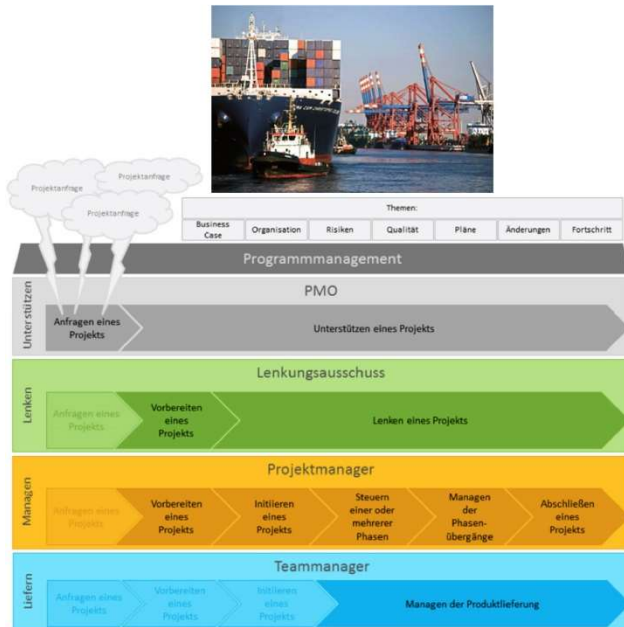


## Implementation of PRINCE2 based PM methods and Management Support for IT Re-Organization



### Strategic Goal:

HPA creates efficient framework conditions for die actors in the Hamburg port to enable success in the international competition at increasing turnover figures. This requires a better closeness to customers and an improved process transparency on the HPA side.

### Project Objective:

- Set-up of (multi) projekt management based on PRINCE2:2009
- Implementation of processes and infrastructure
- PMO for the overall project
- Set-Up of a companywide PMO

### Duration of Assignment:

15 months

### Customer Profile:

Hamburg Port Authority (HPA) as an incorporated public law institution is responsible for the efficient, resource saving and sustainable preparation and implementation of infrastructure measures in the port. HPA is counterpart for all questions on water- and landside infrastructure, safety and easiness of maritime traffic, port railway facilities, real estate management and economic conditions in the port. HPA provides the necessary spaces and takes over all official tasks and market-oriented port services.

HPA has ca. 1,800 employees, a balance sheet total of 1.8 billion € and achieved a 2013 revenue of more than 280 m€.

### Initial Situation:

The introduction of PRINCE2 was planned In the context of an ITIL implementation. The department IT development within HPA-IT is among other tasks responsible for the professional management of complex IT projects. For that a methodical procedure based on PRINCE2 was to be developed. This procedure model should then be rolled out as a standard for all IT projects within HPA. Additionally a project management office had to be designed and implemented.

The criteria in favor of PRINCE2 were:

- good compatibility with ITIL
- high emphasis on economic aspects
- benefits review plan
- management by exception

### Way of Proceeding by vero projects:

- evaluation with the aid of the Prince2 maturity model, e.g. interviews, assessment of processes, inspection of tools and templates
- agile introduction of a project management procedure model with involvement of the parties concerned
- agile organization development
- setup of Sharepoint ready for use, individual Sharepoint configuration und implementation of the procedure model
- creation of all document templates (mandatory PRINCE2 documents and proprietary HPA documents)
- establishment of the PMO
- training of all staff involved

In order to ensure success it was important to constrain the procedure on what was feasible in the context of the company situation as well as acceptable by the staff. So the points to be considered were:

- „less is more“, it does not have to be the “pure doctrine”
- sensibility for the necessary and the feasible is needed
- the current culture has to be considered sensitively
- a pragmatic procedure model is needed
- the standard process map should be stripped down as far as possible
- the internal experts have to be involved comprehensively

## Benefit and Results:

Quote of the customer (Dr. Sebastian Saxe, CIO):

„The implementation of multi project management has strongly supported us in our goals by getting more transparency in the project portfolio, and on the other hand by enabling us to meet the demands of each individual project in a better way. With dedicated project management teams the projects are run on tight schedules and by cost efficiency criteria. The introduction of MS Sharepoint as a “Collaboration Platform” supports the teams in their purposes. Everyone knows what the others do, and that contributes to the success of our projects.”

Clearly a significant improvement of the project conditions has occurred, but continuing success will only be achieved if and when the following challenges will be mastered in everyday business:

- the defined processes must be practised
- cultural change does not assert by itself, strained support is needed
- the responsibility in the defined roles has to be performed
- quality has to be monitored ongoing, e.g. by indices
- a flexible and reliable resource management is prerequisite for the successful accomplishment of parallel projects