QSO 435 Milestone One: Adaptive Project Management

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I selected case study 19 involving the Valpak Company, which is one of the leading direct marketing companies in North America. The company is based in Florida and operates over 170 franchisees in the U.S. and Canada. Valpak provides some of the most expensive online coupons. For instance, Valpak provides Blue Envelope services that save over 40 million households. The firm also provides downloadable coupons containing about 70 million offers in its Valpak.com. Valpak uses its IT group to establish the changes in the digital savings market to achieve success in its digital operations. Valpak shifted from traditional Project Management to an Agile approach. In particular, the firm implemented the Scaled Agile Framework or (SAFe) in the bottom-up approach.

Traditional project management (TPM) applies the knowledge, skills, and techniques to establish the right tools for accomplishing the project scopes. TPM approach involves the five-step approach that involves initiating, planning, executing, monitoring, and closing (Ferguson, 2020; Saltz et al., 2018). The projector manager leads the team to ensure that all these five steps are accomplished effectively. On the other hand, the agile approach allows change implementation throughout the project lifecycle, enabling Valpak to implement changes as it continues with the project. The agility and flexibility also allow the organization to fit well in the dynamic business environment (Ferguson, 2020; Saltz et al., 2018). Typically, the agility project management integrates some concepts of TPM with flexibility, collaboration, and adaptability to changes. Cobb (2015) states that the major disciplines showing differences between the Agile and Traditional approaches are scope, communication, change, leadership, and risk.

The triple constraints refer to the framework used to assess the competing project demands, scope, time, and cost (Ferguson, 2020; Saltz et al., 2018). The scope entails the list of

project deliverables, and the cost involves the project budget and time. Based on the triple constraint policy, the cost is considered a function of scope and time, and a slight change in any causes the other two to change. According to (Saltz et al., 2018), the project manager must manage these three constraints to accomplish the project deliverables within the specified time and budget.

According to Ferguson (2020), the project can be executed using various methods such as agile, traditional, scrum, Kanban, six-sigma, lean, waterfall, and traditional. The nature of the project determines the type of approach to use. For instance, the traditional approach suits a project that requires the evaluation of different tasks for completion. The waterfall method fits project management that requires linear and sequential processes (Ferguson, 2020). On the other hand, the agile approach works well for project management that requires flexibility and speed. The agile method also allows the project managers to break down the project deliverables into sprints and increments that can be delivered in a 2-4 weeks cycle (Ferguson, 2020).

The Scrum approach is derived from agile and fits iterative projects with monthly sprints. The adaptive method suits flexible projects that require continuous change implementation. The six sigma approach best suits the projects that aim to improve efficiency, reduce waste, improve processes and boost the benefits (Ferguson, 2020). The lean approach also prioritizes efficiency but focuses more on customer value while utilizing minimum resources. Being a derivative of agile, Kanban suits projects that require continuous implementation of changes throughout the project's life cycle.

References

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