
Evaluating and Implementing a PM Tool

*You have introduced a PM tool in
your company, but your companies'
culture is still the same? Then you
failed!"*

SPOL – Who We Are

SPOL AG is one of the leading consulting companies in modern **portfolio- und project management**.

Our services span from **management services, operative project management, training to software solutions**.

With our solutions we **add value** to our customers – especially in areas of innovation.

SPOL – Who We Are (2)

- ➡ **Founded:** 1991
- ➡ **Situated:** Steinhausen, Kt. Zug
- ➡ **Workforce:** 16 employees
- ➡ **Economic dependence:** 100 % self-financing
- ➡ **Core business:** Project- und Portfolio-management
- ➡ **Revenue:** more than 3,3 Mio CHF.

SPOL – Our Services

Domain 01

Management Support

- Coaching
- Organisational Advice & Optimisation
- Quality Mgmt.
- Information Techn. Consulting
- Projektportfolio
- Risk Management
- PM-System
- Projekt Control
- Other Mgmt.-Services

Domain 02

Project Management

- Project Mgmt.
- High Performance Project Mgmt.
- Project Collaboration
- Project Comptency Center
- Project Services
- Special Services
- Evaluation
- Assessments
- Reviews and Audits

Domain 03

Training

- Project Mgmt.
- Special Trainings
- Trainings in Organisation
- Trainings in Leadership
- Trainings Instruments
- PM-Books

Domain 04

Software und Tools

- PM-Portal
- Project Guide
- PM e-Learning Tool
- Other Tools

Banks

UBS AG, Schweiz
Credit Suisse, Schweiz
SG Rüeegg Bank, Zürich
Raiffeisen Banken, St. Gallen
Luzerner Kantonalbank
Graubündner Kantonalbank
Bank Vontobel, Zürich

Public Sector

Kantons-Polizei Zürich
Kantonale Verwaltung Zürich
Stadtverwaltung Zürich
Grün Stadt Zürich
Kt. Steueramt, ZH
Notariatsinspektorat, ZH
Tiefbauamt Stadt Zürich
VBS, Bern

Retail

Bossard AG, Zug

Logistic

Kühne & Nagel AG

High-Tech

Phonak AG, Stäfa
Siemens Schweiz AG

IT-Companies

Raiffeisen Informatik, Dietikon
Trivadis AG, ZH
IAR Systems AG, (D)
Garaio AG, Bern

Pharmaceutical Sector

Serono AG, Zug

Real Estate

PSP Management, ZH
Livit AG, Zürich
Wincasa, Winterthur
HPV, Basel

Mechanical Engineering

Schindler Aufzüge AG, Luzern
Leica Geosystem AG, St. Gallen

Education

Technische Universität, Wien
ZfU, Thalwil
WISS, Kloten
Business School, Zürich
Kaufmännischer Verein Zug
Bedag, Bern
I-CH, Zürich
Controller Akademie, Zürich
IFA/Unilog Integrata Training AG, ZH

Mail und Telecommunication

T-Systems Multilink SA, Lausanne
Die Schweizerische Post, Bern
Swisscom Fixnet AG, Zürich
Swisscom Mobile AG, Bern
Alcatel, Zürich

Media

SRG GD, Bern
Radio SR DRS, Basel und Zürich

Unions

SYNA, Zürich
TRANSFAIR, Bern

Insurance Companies

Zürich Versicherungen, ZH
National Versicherungen,
BS
Partner Re, Zürich
Zürich Re, Zürich
Converium, Zürich
Swiss Re, Zürich
AWD, Zug

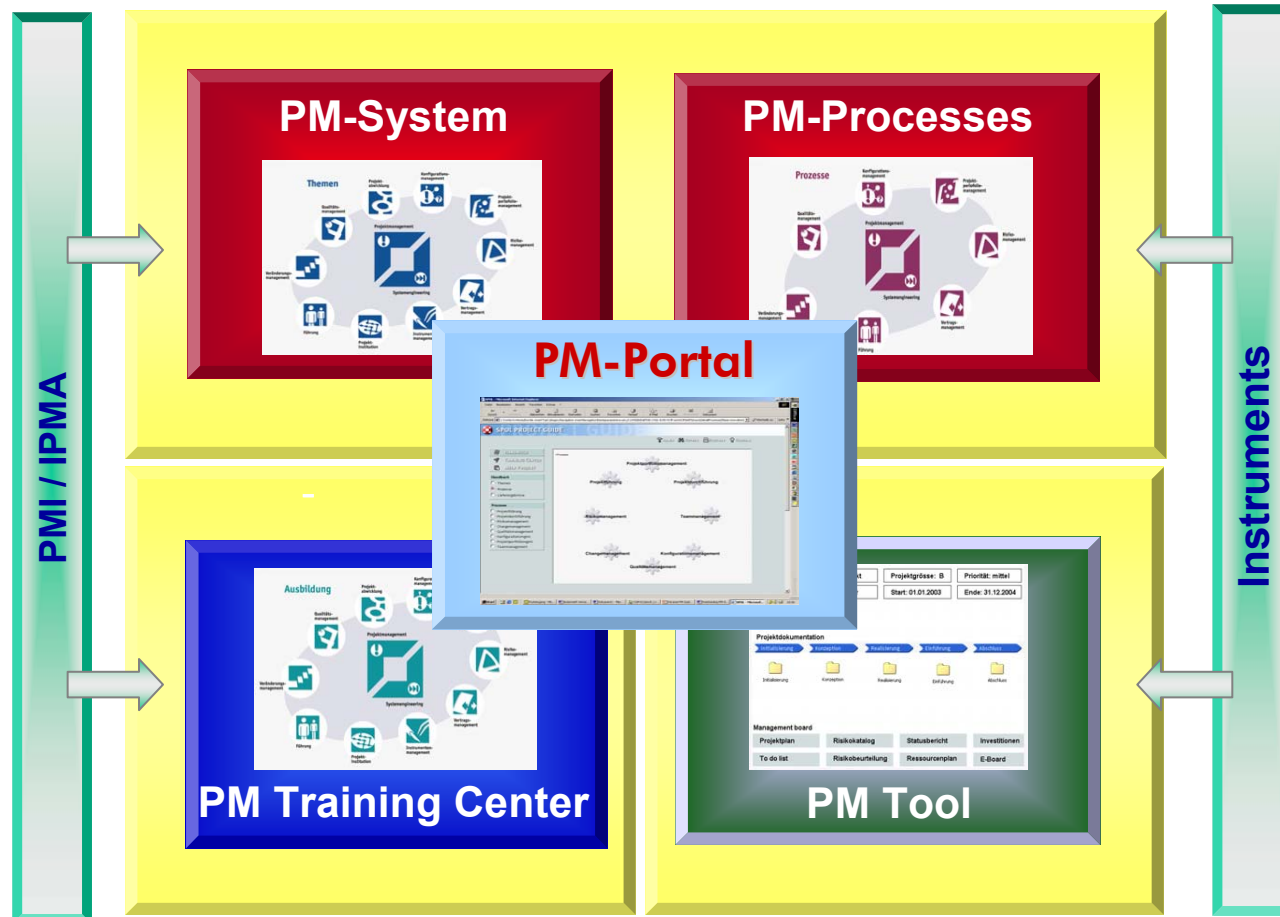
Sports

FIFA, ZH

Industry

Swarovski AG, Feldmeilen
Elektrizitätswerk
Laufenburg
Centralschweizerische
Kraftwerke, Luzern
AXPO, Baden
EWK, Schwyz

SPOL – Our PM Portal





Evaluating and Implementing a PM Tool

You don't need PM Tools for good project management (1)

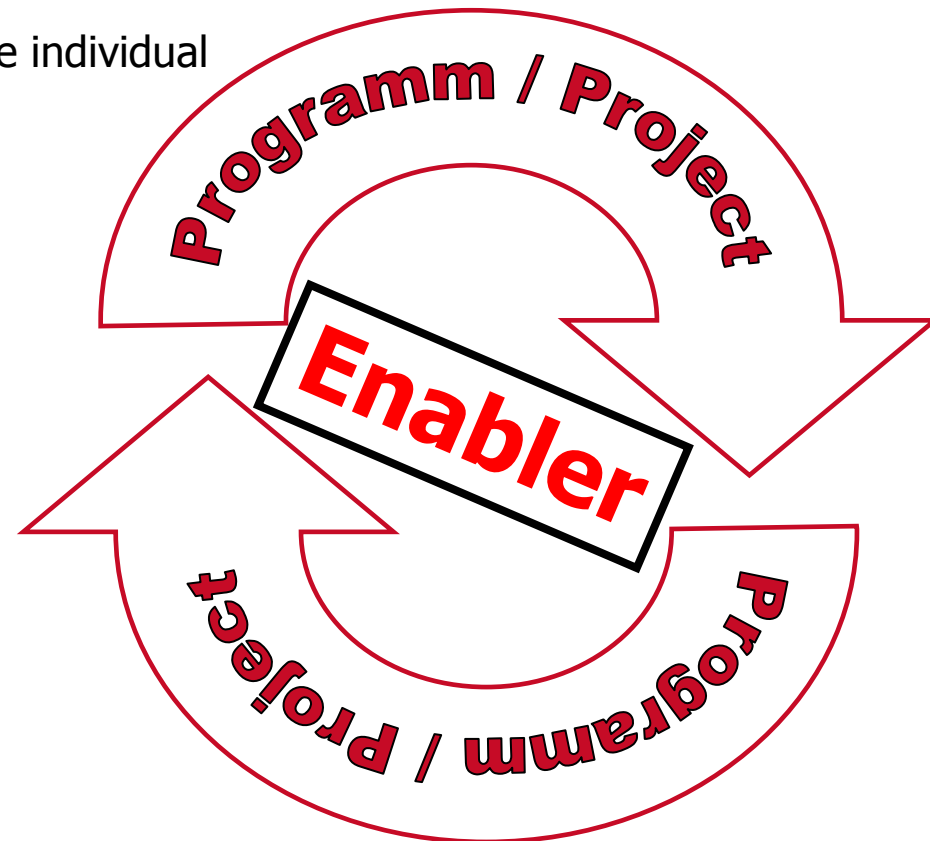
- But it might help to
 - support project portfolio management
 - manage multi-location, multi-currency, multi-user projects via the Internet
 - have powerful by role resource management in place
 - integrate other corporate systems in real-time
 - support consistent terminology and establish best practices

You don't need PM Tools for good project management (2)

- But it might help to
 - integrate issue & risk management
 - focus monitoring on cost
 - centralise project support services
 - allow new forms of projects
 - get scalable project management environments
 - establish new project oriented forms of work

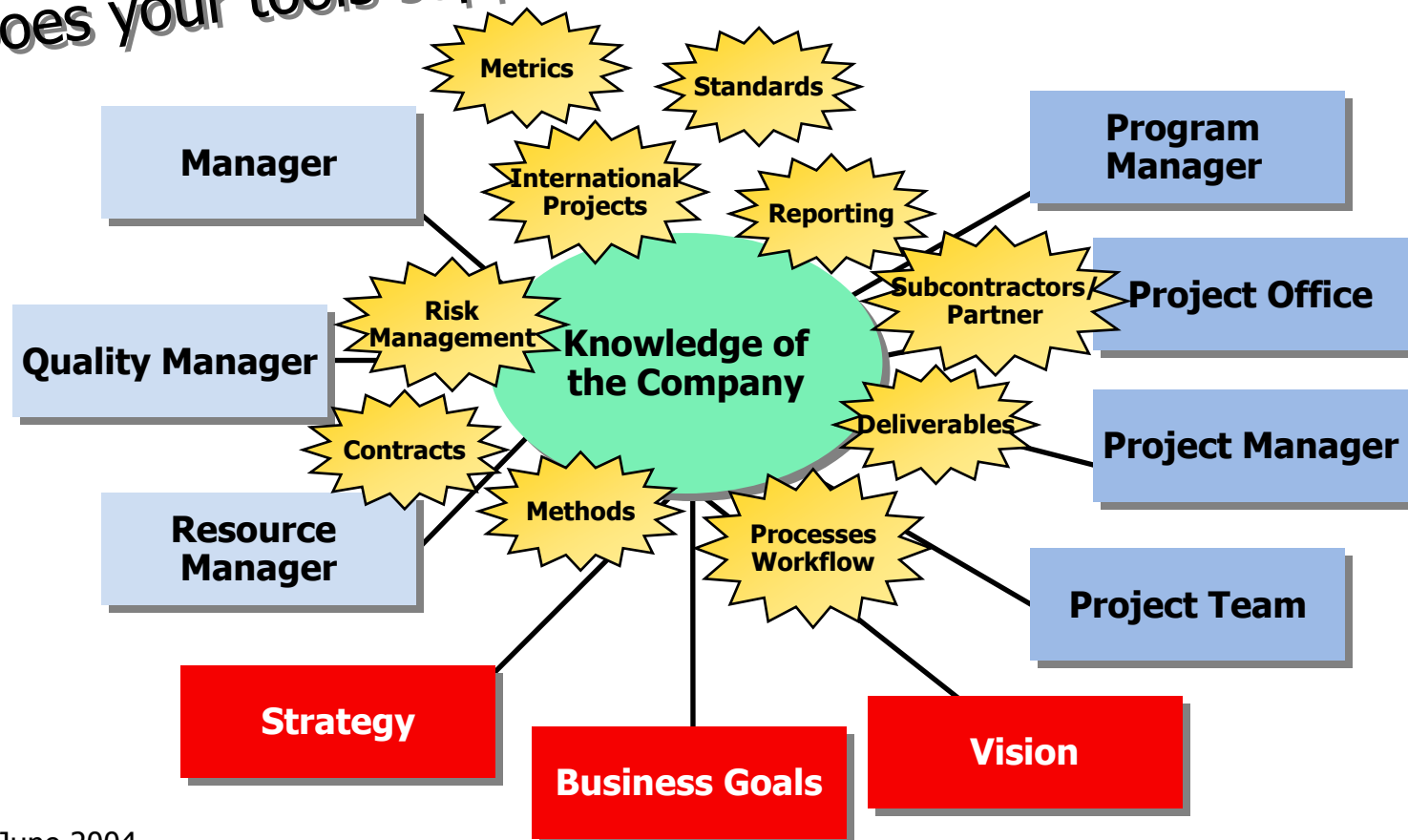
Permanent change and transformation

- **Product mix** (what ?)
 - Goods and services are more and more individual
 - Shortened product cycles
- **Markets** (who ?)
 - Segmentation / globalisation
 - New markets
- **Locations** (where ?)
 - Regionalisation / decentralisation
 - internationalisation
- **Processes** (how ?)
 - Core competencies
 - Production on demand
 - Team oriented
 - Outsourcing
 - Cooperation und alliances



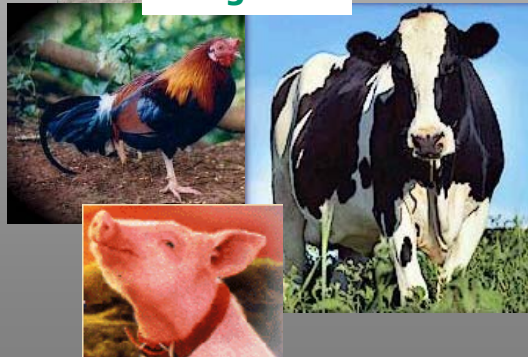
Multi project management: Is that enough for reality?

Does your tools support this reality ?



Project Management Tools: „I want it all, I want it now“

Promised

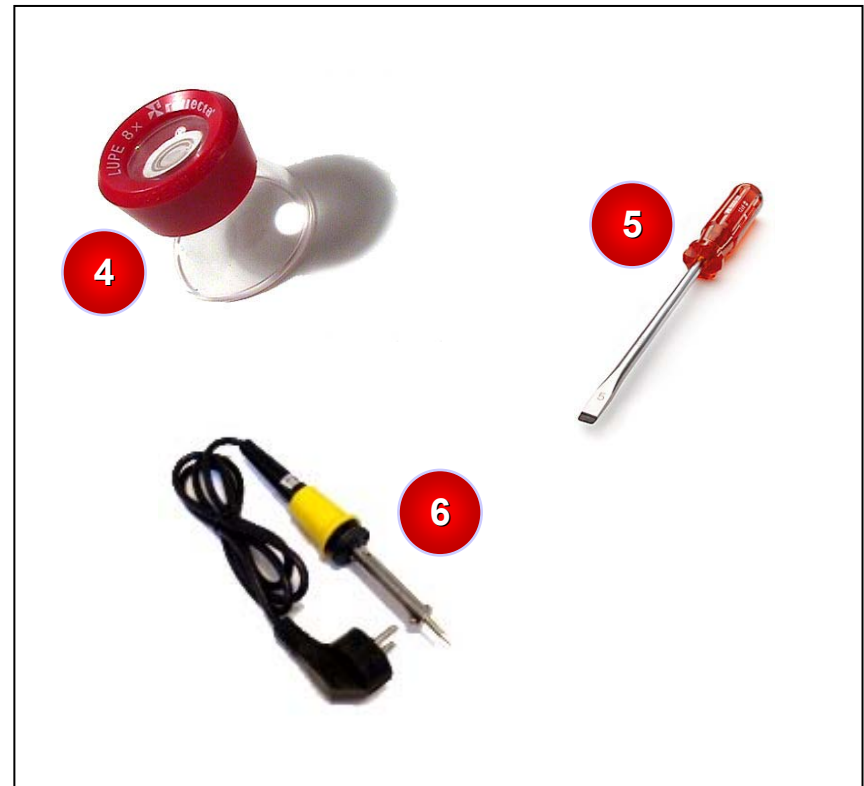


Reality



Do you have the „right“ Tool for your PMs ?

And now it's audience participation time !!



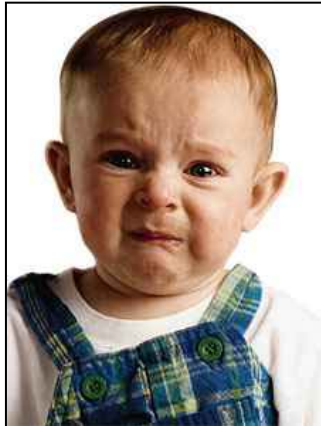
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2

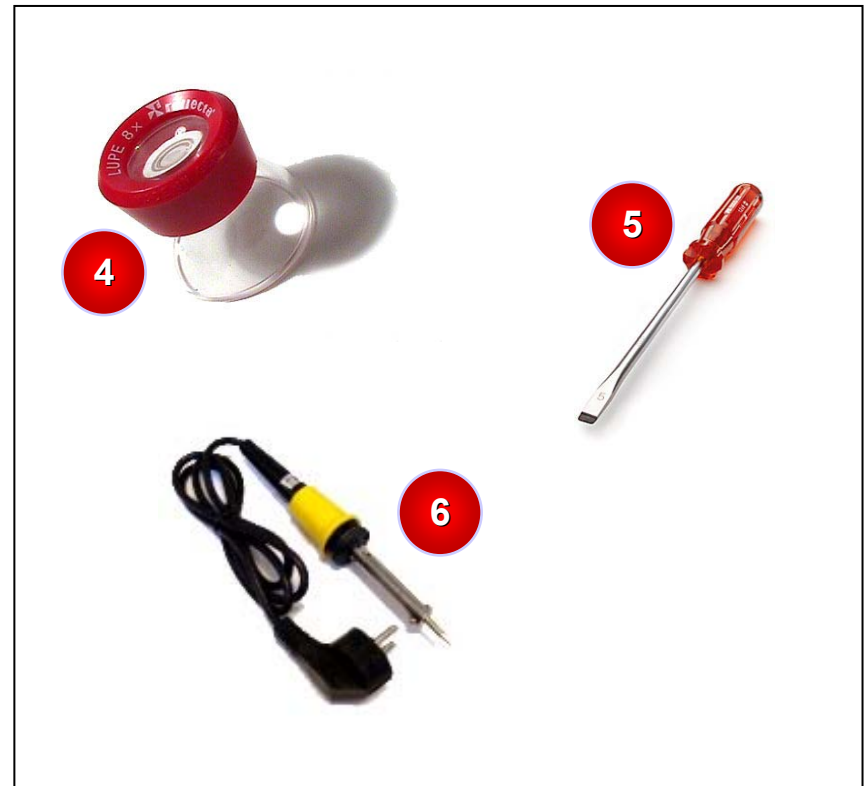
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What is the right tool for me?

- The „PM-Tool for everyone“ does not exist
- The right PM-Tool for you is the one that fits in your company
 - Company specific derived from strategy
 - Appropriate for the skill and experience of your Project Managers
 - Customisable to the needs of the stakeholders
 - Necessary functionality and detail should be met

What is the ideal PM-Tool ?

(1)

- Definition of different roles
- Role based user rights (e.g. „Save baseline“)
- Calculation of sums based on filters
- Data and views should be independent from each other
- Role based reporting (ad hoc and static)
- Support of company standards (definition, distribution)
- Earned-Value (not only 0/100 and level of effort)
- Interface to the financial system
- Company wide resource management
- Interface to document management system
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What is the ideal PM-Tool ?

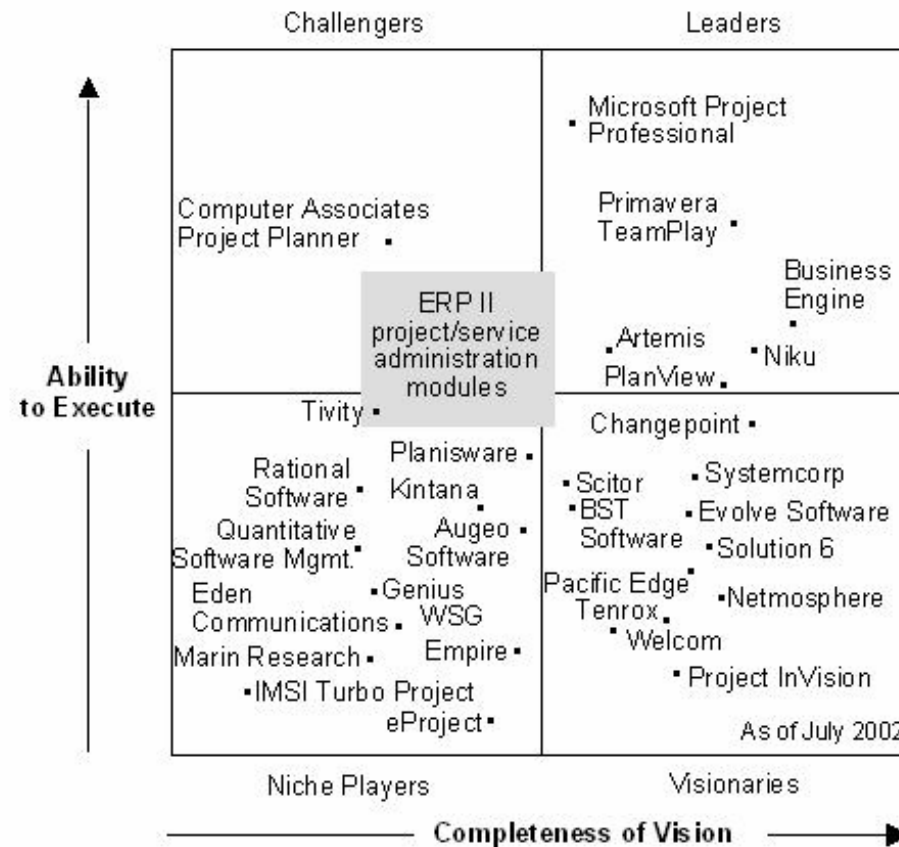
(2)

- Problem, Issue, Change, Control
- Subcontractor and partner management
- Status monitoring
- Change management
- Management of Change Requests
- Scenarios
- Project classification oriented Tailoring
- Support of different methods (e.g. PMBOK, Hermes, V-Model)
- **No** automatic change of the plan
-

How to find the „right“ tool ?

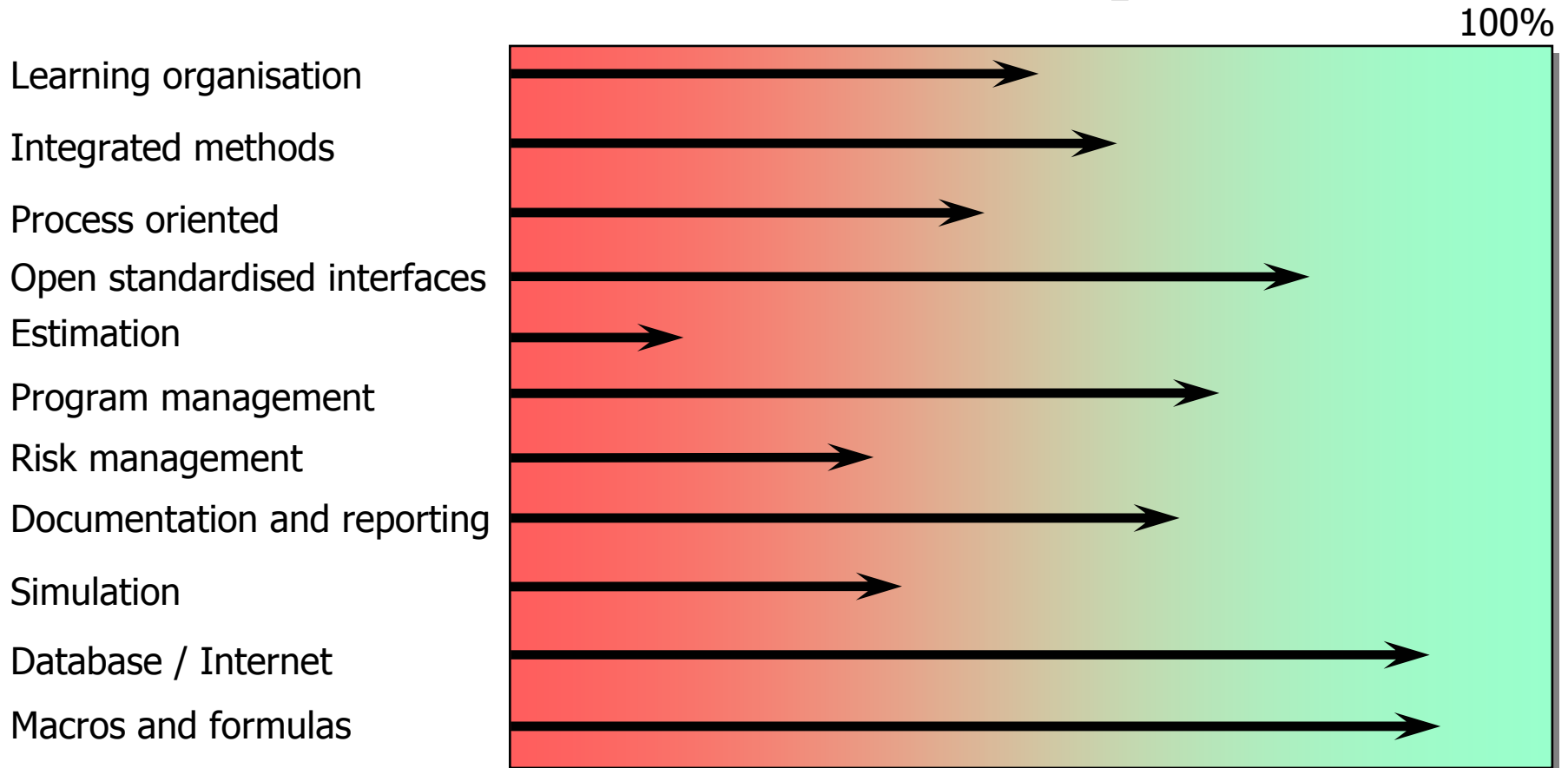
- Criterias
 - K.O. - Criterias
 - Use studies for pre selection
 - University of Osnabrück (245 Euro)
 - PSI Berlin (free)
- Weighting of criterias
- Value benefit analysis
- Decision support methods (e.g. Scoring method)
- Test, Test, Test (payed by the vendor)

Leading PM-Tools



(From "2002 Project/Resource Management Magic Quadrant," 24 July 2002)

The „perfect“ PM-Tool – Still on the way

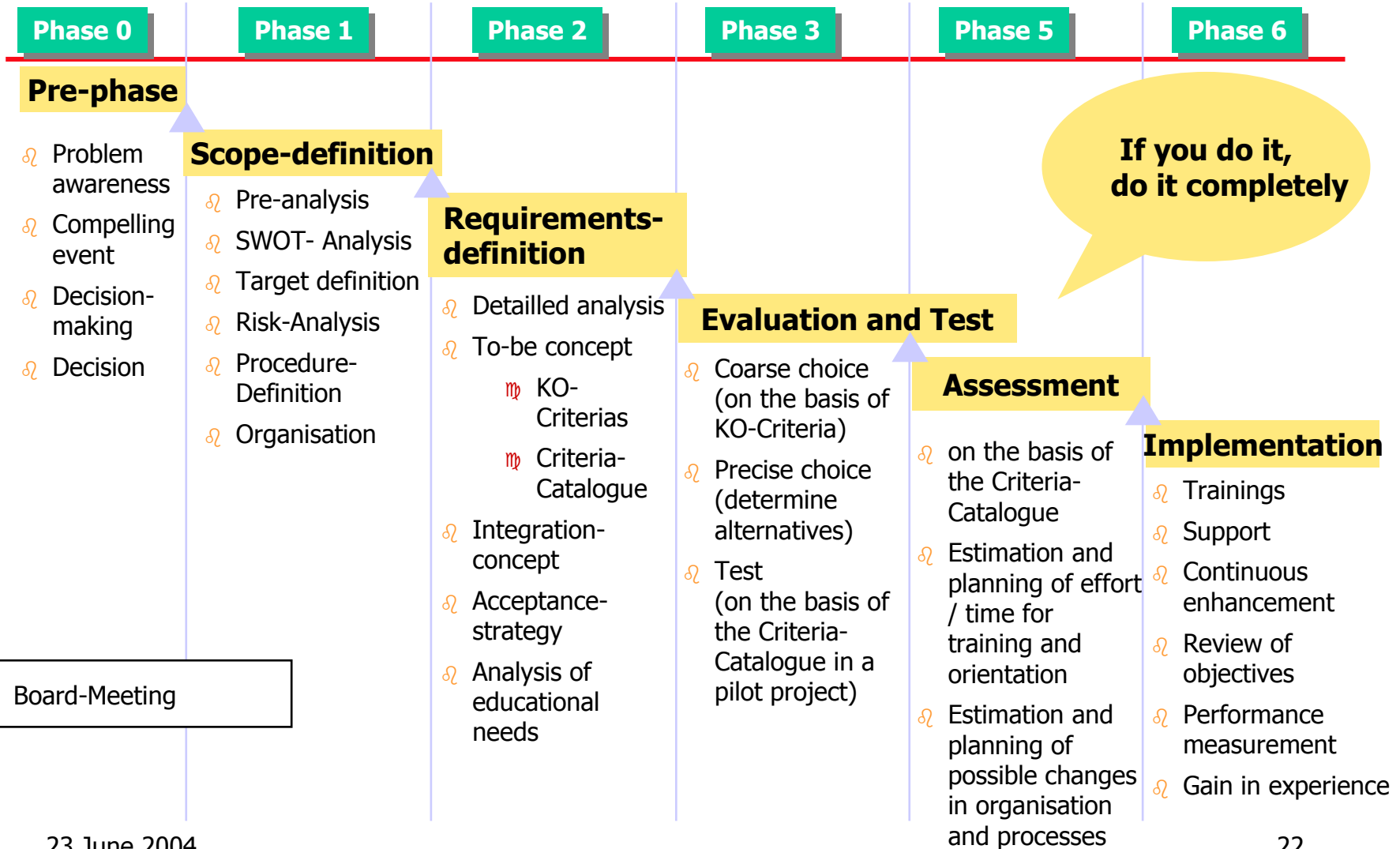


Does your company culture tolerate transparency ?

- Do they really want to know / to see
 - where the money goes
 - which project managers are doing well
 - which projects are useful
 - which projects are on hold because key resources are not available
 - that they have a program and not some single projects
 - problems are not only within the projects

And: Do you know who „they“ are ?

Process Model



Guerilla can not be successful because the subject is holistic !

- Do not act from the underground
- You only will be successful with
 - management support (especially middle management)
 - qualified project managers
 - enough money
 - an strategic approach
 - an adequate company and project culture
 - enough time (may be years)
 - a really experienced and motivated project office
 - giving help, help, help



Resistance against PM Tools



Why Haven't We Got One?

- **Built for the client**
- **Not invented here**
- **The Toolkit Initiative**
- **Support - what support?**
- **We don't need one - we've all got our own!**
- **We have to use what the client says**

Still Want One?

What should be done for a good start ?

- Do it in a project
 - Use a process model for the implementation
 - Discuss it with the users (project managers)
- Bring the users and the SW-Producer together
- Announce that every new project must do it the new way and use all your energy to support these first projects
- Categorise your projects and have scalable processes and PM Tools in place
- Regarding support activities, direct your attention on the tightrope walk between effort for maintenance and accuracy
- Implement a career path for project managers

How to keep it alive

- Do not treat your Project managers with tons of papers
- Educate your project managers inhouse and target group adequate
- Enlargements should be done by progressive stages
- It's acceptable to think about charging with incentives for utilisation
- Be on the qui vive, sabotage often comes through the back-door
 - e.g. quality of activity confirmation
 - e.g. actuality of data
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PM Tools - Boundaries of highly integrated systems

- „Garbage-in - garbage-out“ still works
- Actuality of PM Data always is essential
- Completeness of PM Data is indispensable
- Changes in the smallest projects will have effect in management reports (q.v. „Garbage-in – Garbage-out“)
- „A fool with a tool is still a fool“

