



Coach's PMO Supports Enterprise IT Initiatives with Daptiv PPM

"With Daptiv, it's a very personal connection, which is in contrast to my previous vendor where I would deal with someone that didn't understand my business. Daptiv treats us as individuals with unique requirements."

Ken Feyder, Director, Information Services PMO, Coach

AT A GLANCE

- Every project at Coach—big or small—is tracked within Daptiv PPM.
- Coach has leveraged Daptiv PPM to standardize all reports with the same look and feel. "Our reports help us drive the whole process, and provide improved visibility to project work in the department."

Coach is a leading American designer of fine accessories and gifts for women and men, including handbags, small leather goods, business cases, weekend and travel accessories, footwear, watches, outerwear, scarves, sunwear, jewelry, fragrance and related accessories.

The company was founded in 1941 as a family-run workshop. Now greatly expanded, Coach continues to maintain the highest standards for materials and workmanship. Coach's exceptional work force remains committed to carefully upholding the principles of quality and integrity that define the company. Coach's shares are traded on The New York Stock Exchange under the symbol COH.

BUSINESS ISSUE

In the last decade, Coach has emerged as America's preeminent designer, producer and marketer of fine accessories and gifts for women and men. The brand is known for its unique combination of original American attitude and design, a heritage of fine leather goods and custom fabrics,

superior product quality and commitment to customer service. The company's project management office (PMO) has been instrumental in supporting Coach Information Services (IS) initiatives throughout this growth. PMO monitors every project and service request within the department, including larger enterprise initiatives, albeit in various capacities. It also supports change management, which includes establishing processes and templates for the project management process, as well as executive reporting and auditing.

While Coach's IS PMO runs smoothly now due to its combination of improved process maturity, project portfolio management (PPM) software, as well as the team's expertise, things weren't always so easy. "In the beginning, Coach didn't have a dedicated system or team associated with project management," said Ken Feyder, Director, Information Services PMO for Coach. "As a result, we had relatively little structure around the process.



SOLUTION—BUSINESS INTELLIGENCE AND COLLABORATION ACROSS THE ENTERPRISE

Getting a PMO not only off the ground, but tightly integrated into an organizational culture, is a significant undertaking. “For us, it was a three step process,” explains Feyder. “It was the methodology first, the Coach practice second, and then the tools.”

When Coach implemented Daptiv’s PPM software in 2008, they knew that gradual adoption of the technology would be a significant factor to success. Coach’s PMO team took the approach of training the staff on both the overall project management practice and the specific tools like Daptiv. First came a basic introduction, followed by a more intensive five-day project management training for every manager and above in the department, globally. “The variance of experience and knowledge in project management was significant. We had to bring everyone up to the same level,” Feyder says.

“Our organization takes project management very seriously. The PMO mission is supported from the CIO down,” explains Feyder. “Our goal is to educate our staff so there is a comprehensive understanding of the importance of this investment and how we realize value from the process and the tools.”

Today, every project at Coach—big or small—is tracked within Daptiv PPM. Every IS employee and every consultant is registered in the software, where they track their time, projects and activities. “This helps us monitor work performed by employees and consultants, and perform some labor analytics of internal versus external labor distribution,” Feyder explained. Further, documents and project plans are also managed through

Daptiv PPM. Coach has leveraged Daptiv PPM to standardize all reports with the same look and feel. “Our reports help us drive the whole process, and provide improved visibility to project work in the department.”

“We don’t look at the ROI from Daptiv PPM strictly in terms of dollars, but rather how it has enabled us to better communicate within the organization,” said Feyder. With Daptiv PPM, a member of the PMO runs a bi-weekly Demand Management report, which is reviewed in meetings with every area in the IS organization. This ensures that new projects and service requests originating in any area of IS are communicated to, and reviewed with all other areas. Consequently, it helps the department to gain a more holistic perspective on the work prioritization and resource needs throughout IS teams and across geographies.

By communicating potential resource needs earlier, Coach discovers interdependencies between systems and teams closer to the project Initiation phase. Coach is able to identify and plan resources for projects in advance, instead of discovering them during the execution process. “A planned approach to work not only saves time, but also ensures a more linear resource utilization—which means fewer “fires” to fight for our teams and a better planned approach on any given project,” said Feyder.

“Daptiv helps us gain better insight into what our staff is working on, which in turn helps from an executive standpoint via quarterly trend analysis,” he says. The reports, for example, can show how much time is being dedicated to new product development versus production support. “We’re able to look at trends, and that has helped us be more efficient and effective,” said Feyder.

“Our organization takes project management very seriously. The PMO mission is supported from the CIO down.”

“A planned approach to work not only saves time, but also ensures a more linear resource utilization—which means fewer “fires” to fight for our teams and more planned activities on any given project.”

Daptiv is being used globally with Coach, with users in North America and Asia. Having a single repository of projects gives the organization visibility to all IS work globally, and ensures that North American projects do not conflict with other regional initiatives. Additionally, as the company’s projects continue to get more and more international in nature, Daptiv PPM helps Coach facilitate communication and collaboration between its teams across the globe.

Some projects are built entirely in Daptiv PPM, and it has become a repository far beyond the basic project management functionality. For example, Daptiv PPM’s document management application has been particularly useful for Coach in this capacity. The software allows the team to monitor and flag action items, project issues and potential risks among the various stakeholders. This is also leveraged for project status reporting.

The range of business intelligence options within Daptiv allows the PMO to create several types of reports—ranging from operational reports for project managers, to analytical versions tailored for executives. Other reports deliver portfolio snapshots and metrics at a glance.

Personalized customer support has been instrumental in keeping Coach’s instance of Daptiv PPM running smoothly. Coach’s team has a dedicated support person at Daptiv that helps with any technical issues or customization that may be required for the PMO. “It’s a very personal connection, which helps quite a bit,” he said. “I’m comparing it to my previous life with another vendor where I would open a ticket and deal with someone across the world that doesn’t understand my business. Daptiv is small enough to treat us as individuals with unique requirements which positions us well for success.”

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.

