Eastman Increases Efficiency and Enhances Strategic Decision-Making with CA Project & Portfolio Management

**CLIENT PROFILE**

Industry: Chemicals  
Organisation: Eastman Chemical Company  
Employees: 14,000  
Revenue: US$9 billion

**BUSINESS**

Eastman is a global specialty chemical company that produces a broad range of products found in items people use every day. It serves customers in approximately 100 countries and employs around 14,000 people.

**CHALLENGE**

The company’s IT projects are vital to the success of key business initiatives, but its existing approach to project and portfolio management didn’t provide the key insights it needed.

**SOLUTION**

Eastman opted for a greenfield deployment of CA Project & Portfolio Management. Hundreds of users globally, from IT and engineering to procurement and HR, now use the solution.

**BENEFIT**

With sophisticated tracking and reporting at the project and portfolio level, Eastman will be able to improve prioritization and decision-making, and better align projects and resources with strategic business initiatives.
Business
A global specialty chemical company

Headquartered in Kingsport, Tennessee, USA, Eastman is a global company that produces a broad range of advanced materials, chemicals and fibers found in products people use every day. With a portfolio of specialty businesses, Eastman works with customers in sectors such as transportation, building and construction, and consumables, to deliver innovative products and solutions while maintaining a commitment to safety and sustainability.

With approximately 50 manufacturing sites and several sales offices around the world, the company serves customers in more than 100 countries and employs around 14,000 people.

Eastman focuses on creating consistent, superior value for all stakeholders, including the communities in which it operates and invests in order to build long-term success for all.

Challenge
Improving value capture and prioritization

Eastman’s projects are critical to the success of its operations and its ability to develop as an organisation. IT projects and resources are vital to key business initiatives that represent significant investment and have a direct impact on the company’s bottom line.

Jake Mitchell, IT Project Management Office Supervisor at Eastman, comments, “Strategic business initiatives invariably involve IT so it is essential that we are able to prioritize our portfolio and focus resources on those that will deliver most value.”

Without consistent project reporting, Eastman struggled to source the insights it needed to make good decisions. Mary Wilson, Six Sigma Black Belt at Eastman and a member of the cross-functional team established to review the company’s approach to project and portfolio management, explains, “Reporting was consuming time and effort across the organisation, yet we were unable to provide the insight and consistency at a portfolio level that senior management needed.”

Eastman recognized that it needed to review its approach to project and portfolio management in order to best use resources and maximise their business value, as well as aid strategic decision-making.
Eastman worked with long-term project and portfolio management partner, CA Technologies, to review its existing approach. Although Eastman had been using CA Project & Portfolio Management since 2002, it recognized that it needed to optimize its use of the solution.

CA Technologies conducted a functional and technical assessment, which highlighted positives such as the company’s well-defined IT project methodology lifecycle, but also suggested improvements to enhance efficiency and performance.

Following the assessment, Eastman worked with CA Technologies partner and PPM specialist, Rego Consulting, to complete a greenfield deployment of CA Project & Portfolio Management. Mitchell comments, “A greenfield deployment would enable us to deploy only the information and features that we needed as well as achieve greater standardization.”

CA Project & Portfolio Management was re-implemented in April 2016, and is now used by hundreds of users globally, from the IT department and engineers in Eastman’s manufacturing plants to procurement personnel across different regions. There are around 500 live projects at any one time, ranging from global application deployments to acquisition and divestiture-related activities.

CA Project & Portfolio Management is integrated with market-leading business intelligence software to streamline reporting. Wilson confirms, “With a single system, we’re now better able to report on the value of projects. We’ve also been able to align IT with the business, rather than seeing them as separate teams and projects.”

Eastman is currently working with CA Technologies to evaluate the potential use of CA Agile Central in parallel with CA Project & Portfolio Management to support the increasing number of agile development teams within the company.

CA Project & Portfolio Management is now delivering a better experience for users within IT, across business lines, and in senior management. “With in-depth reporting and analytics, we can see where time and effort are being spent, address the root cause of problems, and gain a better insight across our portfolio,” says Mitchell.

As a result of its greenfield deployment of CA Project & Portfolio Management, Eastman has been able to:

- Increase user efficiency through better performance and streamlined processes
- Make more informed decisions with portfolio-level reporting
- Improve prioritization of projects and resources.

All of this will help Eastman drive maximum value from its key initiatives and help it achieve its business objectives. Mitchell concludes, “CA Project & Portfolio Management gives us greater visibility of business value, which ensures we focus on what will really drive the company forward.”
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