



*Projektron BCS is being involved in the science fiction business. Since the beginning of 2005 the Central Research Department of aerospace group EADS has been using the project management software for planning and project management applications. The*

*primary reason why Projektron was able to win this business was its ability to map the complex financing system of EADS Innovation Works and also because of its document management and customer service.*

**EADS**

**EADS Innovation Works**

[www.eads.net](http://www.eads.net)

**Industry/Sector:** Research and Development  
**Customer since:** 2005  
**Software users:** 600

**Using Projektron BCS for:**  
Project Management, Project Controlling,  
Document Management

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## **EADS Innovation Works: Research in science fiction format**

Aeroplanes that change their shape, space lifts made of carbon fibre tubes and miniature submarines that patrol through the human body, searching for cancerous cells – nanotechnology visions are breath-taking and inspiring.

The researchers at the French and German sites of the EADS Innovation Works (IW) are also looking at future-orientated applications. Their work not only involves nanotechnology but also researching air treatment processes for aircraft and noise reductions for helicopter cabins.

The roots of the EADS Research Department can be traced back to DaimlerChrysler Research. For the individual research projects a special project planning tool was used at DaimlerChrysler, but its use was discontinued when EADS was established in 2000. After that time, the research projects and studies were managed using conventional office applications. The big disadvantage, however, was while all of the necessary data was available, it was not stored in a centrally accessible location. This meant that it was not possible to link commercial and technical data, produce reports at the press of a button or prepare per capita expenditure forecasts. This had to change. “We needed a tool that would link the commercial figures to our specific



technical content and that could be adapted to suit our highly complex finance system,” noted Dr. Andreas Schuster, previously assistant to the Research Manager in Germany and now working in the Strategy, Partnerships and Communication units.

### Requirements

The EADS Innovation Works placed a variety of requirements on the software. It was of fundamental importance for the tool to be able to map the top-down approach during planning. Due to the public nature of the contracting authority (Federal State, ministries, EU) and the pre-determined financial support for each project, there is a fixed budget that is broken down into the individual work packages.

It should furthermore be possible to modify and adapt the individual modules of the project management software. In order to increase the reliability of the reports only a limited circle of people should be able to access and manage the budget figures. This necessitated a flexible approach to issuing access permissions such that access could be limited to certain times or actions. Furthermore, the software needed to be intranet-capable so that it is not necessary to install a separate version on each client computer. For report generation purposes, it was also important that the data could be output to different cost objects. A further criterion was multi-language capability of the software and the ability

to change the language to suit the user, because the staff at EADS Innovation Works is multinational.

A particular challenge was the complex financing system used at EADS Innovation Works. This had to be mapped in the software. This results in work packages with differing funding rates.

### Projektron BCS:

#### Decisive advantages

Once several products had been investigated, the decision was taken to purchase Projektron BCS. One reason for this decision was the software’s high degree of adaptability. For instance, it was possible to integrate extra text fields easily. Furthermore, it was not necessary to install Projektron on each client individually because the software is accessed via the Intranet. Both the document management module and the easy interface with SAP, the leading commercial tool used by EADS Innovation Works, were further important considerations that favoured Projektron. “Overall, Projektron came very close to our specific procedures and therefore met our requirements better than other products,” explains Andreas Schuster. The good service – which Projektron’s staff provide in the form of continuous adaptations and training – was also a decisive factor.

### Mapping the financing system

According to Andreas Schuster, the primary reason for using Projektron BCS was because it

successfully maps the financing system. Projektron is specifically programmed to meet the requirements of this system: A user enters an order, e.g. with an overall budget volume of €100,000. He then enters the contracting party’s funding level (e.g. 50%) together with the individual project costs. From this information, Projektron BCS automatically generates two orders with a budget of €50,000 each. The individual project costs are not split automatically. “For us Projektron is primarily a visualisation tool,” notes Schuster. “We do not create new data, but bring data together in a manner that is better organised for our purposes. On this basis we utilise the software as a project management and portfolio management tool.”

Project-oriented cost accounting SAP is the leading system used by EADS Innovation Works for commercial cost accounting. It is used solely for the commercial figures relating to projects currently in progress. Such projects must be settled each year by 31.12. at the latest. At the end of the year a check is made to determine which budgets were planned for the year and what work was actually carried out. This work is settled during the year and is recognised in the annual accounts. With Projektron BCS on the other hand, planning, ideas and projects currently in progress can be combined and continued beyond the turn of the year. The overall project planning and portfolio management are not

tied to the financial year and are therefore processed using Projektron BCS.

### Document management

The document management system created in Projektron is a further plus. Here, important files such as presentations and interim reports can be stored. As Andreas Schuster explains: "It enables colleagues to access files from any location. The document management system also made certification to EN 9100 easier." Certification requires that tracking of when and by whom files were created and edited is possible. Projektron ensures that this requirement is met.

and €2 million, and their duration ranges from a few months to several years.

Projektron BCS offers a vast range of features, however, at EADS Innovation Works, only selected features are used. Here, Projektron BCS is employed as a project control tool in the Finance & Controlling area, for project planning as well as for project and portfolio management. Other functions are hidden: Emails are sent via Outlook, while time recording is implemented through SAP.

Andreas Schuster explains: "Our software landscape has evolved over years, and we are gradually

which can be integrated in the existing tool landscape.

### Controlling and expenditure planning

The users enter the work packages (projects and sub-projects) into Projektron BCS. Via an interface the program connects to SAP modules where all commercial data (e.g. actual costs) and time recording data is directly entered. All actual costs and times recorded will then be reloaded by work package from the SAP modules into Projektron BCS. This allows a detailed view of any project at any time: What does the overall situation look like? What funds have been used to-date? What personnel, material, travel or external costs have been spent? This is always benchmarked against the work packages progress and the original project plan.

In addition, at work package level, the respective project managers and their hourly rates and cost centres are linked to the work package. This allows for detailed cost planning per cost object. Any hourly rate changes occurring during the course of a year will also be taken into account thanks to a special Projektron BCS tool permitting such changes.

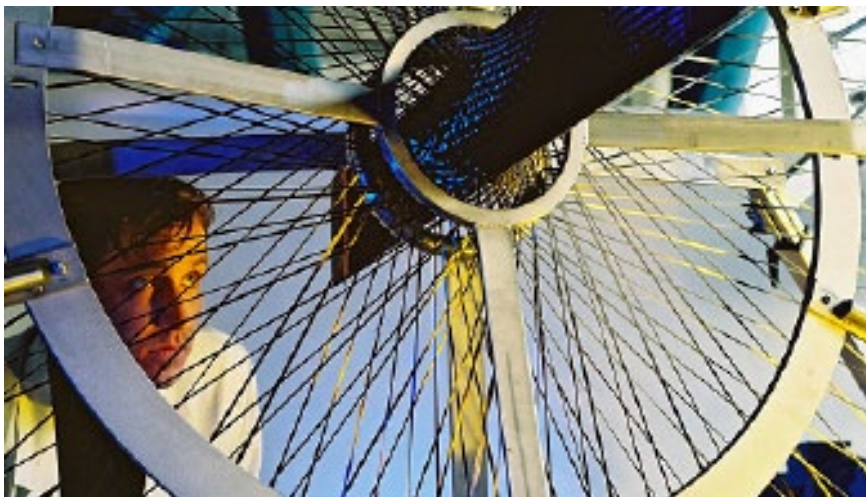
### Working with Projektron BCS

Projektron BCS has been installed to purely work as a server solution – all data is stored in a central database. Today, 300 to 350 projects are being implemented using Projektron BCS at EADS Innovation Works. The individual projects are budgeted at between €20,000

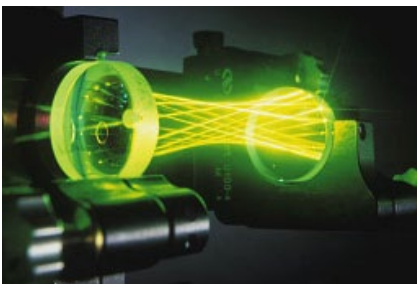
integrating the new Projektron program. We won't discard all other tools overnight just because it is possible to send emails or record time using Projektron. Besides, training costs and efforts required to do this would be too high." Therefore EADS has selected the specific Projektron features it requires and

### Customised: Role allocation

The project manager is responsible for the overall project management. He/she can draw up a work breakdown structure and plan budgets, direct costs, technical contents and milestones. The department heads and team leaders



may access data and/or reports from their respective cost centres or teams, and make changes. The Finance & Controlling Department is responsible for all SAP relevant data and/or its input or rescheduling. A project manager may give instruction as to allocating a certain budget to a different project, however the order may only be implemented by the Finance & Controlling Department. Other roles such as key account managers may view cross-project data, but they may not implement any changes. This ensures that everyone can view the data required for his/her work



on the one hand, and that only few people may implement changes, on the other hand. This procedure is designed to significantly reduce the risk of error.

Once program management transfers the project from the planning stage to the order stage, the project manager's rights to implement changes will be limited. As Andreas Schuster explains: "During the planning stage, a project manager may 'let off steam'. At a certain point though, this phase ends. The project is now taking shape and is being integrated in

all reports, including probability parameters. This is the point when the project manager may still view, but not change team planning, for instance. This means that certain access rights are contingent upon project status."

Andreas Schuster summarises the decisive benefit Projektron BCS provides in his opinion, as follows: "We receive the most diverse reports at the push of a button – always based on SAP relevant figures, but from various perspectives: planned budget per project and per cost centre and per annual tranche, orders per customer or key account, material costs per project, hours charged per work package, expenditure per capita or per cost centre. Other reports as to the budget percentage invested in technologies or the maturity stage of these technologies, etc. are possible too. There will always be further requirements to be placed on the software, Andreas Schuster says. "But Projektron staff have so far always been promptly responding to all our requests and modified the tool as required. For us, the most important thing is that the tool can be adapted to our conditions enabling us to make our research projects transparent and controllable."

#### Looking to the future

It is envisaged to integrate further forms into Projektron BCS: for cost planning or individual reports such as status report, budget figures, consumption figures or milestones.

"This will happen as soon as the tool has been run-in a little more," says Andreas Schuster.

#### About EADS

EADS is the largest European aerospace and defence corporation and was established in 2000 following a merger between German DASA (DaimlerChrysler Aerospace AG), French Aérospatiale-Matra and Spanish CASA (Construcciones Aeronáuticas S.A.). The corporation is registered in Schiphol-Rijk, Netherlands, and has organisational headquarters in Paris and Ottobrunn (German centre of operations).

The EADS group includes aircraft manufacturer Airbus, Eurocopter as the world's largest helicopter supplier, and EADS Astrium, the European leader in space programmes such as Ariane and Galileo. EADS is the major partner in the Eurofighter consortium, develops the A400M military transport aircraft and is a stakeholder in the leading global missile systems provider, MBDA.

EADS employs over 116,000 personnel at more than 70 production locations. In 2006 the company achieved revenues of €39.4 billion. EADS shares have been traded on the stock exchange since the foundation of the group.

*More success stories and further information about **Projektron BCS** are available at: [www.projektron.com](http://www.projektron.com)*