

Case study

The Euralis Group Restructures its Portfolio Management Practices to Support Transformation

About Euralis Group

The Euralis Group is organized into four core industry divisions: the Food Division, Agricultural Division, Seed Division, and Investments & Development Division. The Group features a cooperative business model: 12,000 farmers in the Southwest France are all shareholders in Euralis. Today the Group has 5,000 employees, most of whom work within France. Visit: <http://www.euralis.fr/en/> for more information.

Challenge: Reconciling Diverse Operating Models, Products and Strategies

Euralis Group embarked on an ambitious transformation program focusing on international development and structuring activities into core industry divisions. It was necessary to orchestrate the management of these different projects while fostering group cooperation. "We are a group with a wide variety of business activities, resulting in diverse operating models, projects, and strategies," said Patrick Darricau, Group Projects Director at Euralis Group. "Transformation projects added to the existing workload, creating a heavy demand on resources and projects in progress."

The group wanted to ensure before starting, that it was in a position to manage change and handle the achievement of objectives. They needed to establish a multi-level project management system that would allow for project planning and monitoring, from conception to completion – combined with resource management capabilities.

Several requirements were taken into consideration during the decision making process. First, Euralis wanted a quick deployment. It needed the ability to cover the management of both simple projects (operational-based projects, planned over several months) as well as complex projects, planned over several years and with significant budgets. "We expected



Overview

Customer

Euralis Group

Industry

Food and Agriculture

Geographies

France, Global

Size

5000+ employees

The Euralis Group implemented Planview Enterprise to transform its project management practices, improve business performance, monitor, and control projects.

“Thanks to the Planview Enterprise, there is less tension on projects. Partners are now better able to accept that to achieve goals it is necessary to know how to free up resources.”

– Patrick Darricau, Group Projects Director at Euralis Group

that a project portfolio management solution would help us to move forward and overcome barriers,” said Darricau.

Reporting and analytics capabilities were also essential as well as a clear provision of project indicators and communications. The ease of adoption and the ability to evolve were important in the final decision.

Solution: Implement Planview Enterprise for Portfolio and Resource Management

After considering several options, Euralis Group selected Planview Enterprise to meet their requirements. Within four months, Planview Enterprise was installed quickly and on schedule. At the first level, the deployment was carried out in April as was limited to subset of projects. “We described these projects, assessed their impact and related risks, and then we carried out planning and resource allocation. Then, we established a chart to monitor the progress, together with the project managers,” said Darricau.

In the next phase, the portfolio of projects managed under the solution was extended to Finance, Human Resources and Information Systems. Within a year, the group started to structure and manage project portfolios of its core industry divisions (Seeds, Agriculture and Food). Euralis Group is starting to integrate other functions as well. About 80 projects are currently managed using Planview Enterprise.

Results: Better Planning and Visibility Into Projects and Resources

By revitalizing its project management process, Euralis Group has gained maturity and visibility into project implementation, and can now increase the pace of its transformation.

“Thanks to the Planview Enterprise, there is less tension on projects. Partners are now better able to accept that to achieve goals it is necessary to know how to free up resources. Discussions are now more focused on the estimated resource requirements and on how they can be implemented,” said Patrick Darricau. Using Planview Enterprise, Euralis Group has:

- Clarity for planning, reducing pressure on resources
- A new recognition of the relevance of project management in the company’s culture
- Increased its capacity to conduct more projects, allowing it to accelerate its transformation pace
- Improved visibility of the project portfolio leveraging a monthly dashboard to all the Executive Committee, with project forecasts, milestones, expected decision-making and focal points, as well as progress indicators and the anticipated workload

To learn more about what Planview Enterprise can do for your organization, visit Planview.com/Enterprise.

Reference: Chandeze, P. (n.d.). Le group Euralis structure sa gestion de projets pour accompagner sa transformtion. Retrieved from <http://itbusinessreview.fr/> (link to: <http://www.planview.fr/resources/planview-etude-de-cas-le-groupe-euralis-it-business-review/>)

