

# CASE STUDY:

Alcatel-Lucent

Project Management Excellence

The Project Management Office of a global Fortune 500 telecom company asked i3solutions: "What's our next move?"

## Business Challenge

Alcatel Lucent (ALU) was struggling to implement a Project and Portfolio Management (PPM) system across its 2,000 person strong Project Management Office (PMO). Recent mergers and acquisitions, coupled with the demands of a global organization had created a challenging environment for successfully implementing any enterprise system. After investing several years and millions of dollars in failed initiatives aimed at delivering a global PPM system, ALU turned to i3solutions with the simple question: "What's our next move?".

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## Overview

### Client Profile

Alcatel-Lucent (ALU) is a global communications industry leader with the innovation, expertise and vision for a connected world that moves at the speed of ideas. In 2010, ALU had a global Project Management Office consisting of over 2,000 project and program managers in 6 continents. At the time, its PMO organization was struggling to implement a global Project Portfolio Management (PPM) system across its dynamic and rapidly growing organization.

### Business Solution

ALU desperately wanted to implement a best-in-class Project Portfolio Management (PPM) application across its enterprise. Many believed that implementing such a system was the path to standardizing global project processes and consequently reducing high project overhead costs—a solid strategy for most enterprises. However, given the dynamic nature of ALU's business and the complexity of its global organization, our i3solutions team recommended an alternative approach: instead of implementing a best-in-class system as a means to standardize global processes, ALU should standardize processes within the confines of existing infrastructure before implementing a new PPM system. Such a strategy would enable ALU to maximize the return-on-investment in a PPM system and increase the probability of a successful implementation.

### Solution Benefits

- ⇒ Detailed Third-Party Assessment of Process Disparities , Strengths, and Weaknesses
- ⇒ Program Plan with Actionable, Low Risk Next Steps for Standardizing Disparate Global Processes
- ⇒ Long-Term Enterprise Roadmap
- ⇒ Alignment of priorities across disparate organizations.

## Solution

Alcatel-Lucent's (ALU) Global Project Management Office was struggling to implement an enterprise PPM (Project Portfolio Management) system and standardize global processes across several disparate regional organizations, which consisted of over 2,000 Project and Portfolio Managers. In the midst of several mergers and acquisitions and a dynamic marketplace, ALU attempted to implement a best-in-class enterprise PPM system on three separate occasions, but each time the initiative failed to achieve global adoption.

As a result of drastic organizational change, regionally optimized processes, and rapid growth, each regional organization had pieced together its own unique mixture of processes, commercial systems, and home-grown infrastructure. Although most regional processes were effective and well received, ALU's PMO office had found itself at a competitive disadvantage, where the lack of common global processes began to cause high project overhead costs, unreliable enterprise business intelligence, and low transparency across projects and portfolios.

Faced with these growing global issues, ALU brought in a team of i3solutions consultants and asked, "what's our next move?" Many executives at ALU firmly believed that implementing a "best-in-class" PPM system would bring unity to its Global PMO and enable the organization to standardize processes—but the experience and unique perspective of our i3solutions consultants brought another strategy to the table...

Our i3solutions team partnered with members of ALU's global PMO team and interviewed over 120 Project Managers, Portfolio Managers, and stakeholders in 20+ countries on six continents. Our consultants advised our ALU partners on effective interview methodologies for assessing "As-Is" process while navigating the vast cultural and political barriers associated with a global organization. After concluding our As-Is assessment, our team of i3solutions consultants leveraged our *Project Management Maturity* methodology to assess the people, processes, and technology of ALU's PMO using over 30 criteria. The *Project Management Maturity* assessment was a key aspect of our team's recommendations to ALU, as our team outlined where ALU's PMO organization stood relative to its competitors, its strategic goals, and most importantly, where ALU needed to improve in order to be "ready" to adopt a best-in-class PPM system with a high probability of success.

Our team outlined an actionable enterprise roadmap, which would allow the organization to continuously move towards its strategic goals while achieving bankable results.

## Return on Investment

Our team of i3solutions consultants enabled ALU to identify low-risk, high value quick wins for its PMO after a short three-month assessment. Our team outlined an actionable enterprise roadmap, which identified key processes that could be standardized at a low cost and high ROI.

Most importantly, we influenced a change in management philosophy: rather than implementing an enterprise system as a means to assimilate, it must first standardize the processes to maximize return on investment in an enterprise system with a low risk of adoption failure.

## About i3solutions

At i3solutions, our core values and strategy-oriented culture prepare our consultants to be your Trusted Technical Advisor. We specialize in the fields of Portals and Collaboration, Systems Integration, Business Intelligence, and Strategic Planning. With each client engagement our goal is to empower our clients with the tools they need to sustain continued success... long after we are gone. We focus on enabling our clients to leverage their unique set of assets, existing technologies, and core competencies to build reusable, scalable, and sustainable solutions. At i3solutions we go beyond delivering results – we empower you to succeed.

At i3solutions we have successfully delivered over 800 enterprise systems, including 500+ SharePoint implementations. We have been a proud Microsoft Gold Certified Partner for over 10 years, and our exceptional dedication to our clients and deep knowledge of current and emerging technologies has resulted in a 92% customer satisfaction rating. We have delivered solutions and strategic advice to small business, global Fortune 500 companies, government agencies, and everything in between.

To learn more, you can find us on the web at [www.i3solutions.com](http://www.i3solutions.com). For more information regarding our training and staffing divisions, please feel free to visit us at [www.i3training.com](http://www.i3training.com) and [www.i3staffing.com](http://www.i3staffing.com).

Phone: 703.404.9595

Fax: 703.738.7108

E-mail: [aski3@i3solutions.com](mailto:aski3@i3solutions.com)

Website: <http://www.i3solutions.com>

21630 Ridgetop Circle

Suite 160

Sterling, VA 20166

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