



CASE STUDY

ENTERPRISE ASANA TRANSFORMATION

FROM BLANK-SLATE PROJECT MANAGEMENT TO A HIGH-PERFORMING IT PMO

A large enterprise IT department partnered with JMB Digital Solutions to establish formal project management standards, implement Asana strategically, and build a scalable governance structure.

At the outset, the department had no formal PM framework, no standardized tool, and no unified oversight structure. Over a two-year phased engagement, JMB designed and implemented a full Enterprise Asana Transformation, resulting in:

- 94% adoption across the IT department
- A fully operational PMO structure
- Established PM Champions and Oversight Committee
- Standardized project lifecycle processes
- Automation saving an average of 2 hours per new employee onboarding
- AI-enhanced workflows improving efficiency and visibility

The engagement transformed IT operations from unstructured execution to a governance-led, automation-enabled project ecosystem.



Client Background

The client is a national, employee-owned professional services firm with a large IT organization supporting complex, cross-functional initiatives across multiple offices and business units.

Prior to engagement:

- No formal project management standards
- No designated project management platform
- No governance structure
- No enterprise-wide visibility into project health
- No change management framework

Leadership had vision but lacked structure, tools, and consistency to operationalize it.

THE CHALLENGE

1. No Project Management Infrastructure

The department operated without standardized workflows, defined project lifecycles, or oversight mechanisms. Execution varied by team, reducing predictability and accountability.

2. Lack of Tool Strategy

There was no centralized project management platform. Collaboration, tracking, and reporting were fragmented.

3. No Governance or PMO Framework

Without defined ownership, escalation paths, or oversight committees, leadership lacked visibility into risk, resource allocation, and performance.

4. Cultural & Change Management Barriers

With no prior formal PM structure, adoption risk was high. Any transformation required trust-building, training, and leadership alignment.



THE SOLUTION

A PHASED ENTERPRISE ASANA TRANSFORMATION (24-MONTH ENGAGEMENT)

JMB implemented a structured, multi-phase transformation aligned with executive leadership and IT managers.

Phase 1: Evaluate & Architect

- Assessed existing workflows and informal practices
- Identified gaps in governance and accountability
- Designed a tailored Project Management Framework
- Structured enterprise-ready Asana architecture

Rather than impose a generic model, the framework was built to reflect how the IT department actually operated — ensuring cultural alignment and long-term sustainability.

PHASE 2: Build & Customize

- Configured enterprise-level Asana workflows
- Developed standardized project templates
- Built automation to eliminate repetitive manual tasks
- Implemented reporting dashboards for leadership visibility
- Established PM Champions and Oversight Committee
- Formalized PMO structure

Automation enhancements included onboarding workflows that now save an average of 2 hours per new employee, creating measurable operational efficiency.

PHASE 3: Train, Drive Adoption & Institutionalize

- Executive and manager alignment sessions
- Department-wide training programs
- Hands-on workflow coaching
- Continuous refinement and optimization
- Collaboration with Asana's enterprise team to leverage platform advancements

Adoption was intentional, not assumed.

The result: 94% adoption across the IT department

RESULTS

Over two years, the IT organization evolved from informal execution to structured operational excellence.

Organizational Outcomes

- 94% active adoption across IT
- Fully functional PMO established
- PM Champions embedded across teams
- Oversight Committee driving governance
- Unified project lifecycle adopted department-wide
- Standardized change management and risk mitigation processes

Operational Impact

- Improved cross-functional visibility
- Increased executive confidence in project reporting
- Faster onboarding through automation (2 hours saved per hire)
- Reduced ambiguity in ownership and accountability
- AI integration improving process intelligence and workflow efficiency

Cultural Transformation

“We evolved from having no formal structure to building a robust infrastructure that includes a fully functional PMO, dedicated PM Champions and Oversight Committee, improved Change Management and Risk Mitigation, and a unified project management process adopted and used by everyone.” -NetOps Director

Leadership also noted that the engagement felt less like hiring a consultant and more like gaining a strategic partner; underscoring the collaborative and tailored nature of the transformation.

STRATEGIC OUTCOME

This engagement was not a software implementation.
It was a structural transformation.

The IT department moved from:

- Reactive project execution
- Fragmented tracking
- Limited visibility
- Informal governance

To:

- Standardized enterprise workflows
- Governance-led oversight
- High adoption of Asana
- Automation-driven efficiency
- AI-enabled process improvement
- Executive-level reporting visibility

Project management is now embedded into the department's operating model, not dependent on individual effort or tribal knowledge.

Over a two-year, phased Enterprise Asana Transformation, JMB Digital Solutions helped a national, multi-location professional services IT organization move from a blank-slate project environment to a governance-led, reporting-driven operating model; achieving 94% adoption, establishing a functional PMO with PM Champions and an Oversight Committee, delivering executive dashboards that improved visibility and decision-making, and implementing automation that saves an average of two hours per new employee onboarding. If your IT organization needs enterprise-grade execution, real-time reporting, and scalable accountability (not just "another tool"), JMB can design and implement an Asana transformation tailored to your operating model—reach out to schedule a consultation.

