



Univar USA
Redmond, WA
univarusa.com

INDUSTRY

Chemical distribution

PRODUCT

Serena® Mariner®

APPLICATION

Project and portfolio management

UNIVAR TRANSFORMS PROJECT AND RESOURCE MANAGEMENT

Serena Mariner deployment allows more efficient sharing of IT resources and strengthens IT's role as a business partner

“We saw tangible benefits within two months of our implementation of Serena Mariner. Now we can efficiently allocate resources, track business commitments and prioritize competing demands.”

—Stephen Godbe, Manager PMO

Univar USA is the leading chemical distributor in the United States, providing more chemical products and related services than any other company in the marketplace. Customers include manufacturers in industries such as pharmaceuticals, foods, electronics and energy. Due to rapid growth, the company's IT organization became relatively siloed and inefficient. With Serena Mariner, Univar has moved to a centrally managed pool of IT resources that is shared across departments. With a view of how total IT capacity maps to demand, the company can easily prioritize competing demands from the business.

CHALLENGE

- Inefficient use of IT resources
- IT could not say “no” to the business
- No common planning methodology

SOLUTION

- Matrixed organization to allow sharing of IT resources
- Centralized visibility into IT project portfolio and associated resources
- Proven implementation approach and road-map for improving IT processes

RESULTS

- Benefits delivered within two months of purchase
 - More efficient sharing of existing IT resources
 - Higher business unit confidence in IT commitments
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CHALLENGE

As the largest chemical distributor in the United States, Univar USA's rapid growth has been fueled in part by several major acquisitions. As a result, much of the IT staff was organized along original lines of business leading to a complex project prioritization process and little crossdivi-sional cooperation. Operating in this relatively siloed organization, the use of IT resources was inefficient and lacked a centralized view into who was working on what. They knew that demand far exceeded supply but long hours and missed commitments were the only evidence. And with no visibility into the allocation or capacity of their resource pool, IT was not in a position to say “no” to competing demands from the business.

In addition, the IT team at Univar had no common project management methodology for planning and tracking active projects. Their ad hoc approach limited the organi-zations ability to learn from past project successes and failures. Univar knew that they had to make some changes in how they managed IT in order to improve their track record and become a stronger partner to the business.

SOLUTION

Working with Serena, Univar set about improving their project, resource and demand management processes. Within two months of purchasing Serena Mariner software, Univar began to accumulate tangible benefits. They were able to move to a less siloed, centrally managed pool of IT resources that were shared across departments. For the first time, they

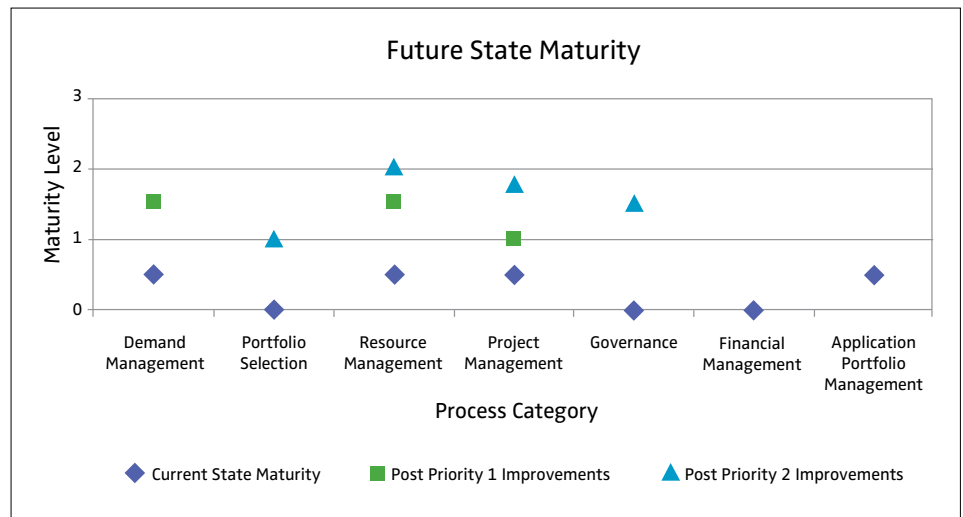
were able to efficiently allocate and track individual resources—for both project and non-project work. With visibility into the allocation of resources to applications and projects, Univar also developed an under-standing of how total IT capacity mapped to demand—knowledge that helped them prioritize competing demands from the business.

Based on project management templates available in the Serena software, Univar was able to establish a foundation for a standardized project management methodology — including project initiation, task planning and project tracking. Following implementation, Univar was better able to track business commitments and close previous “gaps” in their processes.

RESULTS

Although Univar was pleased with their early results, they also recognized that building an effective Change Governance™ structure occurs in multiple stages. Following their initial software deployment, Univar worked with Serena Consulting Services to reevaluate their process maturity using Serena's Quick Maturity Assessment (QMA).

The QMA highlighted both short-term and longer-term process improvement opportunities—creating a clear roadmap to a governance structure that meets Univar's unique needs. The assessment was completed in only a few hours, yet proved extremely useful in helping Univar focus on the immediate next steps for improving process maturity.



The following results from Univar’s QMA highlight their desire to implement further improvements in resource, demand and project management as first priorities. Univar identified additional improvements in Portfolio Selection and Governance as secondary priorities. By establishing a clear roadmap, the QMA helped Univar focus on the scope of each stage of their governance initiative—significantly improving their likelihood of success.

THE SERENA QUICK MATURITY ASSESSMENT (QMA)

Through a series of questions about process and approach, the QMA determines an organization’s process maturity level along seven different process areas:

- Demand Management looks at how and when ideas for investment opportunities are captured.
- Portfolio Selection focuses on the ability to select investment opportunities that enable business strategies.
- Resource Management focuses on how resource demand is balanced against capacity, and the process by which resources are committed to projects.
- Project Management explores project execution including the processes for

which projects are initiated, how project progress is tracked during execution, and the way in which projects are closed and knowledge is shared across the enterprise.

- Financial Management focuses on the way in which budgets are defined to drive investment in corporate objectives and how investment costs are allocated back to business units.
- Application Portfolio Management identifies the processes by which the lifecycle costs and resources are measured to minimize the total cost of ownership of applications in the portfolio.
- Governance looks at the portfolio management methodology including the on-going monitoring of project and portfolio performance and identifies how the realization of projected benefits is tracked following the completion of the project deliverables.

The QMA helps organizations identify immediate opportunities for improving process maturity. In addition, the QMA highlights areas that deliver high value to the organization with a relatively low level of effort. Focusing on these elements ensures that an organization’s governance initiative is staged effectively to deliver rapid results and lower overall risk.

ABOUT SERENA

Serena Software, the Change Governance™ leader, helps more than 15,000 organizations around the world—including 96 of the Fortune 100 and 90 of the Global 100—turn change into a business advantage. Serena is headquartered in San Mateo, California, and has offices throughout the U.S., Europe, and Asia Pacific.

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