

R&D COST CONTROL · EUROPE

How Black Horse took control of R&D project costs

A case study in R&D project cost management with PPM-Factory

** Black Horse is a placeholder name. The client's identity is kept confidential.*

AT A GLANCE

CLIENT
Black Horse*

INDUSTRY
Automotive

HEADQUARTERS
Europe

PORTFOLIO
**300+ projects ·
1,000+ users**

SOLUTION
PPM-Factory Ready

GO-LIVE
2021



HEADLINE RESULT · R&D COST CONTROL

Before

Manual merges

budgets from teams, suppliers and ERP extracts



After

Live control

costs, commitments and variances, in sync with the ERP

THE CHALLENGE

R&D budgets spread across many hands

Black Horse runs 300+ R&D projects across multiple vehicle programs. Leadership needed clear cost visibility, but financial data had to be consolidated by hand.

R&D budgets had to be controlled across many components and programs, with multiple internal teams and external suppliers involved. Consolidating their financial data and keeping it aligned with the ERP system was slow, and stakeholders lacked accurate, timely reporting to make data-driven decisions.

The old cost consolidation

Repeated every reporting cycle

Extract	Collect	Reconcile	Consolidate	Report
ERP data	Team budgets	Supplier costs	By hand	To executives

WHAT STOOD IN THE WAY

Fragmented data Budgets were spread across components, programs and suppliers, with no single version of the truth.	Manual consolidation Financial data had to be reconciled with the ERP by hand every cycle.
Limited cost visibility Commitments and variances were hard to see in time, so overruns surfaced late.	Late reporting Executives and project leaders lacked accurate, timely reports to make data-driven decisions.

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With so many components, programs and suppliers, we spent more time reconciling cost figures than managing them.

R&D Controlling Manager, Black Horse

GOALS SET BY LEADERSHIP

- One consolidated view of R&D budgets across components, programs and suppliers
- Cost data aligned with the ERP system, without manual reconciliation
- Accurate, timely reporting for executives and project leaders

THE SOLUTION

One platform, live in 2021

Black Horse selected PPM-Factory Ready after a 12-month evaluation. The deciding factors were its integration with the ERP system and the structure, control and visibility it brought to R&D project cost management.

WHAT WAS PUT IN PLACE

01 Centralized cost management R&D budgets consolidated across components, programs and suppliers, aligned with the ERP system.	02 Real-time cost control Live view of costs, commitments and variances to support proactive decisions.
03 Collaboration across teams Multidisciplinary teams and external suppliers working in one platform.	04 Executive reporting Accurate, timely reports for executives and project leaders, strengthening governance and accountability.

HOW IT WAS ROLLED OUT

Phase 1 Evaluate A 12-month evaluation of solutions and of the ERP integration.	Phase 2 · 2021 Go-live 1,000+ users onboarded, with costs synchronized with the ERP.	Phase 3 Extend Collaboration with external suppliers and broader executive reporting.	
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HOW THE TEAMS WERE KEPT ON BOARD

- **Configure, don't customize.** The PPM-Factory Ready standard setup was used as delivered, with configuration only.
- **Retire old reports.** Spreadsheet cost reports were replaced by reports generated from the platform.
- **Leaders used it first.** Executives and project leaders review R&D costs directly in the platform.



The long evaluation paid off. With the ERP integration in place, project leaders trusted the numbers and adopted the platform quickly.

PMO Lead, Black Horse

THE RESULTS

From reconciling costs to controlling them

Executives and project leaders now follow R&D costs, commitments and variances live, from one platform aligned with the ERP.

COST DATA Manual → ERP-synced	COST VISIBILITY Per team → End-to-end
COMMITMENTS & VARIANCES Seen late → Real time	USERS ON ONE PLATFORM Separate tools → 1,000+

WHAT CHANGED

	BEFORE	WITH PPM-FACTORY
Reporting	Compiled by hand from many sources	Accurate and timely, from the platform
Data	Team budgets, supplier files, ERP extracts	One platform, aligned with the ERP
Costs	Visible after the fact	Costs, commitments and variances in real time
Executive access	Reports prepared by hand	Direct access to R&D cost views

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We now see the full picture, from budget to actuals, across every component and program. We control R&D costs instead of explaining them afterwards.

Member of the Executive Board, Black Horse

WHAT'S NEXT FOR BLACK HORSE

Next, the company plans to build on this foundation to leverage AI.

Ready to take control of your R&D costs?

Start with one portfolio. Prove the value, then build on it.

ppm-factory.com · info@ppm-factory.com