



IT Service Provider Experiences 20 Percent Faster Project Completion

Overview

Country or Region: Switzerland

Industry: Information Technology

Customer Profile

Swisscom IT Services, a subsidiary of Swisscom, is a leading Swiss IT service provider with 2,100 employees based in Bern-Ostermundigen, Switzerland.

Business Situation

Swisscom IT Services had no standardized solution for resource management within its Software Development and Delivery divisions. It lacked the ability to view resource management enterprisewide.

Solution

The organization implemented the Microsoft® Office Enterprise Project Management Solution to gain insight into and management of project and resource information across the organization.

Benefits

- Holistic view for better planning and 20 percent faster project completion
- Easy-to-use system for greater efficiency
- Enhanced project quality
- Increased project management maturity

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Johnny Raetzo, System Engineer, Swisscom IT Services

Swisscom IT Services needed to find a way to manage its resources across divisions and gain visibility into resource management and capacity planning throughout the organization. Its disparate methods for resource management left Swisscom IT Services with no easy way to generate reports for executive decision making. The organization implemented the Microsoft® Office Enterprise Project Management (EPM) Solution for its more than 2,100 employees, giving them the tools to manage resources and produce comprehensive reports. As a result, Swisscom IT Services can deliver higher quality to its customers and achieve 20 percent faster project completion. The organization is working toward the next phase of the implementation, which calls for going beyond resource management to use more functionality of the Microsoft Office EPM Solution for more efficient project management overall.

Situation

Swisscom, a telecommunications company based in Switzerland, offers a comprehensive range of telecommunications products and services. The company is a leading provider of mobile and fixed voice and data services as well as Internet-based services for the country. Swisscom IT Services, a subsidiary of Swisscom, serves as the information technology (IT) service provider for the Swisscom group of companies and other organizations. Headquartered in Bern-Ostermundigen, Swisscom IT Services has more than 2,100 employees who handle migrations, upgrades, development projects, and other IT-related services.

In the past, Swisscom IT Services conducted its resource and portfolio management through a variety of methods, including Microsoft® Access 2002 databases in Microsoft Office XP, Microsoft Project 2000 files, and, most predominantly, the Microsoft Excel 2002 spreadsheet program in Office XP. Due to the variety and complexity of its IT projects, the organization's worksheets were highly customized, with fields covering everything from project resources and tasks to timelines and locations, along with graphical reports. For instance, the worksheets had different layouts, programming codes, and information categories, depending on the needs and preferences of individual project managers. Managers did not have a common view of or access to information in any department other than their own. Keeping this data up to date required 80 hours a week of effort. Managing projects independently caused problems because there was no possibility for consolidating all the different worksheets into one regularly updated database. Therefore, Swisscom IT Services lacked the ability to view its entire project portfolio, easily generate reports, or make projections based on complete, timely information.

Determined to achieve better control over skill-set management in particular, Swisscom IT Services sought to implement a solution that would give the organization an overview of all its internal resource allocations.

"Before, it was up to the individual departments to determine how to perform resource management, so we had no view of our entire project load, making it difficult to determine if we had the capacity to handle that load," says Johnny Raetzo, System Engineer for Swisscom IT Services. "Gaining the ability to make more efficient use of our human resources was the main catalyst for looking for an enterprisewide solution."

Solution

Swisscom IT Services considered its available options for a comprehensive solution, taking a look at project management systems from SAP before deciding to implement the Microsoft Office Enterprise Project Management (EPM) Solution.

Working with a Partner

After choosing the Microsoft Office EPM Solution, Swisscom IT Services looked for a partner to help implement the solution. Microsoft recommended diventis GmbH, a Microsoft Project Premier Solution Provider and Microsoft Certified Partner for Information Worker Productivity Solutions. diventis had the technical expertise Swisscom IT Services needed, as well as a range of experience with different project management methodologies and skills with EPM Solution tools. Swisscom IT Services worked with diventis to enhance the organization's ideas about how it wanted to approach its resource and capacity management.

Says Raetzo, "With help from diventis, we knew we were getting a solution that would make it possible to establish best practices and turn our concepts into reality in terms of our resource planning."

“With the standardized templates and reports that we now have through the EPM Solution, everybody at Swisscom IT Services is finally speaking the same language in terms of resource management.”

Johnny Raetzo, System Engineer, Swisscom IT Services

A Phased Approach

In October 2003, diventis began working with Swisscom IT Services to deploy an EPM Solution pilot in its System Engineer department. The pilot implementation included approximately 350 users and was intended to test the solution's resource allocation and capacity-planning capabilities.

Conducted as a “quick start” implementation, the pilot gave Swisscom IT Services a solid appreciation for the capabilities of the EPM Solution within just a short time of its kickoff. While the pilot was running, diventis and Swisscom IT Services tested the EPM Solution with some bigger projects and found that it was more than sufficient to meet the organization's requirements.

Within a few months, word had spread about the value of the EPM Solution at Swisscom IT Services, and the rest of the organization's employees became interested in what the solution could offer them. Swisscom IT Services decided to expand the EPM Solution to all of its employees. The organization worked with diventis to develop a new extended project plan by blending the Microsoft EPM Planning and Design Toolkit and internal Swisscom IT Services implementation practices. The joint team used the toolkit for timelines, checklists, and processes as well as for information about

customizing project fields, resource fields, and the out-of-the-box security model for the solution.

The team then deployed the resource management portion of the EPM Solution to all of Swisscom IT Services. Currently, the solution tracks approximately 3,000 resources, 600 of which are classified as generic resources and 2,400 as personal or user resources.

Training for the new EPM Solution consisted of an internal e-learning solution that was developed by diventis. The partner also wrote a training document to leave with Swisscom IT Services to help meet the organization's future training needs. Additionally, diventis conducted a two-day, hands-on training session for pilot users and resource managers using the e-learning application. Of this group, superusers received more coaching than project administrators, who bear fewer EPM Solution-related responsibilities.

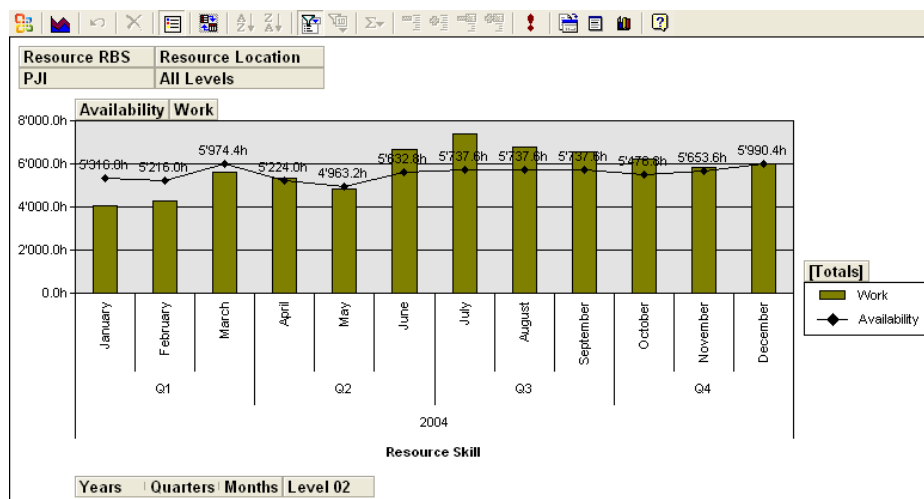
Upon completion of the first phase, the team set about implementing the second phase of the EPM Solution, which included scheduling the rollout, training employees, and verifying the installed production hardware and software. The second phase is currently underway. The third phase will involve connecting the organization's SAP financial system and TTime, an internally developed time-recording system.

The System in Use

With the EPM Solution now in use for resource and capacity management, Swisscom IT Services has several different types of users on the system. Portfolio managers prioritize the organization's different projects to help ensure timely completion, whereas resource managers use the EPM Solution to assign employees to certain projects. Project administrators set up

Swisscom IT Services Roles

Number of project manager users	300
Number of executive users	30
Number of team member users	3,000
Number of portfolio manager users	50
Number of project administrator users	5
Number of superusers	10
Number of resource manager users	80
Number of projects stored in database	400
Number of resources stored in database	3,000



Managers and executives at Swisscom IT Services use reports such as the above to determine the organization's ongoing resource availability and work status.

new projects within the EPM Solution and then hand them off to be run by project managers, who set up tasks and manage resources. A typical Swisscom IT Services project has 300 tasks with timelines. Project managers also take into account issue and risk management, linking this information to internal documents, which soon will be stored in a central repository for easy access.

The organization's superusers maintain the resource pool and enter new users into the EPM Solution. Each division has its own set of superusers who handle the majority of the resource management for that division. To help with decision making, Swisscom IT Services executives can view resource information through analysis reports and online analytical processing (OLAP) cubes generated by the solution. These reports are being extended to include task-level information.

Benefits

Swisscom IT Services now has a comprehensive view of its resources and how they are used, along with a uniform tool for managing and allocating those resources. The system is easy to use and provides

Swisscom IT Services with a simple way to introduce new employees to the organization's processes for resource management.

Holistic View for Better Planning and 20 Percent Faster Project Completion

The overview of resources provided by the EPM Solution results in better business intelligence for resource allocation and project prioritization. With visibility into its available resources, Swisscom IT Services can be more strategic about assigning both projects and resources, therefore completing projects within shorter timelines.

"The introduction of the Microsoft Office Enterprise Project Management Solution is already changing the culture at Swisscom IT Services," says Raetz. "The EPM Solution makes it so much easier to allocate resources that we've decreased our time-to-completion of projects, which means happier customers. We expect to complete projects up to 20 percent faster because of a shorter offering phase."

Previously, there were few people within the organization who had all of the knowledge necessary to allocate resources, particularly when it came to doing so across departments. Swisscom IT Services now finds it extremely useful to see if and when certain resources are available and to be able to quickly determine who is managing a particular resource. If individual resources are sought after, managers can determine which existing or potential projects have priority and shift resources to cover the projects that are most important to the organization. This helps resolve conflicts and move the organization's overall objectives forward in a strategic manner. "Finally, we have some facts and figures we can look to for giving our management feedback," says Raetz. "We can present executives with real scenarios and help them make the judgment

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calls as to which projects are most important.”

Easy-to-Use System for Greater Efficiency

Previously, resource allocation depended heavily on having the right contacts within the organization, which meant that people who had been there for a while and knew who to go to or where to find resources could complete their projects relatively quickly. Recently hired or transferred employees, however, did not know who had the right skill sets or who to contact to undertake projects, often leading to inefficient use of resources.

Today, Swisscom IT Services managers have a single source for resource-related information and can assemble the right teams of people to get the job done, regardless of their familiarity with the organization. “The EPM Solution makes it easy for our managers to deliver on projects because they can find the right skill sets without having to go from office to office to ask for help,” says Raetzo. “The solution also simplifies the process for sharing accurate resource information because we’ve gotten rid of the cumbersome planning tools that we used in the past.”

Soon, Swisscom IT Services will be shifting to a central repository for resource-related information. This consolidation from more than 30 isolated storage sites to a single repository will save money for the organization while reducing management time. “Having centralized administration of our documentation will cost us less,” says Raetzo. “We anticipate that requiring fewer software licenses and limiting our operating costs will save Swisscom IT Services 320 hours per month, which translates into a cost savings of U.S.\$50,000 per month.”

Enhanced Project Quality

With the EPM Solution in place, Swisscom IT Services is completing its projects more quickly and effectively. Because the solution contains specific information about resource skill sets, managers can see who has key experience in the areas with which they need help. The EPM Solution provides visibility to project managers so they can accurately determine if they can take on a project that has just been assigned to them, or if, for example, it will have to wait two months to be started because the resources have to complete some other higher-priority project.

“With the standardized templates and reports that we now have through the EPM Solution, everybody at Swisscom IT Services is finally speaking the same language in terms of resource management,” says Raetzo. “We can do better work now because we have the right people on the right projects, making efficient use of their abilities. We’re not forcing people into tasks that are not appropriate for them, just because they are available. Instead, we are able to plan ahead to take advantage of available skill sets or to delay projects until the right resources are available.”

After the next phases of the EPM Solution implementation, Swisscom IT Services will have a system that connects to other line-of-business applications, such as the SAP financial system and TTime. “The easy integration among other applications made the EPM Solution appealing,” says Matthias Jäger, Chief Executive Officer for diventis. “Swisscom IT Services will be able to gain better business insight as to how resource allocation affects its financial outlook.”

Increased Project Management Maturity

Now using the right tools for resource management and capacity planning, Swisscom IT Services is advancing in its level of project management maturity. “We are constantly making strides in our project

For More Information

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For more information about diventis GmbH products and services, call +41 61 751 57 67, or visit the Web site at:

www.diventis.com

For more information about Swisscom IT Services products and services, call +41 58 892 92 92.

management maturity with both our tools and our methodology," says Raetzo. "The EPM Solution helps us further develop that maturity level because it has had a significant influence on the way we manage projects. We now have detailed descriptions of processes, responsibilities, and competencies for resource allocation, planning, and security, so our organization as a whole is becoming more sophisticated and better able to handle our projects."

Swisscom IT Services plans to continue with its next phases of the EPM Solution implementation. Once it is taking full advantage of all the functionality in the system, Swisscom IT Services hopes to extend the EPM Solution to other Swisscom organizations so that the entire company can capitalize on all that the Microsoft Office Enterprise Project Management Solution has to offer. Concludes Raetzo, "Our organization is already seeing gains, and so are our customers, so we feel that all of Swisscom can benefit from the EPM Solution for streamlining project management."

Microsoft Office System

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Software and Services

- Microsoft Office Enterprise Project Management Solution
 - Microsoft Office Professional Edition 2003
 - Microsoft Office Project Professional 2003
 - Microsoft Office Project Server 2003
 - Microsoft Office SharePoint Portal Server 2003
- Microsoft Windows Server 2003, Enterprise Edition
- Microsoft Windows 2000 Server
- Microsoft Exchange Server 2003
- Microsoft SQL Server 2000

Technologies

- Microsoft Internet Information Services
- Microsoft Windows SharePoint Services

Hardware

- HP ProLiant DL380

Partners

- diventis GmbH

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