

PMO
Conference
London 
2016

PMO

Conference
London

2016



Keynote

Command Your Organization with Project Portfolio Management (PPM)

Chris Garibaldi, Principal, Deloitte Consulting LLP



Introduction



Chris Garibaldi is a principal in Deloitte Consulting LLP's Technology practice and has 20+ years of experience in business strategy and management. He spent over a decade helping Deloitte's largest global clients govern and manage their organizations with Project Portfolio Management (PPM). Chris is known across industries and technology circles as an innovator and thought leader in PPM strategy and implementation.

THE VALUE OF PPM

The Qualitative Value of PPM

PPM empowers those that wield it and work within its structure

- Increased confidence in the portfolio balance and strategic focus
- Tight collaboration between portfolio owners and those delivering the work
- Focused, more productive resources

These benefits drive



Material financial benefits (efficiency/reinvestment)



Better business partner



Career tenure – command

The Quantitative Value of PPM

In addition to empowering the organization and its leaders, mature PPM yields material, measurable value.

- Clients have seen a **10 to 40% increase in project estimation accuracy** using a cyclical estimation refinement process using results management
- With clear visibility into demand, the in-flight portfolio, and resource allocation/capacity, **organizations typically see a 30% efficiency increase** in the allocation of resources.
- Being able to analyze annual portfolio activity with immediate access to a single source of information **reduces annual budgeting costs from 10 to 50%.**

Asset ID	Asset Name	Asset Type	Asset Value	Asset Status
1	Projects in 2011	Project	75	Active
2	Applications	Application	150	Active
3	Data centers	Infrastructure	4	Active
4	Servers (virtual)	Infrastructure	2,500	Active
5	Storage (TB)	Infrastructure	1,400	Active
6	Network "nodes"	Infrastructure	3,700	Active
7	Workstations/desktops/laptops	Infrastructure	5,700	Active
8	Email accounts	Application	7,550	Active
9	Mobile devices	Infrastructure	2,500	Active
10	Average monthly help desk tickets	Support	7,200	Active

Key Facts

- Projects in 2011 = 75
- Applications = 150
- Data centers = 4
- Servers (virtual) = 2,500
- Storage (TB) = 1,400
- Network "nodes" = 3,700
- Workstations/desktops/laptops = 5,700
- Email accounts = 7,550
- Mobile devices = 2,500
- Average monthly help desk tickets = 7,200

Key IT vendors (e.g. Hardware/Software): Dell, Cisco, HP, Oracle, VMware, Symantec, Citrix, Microsoft, Veritas, Symantec

Deloitte Benefit Financial Impact Template

Deloitte Benefit Financial Impact Template

Deloitte Benefit Financial Impact Template

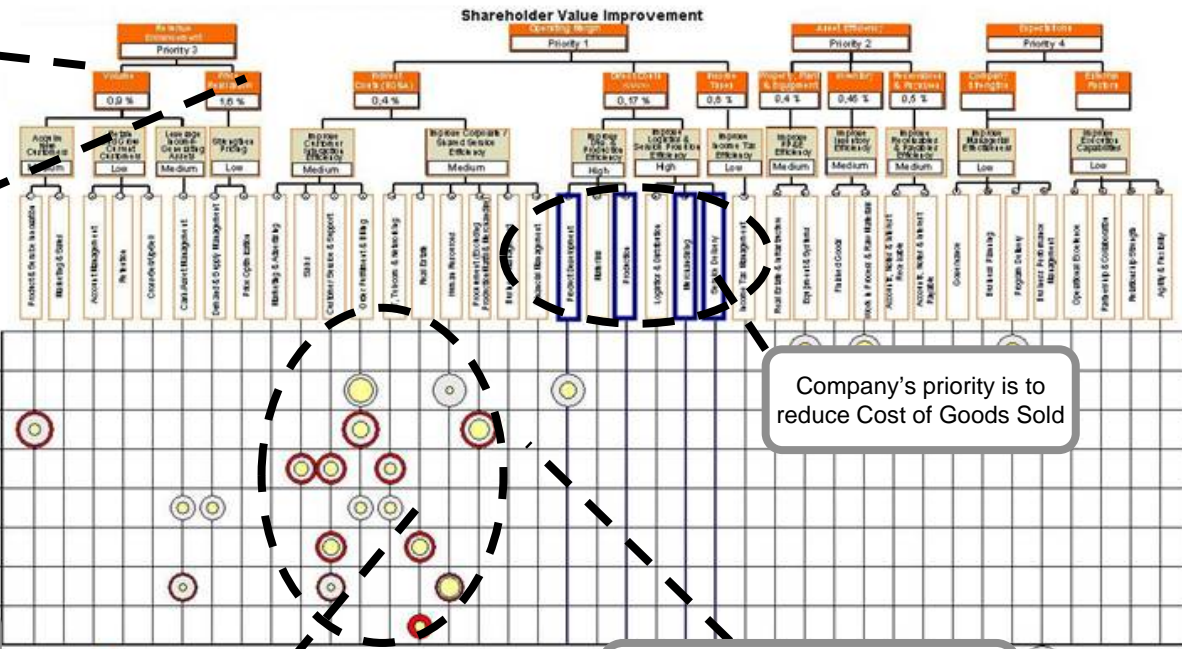
Dashboard Example: Enterprise Value

Seeing investments across strategic drives is foundational.

Illustrative

The value drivers of the company describe how value is created

Sensibility Analysis evaluates impacts on share price



Company's priority is to reduce Cost of Goods Sold

Each initiative is documented with cost and benefit information

Most investment focus on reducing selling, general and administrative costs

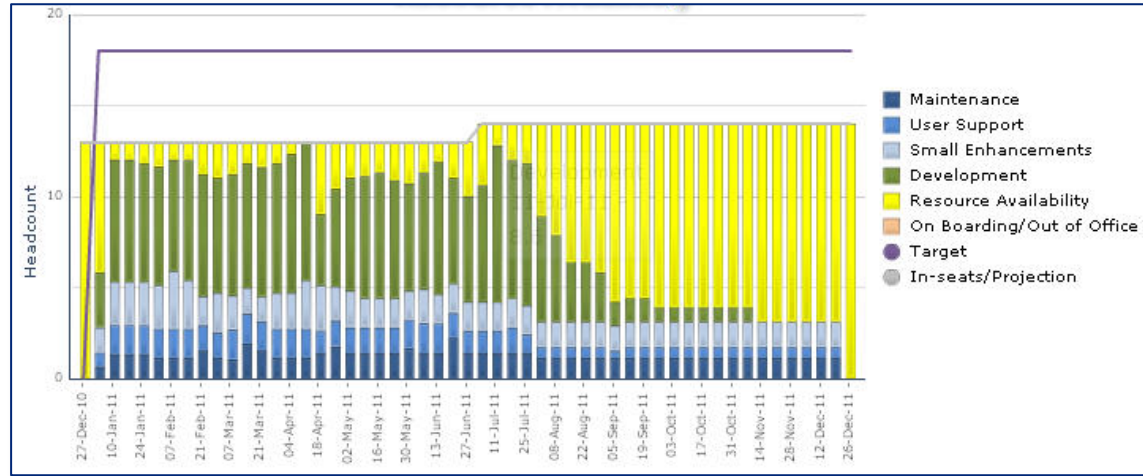
For many projects, the costs (red area) are greater than benefits (beige area)

Total Costs ●
Total Benefits ●
Driver Benefits ●

Dashboard Example: Resource Capacity

Resource capacity assessment is an excellent compliment to value alignment.

Functional Groups
Finance
Functional Configuration
Integration
Report Development
Technical Analyst



Demand Portfolio

Name	Start	End	Include
Demand Project A			✓
Demand Project B			✓
Demand Project C			
Demand Project D			✓

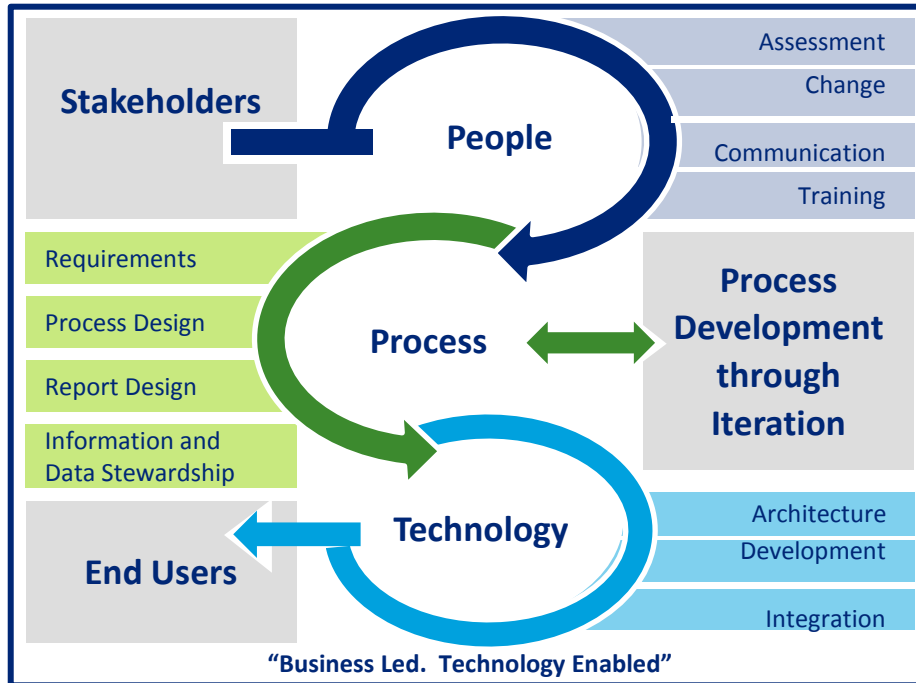
In-Flight Portfolio

Name	Start	End	Cancel
In-Flight Project 1			✓
In-Flight Project 2			
In-Flight Project 3			
In-Flight Project 4			

PPM DEFINED

Defining Project Portfolio Management

Building on the components of people, process, and technology; successful maturation of PPM uses solutions that reduce the risk of organizational adoption challenges.



People

Primary challenge in PPM maturity is organizational adoption. Without adequate support of leaders and the organization as a whole, a PPM solution will fail.

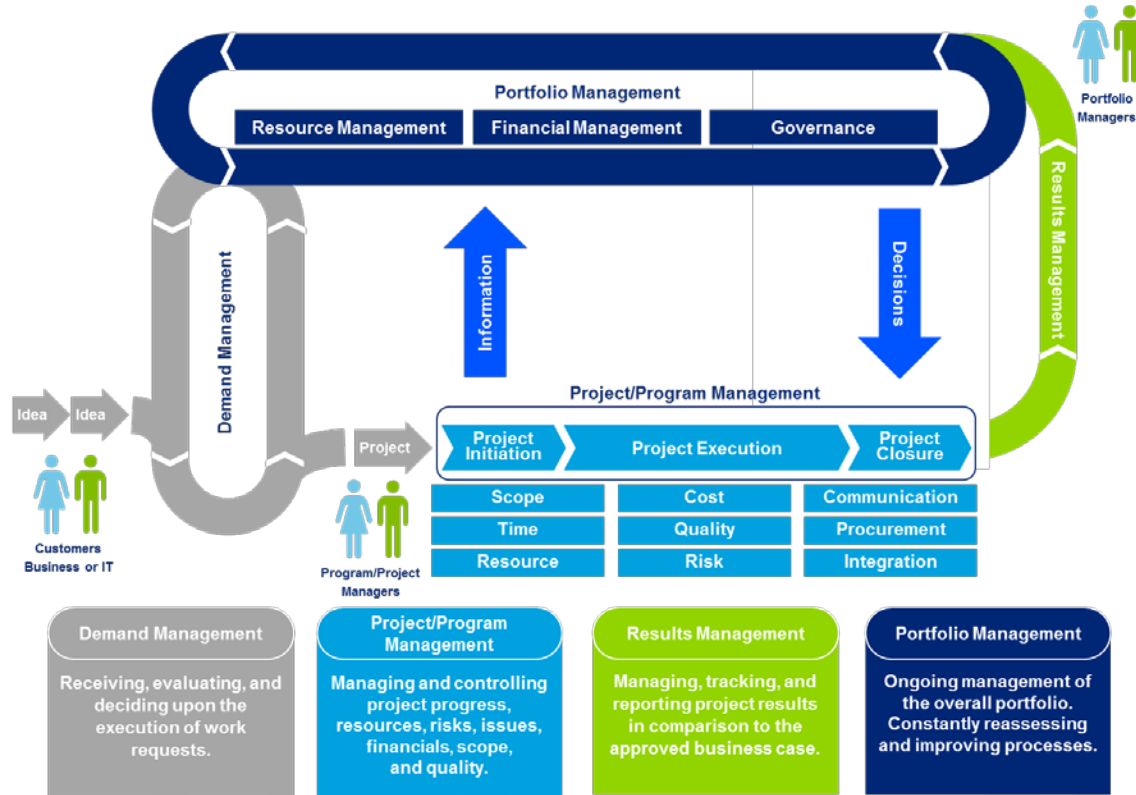
Process

PPM requires simple, intuitive, business-specific processes to be successful. Tailored processes should complement how companies operate and reduce the workload of people that productively work within the process stream.

Technology

PPM software is powerful and valuable, but is only effective when people are on board and processes have been designed correctly.

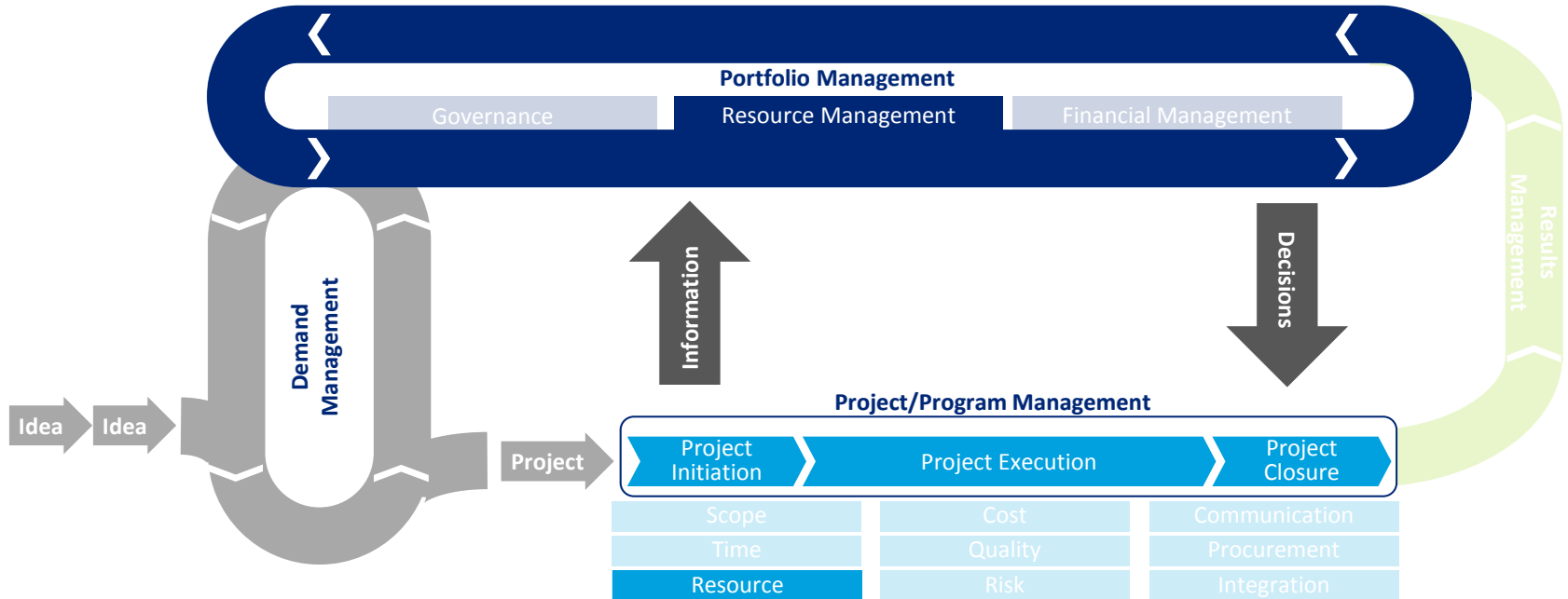
The Holistic, Closed Loop PPM Framework



PPM solutions, capabilities, and target maturity should be culled from the holistic view of the PPM cycle. From this view, only the necessary capabilities and maturity should be targeted.

Initial Areas of Focus

Commonly, Demand Management, Project/Program Management, and Resource Management are initial capability areas of focus.



COMMON PPM CHALLENGES

PPM Lessons Learned

Implementation Approach



- Successful PPM implementations use a solid documentation process coupled with an iterative approach to process design
- Requirements are better refined once business users see example solutions
- Appropriate time should be budgeted for the following activities which are often underestimated

Functional



- Robust demand management processes require accurate data contained within a single system of record
- Effective resource planning, allocation, and capacity analysis involves having a holistic view of all projects, regardless of source/funding
- Financial management attributes/capabilities add complexity to solution design

Technical



- Work with a system integrator that provides accelerators and processes to speed the design phase and allow for rapid, iterative adjustments
- Integration/data migration effort is significantly under estimated
- PPM tools often provide robust integration functionality, but proper mapping of source and target systems along with unified integration development is critical

Organizational Adoption for PPM

Organizational Adoption is the #1 challenge to PPM adoption.

Common PPM Challenges

- Tool-centric and process-centric
- Lack of integration between tech and org adoption
- No centralized organizational adoption plan
- Unclear understanding of leadership and stakeholder environment
- Lack of focus on specific change impacts to different parts of the organization
- Focus on transactional knowledge vs. behaviors
- Lack of consideration of PPM maturity in organizational adoption efforts

Leading Practice PPM Transformation

- Integrate the process, technology, and organizational adoption dimensions to enable impacted audiences to see the PPM benefits
- Create an organizational adoption strategy, aligned with the broader deployment plan and a understanding of the future business goals
- Perform detailed analysis of impacted leadership and stakeholders
- Establish a clear understanding of the as-is and to-be business processes before starting
- Integrate behaviors and PPM maturity considerations into the organization adoption strategy

Change Management

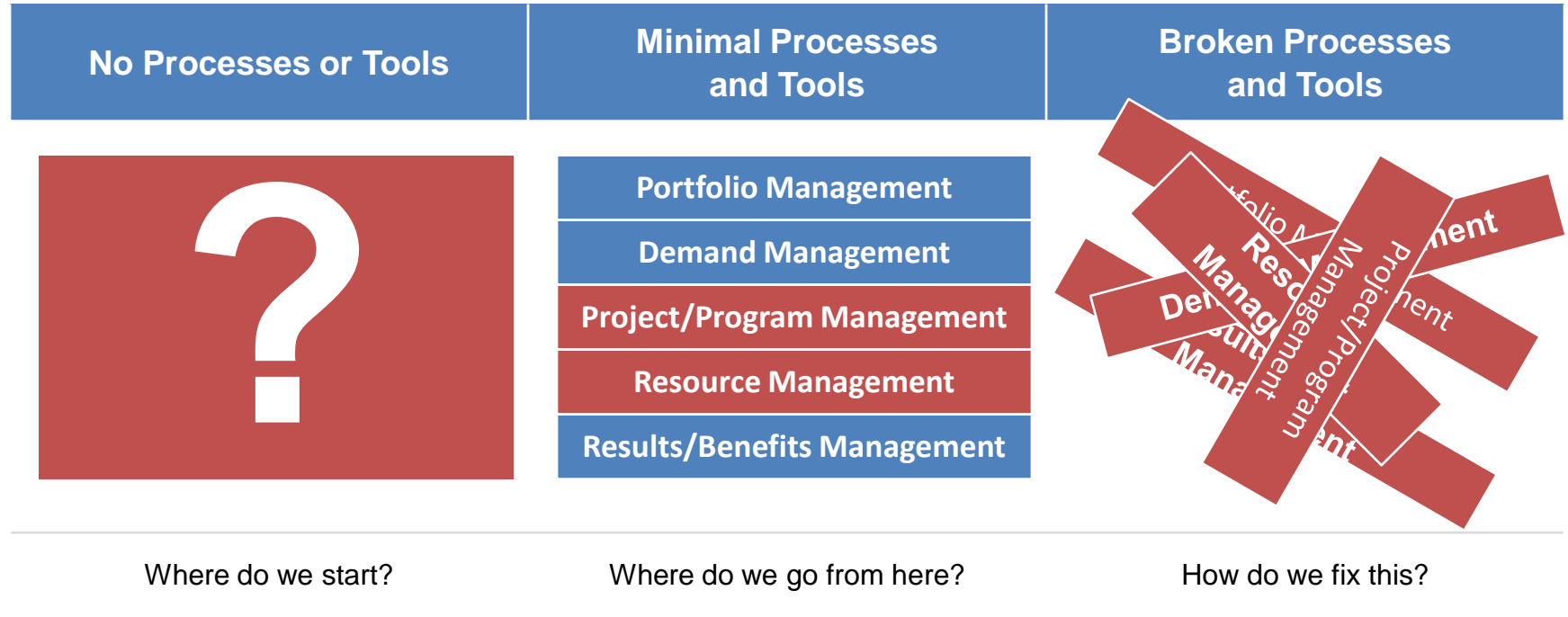
Communications

Training

THE PATH TO PPM MATURITY

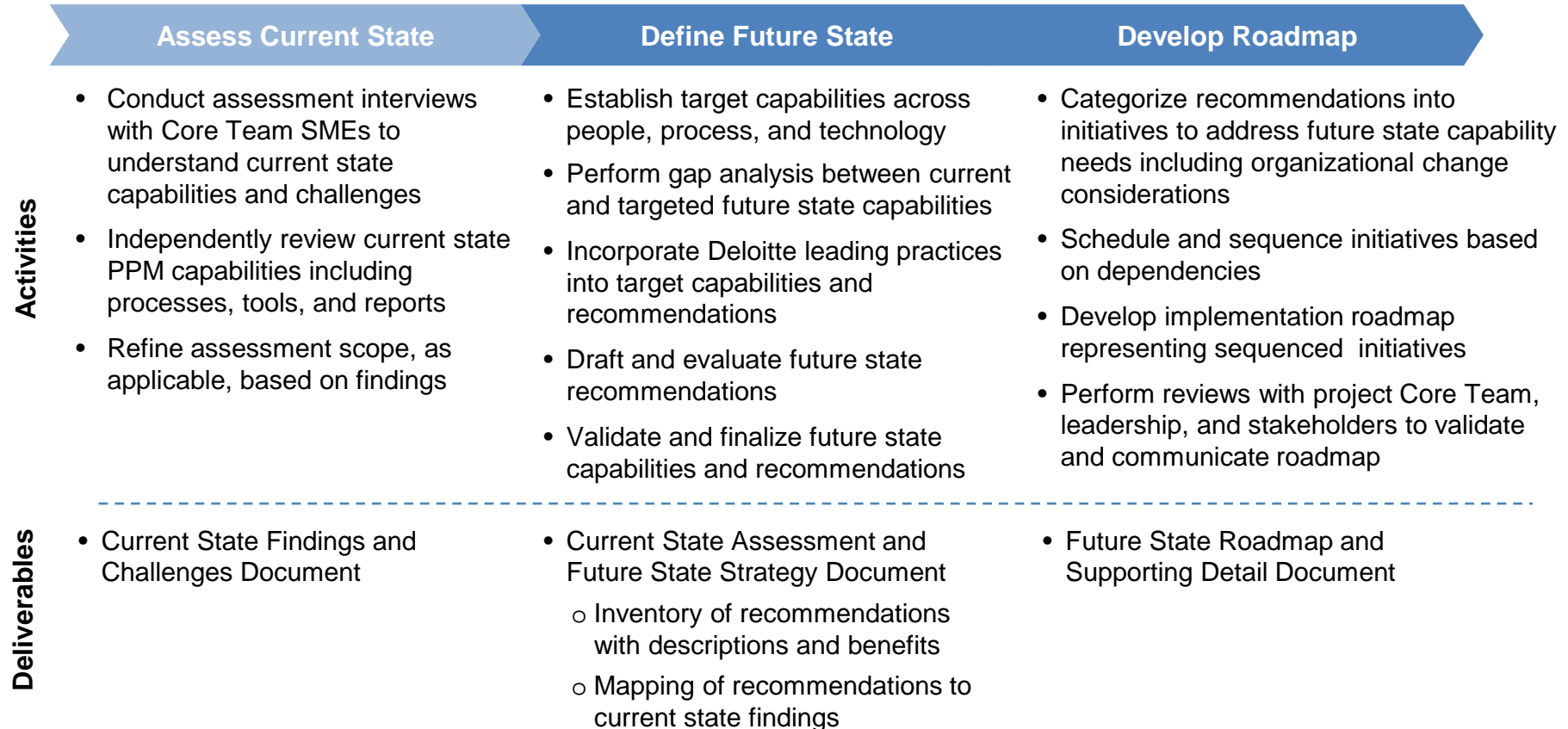
PPM Maturity Starting Points

Organizations tend to find themselves in one of three states when they decide to refine their PPM maturity.



PPM Maturity Assessment and Roadmap

Advancing past the current state, the path to PPM maturity is one that follows a familiar strategic assessment cadence.



SUMMARY AND QUESTIONS

APPENDIX

Deloitte PPM Thought Leadership

Deloitte is a recognized leader in the business transformation marketplace and has contributed materially to advancing our client's PPM transformations.

Analyst Accolades



Deloitte has been named a “Leader” in The Forrester Wave™: Business Technology Transformation, Q3 2012 study). Our clients describe our work as –
“Deloitte clearly understands the intersection of technology and business. Its client references were among the best we received, with one project incorporating current and future business needs, future flexible architectures, and implementing state-of-the-art technology”

“Deloitte’s approach to this practice area highlights its exemplary understanding of Fortune 500 business and technology needs”

PPM Thought Leadership

Deloitte's PPM Maturity Methods

Methods for Initiating PPM Maturity

D.MAP



D.MAP (Deloitte's Maturity Assessment and Roadmap Development Method)

Implementing only valuable capabilities to the right level of maturity, D.MAP is a process-oriented approach to assessing PPM maturity and providing recommendations for growth. The approach provides value across three phases: maturity assessment, future state strategy, and future state roadmap.

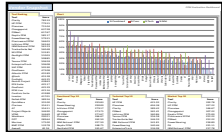
PPM Business Case



PPM Business Case Benefits Assessment

Deloitte offers a rapid assessment that estimates the financial benefits of IT PPM. The assessment is based on the direct, quantifiable benefits (primarily through cost reductions and increased productivity), existing organizational data and key performance indicators (KPIs), and predefined financial templates.

PPM Vendor Assessment



PPM Vendor Assessment

Deloitte's vendor selection method provides complete requirements tractability while leveraging extensive knowledge of the PPM market toolsets. Deloitte matches client requirements to 450 data points within 38 key PPM capabilities.

Additional Methods and Tools to Support PPM

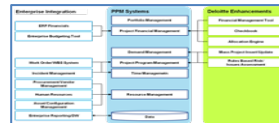
PPM Process Flows



PPM Delivery



PPM Integration



PPM Enterprise Value



Tax Advantage PPM



- **Name:** Chris Garibaldi (PPM Practice Leader)
- **Web:** www.deloitte.com
- **Email:** cgaribaldi@deloitte.com

Deloitte.

PMO
Conference
London 
2016