

Case study

Establishing a Comprehensive, End-to-End Overview of IT Projects

About Sofiprotéol

Sofiprotéol promotes research, marketing, processing, and recovery of vegetable oil and protein production. The Company acts as a financial institution to assist the French agro-industry develop sustainable oil and vegetable protein production. Its three best-known brands are Lesieur, Puget and Fruit d'Or.

The Challenge: Identifying “Under-the-Radar” Projects, Understand Global Spending, and Resource Allocation

Following a series of acquisitions, this highly diversified organisation now has nine subsidiaries and recently began expanding abroad. The IT group is responsible for infrastructure, business intelligence, finance, human resources, trading, change management, sales, and packaging. Headed by a new managing director, Sofiprotéol needed to manage and centralise the IT system with precise objectives and high standards of excellence.

One of the key focuses of the centralised approach was to rationalise the project management process. “In the past, each entity was responsible for launching and managing its own projects,” said Deputy IT Director Phillippe Pister. “This inevitably meant that our global spending wasn’t coordinated and there were conflicts with resource allocation. So we needed to coordinate the portfolio of projects and ensure that each one was consistent with the group’s strategy.”

Sofiprotéol needed a solution that would maximise the return on every project. Managing projects better was imperative, but they needed to better manage the project portfolio. “Planning one major project wasn’t an issue, but the problems arise when there’s more than one. Big projects are subject to strict governance and managed by dedicated teams, but the problem lies in identifying ad-hoc projects that come in under the radar and disrupt the planning process, use resources, and often aren’t even noticed until the end of the budgetary year, when it’s too late to take effective action, said Pister.”



Overview

Customer

Sofiprotéol

Industry

Agriculture

Geographies

Paris, France

Size

500 employees

Sofiprotéol uses Planview Enterprise for project portfolio management and reporting across IT.

“We chose Planview Enterprise for its ability to parameterise and manage a complex portfolio, and it provided powerful reporting functions that highlight the most relevant information.”

– Phillippe Pister, Deputy IT Director, Sofiprotéol

The Solution: Project Portfolio Management Software for Resource Management and Reporting

Sofiprotéol chose Planview Enterprise® to manage 250 projects and has been rebranded as SofiProjects within the company. “We chose Planview Enterprise for its ability to parameterise and manage a complex portfolio, and it provided powerful reporting functions that highlight the most relevant information,” said Pister.

Benefits: Starting Fewer Projects, and Completing More

Pister found that Planview Enterprise offered two essential benefits. “First, it gave us a much more comprehensive overview than we were used to, even with a central IT directorate and centralised investment. And second, it gave us a better insight into what specific subsidiaries were doing.”

“Planview Enterprise changes the situation both in terms of responsibilities and the types of skills we need. We wanted to use it to manage all projects, so if a project wasn’t on the system, it didn’t get a budget. It was the first time we’d ever drawn up a precise inventory of projects,” said Pister.

The IT directorate now has a dashboard showing the entire portfolio, which can be broken down on the basis of various parameters such as companies and project components like finance, planning, and documentation.

“We now have a precise and detailed financial schedule showing the expected workload and cost for each team, said Pister.”

Planview Enterprise also adds transparency to the decision making and validation processes during the four stages of the project lifecycle: qualification, preparation, implementation, and production.

Governance

As well as transforming the way in which it manages its product portfolio, the company implemented new principles of governance, which are the responsibility of three committees. “The aim is to maintain cohesion within the directorate, which is essential if we’re to continue making improvements,” Pister emphasises. The IT strategy committee meets every six months to validate strategy, and the IT projects committee meets two to three times a year to select, validate and prioritise projects.

Communication

The implementation of Planview Enterprise also required change management and staff training. “It’s important that the teams involved learn to coordinate their efforts and be transparent,” Pister says. “It’s required a real cultural change.” He has published a series of newsletters, the first of which begins: “You’ve probably heard of SofiProjects, but what exactly does the codename mean? This periodic newsletter is designed to keep you informed of this key project within the directorate.”

Planview Enterprise has helped Sofiprotéol:

- Visualise all of the group’s IT projects
- Manage project budgets and costs
- Improve decision making based on better knowledge of timing, risks and project objectives
- Avoid frequent changes in priorities
- Provide project managers with a planning and monitoring tool
- Highlight bottlenecks in critical resources
- Monitor and manage the time actually spent on each project
- Provide a platform to share project documents

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