

# Project Portfolio Management at Intrum

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2011-05-17

# Intrum Justitia in brief

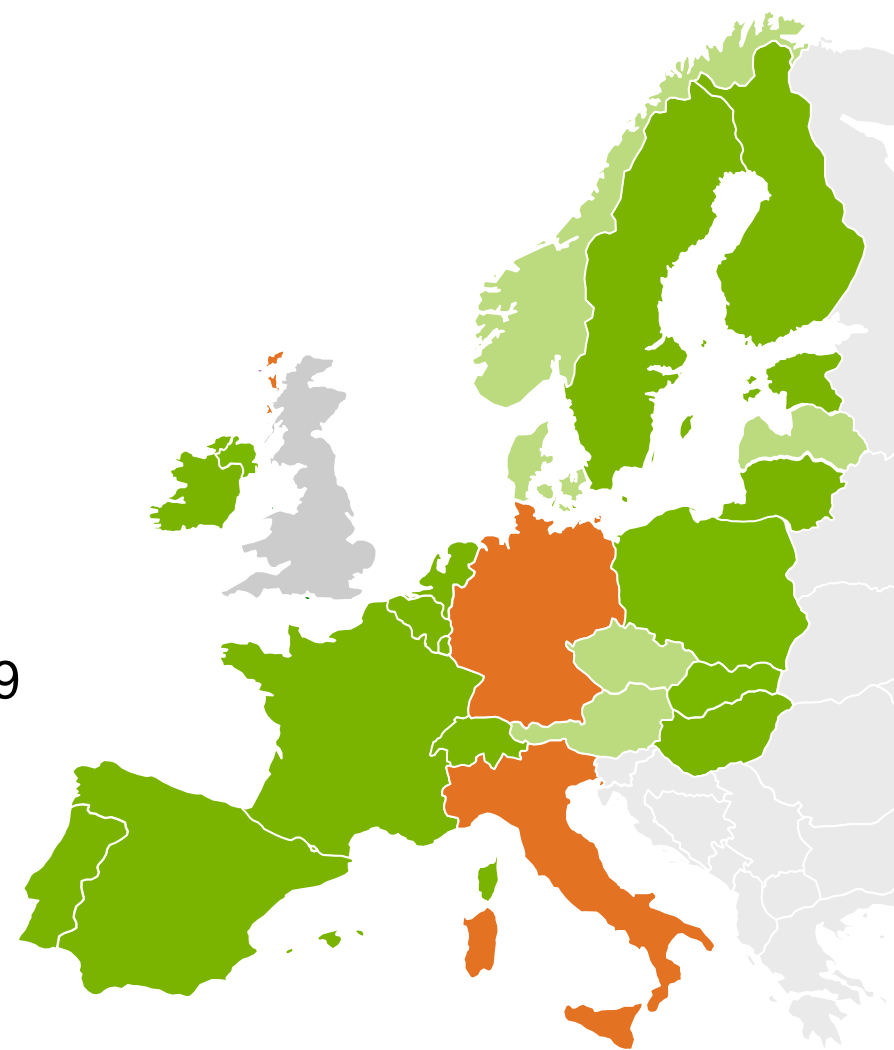
Europe's leading provider of credit management services, with operations in 22 countries

Revenue 2010 FY: SEK 3.8 billion

Avg. nr of employees in Q1 2011: 3 169

Listed on NASDAQ OMX, Stockholm, Mid-Cap

Market capitalization, March 31, 2011: SEK 7.4 billion

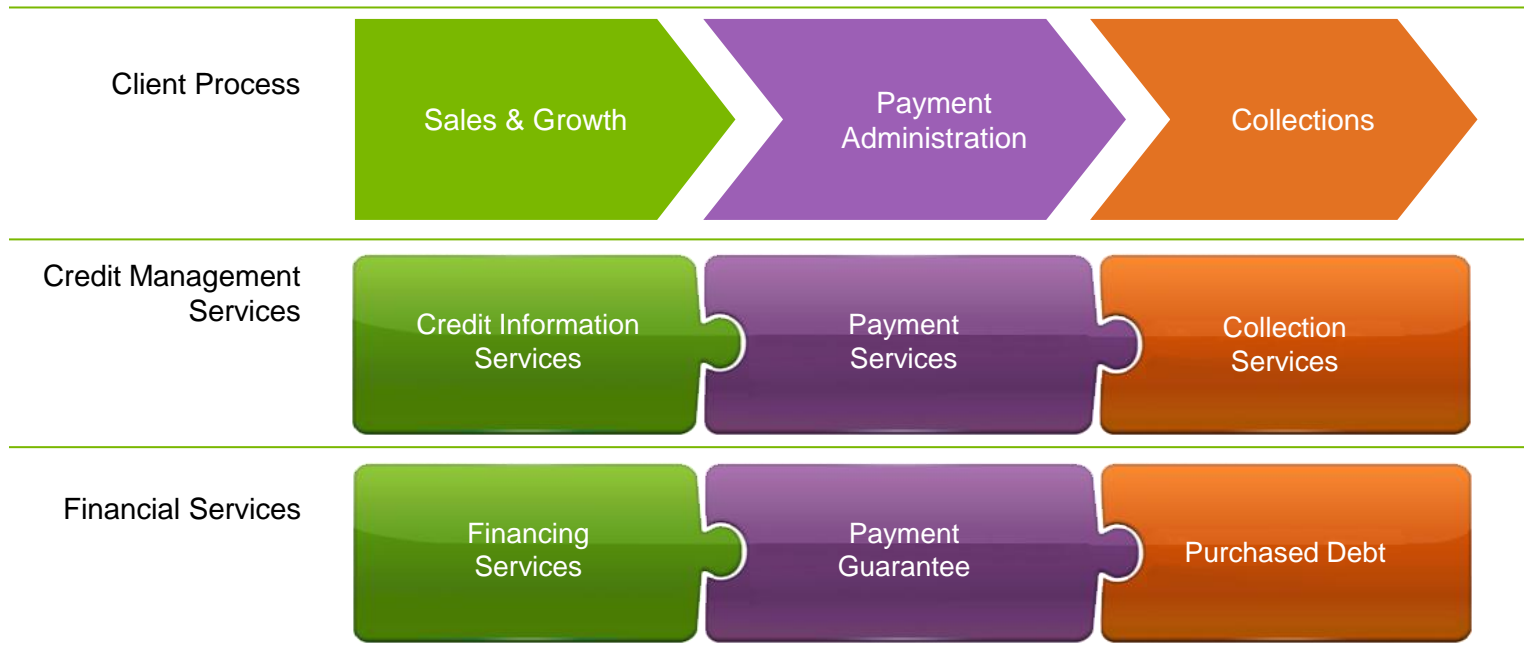


## Intrum Justitia's market position

- Market leader
- One of top five
- One of top ten

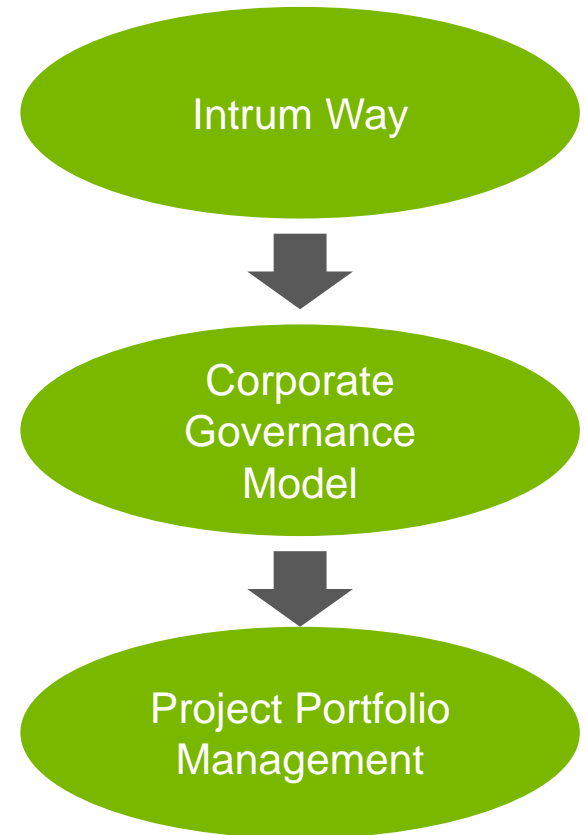
# Strong services that support clients' processes

## Credit Management and Financial Services



# Project Portfolio Management at Intrum

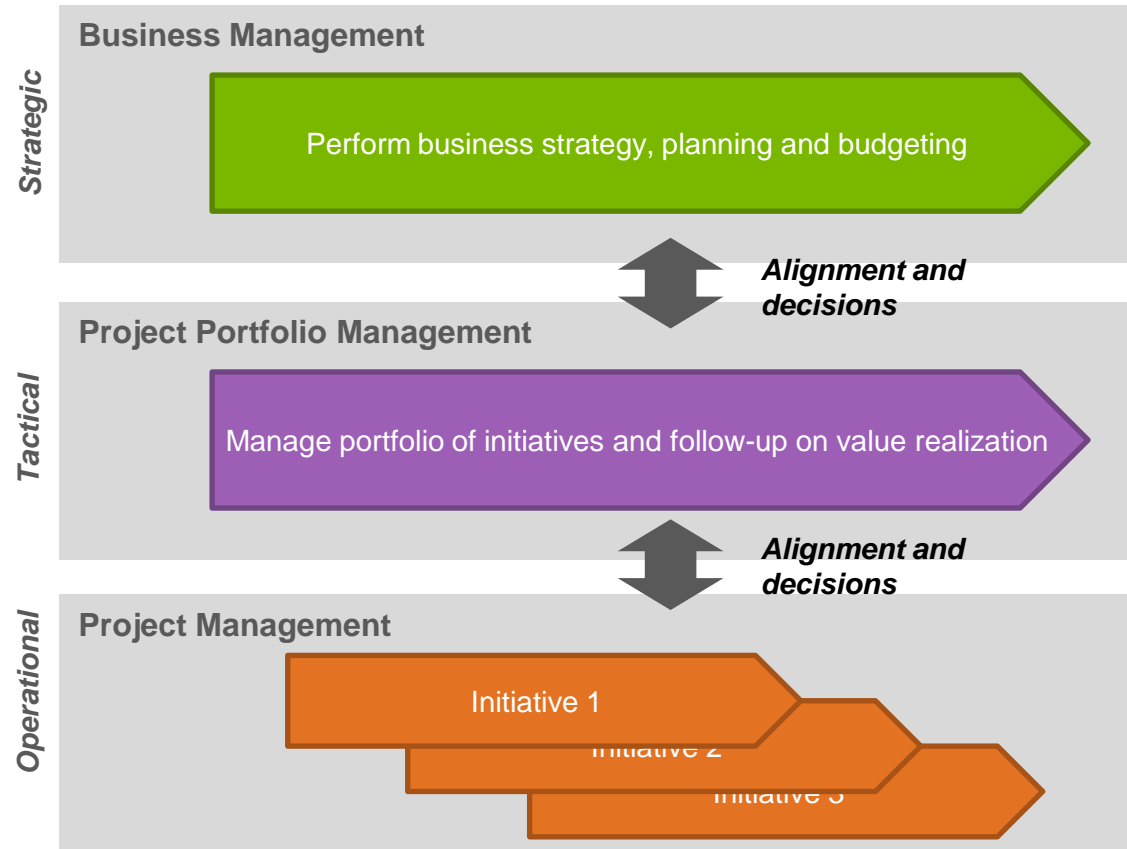
- New function as of Nov 2010 – part of Intrum Way, our corporate strategy
- In order to ensure that we deliver on Intrum Way, our Corporate Governance needed to be strengthened\*
- PPM at Intrum is introduced to
  - Provide us with the ability to steer towards our common goals
  - support the Intrum Governance Model in decision-making for all improvement initiatives



# Goals for PPM – What we want to achieve

PPM at Intrum aims to provide:

- **Transparency** across Intrum
- **Support** the governance model **for decision making**
- A consistent approach to business value **follow-up**
- Ability to **prioritize** initiatives



# We needed to consider a number of things when defining PPM at Intrum and choosing a supporting tool...

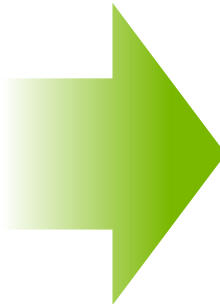
- 22 countries, coming from a very decentralized history
- Not only IT – all forms of initiatives
- Many “owners” of information, on many levels
- No common project model in the group – a local decision
- No central ownership for resources or project management
- A “thin” PPM function from a resource perspective



... which led us to a high-level wish list for what we wanted the PPM tool to support

### Our requirements

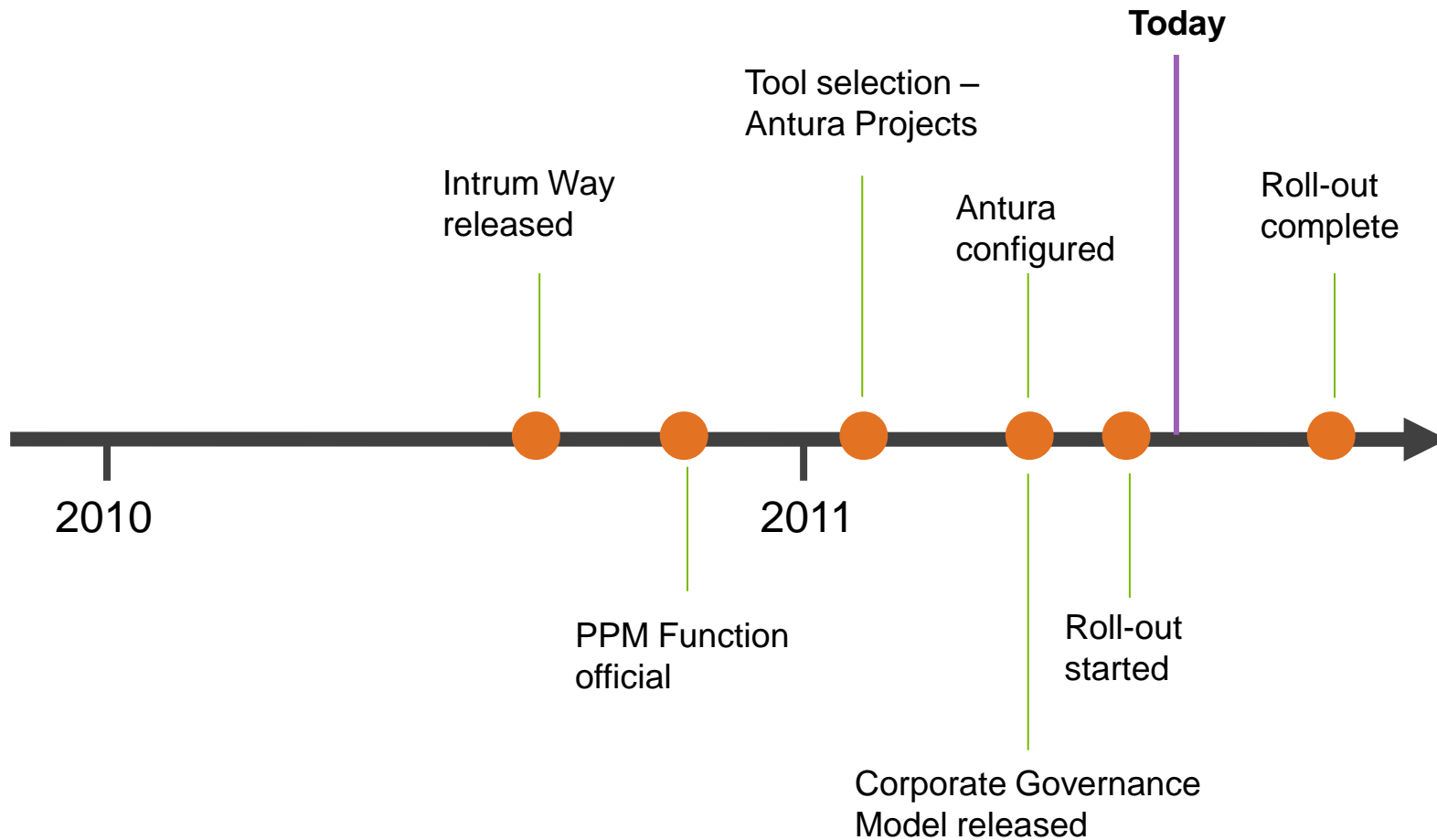
- Needed to support the Corporate Governance Model
- Focus on portfolio governance
- Pragmatic approach – as little “red tape” as possible
- High degree of flexibility with regards to providing perspectives and access to initiatives
- A highly configurable and intuitive tool



### Our choice – Antura Projects

- A very **intuitive** tool from an end-user perspective
- A **highly configurable** system, requiring a minimum of client-specific changes
- **Flexible**, especially with regards to rights and project classifications

# History and where we are now





# Initiatives in PPM – what qualifies for Antura Projects

- All initiatives are governed, but only a certain type of initiatives are managed in Antura Projects
- Relevant approvers and portfolios depend on three factors
  - Business impact
  - Financial thresholds
  - Initiating party
- The specific portfolio(s) that the initiatives are included in, depend primarily on:
  - Geography, and...
  - Type of service or functional area affected

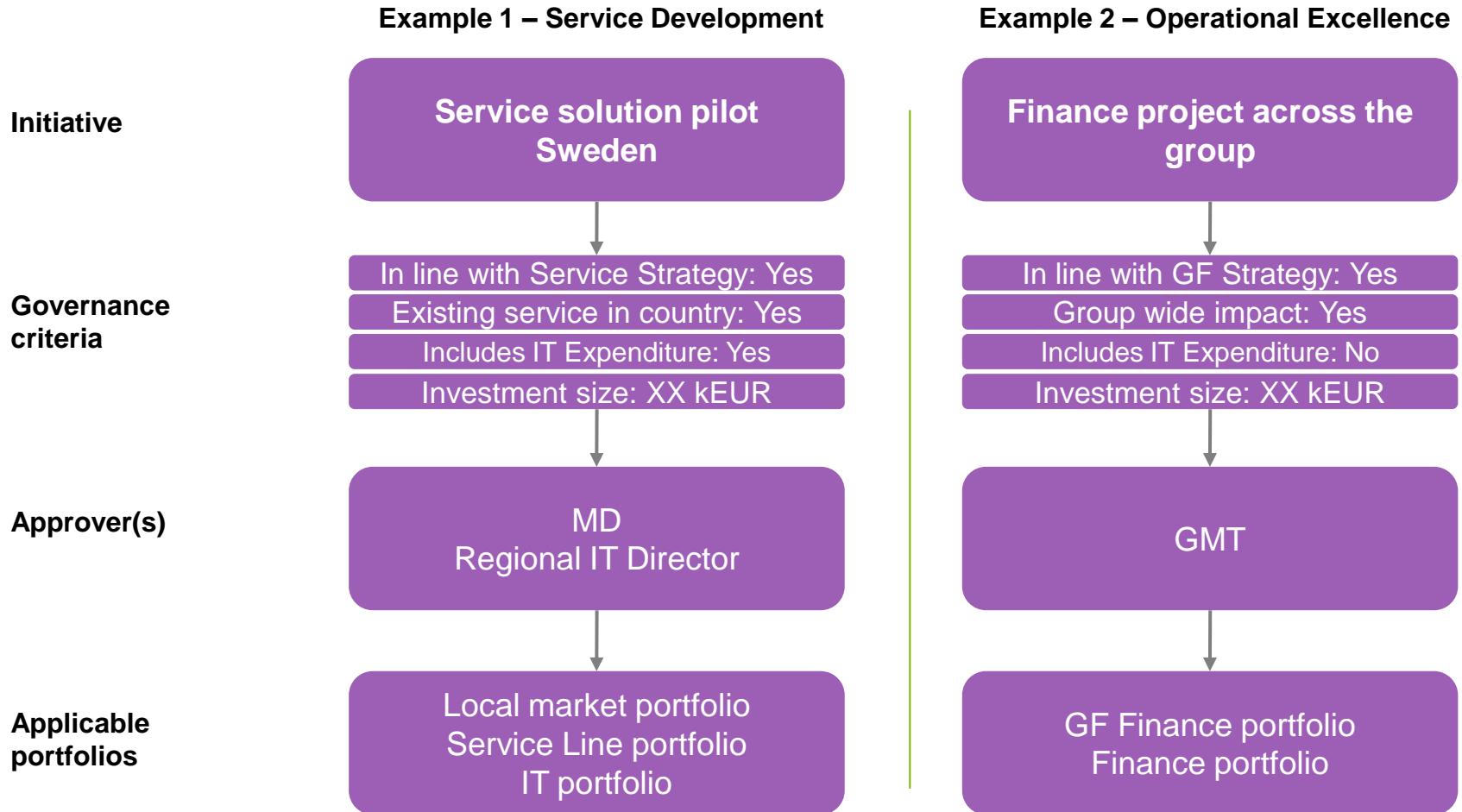
**Service development  
and implementation**

**Operational Excellence  
initiatives**

**Client implementation**

# Our governance model in practice

- two improvement initiative examples



# Capture the governance criteria

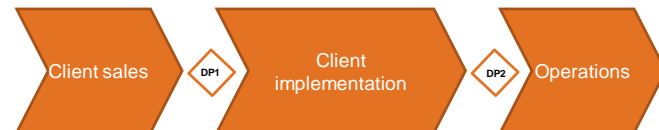
- Two types of governance processes

- In order to ensure governance criteria is captured, a process and decision points are needed
- There are two types of governance processes
  - **Improvement Initiative** – for all improvement initiatives run at Intrum, which qualify for PPM
  - **Client Implementation** – for all client implementations that qualify for PPM
- These governance processes are defined as Project Models in Antura Projects

## Improvement Initiative



## Client Implementation



# An improvement initiative in Antura Projects – Main page

PPM training - DACH Lisa - Start page

Project model - Improvement Initiative

Approve | Reject the inquiry for approval | Call the approval back | Send for approval | Call the inquiry for approval back | History

Discovery | DP1 110428 | Feasibility | DP2 110429 | Development and implementation | DP3 110430 | Optimize

**Project facts**

Edit | Function settings | Cancel project

Project name	PPM training - DACH Lisa
ProjectID	10
Project number	
Project type	Operational Excellence
Start - Finish	2011-04-27 - 2011-04-30
Initiative Manager	N.N
Initiative Sponsor	Peter Gustavsson
Currency	EUR

**Decision points**

Edit

DP1	2011-04-28	Final
DP2	2011-04-29	Planned
DP3	2011-04-30	Planned

**Project events**

2011-04-20	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2011-04-20	Start page	Updated	●

**News**

Edit

There are no news to display.

**Project information**

Edit

Background	this and that
Purpose	because
Project goals	good
Expected effects	very good

**Portfolio information**

Portfolio	Finance
Program	
Organizational unit	Region Central Europe / Hungary
Strategy	Ensure operational excellence in everything we do

**Project documents**

**General - Feasibility**

The idea is further described according to "Project Initiation Document" template, and the initiative is detailed in the PPM tool, with a special focus on Costs and Effects (the business case).

**Document templates**

Project Initiation Document - template.doc

**General - Feasibility**

Edit

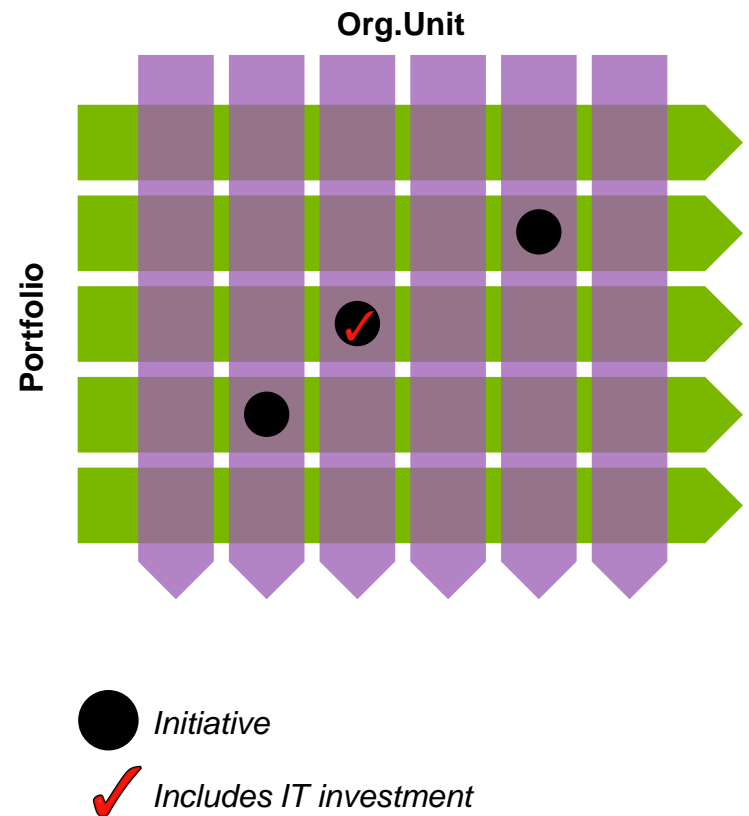
There is no information to display.

# Create the portfolios and enable the views

## - Three classifications

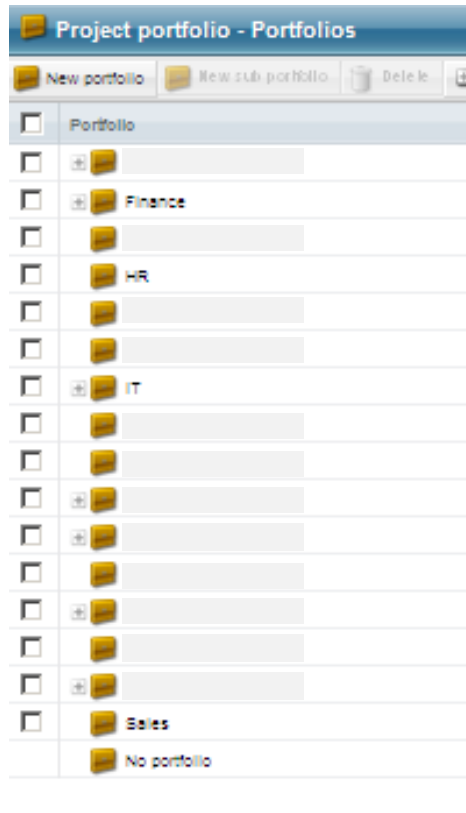
Three classifications in Antura  
Projects determine the PPM views

- **Org.unit** is built according to the organizational structure of Intrum (44 options)
- **Portfolio** is structured based on the important disciplines that exist across our group (16 options)
- **Includes IT Expenditure** is set in order to capture IT expenditure across the group (2 options)

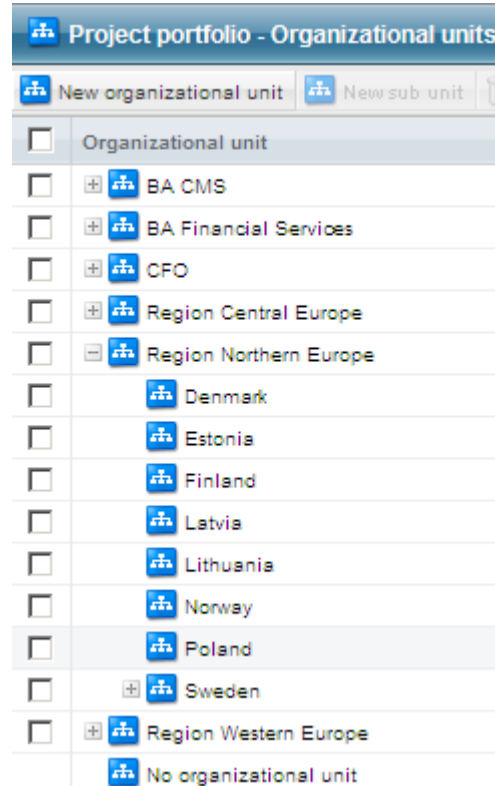


# Portfolio setup in Antura

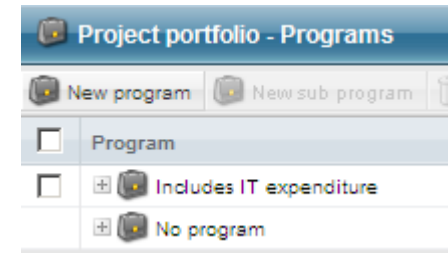
## Portfolios



## Org.units

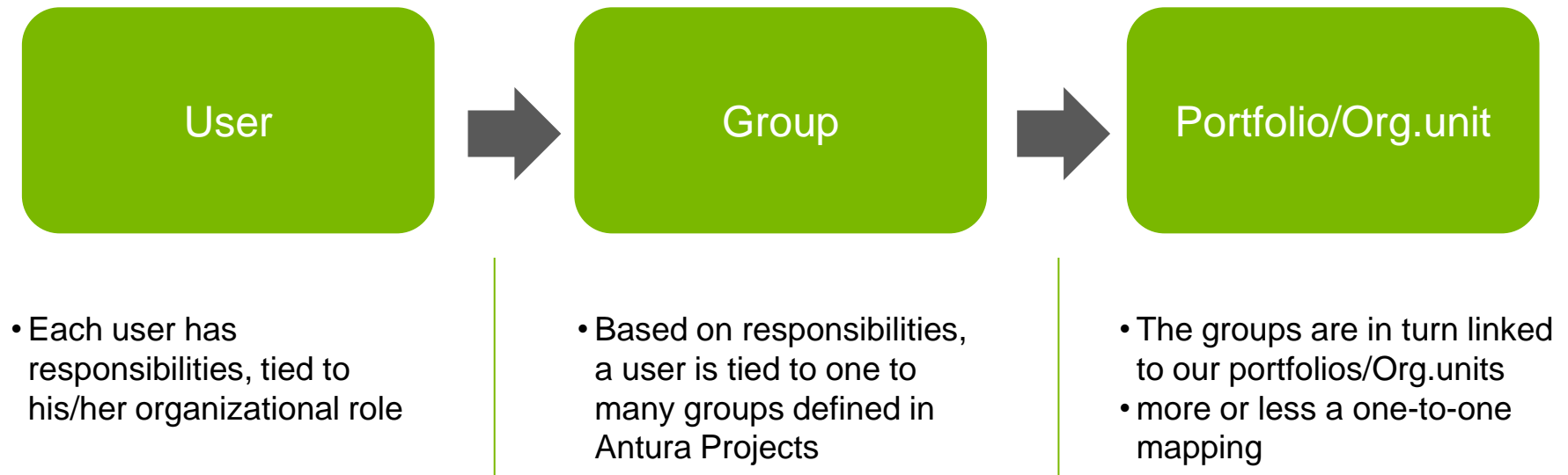


## Includes IT Expenditure



Each Portfolio Owner will have access to one or more org.units and portfolios

# How we provide access to portfolios tied to areas of responsibility in Antura Projects



# How the classification falls out in Antura Projects from the portfolio perspective

## Service Line Mgr Credit Info

Project list | Portfolios | Programs | Org. units

Project portfolio - Portfolios

New portfolio | New sub portfolio | Delete

Portfolio

Credit Info & Scoring

Project 1

## MD Netherlands

Project list | Portfolios | Programs | Org. units

Project portfolio - Organizational units - Proj

New organizational unit | New sub unit | Delete

Organizational unit

- BA CMS
- BA Financial Services
- CFO
- Region Central Europe
- Region Northern Europe
- Region Western Europe
  - Belgium
  - France
  - Ireland
  - Italy
  - Netherlands
    - Project 1
  - Portugal
  - Spain
  - UK

## Group IT Director

Project list | Portfolios | Programs | Org. units

Project portfolio - Programs

New program | New sub program | Delete

Program

Includes IT expenditure

Project 1



# Governance approvals – electronic signatures in Antura Projects for traceability

The screenshot displays the 'PPM training - DACH Lisa - Start page' in the Antura Projects software. A modal dialog box titled 'Approve (DP1)' is open, showing a date of 2011-04-28. The dialog lists several requirements for decision, with the third item, 'Initiative approved according to Governance Model', highlighted by a red rectangle. Below the requirements is a comment field and 'OK' and 'Cancel' buttons.

**Approve (DP1)**

Date: 2011-04-28

Requirement for decision (Initiative Manager)

- Aligned with Service or GF Strategy
- Aligned with EA
- Initiative approved according to Governance Model**
- Initiative information is complete and up to date

Comment

OK Cancel

**Project facts**

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# Relevant approver according to our Governance Model approves the initiative for DP1

The screenshot displays the 'intrum justitia' web application interface. The top navigation bar includes 'My place', 'Project PPM tool implementation', 'Project portfolio', 'Resources', and 'Administration'. Below this, a secondary menu contains 'Start page', 'Members', 'Issues', 'Documents', 'Schedule', 'Costs', 'Effects', 'Control', 'Risks', and 'Reports'. The main content area is titled 'PPM tool implementation - Issues' and features a toolbar with 'New issue', 'Connect issues', 'Mark as read', and 'Delete'. Below the toolbar, there are filters for 'Read/Unread: All' and 'View: All'. A table lists issues, with the first row showing '2' and 'Approval needed for DP1'. A red box highlights the number '1' in the right-hand column of this row. A modal window titled 'Comments (Approval needed for DP1)' is open, showing a 'New comment' input field and a table of comments. The first comment in the table is 'I approve', created by 'Peter Gustavsson' on '2011-03-29 13:57'. A red box highlights this comment row. Below the table, there is a message: 'Hi, Please review this initiative, and approve this notification by creating a comment stating that "I approve". This will create an electronic signature for traceability.' and a 'Close' button.

ID	Issue	Category
2	Approval needed for DP1	approval - Ser

Comment	Created by	Created	
I approve	Peter Gustavsson	2011-03-29 13:57	[Icons]
Hi, Please review this initiative, and approve this notification by creating a comment stating that "I approve". This will create an electronic signature for traceability.	Peter Gustavsson	2011-03-29 13:57	[Icons]

# Lessons learned and key success factors

## Define purpose and goals

- Let the Purpose guide you through your process design and tool selection
  - Set both short-term and long-term goals – provide for a successful roll-out but don't get locked in for future scale
- 

## Buy-in from management

- At all levels, not only C-level
  - Throughout the development and roll-out process
- 

## Start small

- From access perspective, easier to open up than to close down
  - From content perspective, easier to scale up than to scale down
- 

## Tool that is pragmatic and intuitive

- Tool needs to be easy to understand and flexible to work with, especially for the users
- Antura Projects has so far met all our expectations on these points

# Voices during the roll-out

"The tool is very easy to understand!"

"I want to lower the PPM limits for my region – I want this tool as my eyes and ears."

"I was expecting a huge system that would be an administrative burden in my work, I'm happily surprised."

"I'm going to use the generated management report in my next Steering Group meeting!"

# Q&A



**THANK YOU!**