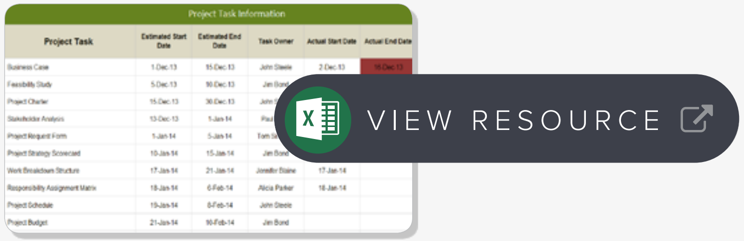
Next, customize the drop lists in the responsibility assignment according to your team structure and identify the following:

- What needs to happen in order to complete the project
- Who needs to contribute to the task
- What they need to contribute to the task.

STEP 5
Create a Project Schedule

Action Item

Use the **Project Management Template** to create a project schedule that lists individual tasks, assigns ownership and outlines start/end dates.



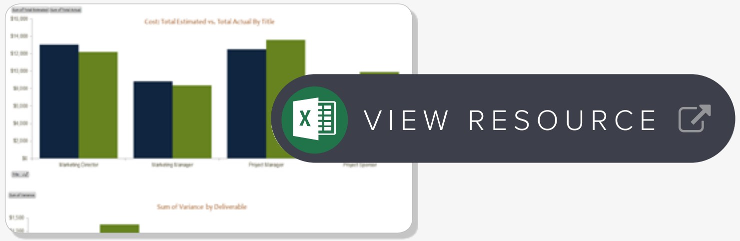
This template can also be used to track project status. Start by indicating the following:

- Project Name
- Start Date/End Date
- Project Team
- Time Off

STEP 6
Assemble a Project Budget

Action Item

Use the **Project Budget Template** to set and track your project budget.



Start by entering the Phases, Deliverables and Tasks associated with the project (from your Work Breakdown Structure).

Use the pivot tables provided in the “Report” tab to generate high level reports such as:

- Estimated Cost Vs. Actual Cost by Title
- Sum of Variance by Deliverable
- Sum of Hours by Owner

STEP 7

Build a Risk Management Plan

Action Item

Use the **Risk Management Plan Template** to help you define how risks associated with the project will be identified, analyzed and managed throughout the project's lifecycle.

The risk management plan contains an analysis of likely risks with both catastrophic and insignificant consequences, as well as mitigation strategies. Four common mitigation strategies include:

- Avoid
- Accept
- Transfer
- Control

Helpful Hint – Use our **Risk Analysis (Fishbone)** Tool to identify the root causes that expose your project to risk.

STEP 8

Create a Change Management Plan

Action Item

Use the **Change Management Plan Template** to determine readiness for the proposed changes and to build a project plan for delivery.

Projects don't always unfold according to plan. In order to increase the likelihood of success, any change to project deliverables should be maintained and continuously managed. Other useful change management templates include:

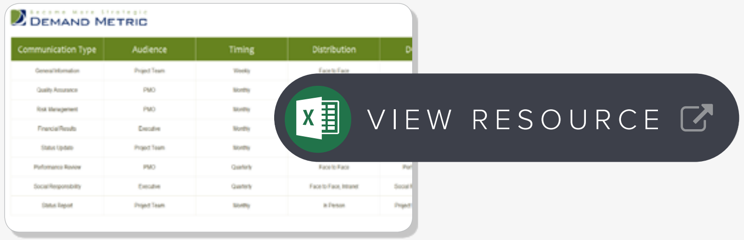
- **Change Management Readiness Assessment**
- **Change Management Strategy Scorecard**

STEP 9

Finalize a Communications Plan

Action Item

Use the **Project Communications Matrix** to define the communication requirements for the project and identify how information will be distributed.



This template can be used to identify the following information:

- Communication Type
- Audience
- Timing
- Distribution
- Deliverable
- Budget
- Contributor
- Owner

Helpful Hint – Use our **Meeting Agenda** and **Meeting Minutes** templates to help you plan & document discussions.

STEP 10

Outline the Procurement Plan

Action Item

Use the **Procurement Management Plan Template** to serve as a guide for managing procurement throughout the project's lifecycle.

This plan identifies and defines the following:

- Items to be procured
- Information gathering
- Contracts
- Competitive Bids
- Approval Process
- Evaluation Criteria
- Vendor Management
- Metrics
- Sponsor Acceptance

STEP 11

Create a Quality Management Plan

Action Item

Use the **Quality Management Plan Template** to help ensure that this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

Sections covered in this document include the following:

- Purpose
- Approach
- Quality Assurance
- Quality Control
- Problem Tracking

STEP 12

Obtain Project Approval

Action Item

Use the **Project Approval Form** to formalize project approval by obtaining sign off from the Project Sponsor, the Project Manager, the department head and other key stakeholders.

This template includes the following sections:

- Overview
- Strategic Goals & Objectives
- Impact of Non-Completion
- Stakeholders
- Project Timelines
- Anticipated Resources
- Results Measurement
- Project Approval

STEP 13

Finalize the Project Plan

Action Item

Use the **Project Plan Template** to help you create a formal document that can be used to guide both project execution and project control.

Many of the previous steps will feed directly into the project plan. Other important sections of the project plan include:

- Identifying Project Milestones
- Formalizing the Project Scope
- Outlining the Deliverable Acceptance Process

STAGE 3

Execute

In general, the execution stage involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project plan.
This can vary greatly from one project to the next. As a result, the steps in this stage will require further customization depending on the type of project that you are executing.

In order to increase project execution efficiency, you will find a series of time-saving templates that will help you manage the execution activities more effectively.

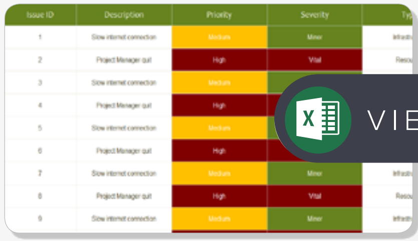
STEP 1: Log the Project's Issues
STEP 2: Formalize Project Change Requests
STEP 3: Create a High-Level Status Report
STEP 4: Standardize Deliverable Approval

STEP 1

Log the Project's Issues

Action Item

Use the **Issue Log Template** to keep track of the project's open and closed issues.



VIEW RESOURCE

Effective issue management can dramatically simplify the process of evaluating issues, assessing their impact and deciding on a course of action.

The Issue Log Template can be used to organize issues by priority, severity and type to help provide justification for the order of resolution.

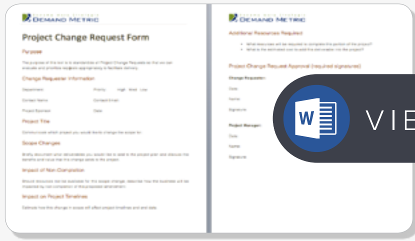
The main purpose of issue management is to create a comprehensive plan to deal with all issues quickly and effectively.

STEP 2

Formalize Project Change Requests

Action Item

Use the **Project Change Request Form** to document project change requests to ensure scope changes are approved and timelines/budgets are adjusted accordingly.



VIEW RESOURCE

After you have conducted an assessment of the change request's possible effects on all aspects of the project, decide if you should implement the change.

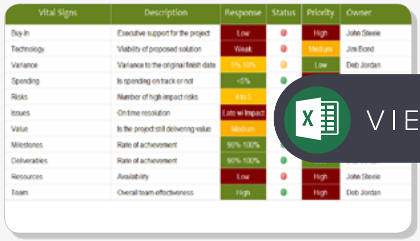
If you decide to move forward, be sure to conduct the following activities:

- Update the project plan (budget, timelines, schedule, etc.)
- Communicate with the project team (status report, communications matrix)

STEP 3
Create a High-Level Status Report

Action Item

Use the **Project Status Report Template** to help you create a reporting tool that you can use to communicate project status with stakeholders and management.



VIEW RESOURCE

The project status report should highlight specific items that key stakeholders need to know about without getting into too much detail. The three broad areas this template covers are:

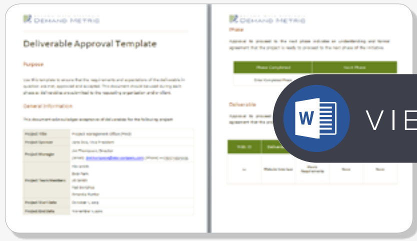
- Project Summary
- Project Vital Signs
- Project Cost & Schedule

Helpful Hint – Use the "Status Report" tab in the **Project Management Template** to create a high-level progress report.

STEP 4
Standardize Deliverable Approval

Action Item

Use the **Deliverable Approval Template** to ensure that the requirements and expectations of the project deliverables are met, approved and accepted.



VIEW RESOURCE

Review the deliverable acceptance process and criteria outlined in the Project Plan. If a deliverable is deemed "not acceptable" be sure to conduct the following actions:

- State the reasons why
- Describe a corrective course of action

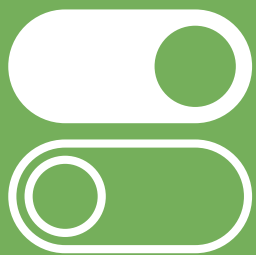
Helpful Hint – In signing this document, the signatory agrees that the company should continue to invest in the project.

STAGE 4

Control

Project control is the element of a project that keeps it on-track, on-time and within budget. It generally consists of a series of processes that are performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken if necessary.

The primary objective of this stage is to maintain schedule, budget, and scope.



STEP 1: Control the Project Schedule
STEP 2: Control the Project Budget
STEP 3: Control the Project Scope
STEP 4: Control Quality
STEP 5: Control Risks

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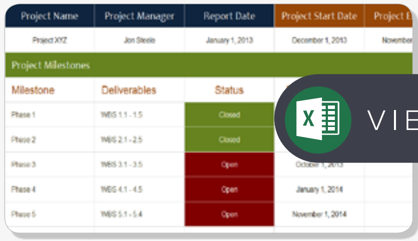
STEP 1

Control the Project Schedule

Action Item

Use the **Project Milestones Template** to monitor project deliverables and ensure that the project schedule stays on track.



VIEW RESOURCE

Milestones are commonly used to monitor progress, but the limitations of using milestones to track progress can include:

- Only showing progress on the critical path
- Ignoring non-critical activities

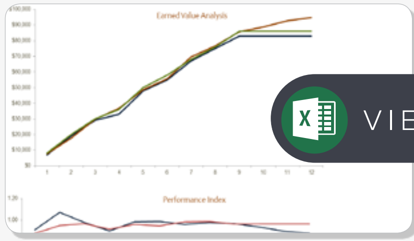
Helpful Hint – Set milestones before the end of a phase so that corrective actions can be taken to address issues.

STEP 2

Control the Project Budget

Action Item

Use the **Earned Value Analysis Template** to help you measure project performance and progress by scope, schedule and cost.



VIEW RESOURCE

A few important earned value management acronyms include:

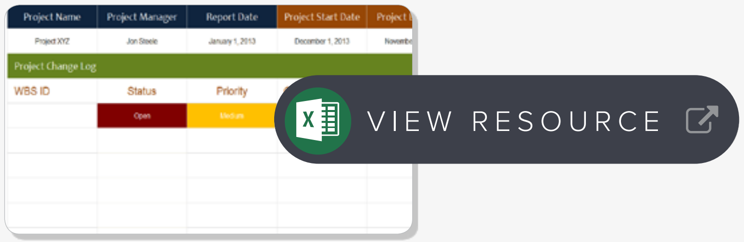
- **Cost Performance Index** - greater than 1 is good (under budget).
- **Cost Variance** - greater than 0 is good (under budget).
- **Schedule Performance Index** - greater than 1 is good (shows that the project is on track can meet the required goals).

STEP 3

Control the Project Scope

Action Item

Use the **Project Change Request Log** to help you keep track of project changes so that you can mitigate risks and ensure the success of your project.



When you receive a new Project Change Request Form, add the following information into the Project Change Request Log:

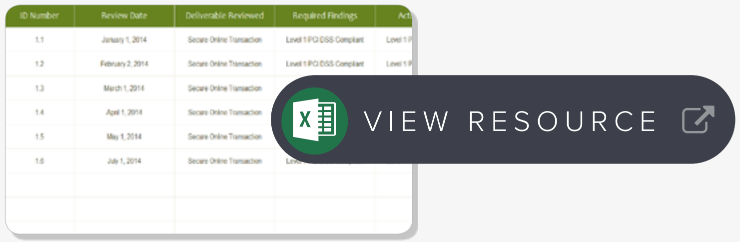
- WBS ID
- Status
- Priority
- Owner
- Date
- Description
- Impact
- Action Steps
- Resolution
- Notes

STEP 4

Control Quality

Action Item

Use the **Quality Log Template** to help you itemize, document, and track items reported through quality management activities.



The Quality Log Template includes the following two tabs:

- Quality Assurance: Focused on monitoring of processes. Attempts to improve and stabilize processes to avoid issues that lead to defects.
- Quality Control: Focused on outputs. Attempts to uncover defects and reports to management.

STEP 5

Control Risks

Action Item

Use the **Risk Assessment Tool** to document risks, assess their consequence & likelihood and to prioritize your risk mitigation efforts based on their corresponding risk rating.

VIEW RESOURCE

The goal of this step is to reduce the extent of exposure to a risk and to reduce the likelihood of the risks occurrence. The risk assessment includes the following sections:

- Classification
- Status
- Consequence
- Likelihood
- Risk Rating
- Course of Action
- Expected Outcome
- Mitigation
- Other

Helpful Hint – Use the **Risk Mitigation Checklist** to help you mitigate risks and ensure the success of your project.

STAGE 5

Close

Closing includes the formal acceptance of the project and the ending thereof. Administrative activities include archiving the files and documenting lessons learned.

This stage consists of the following steps:

STEP 1: Project Acceptance Document
STEP 2: Post-Project Evaluation Template
STEP 3: Lessons Learned Knowledge Base
STEP 4: Project Closure Checklist

STEP 1

Project Acceptance Document

Action Item

Use the **Project Acceptance Document** to establish formal acceptance that all of the project's deliverables have been accepted as complete and to state whether or not the project has achieved its goal.

Conduct a project audit to verify that all deliverables meet the requirements by entering the deliverable name, the person the deliverable was approved by and the date of approval.

The Project Manager should only be authorized to continue with the formal close out of this project after the project has been accepted.

STEP 2

Post-Project Evaluation Template

Action Item

Use the **Post-Project Evaluation Template** to facilitate the evaluation of completed or failed projects with the intention of building on strengths and learning from mistakes.

This template covers the following sections:

- Overall Project Assessment
- Scope Management
- Quality of Deliverables
- Key Accomplishments
- Lessons Learned
- Opportunities for Improvement
- Future Considerations
- Best Practices

STEP 3

Lessons Learned Knowledge Base

Action Item

Use the **Lessons Learned Template** to keep track of lessons learned from individual projects and bring together any insights gained that can be usefully applied on future projects.

Information captured for individual projects includes:

- Category
- Issue Name
- Problem/Success
- Recommendation
- Impact

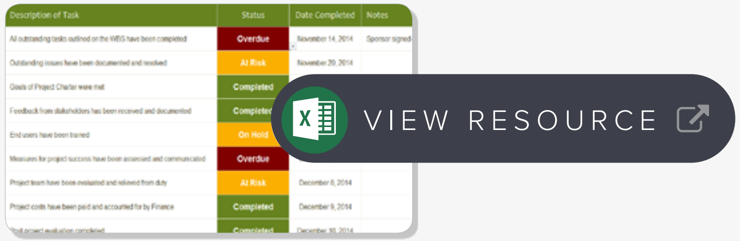
This information will be rolled up into a knowledge base that consists of lessons learned from all projects so that best practices can be shared across the organization.

STEP 4

Project Closure Checklist

Action Item

Use the **Project Closure Checklist** to ensure that project tasks have been completed and the project can be closed.



Columns in this checklist include:

- Description of task
- Status: Completed, On Track, At Risk, On Hold, Overdue
- Date completed
- Notes

Conclusion

- **At the end of any business process, it's always a good idea to review it and identify areas for improvement.**
- **Demand Metric has the tools and expertise to help you with the following:**
  - Setting up a project management office
  - Creating or auditing your project management playbook
  - Assisting with using any of the tools referenced in this playbook
  - Providing hands-on assistance to accelerate achieving your goals.

To learn more, simply contact Demand Metric: **info@demandmetric.com**

About This Playbook

The **ANA (Association of National Advertisers)** makes a difference for individuals, brands, and the industry by driving growth, advancing the interests of marketers and promoting and protecting the well-being of the marketing community.

Founded in 1910, the ANA provides leadership that advances marketing excellence and shapes the future of the industry. The ANA's membership includes more than 1,000 companies with 15,000 brands that collectively spend or support more than $400 billion in marketing and advertising annually. The membership is comprised of more than 750 client-side marketers and 300 associate members, which include leading agencies, law firms, suppliers, consultants, and vendors.

Further enriching the ecosystem is the work of the nonprofit ANA Educational Foundation (AEF), which has the mission of enhancing the understanding of advertising and marketing within the academic and marketing communities.

About This Playbook

High Performance Marketing
DEMAND METRIC

Demand Metric is a marketing research and advisory firm serving a membership community of over 106,000 marketing professionals and consultants in 75 countries.

Offering consulting playbooks, advisory services, and 500+ premium marketing tools and templates, Demand Metric resources and expertise help the marketing community plan more efficiently and effectively, answer the difficult questions about their work with authority and conviction, and complete marketing projects more quickly and with greater confidence — thus boosting the respect of the marketing team and making it easier to justify resources the team needs to succeed.

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