



## Popular Project Management Saves Thousands

It's a sure sign that Emmi made the right decision on their project management tool. Initially implemented for one or two teams, other departments took one look and wanted to be part of the action too. Stephan Schild, International Project Manager at Emmi, says he gets several requests a week from business units wanting to work with the Microsoft Project Server and SharePoint Server based solution. As a seasoned expert in implementing complex projects, Schild is careful to ensure that each group feels comfortable working with the solution and has real benefit from it before moving onto the next team. Today, the solution has a very high acceptance in the user group and delivers time savings of two man-days a week from the reporting improvements alone which causes significant cost savings per year. Other benefits include knowledge sharing, increased transparency across projects, and fewer bottlenecks.



Emmi is the largest Swiss milk processor and one of the most innovative premium dairies in Europe. In Switzerland, the company focuses on the development, production and marketing of a full range of dairy and fresh products as well as the production, ageing and trade of primarily Swiss cheeses.

Outside Switzerland, Emmi concentrates on brand concepts and specialties in established European and North American markets, and increasingly in emerging markets outside of Europe. The primary focus in fresh products is on lifestyle, convenience and health products. In the cheese business, Emmi positions itself as the leading company worldwide for Swiss cheese. Emmi's customers are the retail

trade, the hospitality and food service sector, and the food industry. In 2013, Emmi posted net sales of CHF 3,298 million and a net profit adjusted for one-time effects of CHF 98 million. The company employs some 5,200 people (full-time equivalents) in Switzerland and abroad.

### Impetus from ERP plans

The initial impetus for a project management implementation at Emmi came from the company's strategic plans to introduce an enterprise-wide ERP system. With healthy growth in both its domestic and international markets, Emmi makes regular acquisitions to ensure that it is optimally positioned in each of the markets it serves. This had led to several ERP and similar systems operating on a stand-alone basis in the various subsidiaries.

With SharePoint already running throughout the company as its document sharing and collaboration system, Stephan Schild set to work to select a suitable project management solution to pilot each phase of the ERP deployment. Several years before, he had worked with an older version of Microsoft Project Server at another company. Although the project management specialists got to grips with it quickly, there had been usability issues with business users finding this older version hard to understand. For that reason – and knowing that Emmi's project management solution wouldn't be limited to IT and technical project specialists – he decided against including the Micro-

### Industry:

- Food

### Department:

- IT  
- Marketing  
- Human Resources  
- Production Engineering  
- Product Development

### Solution Components:

- Microsoft SharePoint Server 2013  
- Microsoft Project Server 2013  
- Multiple Custom Reports

***"People who were used to working with SharePoint had no issues adapting to Project. I was amazed how far it had come in terms of usability and the reporting tools were excellent."***

soft solution in his shortlist. The steering committee accepted his decision to choose another system.

In July 2013, a chance encounter with someone from Microsoft then led to him agreeing to look at Microsoft Project Server 2013 again. "People who were used to working with SharePoint had no issues adapting to Project," notes Stephan Schild. "I was amazed how far it had come in terms of usability and the reporting tools were excellent. And once the integration with SharePoint became clear, the choice was a no-brainer. I told the steering committee I'd changed my mind and they were fine about it."



Stephan Schild,  
Project Manager,  
Emmi IT Services

#### **A hands-on implementation partner**

Microsoft in Switzerland recommended two of their local partners to Stephan Schild. "Before contacting them, I studied their websites to try and ascertain their way of working. Rather than a strategy consultant, we needed a partner who was very hands-on. We were looking for a team with the competence and experience to understand what we were trying to achieve and actively help us reach our goals. That's why we selected TPG."

During the initial needs analysis and specification meetings, TPG's Swiss team recommended that Emmi take a phased approach to the implementation and deploy a slimmed-down version quickly. This meant providing a lower scope of functionality at the outset, giving users time to familiarize themselves with how it worked and how it interacted with SharePoint, then gradually implement more functionality and scale it out to more users as time went on. This approach helped to ensure acceptance and reduce the complexity of a "big

bang" implementation after several months. "This was good advice, as we were able to show a proof of concept rapidly – we had task management and some other functions up and running efficiently in just ten weeks," notes Schild.

#### **Reporting as a key requirement**

The company's main requirement was for a system that would manage the ERP project in terms of its project and task planning, financial management, resource management and time sheeting. Stephan Schild saw the reporting component as a top priority to enable them to check and measure the progress of the project and its sub-projects.

However, up to that point IT and other staff had been using a variety of cumbersome spreadsheet-based tools to compile their reports. Working with TPG Switzerland specialists, Schild and his team created customized reports using OLAP cubes for analysis and Microsoft SQL Server Reporting Services for reporting, and integrated them into the SharePoint Server Business Intelligence functionality.

TPG Switzerland has also configured custom reports for Emmi. "The reporting cubes and custom reports have saved us an enormous amount of time – at least two days a week," comments Schild. "We currently have five cubes and more than ten custom reports in operation that have enabled us to automate the weekly reporting and controlling process almost completely. And the TPG people have been absolutely amazing – they really know their stuff when it comes to complex custom reports." Managers of projects or sub-projects simply enter their figures on a Friday evening so that management has the reports available at the touch of a button on Monday morning. To track progress on tasks and sub-projects, Emmi has also implemented SOLVIN TrackTimesheet that is integrated with Project Server and further accelerates reporting processes.

#### **Expanded user base in other business units**

Since the project management system was implemented in fall 2013, Stephan Schild and the TPG

***"Rather than a strategy consultant, we needed a partner who was very hands-on. We were looking for a team with the competence and experience to understand what we were trying to achieve and actively help us reach our goals."***

**The Company:** Emmi is the largest Swiss milk processor and one of the most innovative premium dairies in Europe. In Switzerland, the company focuses on the development, production and marketing of a full range of dairy and fresh products as well as the production, ageing and trade of primarily Swiss cheeses. In 2013, Emmi posted net sales of CHF 3,298 million and a net profit adjusted for one-time effects of CHF 98 million. The company employs some 5,200 people (full-time equivalents) in Switzerland and abroad.

**The Challenge:** Emmi required a project management system to pilot the complex, enterprise-wide implementation of a new ERP system and several business departments. It needed to make the planning, financial, resource and task management more efficient and – especially – streamline reporting processes for users, the steering committee, and management.

**The Solution:** The project management solution is based on Microsoft SharePoint Server and Project Server 2013 with the addition of a timesheet management tool. The solution includes multiple custom reports and OLAP cubes developed by TPG to facilitate complex project data analysis and reporting. The solution is currently being used by more than 400 people at Emmi and the enterprise-wide roll-out is expected to complete by the end of 2015.

**The Benefits:** Time savings of approximately two days per week result in substantial cost savings each year due to streamlined and automated reporting processes. In addition, the company has achieved increased efficiency, fewer resource-related bottlenecks, more transparency and improved knowledge sharing. The solution has gone beyond its initial ERP project remit to include users in the marketing, HR, production, and other departments.



Switzerland team have gradually added more functionality while expanding the system's use to additional business units and departments. "We add about two business units a month and currently have a total of more than 400 users," says Schild. In everyday use, staff create new projects, update task and resource information, prioritize tasks and adjust deadlines. Along with eight extensive sub-projects that make up the ERP project, the solution is also used in 80-90 product-related projects by manufacturing personnel.

Additional departments – including Emmi Fondue, human resources, marketing, production engineering and product development – are also using the system for a variety of different projects. "Not all our users are familiar with project management precepts, but they all find the tool easy to use. This is especially true of Microsoft Project Web App, which is very popular," notes Schild. He considers it as an endorsement of the system's usability that little training is needed, with three short sessions being sufficient for most people. "We've also initiated a train-the-trainer system for power users in various departments, who can help others around them if questions arise," he adds.

#### **Time savings of two days per week – minimum**

Since the project management system has been operational, its principle quantifiable benefit to Emmi is clearly the time savings of two days per week, which means significant cost savings. These are the result of abandoning manual, spreadsheet-based reporting and automating reporting processes. He also sees additional potential cost and time savings as the rollout continues. "There are a number of other benefits that are less quantifiable but just as important to our business," he comments. "These include knowledge sharing, in-

***"The current solution has enabled us to automate the weekly reporting and controlling process almost completely. This saves us an enormous amount of time – at least two days a week – resulting in substantial cost savings."***

***“There are a number of other benefits that are less quantifiable but just as important to our business. These include knowledge sharing, increased transparency across projects, and fewer bottlenecks.”***



creased transparency across projects, and fewer bottlenecks.” He’s clearly pleased with the user acceptance levels and the fact that the solution is so popular. “It’s not always easy to get people to change the way they work – but our PM solution has been a resounding success so far!”

#### **User base is expected to double next year**

Stephan Schild is expecting the user base to roughly double to about 700 users in Switzerland by the end of 2015. “We’re completing the deployment in Switzerland first and may consider expanding it to other countries in the future – some of our European colleagues have already expressed an interest in it. In addition, we don’t yet have formalized project portfolio management processes in place, but will probably add this once the Swiss roll-out is finished.”

In the meantime, Stephan Schild and TPG Switzerland have plenty to do in terms of keeping up with demand from departments and subsidiaries that are not yet using the system, creating custom reports for them, and completing the enterprise-wide roll-out on time. It’s an impressive expansion of what started out solely as an ERP-related project!

#### **Reference Customer**

Emmi Schweiz AG  
Milchstrasse 9  
CH-3072 Ostermundigen  
Stephan Schild  
Project Manager  
Phone: +41 79 261 55 43  
stephan.schild@emmi.com  
www.emmi.ch

#### **Solution Provider**

TPG The Project Group GmbH  
Christoph Merian-Ring 11  
CH-4153 Reinach/Basel  
Matthias Jäger  
Director Switzerland  
Phone: +41 61 711 33 11  
mjaeger@theprojectgroup.ch  
www.theprojectgroup.ch