CASE STUDY

Improving Project Portfolio Management Visibility

OVERVIEW

A raft of strategic acquisitions over the years has helped this client grow into the $7 billion engineering, construction and maintenance giant it is today. That "jigsaw" business strategy left the octogenarian company with a fragmented, costly and inefficient IT infrastructure, which the company decided to centralise and standardise starting in 2012.

"Due to the acquisitive nature of the company over the years, converging the disparate IT systems of the acquired businesses presents some extraordinary challenges and not just from a technological point of view, but also from a change management perspective," explained the Chief Planner.

With around 19,000 people, across more than a thousand of the firm's own offices and client sites in Australia and New Zealand, as well as a few operations in the Pacific Rim, Southern Africa and South America. Its 2,200 clients are in the communications, mining, rail, technology, transport and utilities sectors and some of the big names it works with include Rio Tinto and Bechtel.

REQUIREMENT

Once the Australian mining boom was over, the company needed to focus on other areas of the business and was driven to make cost savings and to increase client retention. They set about improving the level of trust existing clients had with the firm. The first step towards that goal was to improve the visibility and transparency of client projects by removing the siloed approach to project management methodology that had come about due to its acquisitive strategy.

The company had already started the process of standardising enterprise software to Oracle's JD Edwards Enterprise Requirements Planning (ERP) system, which is a huge transformation process that is ongoing. The next important step was to consolidate its numerous Oracle databases and then to standardise its project planning, scheduling and controls processes and procedures.

ANNUAL REVENUE
$6.5 Billion

INDUSTRY
Engineering & Infrastructure

APPLICATION
Oracle Primavera P6

P6 USERS
4,500

SOLUTION
PrescienceAdvantage® Training and Technology Services

ORACLE® Platinum Partner

CASE STUDY

REQUIREMENT

"Project scheduling and controls capabilities across the business were using different applications depending on the project and client that could be manipulated by users to achieve a goal and therefore impacted data integrity. We are a slave to our clients' needs." explained the firm's Chief Planner.

The company selected Prescience Technology as as an implementation partner, due to its expertise in enterprise project portfolio management space and from prior experience, they trusted their people implicitly. Prescience Technology's key role was to enable the standardisation of project management methodologies and to select and implement the preferred project management system.

SOLUTION

Setting up a central Project Management Office (PMO) in Sydney was an essential part of the centralisation of processes and procedures. The next step was to select the project management system and Prescience recommended Oracle Primavera P6 PPM, which is an on-premise system.

"The hardest part of this was the change management hurdle, as we needed to win the hearts and minds of our team first. There was a huge amount of friction across the different parts of the business as the perception was that P6 was far too complex and expensive," said the company's Chief Planner.

The PMO team set off on an eight week roadshow across the different locations to spruik the benefits of P6, they benchmarked it with the project management apps they were using, including Microsoft Project and Excel, and gave them a taste of what it could actually do for them and their clients.

"We gave them a taste of what they could have and then we took it away. This made them want it even more" said their Chief Planner.

Not only did the planners and schedulers now demand P6, but most of its clients wanted them to use it too, so they worked with Prescience to implement Primavera P6 8.4 across the business for 4,500 users, which started in May 2014.

A successful pilot project was achieved by Prescience, who then sized up the company's different services, consolidated the many disparate Oracle databases and rolled out P6 across the business. Prescience then helped implement a set of business processes as a baseline, and to ensure data integrity.

Prescience conducted a series of "train the trainer" sessions for company managers and also developed the training courses to be rolled out across the business to the planners and schedulers who would be using P6.

BENEFIT

The resulting efficiencies with P6 has cut time and expenses on customer projects, reduced support and training costs and improved data integrity, helping to enhance the firm's reputation as a company that will complete projects on time and on budget and can generate clear and accurate planning and scheduling reports for customers in real-time.

"By improving the visibility and transparency of our projects, we have built a greater level of trust with our clients, which has led to better relationships and a lot of repeat business allowing us to buck the trend in what is a pretty challenging market," said the company's Chief Planner.

Planners and schedulers are now so enthused by the collaborative aspects of P6 that they have come together as a highly connected community, with no fear of asking questions.

NEXT STEPS

The next step will be to move to P6 17.7 and the company is currently looking into going with a hybrid cloud/on-premise approach that will enable the use of the app remotely on-site via mobile devices, as well as lean scheduling and advanced reporting.

To find out how Prescience Technology can help optimise, support and sustain your Primavera investment, call us on 1300 086 816 or email info@prescience.com.au

www.prescience.com.au