Implementation of an Enterprise Project and Portfolio Management (EPPM) tool: challenges and benefits

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ELOPAK

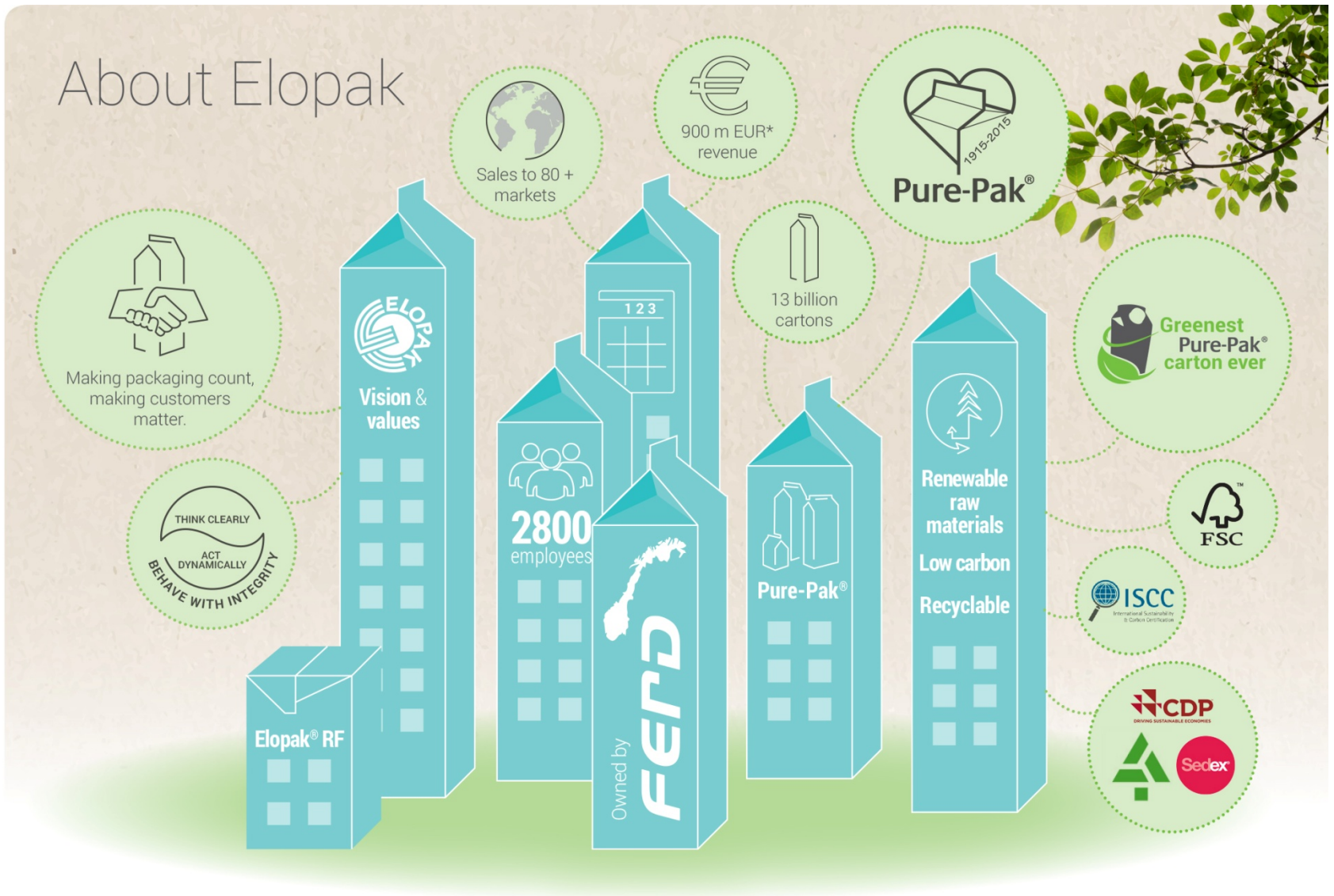Together we make packaging work

Agenda

Context

Goals

Implementation

Benefits & verdict

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About Elopak

Making packaging count, making customers matter.

THINK CLEARLY ACT DYNAMICALLY BEHAVE WITH INTEGRITY

Sales to 80 + markets

900 m EUR* revenue

13 billion cartons

Pure-Pak®
1915-2015

Vision & values

Elopak® RF

2800 employees

Owned by FERD

Pure-Pak®

Renewable raw materials

Low carbon

Recyclable

Greenest Pure-Pak® carton ever

FSC

ISCC
International Sustainability & Carbon Certification

CDP
DRIVING SUSTAINABLE ECONOMIES

Sedex

*inclusive 100% of partly owned Joint Ventures

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Project context

Multiple sites

Multiple standards

Multiple systems

Multiple business areas

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Project goals

IT Projects

Business projects

Project level	• Deliver project on time, on budget, at known quality, with reduced risks and adequate resources ✓
Portfolio level	• Improved project prioritization, budgeting accuracy and governance ✓

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Project initial scope
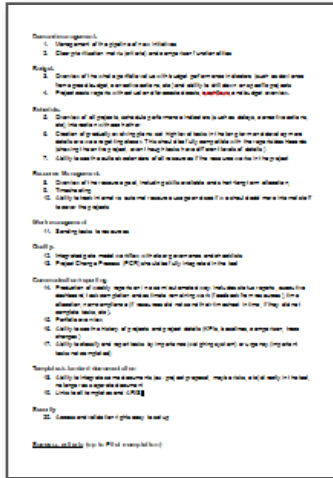
Long list of functional requirements

Demand management, finance, scheduling, resource management, work management, quality, reporting, etc.

Agreement on 3 focus areas in phase 1:
- Resource management
- Project status reporting
- Demand management

Project setup

Organization

- Project owned by Corporate IT

- Business stakeholders represented by main PMOs

- Solution implementation partner: Intersoft AS

Guiding principles

- Provide value quickly

- Keep to the existing standards and processes

- Out of the box functionalities as much as possible

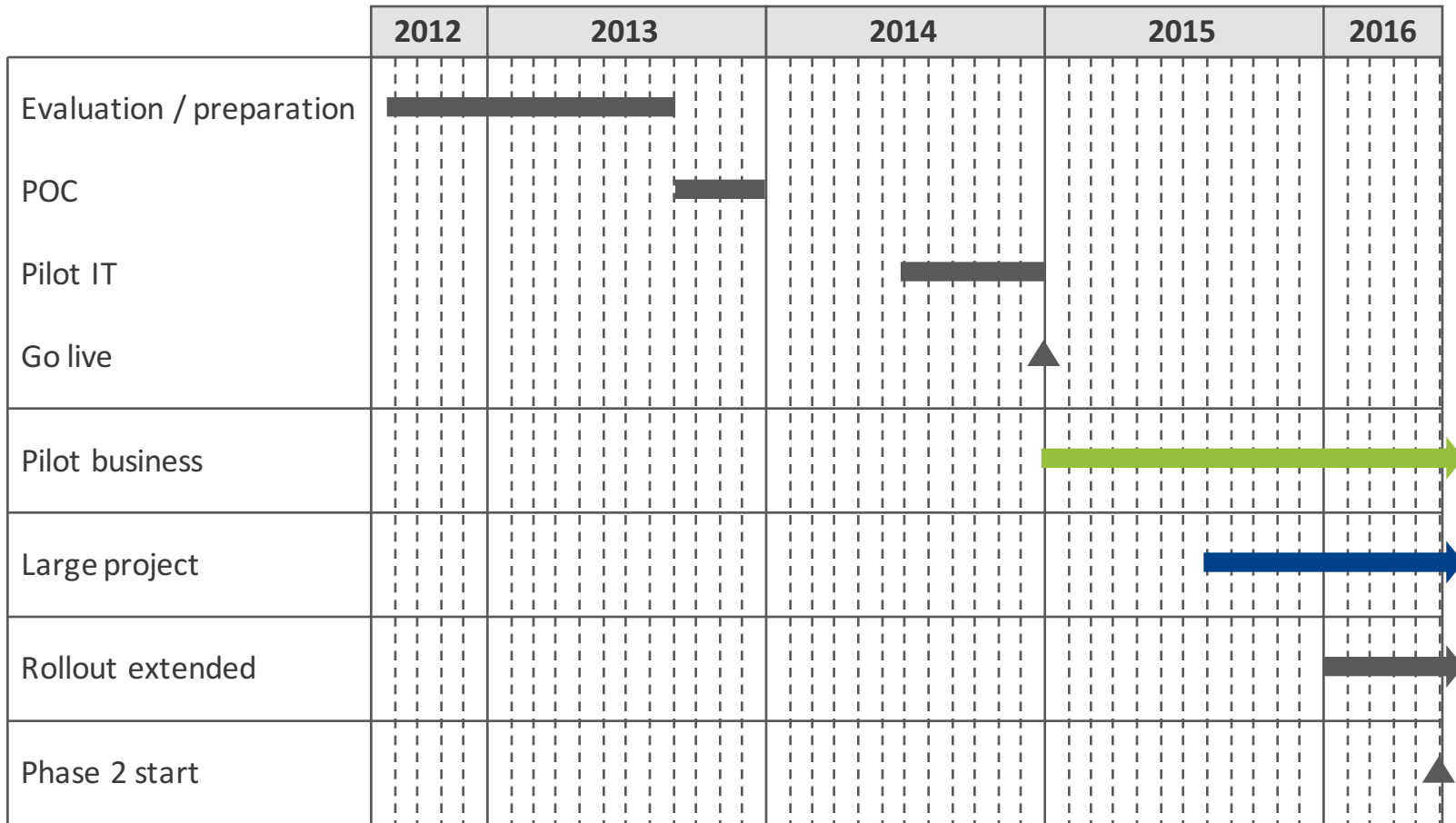- Start small and add functionalities progressively

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Project implementation: tool choice

System choice – why Microsoft Project Online?

- Proven actor (Gartner Magic quadrant)

- Familiar system to many users (MS Project)

- Fits our IT landscape

- Fits our philosophy: selected outsourcing

- Quick setup as proof of concept / pilot

- Scale up and down as required

- Possibility to switch to on premise

- Latest and greatest features available immediately*

* Delayed implementation possible (ex: 9 months for «Resource engagement») - Review impact with subject matter experts

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Project timeline

	2012	2013	2014	2015	2016
Evaluation / preparation	▬▬▬▬				
POC		▬			
Pilot IT			▬		
Go live			▲		
Pilot business				━━━━━▶	
Large project				━━━▶	
Rollout extended					━▶
Phase 2 start					▲

Project experience

Challenges: New ways of working and resistance to change

Focus on **quick wins**
- Get the newly defined project KPIs very visible
- Agile approach to requirements: business used sandbox environment to test all functionalities with easy implementation in production
- Get the big project(s) onboard with extended support

Involve **business champions** (PMOs)
- Promote system and remove obstacles

Don't underestimate the **training**
- It's not «click and play» for PMO/Project Managers
- Resource capacity management requires enforcement of standards
- Company specific guidelines are essential – «MS project for dummies» is not enough

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Project experience
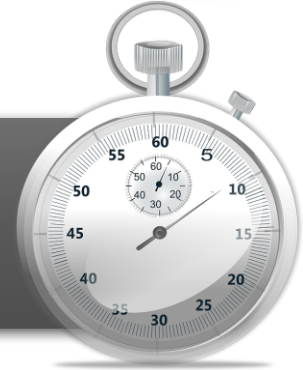
FACT:
Nobody likes timesheeting

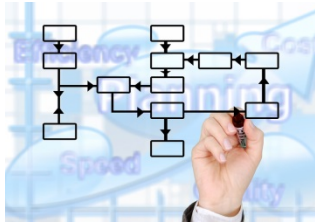**Challenges:**
New ways of working and resistance to change

- Work recognition
- Workload under control
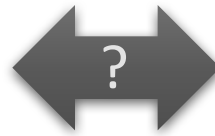- Project custom reports
- Enterprise social network

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Project experience: guiding principles vs reality

Define processes before tools

?

Define tools before processes

Out of the box

?

Custom configuration and development

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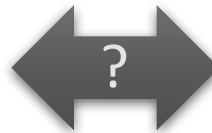
Project experience: cloud services

Support on MS Project Online
- Very skilled 3rd level support
- Case description and criticality is essential
- Involvement of 3rd party to qualify issues was important

Safe harbor no longer valid
➢ Requirement to look at EU data model clauses
➢ Data protection office should be part of the project to facilitate these discussions

Goals and overall benefits

> 3 focus areas for phase 1:
> - Resource management
> - Project status reporting
> - Demand management

- Better collaboration
- Improved portfolio and pipeline overview
- Standard way of measuring projects

- Simplified system operation
- Fact based discussions on capacity planning
- Improved cross-department finance recharge

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User benefits and potential improvements

Users	PMO	Administrator
Full EPPM with extensive capacity	Consolidated portfolio management & KPIs	Very stable, always on
Microsoft look and feel and apps development	The tool pushes for standardization	(Quite) simple management – no «SQL guru» needed
Timesheeting works well but could be simplified	Management of non-project work could be improved	Project Online limits some configuration and access to logs

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Phase 2 scope

Full capacity management

Improved reporting

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So what is the verdict?

Could I choose MS Project Online again?

NO
MAYBE
YES ✓

Would I do some things differently?

NO
MAYBE ✓
YES

Faster and more agile deployment

More leverage of business champions

Faster endorsement of customization

Focus earlier on capacity management

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