

# PRINTING PROACTIVELY

GLOBAL PRINTER RR DONNELLEY PRACTICES PROACTIVE PROJECT MANAGEMENT TO PROVIDE SOFTWARE DEVELOPMENT AND OTHER IT OVERSIGHT.

BY ROSEANN MCGRATH BROOKS

For more than 140 years, Chicago-based RR Donnelley & Sons Company has provided printing and related services. Now servicing customers worldwide, it prints phone books, catalogs and softbound and hardbound books; produces retail inserts, forms and

labels; and provides business process outsourcing services. Its volume of printed materials makes it the largest business customer of the U.S. Postal Service.

As a result, IT at RR Donnelley gets quite a workout, particularly the Technology Services (information

technology) Group, which provides services for the company's 50,000 employees in 600 locations.

Technology Services supports a range of systems, from financial and HR to manufacturing and shop-floor, to customer relationship management to project management. The group

even provides its own services catalog to internal users.

“We’re the go-to folks,” explains Ray Tuligłowski, project/process manager, Corporate IT Governance for Technology Services, whose organization provides project management expertise and oversight for maintaining tools, processes, and procedures for IT. Those tasks require dealing with risk mitigation; compliance with the Sarbanes-Oxley Act and Statement on Auditing Standards (SAS) No. 70, which deals with auditing control activities for IT and related processes; and other internal and external audits.

In Technology Services, three oversight project managers assigned to specific IT domains work with the various project management groups within the company to review project documentation and tool and procedural training, as well as to mitigate audit issues. “We try to be proactive in working with internal auditors and IT project managers to prevent issues rather than address remediation,” says Tuligłowski. “And we use Primavera software to help us be proactive, staying ahead of the game by knowing what kinds of projects we’re working on, particularly software development projects.”

### **TRACKING COMPLIANCE**

Software development at RR Donnelley covers a broad range of projects – an HR software upgrade, new customized manufacturing software, or a custom-built application for an invoicing process, for example – and Primavera is one of several solutions that Technology Services uses to enable project and business managers to quickly and succinctly define what they need to develop.

Primavera serves as the central database for all the development projects in process throughout RR Donnelley. When a business or IT manager needs new technical functionality, the manager feeds the new project information into Primavera from an in-house-developed demand-

management tool called the Initiation Project Request (IPR) tool. Primavera then lets the company track compliance to major milestones throughout the software development life cycle, from planning through design through development and testing and finally, from implementation to closedown.

“At a minimum, we track milestones and labor hours to a standard software development methodology template,” says Tuligowski. “For larger, more integrated projects, we track much more.”

As soon as a project is entered into Primavera, the person responsible can

plants had their own applications, and sometimes communications issues meant that projects were being duplicated across plants. It was difficult to keep track of all that was going on.”

So in late 2000, the company’s CIO asked the IT department to consolidate on one enterprise project management solution.

The challenge, then, was to get everyone to agree on which solution to use. Employing an approach he had used previously while at a large utility company, Tuligowski created a team of both IT and business managers from RR Donnelley, each of whom had a vested interest in successful proj-

mation when it is in a central source.”

#### DAY-TO-DAY MANAGEMENT

The priorities for RR Donnelley’s project management solution shifted in 2004 when the company merged with Moore-Wallace, substantially changing the number and range in size of its project portfolio. With the merger, RR Donnelley nearly doubled in size, and IT began to track projects ranging from short, “express” projects to large, long-term projects. Reporting back to IT’s business customers on the projects across this entire spectrum has taken on increasing importance.

Business managers are less likely to

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— RAY TULIGLOWSKI, PROJECT/PROCESS MANAGER,  
CORPORATE IT GOVERNANCE FOR TECHNOLOGY SERVICES,  
RR DONNELLEY

start estimating time and costs, assigning individuals, and having project workers charge time. “We can capture labor and scheduling information on all projects very early on,” says Tuligowski. “That allows us to accurately track how time and money is spent on what projects.” The company also links projects to services so that RR Donnelley can cross-track time to projects, time to an organization, time to a service, and so on.

#### REINING IN PROCESS MANAGEMENT

When Tuligowski came to RR Donnelley in 1998 to help with the company’s Y2K program, “it was a complex challenge,” he says. “There were multiple e-mail systems, the

ect management, to list the requirements and priorities of an enterprise software program. With help from Gartner, which provided a list of 10 applicable project management solutions, the team whittled the list down to four solutions. Vendors demonstrated their products, and using separate, independently scored ratings based on the requirements, RR Donnelley chose Primavera.

“It was unanimous,” says Tuligowski, a fact that was important for user buy-in. The tipping point was the central database. “Primavera was architected from the ground up as a central repository of project schedules, resource information and time sheet data,” continues Tuligowski. “For those making decisions, it’s much easier to get infor-

want to spend time tracking smaller projects because they are focusing on pleasing the customer, delivering work, and managing customer-facing teams. To help address this concern, the Technology Services team uses reports and data extracts for monitoring workflow to let managers know what needs to be updated in Primavera. “We’ve emphasized tracking project-phase milestones on a weekly basis,” explains Tuligowski. “Reports tell about potential milestone-compliance issues, including who is not turning in time sheets, hours charged so far, which projects need to be updated, and which have fallen behind schedule. We also flag the very high-visibility projects.”

The company uses the Primavera

Software Development Kit (SDK) to create such reporting tools, as well as to integrate Primavera data with RR Donnelley's other systems. These systems include a SQL-based data mart from Business Objects, where Technology Services can compare Primavera's project scheduling data with information from the company's software development deliverable tool, an extension of the IPR tool that handles document management and workflow. "With the integrated tools, we can tell, for example, if a project is in the testing phase but the requirements haven't been approved yet," says Tuligłowski. "That would be a project out of

compliance." Also, the team can answer questions such as, "Are we getting approvals from the business at each phase? Do we have user acceptance testing sign-offs?"

In addition, a business manager often wants to know when an IT software implementation is going to start affecting his or her group. "If I had to pick one milestone that has to be right, it's the implementation start date," says Tuligłowski. Quarterly reports produced using Primavera supply that information, allowing the vice president of governance at RR Donnelley to provide executives with information about when a key project is going live. The informa-

tion also enables the team to manage fire drills, for example, when management needs to know immediately where a project is and when it will be completed.

"With Primavera, we have a high level of certainty that the key information is there to manage projects," Tuligłowski concludes. "And because we know where a project is in its life cycle, instead of waiting for a milestone to go out of compliance, we can take proactive steps to make sure we stay on target." •

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