

# PROJECT ]open[

**"We anticipated a multi-year effort, but went live after only 3 months, exceeding expectations by far."**

*Nazneen Jehangir,  
CEO of NeST-IT*

## NeST Group (Kochi, India) Project Management for 4,500+ Users

### The Customer

Founded in 1990, NeST Group is an enterprise with 4,500 employees headquartered in Kochi, India. It has two main business units: SFO RDS for Original Design Manufacturing, and NeST IT for software. SFO RDS specializes in product engineering and custom software development providing integrated hardware/software solutions for customers in Aerospace & Defense, Communications, Transportation, Energy & Industrial and Healthcare domains.

NeST IT develops solutions – IT, Process, People & Turnkey – for global customers in the form of applications, products, third-party COTS (Commercial Off-The-Shelf Software), process outsourcing, training and consulting.

With its own IP, patents, standardized product building blocks, additional competencies in GIS, Enterprise Solutions and Digital technologies, the company adds value to its OEM customers, earning the 'most preferred partner' status among customers across North America, Europe, Middle East, Africa, India, Japan and Australia.

### 10,000 Users – Performance Challenge

After a phase of strong growth, NeST needed a project management system with higher scalability and sophistication than the previous one. In order to be future-proof, NeST required the system to scale up to 10,000 users.

### 8 Business Units – Functional Challenge

In functional terms, a distributed organization of 8 BUs requires sophisticated processes beyond the standard agile and non-agile project management. Critical areas include project profitability analysis and profit center management. "The functional sophistication of ]po[ by far exceeded our expectations. We only had to add a few reports." said Hariendran Nair, CIO of NeST IT.

### The Solution - ]project-open[ Enterprise

Studying the market, CIO Hariendran Nair found a surprise: an open-source solution covering all functional requirements, at a reasonable price. Plus, the open-source license allows for in-house development of features specific to NeST.



**NeST Information Technologies**  
*Solutions First!!!*

## At a glance

### Customer

NeST Group is a leading Indian technology enterprise with 4,500 employees based in Kochi, Kerala, India.

### Business Need

NeST IT needed to implement a new project management system across the organization.

### Solution

NeST IT chose ]project-open[ Enterprise Edition and implemented the system using a "train the trainer" model, in order to perform the rollout mostly in-house.

### Results

Only 3 months after the "go" decision, the system was already live, exceeding expectations of delivery time and scale.

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"This project was high-risk, so we needed absolute transparency. As ]po[ is open source, we could evaluate both functionality and performance ourselves."

*Hariendran Nair,  
CIO of NeST-IT*

## Benchmarking and Server Sizing

NeST-IT currently has 4,500 users, but it has plans to grow. "We had to verify that ]po[ can handle 10,000 users to be future-proof," says Hariendran Nair. Before the ]po[ implementation started, the team set up the ]po[ "Timesheet Benchmark" simulating 1,000 concurrent users logging their hours on 1,000 projects with 50-200 activities each.

The result implied that existing server hardware would support the first phases of the project. A server upgrade would be sufficient to handle the full 10,000 users in the future.

## Performance Optimization

"We were surprised about the tools available for performance optimization. Using these tools, it was easy to identify a number of slow-running queries, and to accelerate them," said Hariendran. Based on the OpenACS.org open source community system, ]po[ takes advantage of the work built by peer developers in other installations:

- A "SQL Profiler" maintains statistics on SQL queries, allowing administrators to spot slow-running pages.
- A "Cache System" stores the results of frequently used subroutines and SQL queries in memory.
- A "System Monitor" provides information about threads, database pools, etc.

## Continuous Monitoring

Yet another set of tools allows for ongoing monitoring:

- A "Request Monitor" keeps statistics on site traffic and page load times. It helps spot slow-running pages and can send out warnings.
- An "Intrusion Detection System" (IDS) detects and warns about unusual usage patterns.

"These tools helped us build trust in the system, because they show that ]po[ is familiar with enterprise operations," says Hariendran Nair.

## Implementation Highlight

NeST used a gradual go-live process, migrating individual projects from the old system to the new one. "This was not the first project we handled this way," said Hariendran Nair. Fifteen in-house developers were trained during a 2-week on-site training course following a "train-the-trainer" approach.

## Key Functionality Used

- ▶ ]po[ Agile / Waterfall Project Planning
- ▶ ]po[ Profit Center Financial Controlling
- ▶ ]po[ Resource Planning
- ▶ ]po[ Timesheet Management
- ▶ ]po[ Project Baselining
- ▶ ]po[ Dashboard & Reporting

## Business Results

"We have managed the roll-out and user onboarding in a fraction of the time and cost planned," says Hariendran Nair.

"So we can now spend more resources on optional extensions and customizations. The ]po[ product already includes functionality around finance, sales and portfolio management that we want to implement now."

## Other Results

- ▶ The implementation was on time and below budget.
- ▶ Smooth transition from the old project management system to ]po[.
- ▶ The entire corporation runs on a single standard Intel server.
- ▶ In the next phase ]po[ will be extended to the non-IT parts of NeST Group.