



CASE STUDY

AMM ADD-ON



COMPANY

- World's largest producer of silver
- Part of Grupo Bal - one of the top business groups in Mexico
- Second largest mining company in the country
- Publicly traded company with revenues of \$5.2 billion in 2010
- Has active mines in Mexico and projects throughout S. America

KEY BENEFITS

- Data quality improvements
- Stronger usage compliance
- PPM maturity advancement
- Data driven roadmap planning and execution

FUTURE USAGE

- Tight monitoring of rollout to new business units
- Custom data quality rules
- Role based AMM dashboards
- Deep monitoring of PPM maturity metrics of interest

THE SCENARIO

Peñoles has been a long time customer of Mercury ITG™, as HP PPM™ was formerly known as. As with many other ITG customers, Peñoles began their IT governance journey with the Demand Management module. Building upon that initial success, an implementation of HP PPM's proposal and project functionality was rolled out in 2007 to complement their existing operational and maintenance capabilities. Eventually, the PPM solution was expanded to two corporate IT business units and included an upgrade to PPM version 7.5.

As the industry and software began to focus more on robustness of PPM processes, Peñoles' focus shifted as well. As proposal and project work expanded and its scope became more important, they had to answer questions such as:

- What are users actually doing in the system?
- Which users or groups need additional training and support?
- Can managers and executives trust the data to be making decisions from it?
- Is the overall PPM implementation maturing?
- What should be included in the PPM implementation roadmap for the next two years?

Peñoles had periodically conducted these types of assessments before. They were infrequently executed because they required a great deal of manual effort and yielded only semi-meaningful results. They could never get all the answers and see the "big picture" while being able to pinpoint specific problems. Evaluations of this type were absolutely critical to allow various stakeholders to make decisions. Most importantly, senior management had been questioning if their current strategy was working or if a shift in thinking was necessary.

THE SOLUTION

The Adoption and Maturity Management (AMM) Add-on from PPMetrics was found to be a solid, easy-to-use, and flexible platform that delivers real metrics around adoption, data quality, and maturity of PPM implementations. The solution made short work of the business challenges while contributing to a significant increase in productivity by streamlining specific data aggregation and subsequent report creation. In addition, it introduced new levels of visibility and control over the PPM implementation status, and enabled more focused and agile PPM decisions and measures. Finally, AMM was found to be the only turnkey solution that provides exclusive features such as:

- Targeted monitoring of configurable user and entity groups
- Usage and exception reporting alerts
- Configurable expectations for usage, data quality and PPM maturity levels
- Generic and customer-specific data quality rules
- License allocations and assignments for targeted groups
- Maintenance free and seamless solution

THE BENEFITS

Upon initial installation and configuration of the tool, which only took several days, there was immediate value returned through the flagship "State of the Application" report. This report provided a snapshot of the PPM entity "inventory", current usage, PPM maturity statuses, and served as an excellent starting point for more targeted AMM analysis.

Some of the additional benefits Peñoles was able to gain through progressive use of the AMM add-on include:

Improved Data Quality - A data cleanup initiative was facilitated through the out-of-the-box AMM data quality rules package. Several custom built data quality rules were also built to assist this effort. Peñoles was able to identify and quickly remediate a large amount of invalid data (e.g. requests assigned to disabled users).

Usage Compliance Monitoring - Peñoles easily created a set of expected usage levels for different groups of users and entities, covering system transactions such as logons and project work plan updates. AMM's rich visualizations enabled the team to quickly identify the compliance of groups and individuals with their expected usage levels, and then address the deviations.

Strategic Roadmap Planning - With the metrics provided by the AMM, Peñoles was able to establish a baseline of where they stood with their current implementation. Crucial to any strategy of progression is the ability to compare against something similar. With the historical data preserved with the AMM, they were able to establish realistic adoption and maturity goals for the next quarter to the next year.

PPM Maturity Monitoring - Peñoles could quickly see for the first time how mature their PPM practices are compared to well-established industry standards. While they exhibited high levels of PPM maturity in certain areas, they identified multiple opportunity areas for advancement. Within those areas, they have planned and prioritized, made configuration changes as necessary, and are using AMM to monitor the actual user adoption.

THE ROAD AHEAD

The AMM has been embraced by Peñoles senior management as both a planning and execution tool. For the first time, they were able to establish a multi-year PPM roadmap that is strongly supported by comprehensive and objective data. It is by no coincidence that this aligns with their planned rollout of HP PPM to five additional business units. With the AMM, truly realistic and objective targets can be created from historical data points for the different phases of the roadmap. Not only can Peñoles create these targets in AMM, the add-on also allows them to track and measure their progress against these targets on a near real-time basis. In addition, when PPM begins to be deployed to these business units, Peñoles plans to create AMM user groups for each new business unit for targeted adoption, and data quality monitoring.

As Peñoles grows accustomed to all the metrics and functionality that the AMM platform provides, future plans include the creation of more custom data quality rules specifically for projects and AMM notifications will be brought into use to alert management when deviations from expectations occur. An overall expansion of AMM user base will allow individual groups or users to focus on their specific interests such as IT Finance's desire to conduct deeper maturity monitoring of metrics of planned costs and actual costs.