

Case Study

CARESTREAM HEALTH PRESCRIBES PLANVIEW ENTERPRISE FOR PORTFOLIO MANAGEMENT

About Carestream Health

Carestream Health, Inc. is an international company providing medical and dental imaging systems and information technology solutions, molecular imaging systems, and non-destructive testing products to a broad base of customers. Onex Corporation acquired Health Group of Eastman Kodak Company in 2007 and began operating as a standalone entity, Carestream Health, Inc., within the Onex family of companies. Today, Carestream is headquartered in New York and has approximately 7,300 employees serving tens of thousands of customers in more than 150 countries.

The Challenge: Carestream Diagnoses a Portfolio Management Deficiency

When Carestream Health founded its Project Management Office (PMO), it identified a need for IT portfolio management to focus its processes and tools to deliver high quality IT solutions to the business, on-time and within budget. Specifically, the PMO wanted to enhance and integrate the functions and capabilities of Demand Management, Portfolio Management, Project Management, Resource Management, and Financial Management.

With increasing demand and fixed budgets, the immediate need was for the portfolio management processes to address these demands while managing projects and resources. Data was being stored in multiple locations, such as shared network file or local hard drives, and large amounts of unnecessary effort was required to keep all of the data in synch.

The Solution: Planview Enterprise is the Prescription of Choice

In 2008, the Carestream PMO began an effort to transition to a comprehensive management solution that involved selecting a vendor, developing a program roadmap, and initiating a multi-phase project implementation. "Our first task was to implement a portfolio management process and toolset in the first release of Enterprise Portfolio Planning," says Alan Uthman, Portfolio Management Planner in the Carestream PMO. "We only had six weeks to put the process and tool in place to meet the needs of the 2009 business planning cycle, so we elected to have Planview host the solution through its Software as a Service (SaaS) option to ensure rapid deployment."

As part of the Planview Enterprise® On Demand offering, SaaS enables companies such as Carestream to leverage the comprehensive portfolio management capabilities of Planview Enterprise® without dedicating time and resources to internal infrastructure management. Carestream can utilize the robust features of an enterprise-scale deployment, with fast implementation, short time to value, and reduced costs.

The scope of the first release involved the demand management portion of collecting business needs and IT project requests; the portfolio management portion of prioritizing those requests; budget and funding planning; and capacity planning at the resource role level. Along with the tool, the PMO was building new procedures and lifecycles within the company. "We built a new IT portfolio management lifecycle process that is divided into three component pieces staggered in time: strategy, planning, and management," explains Uthman. "Individual business units and executives collaborate to identify high level strategy platforms which are then broken down into prioritized projects that deliver towards the strategy. With an approved master plan now in place, IT then begins delivering those projects using the established project management, project execution, and change management methodologies."

The portfolio process implemented in the Planview Enterprise solution enabled Carestream to modify its change management process to include a broader scope than in the past. The process addresses change management not only at the individual project level, such as budget overruns, but also looks at the higher level for the impact on the entire portfolio to ensure the small changes across multiple projects don't push the budget for the entire portfolio.

CUSTOMER:

Carestream Health

INDUSTRY:

Healthcare

GEOGRAPHIES:

Global

USES PLANVIEW ENTERPRISE TO:

Enhance and integrate the functions and capabilities of portfolio, demand, project, resource, and financial management

"Planview Enterprise enabled our portfolio process and helped us with prioritization, scenario analysis, and, ultimately, our decision making."

Alan Uthman
Portfolio Management Planner, PMO
Carestream Health

While Carestream has gained more visibility into project impacts across business units, prioritizing projects remains a critical factor in continuing to deliver value to the bottom line. The PMO therefore developed a set of project scoring criteria, captured in Planview Enterprise, which provides an effective method to rank projects based on their alignment to corporate strategy, external customer satisfaction, and divisional strategy, while considering ROI and risk. The IT Council, comprised of the CEO, key business leaders, finance director, CIO, and IT Relationship Director, then view the ranked list and make decisions on the projects in which to invest. Uthman says that the easily accessible data has given users and decision makers confidence in the new process. "Business leaders are highly engaged in the scoring and monitoring of projects, allowing them to focus on and invest in the projects with the highest return," he says. "The use of Planview Enterprise facilitates the prioritization, trade-off, and budget management."

Carestream now has high quality data to support decisions in the overall change management process. The once manual spreadsheets are automated and readily available in a single location within Planview Enterprise. With this real-time information, managers can perform "what if" scenarios to determine various impacts to ROI. Further, the IT department was able to retire a number of Microsoft Access and Lotus Notes databases and shared spreadsheets used in the past. "Planview Enterprise has simplified our portfolio and helped us reduce costs and long term support efforts," says Uthman

The Long-Term Prognosis

During 2009, Carestream has taken its roadmap of a multi-phased implementation to the next level of capabilities by delivering the second phase, where it has built more strength around project management, financial management, resource management, and reporting. "We built on what we learned in the first release and made changes to our financial models by implementing an interface in SAP to perform monthly loads of our actual costs and labor values," explains Uthman. "This helps us with both resource and financial management and forecasting."

While the SaaS model enabled Carestream to deploy the Planview application within its aggressive timeframe and budget, the company has recently brought the capability in-house within its own infrastructure. "SaaS was the perfect solution for us when time and resources were the key drivers," says Uthman. "Maintaining the functionality ourselves is much easier now that the most challenging part of the project is behind us."



For 20 years, Planview has been advancing the discipline of portfolio management, helping our customers change the way they manage people and money to make better business decisions. With a singular focus on portfolio management, Planview is the only company that combines customer-driven software, unmatched domain expertise, and proven best practices to solve each customer's unique business problems. For more information, visit www.planview.com.

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