

FEMSA CSC increases on-time project completions using HPE PPM

Consolidate and centralize project management to improve resource allocation

Objective

Consolidate its project management under a single, integrated solution choosing HPE Project and Portfolio Management (PPM) Center solution

Approach

Lacked visibility into who was busy and who was not; resources were not being utilized efficiently. Ability to view and communicate project status among teams was missing which resulted in a number of projects getting completed outside the planned end date, and even in some projects not being completed altogether

IT Matters

- Greater ability to accurately forecast and allocate resources for new projects
- Completion of projects on or ahead of time, within or under projected budgets

Business Matters

- \$5.6 million pesos savings in the first six months by centralizing project management
- Projected savings of 12 percent annually through more efficient project planning and execution
- Significant improvements in day-to-day operational efficiency



FEMSA CSC is the Shared Services Center of FEMSA, which is the world's largest independent bottler of Coca-Cola, and the largest beverage company in Mexico and Latin America. FEMSA also owns and operates OXXO, the largest and most profitable convenience store chain in Latin America, and is a major shareholder in Heineken beer company, as well as other strategic businesses for packaging and logistics operations. CSC develops most of the consulting projects for the FEMSA business units, providing consulting services for more than 40 large-scale FEMSA projects each year.

Contact: José Olguín, Account Development Manager, Shared Services Center.

Business goals and challenges: With different projects of varying size and complexity running concurrently, project management was typically fragmented across

multiple, non-integrated management solutions. "Needless to say, this created some complications," says José Olguín, Account Development Manager, FEMSA CSC. "We lacked visibility into who was busy and who was not, so resources were not being utilized efficiently. Plus, we had no ability to view and communicate project status among teams. These, in turn, resulted in a number of projects getting completed outside the planned end date, and even in some projects not being completed altogether. The impact on project costs and our profitability was considerable." To remedy this situation, José Olguín recognized that CSC needed to consolidate its project management under a single, integrated solution, and began exploring several different options. Finally, it became clear that the Project and Portfolio Management (PPM) Center solution from Hewlett Packard Enterprise (HPE) was the best option.

Customer at a glance

Software

- HPE Project and Portfolio Management Center
- HPE Portfolio Management
- HPE Financial Management
- HPE Project Management
- HPE Resource Management
- HPE Time Management

“Centralizing project resources and cost information, plus the ability to see and understand how resources are being utilized during projects, has enabled better resource planning for us and, in the end, better financial outcomes.”

– José Olguín, Account Development Manager, FEMSA CSC

Our solution partner

AVATTAR CONSULTING

HPE solutions implemented: HPE PPM is composed of a wide range of task-specific modules, which have enabled CSC to streamline and improve its project management activities. HPE PPM solutions implemented include: Portfolio Management, for project proposal and business case evaluation; Financial Management, for weighing forecasted costs against actual costs; Project Management, for end-to-end project administration; Resource Management, for allocating and tracking resources; and Time Management, to determine the actual cost of projects related to resources.

Results: Not only did HPE PPM represent an entirely new way of working and managing projects for CSC, but also, as José Olguín notes: “Deploying HPE PPM on such a vast scale is a true first in Mexican and Latin American industry, where enterprise-wide project management software is not nearly as common as in North American and Europe. It started making a big difference within months of implementation.” How big a difference?

According to José Olguín, CSC has observed dramatic improvements in the efficiency of its day-to-day operations, which the company estimates will add up to annual savings of 11.3 million pesos. Additionally, with the ability now to more accurately forecast project costs, CSC can allocate resources with greater efficiency, which has already reduced anticipated project costs by 12 percent. Says José Olguín, Account Development Manager: “Centralizing project resources and cost information, plus the ability to see and understand how resources are being utilized during projects, has enabled better resource planning for us and, in the end, better financial outcomes. We’ve had such positive experiences with it, that FEMSA is now considering expanding the HPE PPM implementation into other areas within the organization.”

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