

PPM Anwendervortrag

E.ON Business Services GmbH

Düsseldorf, 31.10.2013

Johannes Otto



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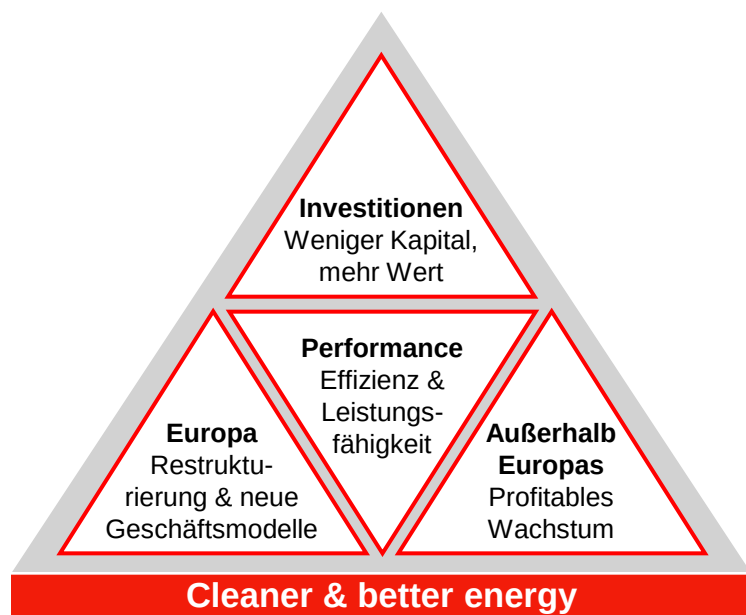
1. Wir. Im Überblick.

- An unseren Standorten in Europa, Russland und Nordamerika erwirtschafteten unsere über 72.000 Mitarbeiter im Jahr 2012 einen Umsatz von rund 132 Mrd Euro. Hinzu kommen gemeinsam mit Partnern geführte Geschäfte in Brasilien und in der Türkei.
- Mit unserer strategischen Ausrichtung cleaner & better energy entwickeln wir uns zu einem globalen, spezialisierten Anbieter von Energielösungen.
- Überall dort, wo wir aktiv sind, ist unser Anspruch, dass die Welt der Energie besser und sauberer wird.



1. Unsere Strategie: auf einen Blick.

Transformation von einem primär europäischen Energieversorger zu einem globalen, spezialisierten Anbieter für Energielösungen.



Früher

Integriert über Wert-
schöpfungsstufen

Auf Europa zentriert

Einzelne Effizienz-
programme

Kapitalintensiv

Heute

Fokus auf die attraktivsten
Geschäfte

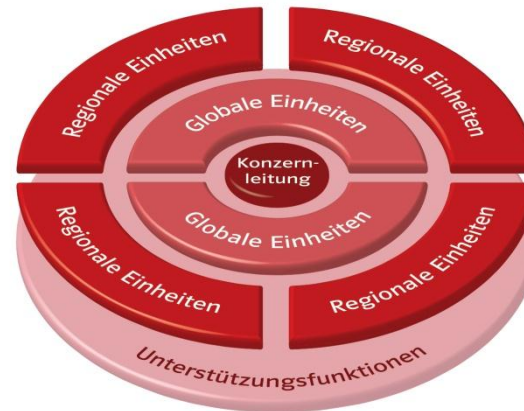
Profitables Wachstum
außerhalb Europas

Nachhaltige
Leistungskultur

Kompetenzbasiert

→ **Cleaner & better energy für unsere Kunden – weniger Kapitaleinsatz und mehr Wert für unsere Investoren.**

1. E.ONs Konzernstruktur



Konzernleitung¹

Globale Einheiten

Exploration & Produktion
Erzeugung
Globaler Handel
Neubau & Technologie²
Erneuerbare Energien

Regionale Einheiten

Deutschland

Weitere EU-Länder:

- Großbritannien
- Schweden
- Italien
- Spanien
- Frankreich
- Niederlande
- Ungarn
- Tschechische Republik
- Slowakei
- Rumänien

Nicht-EU-Länder:

- Russland³
- Weitere Nicht-EU-Länder: Brasilien, Türkei

Unterstützungsfunktionen²

Einheiten:

- Unternehmensdienstleistungen⁴
- Beratung
- Immobilien-Management
- Versicherungen
- Einkauf

Dienstleistungszentren

Kompetenzzentren

¹ Inklusive der Schwerpunkt-Einheit E.ON Connecting Energies

² Kein Berichtssegment

³ Schwerpunkt-Einheit

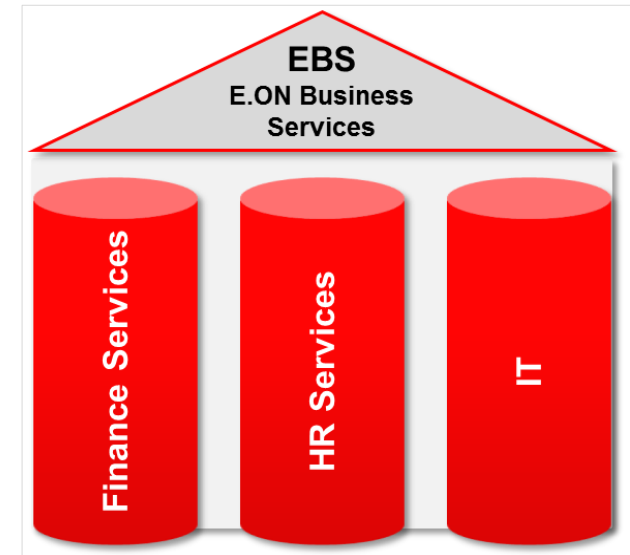
⁴ Inklusive IT

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2. E.ON Business Services (EBS)

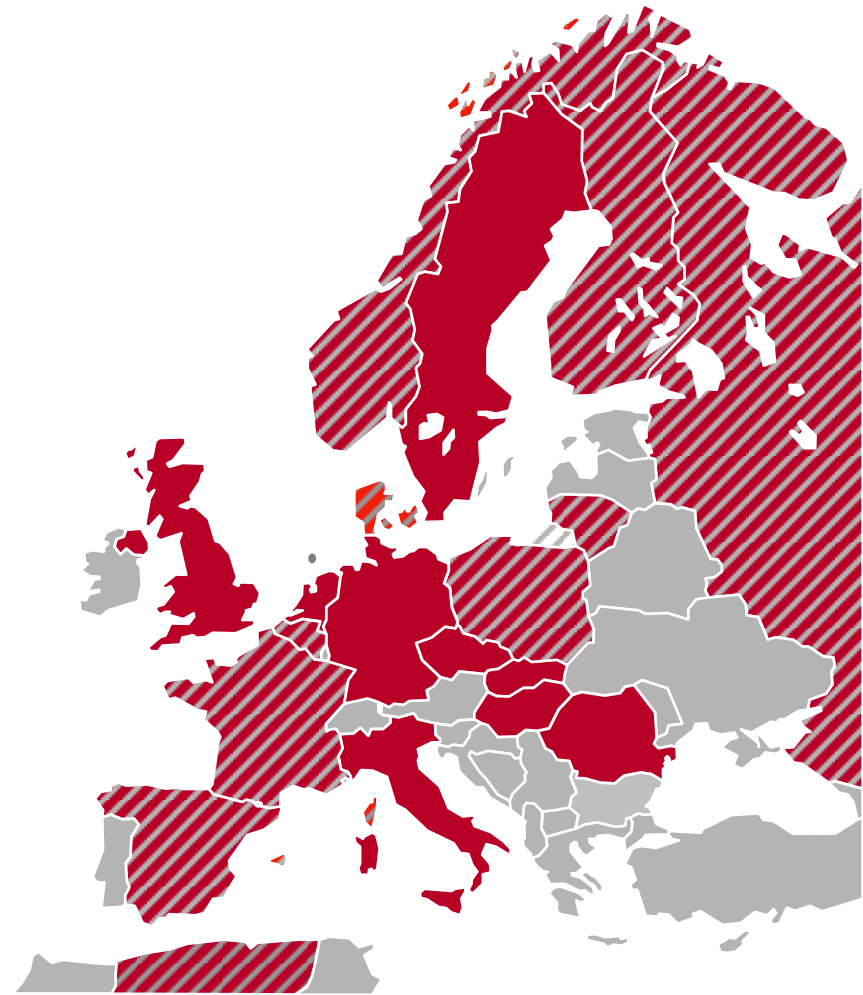
E.ON Business Services (EBS) startete am 1. Oktober 2013. EBS bündelt die vormals getrennten Finanz-, HR- und IT-Business-Services in einer gemeinsamen, multifunktionalen Unterstützungseinheit, die für den gesamten E.ON-Konzern zuständig ist – zum ersten Mal in der Konzerngeschichte. Die drei sogenannten Service-Tower werden durch gemeinsame Querschnittsfunktionen unterstützt (z. B. CFO-Organisation, HR-Business-Partner-Organisation).



Alle relevanten Rollen und Aufgaben wurden bereits übertragen oder werden bis 2015 schrittweise von den jeweiligen E.ON-Organisationen auf die neue Organisation übertragen.

2. Das sind wir. Kurz & knapp.

- Der Hauptsitz von EBS ist in **Hannover**.
- Das neue Unternehmen beschäftigt rund **3.400 Mitarbeiter**.
- In enger Abstimmung mit dem E.ON-Business verwaltet EBS 2013 ein **Budget von ca. 1,6 Mrd. €**.
- **Vier legale Einheiten in Deutschland** (EBS GmbH, EBS Berlin GmbH, EBS Hannover GmbH und EBS Regensburg GmbH);
plus acht weitere in **Benelux, Großbritannien, Italien, Rumänien, Schweden, der Slowakei, Tschechien und Ungarn**.



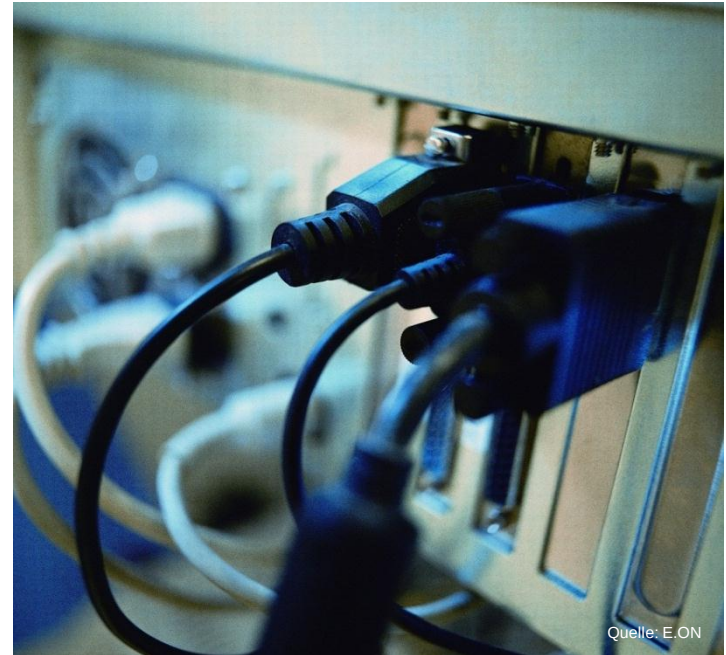
Landesgesellschaft
Aktivitäten

e-on

2. IT – Profil

Die IT-Division steuert alle IT-Belange des E.ON-Konzerns sowie das IT-Budget – in enger Abstimmung mit dem E.ON-Business.

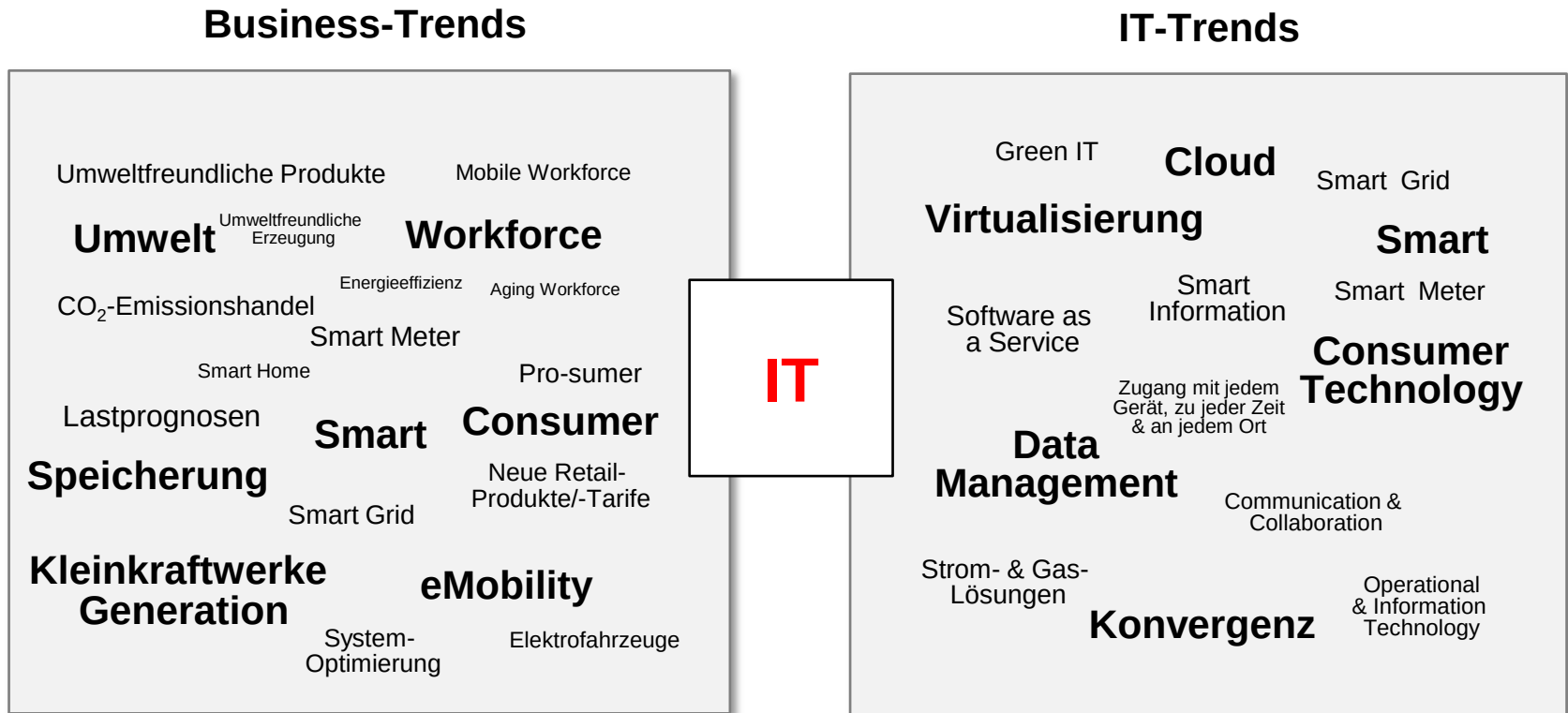
Agile und skalierbare IT-Lösungen tragen gemeinsam mit einem konsequenten Portfolio-Management zu einem Mehrwert für E.ON bei.



Schlüsselfunktionen sind:

- **IT Demand** – als einzige Schnittstelle zwischen der IT und dem E.ON Business.
- **IT Delivery** – betreibt die IT-Infrastruktur; arbeitet dazu mit den Outsourcing-Partnern Hewlett-Packard und T-Systems zusammen und steuert diese.
- **IT Domain** – steuert und verwaltet Anwendungen und IT-Projekte gemäß den Anforderungen des E.ON Business.

2. IT – Business und IT zusammenführen



→ Spezifische, innovative Energielösungen für E.ON-Kunden entwickeln

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3. PPM-Team



Otto Obert
Team Lead PPM within DD_CC



Nadine Bäumer
Demand Cluster:
Global Commodities,
Sales Germany,
DMO BTM



Andrea Herbert
Demand Cluster:
CEE, Distribution,
Generation



Johannes Otto
Demand Cluster:
Central,
Mediterranean,
UK



Nicole Smuda
Demand Cluster:
Nordics

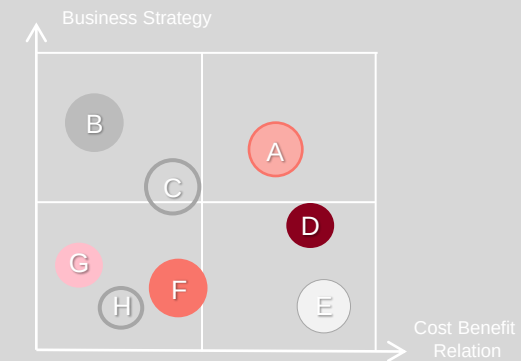
3. Historie des PPM

- 2009: Erste Ansätze einer konsolidierten IT-Multiprojektplanung im Konzern
- 01/2010: Übertragung der Aufgabe von E.ON AG an E.ON IT
- 05/2010: Go-live von PPM Prozess und Clarity
- 02/2012: Start B3.2 Projekt (PPM 2.0)
- 12/2012: Go-live PPM 2.0 Prozess
- 09/2013: Go-live PPM 2.0 Clarity



3. Zielsetzung des PPM

The purpose of PPM is to optimally invest in the ,right‘ and value-adding IT projects with a limited IT budget in order to assure a group wide maximum value contribution



- Projects are prioritized on a basis of objective rating criteria from the business view
- It supports the distribution of the limited budget together with the Business.
- PPM creates an overview of the whole IT project landscape
- PPM identifies synergies, dependencies, redundancies and shows optimization potential
- PPM supports the Forecast and MTP process
- PPM Process mandatory for all IT-projects

3. PPM Gate Process

Short description of Workflow Status Gate 1

- **Status 1.0 - Project idea entered (Local Demand Management)**
This status indicates that the project idea is entered as first draft but not considered in any budget planning or budget allocation.
- **Status 1.1 – Project idea is prioritized & considered in planning/allocation (Local Demand Management)**
This status indicates that the project idea is completely entered and prioritized. As from now the project will be considered in the budget planning and budget allocation (e.g. competing for centrally steered budget as candidate)
- **Status 1.2 - Entry completed to start ITA G1 (Local Demand Management)**
Request from LDM to start the Gate 1 IT Assessment.
- **Status 1.4 - IT Assessment Gate 1 completed (Domain/Delivery)**
Within the first IT Assessment the project idea is evaluated and aligned from IT perspective by DOM/DY.
- **Status 1.7 - Gate 1 approved / ITA results updated (Local Demand Management)**
After reflecting the results of the Gate 1 IT Assessment the LDM confirms the Gate 1 (Project idea approved).

3. PPM Gate Process

Short description of Workflow Status Gate 2

- **Status 2.2 - Entry updated & request completed to start IT Assessment Gate 2 (Local Demand Management)**
Request from LDM to start the Gate 2 IT Assessment when all information needed are available (e.g. detailed business request)
- **Status 2.4 - IT Assessment G2, Design Authority and Optimization completed (Domain/Delivery)**
Within the 2. IT Assessment the project is evaluated and aligned from IT perspective in detail, e.g. including fixed price calculation. This step also contains the cross-project optimization, e.g. using financial synergies of overall project landscape and special treatment in case of E.ON 2.0 projects. It also includes the Design Authority approval
- **Status 2.5 – IT Assessment results reflected and finalized for Gate 2 decision (Local Demand Management)**
The results of the Gate 2 IT Assessment are reflected and the project is finalized for Gate 2 decision accordingly. PPM is accordingly updated
- **Status 2.6 - Portfolio impact & preconditions checked (Demand PPM Office)**
All preconditions to reach Gate 2 are fulfilled, e.g. enough target budget available, successful project analyses, involvement of EPIDB .
- **Status 2.7 - Gate 2 approved & start project agreement process (Local Demand Management)**
LDM finally approves the Gate 2 so that project delivery can be prepared.

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4. Clarity: Facts & Figures

- Version: 13.2.0.472 02 16
- 650 Anwender
- Clarity wird eingesetzt für PPM und Budget planning/allocation
 - Keine Abbildung von Projektmanagement
 - Keine Zeiterfassung
- Schnittstellen
 - Xpert Ivy (zeitnah) für Workflow via WebService
 - BI System für ganzheitliches Reporting (IST vs. PPM Planung)
 - Iteraplan (EAM) via manuellem Export/Import

4. Clarity: Plausibility Checks I/II

Properties ▾	Plausibility	Team	Financial Plans	Audit Trail	Dashboard	Collaboration
--------------	--------------	------	-----------------	-------------	-----------	---------------

Project: Test Johannes - Properties - Main - General

Workflow Status Information

Plausibility Status	Project is plausible ✓	Workflow Status	1.0 Project idea entered ▾
Workflow Status Information	The workflow status has been set to "1.0 Project idea entered" after meeting all plausibility requirements.	Last Achieved Workflow Status	1.0 Project idea entered
		Desired Workflow Status	1.0 Project idea entered

Properties ▾	Plausibility	Team	Financial Plans	Audit Trail	Dashboard	Collaboration
--------------	--------------	------	-----------------	-------------	-----------	---------------

Project: Test Johannes - Properties - Main - General

Workflow Status Information

Plausibility Status	Project has plausibility faults ✗	Workflow Status	1.0 QA Error ▾
Workflow Status Information	Cost plan data has to be present for each year between project start and finish. No document was found in the Collaboration Tab. Please provide the PDD and NPV calculation. The total project rank is zero due to unfilled information on the subpage Business View.	Last Achieved Workflow Status	1.0 Project idea entered
		Desired Workflow Status	1.2 Entry completed to start ITA G1

4. Clarity: Plausibility Checks II/II

Properties	Plausibility	Team	Financial Plans	Audit Trail	Dashboard	Collaboration
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Project: Test Johannes - Plausibility

Plausibility Errors ▼

Information	Measure
Cost plan data has to be present for each year between project start and finish.	Please enter cost plan data for each year between project start and finish.
No cost plan data found for the year 2014.	
No document was found in the Collaboration Tab. Please provide the PDD and NPV calculation.	No document was found in the Collaboration Tab. Please provide the PDD and NPV calculation.
The total project rank is zero due to unfilled information on the subpage Business View.	The total project rank is zero due to unfilled information on the subpage Business View. Please enter the informations.

- Projekte mit Plausibilitätsfehler werden größtenteils aus den Portfolien ausgeschlossen
- Übergreifender Report für die Bereiche zur Behebung von Inplausibilitäten

4. Clarity: Workflow I/II

- Es werden nur die Status in vorgesehener Reihenfolge und zur Rolle passend angezeigt.

Workflow Status	1.0 QA Error
Last Achieved Workflow Status	[--Select--]
Desired Workflow Status	1.0 QA Error
	1.1 Prioritized & considered in planning/allocation
	1.2 Entry completed to start ITA G1
	X. Canceled

- Bearbeitung von Projekten immer in Clarity
- Zusätzlich Info als Action Item an Empfänger-Gruppe je nach Organisationszuordnung des Projektes + E-Mail-Benachrichtigung
- Neben Statuswechsel auch Benachrichtigungen für Plausibilitäten/Portfolio

4. Clarity: Workflow II/II

von: ivyserver_test@eon.de [mailto:ivyserver_test@eon.de]
Gesendet: Donnerstag, 26. September 2013 13:28
An: Otto, Johannes
Betreff: CR: CR001@PPM00006682-EONSE approved



Dear colleagues,

Please note that Change Request [CR001 \(CR001@PPM00006682-EONSE\)](mailto:CR001@PPM00006682-EONSE) was approved. Please see Clarity entry for more details.

- Assigned LDM Contact Person: Local Demand Manager, Test
- Assigned IT Project Manager: Tim Woods
- Assigned DOM/DEL unit: /Domain/Corporate Applications/Group-wide Solutions
- CR Budget: 100.000 €

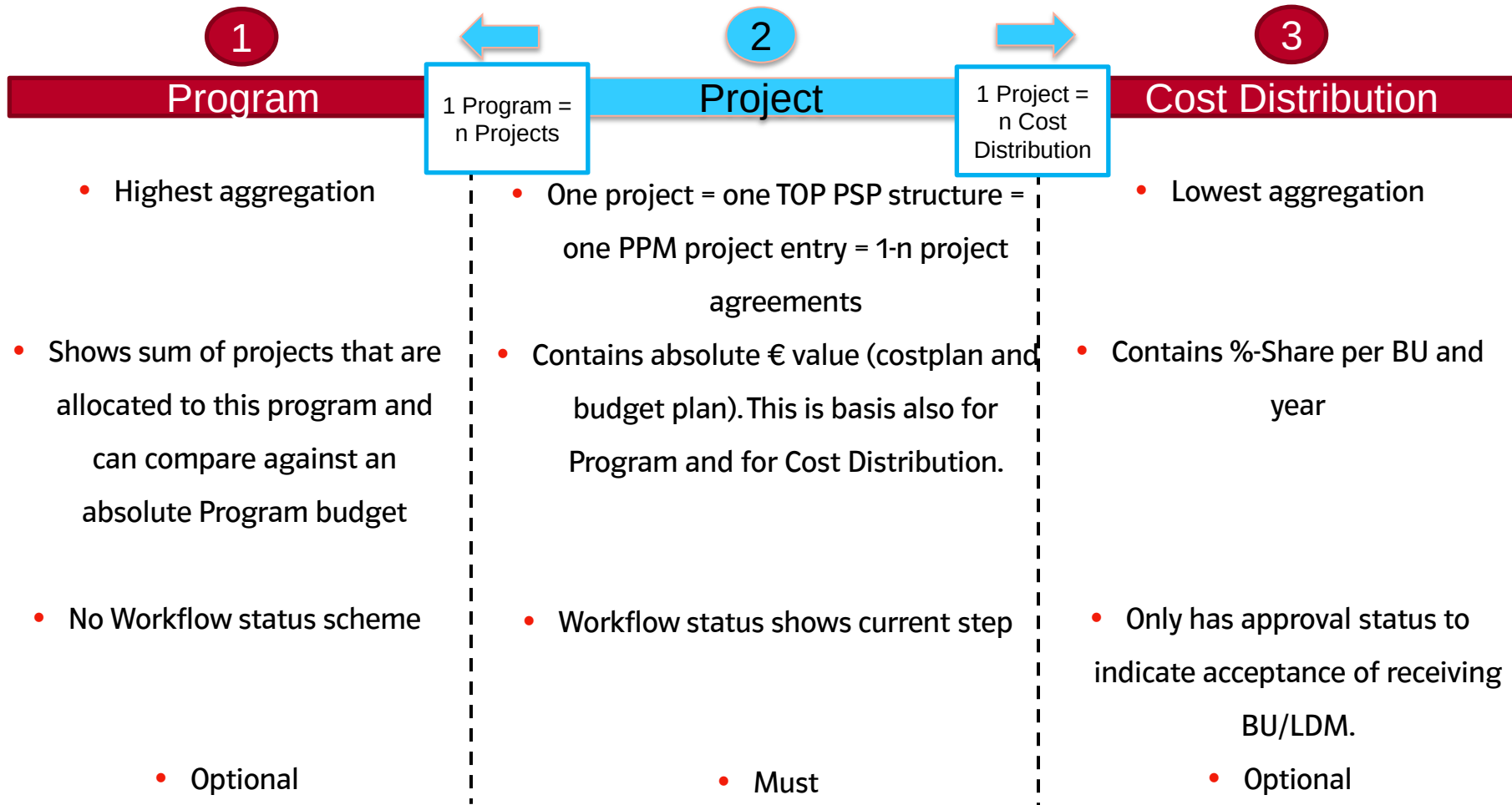
Next steps:

- Start of project agreement creation process for CR (outside PPM)
- Please keep in mind that changes of needed budget for the project beside this CR need to be reflected in PPM Clarity (CRs and shifts of budget)

Many thanks for your contribution to PPM!



4. Projekt Hierarchie: Overview



4. Projekt Hierarchie: Programm

Properties

Hierarchy

Collaboration

Audit

Dashboard

Program: Smooth Revolution - Dashboard

Program Budget Overview

Year

2.013

to 2.016

Filter

Show All

Save Filter

Clear

Combined ID	Name	Planned Start Date	Planned Finish Date	2013			2014			
				Relevant Plans (€)	Budget Plans (€)	Cost Plans (€)	Relevant Plans (€)	Budget Plans (€)	Cost Plans (€)	
PRG-PPM00006637	Smooth Revolution	01.10.10	30.09.16	150.000	150.000	150.000	500.000	500.000	500.000	
PPM00006634-ESV (HRCS)	Test Nicole 30 07	01.01.14	01.06.15							
PPM00006620-MULTI	liquidaciones	15.01.14	24.06.14				(122.000)		(122.000)	
PPM00006619-EESL	Complaints	01.01.14	31.12.14				(574.713)		(574.713)	
PPM00006253-EELSV	Abonnemangsoptimierung	06.01.14	26.12.15							
PPM00003127-ENE	Ablösung Primion	01.01.12	31.12.14							
PPM00001596-	Strategische Personalplanung	01.04.11	31.12.13							
PPM00001592-EAV	Einspeiserdatenbank (DENEa)	01.10.10	31.12.15	(391.000)	(391.000)	(391.000)	(100.000)	(100.000)	(100.000)	
Remaining Program Budget				(241.000)	(241.000)	(241.000)	(296.713)	400.000	(296.713)	

Project Classification

Portfolio Status

No Portfolio Allocation

IT-Budget relevant

☒

General Project Groups

Program Smooth Revolution

4. Projekt Hierarchie: Cost Distribution

Properties ▾

Plausibility

Team

Financial Plans

Audit Trail

Dashboard

Collaboration

Project: Test Johannes - Properties - Main - Cost Distribution of this project

⚠

ALERT: Please enter exactly 100 % share in the Cost Distribution by BU list.

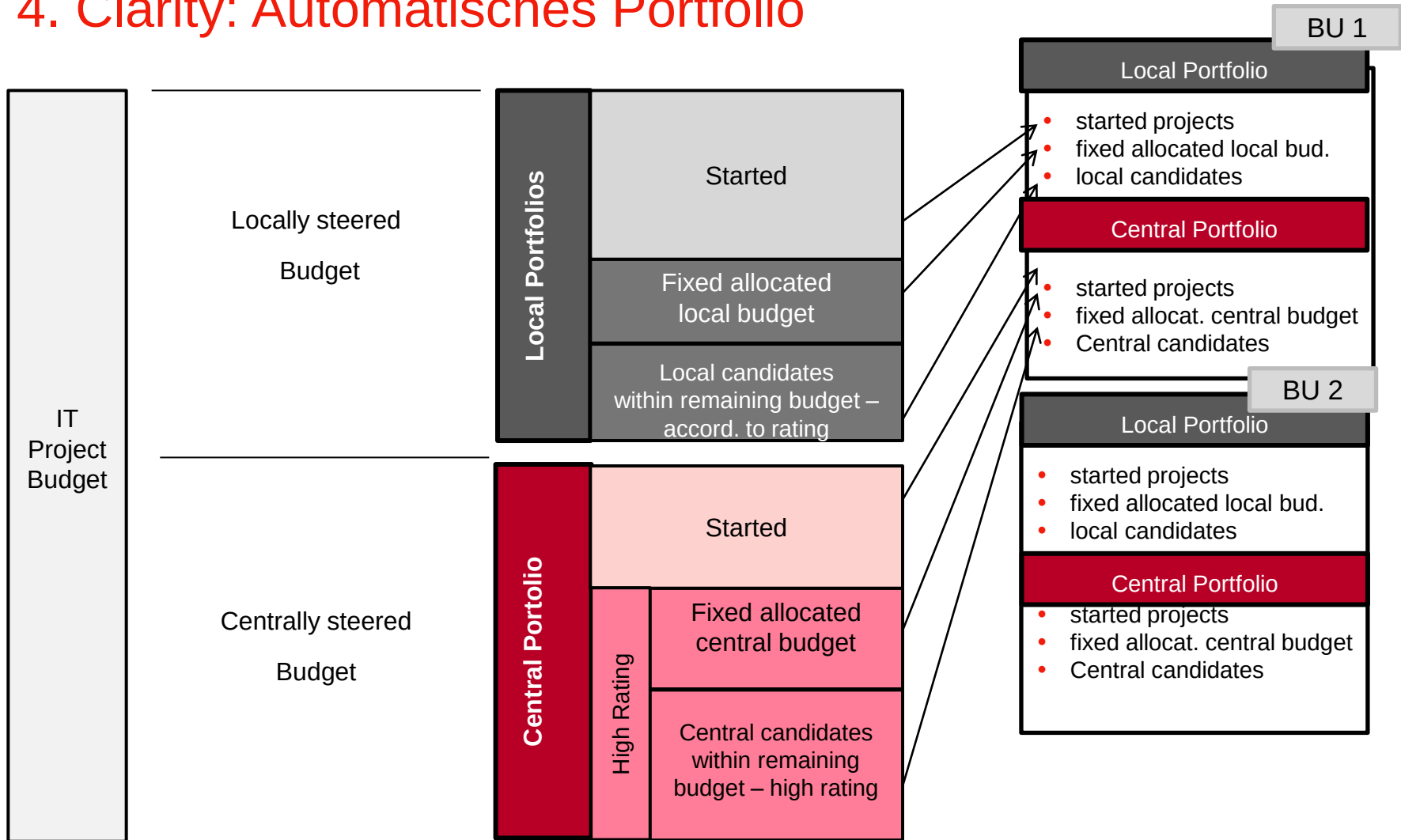
☐	Department▲	Approval Status	Created By	Updated By	Created Date	Last Updated Date	2009	2010	2011	2012	2013	2014	2015	2016
☐	/AI/Central - Corporate Services/LDM EON Group Management/E.ON SE	Awaiting Approval	Otto, Johannes	Otto, Johannes	21.10.13	21.10.13						20,000000%		
☐	/AI/Demand Generation IT/Generation IT CCGT/E.ON Benelux n.v. (CCGT)	Awaiting Approval	Otto, Johannes	Otto, Johannes	21.10.13	21.10.13						30,000000%		
☐	/AI/Demand Generation IT/Generation IT Steam/E.ON Fernwärme GmbH	Awaiting Approval	Otto, Johannes	Otto, Johannes	21.10.13	21.10.13						30,000000%		
Sum												80,000000%		

Displaying

Displaying

- Cost Distribution wird als %-Anteil pro BU und Jahresscheibe hinterlegt
- Tatsächlicher Wert ergibt sich aufgrund des Cost/Budgetplans
- Nicht freigegebene Weiterverrechnungen werden dem Project Owner zugeordnet

4. Clarity: Automatisches Portfolio



Budget allocation (ongoing/Forecasts) considers already started (local/central), legally required, fixed allocated and further project candidates within the remaining budget

4. Clarity: Automatisches Portfolio

- Stündlich aktualisiert
- Reporting-relevante Zeitpunkte werden als Snapshot gespeichert (FC...)
- Basis insbesondere Projekt-Volumina inkl. Cost Distribution, Status, Bewertung
- Darstellung von Projekt-Ebene bis zur Management-Sicht

2013						
Budget Forecast (€)	Budget Original (€)	Started (€)	Remaining Not Started (€)	Fixed Allocated (€)	Candidate (€)	Remaining (€)
5.331.488,00	0,00	5.093.040,00	238.448,00	0,00	158.651,00	79.797,00

Project Classification

Portfolio Status

Ranking Comment▲

Insufficient funds: /AI/CEE/LDM Czech Republic/E.ON Česká republika, s.r.o. (2014: -144324), /AI/CEE/LDM Czech Republic/E.ON Česká republika, s.r.o. (2015: -2500)

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**Vielen Dank für die
Aufmerksamkeit!**

Backup

Rating Criteria Overview

Business View – Project Portfolio Prioritization (Demand)

Business Strategy	Legal & Compliance	Profitability
• supports execution of E.ON strategy • supports execution of local business strategy • supports optimization of local processes (scoring 1-6)	• only strict legal aspects are accepted • soft aspects only informative and have to be integrated in business value case • legal rating leads to high rank (scoring 1-5) Only Score 5 considered and led to high rank)	• valid Net Present Value (NPV) calculation for full business case: consideration of • Business costs/saving • IT costs/saving • Opportunity costs • Profitability index: Net Present Value in relation to Project investment (Scoring 1-6)

Business strategy

Score	Description
6	IT project is part of an already approved group wide project/program and must be completed
5	The project is essential for the implementation of the E.ON Strategy or local Business Strategy / optimization of the local core process . Without project implementation the strategy can not be operationalized and the strategy has to be fundamentally revised .
4	The project is required for the implementation of the E.ON Strategy or local Business Strategy / optimization of the local core process . Without project implementation the strategy can not be operationalized and the strategy is strongly compromised .
3	The project is required for the implementation of the E.ON Strategy or local Business Strategy / optimization of the local core process . But without project implementation the operationalization of the strategy is not compromised .
2	The project mainly improves the existing processes . But the project implementation of the strategy is only marginally influenced .
1	The project improves the existing processes . But the project implementation has no strategic impact .

Legal & Compliance

Legal Scoring Categories

Score	Description	Impact on total score	Impact on profitability
5	Clear direct legal or compliance (only groupwide) relevance without any administrative discretion	Yes: Project is automatically ranked with highest score (6)	No
4	Clear direct legal or compliance (only groupwide) relevance with some administrative discretion	No	High
3	local compliance relevance with high probability of loss/damage and significant severity of breach	No	Moderate
2	No clear legal relevance now but most likely in future	No	Low
1	No clear legal/compliance relevance current and future	No	None

Profitability

Score	Description
6	>100% (Image what means: For each invested € you get at least 1 € back, simply the best)
5	50 to 100% (still a fantastic profitability, should be quite rare)
4	20 to 50 % (also a good profitability, probably not often reached)
3	0 to 20% (assumed to be the 'normal' project profitability, if profitable anyway)
2	-90 to 0% (project with some savings, but not profitable)
1	-100 to -90% (projects with nearly no savings. Total loss from profitability perspective)

Ranking

Rating algorithm:

Fairly simple: (Business Rank + Strategic Rank) / 2 (→ rounded down if no integer value)

➤ Exception 1: If legal score = 5, then total project score = 6 automatically

Ranking	Rating criteria	Score average value
6	- Legal - Business Strategy and Profitability	= Score 5 = Score 6
5	Business Strategy and Profitability	>Score 4,5
4	Business Strategy and Profitability	>Score 3,5
3	Business Strategy and Profitability	>Score 2,5
2	Business Strategy and Profitability	>Score 1,5
1	Business Strategy and Profitability	≤Score 1,5

Profitability	Business Strategy						
	Score 6	Score 5	Score 4	Score 3	Score 2	Score 1	
	Score 6	6	5	5	4	4	3
	Score 5	5	5	4	4	3	3
	Score 4	5	4	4	3	3	2
	Score 3	4	4	3	3	2	2
	Score 2	4	3	3	2	2	1
	Score 1	3	3	2	2	1	1