



Apollocom, a leader in digital transformation, elevates its PMO to a key business strategy tool with ITM Platform.

Apollocom, specialists in integrating technology solutions and systems.

Apollocom is a leading company in technological transformation, focused on comprehensive solutions in telecommunications, automation and control, telemetry, and cybersecurity.

Operating across various industries such as: oil and gas, chemical, water, pharmaceutical, mining, and transportation. Recently, they have expanded their operations in the latter sector, specifically in airport areas.



Founded in 2009, Apollocom is now celebrating 15 years and has new offices in the corporate hub of Santa Fe, in Mexico City.



ISO 9001:2015 and ISO/IEC 27001:2013 certified.



The company specializes in tailored, secure, and innovative technological solutions for the industrial sector.



Their value proposition emphasizes: innovation, technology, PMO, engineering, and Network Operations Center (NOC).



They are a company proud of their ethical values, made up of multidisciplinary and diverse teams.



They have commercial alliances with leading manufacturers to directly transfer benefits to their customers.



Custom Systems and Solutions

Apollocom's typical client works with various systems that need to be unified into a coherent environment. For example, they may integrate a volumetric control system with a control room, ensuring that signals from different devices or systems "speak the same language." This process often presents challenges, especially when systems or solutions do not natively integrate. In such cases, Apollocom facilitates communication between devices from different manufacturers or to establish common protocols for effective integration. This service is offered as a "turnkey" solution, tailored to clients' specific needs to ensure smooth and efficient operation.

In terms of development, Apollocom focuses on telemetry solutions and the design of interfaces that enable the graphical visualization of collected data, such as from an oil well. This includes monitoring dynamic variables like pressure or temperature and tracking chemical processes in refineries, allowing clients to observe real-time operations from a control room through detailed graphics.

Project Organization and PMO

Apollocom has adopted a progressive strategy to improve its project management, starting with the assignment of project coordinators responsible for each project. They are currently in the process of certifying these coordinators as Project Management Professionals (PMP), with the goal of having them lead multidisciplinary teams composed of technical specialists, construction teams, field technicians, and back-office administrative support.

This structure reflects their organizational hierarchy, starting with Project Management, followed by the Directorate and the Staff Area.

In 2022, Apollocom initiated the implementation of a Project Management Office (PMO), initially focusing more on project administration than on strategic portfolio and program management, given the organization's maturity at that time. Over time, their PMO has evolved into a more robust entity, preparing to tackle strategic aspects of project management.

Additionally, Apollocom is focused on incorporating key initiatives from various areas of the organization, such as Human Resources, into an improvement program aimed at meeting strategic objectives. This effort expands their project management scope as they progress in their maturation process.



The PMO is crucial for measuring key metrics, ensuring compliance with regulations and guidelines by project managers, and maintaining a detailed record of ongoing projects.

Ricardo Castañeda
Director of Operations



Business and Transformation Projects

Apollocom's operational strategy emphasizes both business projects and internal transformation initiatives. These efforts align with key commercial goals, aiming to expand their market reach and strengthen their competitive position while fostering innovation and continuous improvement within the organization.

Business projects are categorized into:

- Turnkey projects
- Managed services
- Supply and logistics

Each type of project presents various challenges, ranging from the integration of complex solutions to operational and logistical management, all crucial for generating more revenue and increasing business volume.

Simultaneously, internal improvement initiatives aim to develop capabilities that prepare all personnel for future market challenges.

In this regard, Apollocom implements programs that require collaboration across different organizational areas to achieve strategic objectives, maintaining a balance between driving the core business and promoting internal change and innovation.

Critical Dimensions in Project Management

In Apollocom's project management, three critical dimensions stand out for success and quality: project administration, quality assurance, and risk management.

- **Project administration** encompasses planning, execution, and monitoring of tasks to achieve objectives within established timelines and budgets.
- **Quality assurance** maintains standards, complies with regulations, and promotes continuous learning.

- **Risk management** involves identifying and mitigating risks to minimize negative impacts.



To achieve this, the **quality area** acts as an Operational Center of Excellence, focusing on continuous improvement and making processes auditable and transparent. This three-dimensional strategy aims not only to efficiently reach objectives but also to improve processes and outcomes through a culture of quality and transparency.

Key Differentiators of Apollocom from a Project Management Perspective

Apollocom stands out in the field of project management through a unique combination of technological innovation, management efficiency via a robust Project Management Office (PMO), and a focus on human value.

- 1 **Innovation and technological development** are the fundamental pillars of the organization. With an area dedicated to these efforts, led by the Directorate of Technology, it excels in the ability to offer unique and technological solutions.



Technological innovation, process efficiency, and human value are fundamental values for our differentiation in the industry.



This focus on innovation allows them not only to compete but to lead in the technological environment, quickly adapting to market changes and anticipating the needs of all their clients.

Background to the Adoption of ITM Platform

Before adopting ITM Platform, Apollocom faced serious challenges in project management. There was no specific way to quantify project deviations, but it was evident that these were significantly higher, with some projects ending with deviations, either negative or positive, of up to 10% above the forecast.

This latter case did not reflect better project execution but rather overly conservative planning that led to inflated budgets not aligned with the real needs of the projects. Such a situation resulted in a wide variability of final outcomes, generating uncertainty about the final performance of the projects.

The main problem Apollocom sought to solve was the effective consolidation of project management information.

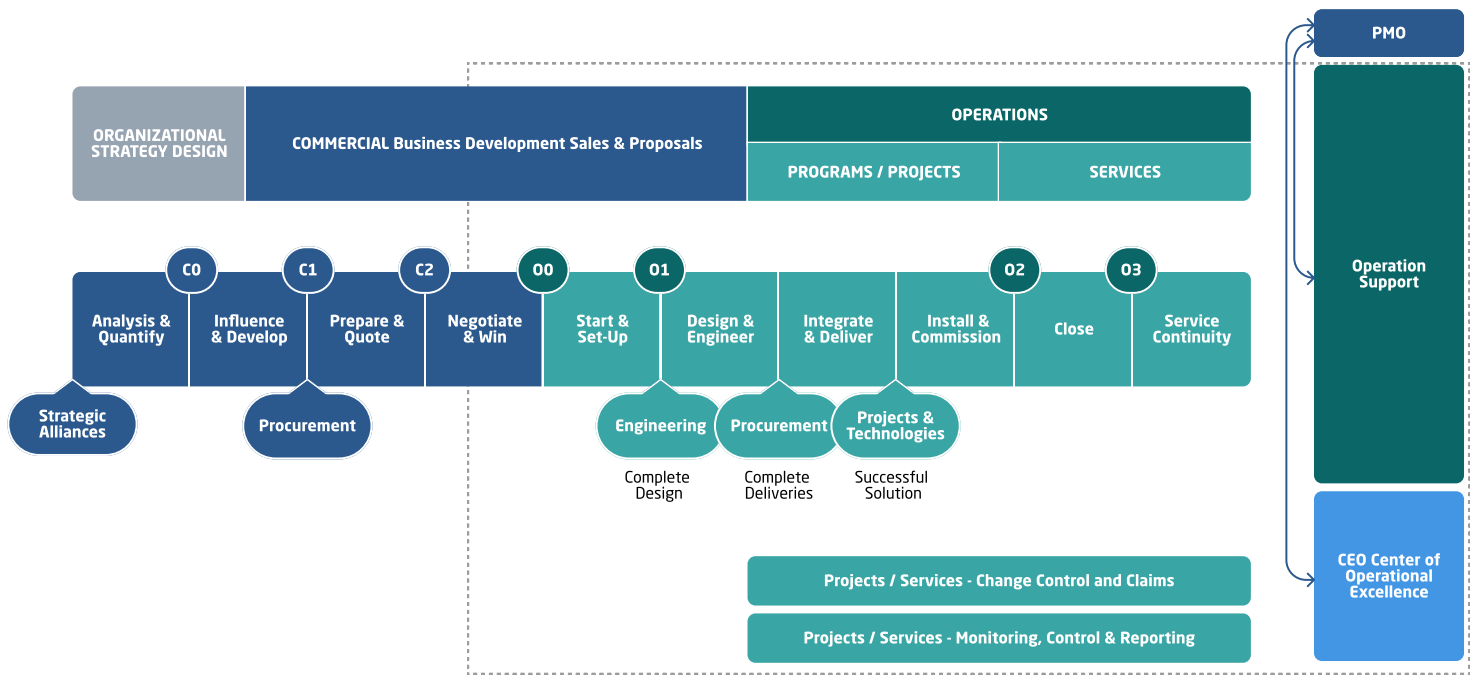
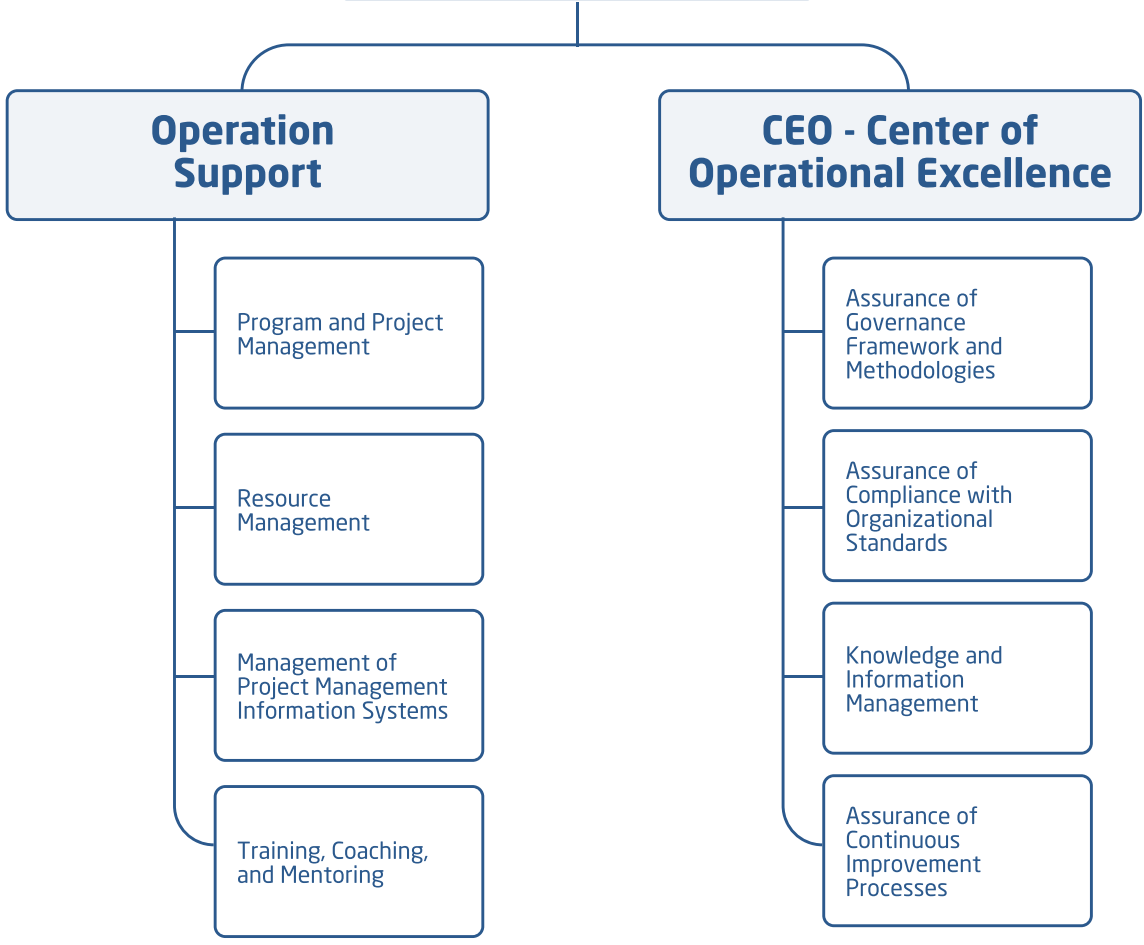
The company faced the challenge of maintaining a single, truthful, and up-to-date source of information. The fragmentation of information across multiple spreadsheets and other tools caused considerable rework, loss of time and efficiency, and added unnecessary complexity to the reporting process and the cross-referencing of information due to the lack of a unified database.

- 2 Their PMO ensures efficient and effective project management,** implementing advanced methodologies tailored to the specific needs of each project. This structure not only demonstrates the tangible value that project management processes bring to the organization but also positions them favorably against competitors, both in the Mexican market and internationally.
- 3 Human value** is a critical differentiator for Apollocom. The experience, knowledge, and project management certifications of their team not only provide a solid foundation for the entire operation but also ensure the trust of clients and investors. This holistic approach to quality and excellence in project management allows them to stand out in a highly competitive environment.





Operations Management and PMO Management





The Solution: A Methodology and a Tool

The improvement in project management thanks to the implementation of a proprietary methodology and ITM Platform has been significant, especially in terms of reducing deviations. Apollocom has set a clear objective: projects must not exceed a standard deviation of 2% in relation to the gross profit defined in their business case. This performance criterion ensures minimal variations in meeting financial objectives, representing much more precise and effective management.

“Our initial strategic focus was on strengthening ‘business as usual,’ prioritizing business projects that are crucial for the company’s operation and sustained growth.”

This achievement is not solely based on rigorous financial control; it is also the result of proper resource management, project time planning, defined scope for each one, and crucially, the control of risks that could negatively impact the project from a financial perspective. In practice, this means that projects currently being executed maintain a maximum standard deviation of 2% compared to what was forecasted in their specific business case.

Such discipline in project management ensures that projects are not only completed within the anticipated time, cost, and scope margins but also achieve the expected financial results with a high degree of reliability. The implementation of this methodology has been fundamental in achieving high levels of precision and efficiency in project management.

Dual Role of the Project Manager

Apollocom’s goal is to foster the growth of project managers or coordinators towards a more executive and global project management approach, beyond their technical competencies. This broader vision includes two main areas:

1. Internal Project Management:

Encouraging project coordinators to develop and refine their skills in comprehensive project management. This encompasses all aspects of project administration, ensuring that objectives are met within established timelines, budgets, and quality standards. The challenge is to shift their focus from technical aspects to a more holistic and strategic management approach.

2. Client Relationship: Simultaneously, emphasizes strengthening coordinators’ skills in managing client relationships, recognizing that maintaining client satisfaction requires clear and effective communication, proactive follow-up, and appropriate involvement. The aim is to ensure that project managers are equipped to keep clients informed by offering timely reports and notifications that reflect progress and any necessary adjustments to the project.





Although many project coordinators have a solid technical foundation, the challenge lies in balancing that technical expertise with the demands of project management that is more focused on leadership and client relations. The commitment is based on guiding them through the transition process, focusing on the development of these higher-level competencies.

Benefits of Implementing the Methodology and Tool

The adoption of ITM Platform and the implementation of a more mature project management methodology have brought significant changes and improvements to project management at Apollocom. The benefits obtained can be summarized in the following points:

- **Improvement in Estimation Accuracy:** Before ITM Platform, project estimates lacked precision, resulting in significant deviations. With ITM Platform, estimates are much more accurate, reducing deviations to a maximum of 2% in relation to the planned gross profit.
- **Reduction of Inflated Budgets:** The adoption of ITM Platform has eliminated the need for overly conservative planning, which previously resulted in inflated budgets not justified by the real needs of the project.
- **Centralization of Information:** Information fragmentation was a central problem, with multiple spreadsheets and tools complicating management. ITM Platform has enabled the centralization of information, improving efficiency and reducing rework.
- **Improvement in Reporting Speed:** With the centralization of data and integration with tools like Power BI, ITM Platform has significantly accelerated the reporting process, allowing for more frequent and timely updates.

- **Alignment with Methodological Framework:** The implementation of ITM Platform has enabled the alignment of project management processes with an established methodological framework, covering approximately 80% of methodological needs directly within the tool.
- **Improvement in Decision Making:** Real-time accessibility to project data facilitates more informed and timely decision-making, significantly improving project management efficiency.

The implementation of ITM Platform and a mature project management methodology has been transformative for Apollocom.

In this sense, it has improved not only the management and delivery of projects but also the organization's ability to more consistently and reliably meet business commitments and expectations.

The Information Pyramid and the Role of the Project Manager

The implementation of a structured information pyramid through two main dashboards has revolutionized project management at Apollocom, enabling highly optimized decision-making and presentation of crucial information for the management team and directors.

- **The Financial and Project Execution Dashboard** is designed with a predominant focus on financial information, offering a comprehensive view of ongoing projects, facilitating proactive and strategic financial management.



- **The Project Status Dashboard** uses a traffic light system for effective tracking of the status of each project, allowing for management by exception and quick identification of projects that require special attention.



The Project Manager (PM) plays a key role in this ecosystem, being responsible not only for the execution and reporting of actions within this structure but also for risk escalation and effective communication for quick decision-making.

This synergy between meticulous information structuring through specialized dashboards and the active management of information flow by the Project Manager has resulted in effective risk management, improved communication, and faster, more informed decision-making.

The integrated strategy ensures that all stakeholders are informed and aligned with the project's objectives, fostering the achievement of Apollocom's strategic and operational goals.



Future Forecast and Evolution Strategy in Project Management

The future forecast in Apollocom's project management focuses on overcoming key challenges and seizing opportunities to improve and expand its organizational capacity. Therefore, it has identified two main areas to focus on:

1. **Proactive Integration of Business Initiatives in Project Management:** One of the most significant challenges is achieving a level of maturity that allows for the proactive incorporation of business initiatives into the project management platform from early stages. The implementation of cross-reviews before the handover of a project is a practice that Apollocom aims to establish, as it will enable joint evaluations between the proposals, commercial, and project teams to ensure a comprehensive understanding of business opportunities, effectively preparing them for execution and facilitating smoother transitions between stages.
2. **Formation of Staff Areas and Management of Internal Improvement Projects:** The second area of focus is the development and training of the organization's staff areas to manage initiatives aligned with the core organizational improvement programs. This includes monitoring initiatives such as internal projects, evaluating their contribution to the company's strategic objectives. To facilitate this process, a "benefits map" has been established to help document initiatives, measure their benefits, and ensure that internal improvement projects are aligned with strategic objectives. This approach allows for the adjustment or discontinuation of initiatives based on changes in the market, interests, or external situations, thereby optimizing available resources.



The ultimate goal is to expand this vision to encompass internal improvement and transformation projects, elevating project management to an enterprise-level portfolio, program, and project management office.

Impact of Artificial Intelligence (AI)

The AI functionality of ITM Platform has impressed the organization by consistently driving the growth and professionalism of project managers. The tool allows them to create executive reports, that is, AI-generated summaries of their projects, facilitating the synthesis of large volumes of information quickly and efficiently.

This feature is especially useful for weekly presentations, allowing for a quick overview of the project status even when it's not possible to attend full meetings. The ability to generate concise and easy-to-read executive reports is key to effectively communicating the progress and challenges of projects to all stakeholders. The organization continues to explore ways to more closely integrate these summaries with the actual project status to improve their efficiency and effectiveness in project management.

Leveraging ITM Platform

Apollocom has experienced significant improvement in project management thanks to two key aspects of using ITM Platform. Firstly, the successful adoption of the platform by project managers, who now use it intensively and without prior resistance, leveraging its alignment with the corporate methodological framework for efficient integration.

This has allowed for more effective management and reporting, including handling projects in different currencies.

Secondly, at the executive level and in staff areas, Power BI has been customized to access critical information, which has improved decision-making with accurate and up-to-date data. This approach has been well-received by General Management, highlighting the improvement in control and access to information compared to previous methods.

With the recent renewal of ITM Platform, Apollocom reaffirms its commitment to the tool, reflecting the trust and satisfaction of the management and executive team.



"In high-level meetings, even with the Board, we use ITM Platform to present key information, ensuring all stakeholders are informed and confident in our management."

ITM Platform is now a fundamental pillar in Apollocom's project management strategy, offering an integrated solution that meets the operational needs of project managers and the control and information expectations of executive management, improving decision-making and organizational alignment.



Benefits and Results Achieved



Improvement in Estimation Accuracy

Project estimates are now much more accurate, reducing deviations to a maximum of 2% in relation to the planned gross profit.



Reduction of Inflated Budgets

Elimination of the need for overly conservative planning, resulting in more objective budgets aligned with the real needs of the project.



Centralization of Information

The fragmentation of information across multiple tools has been resolved by centralizing it in ITM Platform, improving efficiency and reducing rework.



Improvement in Reporting Speed

Integration with tools like Power BI has significantly accelerated the reporting process, allowing for more frequent and timely updates.



Alignment with Methodological Framework

The implementation of ITM Platform has enabled the alignment of project management processes with an established methodological framework, covering approximately 80% of methodological needs directly within the tool.

These benefits have significantly transformed project management at Apollocom, allowing for more consistent and reliable fulfillment of business commitments and expectations, improving decision-making and operational efficiency.

