



Case Study

OLD DOMINION FREIGHT LINE PLANS FOR FUTURE GROWTH WITH PLANVIEW

About Old Dominion Freight Line

Old Dominion Freight Line, Inc. is a less-than-truckload multi-regional motor carrier providing direct services to 48 states, including 39 states with 100 percent full-state coverage. Founded in Virginia in 1934 and currently based in North Carolina, Old Dominion employs nearly 13,000 and serves over 48,000 direct points in the United States and Canada. In addition to domestic services, Old Dominion offers assembly and distribution services as well as container delivery services to and from all of North America, Central America, South America, and the Far East.

Challenge

Growth Requires Innovation

Old Dominion moves fast in both the freight it carries and its business growth. In the past ten years, Old Dominion has nearly quadrupled its size. Whether due to acquisition or expansion, this level of change means Old Dominion's IT department must be flexible and savvy. "With that kind of growth, you have to have a strong IT department and invest in technology," says Laura Amos, manager of IT Metrics and Business Alignment at Old Dominion. "We wanted to mature our talented IT organization by equipping them with the tools to be proactive so we're poised to continue with this growth and keep up with the demands of the business."

As with any growing company, Old Dominion's IT executives keep their eyes open for new tools and greater efficiencies. In 2006, the company identified the need to better track its IT projects and develop its project management capabilities. It also wanted to have a better view of IT investments and costs for project prioritization.

Historically, its project management process included two unintegrated tools, one for project planning and another for time recording. "We felt a bit disconnected and wanted more control over the project management," admits Amos. "Our initiative was to establish a formal project management and demand management process that would standardize methods across the IT organization and provide the needed insight."

The Planview Solution

Growth Requires a Powerful Tool

After researching seven leading project management tools on the market, Old Dominion selected Planview Enterprise® because, Amos recalls, "it fit our culture, had the right look and feel, and could be easily implemented within our existing technology structure."

When Old Dominion began the planning process, it believed the actual implementation of the Planview tool would be relatively quick, but the journey to mature its IT organization and processes would be a longer, five-year term. It determined the best course would be to establish a phased approach, first identifying and complying with existing processes and then rolling out the new Planview processes. This began with the establishment of the Project Management Office (PMO). Establishing a PMO brought awareness and focus to project management, giving decision makers a unique perspective into current project status and future project requirements. Old Dominion's PMO consisted of the IT Steering Group, IT managers, directors, and project managers, and, finally, the balanced infrastructure of processes and tools as the foundation.

With the PMO established, deployment of the Planview solution could begin. Phase I included time tracking and resource management. Two months later, Phase II involved financial reporting, and strategic planning was deployed in Phase III.

Through Planview Enterprise, Old Dominion tracks project labor and non-labor costs as well as a number of investment metrics on larger IT investments. "We're tweaking investment models to track investments so when we're ready to prioritize investments, we know we have spent the time and due diligence to understand the nature and return of investments at Old Dominion and how we identify value," explains Amos. "We are learning so much about the nature of IT investments at Old Dominion. Logically, we expect this to lead us to the next step: investment selection and prioritization based on the investment models we are developing."

CUSTOMER:

Old Dominion Freight Line, Inc.

INDUSTRY:

Freight

SIZE:

13,000 Employees

GEOGRAPHIES:

North America

USES PLANVIEW ENTERPRISE TO:

Better prioritize and track projects

"With Planview Enterprise we have a comprehensive view into all the areas within IT, which enables us to be proactive in managing projects and meeting demand for our services."

Laura Amos
Manager of IT Metrics and Business Alignment
Old Dominion Freight Line, Inc.

Growth Requires Measurable Results

After the first year of using the new processes in conjunction with the 'excavated' processes, Old Dominion was readily using the real and reliable data in ways it was unable to previously. Amos says that since implementation, IT is completing more projects on time and is more knowledgeable about the status of projects. IT directors and the vice president of IT also have greater visibility into project statuses and resource capacities for optimal planning and strategizing for future opportunities.

"For the first time, everyone is following the same processes and sharing information with the rest of the business, receiving input and bringing about the project management awareness we desired," says Amos. "Project members have more detailed project information and rich reports to share with IT executives for better decision making."

Amos says her team is considering expanding the use of Planview Enterprise to other areas within Old Dominion, including its communication infrastructure group that handles service and daily break/fix issues, and the Support Desk. Her team is also drafting a formal Benefits Realization process to implement as IT projects are completed, using Planview Enterprise data to compare actual results to projections and determine if the project achieved its intended purpose and benefit.

Finally, there are plans to establish a centralized demand management process that will automate the flow of all demands coming in from the entire Old Dominion organization into Planview Enterprise, versus the manual interface the company uses today. This will eliminate some administrative overhead while allowing IT to manage all demand using Planview Enterprise.

"We feel we are poised for new growth with the necessary project and resource management tools from Planview," concludes Amos. "With Planview, we have a comprehensive view into all the areas within IT which enables us to be proactive in managing projects and meeting demand for our services."

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