Mentor Graphics achieves significant management efficiencies and greater visibility into its business to reduce costs and improve productivity

(hp)

Mentor Graphics®

"ResultsPositive's PPM solutions and expertise were the critical factors in our ability to achieve business value quickly."
–Mark Kresge, PMO director, Mentor Graphics

HP customer case study: HP Project and Portfolio Management Center and consulting services from ResultsPositive streamline project planning and reporting

Industry: business-to-business

Objectives

- Ensure alignment between business initiatives and project investments by automating project assessment processes
- Improve project and resource management to enable managers to spend more time on project oversight than on data collection
- Establish real-time visibility through Web-based project planning, time-sheet reporting, and status-reporting tool
- Streamline implementation efforts and costs through automated best practices
- Implement easy-to-use processes to enhance organizational adoption and long-term sustainability

Approach

Implement HP Project and Portfolio Management (PPM) Center solutions and ResultsPositive Rapid Start implementation services for Mentor Graphics' corporate IT program management office (IT PMO) and software product divisions

IT improvements

- Provided real-time, global visibility into ongoing projects
- Improved prioritization of projects and product enhancements based on business alignment and expected business benefits
- Streamlined status reporting

Business outcomes

- Improved company-wide productivity
- Increased strategic project spending on innovative business solutions
- Increased visibility into project status and demand management
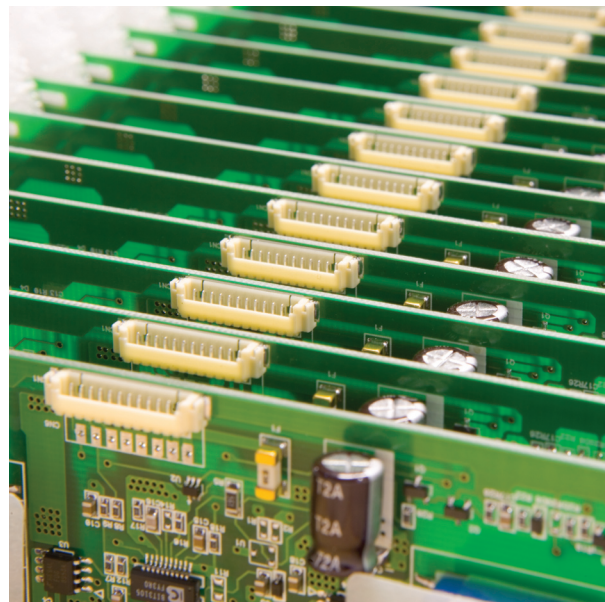- Gained global, real-time access to project information

Taking care—and gaining control—of business

Headquartered in the greater metropolitan area of Portland, Oregon, Mentor Graphics has developed electronic design automation (EDA) software used to design integrated circuits and printed circuit boards since 1981. Mentor's products and solutions help engineers overcome the increasingly complicated problem of verifying that complex chip designs actually function as intended. The company employs approximately 4,200 people worldwide and reported approximately $800 million USD in revenue for the most recent calendar year.

As Mentor Graphics' reputation grew and the company expanded both in global reach and physical size, the number, size, and scope of its projects understandably grew in complexity. Project proposals, portfolios, schedules, and reports on their status were stored and managed in discrete locations, preventing executives, managers, and other stakeholders from obtaining a single view of the business. The resulting lack of cohesiveness in project planning, time reporting, and project status reporting required managers to spend inordinate amounts of time pulling together critical reporting information to comply with semi-monthly corporate requirements. Wasted time translated to cost inefficiency and productivity loss.

Management pursued several options to achieve greater visibility and consistency in its IT governance and IT service management (ITSM) initiatives. Mentor had deployed a variety of project management solutions using ad-hoc and inconsistent project management lifecycle processes. Not satisfied with the success rates of these solutions, company officials eagerly sought a comprehensive, long-term alternative. Mentor Graphics' chief information officer stressed the additional importance of ensuring that its new project and portfolio management (PPM) provider be a business partner it could trust to help the company accelerate the solution's implementation and time to value.

In general terms, the company wanted to:

- Improve its program management office's productivity
- Reduce its project administration efforts
- Improve its project on-time and on-budget performance
- Improve its resource utilization
- Focus more strongly on strategic business projects

With the goal of streamlining and reducing its administrative project management and reporting efforts through improved process and automated solutions, the company turned to HP PPM Center and ResultsPositive PPM Rapid Start services.

HP PPM Center gives Mentor Graphics timely, business-critical information

Mentor Graphics uses HP PPM Center's CIO Project Dashboard to review the status of projects, and confirm schedules and implementation timelines with IT management on a semi-monthly basis. Project managers are able to provide comprehensive project visibility to sponsors, stakeholders, and team members by using role-based dashboards. The company's software engineering business unit also uses HP PPM Center dashboards to view status reports on development and management activities related to product releases and resource allocation. The visibility and insights that these status reports provide are critical to the business, as they support the delivery of product enhancements and updates based on demand. Further, these dashboards provide visibility into resource capacity and availability associated with project actuals, which are automatically calculated from time-sheet entries in the HP Time Management module.

HP PPM Center's integrated modules streamline processes and increase productivity

After less-than-satisfactory experiences with other project management solutions, Mentor Graphics selected HP PPM Center to solve its visibility and management issues—primarily because of its functionality and ability to integrate with other solutions. ResultsPositive PPM Rapid Start services proved to be a critical factor in Mentor's decision, accelerating implementation time and lowering overall implementation costs.

ResultsPositive provided Mentor Graphics with a holistic approach to implementing HP PPM Center, helping it configure the solution suite using PPM Rapid Start best practices and then training the Mentor staff on best-practice processes and PPM solutions. This efficient, cost-effective approach supported Mentor's need to control its budget while meeting its total cost of ownership and return on investment objectives.

Mentor Graphics utilizes a range of HP PPM Center's integrated modules to streamline demand management, project planning, time reporting, and project status reporting. For example, project managers, team members, and stakeholders are able to enter information directly into the HP Project Management module, which automatically updates project plans and schedules. This information is automatically reflected in Mentor's role-based dashboards for project managers, resource managers, and executives. As a result, these stakeholders achieve real-time visibility into the progress of each project—and significantly reduce administrative efforts associated with project status reports that previously had to be created manually.

Mentor Graphics uses the following modules in its HP PPM Center deployment:

- **HP PPM Program Management module**—Helps the IT PMO track and report the roll-up status of large, multi-project initiatives

- **HP PPM Project Management module**—Enables the IT PMO, product management staff, and project managers to manage plans and associated issues, risks, scope changes, and resources

- **HP PPM Time Management module**—Allows the product development organization to track the amount of time it spends on assigned software release work

- **HP PPM Demand Management module**—Used by IT and the product divisions as the foundation for tracking product development and technology demand, as well as for the automation of lifecycle workflow processes such as project proposals and projects

- **HP PPM Resource Management module**—Helps the IT PMO and product division managers plan, forecast, and allocate resource assignments to improve utilization

An in-depth look at how Mentor Graphics leverages the HP PPM Demand Management and Project Management modules

HP PPM Demand Management and Project Management modules have helped multiple business units within Mentor Graphics to streamline and centralize reporting on customer demands—and the fulfillment of those demands.

For example, the company's embedded systems division utilizes the software to capture all product enhancement and product update reports from its product sales, marketing, and customer support divisions. By centralizing these reports and processes, each unit has been able to increase both demand fulfillment and resource utilization.

Additionally, Mentor's corporate IT division utilizes HP PPM Center to capture project proposals. This greatly simplifies the prioritization and approval process while helping executives meet their portfolio optimization goals.

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Phased implementation accelerates organizational change and adoption

Mentor Graphics worked with ResultsPositive to implement HP PPM Center in three phases. In so doing, the company was able to exceed its original business objectives by providing consistent, repeatable, and reusable PPM solutions for use across both IT and multiple product engineering divisions.

The first phase—the rollout of Demand Management, Project Management, and Time Management modules within the embedded systems division—was to initiate the prioritization and fulfillment of product demand and releases. The second phase included the rollout of Program Management and Project Management for IT PMO, and of the CIO Dashboard to enhance project management process consistencies, global visibility, and prioritization and approval of the right project investments. The third phase included a rollout to another product engineering business unit, leveraging previously deployed Product Management and IT PMO PPM solutions, using HP PPM Center and with implemention assistance from ResultsPositive.

This effective, phased approach incorporated ResultsPositive's PPM Rapid Start best practices, which provided simple PPM solutions that team members found easy to understand as they fulfilled their responsibilities.

The simplicity of HP PPM Center also accelerated its acceptance by managers and team members. "HP PPM Center is very intuitive and easy to use, which enabled us to quickly roll out and adopt usage of the solution," said one Mentor Graphics project manager.

Mentor Graphics today: a greater focus on helping customers through innovation

Mentor Graphics has used ResultsPositive services in two distinct ways:

• Mentor's engineering business unit tapped into the ResultsPositive Rapid Start solution to speed implementation of HP PPM Center to manage project proposals, projects, and time sheets.

• Mentor uses ResultsPositive for ongoing HP PPM Center configuration, administration, and product coaching and mentoring.

Since the original implementation, Mentor Graphics has continued to purchase additional licenses every year as it extends its use of HP PPM Center throughout the organization, and the company plans to continue using ResultsPositive's configuration support services.

Using HP PPM Center and ResultsPositive Rapid Start implementation services, Mentor Graphics' project managers have increased their productivity by reducing the time and effort spent reporting on the various steps of their many projects. The project managers have also seen a significant reduction in administrative efforts related to project monitoring and resource management. As a result, they have been able to turn their attention to what matters most: innovation and serving customers' needs.

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