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ČEZ consolidates position through ordered project management

HPE PPM delivers single version of the truth across group-wide operations

ČEZ Group is a Czech-based energy supplier. After 10 years of growth it needed to consolidate its position and drive efficiencies across European operations. HPE Project and Portfolio Management (PPM) has been helping create a singular view of project management, improving overall project delivery and quality.

Challenge

Poor project management creates quality issues
ČEZ Group has operations across Central and Eastern Europe, and has grown through a series of acquisitions and new market entry. ČEZ is focused on consolidation, making the most of group efficiencies and cementing its position in local markets.

Group IT services are supplied by ČEZ ICT Services. As the business expanded this Prague-based subsidiary found it increasingly difficult to manage the diverse array of ICT projects. With previous management systems in place, ČEZ struggled to correctly prioritise planned projects.

Customer at a glance

Software
- HPE Project and Portfolio Management

This created a series of issues. It was impossible to analyse historical business cases for particular projects. There was no control over the processing of tender documents. Project documentation was stored locally and there was no real-time reporting on project status.

This led to quality issues in terms of project implementation, delays and spiralling costs. Lack of transparency had weakened management trust in business decision-making.

"The vast majority of projects were delivered with exceeded budgets and with very frequent changes in project scope," says Jakub Smitka, head PPM methodist, ČEZ. "This resulted in negative impact to the economic indicators of the company and great customer dissatisfaction."

Solution

Overcoming procedural immaturity

ČEZ ICT selected HPE Project and Portfolio Management (PPM) to create a consistent, universal approach to project management. The implementation faced a number of challenges, says Smitka: "Users questioned why they needed to use the tool, there was distrust of some of the automated elements, and also a lack of understanding around the value of everyone's contributions to the broader business."

In response, the implementation team set KPIs for project management linked to quality and timeliness. All project plans needed to be approved using pre-defined and approved process flow, with a focus on tender documentation, the planned budget and evaluation of benefits and costs. In addition, teams were encouraged to commit to regular project status updates. "This commits project managers to regularly update their data," explains Smitka.

Benefit

A group-wide, single version of the truth

The result, he says, is a "single source of truth" about the state of ICT projects: "With HPE PPM there is now easy access to project documentation. For the first time this is stored centrally, ensuring version control and audit capabilities. Finally we have the workflow working for us."

Reporting is now automated and delivered in real-time, human resources are planned and managed centrally. "We're more efficient in how we allocate resources, this prevents congestion and means we're quicker to resolve issues," says Smitka.

With HPE PPM successfully implemented and embraced, ČEZ ICT felt confident in using the tool to manage the roll-out of SAP across the group – a roll-out which involved up to 50 separate projects. "SAP is the primary ERP system for the entire organisation," says Smitka. "It covers the whole agenda associated with running a business, from procurement, through logistics, and accounting to human resources. We trusted HPE PPM to help us manage this."

From an organisation with a disjointed, localised approach to project management, HPE PPM has helped transform the corporate culture. Not only that, but it has made investment prioritisation possible thanks to the workflow engine and Demand Management module.

Smitka says a major benefit is the improved quality of project delivery: "It's not just a matter of delivering the tool, but the implementation of a number of changes in the process of project management, education and continuous training of the project managers. The main financial benefit lies not in direct savings, but in enhancing the quality of project implementation."

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