



THE COMPUTERWORLD HONORS PROGRAM

CASE STUDY

LOCATION:
*Milwaukee, Wisconsin,
United States*

YEAR:
2006

STATUS:
Laureate

CATEGORY:
Business and Related Services

NOMINATING COMPANY:
*Computer Associates
International*

ORGANIZATION:

Manpower, Inc.

PROJECT NAME:

IT Governance

Summary

Manpower, one of the world's largest employment services providers with over 4,300 offices in 67 countries worldwide, required a centralized IT governance model to more strategically align IT with business goals and objectives in order to achieve operational efficiencies at the global level, while maintaining autonomy at the local level.

Introductory Overview

Manpower is a highly decentralized organization and the 72 countries in which it does business have historically run their own IT operations. But two years ago, the company decided that operating so many separate IT units had a few serious drawbacks. The first was cost: Manpower was supporting approximately 600 unique business applications, many redundant. For example, 70 different financial packages were being used by the company in various offices worldwide. This distributed IT infrastructure left Manpower unable to realize economies of scale by consolidating investments in technology that could benefit the entire organization.

The other key issue was IT governance. Manpower's decentralized model gave senior management little insight into the prioritization of IT projects and the allocation of scarce resources. In addition, the maturity and sophistication of the IT function varied from country to country, and there was very little collaboration between business units.

Faced with these challenges, Manpower looked to new leadership to take charge and drive a structured, yet flexible, IT governance process aimed at streamlining communication, improving efficiency and cutting costs. Rick Davidson was appointed as Global CIO in 2003, and since then his mission has been to transform Manpower's decentralized IT operation into a more effective and efficient "global/local" model: one that enables IT visibility and control across the enterprise, while still allowing for local autonomy and decision making, and one that takes into account the unique needs of specific markets.

Under Davidson's guidance, the company has outlined a single approach for IT governance called "The Manpower Way." The goal of this organization-wide strategic initiative is to define a common set of IT management processes, methods and tools on a global level, while retaining



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the agility of local IT units. This will ensure Manpower's IT function operates in a consistent manner globally, while also eliminating previous application and infrastructure redundancies and providing greater visibility into IT activities and operations across the organization.

Benefits

Manpower has overcome major hurdles that plague many of today's large global organizations and remains on track to cut its applications portfolio in half by 2007 and reach an unprecedented return on investment (ROI). Additional benefits Manpower has achieved by combining CA Clarity with the "Manpower Way" include:

- 100 percent centralized governance model: The CA Clarity solution has given Manpower transparency into its decentralized IT operations, while also providing some level of control and consistency in IT spending around the globe.
- Significantly improved supplier management: In all cases, Manpower has saved money by buying software, hardware and services on a more consistent level globally. For example, with a unified global approach to eCommerce and financial applications, Manpower cut the projected one-time project costs for these applications by nearly 40%. A "consortium" approach to the purchase and deployment projects allows each of the different business entities to save millions for Manpower.
- More accurate forecast of risk against return: Using 'what-if' scenario planning, Manpower can plan for anticipated risks against IT projects, internal support services, offshore development and outsourced supplier relationships.
- A more streamlined application portfolio: Resulting in at least a 10% reduction in overall IT spending.

The Importance of Technology

"Our approach of 'governing globally, managing locally' is based on a business philosophy of leveraging global efficiencies while encouraging local entrepreneurship and innovation. CA Clarity is superbly aligned with the 'Manpower Way,' providing our IT leaders with the tools they need to manage resources and projects on both a local and global basis," said Rick Davidson, Global CIO of Manpower.

Implemented in support of "The Manpower Way," CA Clarity provides a single, integrated system of record through which Manpower can prioritize, manage and monitor all IT investments and resources throughout the organization. CA Clarity not only gives Manpower's IT and business leaders the information they need to make smart governance decisions, but also provides IT managers at local offices and business units the necessary tools to manage projects and programs more efficiently and cost effectively, according to their individual needs and requirements. The end result is an IT operation that can be "governed globally, but managed locally."

For example, using CA Clarity's integrated portfolio planning, demand management and resource planning, Manpower is able to balance available resources and budget against IT priorities. Additionally, project and time management functions help IT managers keep initiatives on track and evaluate progress against specific project milestones and commitments to ensure that the organization is achieving optimal results.



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“CA Clarity gives total insight and control into every aspect of IT to ensure that projects are delivered on time, on budget and are aligned with business objectives,” said Dan Greer, Manpower’s Director of IS Finance and Governance.

The insight Manpower has gained through CA Clarity enabled the company to eliminate redundancies, consolidate resources and reduce the number of systems it operates worldwide. As an example, Manpower is now setting up regional data centers for consolidating local hosting and looking at possibilities for many other global solutions.

Significantly improved supplier management is yet another benefit. In many cases, Manpower has been able to save money by leveraging centralized software, hardware and services investments. “Manpower has traditionally spent about 30 percent of its technology budget on IT suppliers,” says Greer. “Standardizing on common server and PC platforms has the potential to make a real difference to the bottom line.”

Thanks to CA Clarity, the company is now on track to cut the number of major applications and systems running on its enterprise by 50 percent by the end of 2007. Dan Greer estimates this will result in a minimum savings of 10 percent on IT spending which can then be reinvested in more strategic initiatives.

“The Manpower Way,” coupled with CA Clarity, has given Manpower complete transparency into the status of IT operations, and better control and consistency over global IT spending. And it’s not just the CIO who has this visibility, but also the people who have responsibility for IT in regional offices. CA Clarity’s web-based, user-friendly design gives department heads, managers and other key contributors from across the organization access to the information they need to make better decisions regarding investment priorities. The end result is a balance between global and local IT investments that meet the unique needs of this dynamic organization.

In addition, CA Clarity’s use has extended beyond the IT organization and has taken its place as the global project collaboration tool, and is now used in nearly every global Manpower initiative. Nearly half of the CA Clarity users at Manpower are outside of the IT organization. They are SOX compliance users, business project users, and business owners.

Originality

The amount of applications and processes to manage and protect continues to grow for companies of all sizes and especially those with global reach. Traditionally, global companies have been attempting to keep up by using a collection of disconnected tools and systems to manage at a local level, making it virtually impossible to gain a global view of the IT services, especially when outsourcing and off-shoring are involved.

Manpower is using a completely different approach in managing its IT services. CA Clarity offers an integrated set of software systems that together optimize the resource utilization, presentation, and delivery of IT services.

Manpower has gone one step further in its IT services infrastructure by combining CA Clarity and a “global/local” IT approach to create—The Manpower Way. This cutting-edge IT model was designed to enable Manpower to achieve a higher degree of responsiveness to local customers, a more seamless process for exchanging information and processes, and a solid internal



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synergy across global operations.

Success

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The CA Clarity solution has been fully implemented at this stage. Manpower has over 2,300 users of the CA Clarity product, but this does not account for the impact of the project. Through the use of CA Clarity, Manpower has been able to automate all of its Sarbanes Oxley compliance and made it possible for the company to quickly see the status and track testing across offices around the world. Leveraging CA Clarity, Manpower has automated and brought visibility to the audit committee and executive management team, and influenced customers as it has expanded the use of the product in order to help them participate on projects. In addition, Manpower has a common place to share project plans and collaborate on joint initiatives to better improve its project delivery, thereby cutting down the project cycle time and delivering projects early in most cases.

Manpower had 300 users live using CA Clarity in 90 days from the project kick-off. After four months, Manpower had four times as many users on-board, and a year and half after deployment, the company had over 2,000 users. The approach was key to success, as Manpower initially deployed CA Clarity with basic functionality and over time, added capabilities to the solution and deployed “function” packs to users in groups. This process greatly helped spur adoption.

Difficulty

Manpower experienced little to no resistance with CA Clarity because the company secured buy-in at the highest level of management. As such, the project was part of an overall strategic shift for the entire IT department that even resulted in the appointment of a new global CIO, Rick Davidson, at the helm of the “IT overhaul.”

Lack of resources was the main obstacle. At the time, Manpower had a limited number of individuals that were on the deployment team, and so, the company was unable to deploy fast enough to keep up with the demand. Manpower had three people traveling full-time for nearly six months to train people in 20+ different countries. Even now, the company has a dedicated resource whose role is to help deploy CA Clarity to new groups within Manpower around the world. There has been such a huge demand for deployments, that Manpower has to push back in order to be able to staff accordingly.