

Rolta aligns its skills and resources to better meet market demand with CA Clarity PPM.



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Executive Summary

Challenge

Rolta operates at the cutting-edge of technology, delivering specialist IT-based solutions to the geospatial, engineering design, ship-building sectors. The company has aggressive growth goals, and plans to triple its workforce by 2011. To ensure it has the highly skilled staff it needs to deliver client projects, Rolta needs comprehensive visibility of market trends and the internal resources that are available. With disparate tools for managing core business data and processes, Rolta recognised that it needed a centralised solution to monitor its sales pipeline, analyse market data, track projects, allocate resources and schedule staff training.

Opportunity

To meet its business objectives, Rolta deployed CA Clarity™ PPM. The solution is used by around 400 people to manage hundreds of concurrent projects throughout the entire project lifecycle. Market data, sales pipeline and staff skills are also tracked via the solution along with all project documents and costs. As a result, Rolta is able to match its global resources more effectively to demand and ensure that client projects are billed accurately. Automated workflows have also helped to improve project management and efficiency.

Benefits

Increased visibility of market demand, resources and projects has enabled Rolta to:

- Enhance the efficiency of its sales processes
- Improve business agility
- Optimise resource allocation
- Boost project success rates

These factors enable Rolta to respond more quickly to changing market demand and client requests. This has helped to improve customer satisfaction and competitive advantage — key factors for enabling future growth.

SECTION 1: CHALLENGE

“Due to the nature of the industries that we dominate in, our projects are often very complex, highly specialised and involve massive budgets and lengthy timescales.”

Subrata Mallic
Executive Director, Rolta

Providing highly skilled staff for client projects

To drive successful growth, organisations need to be able to not only anticipate market trends but also have the flexibility to adapt to meet changing demand. Achieving both these goals is reliant on visibility of a number of key factors, such as the sales pipeline and the availability of internal resources.

Without this visibility, organisations are unable to plan effectively for the future. This can lead to skills or resource shortages and therefore impact an organisation’s ability to deliver the products and services its clients require.

In highly specialised and highly skilled industries, such as IT and engineering, the inability to balance market and client demand with capacity can have a devastating effect on profitability.

Meeting demand across multiple services

As a specialist provider of IT-based solutions to the geospatial and engineering design sectors, Rolta needs to be able to access specific skill sets to deliver client projects. Headquartered in Mumbai, the company’s services include defence solutions, ship design, software development, Enterprise IT Management (EITM) and Enterprise Resource Planning (ERP) consulting.

Strategic alliances with leading global organisations have enabled Rolta to diversify its services. For example, Rolta offers EITM services in partnership with CA, and ERP consulting and deployment in partnership with Oracle.

Although Rolta has delivered multi-million dollar projects the world over, the company has a particularly important role in its home country. Rolta has a 70 percent share of the geographic information system (GIS) market in India, a 90 percent share of the Indian engineering design automation market and 95 percent share in the Indian defence geospatial market.

Disparate sales, project, resource and training management

Rolta has ambitious goals for global growth. By 2011, the company plans to have increased its workforce from 4,000 to 15,000.

Rolta’s client services are generally project-based. Subrata Mallick, Executive Director at Rolta, comments, “Due to the nature of the industries that we dominate in, our projects are often very complex, highly specialised and involve massive budgets and lengthy timescales. As a result, we need to ensure that we have appropriately trained staff to safeguard the successful delivery of client-driven projects.”

To ensure the availability of staff with the appropriate skills, Rolta needs to align both existing and potential projects with its resources on a global scale. The company was using a hosted professional services automation tool in the US, plus Microsoft Project and a range of other disparate solutions for demand, resource and project management.

This siloed approach meant that Rolta had to consolidate information across multiple business units and sites in the US, UK and India to get a full picture of current and future projects. Rolta identified that it needed a single centralised solution that would enable it to:

- Track the sales pipeline
- Analyse market trends
- Optimise resource allocation and management
- Evaluate performance on a project-by-project basis
- Manage training programmes according to need

“We recognised that we needed centralised visibility of our projects and resources in order to manage them effectively on a global basis,” comments Mallick.

SECTION 2: OPPORTUNITY

Aligning resources to market demand

To ensure that it deployed a system that could deliver on all these objectives, Rolta evaluated a wide range of products, looking in particular for a solution that was modular, scalable and compliant with its global standards. After a comprehensive search, Rolta selected CA Clarity™ Project and Portfolio Manager (PPM).

As Mallick explains, “We were impressed by CA Clarity PPM’s extensive end user features, and ability to meet all our demand, resource, project and financial management needs in a single solution. It can also be accessed via the Internet, which means our teams in the UK and US could use the solution as well as our main Indian office.”

As a CA partner, Rolta already had some experience with the solution. To deepen its knowledge and enable extensive customisation, 16 Rolta consultants attended CA Clarity Bootcamp training courses. This accelerated CA Clarity certification programme took around three weeks to complete, and combined both structured training sessions and hands-on experience, including a mock implementation.

Once training was complete, a six-month phased deployment began. The implementation was managed by an internal team at Rolta, which consisted of an architect, two functional consultants and four technical consultants.

Rolta has been running CA Clarity PPM 7.5.3 since August 2006, and has recently upgraded to Clarity PPM 8.1.

Greater visibility of the sales pipeline

The solution is used by around 400 people to manage hundreds of concurrent projects throughout the entire project lifecycle. CA Clarity PPM is also used to capture all daily sales activities and leads to provide a comprehensive view of the global sales pipeline. “Using the solution, we have been able to achieve a much closer alignment between forecast and actual sales,” adds Mallick.

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Executive Director, Rolta

The solution is integrated with Rolta's corporate email system to enable it to automatically send email alerts to key business stakeholders when a sale is agreed. This real-time information means that Rolta can ensure that all core personnel remain up to date and synchronicity between different departments.

A customised portlet provides Rolta with at-a-glance information on the resources needed for each pipeline project. Using CA Clarity PPM's demand and resource management capabilities, Rolta can perform more accurate capacity planning around staff and specific skill sets.

The ability to match resource with demand is also enhanced by the use of CA Clarity PPM for market trend analysis.

"CA Clarity PPM makes collaboration between our various sites much easier. We can access up-to-date project progress reports regardless of location."

Subrata Mallick
Executive Director, Rolta

Streamlined project management

Once pipeline projects go live, they are managed via CA Clarity PPM according to best practice methodologies. Rolta has a dedicated best practice department that is responsible for continuously improving Rolta's working practices and ensuring that it is up to date with the latest methodologies.

These best practices are reflected in templates within CA Clarity PPM. As well as streamlined the adoption of best practice, CA Clarity PPM provides increased automation. For example, core project planning processes are automated to ensure that deliverables and project risks are defined at an early stage.

"Better project planning has led to improved delivery," comments Mallick. "CA Clarity PPM is fundamental to ensuring that best practice processes are followed and that all our projects are delivered to the same high standard."

Tracking project costs and documents

Two types of project are managed via CA Clarity PPM — fixed-price projects and those billed according to the resources involved. For these latter projects, accurate details of staff time and skill level are essential for billing. Using CA Clarity PPM's timesheets, Rolta can not only track this information but also analyse the costs involved to ensure projects are profitable.

As well as providing a centralised platform for tracking costs, CA Clarity PPM also serves as a knowledge store for all project-based information and documents. Project and document approvals are automated using the solution's workflows. CA Clarity PPM also sends automated emails to relevant personnel and keeps staff updated on current and outstanding tasks.

This is particularly useful with Rolta's staff distributed throughout multiple offices. "CA Clarity PPM makes collaboration between our various sites much easier," comments Mallick. "We can access up-to-date project progress reports regardless of location."

Using CA Clarity PPM's reports, project managers are able to identify bottlenecks and potential issues so they can be resolved before they cause delays. The ability to manage the company's resources is key to preventing such delays.

Effective resource and training management

Using CA Clarity PPM, Rolta has been able to standardise resource management processes, and centrally capture the skills and experience for individual members of staff. Rolta can then match available resources to client-focused activities to ensure that the most appropriate staff are assigned to each project, thereby improving delivery and outcomes.

Rolta also uses the demand and resource data stored in CA Clarity PPM to evaluate training needs, and prevent skills shortages. Using this data, it is able to plan resource requirements in advance, and can therefore respond much faster to client requests. CA Clarity PPM is also used to manage employees' passport and visa requirements to ensure its workforce can travel globally to help deliver client projects.

Rolta uses an Oracle Enterprise Resource Planning system for financial and HR management, and plans to integrate this with CA Clarity PPM to further streamline project, resource and demand management in the future.

SECTION 3: BENEFITS

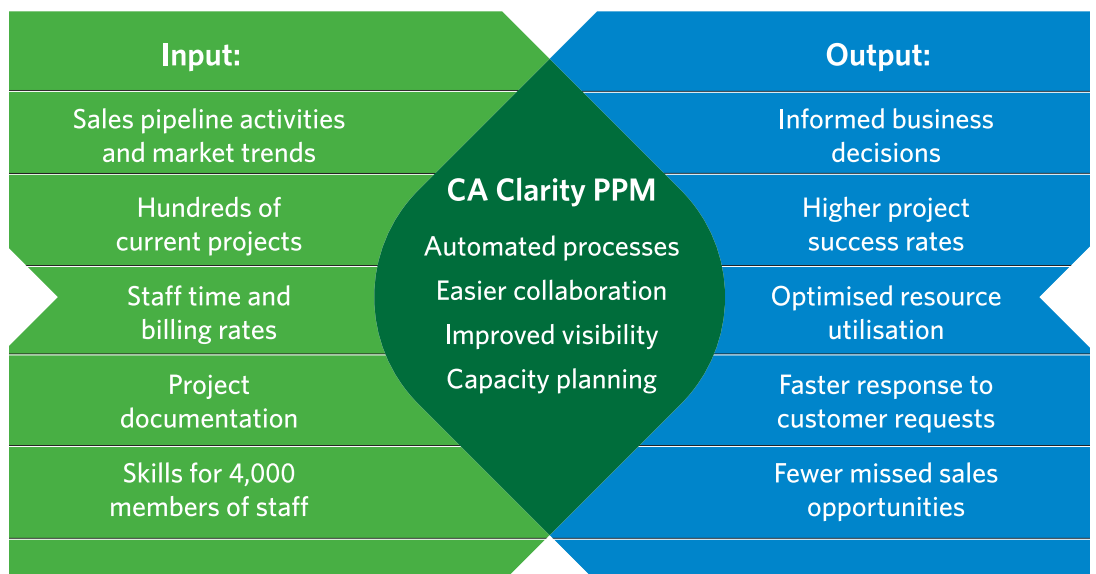
Ability to meet future client requirements

Using CA Clarity PPM to manage its sales pipeline, projects, resources and training, Rolta has been able to increase visibility of its projects, improve collaboration, produce more accurate reports and gain greater business intelligence. "CA Clarity PPM has enabled us to achieve all our original objectives," comments Mallick.

SEAMLESS PROJECT, RESOURCE AND DEMAND MANAGEMENT

By consolidating key business data and processes into a single solution, Rolta is able to improve the quality of its client services and the outcome of individual projects.

FIGURE A



“Using CA Clarity PPM has enabled us to react to changing market dynamics more quickly, and align resources with demand earlier in the sales cycle.”

Subrata Mallick
Executive Director, Rolta

The combination of CA Clarity PPM and best practice methodologies has enabled Rolta to achieve:

MORE EFFICIENT AND EFFECTIVE SALES PROCESSES Rolta is now able to respond to clients faster and misses fewer opportunities due to resource issues. It has also been able to achieve a closer alignment between forecast and actual sales figures, and has access to more intelligent data for market analysis.

GREATER BUSINESS AGILITY AND IMPROVED CAPACITY MANAGEMENT The company can ensure it has appropriately qualified staff to meet the needs of the business and its clients. Rolta can align its business strategy to market trends, and is able to make better-informed decisions. Greater business agility and intelligence means it is able to take proactive steps to meet market demand.

OPTIMISED RESOURCE UTILISATION Allocating resources to each project now takes just one or two days instead of a week. CA Clarity PPM’s resource management capabilities also mean that Rolta can accurately match staff with relevant skills and experience to projects.

HIGHER PROJECT SUCCESS RATES Greater automation and streamlined processes have vastly increased efficiency. Compliance with best practices is easier to enforce, and project planning has improved. In turn, this has led to higher success rates and projects being completed in shorter time frames.

All these factors help Rolta increase customer satisfaction while improving profitability. “Using CA Clarity PPM has enabled us to react to changing market dynamics more quickly, and align resources with demand earlier in the sales cycle. The solution also helps us to schedule training based on accurate sales forecasts. Overall, this enables us to deliver consistently high quality projects and remain at the cutting-edge of the industry,” comments Mallick.

SECTION 4: CONCLUSIONS

To plan for the future, organisations need to ensure they have the skills and resource to meet changing market and client demand. This can only be achieved through in-depth visibility of future and current projects and the utilisation of existing resources.

An integrated approach to resource, demand and project management can not only provide this end-to-end visibility but also streamline core processes and simplify financial planning.

By enabling better capacity planning, organisations will be able to react faster to changing client needs and ensure that projects are delivered to a higher quality.

To learn more about the CA Project & Portfolio Management architecture and technical approach, visit www.ca.com/us/product-development-solution.aspx.

CA, one of the world's largest information technology (IT) management software companies, unifies and simplifies the management of enterprise-wide IT for greater business results. Our vision, tools and expertise help customers manage risk, improve service, manage costs and align their IT investments with their business needs.

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