



**InterContinental
Hotels Group**

IHG, the World's Largest Hotel Group, Deploys Daptiv PPM

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Colin Erven, manager of project governance and team support
InterContinental Hotels Group (IHG)

AT A GLANCE

- With a new hotel opening somewhere in the Americas nearly every day, IHG needed to quickly identify and resolve bottlenecks at any step of the process.
- Daptiv worked to ensure their solution was closely tailored to meet the needs of IHG's newly-launched PMO for Americas Operations.
- Daptiv PPM's resource management capabilities track resource utilization and produce project utilization estimates. This allows the PMO to manage its queue of work and provides reports for justifying additional resources.

InterContinental Hotels Group (IHG) is the world's largest hotel group by number of rooms. The Group owns a portfolio of well-recognized and respected hotel brands including InterContinental® Hotels & Resorts, Crowne Plaza® Hotels & Resorts and Holiday Inn® Hotels and Resorts, and manages the world's largest hotel loyalty program, Priority Club® Rewards with 56 million members worldwide.

BUSINESS ISSUE

With a new hotel opening somewhere in the Americas nearly every day of the year, IHG needed a solution to quickly identify and resolve bottlenecks at any step of the process—from building out a hotel to supporting franchisees in meeting and exceeding quality standards once it's open. Without an efficient process to capture, analyze and make decisions it became a time-consuming process to manage the scale of IHG's operations.

Historically the Americas Operations PMO team had relied on Microsoft Project to manage their projects. However, they soon discovered that in a full-scale PMO implementation these types of productivity tools lacked the level of oversight

and automation necessary to enable executives, stakeholders and project teams to truly collaborate and get work done more productively and effectively. So, IHG made the strategic decision to purchase a dedicated Project Portfolio Management (PPM) system. In 2008, the Project Management Office of IHG appointed Colin Erven, manager of project governance and team support, to source a new project management platform.

“We knew we had to go with something centralized,” Erven said. IHG hadn't set out with the intention of going SaaS, but it soon became clear that would be the best option. “The first thing that gave us a clue we would need a SaaS solution was that we didn't have a long deployment time. We needed to sign a contract and get a deployment in place that we could start using.”

With its project list growing fast, IHG needed a system that could be deployed rapidly, without requiring server installations in the data center or delays in implementation. The team also needed a PPM solution with enough flexibility that would allow IHG to develop their own services-focused management

methodologies as their PMO got off the ground. In addition to the time savings and flexibility, another important requirement was a relatively low initial acquisition cost.

SOLUTION—RELIABLE, FLEXIBLE AND PERFORMANCE-DRIVEN PPM

Erven and his team turned to Daptiv PPM. “We chose Daptiv because feature-for-feature it met our requirements better than any other offering, and provided much greater flexibility with its dynamic applications and advanced reporting,” said Erven. “It also offered the quickest time to value. Daptiv has been incredibly reliable for us, and it has to be since it’s the backbone of our PMO.”

Daptiv worked closely with IHG throughout the implementation, configuration and training process to ensure their solution was closely tailored to meet the individual needs of IHG’s newly-launched PMO for Americas Operations. The system was up and running quickly without having to wait on internal IT processes to purchase and configure an internal server or deal with a business analyst to get custom features coded. “Daptiv PPM let us tune the application to meet our needs,” said Erven.

Since then, Daptiv PPM has continually evolved with new features and dynamic applications. “It was critical to have a consultant, not just a configuration engineer, meet with us because Daptiv PPM is so flexible, and there are dozens of ways of meeting any particular business need but knowing which one to choose requires experience and business savvy,” said Erven.

For example, using Daptiv’s Dynamic Applications™ IHG created custom applications to collect survey data, manage its project request queue, house project-specific data for archival and reporting purposes, and manage project finances among other tasks. Further,

IHG has created a series of dynamic applications to include project finance ETC (Estimate to Complete). This gives Erven’s team the ability to add estimated expenses to the project ETC, allowing them to predict whether a project was tracking over or under budget and take corrective action long before an overrun occurs. “Projects rarely burn budget at a steady rate so the traditional velocity graphs for budget burn cannot accurately predict whether a project will track on budget or not,” said Erven. “Daptiv’s dynamic applications have allowed us to more accurately predict total project cost much earlier in the project than any other system we’ve used.”

IHG also utilizes Daptiv’s dynamic applications for data collection. “Since we’re a service organization we often find ourselves without objective data with which to measure project success, but with Daptiv we can issue pre- and post-surveys and objectively measure improvement directly within the project,” said Erven.

STREAMLINED PMO PROCESSES AND TEMPLATES

The Americas Operations PMO at IHG had developed a rich set of reports and dashboards, and Daptiv PPM’s Work Intelligence™ capabilities allowed the team to graphically represent critical information in a way that was both intuitive and immediately informative. The PMO uses Work Intelligence™ to summarize data collected in other IHG systems by importing it into a dynamic application. “The output is reports that are extremely customized and attractive, something that cannot be done using Excel. An executive will not scrutinize an extensive chart of data. Being able to visually represent complex information in a simple way has been critical to Daptiv PPM’s success at IHG,” said Erven.

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Daptiv PPM allows IHG to utilize project templates, which shortens project initiation time and helps the PMO enforce its methodology by providing document templates tied directly to tasks. This capability allows project managers to stay focused on managing their projects instead of managing the project management system.

IMPROVED ORGANIZATIONAL PRODUCTIVITY

IHG is also making use of Daptiv PPM’s resource management capabilities to track resource utilization and produce project utilization estimates for the future. This allows the PMO to manage its queue of work as well providing the

reports necessary for justifying additional resources with management. “We want our team to be proactive with staffing, and Daptiv helps prevent resource burn-out by being able to flag over utilization before it occurs,” said Erven.

Daptiv’s on-demand, SaaS-based solution led to increased productivity among IHG’s global team. The ability to access Daptiv PPM from any Web browser with the same level of performance was also a major decision factor for IHG since many of its projects have stakeholders around the world. “Work occurs at all hours of the day and night so working from home with Daptiv PPM can now be as effective as working from the office,” said Erven.

ABOUT DAPTIV

Founded in 1997, Daptiv is the leading provider of on-demand Project Portfolio Management (PPM) solutions. Daptiv has helped thousands of companies improve their strategic planning and business execution by offering adaptable PPM solutions and expert professional services. Daptiv’s customers include world-class organizations such as Beam, Chase, Coach, Harvard University, Honeywell, InterContinental Hotels Group, and Virgin Australia. For more information about Daptiv’s PPM solutions, please visit www.daptiv.com.

