

Case study

eircom's Group Technology Division Sees 30% Drop in Administration Hours and Uplift in Productivity with Portfolio and Resource Management Solution

About eircom Group

eircom is the largest provider of fixed-line and mobile telecommunications services in Ireland. The company has approximately 2 million customers and the most extensive telecommunications network in Ireland. Its mobile division operates under the Meteor and eMobile brands. In addition, eircom Wholesale is the largest wholesale operator in Ireland, providing products and services to more than 28 wholesale customers, across a range of regulated and unregulated markets.

The Group Technology division within eircom facilitates product and service development for the core internal and external eircom markets: eircom Business (serving corporate and small business markets), Consumer (Meteor and eMobile) and wholesale markets. It manages product roadmaps and development for all of the business' IT and software as well being responsible for eircom's network development.

The Challenge: Making Product Lifecycle More Effective and Efficient

eircom wanted to improve the efficiency of its technology product roadmap from concept to delivery. Although the business had previously used an earlier version of Planview Enterprise for basic resource capacity planning and portfolio planning, eircom's people and processes had changed.

According to Owen Lydon, Group Technology Account Partner: Corporate Accounts and PMO Manager, at eircom, "On average, the Group Technology division manages between three and four major product development deliveries per year which deliver hundreds and millions of euros in revenue. These projects need to be managed from ideation and concept to commercial design, right through to delivery and warranty. Our ultimate challenge was to manage these in a mature, efficient, and effective way."



Overview

Customer

eircom

Industry

Telecommunications

Geographies

Ireland

Size

5000+ employees

eircom uses Planview Enterprise to manage product lifecycle from concept to delivery and to mature processes within its Group Technology division.

“Planview Enterprise 11.1 enables us to capture market, internal, and customer demand and prioritise our portfolios.”

– Owen Lydon, Corporate Accounts and PMO Manager, eircom

To support this vision, eircom needed to assess the demand for products, prioritise portfolios, optimise capacity, resource plan and, of course, link plans to execution – all within budget. With more than one hundred members of the team including solution architects, business analysts, and telecom partners, a lack of real-time visibility of the status of projects at any given point was impacting on decision making within the organisation.

Lydon continues; “Our big challenge was we needed to evaluate our processes to make the business more effective. My team was spending between 30 and 40 percent of their time doing admin, using cumbersome spreadsheets, and updating manual reports. It became clear that this was an area that we needed to address to mature and provide the service needed by the business. We had too much information and people didn’t know where to look for anything meaningful.

The next step was to identify the right technology, configurations and the support eircom needed to help it on the next part of its journey.

The Solution: Implement Planview Enterprise 11.1 and Move to Real-Time Project and Resource Management

Members of the Planview team travelled to Dublin to host initial workshops with the eircom team. These sessions were to help identify the needs of the business.

The key features and functions identified as having the potential to transform and mature the product lifecycle at eircom were:

- Configured and enhanced workflows
- Customised email notifications
- Real-time time recording reporting and data analysis

The technology roll out itself was managed as a mini-project in Planview Enterprise which took three months from start to finish.

“The workshops addressed our workflows, pain points, and what functionality eircom needed from a portfolio management solution as well as what our needs may be in the future. It was a very collaborative process.

“Planview Enterprise 11.1 enables us to capture market, internal, and customer demand and prioritise our portfolios,” commented Lydon. “We are able to optimise our financial and personnel resources, manage the financials, and clearly link our plans to execution and delivery of results. It has transformed the way we work as we now have clear visibility of the use of resource vs demands.”

In order to ensure a smooth roll out, and training and education programme was rolled out to staff.

The Benefits: Real-Time Decision Making and Improved Time Efficiencies

By removing a reliance on manual processes, so far Planview Enterprise 11.1 has:

- Eliminated the need for spreadsheets
- Enabled a 30% drop in administrative hours spent by the Group’s PMO team
- Resulted in a 40% reduction in email queries from product owners and managers, requesting project status
- Allows staff to spend time on more productive tasks

eircom has already experienced an 85% uplift in the usage of the tool, across the department. The most

significant change noticed is not just in the numbers, it is reflected in the people and the way they are working together.

Lydon comments: "Planview Enterprise 11.1 has brought about major cultural change to our business. Previously, we had a weekly snapshot of the business, downloaded manually from tools every Tuesday. With Planview Enterprise 11.1, we do everything in real-time. Teams bring Planview Enterprise with them on laptops into meetings and it is updated directly. The tool is always up to date, meaning we have real-time accuracy for decision making."

eircom sees this as just one step in its transformation to maturity. The next phase internally is to integrate Planview Enterprise with the Group's HR systems, such as SAP, ESS and PRM, so that the business can align time recording in Planview Enterprise and start to have more robust data and KPIs around cost and effort.

To learn more about what Planview Enterprise can do for your organisation, visit Planview.com/PlanviewEnterprise.