

# PRIMAVERA®

PROJECT SUCCESS = BUSINESS SUCCESS



HP's Don Kingsberry  
and John Buda:

Using  
**TeamPlay**  
to make the  
**Project Management Office  
a Reality**

# start-to-start

## Visualize Tomorrow's Project Successes Today



Having just returned from a Primavera user meeting in Russia, I am reminded of the amazing growth and globalization of project management over the past few years. Today, almost a third of Primavera's customers are located outside the U.S.

Yet everywhere I go, the customers I talk with express the same concerns about their projects. Regardless of their core businesses, companies around the world are striving to more effectively deliver on project commitments to their customers. Their project managers are continually looking for ways to improve project efficiencies—to do more projects, more quickly and at lower costs, at higher levels of quality.

Progressive companies are working to advance their organizational project management maturity. Each year thousands of individuals become certified as project managers by various project management organizations. And, technological advances are redefining our "project work space" to be more open and collaborative.

At Primavera, we envision a project environment where the flow of information among customers, partners and project teams is automatic, appropriate and fluid—an environment where all friction is removed from business processes, decisions become lightning fast and rework is eliminated.

To learn more about our vision of the future of project management and to rub shoulders with project managers from around the world who face the same challenges you do, I invite you to attend the 19th annual International Primavera Users Conference, October 20-23 at the San Diego Marriott Hotel and Marina.

This year's conference theme is "Visualize Tomorrow's Project Successes Today," and we hope you'll join us. Join us for the opportunity to hear our keynote speaker, acclaimed business author Tom Peters, share his thought-provoking insights about project excellence. Join us for four days of one-on-one learning through hands-on kiosks, usability labs and clinics, along with presentations of real-life project profiles. Join us for multiple technical sessions that showcase best practices to enhance your productivity and bottom-line results.

Join us because the future of project management is here—and because PROJECT SUCCESS = BUSINESS SUCCESS.

See you in San Diego!

A handwritten signature in black ink, appearing to read "Dick". The signature is stylized and fluid.

Richard K. Faris, President

## PRIMAVERA

PROJECT SUCCESS = BUSINESS SUCCESS  
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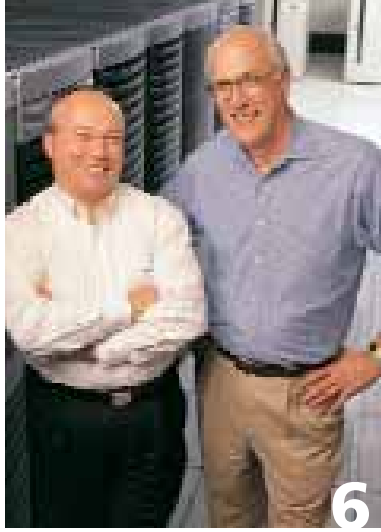
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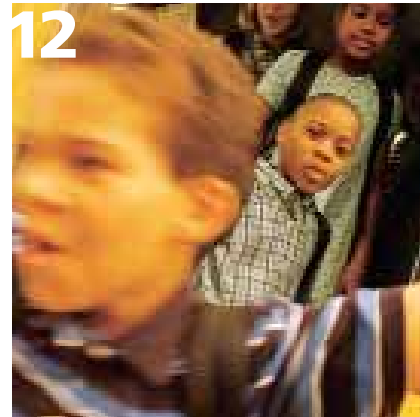
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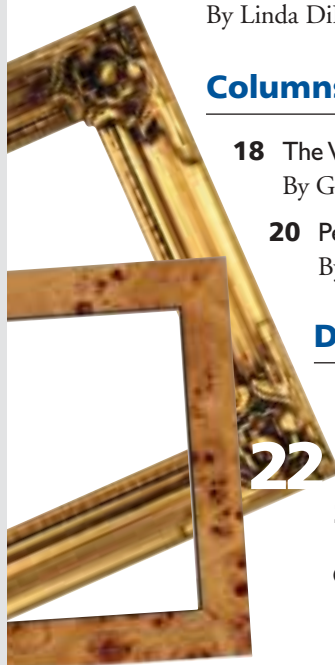
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Cover Photo: © 2002 Wyatt McSpadden



# PRIMAVERA postings



## Posting from Moscow:

Primavera President Dick Faris traveled to Moscow in May to address the Russian Primavera Users Group.



## Review and Update Projects On the Run with Mobile Manager

Primavera has released Primavera Mobile Manager, a new handheld module for Primavera Enterprise and Primavera TeamPlay. Mobile Manager is compatible with the Palm OS and Pocket PC platforms.

The Mobile Manager offers project managers new efficiencies because it enables:

- Simple updates — review and change schedule and resource information from multiple projects.
- The ability to review and update information anywhere — users can capture project changes when they happen and quickly synchronize all updates to the project server.
- Improved productivity — project team leaders can focus on what it takes to complete their projects rather than re-entering basic project information.
- Better project results — greater expediency and accuracy of project information will lead to improved project execution and control.

The Primavera Mobile Manager is available from Primavera and through its authorized representatives.



## Primavera Named PMI Global REP

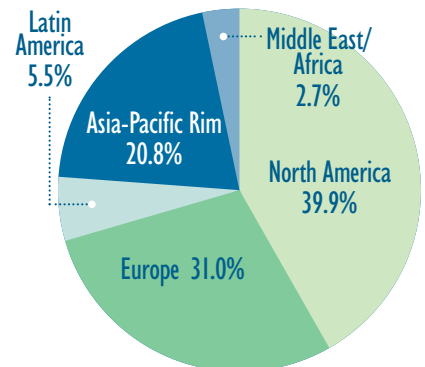
### Project Management software training qualifies for Professional Development Units

Primavera Systems has been named a Global Registered Education Provider (REP) by the Project Management Institute (PMI). The PMI REP requirements cover program content, instructional methodology, operational ethics, instructor qualifications and other standards.

Primavera also will participate in the Registered Education Provider Council to provide recommendations and input to the PMI REP Program.

Individuals who attend Primavera project management software training now earn Professional Development Units (PDU) to maintain their PMP credential. Primavera-led courses are available in Philadelphia, San Francisco and Hong Kong, and at customer locations.

### Technology Spending Worldwide, by Region, 2002



Source: Aberdeen Group, March 2002, Presented by eMarketer

## NEW From Primavera

- ▶ Primavera Enterprise 3.0 helps project-oriented companies, such as petrochemical and utilities, to manage the schedules, resources, risks and issues associated with their complex projects and programs. Project managers will appreciate the expanded work breakdown structure and comprehensive project, activity and resource coding capabilities, as well as the ability to simplify new-project planning with project templates.
- ▶ New with Primavera Enterprise 3.0 is the next version of Primavision, which provides executives, resource managers and project managers with Web-based project management capabilities that have been tailored to their specific roles and responsibilities, and offers visibility into customizable project portfolios in order to monitor performance through a simple dashboard view.
- ▶ Primavera Expedition 8.0 now provides distributed project teams with 24/7 access via a Web browser to Expedition-based project information. Users can view and update information from multiple construction projects to ensure that they are successfully controlled to an on-time and on-budget completion through contract control, change management and RFI/communications management. The simplified Web-based view into project details accommodates the demands of small-to-large projects and further streamlines key construction processes.
- ▶ The latest release of Primavera PrimeContract, an online project management solution, helps contractors and facility owners save time and money through enhanced progress payment and content management capabilities. PrimeContract streamlines the entire payment chain, from facility owner to general contractor to subcontractor. It helps companies comply with enacted or pending prompt payment laws and regulations with the ability to send, negotiate, approve and certify multiple progress payments, retained payments and final payments.

For more information, visit [www.primavera.com/products](http://www.primavera.com/products).

## Primavera CEO Honored with 2002 AACE Award of Merit



Primavera CEO Joel Koppelman has been chosen by the Association for the Advancement of Cost Engineering (AACE) to receive its most prestigious award, the 2002 AACE Award of Merit. The Award recognizes outstanding service and meritorious accomplishments to the cost management or cost engineering professions, or to the public as a whole.

The award will be presented on Monday, June 24 at the 46th AACE Annual Meeting in Portland, Ore.

## AFLAC Standardizes on TeamPlay

American Family Life Assurance Company (AFLAC), Columbus, Ga., has standardized on Primavera TeamPlay for enterprise project management. TeamPlay will provide AFLAC with the ability to align IT and business expectations by proactively managing its portfolio of IT projects and resources.

“Using TeamPlay, we can visualize

which projects will move forward and which won't, so that we can make better-informed decisions on how to best allocate resource capital and human assets,” said Joseph E. Weider, director, Center of Excellence, Project Management Office at AFLAC. “The result is a better alignment of project initiatives with our vision.”

## events

### Look for Primavera at the following events:

#### October 6-8

Project Management Institute (PMI), San Antonio, TX

#### October 20-23

2002 Primavera Users Conference, San Diego, CA

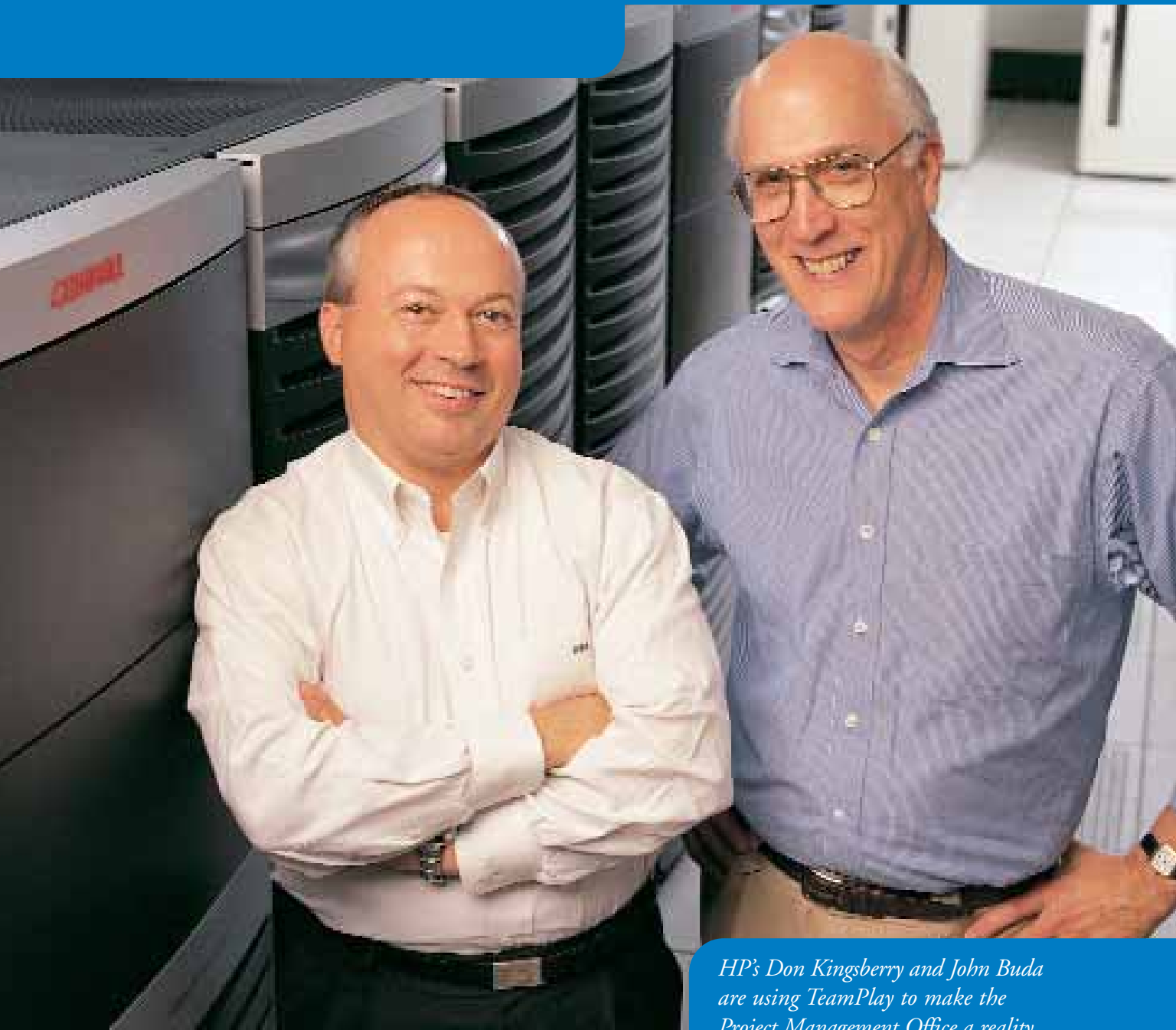
#### October 22-24

Computers for Construction & A/E/C Systems Fall 2002, Dallas, TX

(Subject to change)

For more information, visit [www.primavera.com/events](http://www.primavera.com/events).


# Hewlett-Packard + TeamPlay =



*HP's Don Kingsberry and John Buda are using TeamPlay to make the Project Management Office a reality.*

By Cheryl D. Krivda | Photographs by Wyatt McSpadden

# Business Intelligence



In every industry, a few progressive companies aggressively implement innovative solutions with the goal of creating new efficiencies. Compaq Computer Corporation, recently acquired by Hewlett-Packard, embraced enterprise project management technology to help its IT organization more effectively manage critical product development and enhance the organization's competitiveness. The efficiencies that resulted contributed to building an award-winning organization inside Compaq.

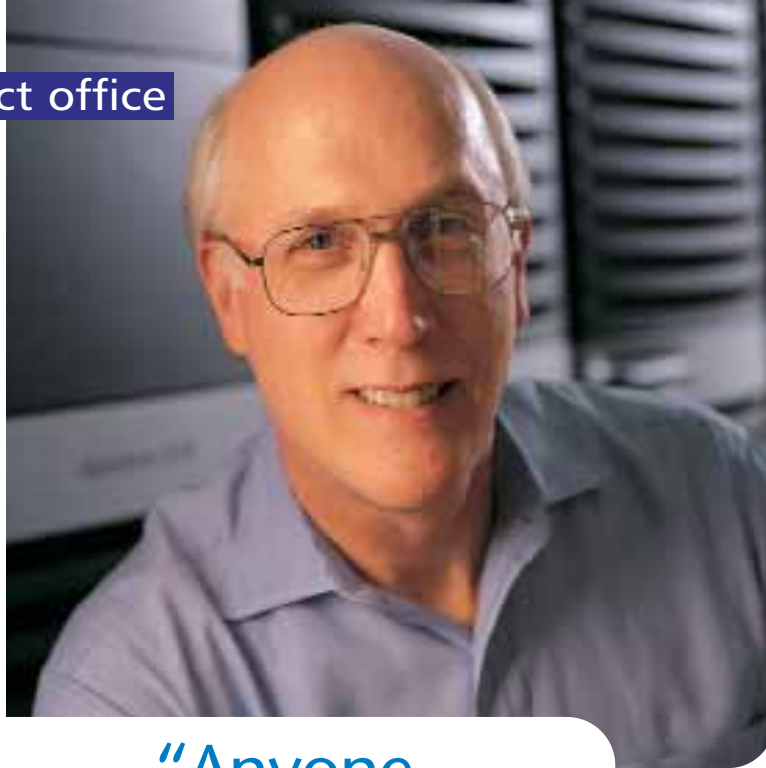
At a glance, managing the projects handled by an enterprise IT department might seem like a simple task. Assign some managers to oversee progress, keep track of which resources are dedicated to each project, and new efficiencies will naturally result. But look more closely.

When an organization has thousands of projects in various stages of completion, managing them can be a daunting—and critical—undertaking. If the company's IT projects support product development and customer support, tracking their progress becomes not just a matter of good management but of real profitability. And when the enterprise is not just one company, but several recently merged businesses, developing one standard project management

approach is exponentially more complex.

Consider the experience of Compaq Computer Corporation, one of the world's leading computer companies. In 1999, Compaq had recently acquired Digital Equipment and Tandem Computer, creating one enterprise with three distinct corporate cultures. "Each company had deep skills in IT, with solid traditions," says John Buda, HP's vice president of IT strategy and planning. "But each group had different approaches to project management." With 2,500 active projects—comprising 160,000 activities, 7,500 resources, and 3,000 users—and a collection of disparate project management techniques, Compaq needed an innovative approach.

Compaq's then-CIO, Michael Capellas (the



**“Anyone requesting an enhancement must use TeamPlay to tee up the project tasks, which helps operations understand what’s coming at them.”**

— John Buda, VP, IT strategy and planning

company’s future president, CEO and chairman, and the new president of HP), foresaw a need for a worldwide, central project management office (PMO) that could effectively control IT projects using standardized methodologies across the enterprise. “Capellas understood that having a global workforce that could collaborate would be a competitive advantage for the IT organizations—one that could be built on a foundation of a consistent, worldwide project management capability,” says Buda.

To support this initiative, Compaq required a state-of-the-art solution that could enhance visibility of resources, boost efficient execution of projects, and lay the groundwork for consistent methodologies. After reviewing several solutions and conducting pilots for each, Compaq settled on Primavera TeamPlay in the fall of 1999. Only TeamPlay offered the scalability the

company needed to support thousands of users in various aspects of project management. Primavera’s willingness to listen to Compaq’s requests for changes to the product—and rapid turnaround of product enhancements—sealed the deal.

“The scalability of the product is key,” says Don Kingsberry, director of HP’s IT Global Program Management Office. “And we were really impressed by the quality and responsiveness of the service and support that Primavera provided.”

#### **Creating the PMO**

But getting buy-in on new technology initiatives can challenge even the most experienced IT organizations. If pushed from top management down, the new technology can be seen as dictate from above that ignores end-user preferences. If the initiative comes from the bottom up, the value of the implementation can stagnate for lack

of executive support. When it came to implementing its new project management solution, Compaq adopted a unique approach: both top-down and bottom-up.

Upon being promoted, one of Capellas’ first tasks was to hire a new CIO: Robert V. Napier. Napier, a 25-year IT veteran of companies such as Mariner Post-Acute Network, and divisions of Lucent, AT&T and Lockheed, immediately inquired about Compaq’s internal project management skills. “In Bob’s mind, a global project management process with an IT governance focus is essential to any large-scale IT engagements,” says Buda. “It’s one of the pillars on which he built our IT organization.”

In fact, when Napier hired Buda to oversee Compaq’s strategy and planning, Buda came away with the impression that the PMO was already operational. Buda’s response? To treat the PMO as a fully rolled-out entity—albeit, one lacking a technology solution. Buda’s project management chief, Don Kingsberry, was charged with making the PMO a reality from the bottom up. That meant selecting a solution, implementing it across the newly unified organization, and selling its value to users.

#### **The implementation push**

After choosing TeamPlay, Compaq began an aggressive global rollout. In the three months between December 1999 and February 2000, Kingsberry’s team developed project management methodologies, planned the implementation, and configured the system. Before the solution went live, the PMO created a manual reporting mechanism that showed the status and interlocking dependencies of programs and departments. Reports were

reviewed at weekly staff meetings, where managers were held accountable for project status.

“Early on,” says Buda, “Bob Napier and I agreed that managers owned the accuracy of the data as well as the performance of the programs. Suddenly, we had an acute need for managers to have accurate data, which gave a strong pull to have the system implemented quickly. Don’s team worked 24/7 to make it happen.”

“It was a smart way to do it,” says Kingsberry. “When we initially described our mission to the PMO team, their first question was whether we could extract data from the technology. Because we had to begin tracking projects across the organization before the system was implemented, everyone had an incentive to get the solution up and running that much faster. John’s strategy helped create demand to get people trained and the system fully utilized.”

In March, the systems began to go live and user training commenced; from March until November 2000 alone, 2500 Compaq employees were TeamPlay-certified. To reflect the value of TeamPlay to the organization, Napier personally signs every employee’s training certificate.

“Having Bob’s signature is a subtle way of indicating how important the system is to us, and the level of management support and commitment behind it,” says Buda. “Just that small step proved to be a very valuable effort that we’re still practicing today. Although Bob probably wishes that we hadn’t volunteered him for that duty!”

#### **New visibility, accurate forecasts**

Compaq encountered only limited user resistance to the new technology

— from those intimidated by the technology and the cultural change to those leery of the visibility TeamPlay would bring to their projects and activities. But, thanks to the strong top-down backing of Compaq’s leadership, users were won over. “People recognized that we had a very supportive CIO and CEO,” says Buda. “We took that motivation and brought it down from the top.”

Compaq also used other strategies to ensure that TeamPlay was welcomed and efficiently used. In the past, the operations staff lacked visibility into projects coming their way and distrusted the accuracy of plans they

received. To get buy-in from this group, Compaq installed TeamPlay into the production environment and asked the staff to write the steps needed to develop and implement new IT projects. The results were incorporated into the Compaq methodology, called “Pathway to Production.”

“The operations staff now has a very accurate forecast of project requirements,” says Buda. “Anyone requesting an enhancement must use TeamPlay to tee up the project tasks, which helps operations understand what’s coming at them.”

Compaq’s TeamPlay users include a broad mix of personnel, ranging

**“TeamPlay... helps us spotlight the status of current projects, allowing the company to emphasize those projects that will support innovation and competitive advantage.”**

**— Don Kingsberry, director,  
IT Global Project Management office**



from PMP-certified project managers to junior-level planners. The company required all potential users to be trained before receiving access to TeamPlay. “Many companies make the mistake of handing people a desktop project management product and anointing them as a project manager,” says Kingsberry. “We

consider the company’s business strategies. Using TeamPlay, they reassessed and reprioritized all projects—those that were fully approved and operational—to decide which could proceed and which would be cancelled. “The year proved to be very difficult,” says Kingsberry. “TeamPlay was a significant help in

After seeing the IT group’s success with TeamPlay, other Compaq departments began to investigate and embrace the solution. The Enterprise Storage Group chose TeamPlay to manage its non-IT development products, and the PC organization and one human resources group adopted TeamPlay to manage their projects.

## One project manager reported paring 200 programs down to 65, thanks to the solution’s simplicity and visibility.

were giving them a more sophisticated, enterprise-class system, and we wanted to make sure they knew how to use it.”

### Benefits abound

The benefits delivered by the TeamPlay solution extend to both Compaq’s PMO and the corporation as a whole. For the PMO, the product created a standard for project performance that increased the percentage of projects completed on deadline and on budget. Within the first year alone, Compaq surpassed its projected ROI for TeamPlay by a factor of 15. Standardized reporting, reduced resource costs and utilization, and improved project management and risk mitigation have also been direct results of the TeamPlay implementation.

At the enterprise level, TeamPlay has helped Compaq enhance its portfolio management, effectively aligning decision-making with the company’s strategic goals. Real-time information enables improved decision-making and flexibility, and the unified database allows global management to better coordinate project efforts. One project manager reported paring 200 programs down to 65, thanks to the solution’s simplicity and visibility.

During 2001, marketplace changes forced Compaq’s top managers to re-

letting us effectively adjust our strategy. The technology also helps us spotlight the status of current projects, allowing the company to emphasize those projects that will support innovation and competitive advantage.”

Last year, one project was struggling to reach completion. Its proponents argued that the project was 90 percent finished and needed additional funding. Using TeamPlay’s standard metrics and objective assessments, the project was demonstrated to be only 50 percent complete, which clarified the company’s decision-making and course correction. “Having that criteria in just one program probably saved us \$20 million in cost avoidance for the programs,” says Buda.

### Foundation for knowledge management

By spring 2002, immediately before the acquisition by Hewlett-Packard, Compaq had more than 3,500 people trained to use TeamPlay, including 1,700 project managers. The TeamPlay system had just over 3,000 projects stored, including 80,000 activities to be executed at more than 100 locations worldwide. Nearly 10,000 resources—including personnel, contractors and consultants—were listed in the database.

As the former Compaq and HP organizations come together, TeamPlay will continue to play a critical role in the new company’s project management success. With Napier as senior vice president and CIO and Buda continuing in his role as vice president of IT strategy and planning, it’s certain that TeamPlay will continue adding value to HP. “On day one of the new corporation, we grew from a company with 60,000 employees to one of 150,000 employees,” says Buda. “We’ll have many programs that are important for us to execute smoothly, and we’ll execute those using TeamPlay. That’s the challenge that lies ahead.”

For now, TeamPlay will serve as the foundation for HP’s knowledge management capabilities. Buda envisions the solution as the basis for a project management practice that also serves as a mechanism for information sharing and collaboration. “Using TeamPlay can become a natural part of the project manager’s process, both to gain visibility on what’s gone on previously and what’s happening currently,” he says. “It’s an ideal way to institute knowledge sharing for any global company.” •

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Go online for a more in-depth look at how HP uses TeamPlay: [http://www.primavera.com/products/team\\_customers.html](http://www.primavera.com/products/team_customers.html).

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**We'll see you in San Diego!**



# School's Out!

There's no summer vacation for Hoffman Corporation. The last day of school signals the beginning of a 12-week building marathon.

*By Joseph McKendrick*

In the construction business, a lot of pieces need to come together before a project can move from drawing board to reality. A construction project manager needs to juggle dozens of simultaneous jobs with hundreds of suppliers and work teams. Delays or missed deadlines can cost thousands of dollars. Materials delivery deadlines must be tightly coordinated with contractor schedules; payments need to be made on time to avoid interrupting the workflow.

# No Time to Play

Timing needs to be especially tightly tuned for companies involved in school construction, since the bulk of construction activity has to be compressed into three summer months. Hoffman Corporation ([www.hoffman.net](http://www.hoffman.net)), a design and construction firm based in Appleton, Wis., is no stranger to such tight deadlines: school construction represents more than half of its business. Plans for every phase of each project — from design to excavation to painting the halls — need to be in place for that magic day in June. Tax dollars are tight, and the construction team has to make the most of the 12-week window.

“The last day of school is a true constraint,” says Cheri Kessler, Primavera systems administrator for Hoffman Corporation. “On that day, everyone had better be ready to go. There’s a very limited amount of time, and a lot of activities that have to happen during summer vacation

while no one is there.” Of course, a school building takes longer than three months to build, and remaining construction needs to be as unobtrusive as possible once classes commence in the fall. “That’s why planning is key for us,” says Kessler.

To better manage the contract management process for building schools and similar types of facilities, Hoffman is in the process of rolling out Primavera Expedition project control software to its project managers. With about 50 projects going at any one time, Hoffman has found Expedition to be a valuable tool for managing multiple construction projects. Project managers can log on and access project data, purchase orders, invoices, and payment schedules. And soon, under a pilot program, project managers will even be able to search data on appropriate subcontractors through the Expedition interface. Also on the drawing board

are plans for collaborative and wireless connectivity that will extend these capabilities to all remote sites as well.

## Participation is key

Hoffman Corporation, a family-owned business with more than 100 employees, has been in business since 1892. While its primary base is in the upper Midwest, the company has grown into a national presence, and now manages projects from coast to coast. The company’s philosophy is to engage in projects that provide “living, learning, working, worshipping and enjoying”—including schools, medical facilities, offices, and churches. The company has designed and built such projects as the Genoa-Kingston High School in Illinois and Waupaca High School in Wisconsin; Cub Foods Corporate Headquarters in St. Paul, Minn.; and BioLife plasmapheresis centers in Wisconsin, North

Carolina, Arkansas, and Montana. Typical projects range from \$2 million to \$25 million.

The company zealously practices participative management, and its architects, interior designers, land and space planners, and construction managers all work closely and collaboratively with facility owners. All ideas are put on the table and considered, from building shapes to floor coverings. “We’ve got a lot of people who are very creative, and who all do their own thing,” says Kessler. “Everyone’s opinion matters here. We all have good ideas, and we try to blend all of those ideas together.”

ing documents. “You would not believe how many spreadsheets can be developed across a project,” Kessler says. “Since we manage by consensus, there was never a ‘decree’ on standardizing our approach.” For Hoffman, the challenge was to find a way to support project managers with a more centralized and powerful information management tool, but without reducing their autonomy or requiring changes in the way they do business.

### The easy way

For Kessler, Primavera Expedition filled the bill. Shortly after arriving at Hoffman two years ago, she intro-

hours for the old method.” Hoffman’s top management was sold, and insisted the company standardize on the software.

From that point on, all new projects were put on Expedition, and Kessler plans to have all staff members, project managers, and vendors using the system over the coming year. Once complete, she expects to reduce administrative time by at least 50 percent across most projects. “Previously, each time a project manager created a spreadsheet, he or she would have to copy all the subcontractor and billing information,” she relates. Often, data on subcontractors would have to be

“We were doing one project the easy way  
— with Expedition — and the rest of our projects were  
still being done the hard way.”

— Cheri Kessler, Primavera systems administrator, Hoffman Corp.

Such an open process may seem an anathema to the discipline of project management, which emphasizes a single point of control and strict adherence to change-control procedures. However, Hoffman’s unique management approach strikes a careful balance between the need for creativity and the need for tightly structured approaches. To accomplish this, the company provides considerable leeway and autonomy to its project managers.

Until recently, managers even selected and used their own software tools, often keeping track of projects with spreadsheets and word process-

duced Expedition as a pilot for a single project. However, it quickly became apparent that the software was needed across the company. “We were doing one project the easy way — with Expedition — and the rest of our projects were still being done the hard way.”

To demonstrate the immediate payback from the new application, Kessler and her colleagues ran the same payment requisition job twice. “We did a requisition with both Expedition and under our old system, and timed them,” she recounts. “The Expedition process was completed in about 45 minutes, compared to four

researched separately. Such data is now maintained in a central repository through Expedition. “Project managers don’t have to start from scratch each time they want a new set of information.” In addition, Kessler’s team is integrating Expedition with Primavera SureTrak Project Manager, which has become Hoffman’s scheduling standard.

### Financial integration

Many of the new efficiencies Hoffman acquired are the result of an integration between Expedition and Timberline, the company’s financial application. Hoffman uses Primavera

Expedition TGIF version 2.0 to provide integration between Expedition and Timberline Gold accounting software. The integration of Expedition with the company's accounting function was "the largest informational process change that we ever had here," says Kessler. "It all went very positively, with just a few bumps."

Now, contract changes and details from Expedition can be integrated with accounting information from Timberline. Previously, Hoffman employees had to enter contracts, purchase orders, change orders and invoices into the two systems. The ultimate goal of this integration is single entry of project and financial information, Kessler states. "Once you put it in Expedition, it rolls forward to Timberline, and you're done."

Two more applications are also on tap for integration — a proprietary bidder database and a customer contact database. The bidder database, built in Microsoft Access, is a compilation of all 5,700 subcontractors that have ever worked with Hoffman. Within the next six months, project managers will be able to incorporate vendor background information into a project plan with a single mouse click. "For instance, you may have 62 bidders for painting," Kessler illustrates. "You can pick the one that was awarded the contract, and roll him forward into both Expedition and Timberline, along with the bid amount, contract information, and even if it included tax."

#### **Field reports**

Hoffman's field representatives have been clamoring for access to the new system, Kessler says. "They want

to use Expedition to automate meeting reports, punch lists and requests for information," she says. Kessler is investigating potentially rolling out data from Expedition through personal digital assistants (PDAs) as a means of reaching remote users. "We have a lot of people who work at a remote job site, and we don't see them very often," she says. "But, some of the communities we serve don't support T1 or DSL lines." Making data available for download from Expedition to PDAs may help in

As part of the pilot, scheduled for this summer, vendors will receive login passwords and authorization, and will be able to access payment information and project documents from Hoffman's PrimeContract Website, says Kessler. "It's a faster way to share drawings and meeting reports," she says. "It also cuts down paper, cuts down faxing, and even cuts down e-mailing. If you need to meet with someone and review a drawing, you can upload the drawing to the Website."



preparing daily reports and punch lists, tracking material deliveries and quickly turning around RFIs.

#### **More collaboration ahead**

Currently, project managers working remotely receive reports via e-mail, and open the documents with an Expedition report viewer locally on their PCs or laptops. Hoffman plans to deploy Expedition data for real-time project collaboration across an intranet. The company will pilot Primavera PrimeContract, a hosted, Web-based system that enables secure project collaboration and progress payment negotiations.

Hoffman offers its services as a complete package, providing its customers with beginning-to-end project management. Using Expedition, the company can keep projects on track and within budget, while leveraging its innovative and participative approach to building design.

And when school's out, the Hoffman team will be ready for the big race to Labor Day. •

*Joseph McKendrick is a research consultant and author specializing in information technology and organizational development. He can be reached at [joemck@aol.com](mailto:joemck@aol.com).*

By Linda DiBiasio

# Omri Dotan sees blue skies



## Impress At a Glance

**President:** Omri Dotan

**Founded:** 1996

**Privately Held:** Headquarters Hannover, Germany. Impress Software, Inc. is a wholly-owned U.S. subsidiary with offices in Boston and Sunnyvale, Calif.

**Global Reach:** International company with 130 employees in Europe and the U.S.

**Markets:** Petrochemical, pharmaceutical, oil, utilities, energy, engineering and construction, telecommunications and retail.

**Customers:** Include adidas, Boston Scientific, Caltex, Head, Nebraska Power, Oklahoma Gas & Electric, Siemens, Smith and Nephew, and Wolverine World Wide.

► *Omri Dotan, president, Impress Software, Inc., sees blue skies ahead for integration software. In this issue, he talks about the critical role that his company's strategic alliance with Primavera will play in its continued growth.*

**LD:** *What is Impress Software's main focus?*

**OD:** Impress is focused on business process automation and integration among disparate systems. With the Impress Engine, we can connect enterprise applications like R/3 from SAP, to best-of-breed applications like Primavera. We also integrate back ends to other back ends, as well as to front ends and marketplaces.

**LD:** *When ERP systems first gained popularity among global organizations, the hope was that they would be all things to all corporations. Today, the trend is toward incorporating best-of-breed applications. Is the development of the Impress Engine a response to this shift?*

**OD:** The introduction of ERP systems was a blessing because it forced companies to re-engineer their processes to become more efficient. But the concept of a single system for every need is not realizable. Issues such as consolidation, pricing and culture all play into this inability to have one system that solves a company's total e-business strategy or manufacturing management problems.

However, a company cannot handle a plethora of applications just because they are best-of-breed. Rather, they must develop a minimum set of carefully selected applications from two axes: the supply chain axis and the delivery axis.

The supply chain axis has three tiers of applications. The first consists of customer-facing applications, like CRM and marketing. The middle tier is the internal backbone, the original ERP, which usually is the system of record for finance and human resources. And, finally, there are the supplier-facing applications, which include things like procurement, the management of suppliers and exceptions in the supply chain.

# for Impress

The delivery axis is made up of best-of-breed specialized applications that support a big community of users, such as Primavera software for project management and collaboration.

Today, there is immense pressure to move toward the real-time enterprise, and the only way to achieve that is through integration. But, there is also a huge concern about the cost of integration, much of which is based on past experiences with integration projects that went over budget and took too long to implement.

This is where Impress comes in. We provide a modern architecture that delivers business process automation through standard applications containing modules that are repeatable and reusable, and we do it at low entry cost and low total cost of ownership.

And, by focusing on selected vertical markets like pharmaceuticals, petrochemicals, utilities, oil, engineering and construction, we can deliver a product that is standardized, yet highly scalable, for each specific market.

*LD: Last summer you announced a strategic alliance with Primavera Systems to provide business process integration between Primavera software and R/3 from SAP. How does this help companies to better manage their costs and resources?*

*OD:* In the nuclear power industry, for example, being late one day with a plant maintenance project can translate into a million dollars in penalties. So keeping projects on track is critical. Primavera software has exceptional project and resource scheduling capabilities; R/3 has the information about work orders, resources, suppliers and cost. But until recently, there was no data integration between the two.

With the Impress Engine, users can now go back and forth between the two systems as often as they want — every time there's a change or a need for customer synchronization, regardless of how many projects are running or how many different people are using the

products simultaneously. Both systems always have an accurate view of the entire project, in real time.

This is critical when you need information in seconds so that you can quickly optimize, react and publish the action plan to everybody involved in the project. The result is that projects are more cost effective and deadlines are more likely to be met.

*LD: What does the future look like?*

*OD:* The growth for integration will be huge. The greatest single challenge for most corporations is the ability to maximize their current applications. They need to make them accessible, usable and complete to do the tasks they are supposed to do.

## After the Bell...

Since our interview with Omri Dotan, Impress announced that it is developing an application that fully integrates mySAP Product Lifecycle Management (mySAP PLM) and project management software from Primavera.

BWXT, Halliburton, Nebraska Power, TotalFinaElf and Valera Energy will be entering pilot projects this summer.

We can help these companies in two ways: First, through integrating their disparate applications, we can help them to leverage the system they have in place. And second, because our platform is scalable, expandable, and robust, we can help them to extend their system to new areas within the company at an incremental cost because we are just adding one more business transaction.

Today, management teams are discovering that simple connectivity isn't enough. They need responsive, real-time, intelligent solutions, and that's what Impress provides. Now we just have to concentrate on getting the word out. •

# The worst disaster is not planning for one

By Garth A. Buchholz



► For corporate America, September 11th not only amplified concerns about terrorism, but also about disaster planning and recovery. Yet statistically, companies are far more likely to be affected by weather-related disasters or even a common hardware problem than by acts

of terrorism. A survey\* conducted pre-9/11 showed that nearly 80 percent of downtime is caused by operational or human error, followed by weather-related disasters such as lightning, floods, fires, hurricanes, etc. Terrorist acts were at the bottom of the list.

That's why disaster recovery should be treated as a managed project within the enterprise rather than as a reactive response to a crisis. Establishing a comprehensive Disaster Recovery Plan (DRP), also known as Business Continuity or Continuance Plan (BCP), requires a clear methodology so that the enterprise's preparedness can be

audited, the business impact and risk assessed, and the scope and costs managed in the planning and recovery stages.

"If you do a disaster recovery after an emergency, you're wasting your time," emphasizes Pat McAnally, senior director of marketing for SunGard Planning Solutions, one of the leading providers of disaster recovery services. "Contingency planning has to be done in advance and managed according to project management schedules with a complete list of deliverables."

## Disaster planning is not optional

ISO 17799, the most widely recognized security standard, is becoming adopted internationally. The compliance standards include Business Continuity Planning to counteract interruptions to business activities and critical business processes as a result of major failures or disasters. Also, U.S. federal legislation requires that some industry sectors have a DRP in place, so for most organizations, disaster planning is no longer optional.

While the dramatic events of 9/11 have intensified the corporate buzz about disaster planning, the challenges and potential roadblocks still loom as large as the call to action. McAnally says that many internal factors can hinder DRP projects from being started, including "the company's lack of experience, internal politics, or the failure to get buy-in from senior executives."

In order for project managers to achieve high-level approval and support, including an appropriate budget allocation for a DRP, a business impact and risk analysis should be conducted. This is a detailed plan to determine the potential impacts of any data-related disaster, with a probability rating for each and any

### The National Institute for Standards and Technology, part of the U.S. Department of Commerce, has published a Computer Security document that lists seven steps to take in disaster planning:

1. Develop contingency planning policy
2. Conduct Business Impact Analysis (BIA)
3. Identify preventative controls
4. Develop recovery strategies
5. Develop contingency plan
6. Test the plan and train personnel
7. Maintain the plan

NIST Special Publication 800-34 Dec 2001, [www.nist.gov](http://www.nist.gov)

possible event. For enterprises linked electronically to customers, vendors and other external partners, this will show the impact far down the supply chain.

### Creating the plan

With a sound business impact and risk analysis supporting the case for a DRP, the next step is creating the plan and related policies. The business requirements must be identified, including questions such as “Who should be on the core DRP team?” and “How will the plan be implemented when an event occurs?” and “Which service provider will we use?”

While executives may want a best-of-breed solution at this juncture, industry experts can offer a broad range of options, including hot sites — sites with all the equipment needed to continue operations with minimal interruption — or cold sites — sites where the customer provides and installs everything needed to continue operations — as well as mobile systems, and local or Internet backup services.

### Notification, recovery and reconstitution

The DRP’s structure should include clear milestones to indicate the steps the enterprise will take post-disaster, first to recover from the outage or data loss, and then to restore

*Disaster recovery should be treated as a managed project within the enterprise rather than as a reactive response to a crisis.*

systems back to a state of normal operation. How will the DR service provider be notified when a disastrous outage occurs? What steps will be taken to recover and reconstitute?

## Service Providers

For expertise in disaster planning, as well as related services, project managers might consider sending RFPs to recognized service providers such as SunGard Planning Solutions, IBM Business Continuity and Recovery Services or StorageTek.

- **SunGard Planning Solutions**  
[www.sungard.drexperts.com](http://www.sungard.drexperts.com)
- **IBM Business Continuity and Recovery Services**  
[www.ibm.com/services/continuity](http://www.ibm.com/services/continuity)
- **StorageTek**  
[www.storagetek.com](http://www.storagetek.com)

Finally, testing the plan, training personnel and developing continuance measures are integral to ensuring that your organization’s DRP can meet any possible contingency while minimizing the enterprise’s financial and legal exposure.

Disaster planning can’t be done on a “rainy day.” With proper project methodology and an abundance of industry solutions available for disaster recovery management, the worst disaster is not planning for one. •

\* Disaster Categories by Frequency, as reported on [www.storagetek.com](http://www.storagetek.com) from a 2000 report by Contingency Planning Research.

*Garth A. Buchholz ([garth@contentology.com](mailto:garth@contentology.com).) is an information designer and usability analyst in Winnipeg, Canada. He is a member of the Internet Press Guild and reports on Internet culture and technology.*

# People Do Projects

By Jeannette Cabanis-Brewin



► Business is like fashion: Wait long enough and everything old is new again. The current downsizing climate reminds me of a 1996 study by the Olsten Corporation. After the 1980s' rush to resize, Olsten reported, two-thirds of American companies were understaffed — unable to meet deadlines because they didn't have enough skilled people. I predict a reprise of the same research in a year or so. But this time, the repercussions will be more severe, thanks to the knowledge economy.

## People: the knowledge repository

Projects are “unique endeavors” by definition, and their uniqueness makes any project-driven organization a knowledge management nightmare. Because project work calls for people to think on their feet and apply lessons from seemingly unrelated projects to new problems, project personnel carry their most valuable knowledge around in their heads. This “tacit knowledge” is hard to nail down, hard to collect, and hard to warehouse in any effective way.

Of course, the free flow of knowledge between interconnected personnel requires much more than a network and a skills repository database. It requires people who trust others in their organization enough to ask questions, and those who feel comfortable sharing what they know. This kind of organizational climate doesn't happen by accident, but new research into best practices in human capital management contains specific pointers for how to get the most — and the best — out of people.

## HR practices that pay

HR research firm Watson Wyatt's “Human Capital Index” (HCI) establishes a solid link between a company's human capital practices and corporate prof-

itability ([www.watsonwyatt.com/research/reports.asp](http://www.watsonwyatt.com/research/reports.asp)). The practices with the strongest links to financial success fall under what the report terms “Communications Integrity and Value Creation.” These include easy access to technologies for communicating and employee input into how work gets done. Other high-payoff practices are those that create a “Collegial, Flexible Workplace.” In this area, many project organizations ought to have a leg up, since the management of projects is founded on some of the high-value practices noted in the HCI — for example, a culture that encourages teamwork.

*Projects are “unique endeavors” by definition, and their uniqueness makes any project-driven organization a knowledge management nightmare.*

Advances in software in the areas of knowledge management, project management, collaboration and workforce planning allow us to begin putting systems in place to collect, connect and better manage the knowledge that individuals create on projects. But no technical solution on the planet can create an organizational climate that values human beings and their input. And in the absence of such a climate, few human beings will share their most valuable intellectual capital on the job. Wise organizations will pay close attention to Watson Wyatt's research and implement practices proven to turn humans into capital. •

*Jeannette Cabanis-Brewin is editor-in-chief of the Center for Business Practices, the publishing and research arm of Project Management Solutions, Inc., [www.cbponline.com](http://www.cbponline.com).*

# Bionic eTeamwork

## How to Build Collaborative Virtual Teams at HyperSpeed

by Jaclyn Kostner, Ph.D.

Dearborn Trade Publishing, 2001. 198 pages.

Reviewed by Dan Goldfischer

➤ One of the most challenging aspects of business change is having to work with people who are not at the same location. This is the central issue of Jaclyn Kostner's book *Bionic eTeamwork*. Opening and closing with references to Steve Austin, television's famous bionic man, Kostner claims that technology can make us work "faster, stronger, better" as long as the human factor is kept front-of-mind.

Kostner wants you to be bionic by embracing your cell phones, pagers and especially your Web conferencing tools and groupware. By traveling less, she claims, you will get more done and be more energized.

The key lessons of *Bionic eTeamwork* are about bonding, building trust, collaborating, participating and getting results—all with technology. But Kostner recommends a heavy up-front investment in travel to meet your team face-to-face, especially if the team members span different cultures. "Face time" should be more tilted toward getting to know each other and less toward work in order to cement the rapport that is needed for virtual teamwork, she says.

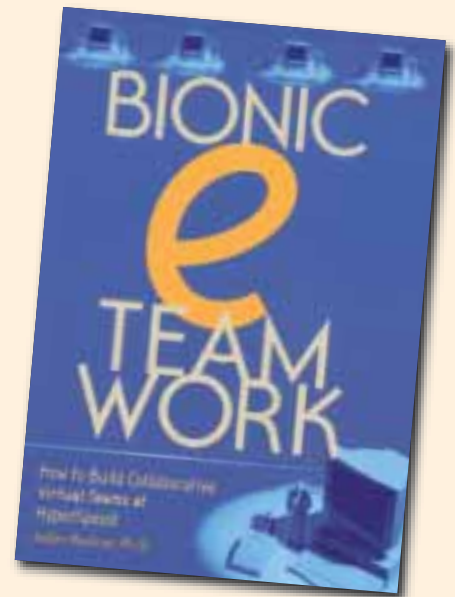
### That's the spirit

One chapter is devoted to motivating people to keep the "team spirit" when their collaborators are not in the same location. An IBM manager, for example, told members of a team developing a medical information system for Kaiser Permanente of the importance of their work since medical databases can save lives in the emergency room by preventing fatal allergic reactions to medications.

Another chapter on running engaging eMeetings includes an amusing example of how not to set up an automated video teleconferencing system. Kostner tells of one meeting where the video system, which guided the camera to wherever it detected sound, inadvertently spotlighted a snoring participant.

Later chapters detail electronic collaboration through groupware and creating an eCommunity for teams spread throughout the globe who cannot be at work at the same time because of time-zone differences.

*Bionic eTeamwork* includes numerous case studies of failures, successes



and evolutions from failure to success. There are references to Kostner's Web site, [www.bionicteam.com](http://www.bionicteam.com), which is supposed to offer illustrated tours of some of the Web conferencing technologies mentioned in the book, but focuses more on Kostner's consultancy and motivational speaking services.

If your team is traveling too much to get its work done or if teleconferences are a good time to check your e-mail, *Bionic eTeamwork* might be a good read on how to motivate your team and, at the very least, make electronic meetings more interesting. •

*Dan Goldfischer is a freelance writer based in Philadelphia, Pa.*

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# The Pleasures of Corporate Art

By Roger Mummert

► It's often said that an art collector should never purchase a work of art because it is likely to escalate in value. Rather, art should be acquired for the pleasure it delivers to the eye, the mind and the soul.

The same "buy it because you like it" philosophy holds true for art acquired by corporations, according to Carmine Winters. For more than 20 years, Winters of Carmine Winters, Ltd., based in Blue Bell, Pa., has advised companies (including Primavera) in acquiring art and in caring for it. Winters has helped to build large collections at Fortune 500 companies, and she also has introduced her clients to many emerging artists whose work is not necessarily seen in leading galleries.

London-born Winters is guided by a keen eye—not only for art but for the contribution that art can make to a company's image and perception.

"For a corporation, acquiring art can be the least expensive form of public relations," says Winters. "It lends an enormous psychological benefit to those who visit your headquarters and to those who work there."

When J.P. Morgan opened a Philadelphia headquarters two years ago, Winters was hired to give this staid company, known the world over, a localized image.

She did so by placing photographs of historic center city buildings by Philadelphia photographer Thomas Crane in the company's public spaces. Winters also arranged for purchases of works by local artists, and she selected 18th and 19th century decorative arts from J.P. Morgan's vast

permanent collection in New York to display in hall and meeting places.

## Listening, educating

In selecting art that best suits a company's image and interests, Winters listens closely to the preference of a CEO and often an art committee to meet their needs, but she also sees her role as that of an educator. At Bristol-Myers Squibb, for example, Winters guided an art committee in its acquisition of more than 75 pieces. She also introduced them to contemporary landscape painters whose work was in keeping with the ambiance of the firm's suburban Princeton, N.J. corporate campus.

Far different were the needs of the Widener University School of Law in Wilmington, Del., which sought art that expressed the human condition. One especially memorable painting in the

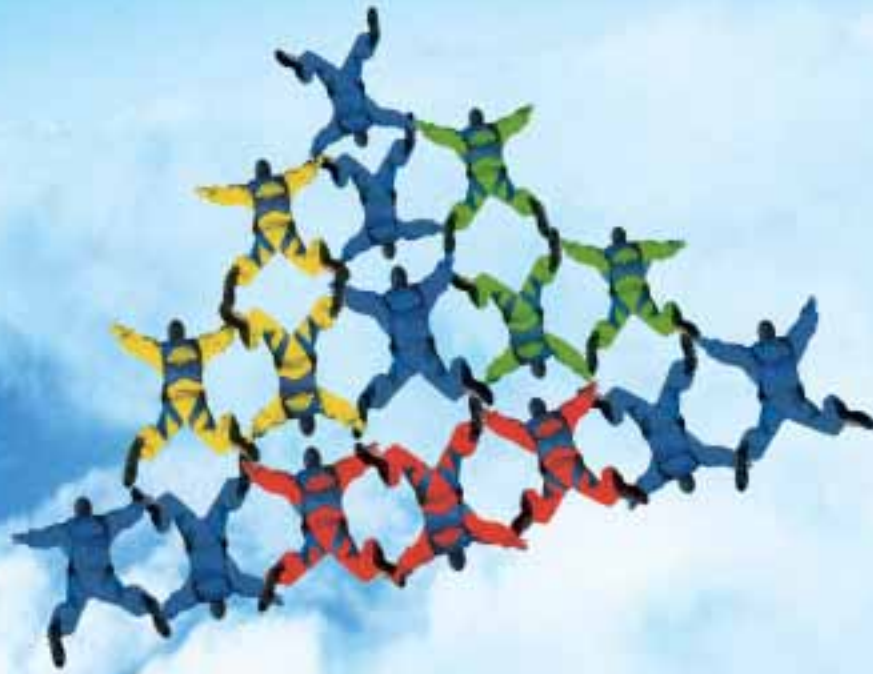
*...variety within a unified theme is the key to a successful corporate art collection.*

collection that Winters helped to assemble there depicts a homeless man by the artist Qimin Liu, that reflects a social awareness that the law school hopes to impart to its students.

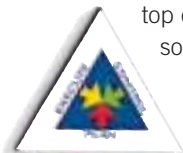
Winters believes that variety within a unified theme is the key to a successful corporate art collection. She acknowledges also that not all pieces will be uniformly loved by employees. "Every collection has some works that are loved and other works that are disliked," she says. "But it's that controversy that leads to more discussion, and that's just one more way that art enhances life in the workplace." •

*Roger Mummert lives in Syosset, N.Y. where a notably modest (though growing) collection of watercolors, prints and travel photographs adorns his home office.*





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