



Bell TV and Thoughtcorp Develop an Enterprise Project Portfolio Management System

Business Situation

Bell Canada needed to implement an effective reporting and control system to help monitor project performance, enforce project accountability, and quantify project efficiency and return using a project portfolio/project score carding solution.

Solution

- Automate the commission payment structure
- Create tools for real-time tracking
- Maintain a central database to allow single-access updates
- Apply role-based security model

Benefits

- Increase in compensation accuracy
- Decrease in manual labour requirements to upload
- Decrease in development time for launch of new promotions
- Reduced the costs of tracking and initiating projects
- Better control over the initiation of projects

Bell Canada Enterprises provides local telephone, long distance, wireless communications, Internet access, data communications, satellite television and other services to residential and business customers through some 27 million customer connections. Bell's unique ability to integrate high-quality services and unique solutions, makes the company a true Canadian leader in providing coast-to-coast communications offerings.

The Business Problem

Bell Canada needed to implement an effective reporting and control system to help monitor project performance, enforce project accountability, and quantify project efficiency and return using a project portfolio/project score carding solution.

The needs and environment at Bell Canada posed interesting challenges for the project. The key issues and problems that existed at Bell included the following:

- Diverse systems with extensive re-keying of information
- No single repository for all project scorecard information
- Portfolio level view was manually cobbled
- Issues did not bubble up to the surface
- Actuals and budgets analysis were report based, not open and flexible
- Project tracking did not integrate into Project Initiation or post deployment tracking
- Multiple stakeholders with both complimentary and competing objectives

The Solution

Bell turned to Thoughtcorp to develop a comprehensive Project Portfolio/ Project Scorecard solution for all project health related issues. The solution provides both control systems and reporting throughout the entire project lifecycle from project initiation, project tracking, and post deployment phases.

The solution provides:

- Central repository for all project related information (i.e. a data mart)
- Executive level view (dashboard) of the project portfolio via summary scorecards
- All users can have live "drill down" analysis directly from the scorecards
- Role-based customized scorecards at all user levels
- Access data through a regular browser on their desktop, and through the web
- Updates to the database are automatic, with prescheduled data loads
- Customized data entry tools to manage lifecycle and financial progress by providing centralized, secured project workflows
- Standardized input screens and workflow processes ensure appropriate information
- Capture all stages of the project lifecycle, from project initiation to closure
- Information integrity is securely maintained, and any adjustments are tracked for control and audit purposes

About Thoughtcorp

Thoughtcorp is a 14-year-old, Toronto-based consulting company that uses business performance improvement technology to solve complex business problems for large organizations. With experience in a wide array of technology platforms, Thoughtcorp focuses on business solution architecture, solution development, system integration, Data Warehousing, and Business Intelligence. Our clients are able to make educated and timely decisions, which is crucial for survival in today's competitive market.

Technology Used

- Oracle Server
- Microsoft .NET

The solution provides Bell Canada with tremendous benefits and payback:

- Instantaneous access to the reports and current data that used to take up to weeks to build
- Central repository for all project related data will save time for employees accessing critical information and ensures data integrity
- Senior Managers will be able to have enterprise view of the company's activity, on a project portfolio (groups of projects) level
- Substantial savings and payback will be derived by closely monitoring project efficiency
- providing visibility for proactive management action on over budget issues, or missed deadlines
- Project managers will be able to quickly identify and resolve issues and mistakes
- Appropriate project approvals and processes will be instigated to ensure against unauthorized projects from being approved or spent against (enhanced project accountability)
- Control systems will track any adjustments to a project prospectus ensuring against improper, after the fact adjustments during a project initiation's phase (enhanced project accountability)
- Scorecard metrics are established in advance of projects being initiated, making for more rational business cases for projects, which lead naturally into the tracking of benefits once the project is underway

Bell Canada is able to save a significant amount of money by streamlining efficiencies that can be gained by tracking the health of projects, from a detailed to a portfolio level. The company now has a crisper view of the project life cycle, reduced the costs of tracking and initiating projects, and has improved accountability for the success of its numerous projects within its portfolio.

Finally, with the mechanization of the key performance indicators available in the project scorecards, Bell expects to develop better control over the initiation of projects, forcing potential projects to reflect on the impact of these key performance indicators even before they become projects.

Benefits

Thoughtcorp's approach at Bell Canada enhanced and extended Bell's investment in key Financial Systems, Data Warehouses, Project management tools and processes already in place. Thoughtcorp was able to leverage its expertise with Application Development, Data Warehousing and Business Intelligence to deliver a high impact solution.

Aggressive delivery timelines (30/60/90 days) ensured quick realizable benefits and payback of the project within Bell. Thoughtcorp's proactive involvement in the 'needs assessment' stage of the project had tremendous impact on the prototyping and RAD development of the applications. The companies extensive development experience coupled with crisp project management ensured Bell Canada quick access to gaining value and insight from the solution.