PLANISWARE ENTERPRISE

HOW IAV DIGITISED ITS PROJECT MANAGEMENT

IAV wanted to manage its projects in a more transparent, process-compliant, effective and efficient way in order to digitise its operations and reach new markets.

COMPANY:
IAV GMBH, BERLIN

- Leading global engineering partner for the automotive industry.
- Development service provider for innovative concepts and technologies for future vehicles.
- Leaders in the areas of vehicle and engine development, electromobility and autonomous driving.

Employees:
8,000 worldwide

Turnover:
Approx. €896 million (2020)

Use:
Project management, resource management

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IAV, one of the largest automotive engineering firms worldwide, has been using the project and resource management tool Planisware Enterprise since mid-2020. It uses the software to manage over 2,000 projects in a process-compliant way and achieve company-wide transparency for project risks. Digitising its project management has allowed IAV to pursue the strategic goals of designing its processes more efficiently, modernising effectively and ultimately achieving a culture change that has helped it become a project-based and product-oriented organisation.

A TRANSFORMED PROJECT LANDSCAPE: DIVERSE, COMPLEX, AGILE, TUMULTUOUS AND HIGHLY REGULATED

Market trends and drastic change in the automotive industry have changed the game for this engineering service provider, whose core business has always been projects. While project management for OEMs previously revolved around classic engineering of motors, components and hardware, the project landscape has now changed enormously. The number of software development projects for applications like vehicle control, assistant systems and automated driving is on the rise.

Projects continue to become more complex and varied, especially as IAV is diversifying its offerings and doing more international business. What's more, the service and project segments are developing into product segments. For example, IAV offers products such as information systems for agricultural machinery and software for the optimal management of wind turbines. Particularly in the case of software projects, IAV now tends to work with consortia of OEMs rather than with individual manufacturers. If the customer wishes, projects are managed in an agile manner. Rules and compliance are also becoming stricter.

IAV's previous system of using lots of isolated solutions, with managers maintaining milestone planning, risk registers and resource planning in different tools, had proven to be chaotic and uneconomical. In 2020 Schneider and his team began establishing a solution for the digitisation of project management using Planisware Enterprise. This solution also supported IAV's strategic transformation.

Transparency was a key priority. "What do the employees actually do and where do risks pile up? Where do the bottlenecks occur for critical milestones? We didn't have this overview because everything was recorded in a mixture of Jira, Excel, PowerPoint and MS Project Files," said Schneider. "We already had risk management before we started using our new solution – the process requirements haven't changed – but the tables and documentation for all 2,000 projects were floating around in different drives. It was just difficult to consolidate them."

PROCESS COMPLIANCE SAVES MONEY

One concrete benefit of the solution is that IAV can now demonstrate that its employees are adhering to its processes. This will likely give the company a competitive advantage which will be viewed positively by customers.

TRANSPARENT, PROCESS-COMPLIANT, EFFECTIVE AND EFFICIENT

With the new solution, IAV wanted to fulfil four goals, according to Schneider: alongside improved transparency, meeting the required compliance and achieving higher effectiveness, they also wanted to increase efficiency in project management. The time being used for administrative tasks – including mundane, time-consuming tasks like filling out forms – should instead be freed up for project leaders to carry out more valuable tasks for their customers.

The solution is now being used by around 1,700 employees, including 700 project leaders, as well as team members, sponsors, project risk managers and work package managers. Around 2000 projects are being mapped in the tool in tandem, of which 1,200 are currently in the implementation stage. The implementation was supported by Tiba as an additional implementation partner and accompanied by Campana & Schott as project management consultants throughout the entire project.

Now that all projects have been completely transferred into Planisware, Schneider's team can see two things: firstly, whether a project has a risk register and whether that register is up to date. Secondly, IAV benefits from a substantive overview of all risks and is now able to answer questions like: where are the largest risks? Which business risks are connected to the project risks? Are there new risk categories that also need to be included? This transparency also accompanies the culture change at IAV "from a varied engineering approach to a design-led, agile, new engineering one," says Schneider.

Schneider and his team try to use all the project and resource management functions of the tool, with the exception of time tracking, which is done via SAP. They do so because the goal is to integrate everything into one system. The transparency they have gained has multiple benefits. For example, in the most recent ISO audit Schneider noticed: "it only took me five minutes to find out how many projects had an information security officer and what their confidentiality ratings were. Previously it would have taken much longer." Another benefit of the tool is the future potential it offers when IAV begins using it to work on a portfolio level.

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CONTROLLABILITY AND INFORMATION AVAILABILITY

The improved transparency IAV have gained has created a tangible added value in lots of areas, because the company now knows more about its projects and processes. For example, it has insights into how projects are run and how the project management works, which is useful for internal reviewers, external auditors, and compliance officers, who can now see which projects they are actually controlling. And in risk management, Schneider's team can offer follow-up training for project managers when it appears that they need extra support – for example, with setting up risk management processes correctly, identifying the right risks and dealing with them correctly.

It's also likely that IAV will see further gains in efficiency materialising in several stages as they utilise more of the tool's resource and cost management functions. For example, they are planning activity libraries which will save project leaders time through the use of standardised templates. They will allow project leaders who phase out the same project around 30 times a year to reuse the same plan using one template, only needing to change the dates. Other functions that save time include the ability to export schedules so that project leaders can present the current status to customers in PowerPoint on an ad-hoc basis.

FUTURE PLANS; FURTHER DEVELOPMENTS AND APPLICATIONS

In the future, IAV plans to expand the solution even further. The next steps will be implementing an engineering integration into Jira along with resource and cost management functions.

Later down the line, they are also planning to use portfolio management, multi-project management, reporting and evaluations, and AI elements. Schneider wants to incorporate AI into a quality assistant or use it for a checklist, for example, to provide project managers with notifications such as: "Attention - you haven't checked the risk register this month. Please take a look at it." or "There is another problem with your milestone. No delivery items have been completed."
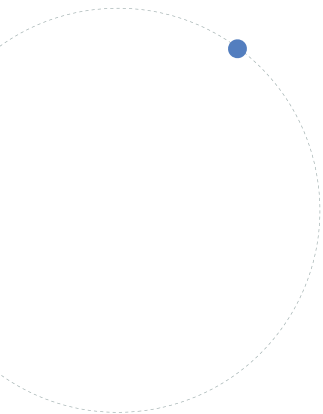
Challenges

- Project world is complex & varied
- Consortia projects, in particular for software projects, lots of agile project management
- Transformation in the market with new requirements for projects & how they are run
- Increasingly stringent regulations

Initial situation

- Previously lots of isolated solutions
- Milestone planning, risk register and resource planning handled in Excel

Goals

- Develop IAV from purely an engineering service provider to a technology provider
- Transform service provision and project management into product management
- Increase the efficiency of project management
- Compliance
- Transparency
- Effectiveness

Solution

- Planisware Enterprise
- Used primarily for processes like scheduling, project structure planning, resource management, quality assurance, stage gate, risk management, reporting
- Around 2,000 projects running in parallel in the system, around 1,200 of which currently in implementation

Introduction and implementation

- Internally 15 full-time IAV employees (IT team, project leaders from technology, controllers from project control, corporate communications, training)
- Tiba as a supplementary implementation partner
- Campana & Schott as project management consultants

Benefits

- Process compliance, avoids cost-intensive excessive time spent monitoring
- Transparency, controllability, accessibility of information
- Gains in efficiency thanks to standardisation
- Savings potential thanks to resource and cost management

Further plans

- Integration into Jira in the near future
- Resource and cost management
- Later down the line: portfolio management, multi-project management, reporting and evaluations, AI elements

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IAV GmbH company profile

With over 8,000 employees, IAV is one of the leading engineering partners for the automotive industry worldwide. The company has been developing innovative concepts and technologies for future vehicles for over 35 years and was turning over around €896 million in 2020. Their customers include all well-known car manufacturers and suppliers across the world. As well as vehicle and engine development, IAV are already early players in electromobility and autonomous driving and are currently one of the leading development providers in these areas. As well as development centres in Berlin, Gifhorn and Chemnitz/Stollberg, IAV has premises in other locations such as Munich, Sindelfingen and Ingolstadt, as well as in Europe, Asia and North & South America. www.iav.com

Planisware company profile

Planisware is a global provider of software solutions for project portfolio management that are specially developed to support product development, engineering and IT processes in organisations. For over 20 years, Planisware's customers have used our solutions to deliver strategic and innovative excellence, make informed business decisions and increase the value of their portfolios. Today, over 500 companies worldwide rely on Planisware products to manage their projects, resources and portfolios.

Planisware Enterprise and Planisware Orchestra both feature in Gartner's "magic quadrant" of leading PPM software solutions. With Planisware Enterprise, companies worldwide with a focus on R&D, engineering and product development and IT can meet complex operational and strategic project challenges. www.planisware.com