

## Case study

# Leading Medical Device Manufacturer Advances Portfolio Management Practices and Resource Utilization

## Challenges: Leveraging Objective Data to Rapidly Deliver Project Value

When every project is viewed as a financial investment, there are expectations that those projects will produce a return. The project management office (PMO) at a leading medical device manufacturer manages its project portfolio as a financial portfolio, using a systematic process and tools to help business leaders make the right decisions about the portfolio.

“There is a competitive advantage to being able to execute fast in your portfolio, not just for being first to market but also with good project and portfolio management,” says the company’s Global Director of Program Management. “Projects are all about time, cost, and quality, so if you can execute faster than your competition, you’re going to get to market first and have the advantage.”

This time to value is critical for the organization, yet it hasn’t always been an easy metric to improve. After a major acquisition, projects flooded the pipeline and were executed simultaneously, slowing progress due to limited resources. As the company grew and began to juggle differing methodologies and the continuous influx of ideas, a tool was needed to help manage the flow of projects and the management of resources. Projects needed to be prioritized early in the process based on available capacity. Ensuring resources are focused on the highest value opportunities became the goal of the PMO.

## Overview

### Industry

Healthcare, Manufacturing, Medical Devices

### Geographies

Global

### Size

~20,000 employees

Planview® PPM Pro gives this leading medical device manufacturer the data it was missing to effectively plan, prioritize projects and optimize resources so it can deliver products to market faster.

*“We finally have a single source of truth. Planview PPM Pro gives us the data to better understand what decisions need to be made and how those decisions will impact the business.”*

*– Global Director of Program Management at a leading medical device manufacturer*

## Solution: Effective Decision Making and Optimized Resource Planning

The PMO realized if they staggered the execution of projects instead of simultaneously, there were fewer resource bottlenecks and faster project completions. Planview® PPM Pro was chosen to bring a disciplined approach to improving time to value.

“Planview PPM Pro is a single tool that improves our portfolio decision making by removing inherent project bias, using analytics to make objective decisions, and providing scenario planning capabilities,” says the company’s Global Director of Program Management. “Planview PPM Pro uses a web-based interface that easily integrates with our other internal systems, such as Active Directory. It was quick to install on a browser and we began using it right away.”

The customized dashboards provided the team with the key reports needed to make sound business decisions. Projects are now executed in a continuous flow based on priorities and available capacity. The company’s Portfolio Review Committee, consisting of the CFO, finance, and other stakeholders, agreed on the most important criteria for prioritizing projects, such as ROI and strategic alignment.

“Planview PPM Pro allows us to create a customized scoring model with our defined categories and criteria for each category,” explains the company’s Global Director of Program Management. “Every incoming project is automatically scored and ranked, taking the bias out of the decision so we can have objective discussions as to whether we want to follow the scoring model or override it based on different circumstances.”

Planview PPM Pro gives the company visibility into the portfolio, the “what ifs,” and resource capacity. The solution makes it easy to see how one decision impacts other project elements, such as costs, schedules, and resource utilization. For example, if Planview PPM Pro shows there are not enough resources for a project, the team can drill down to see what the required resource(s) are working on and if it makes sense to pull them into a more important project or hire additional capacity. This predictive analytics capability allows the PMO to optimize and prioritize its portfolio and resources based on hard data in the form of project scores.

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## Results: Portfolio Optimization with Predictive Portfolio Analytics

Using Planview PPM Pro, a leading medical device manufacturer has:

- Visibility into the status and health of the portfolio for better decision-making capabilities
- Capacity and demand reporting to uncover resource bottlenecks and focus on highest value opportunities
- Objective scorecards with automated status reporting
- Custom portfolio reports and dashboards

For more information, visit [Planview.com](https://www.planview.com)

