

## Decision Story Daptiv PPM



### About Edwards Lifesciences

Edwards Lifesciences (NYSE: EW) is a global leader in products and technologies to treat advanced cardiovascular disease, the global leader in acute hemodynamic monitoring and the number-one heart valve company in the world. Headquartered in Irvine, California, Edwards has more than 5,700 employees worldwide, selling medical technologies in more than 100 countries with 2006 sales of \$1.037 billion.

## Decision Stories – Why Daptiv?

### *Interview with Steven Birnbach, Senior Project Manager*

#### **What drove your company to look into collaborative business software? What were your motivations, and what were your business needs?**

I came aboard in 2007 and was tasked to bring about a project management discipline to a fairly seasoned IT group and to build an IT Project Management Office (PMO). At Edwards Lifesciences, IT is tasked with supporting the many business facets of the company. Previously, there was an effort to implement Microsoft Project Server and that failed miserably. The system had bugs and there was no support from different functional managers to use the solution. Meanwhile, SharePoint and spreadsheets were being used to manage projects on a daily basis but there wasn't a firm, consistent project management methodology. The spreadsheets were inefficient, and there was no socialization or ways to manage tasks. We also needed reports to be shared with upper management as well as a portfolio view of all of our projects. The reports that we were generating with spreadsheets were very manual and labor intensive, in particular because data was in multiple places. It became clear that what we needed was a software solution that would give us clear visibility into portfolios, manage all aspects of projects from beginning to end, and easily generate reports.

#### **What process did you go through to select a vendor?**

We were careful in understanding our processes as a first step before diving into evaluating solutions. Figuring out the way we do things and how we want processes to flow better in the future was very important.

Once we had that understanding, we created an evaluation scorecard where we considered vendors according to the following criteria:

- Background of company and reputation
- Business practice (Is IT the specialty or is there wider expertise?)
- Product features and functionality
- Specialized features
- Technical aspect (we wanted a Software as a Solution (SaaS) partner)

## **In addition to Daptiv, did you look into other collaborative business software providers? If so, which ones did you look into and why didn't you choose them?**

We evaluated were Planview, Daptiv, Innotas and PowerSteering.

**Planview:** We felt that Planview was a good fit for us and a top choice, particularly in terms of integration capabilities and the product's user interface. What pulled us back was the cost as well as the fact that they didn't provide a scaled pilot; they were difficult to work with.

**Innotas:** Because Innotas heavily targets IT and project management, it made sense to look into them. However, they didn't want to do a demo because of their focus on IT. They didn't feel like they had the right solution offering for the R&D side of the business, and there's a possibility that our organization's R&D division might be interested in using a collaborative software solution as well. That was a red flag to us, that they were only focused on IT.

**PowerSteering:** After diving into the tool for about a week, we felt that it was pretty usable without the need of training. However, we had a very negative experience in working with the Regional Sales VP. They weren't flexible.

## **Why did you choose Daptiv?**

Daptiv made things easy for us, and that is what we were looking for in a partner in addition to meeting our requirements with the evaluation scorecard. The top reasons why we chose Daptiv PPM:

- **Simple, clean user interface.** It's intuitive and there's no clutter. Other solutions were overwhelming at times.
- **DeskDocs™.** This functionality is awesome! It allows us to upload large quantities of documents in a snap, which will save us a lot of time.
- **Flexibility,** particularly with Daptiv Dynamic Applications™. Daptiv Dynamic Applications allow us to pull information, create surveys, and touch individual projects like never before.

## **How do you hope to use Daptiv PPM?**

At the moment, we're beginning our Daptiv PPM implementation and it's been a positive experience. We have been working with a solutions consultant and we already have our project requests in the system. Now we're working on our scoring mechanism. Our core group of project managers from different functional areas of IT is already using Daptiv PPM and we're receiving positive feedback.

Our goals during the course of the year are to ramp up all of the project managers and to increase project and portfolio transparency and visibility. Our work is heavily tied to corporate drivers so we hope to nail down the process of receiving project requests, vetting the most important requests, creating projects, managing the work, and finishing quality projects on time. We also intend to generate portfolio status reports for upper management to review.