



Customer: Lenzing AG
Number of employees: 6.500
Website: www.lenzing.com
Country or Region: International
Industry: Textiles
Partner: Campana & Schott

Customer profile

Lenzing has set standards in quality and innovation in the field of production of sustainable fibers from wood for over 75 years. It is today the world leader in this field. It operates production sites in all major markets from its headquarters in Austria.

Challenge

Establishing Enterprise Project Management (EPM) for simpler and transparent documentation, planning and implementation of IT projects and associated resources.

Solution

Automated synchronization of project data is achieved with the Project Server as a service that runs on the SharePoint platform, and CS Connect, an established Campana & Schott ETL interface product between Microsoft and SAP.

Products used

Microsoft SQL Server
Microsoft Project Server
Microsoft SharePoint Server
Microsoft Analysis Services
CS Connect

Improvements

- Increased transparency and quality in projects
- Automated reporting at the program and portfolio level
- Significant focus and relief of IT staff
- Established IT as a service center for management and departments

Transparency Creates Quality

How Lenzing AG positions its project management at the interfaces between IT and business

“I am surprised what great reporting results one can achieve with standard solutions like Excel Services for Project Server or the integration of the SharePoint platform.”

Gerald Grün, Head of Global Project Management Office (PMO), Lenzing

In difficult economic times, the business value of IT becomes even more important. With it comes the question of which projects bring added value within individual departments, and thus to the core business of the company. Lenzing AG took the opportunity to set their internal project planning and resource management on a new footing. Lenzing was not only able to create transparency, but also raise the quality and acceptance of their IT projects to a new level.

In the past, IT projects at Lenzing AG were planned well and implemented properly, but project planning and resource management proved to be extremely time consuming due to many manual tasks. Their reporting left some things to be desired, because the planned and actual data (between Excel and SAP) had to be consolidated manually. The result was that although valuable work time was required, IT's performance could not be correctly communicated to departments or management.

Center to pack as much IT savvy into processes to accelerate our core competency, the fiber business. At the same time we try to deal with requests from the departments in a transparent and rapid way. We were missing the planning intelligence to ensure that we were properly deploying our resources. We did the things that we're called on to do correctly, but we couldn't say whether they were the right things.”

THE CHALLENGE

To this point, **Gerald Gruen**, Head of Global PMO, Lenzing: “We do our utmost as a Corporate Competence

With this background, the key word to fix the gap between effectiveness and efficiency is “transparency.” “Transpa-

rency in regards to current IT projects, in relation to free and committed resources, and in relation to associated costs," says **Hannes Ruess**, CIO at Lenzing AG. "This was the complex task which we resolved efficiently working together with Campana & Schott and Microsoft." To those responsible for the project it was clear from the beginning that a functioning reporting system must be connected and be as automated as possible at the program and portfolio level in order to bring benefits to all participants.

Specialists from Lenzing and Campana & Schott (C&S) set out to explore the data streams within processes, and determine the conditions for a high-performance project management. Cost need not be a barrier, as **Dominik Daumann**, Manager at C&S, notes: "Project management solutions for large companies don't need to cost six-figure sums in order to meet requirements, not even if the ERP system by SAP has to be integrated into the system. We started with a holistic view of the problem rather than focusing on technical features. We focused on organizational capabilities, which made it very easy to develop this Project Server implementation in a very lean way, because we always kept the ease of use in the forefront."

THE SOLUTION

On the product side, the Microsoft Project Server instance was deployed as a service running on the existing SharePoint communications platform. The technical challenge, however, lay in the SAP integration. Specifically, it was a matter of comparing the actual values which were captured in SAP with those planned values in Microsoft Project Server in order to create the functioning project management

reporting. The connection was made through CS Connect, an interface product from Campana & Schott to exchange data between the Microsoft and SAP worlds.

THE BENEFITS

As for the solution architecture, the largest part of the project was "inculcating the tool set and the associated procedures into the organization," says Gerald Gruen. "And to make it clear that ALL would benefit from increased transparency: the management, the departments and IT staff."

The EPM solution now helps all stakeholders to inspect the status quo and the prioritization of IT projects as well as to identify possible potential resources and skills areas. This also explains the high acceptance of the EPM project on all corporate levels. The system provides an overview to IT staff and brings relief because it encourages sequential execution of projects and reduces stress that arises when too much is happening in parallel, and at best, everything must happen at the same time. The departments are almost unaffected by the PM tool; they only notice that the decision making has become clearer, and that the tasks now run in a more structured way.

The same applies to employees on the SAP side. They have not needed to change their work routines and enter their data into the SAP system exactly as they've done in the past. The difference is that today the data flows into a forward-looking process, and the resources are distributed on a timeline so that one can see if one is on target. Gerald Gruen: "Basically we can say that project documentation and the attempt to make things transparent have

produced really great side-effects. We work more efficiently on a particular task, and also have more time for other things. At the end of the day, the quality of the projects is better, and operations have become more efficient."

UNTERM STRICH

Lenzing's EPM deployment ensures that IT services are no longer working in a black box and re-reporting is functioning properly. What used to require manual work now runs as a standard function in Project Server, as Gerald Gruen can testify: "In the past we managed to provide a small part of IT with a manual reporting. Today we offer an automated process for all of IT. This means less work and fewer costs with a massively greater functional scope." Gerald Gruen knows what's at stake in project management: "There are always the same challenges in carrying out projects: Project scope, timeline, cost, risk and quality. And if I can answer on the key points, then I'm doing well."

The experienced SAP consultant is truly pleased with Project Server. "Project Server is a wonderful tool to answer questions that come up during projects better. It fits perfectly into our system landscape, and supports our strategy to standardize and harmonize solutions. This means that we can deploy IT developments in the future across departments and countries. In our group we understand our task to develop templates we can use globally and add value for other parts of the organization. That is always our priority."