

Project Based CIO Office

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NOL Group

NOL at a Glance



- **Global** transportation & logistics company headquartered in Singapore, with 12,000+ employees
- Largest **shipping & transportation** company listed on the Singapore Stock Exchange
- Core business in Liner & Logistics, with **strategic** focus on integrated supply chain solutions
- US\$7.26B in revenue; US\$364M in after-tax profit*

* Note: All financial figures are for FY'06

APL: Containerised Transport & Terminals



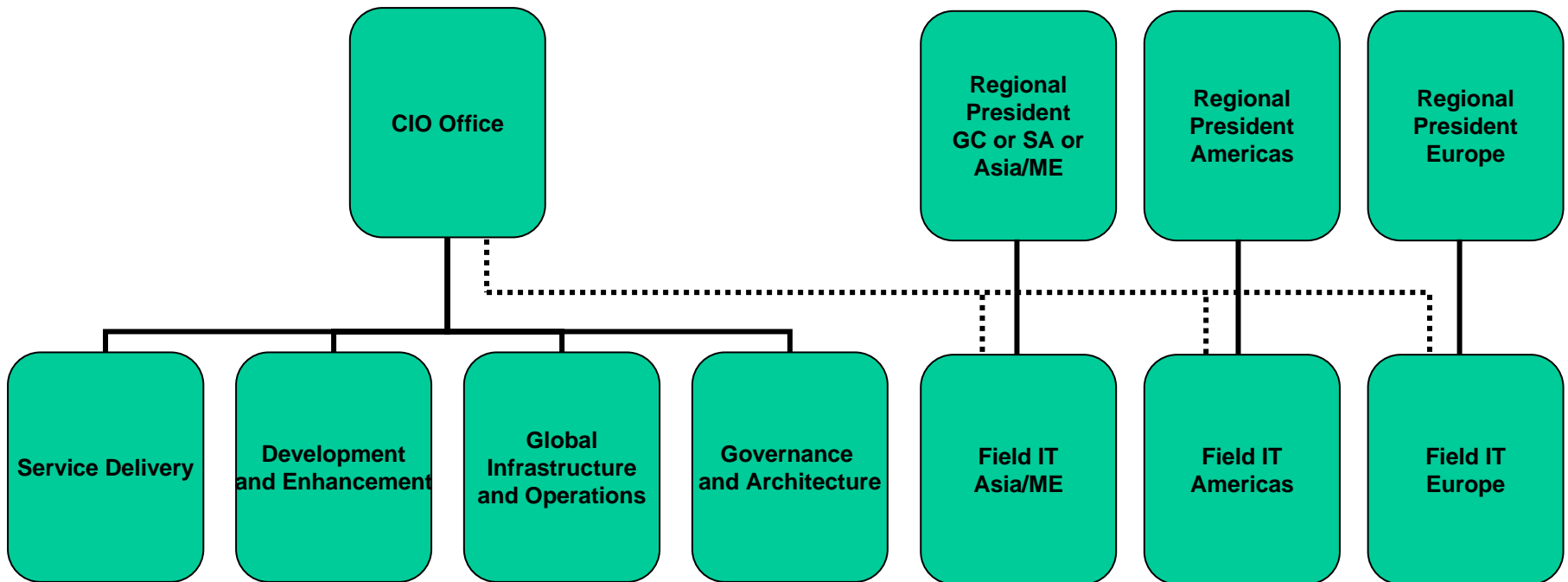
- World's 8th largest containership operator
- Industry leader in innovation, reliability & service quality, with 159 years of continuous operation
- **Global network** serves 25,000+ locations in 140 countries across 6 continents

APL Logistics: Supply Chain Management Services



- Leading global **3PL** provider
- **Manages** 24M ft² of logistics facilities globally (among largest in North America) & US\$600M of purchased transportation
- Leading provider of **origin** cargo management services in Asia
- Operates in 260+ locations in 55 countries

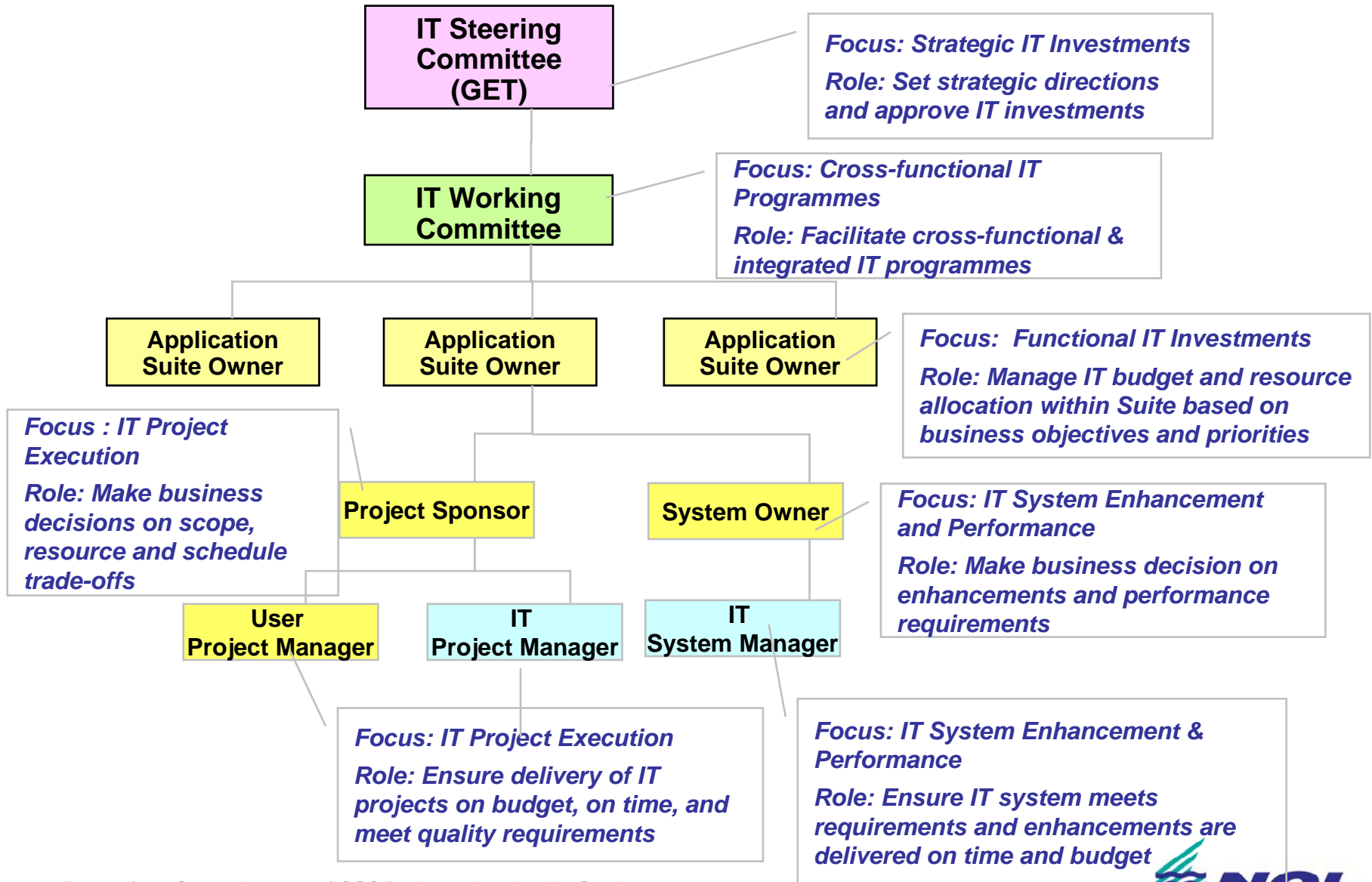
NOL IT Organisation



NOL CIO Organisation

- **Breakdown of annual IT cost**
 - Support 50%
 - Enhancements 20%
 - Projects 30%
- **Support and Enhancement -> Run The Business**
- **Projects -> Grow The Business, Transform The Business**
- **One important IT Key Performance Indicator is Project Delivery**
 - Provide business at all levels globally full visibility on all IT projects, budget versus actual expenditure, planned versus actual dates for every project phase

NOL IT Governance Framework



Project Based CIO Office – Benefits

Business

- **Focus on new IT-enabled capabilities**
- **Direct linkage between IT costs and business benefits**
- **Full business ownership and involvement in making scope, schedule and resource trade-offs**

Project Based CIO Office – Benefits

IT

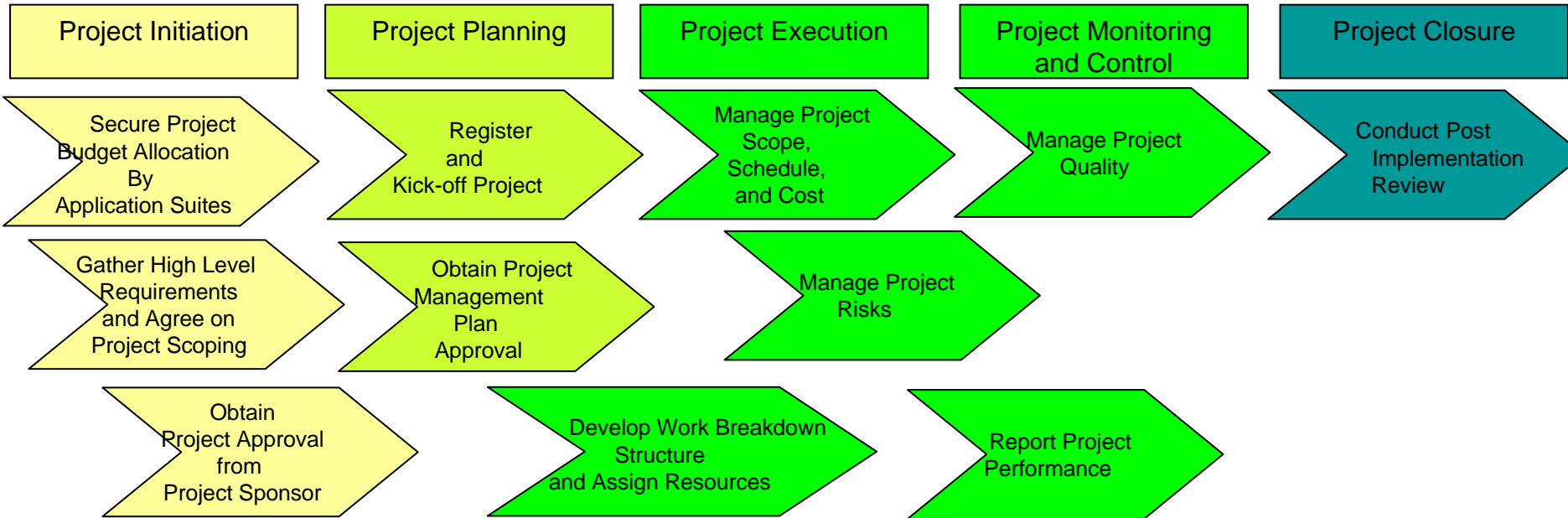
- **Focus attention and energy on IT capabilities most critical to and valued by the business**
- **Focus on**
 - **Start date, end date and milestones**
 - **Intermediate and final deliverables and business outcomes**
- **Promote and ensure both business and IT accountability and ownership**
- **Report IT performance based on facts and data**

Project Based CIO Office – Methods and Tools

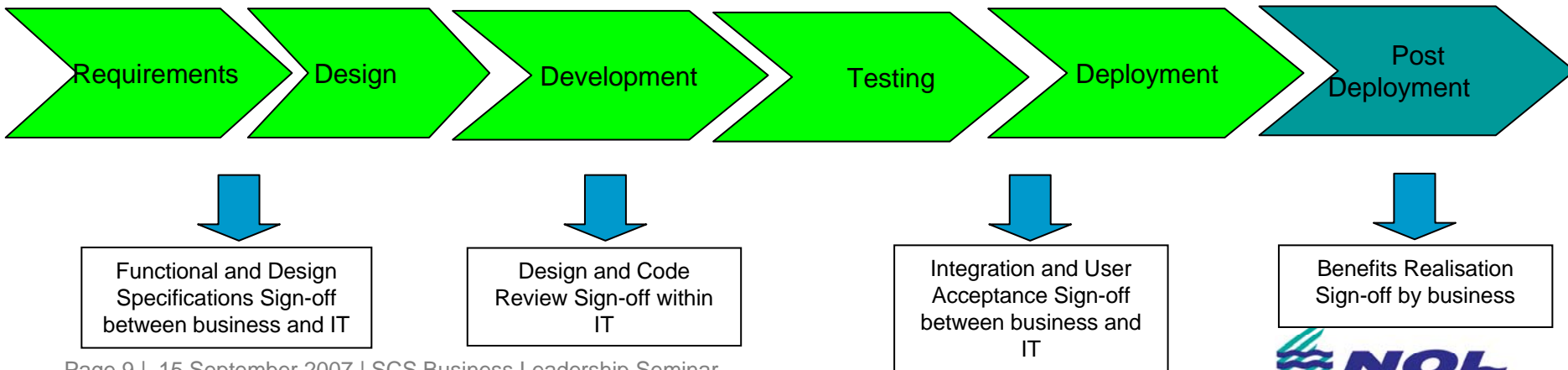
- **Basic IT projects**
 - Project Management Methodology
 - System Development Life Cycle Management
 - Enterprise Project Management System
 - Project Collaboration and Documentation Repository
- **Strategic IT programmes**
 - Programme Management Office

Project Management Methodology

Project Management Phases



System Development Life Cycle (SDLC) Phases



Project Management Tools

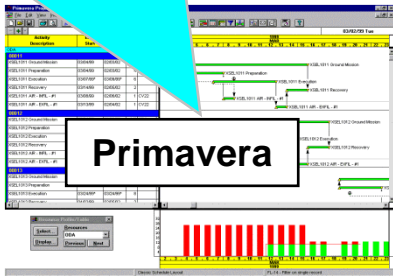
- Primavera: Enterprise Project Management System
- Sharepoint: Project Collaboration and Documentation Repository



Project Approval Paper



- 1) PM registers the start of project
- 2) PM develops the project management plan
- 3) PM develops the WBS and assigns resources
- 4) PM monitors and control project execution to budget, schedule, and scope

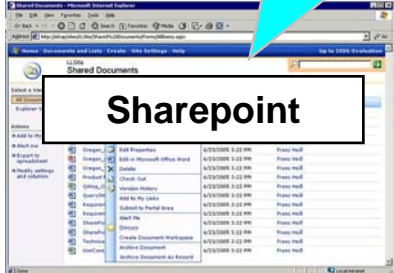


Primavera

- Project Team Setup
- Key Milestones
- Timesheets



Project Team uploads documentations like Project Approval Paper, Biz Reqs, Functional Specs, Minutes etc)



Sharepoint

Agreement between IT and Business to start a project



Programme Management Office

- **Characteristics of Strategic Programme**
 - Multiple complex projects that are led and executed independently, but are inter-related
 - Major investment of time, energy and money
 - Projects span a few years
 - High risks, high returns
- **Programme Management Office**
 - Integrated programme management plan
 - Integrated communications plan
 - Integrated budget and expenditure management
 - Anticipate, watch out for disconnects, and yell “Mind the Gap!”

Key Takeaways

- **Project Based CIO Organisation**
 - **Separate Run-The-Business cost from Grow/Transform-The-Business investment**
 - **Align business and IT to focus on IT work that creates value to the business**
 - **Enforce business ownership and leadership**
 - **Ensure IT accountability and delivery**
- **Pre-Requisites**
 - **IT Governance Framework**
 - **Project Management Methodology and Tools**
 - **Project Management Skills**

**End of Presentation
Thank You**

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