



## Procter & Gamble Saves Time, Strengthens Decision Making with Hosted EPM

### Overview

**Country or Region:** United States

**Industry:** Manufacturing—Consumer goods manufacturing

### Customer Profile

The Procter & Gamble (P&G) Company is an international consumer products corporation with more than 138,000 employees. Based in Cincinnati, Ohio, it markets more than 250 products to consumers in 180 countries.

### Business Situation

P&G needed to address a heavy load of projects that spanned five global regions, but it lacked an efficient method to prioritize and analyze projects.

### Solution

For comprehensive project and portfolio management, the company deployed the Microsoft® Office Enterprise Project Management Solution. It partnered with Project Hosts for hosting and Pcubed for design and implementation.

### Benefits

- Improves data visibility and integrity
- Enhances decision making
- Cuts status-reporting time in half
- Accelerates deployment, minimizes expense

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Joe Lockett, Section Manager, Procter & Gamble

Procter & Gamble (P&G) is one of the largest consumer goods producers in the world, with well-known brands including Bounty, Charmin, Dawn, and Pantene. After emerging from a time-consuming company acquisition, P&G had a vast portfolio of unfinished projects to tend to, but it lacked the data visibility it needed to prioritize its portfolio. To address this need, P&G deployed the Microsoft® Office Enterprise Project Management (EPM) Solution, which includes Microsoft Office Project Portfolio Server 2007, Office Project Server 2007, and Office Project Professional 2007. It chose Project Hosts to host the solution and Pcubed to implement it. P&G stakeholders now have improved data visibility with which to make optimal decisions. Integrated status reporting cuts the time spent managing reports in half. An accelerated, hosted deployment gives P&G maximum value with minimal time and expense.



**“Comparatively speaking, the Microsoft Office EPM Solution is economical, extremely easy to deploy, and an industry standard.”**

Joe Lockett, Section Manager, Procter & Gamble

## Situation

The Procter & Gamble (P&G) Company is a leading provider of consumer goods worldwide. The company sells its products in nearly 180 countries through mass merchandisers, drug stores, grocery stores, membership club stores, department stores, and salons. Its three global business units include Beauty, Health and Well-Being, and Household Care. Founded in 1837, P&G is headquartered in Cincinnati, Ohio.

After a major acquisition involving The Gillette Company, P&G saw an opportunity to further simplify some core processes and to ensure efficient management of its many ongoing projects. “We needed a method by which to rank pending projects to know which ones should be done first—there was not enough time, or resources, to do everything,” says Joe Lockett, Section Manager at P&G.

At that time, global project managers across all P&G regions—North America, South America, Western Europe, Asia, and the Middle East—collected status manually. Typically, employees used Microsoft® Office Word 2007 or Microsoft Office Excel® 2007 spreadsheet software; others used Microsoft Office Project Professional. For status reporting, project managers manually transposed information into Gantt charts in Office Excel 2007 for distribution to management.

“This reporting method was not efficient,” says Lockett. “Reports took days to produce and required many manual steps and iterations.”

This manual reporting method made it difficult for leadership to analyze projects based on consistent, coordinated data. “We could see simple scheduling milestones by region—for example, start date, end date, and market launch. But we did not have a way to

prioritize work across service lines,” says Lockett.

The company needed a solution that all decision makers could use to analyze and address corporate goals and priorities in order to remain competitive.

## Solution

P&G began to search for a solution with a few factors in mind: industry leadership, fast time-to-market, and cost. In addition, says Lockett, “We wanted a solution with which we could grow over the long term—one that would help us continue to advance along the project and portfolio management maturity curve.” Many at P&G, Lockett included, are certified as Project Management Professionals through the Project Management Institute.

With these factors in mind, P&G chose to pilot the Microsoft Office Enterprise Project Management (EPM) Solution. The EPM Solution includes Microsoft Office Project Portfolio Server 2007, Office Project Server 2007, and Office Project Professional 2007. “Comparatively speaking, the Microsoft Office EPM Solution is economical, extremely easy to deploy, and an industry standard,” says Lockett.

To minimize overhead costs and accelerate deployment, P&G decided to host the solution with an external provider. “After comparing many providers, we chose Project Hosts,” says Lockett. Project Hosts is a Microsoft Gold Certified Partner and leading provider of on-demand applications, including the Microsoft Office EPM Solution, Microsoft Dynamics® CRM, and Microsoft Office SharePoint® Server 2007. “Project Hosts could give us a fully configured EPM Solution quickly, on a month-to-month term, which meant no requirement of commitment.”

“We use the EPM Solution What-if feature to spark discussion and better align our projects with our stated goals and strategy.”

Bob McLaughlin, Technology Leader, Procter & Gamble

Scott Chapman, President of Project Hosts, says, “Project Hosts makes sure that the EPM Solution environment has high levels of security, availability, and performance.” Other features of the solution for P&G, provided by Project Hosts, include:

- Centralized access, storage, and sharing of project-related issues, risks, and documents through Office SharePoint Server 2007 and Windows® SharePoint Services.
- Custom views and reporting through Microsoft SQL Server® Reporting Services.
- User Web access through Microsoft Office Project Web Access.
- Assurance that the solution is hosted on dedicated servers that meet rigorous federal standards for data security and encryption.
- Regular monitoring and backup of the EPM Solution (onsite and offsite).
- Remote desktop access to the solution.

P&G also partnered with Pcubed, which analyzed P&G business requirements, configured the solution to match those requirements, and provided EPM Solution training.

The first enterprise project that P&G tackled with the EPM Solution was a large group of corporate initiatives called “Deliver the Decade.” Bob McLaughlin, Technology Leader at P&G, says, “These were all the initiatives that P&G needed to do for the next several years to finish the decade. First, we clarified our business goals. Then, we entered these projects and goals into Office Project Portfolio Server 2007 to better prioritize and analyze them.”

The next step was master planning of nonproduct initiatives in the Global Business Services (GBS) unit. “We looked at all of the major GBS projects to align those with our

strategy and get those rolled out in the proper order,” says McLaughlin. These initiatives included company organization and structuring, system maintenance and upgrades, software development, financial reporting, employee services, and so on.

All project managers use the EPM Solution for dynamic schedule updates and status reporting. Nearly 800 employees across the five major P&G regions use the EPM Solution.

## Benefits

Since implementing the Microsoft Office EPM Solution, P&G has improved data transparency and integrity. Stakeholders have better visibility into priorities so the company can make more informed decisions. And employees save time with centralized status reporting. The fast implementation of the EPM Solution, as facilitated by Project Hosts and Pcubed, gave P&G optimal value with minimal expense.

### Improves Data Visibility and Integrity

P&G now has full visibility into its Deliver the Decade and GBS initiatives with reliable data housed in a common repository. “The data on which P&G bases its decisions is much more credible with the Microsoft Office EPM Solution,” says Lockett. “The EPM Solution requires us to provide better data, which drives better practices and rigor within our project management. We see people becoming more mature in terms of being able to capture good information for their projects.”

### Enhances Companywide Decision Making

Stakeholders are now making smarter decisions when determining which projects to continue and which to cut. “The EPM Solution helps P&G to gain more complete data about projects and weed out superfluous ones,” says Lockett. “It doesn’t leave room for

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Joe Lockett, Section Manager, Procter & Gamble

business cases that aren't clearly in alignment with our business goals.” For example, the company recently revisited its Deliver the Decade projects, which it does periodically. At the start of the review, there were 60 projects, and after analysis, the company elected to move 43 forward. “We are now moving confidently forward on our chosen path,” says Lockett.

The “What-if” analysis feature lets stakeholders rank projects based on chosen variables—for example, fluctuations in cost, resources, and particular business drivers. Says McLaughlin, “We use the EPM Solution What-if feature to spark discussion and better align our projects with our stated goals and strategy.”

### **Cuts Status-Reporting Time in Half**

Feedback from project managers has been extremely positive. Lockett says, “With the previous method of status tracking, using desktop programs that weren't integrated, the moment a status report was posted, it was outdated.”

Project Hosts President Scott Chapman adds, “For project managers, that's like trying to drive a project forward using the rear view mirror rather than by looking through the windshield.” By using an enterprisewide solution, he says, “Everybody automatically is working from the latest, most current information available.”

Says Lockett, “Thanks to the Microsoft Office EPM Solution, project managers have cut time spent managing status reports at least in half.”

### **Accelerates Deployment, Minimizes Expense**

The Project Hosts–configured EPM Solution was complete within just ten days—considerably faster than if P&G had hosted the solution internally. “Project Hosts and

Pcubed provided a fully configured EPM Solution for us very quickly, with minimal overhead costs.” says Lockett. In addition, because of the expertise and support of its partners, “As our deployment evolves, P&G is assured that the EPM Solution is tuned for optimal performance and availability.”

P&G is committed to achieving project management excellence through best practices. Lockett concludes, “By using the EPM Solution, hosted by Project Hosts, we continue to evolve our project management intelligence. We believe the value to P&G will only increase as time goes on.”

## For More Information

For more information about Microsoft products and services, call the Microsoft Sales Information Center at (800) 426-9400. In Canada, call the Microsoft Canada Information Centre at (877) 568-2495. Customers who are deaf or hard-of-hearing can reach Microsoft text telephone (TTY/TDD) services at (800) 892-5234 in the United States or (905) 568-9641 in Canada. Outside the 50 United States and Canada, please contact your local Microsoft subsidiary. To access information using the World Wide Web, go to: [www.microsoft.com](http://www.microsoft.com)

For more information about Pcubed products and services, call (877) 728-2331 or visit the Web site at: [www.pcubed.com](http://www.pcubed.com)

For more information about Project Hosts products and services, call (800) 507-2819 or visit the Web site at: [www.projecthosts.com](http://www.projecthosts.com)

For more information about Procter & Gamble products and services, call (513) 983-1100 or visit the Web site at: [www.pg.com](http://www.pg.com)

## Microsoft Office System

The Microsoft Office system is the business world's chosen environment for information work, providing the programs, servers, and services that help you succeed by transforming information into impact.

For more information about the Microsoft Office system, go to: [www.microsoft.com/office](http://www.microsoft.com/office)

For more information about the Microsoft Office EPM Solution, go to: [www.office.microsoft.com/epmsolution](http://www.office.microsoft.com/epmsolution)

## Software and Services

- Microsoft Office
  - Microsoft Office Project Portfolio Server 2007
  - Microsoft Office Project Professional 2007
  - Microsoft Office Project Server 2007
  - Microsoft Office SharePoint Server 2007
- Technologies
  - Microsoft Office Project Web Access
  - Microsoft SQL Server Reporting Services
  - Windows SharePoint Services
- Partners
  - Pcubed
  - Project Hosts

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