

Project Portfolio Management

a short history and status of ICT Strategy within TPG Post

Ton Folge

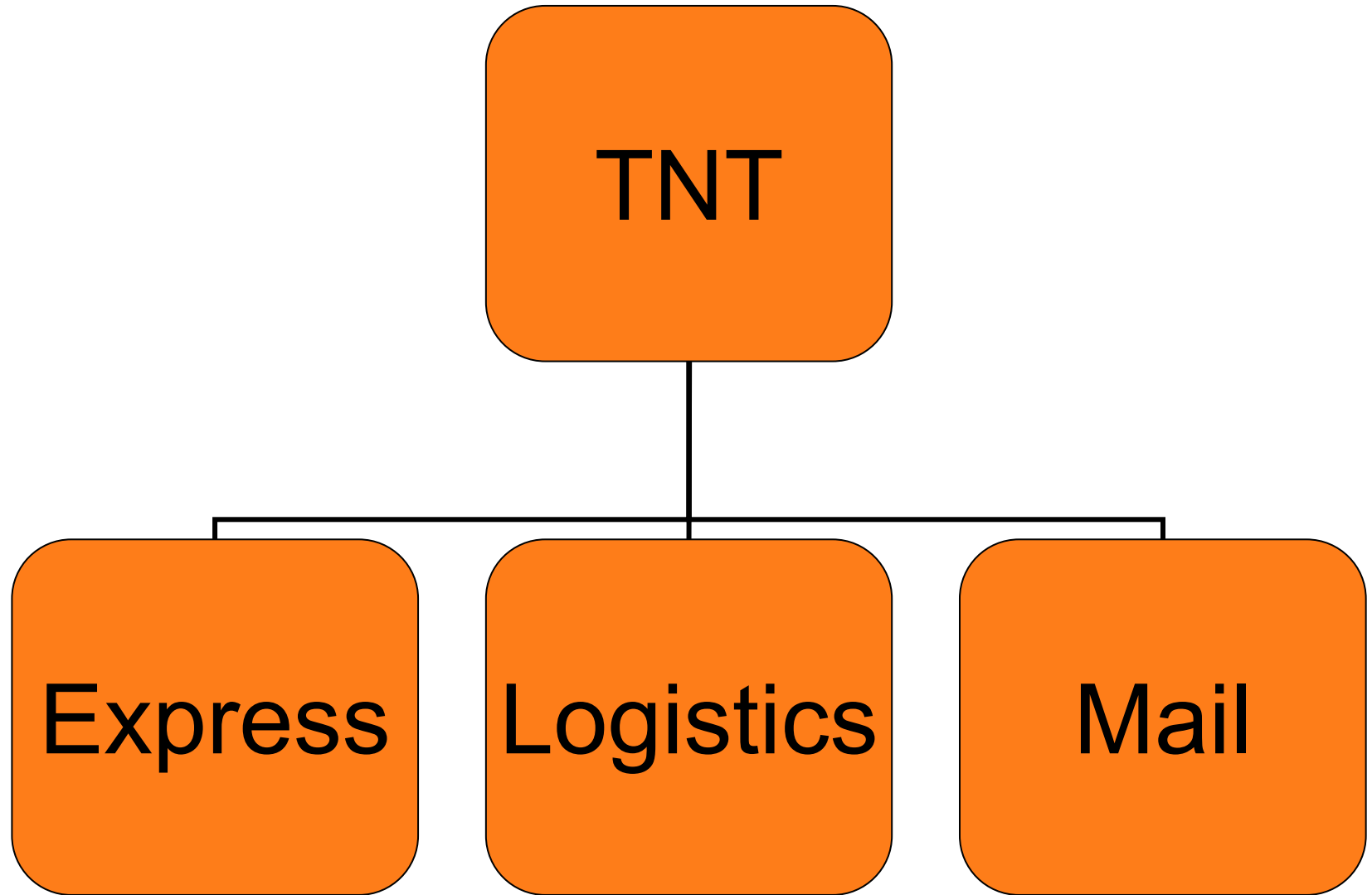
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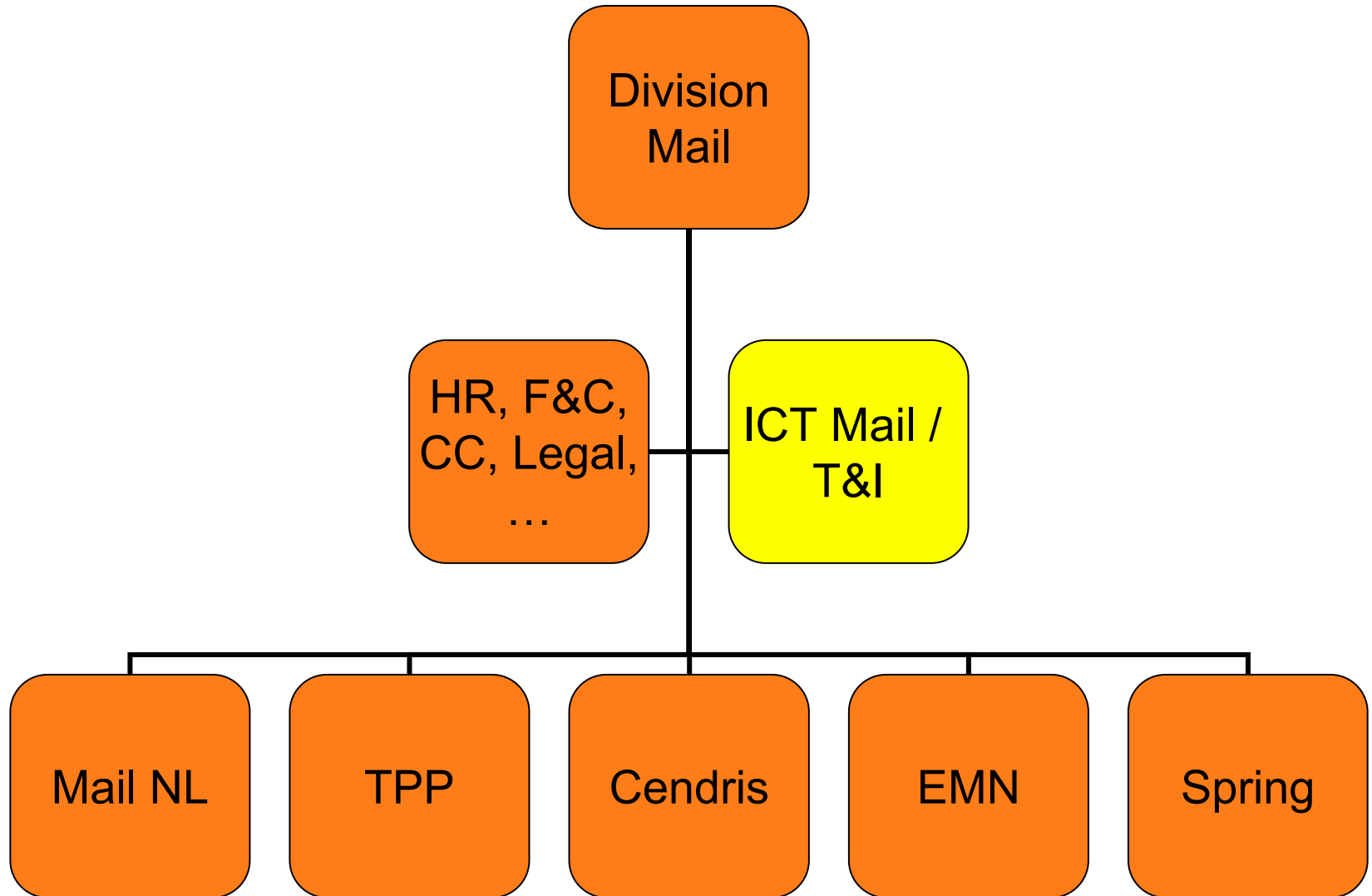
Agenda

- Where did we come from?
 - introduction
 - short history
 - some results
- TPG Post ICT governance & Project Portfolio Management
 - T&I
 - Business
 - ICT Mail
 - Decision making process
- Conclusions

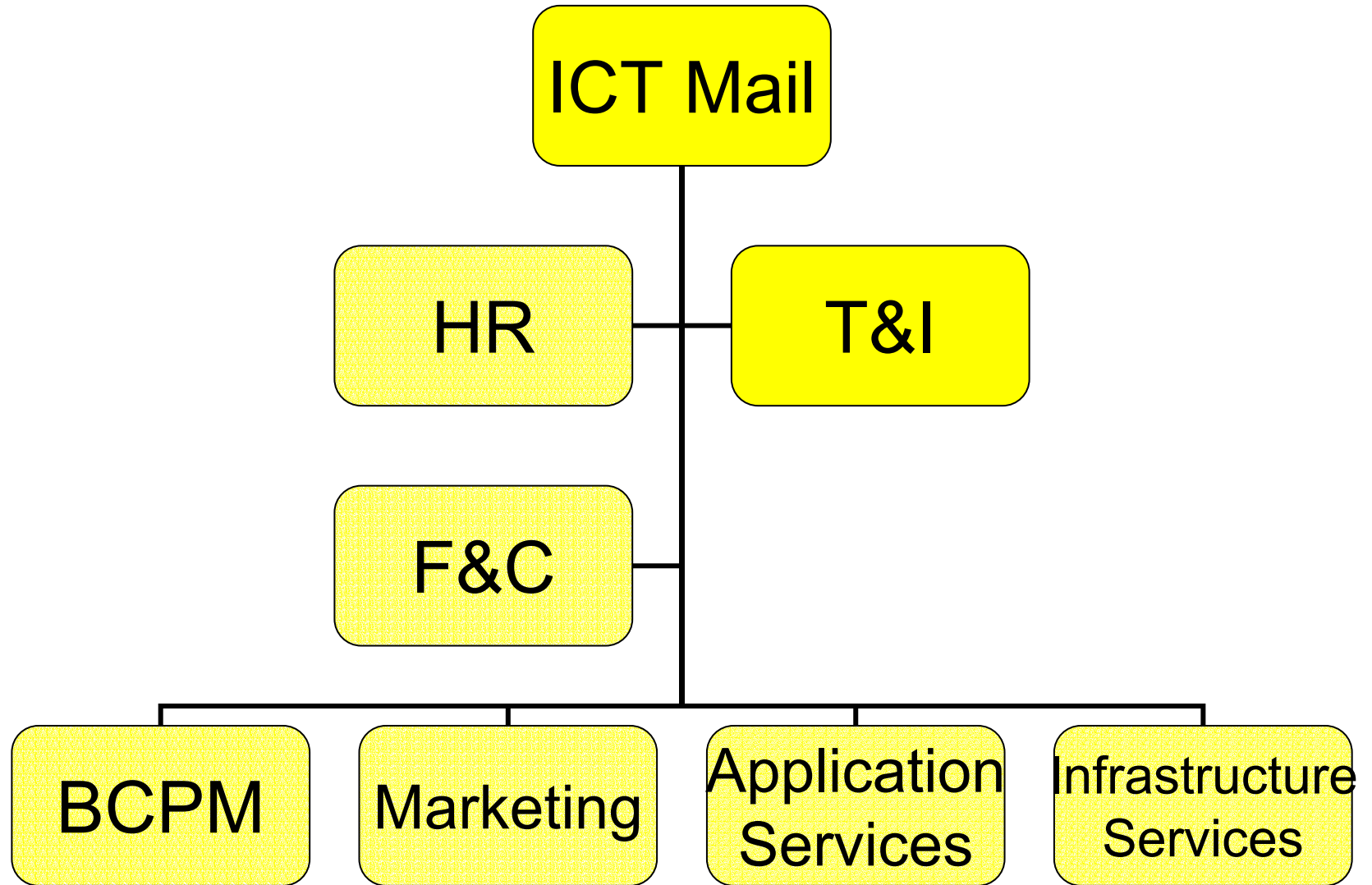
Introduction



Introduction



Introduction



A history of ICT Mail

Timeline

TPG Post Organisation

ICT Governance

ICT value proposition

A history of ICT Mail

Timeline

- 1998

TPG Post Organisation

BU's to sweep the market
(diversification)

ICT Governance

BU responsible for own ICT

ICT value proposition

(ICT within the BU's)

A history of ICT Mail

Timeline

- 1998

TPG Post Organisation

BU's to sweep the market
(diversification)

1999 - 2000

Synergy between BU
Cost reduction targets

1999
ICT
policy
plan

ICT Governance

BU responsible for own ICT

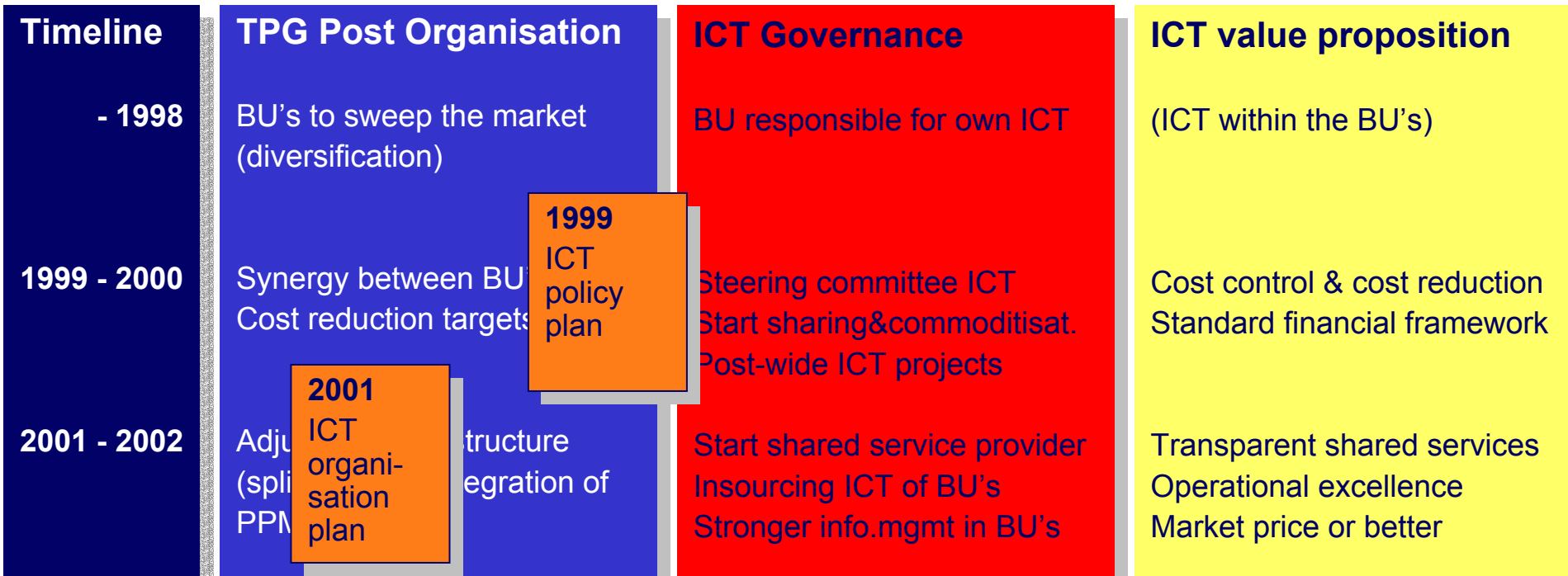
Steering committee ICT
Start sharing&commoditise.
Post-wide ICT projects

ICT value proposition

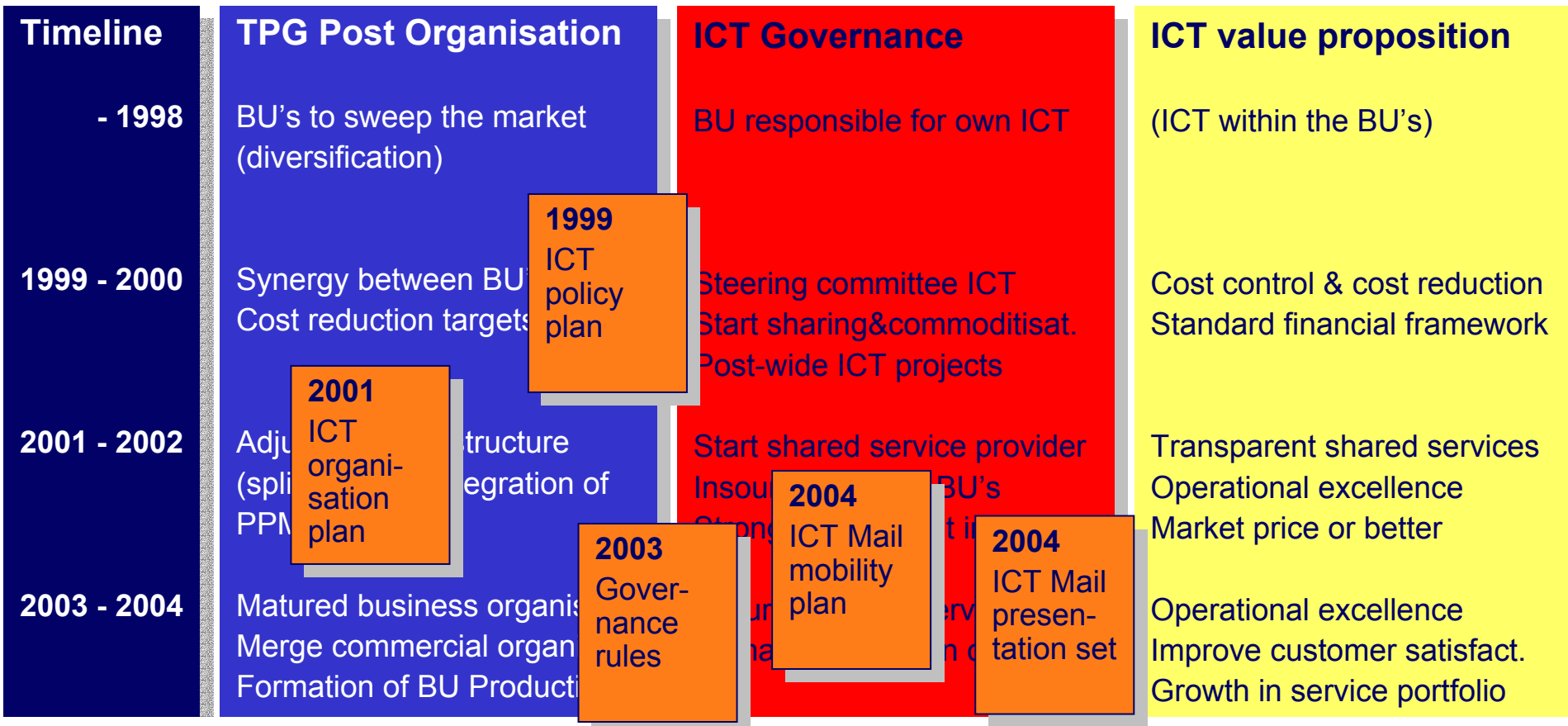
(ICT within the BU's)

Cost control & cost reduction
Standard financial framework

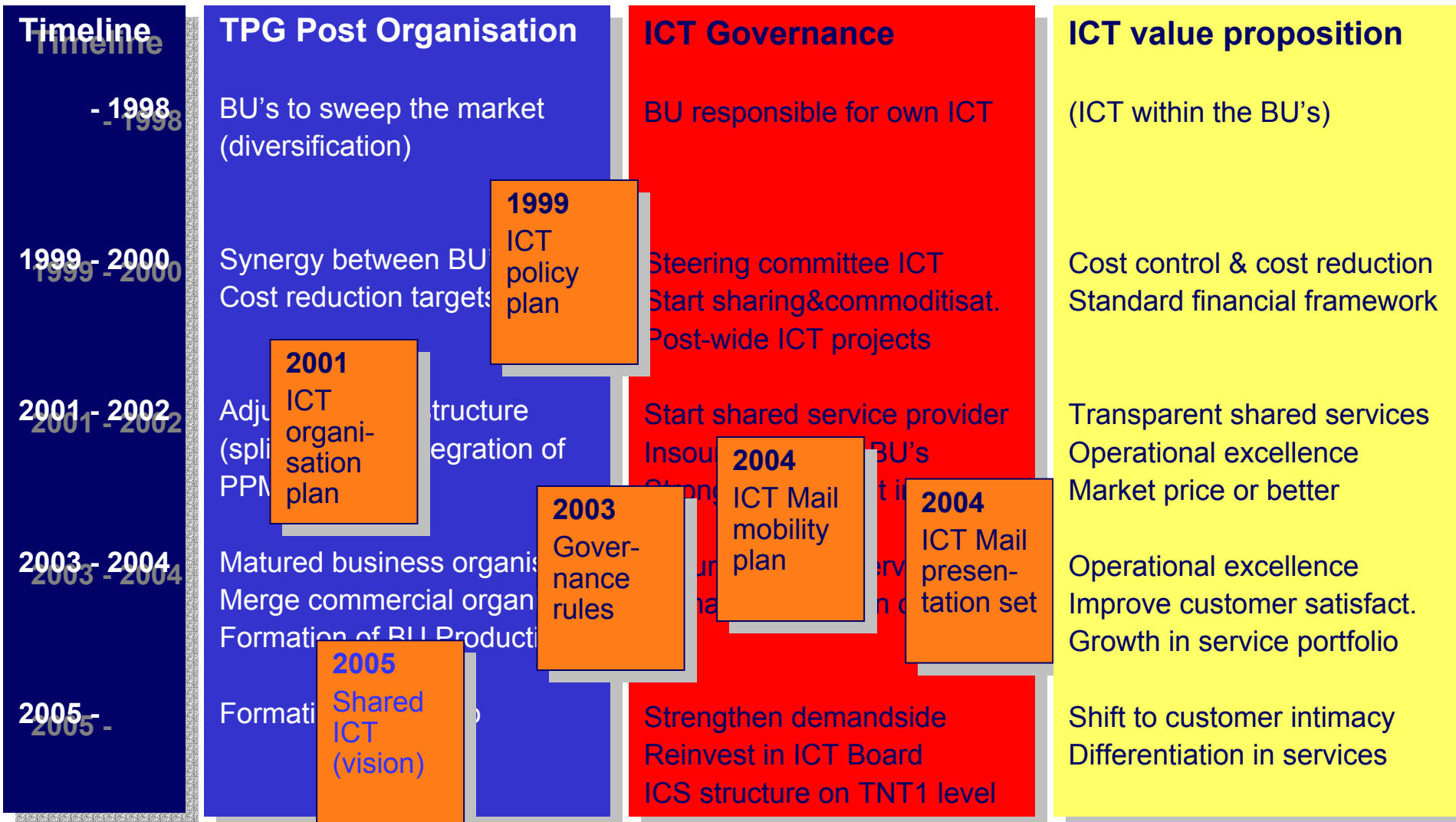
A history of ICT Mail



A history of ICT Mail



A history of ICT Mail



Where are we today?

yesterdays question
can we reduce the cost *of* ICT?

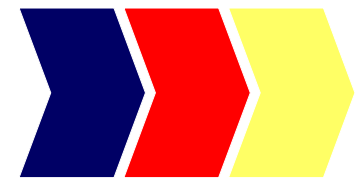
todays question
can we make money *with* ICT?

- **better aligned with business**
 - moving from operational excellence to customer satisfaction
- **preferred service provider**
 - transparant services & predictable cost
- **structural savings realised**
 - passed on to business in lower tariffs
- **ICT renewed (structurally)**
 - based on architecture and roadmap
- **selective sourcing strategy implemented**
 - demanding for a changing skill set

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Technology & Informatics...



vision	policy	implementation
	Customer relations	
internet channel and call centers for new added value	customer acces to business systems to automate workflow	<ul style="list-style-type: none"> • PostPlaza • SAP CRM tool
	Product development	
ICT is part of any new product	buy the best and build the rest	<ul style="list-style-type: none"> • Privv • EvyS mp
	Business development	
facilitating European expansion	New infrastrures and applications suited for international access and use	<ul style="list-style-type: none"> • Create international ICT support
	Business processes	
flexible inta... deliver	ICT for low cost and high flexibility	<ul style="list-style-type: none"> • Sequence sorting • Parcel tracking & tracing
	Backoffice processes	
process chain consistency and flexibility	ERP software is leading for standardisation processes	<ul style="list-style-type: none"> • SAP Mail program

example

Business (line & unit)...

- develops information plan (yearly)
 - identify possible needs for ICT services and solutions (what)
 - based on business developments
- defines functionality and performance
 - e.g. 'business owns application functionality'
 - communication on service level, not technical level
- own systems development budget
 - agreed as part of yearly BU budget
- have information manager, who coordinates ICS portfolio

ICT Mail...

Mission ICT Mail

ICT Mail wants to be TPG Posts preferred supplier for ICT solutions and services.

ICT Mail offers these at market prices or lower, geared to the business of TPG Post's divisions.

- Enabling the business of TPG Post ...
- ... through shared ICT services ...
- ... professionally delivered by a services organisation ...
- ... acting as a market competitive company
 - Business consultancy to support demand side
 - ICT product and service development
 - Architecture and solution management for consistency
 - AS and IS to deliver projects and services

Decision making process...

- **Mail Executive Board / Mail NL Board**
 - MD's of each Business Unit and Business Line
 - Formal agreement on (ICS-) CAPEX
 - CIO participates on ad hoc basis
- **Mail ICS Board**
 - Mail Executive Board meeting with focus on ICS (half year meeting)
 - 'Supervisory Board' for ICT Mail / T&I
- **BU Management Team**
 - Agrees on BU Information plan and projects
- **ICS managers meeting**
 - Communication on T&I policies,
 - Cross functional ICS plans, initiatives and issues
- **T&I Capex review**
 - Advisory role for ICS CAPEX's
- **TNT1 ICS Board**
 - Cross divisional CIO (policy) meeting

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Conclusions (in random order)

- *Infrastructure is owned by T&I; central policy making and development*
- *Decentral information plans; no overall divisional information plan*
- *Decentral priority setting on ICS spending; no overall priority setting*
- *ICS spending is managed like any other CAPEX; review by T&I on ad hoc basis*
- *CIO has two hats (policy and service provider), which are unclear for business*
- *Money drives business; Decentral ICS budgets*
- *ICS managers meeting decides on SAP Roadmap (prior by SAP Board)*

Questions?

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