Case study

Willis Towers Watson Enforces Standards and Supports Governance

About Willis Towers Watson

Willis Towers Watson is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 39,000 employees in more than 120 territories.

Challenge: Disparate Systems and Siloed Data Hindered Decision Making

Willis Towers Watson was operating under a new strategic initiative to improve its IT architecture to align scalability with growth. The company did not have a complete view of investment activity, resulting in a lack of confidence that it was investing in the right projects. Business units operated separate portfolio tracking mechanisms, with varying degrees of maturity/consistency and with data stored in disparate systems. Equally as challenging was its dependence on spreadsheets that were manually generated from these various systems, inhibiting decision making throughout the enterprise.

An improvement program was launched to establish better governance and procedure, leveraging technology to make it happen. A key challenge was around project portfolio data – aggregating, consolidating, and standardizing it, then making it accessible, shareable, and reportable so everyone was working from the same information with confidence. The goal was to "keep it simple, focus on outcomes, and get value quickly."

Solution: Standardized Processes for Consistent, Accurate Data

After an extensive review of eight potential vendors, Willis Towers Watson selected Planview to help it reestablish a new governance framework by enforcing the standards it redefined. Willis Towers Watson uses Planview Enterprise for project planning, project and strategic financial management, status reporting, risk and issue management, strategic program management, and governance approval lifecycles for projects and programs.

Willis Towers Watson

Overview

Customer:
Willis Towers Watson

Industry:
Insurance

Employees:
36,000

Geographies:
More than 120 territories

Willis Towers Watson uses Planview Enterprise for project planning, project and strategic financial management, status reporting, and more. It enables a portfolio management view needed to make better more informed business decisions.

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— Denis O'Sullivan, Governance and Implementation Manager at Willis Towers Watson

"Planview Enterprise offered the most flexibility and ease of use out of all of the solutions we evaluated and could operate in an environment with a lean PMO," says Fletcher Abbott, Strategic Program Portfolio manager at Willis Towers Watson. "Without dedicated experts on staff, we needed a solution we could handle within the portfolio management team, particularly with reporting."

With respect to project planning, Planview Enterprise provides a single documentation repository and a systematic way to apply a scoring/prioritization model to projects. Willis Towers Watson monitors demand and progress against the schedule and reports on status for insight into the health of the portfolio.

Financial management is addressed using Planview Enterprise to create high-level estimates against actuals for improved decision making and early intervention when projects appear over-budget. Resources are managed in a single repository and requests go through a standardized process so managers can easily track demand versus capacity both near and long term.

"Planview Enterprise allows us to capture the data we need to confirm that programs are delivering against their commitments and also to help continually assess affordability as new projects form," says Denis O'Sullivan, Governance and Implementation manager at Willis Towers Watson. "We no longer use spreadsheets for portfolio reporting. All of the program data is in one place so we can give our senior executives the information they need much faster and more reliably."

The company chose to use Planview Enterprise as a cloud application versus on-premise because it desires to stay at the forefront of technology advancements. Leveraging the Planview Cloud, upgrading to newer versions or enabling additional functionalities is automatic and requires no technical expertise or maintenance.

Results: Better Decisions Based on Accurate Data

Since implementing Planview Enterprise for portfolio management, Willis Towers Watson has:

- A proven platform to re-launch governance processes in a consistent way across the enterprise

- A solution for recognizing if a project is approved and getting it on executives' radar

- A consistent methodology to enable the company to estimate costs, effort, and benefits

- A way to reinforce the pre-defined set of standards to which all programs must adhere

- Reliable, accessible, and more data on which leaders can base their decisions

To learn more about what Planview Enterprise can do for you, visit Planview.com/PlanviewEnterprise.

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