

Case Study

TOTAL SYSTEM SERVICES FINDS ONE VERSION OF THE TRUTH WITH PLANVIEW

About Total System Services, Inc.

Total System Services, Inc., commonly known as TSYS, is one of the world's largest companies for outsourced payment services, making it possible for hundreds of millions of consumers to use cards to pay for goods and services. Based in Georgia, TSYS employs more than 7,000 team members and serves approximately 300 clients in 75 countries.

The Challenge

No Standardization, No Integration

With affiliate acquisition and global expansion, TSYS found it increasingly difficult to obtain an enterprise view of projects, workloads or capacities. Each affiliate and division within TSYS had its own method of collecting, storing, and interpreting data, making it virtually impossible to communicate between the disparate systems.

"We had a plethora of tools, some purchased and some created in-house for time tracking and project and resource planning, with no integration between them," states Norma Glerum, project director at TSYS. "The data wasn't wrong, but because the collections were done differently, it was like collecting apples and oranges."

To support the business growth and help with future planning and decision making, TSYS wanted to improve operational efficiencies. "We coined the phrase 'One Version of the Truth,'" adds Glerum. "Our goal was to standardize processes so our data could be consistent and useful."

The Planview Solution

A Birdseye View

A steering committee and executives were involved early in the decision process to select a Project Portfolio Management (PPM) solution. The implementation team began by talking with employees around the company to determine individual requirements, such as project management, time tracking, and reporting needs. They found people had much to talk about, offering more than 300 suggestions to include in the formal proposal process.

The team narrowed the large field of PPM solution candidates to three companies and invited them onsite to illustrate their products to 40 representative employees. "Planview Enterprise®" was chosen because it met the most requirements and had an infrastructure that was more reliable with the most current technology, and was capable of supporting multiple locations around the world," says Glerum. "We believe Planview offered us the greatest value by offering us a single tool that would enable team members to share quality information."

A dedicated Planview implementation manager worked with TSYS onsite for more than a year, directing the team in the appropriate implementation procedure, the most effective configuration of the software and how to avoid common pitfalls. "Because our processes are so complicated," explains Glerum, "our Planview consultant worked with us to adapt and configure the tool so it would work better with what we needed it to do."

TSYS implemented Planview Enterprise first to its IT department. The project management functionality provides TSYS consistent monitoring and reporting of project information. In addition, the resource management functionality added the ability to implement resource demand/capacity management and planning, allocations, authorizations, and time tracking.

TSYS hired a change consultant to work onsite for five months to help develop a cultural adoption plan that included early communication about upcoming changes, time frames and benefits to the individual and company as a whole. TSYS branded the combination of Planview Enterprise and new work processes as "teamVIEW," to emphasize the fact that this was not just another tool implementation, but rather, a new way of thinking about work at TSYS. DVDs were created with real life scenarios to illustrate the most effective use of the tool and what it would look like through actual screenshots. "Adoption is important," says Glerum. "You can have the best tool out there but if you don't get your people behind it, it will never work."

CUSTOMER:

Total System Services, Inc.

INDUSTRY:

Financial Services

SIZE:

7,000 Employees

GEOGRAPHIES:

Worldwide

USES PLANVIEW ENTERPRISE TO:

Consolidate view of IT demand and capacity

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Norma Glerum
Project Director
Total System Services

Educating and training employees on the new processes and functionalities was a carefully planned stage of the rollout. A Planview consultant helped Glerum's team train the TSYS trainers so there would be a trainer in every major division. Training involved onsite training with only 14 employees in each session. Within eight months, the first 4,000 users were trained with the information they needed for their particular job function. Glerum created a dedicated support desk with TSYS-trained employees that were available to answer questions and respond to issues.

The Results

One Version of the Truth

More than 4,000 TSYS employees utilize Planview Enterprise in its full capacity, including demand management with a central entry point for all work requests. Eventually 7,000 people will be using the tool from within IT, product development, marketing, support, and other departments. TSYS has standardized its toolset from many to just one, enabling all areas of the company to communicate at the same level and leverage data that was unavailable before. Work requests can be entered in just one of three ways instead of dozens, improving planning capabilities and identifying duplicate projects.

TSYS has branded the next rollout phase "One TSYS," which will consolidate the best components from all the methodologies within the company into one. All of the deliverables will share the same name and have the same documentation, giving TSYS consistency among similar projects. Future rollouts will include aligning strategies with resource capacities and funding.

TSYS is on its way to achieving its "one version of the truth," giving it more accurate, consistent data enterprise wide. "Our internal clients are more efficient because they are getting reliable data from all areas of our growing company without having to move around various tools to compile it," says Glerum. "Resource and project managers are more effective because they have visibility into workloads, capacities, available resources and funding. And we are just getting started."



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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