

Case study

LV= Implements Planview Enterprise in 10 Weeks for Improved Transparency, Project Prioritization, and Resource Management

About LV=

Founded in 1843 as a burial society in Liverpool, LV= is the United Kingdom's largest mutual insurer with more than five million customers, 5,700 employees across 17 locations and assets exceeding \$17 billion. As a "mutual society," LV= is owned by members and has no shareholders. The "=" symbol in its name represents the voting equality each member has within the mutual society. LV= offers motor insurance and various life products direct to the consumer, as well as through IFAs and brokers, and through strategic partnerships.

The Challenge: Lacked Transparency into Project Status and Resource Management

A shift in CEO, Board of Directors, and branding brought significant change to LV=, including the explosion of projects totaling more than 600 each year for the past five years. The first initiative the new CIO rolled out was the rebranding of the IT department. After polling IT staff, the recurring theme for the function of IT was "Change, Innovation, and Operations," hence the new name for the IT department – CIO.

The CIO department found it impossible to tell business partners where IT was placing its efforts, how much time they were spending on projects, or how any of it related back to the original estimates. While they could not tell them why, projects were perpetually late and over budget.

Resource management was another issue that needed to be addressed. The CIO department had no data to illustrate how resources were allocated. Resources were over allocated because too many projects were coming in from different areas. Although there was a rudimentary ticketing system in place, resources were pressured into working on ad-hoc side projects.

"We knew projects were changing the scope without any real control," said Barry Gray, Project Manager at LV=. "Everyone knew we needed to do something different but no one could agree on the solution."



Overview

Customer:

LV=

Industry:

Insurance

Employees:

5,700

Geographies:

17 offices across the UK

To bring more transparency into projects and resources for improved decision making and project prioritization, IT leaders initiated a large-scale project to revamp the IT department with a PMO and deploy Planview Enterprise PPM across business areas. In only 10 weeks, LV= went from having no PPM to having Planview Enterprise live with time recording, work manager, financial planning, resource management and reporting.

“Planview Enterprise provides a better way for us to manage our projects, our portfolios, and most importantly, prioritize work in a much better way.”

– Barry Gray, Project Manager, LV=

A project was therefore kicked off in an effort to implement a project portfolio management (PPM) solution. The first task was to define PPM and what it meant to LV=.

The Solution: Planview Enterprise Brings “Beneficial Change” for People, Processes, and Functions

Planview came out on top of an extensive RFI process because of its scalability. Planview Enterprise would need to be implemented in less than four months to satisfy the finance department’s January 1st go-live stipulation. The CIO department went live with its Planview Enterprise pilot in only six weeks, training 12 project managers on 24 projects running in a production environment, and relied on Planview PRISMS® for the training material. By early December, 80 project and resource managers were trained, 10 portfolio managers, and 650 time recorders. In approximately 10 weeks, LV= went from having no PPM solution to having Planview Enterprise live with time recording, work manager, financial planning, resource management, and reporting.

Gray credits the seemingly impossible feat to the hard work of the newly-founded PMO within the CIO department and all of the people working with the Planview Enterprise solution.

“Beneficial change is looking at change from the perspective of the person who is going to be impacted by it. You will never get full adoption until you understand where people are coming from and how you can help them embrace the change as a way to improve their productivity and success.”

“Planview understands their product,” said Gray. “The key to our success was working together with Planview to help them understand how our organization works, what was important to us, and how they could partner with us to achieve our strategic goals.”

The Benefits: Transparency for Better Decisions, Project Execution, and Resource Management

LV= now has the transparency it needs across business areas so the CEO can easily see what is going on in the organization. Data that was once privy only to subject matter experts is now accessible to everyone. The CIO leadership is better able to select the right projects and programs and prioritize them so they are executed at the right time. With a greater understanding of project expenditures across portfolios, leadership is more nimble to react to changes triggered by shifts in business direction.

By having all of their data in one system, reporting is easily accessible. Project managers found they had freed additional time/days to manage projects instead of inputting data and generating reports.

“Planview Enterprise provides a better way for us to manage our projects, our portfolios, and most importantly, prioritize work in a much better way,” said Gray.

Other benefits include:

- Greater visibility into who is working on what for improved resource allocation and project prioritization
- Portfolio managers are now managing at the project portfolio level versus tactical level
- Projects are prioritized based on value rather than relationships
- Strategic change decisions are being made outside of siloes
- Investment prioritization is aligned with strategic priorities

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

