Project Management
As A Service

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PMI
BELGIUM CHAPTER

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Moving Beyond On-Time, On-Budget

*Have you ever killed a project that was **ahead** of schedule and **under** budget?*

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Topics

- Business drivers and needs

- Instantis solution fit

- Live Solution Overview

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Business-Driven PMO

Enables business change with a business stakeholder and business value-oriented *mindset* supported by…

Business Leadership

Business Strategy

Business Metrics

- Business leadership (PMO reports to and is hosted by C-level or line of business management)

- Business strategic objectives, goals and initiatives (and understanding of risks)

- Business value delivery metrics and scorecards such as ROI, time-to-market, time-to-value and customer satisfaction

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There's nothing wrong with traditional PMOs provided that…...

- The major PPM-related issue is either project and task execution (time, budget, scope) or incremental/continuous improvement of existing PPM processes

- Your business environment is relatively stable or changes slowly

- There is no significant opportunity for your IT PPM/PMO leadership to provide a leadership role in business change or transformation
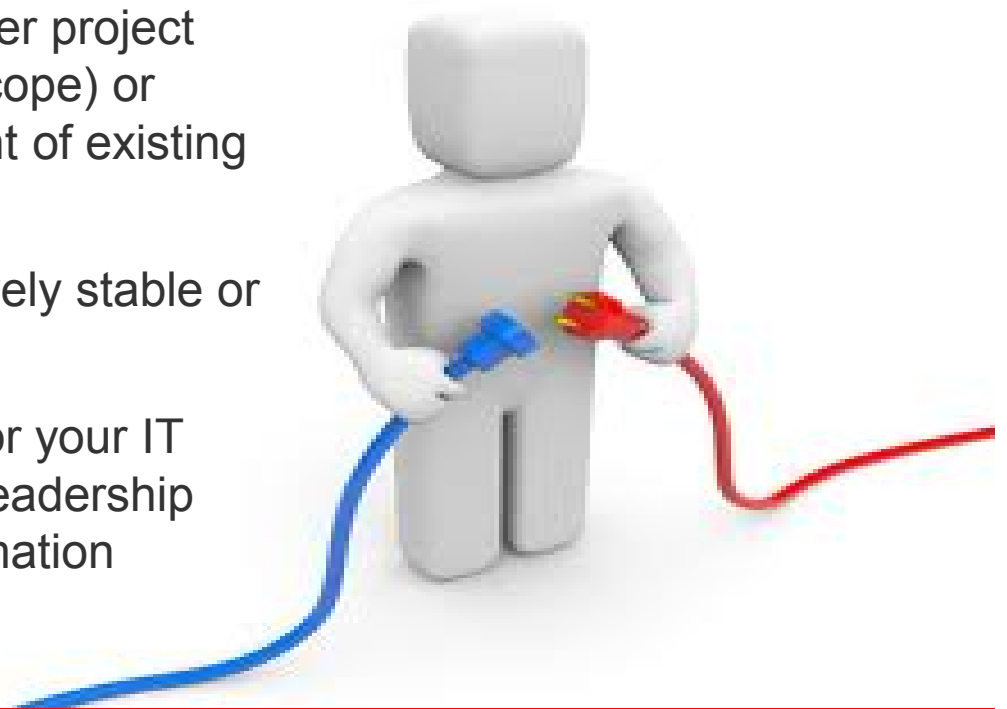
Drive "Top-Down" Portfolio Value

Top-Down	Bottom-Up
Strategic	Tactical
Results-Oriented	Cost-Oriented
Portfolio-Centric	Project-Centric
Knowledge Sharing	Time Tracking
User Adoption	User Compliance
Time to Value	Big Bang

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Top-down, Strategy-first Approach

Propose

Align to strategy, business objectives, and business processes

⬇

Evaluate

Evaluate alternatives, optimize value to the business

⬇

Optimize

Manage execution to completion

⬇

Govern

Transform portfolios for optimum value

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Portfolio Management Process

Strategic Objectives

Benefits Realization

Capture Demand

Project Closure

Scope & Develop Project Concept

Review Project Execution

Build Business Case

Prioritize Portfolio

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Six Critical Success Factors for Business-Driven PMOs

Business Powerbase Alignment

Business Strategy Alignment

Business Metrics Alignment

Resource Alignment

Organizational Processes & Culture Alignment
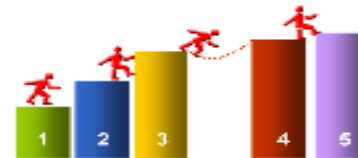
Business Maturity Alignment

#1: Leadership Support is Imperative

IT PPM/ PMO Success Rate

Dept Mgmt | LoB Mgmt | C-Suite | CEO

Level of Sponsorship
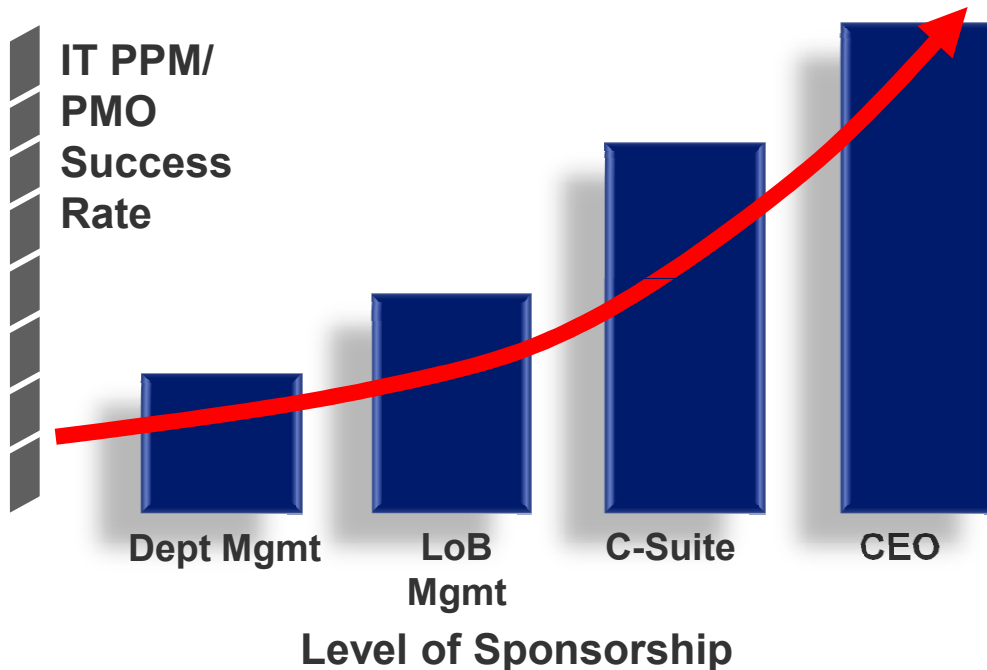
- PMO lead constantly weaves in the business benefits of the PMO approach – i.e., why are we doing this?

- This needs to be done at the leadership and management levels.

- To be effective, the PMO also needs to constantly articulate the benefits of the process to the project teams as well – i.e., why would filling out this report for the governance meeting help?

#2: Business Strategy Driven

3 Levels of Business-Driven Strategy Integration

3 **Strategy Development**
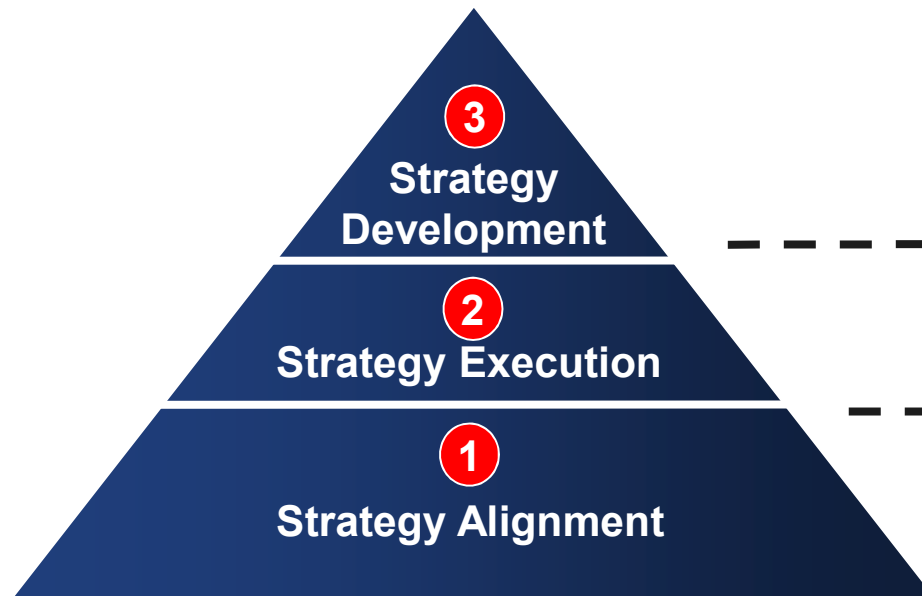
What strategies should be pursued given what we know about resource capacity, execution and portfolio risks, program inter-dependencies, etc.

2 **Strategy Execution**

What projects need to be executed to implement this strategy? (top-down, project ideation)

1 **Strategy Alignment**

What strategies does this project align with?

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#3: Business Metrics, Not Project Metrics

	Traditional PMO	Business-Driven PMO
Theme	Efficiency of project/task execution	Business outcomes and results (benefits, value delivery)
Focal point	Projects	Strategic initiatives, programs, products, portfolios
Example metrics	Project-level schedule, budget, scope and risk; training certifications	Benefits realization, customer satisfaction, contribution to revenue/ROI, time-to-market, time-to-value, business/investment risk
Role of tools	Project and portfolio dashboards and reports "after the fact"	Real-time business intelligence for business performance monitoring and benefits realization and "before the fact" **analytics** for strategic investment planning

#4: Resource Alignment – PM and Team

Motivation/ Communications	Collaboration & Social PPM Support	Processes & Tools
Clear statement of Initiative Purpose, value, authority	Knowledge/Best Practice Sharing	
PMO has seat at process development table ("Just enough process, not methodology")		
Benefits/WIIFM	Communities of Practice	Automation of flexible but structured workflows
Contribution Transparency		
Training/Mentoring		The right/adequate staffing
Skills/competencies that will survive PMO	Enable doing more with less	
Recognition		

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#5: Cultural Alignment
Balancing the Need for Flexibility and Consistency

| Be Flexible in terms of:	IT Technical	Product Development Creative	Operations Analytical
In-Take	Demand , Requests, Proposals	Ideas, Business Cases	Charters, VoC
Roles	PMs	Product Managers	Black Belts
Methods & Tools	WBS, PMBOK, Agile	Stage Gate	Lean, Six Sigma, DMAIC
Metrics	Cost	TTM, ROI	Benefits

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#6: Maturity Alignment
Keeping People, Process & Technology in Balance

People

Get the right information
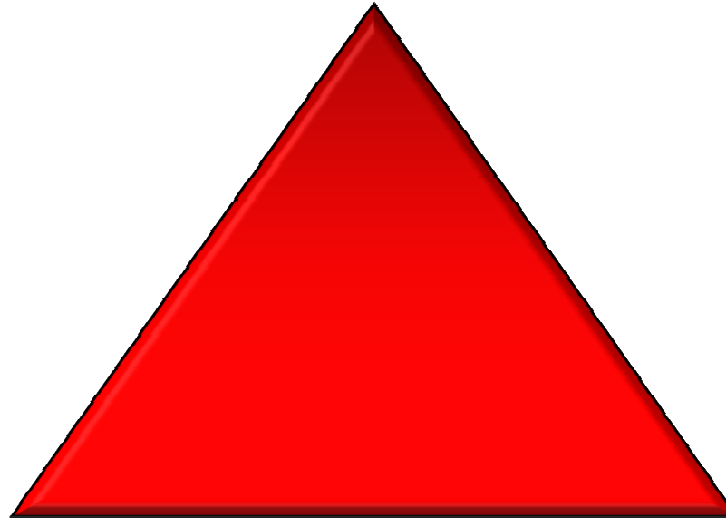
Technology

Facilitates and does not dictate processes implemented and the information people get

Process

"Just Enough"

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EPPM Vision and Solution

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Enterprise PPM Challenges

IT PMO System

Green/Sustainability

*OpEx Six Sigma Project Tracking*

CapEx Project Info

New Product Development Portfolio

Disparate Project Tracking System Silos Leads to:

- Inconsistent and unreliable data

- Difficulty in reporting

- Weak executive visibility

- Lack of accountability for results

- Inability to drive and align projects with corporate priorities

- High TCO

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The Case for a Single System
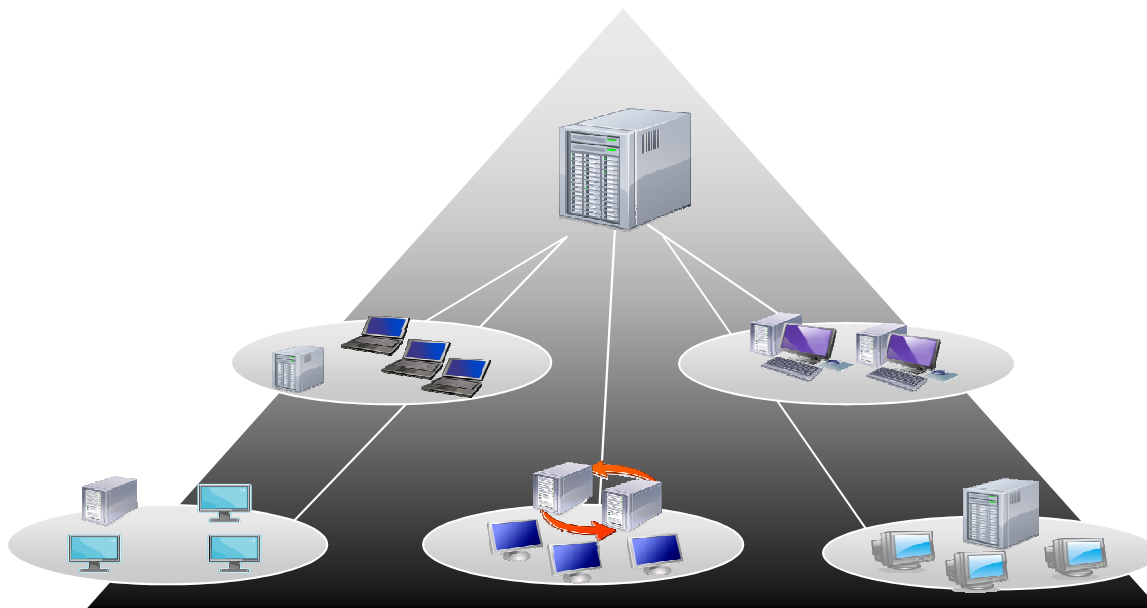
► Improve strategy execution by ensuring executive visibility to project activity and project team alignment with and accountability to business priorities

► Optimize resource utilization across portfolios

► Facilitate program execution and risk management by tracking programs which depend on projects that span multiple business units

► Reduce TCO by consolidating PPM silos

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How we do it…

We do this by providing an end-to-end solution to manage, track, and report on enterprise…
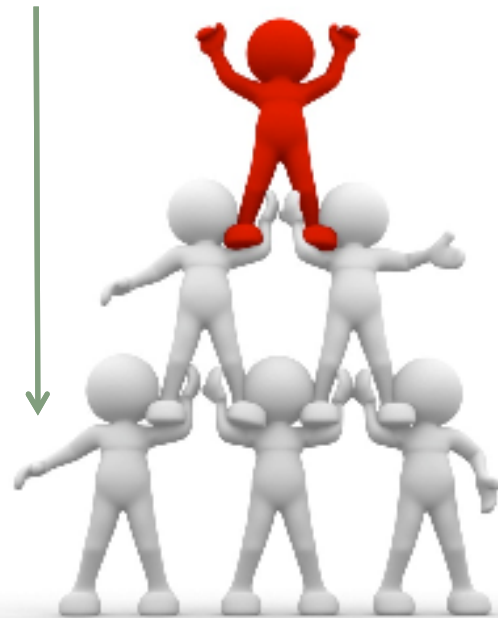
Strategies

Resources

Processes

Projects

Portfolios

Costs & Benefits

What is Multi-Initiative EPPM

A more integrated **top-down approach** to managing all-project intensive work and resources across the enterprise.

Contrasts with separate functional and supporting technology silos to manage IT, NPD, process improvement and other enterprise initiatives and programs.

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Why do Multi-Initiative EPPM?

Key benefits

- Strategy/program execution and alignment

- Resource and portfolio risk management

- Reduce TCO for PPM technology investments

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What is Multi-Initiative EPPM Software?

- A single-system approach to managing multiple project portfolio types and enterprise initiatives such as IT/PMOs, R&D/NPD and Services Automation.

- Contrasts with traditional approach which relies on a combination of manual processes and desktop tools (e.g. MS Excel and Project) and "best-in-breed" PPM applications for each project portfolio type.

- Aim is to deliver the benefits of EPPM while providing a best-in-breed, culturally acceptable solution for all user communities

Balancing the Need for Flexibility & Consistency

Be Flexible in terms of:	IT Technical	Product Dev Creative	Operations Analytical
In-Take	Demand , Requests, Proposals	Ideas, Business Cases	Charters, VoC
Roles	PMs	Product Managers	Black Belts
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Balancing the Need for Flexibility & Consistency

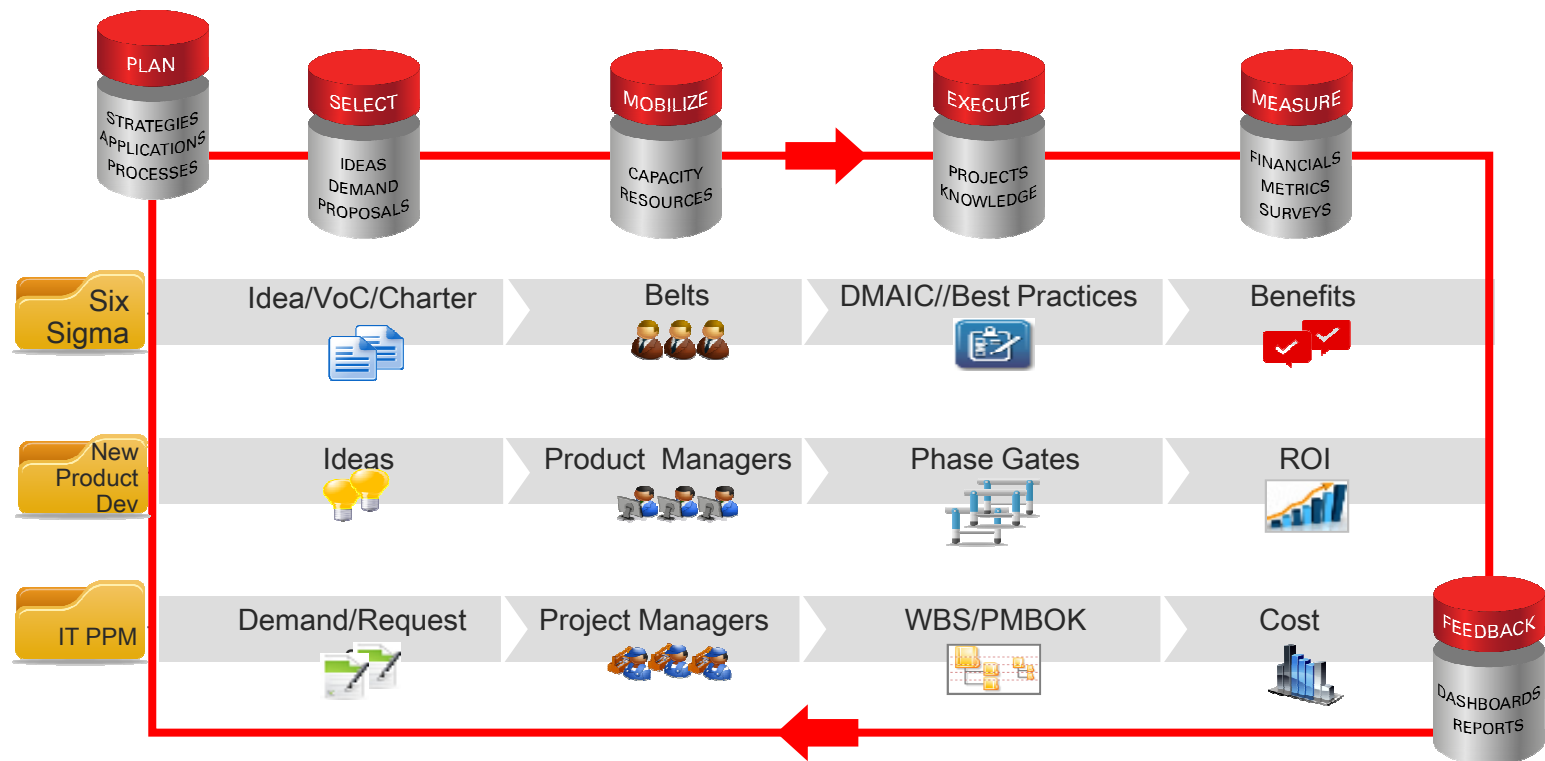| Strive for consistency in areas like:	IT Technical	Product Dev Creative	Operations Analytical
►	Strategy Alignment, Execution & Decision-Support		
►	Large Project/Program Management		
►	Governance and Process Implementation/Mgmt		
►	Resource Optimization, Training, Forecasting, Capacity Planning		
►	Portfolio and Financial Management		
►	Performance Measurement		
►	System/Tool Strategy & Infrastructure		

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Instantis EnterpriseTrack for Multi-Initiative EPPM
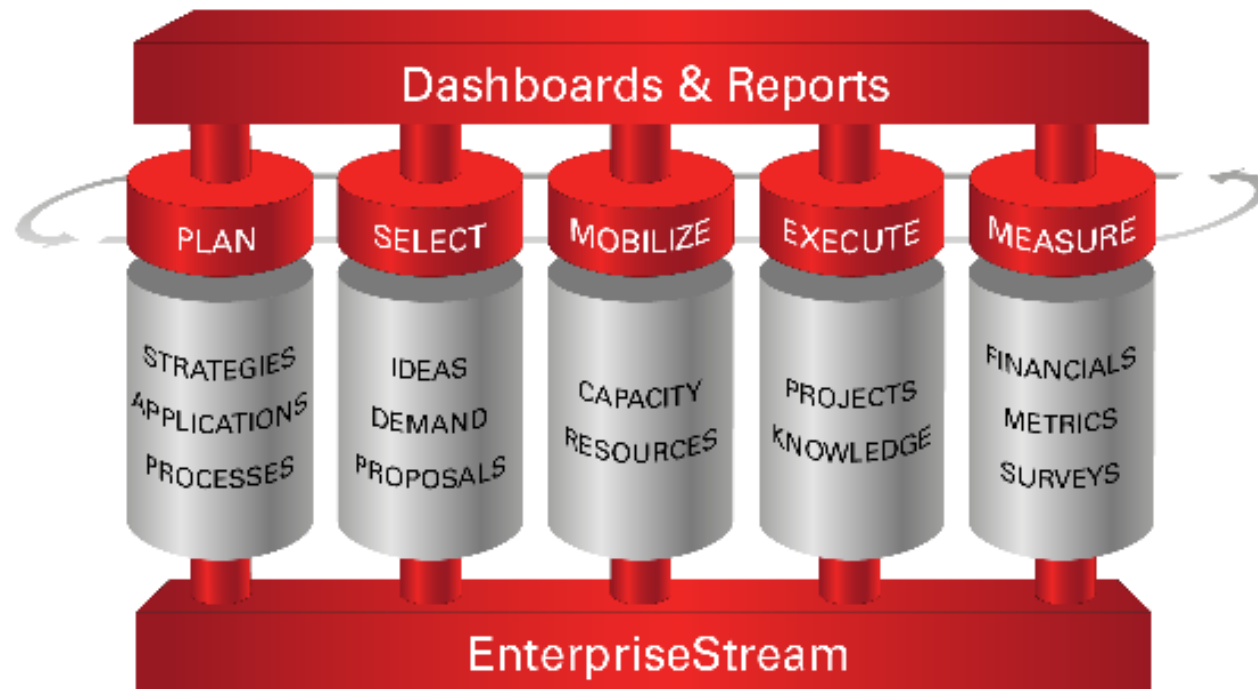
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EnterpriseTrack can be configured for cultural acceptability in multiple project portfolio environments simultaneously

	PLAN STRATEGIES APPLICATIONS PROCESSES	SELECT IDEAS DEMAND PROPOSALS	MOBILIZE CAPACITY RESOURCES	EXECUTE PROJECTS KNOWLEDGE	MEASURE FINANCIALS METRICS SURVEYS
Six Sigma		Idea/VoC/Charter	Belts	DMAIC//Best Practices	Benefits
New Product Dev		Ideas	Product Managers	Phase Gates	ROI
IT PPM		Demand/Request	Project Managers	WBS/PMBOK	Cost

FEEDBACK
DASHBOARDS
REPORTS

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Solution demonstration

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Instantis is *EASY*

Easy to deploy Fast deployments in the cloud or on-premise. Be up and running in days not months.

Easy to use For all types of users. Leveraging a streamlined corporate configuration coupled with end user controlled personalization technology, you control the look and functionality using the most robust out-of-box configuration options in the industry.

Easy to afford A set of flexible pricing options gets you started quickly and economically while on-going support and maintenance ensures rapid ROI (typically less than 6 months) and minimal TCO compared to other solutions.

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Delivering on Vision of #1 Multi-Initiative Solution
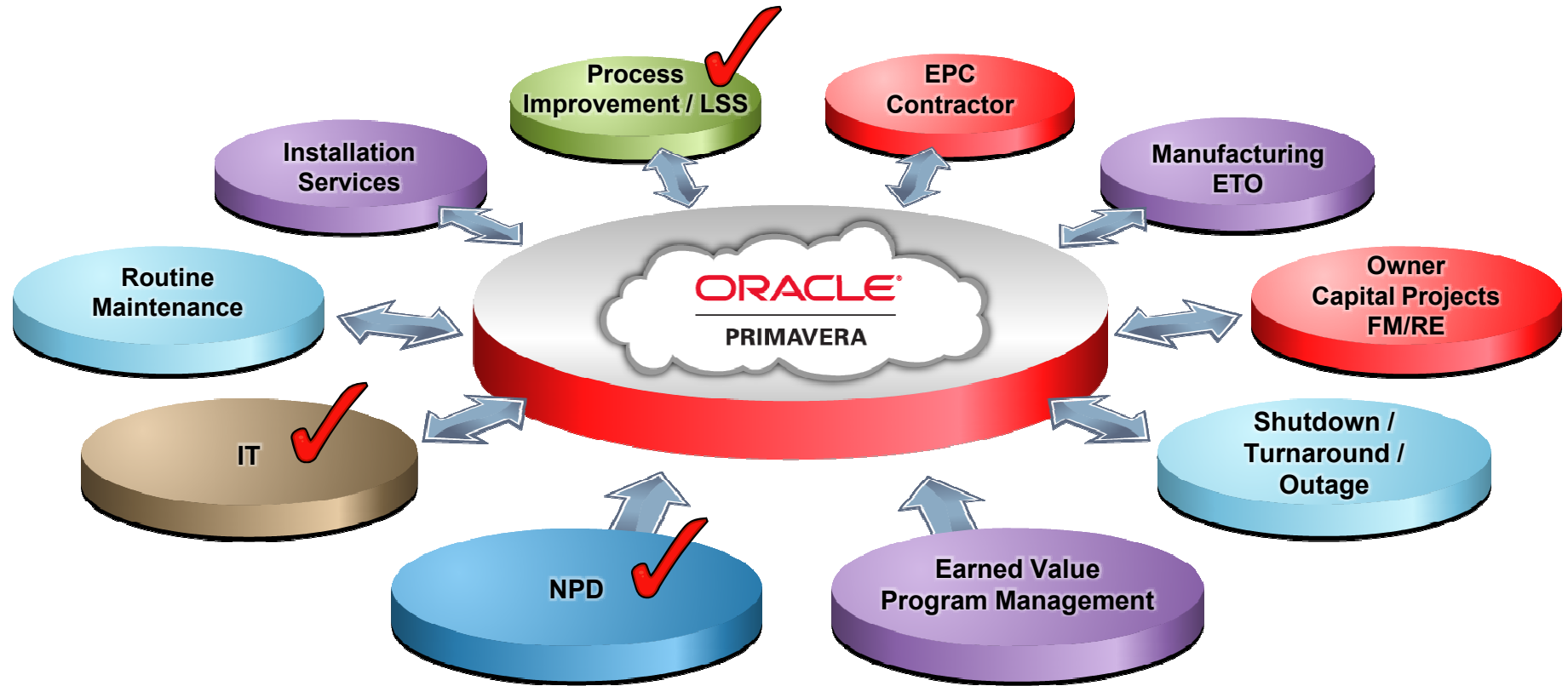
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