

# Management Consulting – Service Offerings

## Challenge Boundaries and Uncover New Possibilities

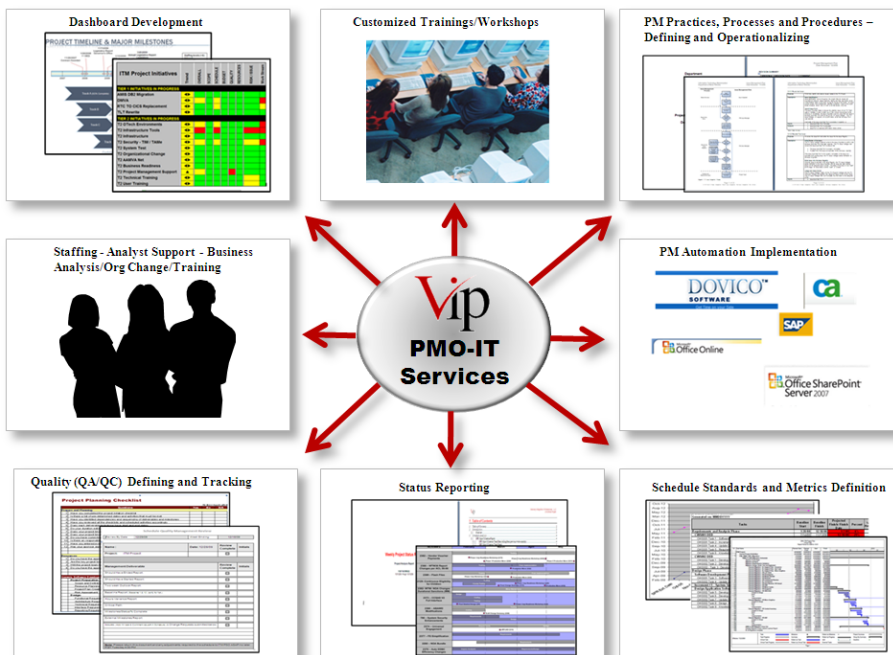
VIP helps its clients solve business problems and manage change through the balanced use of people, processes, and tools for the most optimal solutions. VIP's solutions are flexible to meet the goals of a specific initiative for a specific client, in any vertical market or sector. VIP offers the following full range of services from its Management Consulting Practice.

Project Management

**Hands-On Project Management Execution and Training:** Working side by side with its clients, VIP can take on a project management role that is as big or small as what a client needs. The scope of our role might include as little as conducting a five-day training course and offering part-time mentorship to as much as rolling in an entire project management team of 10 with the associated infrastructure to manage a \$200M+ project.

**Defining and Operationalize PM Processes:** Our experience has demonstrated that our clients find it extremely beneficial to help execute and govern standardized PM processes. We coined the term "operation-alizing" to demonstrate the importance of not only defining project management processes, but rolling up our sleeves and working with clients to implement these procedures across the organizations. Our approach takes into account the customization that must be done and the training that needs to be completed to help ensure that processes and procedures are followed. We also understand the importance of evaluating and measuring these processes for quality to ensure that based on the project evolution and maturation the processes are effective. We have defined practices for status reporting and communication and we implement PM tools and automation that support these processes and enhance the overall project.

**Deploying a PMO:** When an organization is in need of an across-the-board project management methodology, VIP will establish an Enterprise Program Management Office (PMO) within that organization. This PMO serves as a resource to the company to ensure that projects within any department or division are managed consistently, with quality and working toward the same goals. VIP can address a variety of enterprise PM needs related to program, portfolio or project management. VIP has a defined methodology and toolkit that is used when we are asked to implement individual PM processes, enhance/improve existing processes or implement an entire PMO. The following diagram defines our Management Consulting offerings when implementing a PMO:



## ABOUT VIP

Established in 1996, Visionary Integration Professionals (VIP) is a global technology and managed services firm that has provided solutions to over 900 clients in multiple industries as well as federal, state and local government. VIP helps its customers challenge boundaries and uncover new possibilities to increase productivity, maximize revenue, improve performance, mitigate risk and reduce costs. With nearly 800 staff, VIP offers expertise in Business Intelligence, Systems Integration, Enterprise Technology Solutions, SAP Consulting & Integration, Learning & Talent Management, Management Consulting and Testing & Quality Management. VIP's corporate headquarters is located in Folsom, California with offices in Los Angeles, Minneapolis, New York City, DC Metro, Houston and Chennai, India.

## CONTACT US

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## Other Support

**Business Case Analysis / Feasibility Study Reports / RFP Definition / Procurement Leadership:** In today's world of more scrutiny, increased oversight, and tighter budgets, organizations need to justify information technology spending by defining a clear return on investment. VIP can help you define a business case or feasibility study to ensure your long-term goals are achieved. We can also provide you with acquisition and procurement leadership. We provide expertise drafting Requests for Proposal, Invitations for Bid, and evaluation plans, as well as coordinating and leading the procurement process for acquiring medium to complex, integrated technology solutions.

**Dashboards, Metrics, Performance Indicators and Status Reporting Leadership:** VIP has trained staff that help clients ensure that relevant information is defined, presented and analyzed. Our metrics also include Earned Value Management (EVM). EVM is a technique that integrates technical performance requirements and resource planning with schedules, while taking risk into consideration. The basic objective of applying earned value is to make more insightful decisions based upon trends to date. This in turn minimizes adverse impacts to the project and increases the likelihood for success. VIP helps its clients define and implement these types of metric-driven infrastructure.

**Business Process Re-engineering / Organization Change Leadership:** VIP helps clients layout a structured implementation plan or "roadmap" to adapt their organization to new processes and change. Our detailed analyses involve Joint Application Development (JAD) sessions, workgroup sessions, and interviews with business and technology subject matter experts. It includes the ability to understand the current state, the desired future state, and documenting the gaps between the two.

**Independent Project Oversight (IPO):** VIP monitors risks, issues, schedule, and budget. We establish and report independent earned value metrics to track and monitor project performance. We offer expertise following required IPO Frameworks used to establish a baseline of project management and oversight activities. The Framework defines project oversight as "an independent review and analysis..." to determine if the project is on track to be completed within the estimated schedule and cost, and will provide the functionality required by the sponsoring business entity. Our approach to IPO is collaborative vs. combative with a focus on project success.

**Independent Verification & Validation (IV&V):** Working with our clients, we determine whether the products expected within the scope of a particular phase in the development process are consistent with the requirements of that phase and the preceding phase (verification). We provide independent assurance (and testing) that the final product satisfies the system requirements (validation).

**Quality Assurance (QA):** Our Quality Assurance approach employs a comprehensive set of practices for planning and control that emphasizes administration of the environment in which software is developed and maintained. Quality Assurance is to ensure the existence and adequacy of prescribed methods for developing software standards and procedures. We help review project deliverables to ensure they meet defined standards. □

## Case Studies

### + Modernization of Technical Infrastructure

A large government organization set out to modernize its technical infrastructure. The goal of this \$200M+ dollar project is to implement four initiatives in support of the agency's core business programs and aims to address the need to replace aging and obsolete systems while minimizing risk of failure and interruption to the agency's business processes. The agency contracted with VIP to provide project management expertise to successfully meet the business requirements and complete project milestones, including activities required to plan and control the scope, schedule, staffing, and budget. At its peak, the project has over 150 staff with multiple organizations and vendors coordinating and developing activities. VIP is employing a comprehensive management infrastructure throughout the project lifecycle that is consistent with the agency's and Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) Project Management Methodologies and industry best practices.

### + Hand Held Ticketing System

A large City police department has implemented handheld data devices with printers as a means of replacing the former handwritten tickets. The goal was to reduce the number of inaccurate and illegible tickets issued by Agents, improve the efficiency and accuracy of the issuance of parking tickets and speed the delivery of ticket information to the Department of Finance for collection. VIP has provided Project Management and Quality Oversight to the project. The VIP team was responsible for reviewing deliverables, ensuring adequacy of staffing levels, and providing standardization of issues and risks. VIP was also responsible the producing and executing QA test plans. The handheld solution reduced the error rate of summons' from 11% to 2%, resulting in a increase in revenue of over \$60 Million annually.

