

Giesecke+Devrient

ServiceNow SPM to globally manage the Group-wide portfolios, projects and initiatives.

ServiceNow Worldforum | October 23rd, 2024

Jörg Floegel, MBA

- Head of G+D Group Chief Project Office
- Business Partner Processes & IT
- MBA Business Management
- 20+ years of experience in international multi-project management
- Long experience with PPM solutions
- G+D's ServiceNow SPM “Evangelist”
- Bridging SPM to SAP
- GPM-IPMA Lecturer, e.g. on Project Excellence
- PMI Mentor



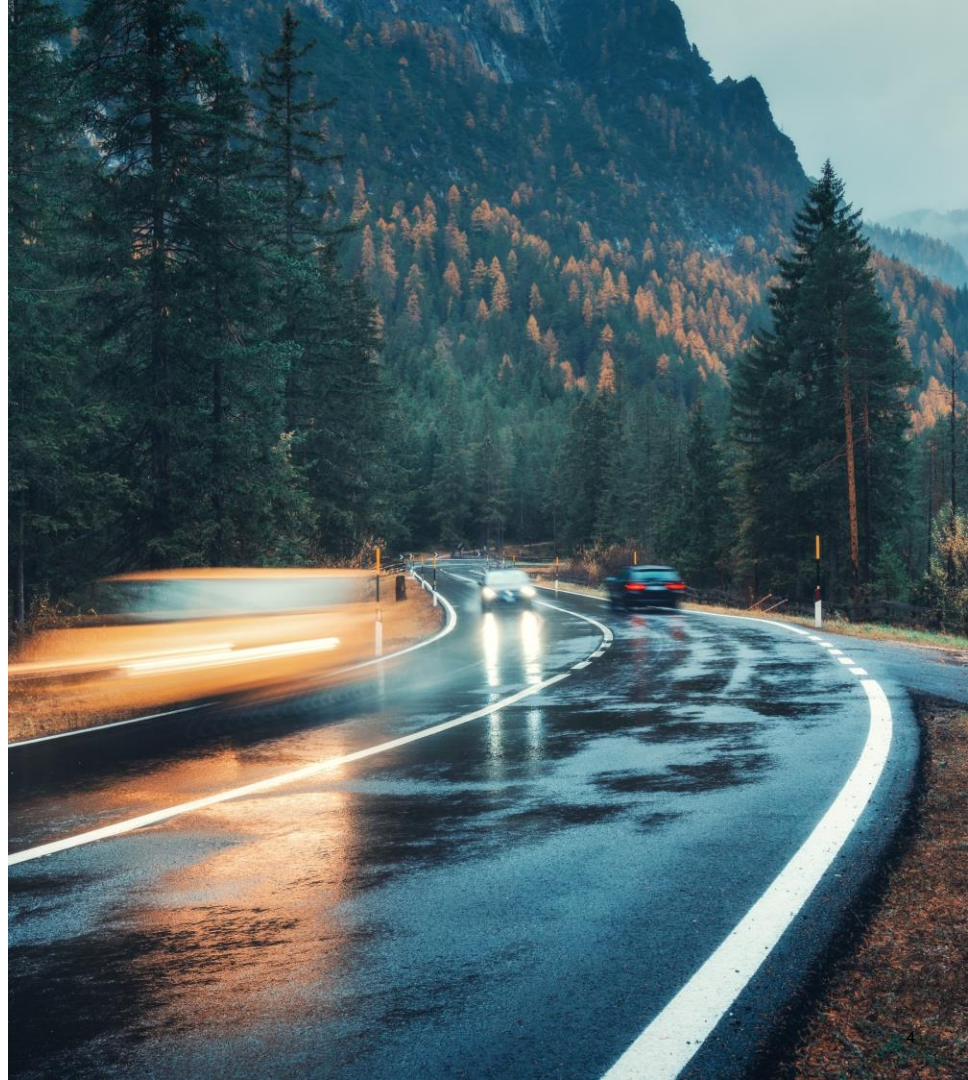
Dr. Marco Benkert

- Head of Customer Project-Mgmt-Dept. @ Veridos and G+D Group Chief Project Office
- Senior Project Manager IPMA Level B[®] (GPM)
- Project Management Professional[®] (PMI)
- Scrum Master[®] (Scrum.org)
- Strategy Professional[®] (University St. Gallen)
- 20+ years of experience in international multi-project management



Agenda

- 1 Introduction
- 2 Starting Point and Objectives
- 3 PPM Evaluation and Challenges
- 4 Integration Project
- 5 Achievements
- 6 Learnings and Recommendations



Introduction

We are a global SecurityTech company and innovation leader in three segments



DIGITAL

SECURITY

Trusted protection of
confidential systems,
networks, data and identities



FINANCIAL

PLATFORMS

Holistic offering for
contemporary payment and
banking experiences



CURRENCY

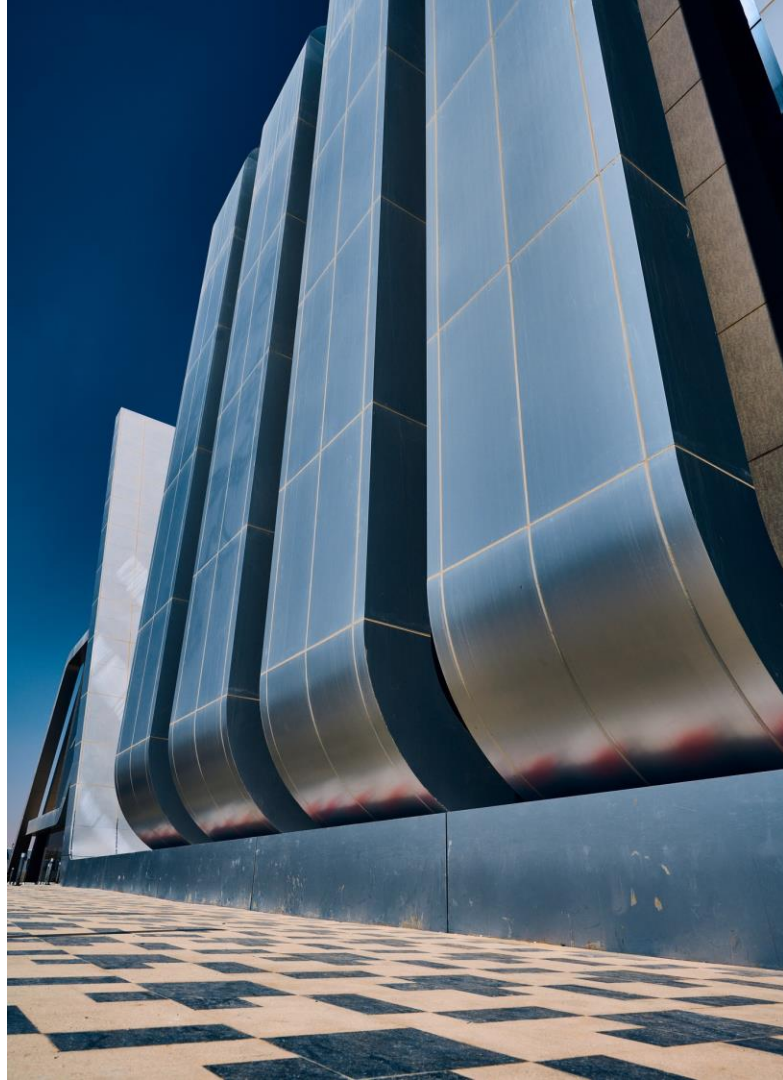
TECHNOLOGY

Secure public currency
solutions in physical and
digital ecosystems

Starting Point & Objective

Situation

- G+D is a project driven company
- More than 2.500+ projects in parallel per year across all businesses across the globe
- Wide range of projects – by size, domain, category
- Special locations – special clients
- High reporting and auditing requirements and standards
- SAP is **the** core financial system





Introduction of a **Group-wide** Project Portfolio Management Platform

One integrated, global PPM solution for GD Group for all project types and business sectors

PPM Scope

- Resource management
- Project management
- Demand management
- Portfolio Management
- Financial **project** management
- Holistic and dedicated governance

Enterprise-wide approach

Steering the portfolio

- Prioritizing the right projects and programs supporting strategies
- Ensure informed decisions and governance on all levels
- Provide ex-ante view on projects and portfolios

Efficiency

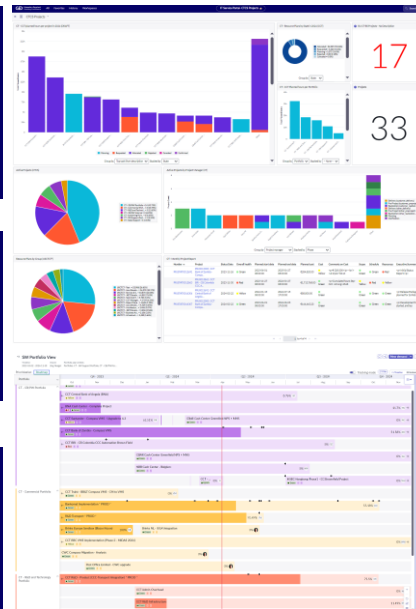
- Support all stakeholders in their daily work – digitalization of PPM
- Evaluate feasibility of projects within portfolios: resources, budget...
- Extend best practice enterprise-wide



Overall
holistic view

Single source
of truth for
projects

Connectivity
with core
systems





SAP is single source of **financial** truth
SPM is single source of **project** truth

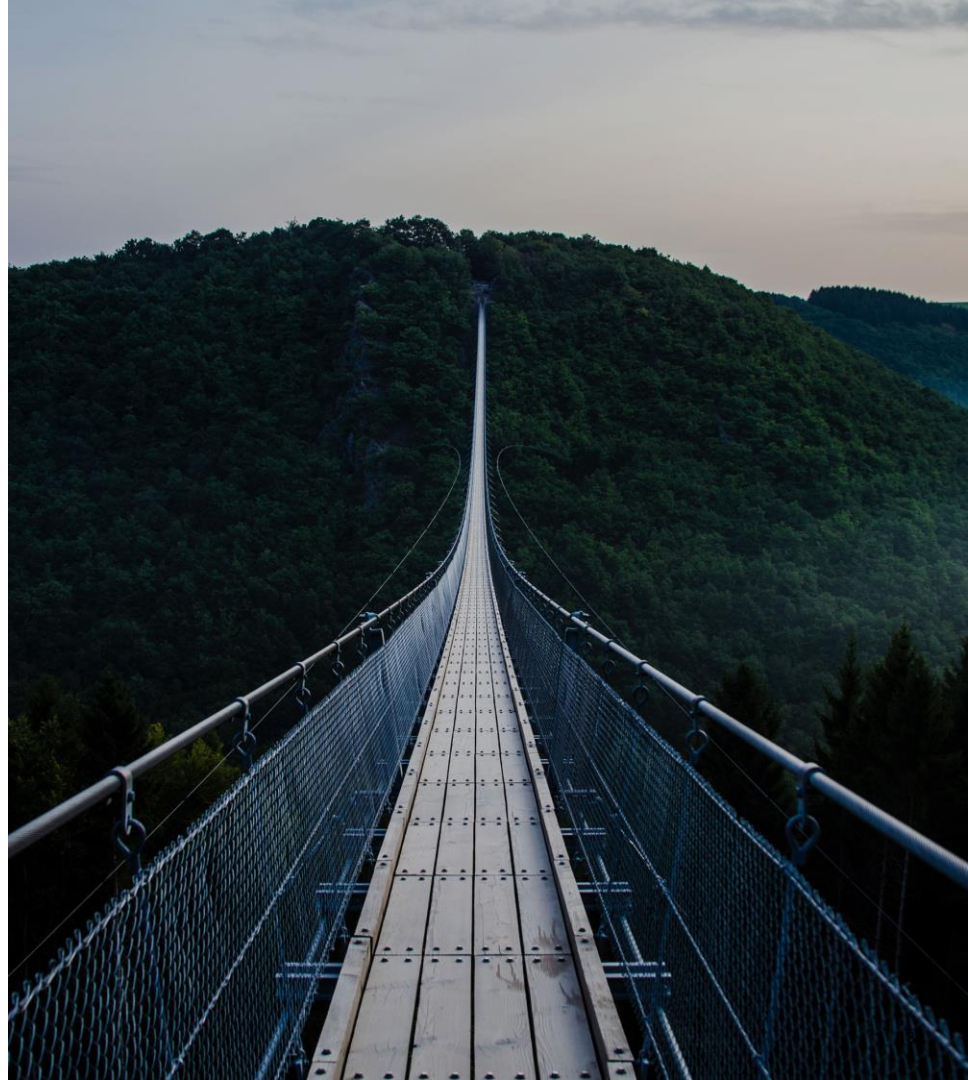
Integration Project

Implementation Approach

- **Focus Teams:**

- Demand Mgmt., Project Mgmt., Resource Mgmt., Reporting Mgmt., Portfolio Mgmt.
- Agile
- Interface and Master Data
- Controlling

- **Use of SPM** for the SPM integration project
- Orchestrated by **Group Program Manager** and core team members per Bus. Sector
- Guided by strong **Integration Partner**



Phased approach

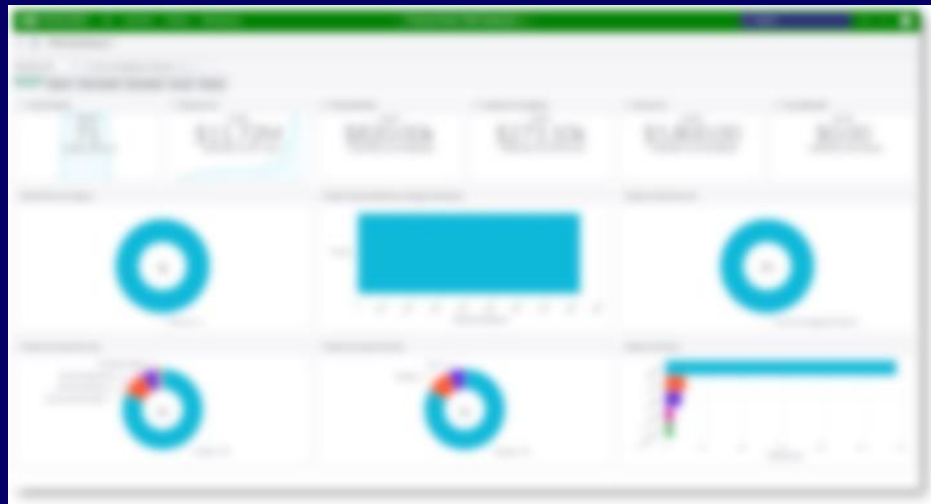
| | <u>Initial core</u> | <u>Release 2</u> | <u>Release 3</u> |
|-------------|--|--|--|
| Function | <ul style="list-style-type: none">• Project Management (Plan & Report, w/o Integration)• Portfolio Management (w/o Integration)• Resource Planning | <ul style="list-style-type: none">+ Time Booking+ Resource Management (Full)+ Finance Management | <ul style="list-style-type: none">+ Integrational and functional enhancements |
| Added value | <ul style="list-style-type: none">• Holistic portfolio management on a global scale, based on accurate project and resource plan data• Reduced time spent on forecasting and allocating resources• Project managers benefit from reduced effort for data collection and status reporting | <ul style="list-style-type: none">• Improved resource utilization• Reduced project cost overruns• Reduced risk of project failure and late fees• Reduction in data reconciliation time for project actuals and project capitalization | <ul style="list-style-type: none">• Higher accuracy and availability of project related financial data• Potentially reduce Time to market• Efficiency gains through better process integration |

Achievements

On the way to *Project Excellence*



- Clear Objectives and Goals
- Resource Utilization
- Effective Risk Management
- Adaptability and Flexibility
- On-Time Delivery
- Budget - Compliance
- Stakeholder Satisfaction
- Team Collaboration and Communication
- Quality of Deliverables
- Continuous Improvement



Learnings and Recommendations

Solid PM-Know-how

- “Handrail”-mantra
- Clarity on targets, work packages, roles and responsibilities
- Structured alignment of stakeholders
- Consistent reporting
- Transparency on progress, risks and budget
- Efficient communication management
- Focused collaboration



Best practice tipps

Communication and Collaboration

- ***“You can not overcommunicate!”***
- Engage the users early
- Identify multipliers and define „evangelists“

Processes and Technical

- ***“Stick to the Standards!”***
- Be aware of interfaces, e.g. SAP, Salesforce
- Plan Phases
- Define new processes early → see SAP!
- Consider SAP S/4HANA Migration early!

Organizational

- ***“It’s all about people!”***
- Ensure Sen. Mgmt. Support
- Establish Steering Board
- Keep core team small
- Engage the experts, e.g. SAP early
- Schedule “hyper care sessions”
- Create Focus Teams per key topic
- Outline 1-3 pilot projects (“pipecleaners”)
- Set up regular half-day workshops (in presence!)

Enablement and Learning

BEGINNER 1 Hour 18 Minutes

Micro-Certification - Welcome to ServiceNow

Perform tasks to achieve a Micro-Certification badge from...

Show More

Knowledge Management Communication Reporting

Available As:

ON-DEMAND COURSE

BEGINNER 28 Minutes

ServiceNow User Interface Overview

This course provides an overview of the ServiceNow ...

Show More

Available As:

ON-DEMAND COURSE

BEGINNER 11 Hours 19 Minutes

Strategic Portfolio Management (SPM) Fundamentals On Demand

New

Attend Strategic Portfolio Management (SPM) Fu...

Show More

Available As:

ON-DEMAND COURSE

Consider dedicated Management Trainings!

PUT AI AGENTS TO WORK FOR PEOPLE

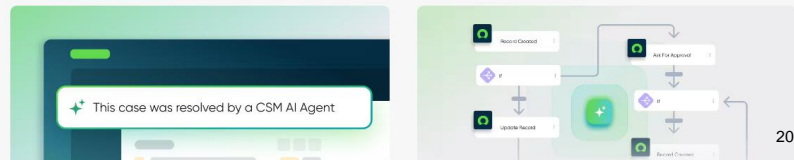
Our Xanadu release optimizes the AI-ready ServiceNow platform for speed and scale. Enhance productivity across your business with autonomous AI Agents for IT, Customer Service, and more.

Discover AI Agents

Get Release Details →



Meet the AI Platform for business transformation



The „Sweet Spot“ of Project Excellence

- Solid **understanding** of **project** and **portfolio** management processes
- Experienced **internal** process experts, e.g. SAP and adjacent solutions, like Salesforce
- Business Experts
- Experienced and capable integration partner – **specialized in SPM**
- Proper SPM Plattform setup and responsibilities

