

Internal Process of Portfolio Management

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Presenter Bio



As Director, Agile Management at CA Technologies, he is responsible for building customer and partner relationships to better understand their business and IT challenges. With extensive knowledge in project and portfolio management as well as application development techniques (traditional and agile), James offers a deep understanding of enterprise PPM and its day-to-day applications.

James has 20 years of experience in the software industry and is a Certified SCRUM Master, a SAFe Agilist, and a SAFe Program Consultant. He joined CA Technologies in 2012 and focuses primarily on CA PPM. James has held roles ranging from IT infrastructure engineer to application development manager to product director and PMO director.

Abstract

- Join James Chan as he shares with you what the lifecycle of a portfolio is and what comprises it? You learn how you ideally need the freedom to define the scope of a portfolio based upon the organizational breakdown structure, the strategic goals, alignment to geographical locations and more. Mr. Chan will provide what-if scenarios allow you to simplify impact analysis by enabling you to include or exclude a project or other investment relative to the waterline. This session will also look at the measuring success around portfolio management including automatic scenario generation.
- **SPEAKER:** James Chan, Director, Agile Management, CA Technologies

A dark, atmospheric street scene at night. On the left, a classic black street lamp with a glowing yellow light fixture stands on a cobblestone pavement. A bright, circular glow emanates from the base of the lamp. In the center, a white rectangular box contains the text "Be Careful of the Streetlight Effect". To the right, a black fire hydrant is visible. The background is a dark, textured wall, possibly brick or stone, with a faint, large shadow of an archway on the left side.

Be Careful of the
Streetlight Effect

Agenda

1

WHAT PORTFOLIO MANAGEMENT ISN'T

2

WHAT PORTFOLIO MANAGEMENT IS

3

THINGS WE NEED TO CONSIDER WHEN BUILDING A PORTFOLIO LIFECYCLE

4

Q&A

Portfolio Management is NOT...

[Project Name]

Objective

- State the primary objectives of the project.
- Keep it short and sweet
- A few items will do

Benefit

- State how the organization will gain from the realization of the above objectives.
- Make it good. Keep it simple
- Keep in mind the target audience

Accomplishments

- List major tasks/accomplishments that have been completed and/or milestones achieved since the last status was prepared..

Commentary

- Report any variances and the actions underway to remedy the situation
- This is a catch all section
- Be sure to mention all variances

Project Status: Green

Cost

Effort

Man Months	Planned/Spent (\$000's):		
	Planned	Spent	FAC
166.0*	\$3,149*	\$2,210*	\$3,509*

Current FTE:

Group	Planned	Spent
Operations	7.5	5.1
IT	6.8	7.1

* Incomplete estimate, refer to underlying projects

Timeline

● On Track ■ Not started
▲ At Risk ■ On hold
● Off Track ● Completed

Duration
 Proposed
 Progress

Project	Orig.	Rev.	
1. Project charter	Aug 10		●
2. Business requirements	Apr 11	Aug 10	●
3. Web GUI	Apr 10	Dec 10	●
4. Standard reports	Sep 10	Jan 12	●
5. Workflow module	Mar 11		●
6. Standard alerts	Apr 10	Mar 11	●
7. Return confirm workflow	Mar 11		●
8. Document creation	Jun 11		●
9. Custom reports	Apr 10	Jun 11	●
10. Custom alerts & workflow	Aug 11		●

4Q10 |
 1Q11 |
 2Q11 |
 3Q11 |
 4Q11 |
 1Q12 |
 2Q12

Stakeholders

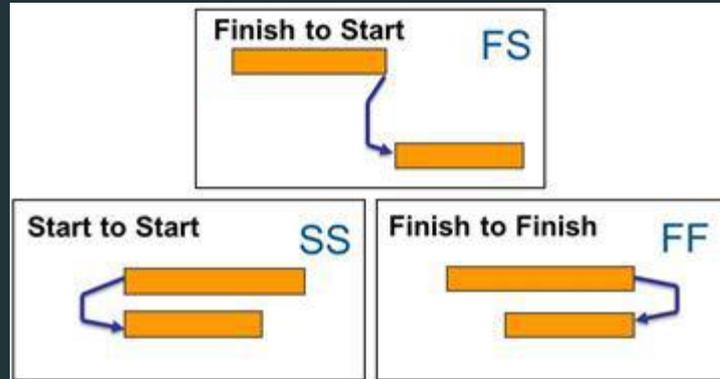
Sponsor Organization: Operations
 Initiative Sponsor: Baduchi
 Initiative Owner: Davis
 Initiative Manager: Pearlman
 IT Manager: Albert
 Project Office: TBD

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Original Design by Dr. Tom Tarrow

Portfolio Management is NOT...



Portfolio Management is NOT...



What is Portfolio Management?

- Principles originate from finance
- A tool to solve
 - “a multi-objective optimization problem”



“A portfolio is designed according to the investor’s...”



Investment Objectives



Time Frame



Risk Tolerance

The 3 Key Components of Portfolio Management



Asset Allocation



Time Horizon



Diversification

Best Practices in Portfolio Management

- Identification
- Categorization
- Evaluation (& Selection)
- Prioritization
- Portfolio Balancing
- Performance Measurement
 - Benefits Realization

Identification

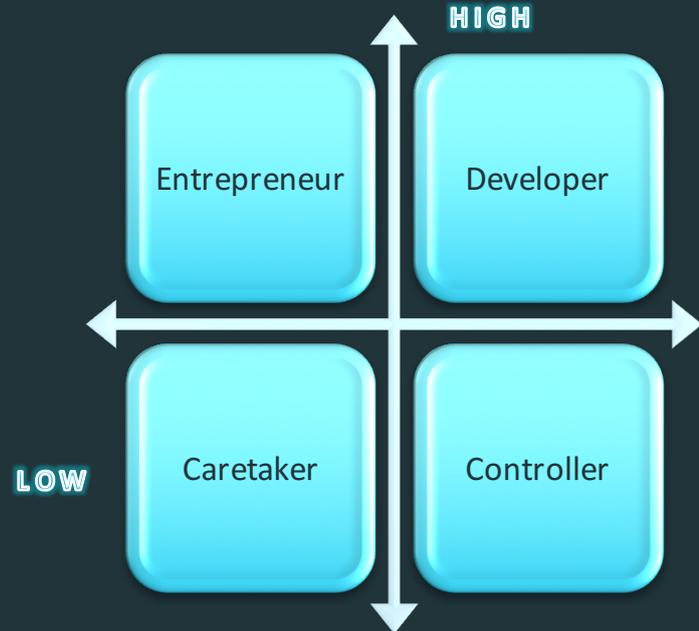


Categorization TAGS



- Organizational Strategy
- Business Unit Goal
- Business Metric Affected

- IT Portfolio Matrix



Evaluation (& Selection) Scores



Financial Return

- Savings
- Revenues



Risk Rating

- Organizational Risk
- Technology Risk

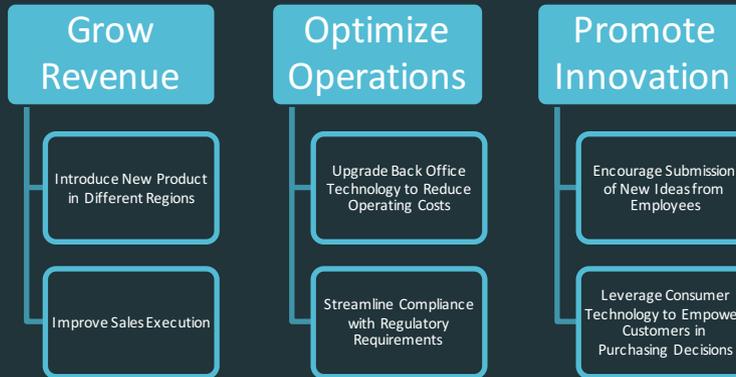


Sustainability

- Organizational
- Technological

WATCH OUT
FOR
FAKE PRECISION

Prioritization and Sequencing



Portfolio Balancing



Asset Allocation

- Strategic Goals
- Business Units

Time Horizon

- This Year
- Next Year
- 3 years
- 5 Years

Risk Tolerance

- High Risk “Flyers”

Portfolio Review & Reporting



- Performance Measurement
 - Metrics Affected
 - Costs vs. Budget



- Benefits Realization
 - Benefit Contracts
 - Benefit Accounts



Portfolio Management Use Cases

Applying Best Practices in portfolio Management

Internal Processes of Portfolio Management

Intake

Understand what our project customers want. This information needs to be captured in a meaningful way so that it is useful as we move through the portfolio process.

Portfolio Analysis

Prioritizing projects while at the same time looking at constraints and benefits. This step will show us the options and allow us to make choices.

Performance Review

Portfolio Management needs an internal feedback mechanism. Too often portfolio process happens only annually and with little connection to real world project performance.

Portfolio Management Prerequisite Investment Inventory

- List of inflight and or potential Investments
- Categorization of Investment to enable aggregation for analysis
 - Investment Type (Project, Application, Service, etc.)
 - Investment Timing
 - Investment Attributes

Project: CRM Enhancements - Properties - Main | Open in Scheduler | Scenario: [--Select--] | Act

Project Summary

Project Name: CRM Enhancements | Status: Approved

Project ID: PR1029 | Progress: Not Started

Project Type: Application Change | Work Status: Complete

Project Category: Enhancement | Status Reporting: Required

Subject	Idea Type	Idea Category	Idea Priority	Start Date	Finish Date	Planned Cost	Planned Benefit	Planned NPV	Planned ROI	Status
New Online Application	Application Change	COTS Evaluation	Red Diamond	2/1/16	5/31/16	370,000.00	700,000.00	341,475.55	98.03%	Approved
Security Enhancements	Application Change	Enhancement	Red Diamond	3/1/16	7/31/16	50,000.00	80,000.00	29,287.00	59.02%	Unapproved
AP Architecture Consolidation	Infrastructure Deployment	Network Upgrades	Green Diamond	4/1/16	5/31/16	500,000.00	1,800,000.00	1,316,059.67	278.42%	Approved
Network Monitoring Upgrade	Infrastructure Deployment	Network Upgrades	Yellow Diamond	6/1/16	12/31/17	450,000.00	550,000.00	125,033.40	30.06%	Unapproved
Customer Performance Upgrade	Infrastructure Deployment	Server Changes	Yellow Diamond	4/1/16	10/31/16	400,000.00	925,000.00	535,485.63	143.08%	Approved
A Great Back Idea	Major Project	New Product or Service	Green Diamond	4/1/16	4/31/16	340,000.00	750,000.00	161,830.71	30.50%	Submitted for Approval
Airport Access Security	Major Project	New Product or Service	Red Diamond	6/1/16	4/28/17	550,000.00	850,000.00	285,759.32	53.28%	Unapproved
Bundle Mobile Devices	Major Project	New Product or Service	Green Diamond	4/1/16	10/31/16	375,000.00	550,000.00	169,888.56	45.06%	Unapproved
Datasecurity for BYOD	Major Project	New Product or Service	Yellow Diamond	5/1/16	11/30/16	450,000.00	650,000.00	192,895.75	43.54%	Approved
Launch OD Version 14	Major Project	New Product or Service	Red Diamond	6/1/16	5/31/18	900,000.00	2,000,000.00	1,028,280.27	120.29%	Unapproved
Lost Device Service	Major Project	New Product or Service	Yellow Diamond	5/1/16	9/30/16	375,000.00	450,000.00	69,479.06	18.76%	Unapproved
Mobile Environmental Testing	Major Project	New Product or Service	Yellow Diamond	4/1/16	8/31/16	400,000.00	500,000.00	94,680.68	23.97%	Unapproved
Mobile Initiative for EMEA	Major Project	New Product or Service	Red Diamond	3/1/16	12/31/16	350,000.00	500,000.00	143,566.40	41.86%	Unapproved
New Required Project Request	Major Project	New Product or Service	Grey Diamond	4/12/16	4/12/16					Unapproved
On the Road Planner	Major Project	New Product or Service	Red Diamond	3/1/16	11/30/16	450,000.00	600,000.00	142,033.25	32.22%	Unapproved
Recycling Devices	Major Project	New Product or Service	Yellow Diamond	5/1/16	4/30/17	625,000.00	900,000.00	193,904.38	26.94%	Unapproved
Radius Office Systems	Major Project	New Product or Service	Green Diamond	2/1/17	10/31/17	300,000.00	425,000.00	118,160.98	40.22%	Unapproved
Upgrade Technology Center	Major Project	New Product or Service	Green Diamond	4/1/16	11/30/16	500,000.00	600,000.00	44,173.73	8.18%	Unapproved
Report Writer Enhancements	Major Project	Other	Yellow Diamond	2/1/16	11/30/16	250,000.00	500,000.00	252,200.85	108.49%	Approved
Cloud Computing Enhancements	Major Project	System Change	Green Diamond	6/1/16	1/31/17	500,000.00	950,000.00	455,544.47	99.72%	Approved

Business Alignment: Priority 3, Risk 60 | Goal: Grow the Business | Required

Alignment Factors: Corporate Priority: Low, Business Unit Priority: Medium, Regulatory Compliance: Supports Compliance Activities, Architectural Fit: Low, Commercial Value: Medium, Technology Compliance: Not in Compliance - but Stable

Portfolio Management Prerequisite Identification Cross all investments

The image shows two overlapping software interface windows. The top window, titled 'Include and Filter Investments', contains a table with columns 'Investment Type' and 'Included'. The bottom window, titled 'Create Application', is a form with various fields and buttons.

Investment Type	Included
Application	✓
Asset	
Idea	✓
Other Work	
Product	
Project	
Service	

Create Application

General

Application Name

Application ID AP1018

Category

Platform

Technology

Architectural Fit

Organizational Breakdown Structures

Organizational

Department OBS

= Required = Unique

- Any Investment Type
- Any Status/Condition
- Placeholder options can be used
 - Idea
 - Project/Programs
- Required elements need to reflect:
 - Categorizations
 - Evaluation Criteria

Portfolio Management Prerequisite Resource Demand

- Multiple Maturity Options

- Usage

1. Full Project Resource Need (Team Staff)
2. Time Phased Resource Need (Team Detail)
3. Task Level Resource Need (Allocate from Estimates)

Resource/Role	Start	Finish	Allocation
Childers, Valerie	6/3/13	12/31/13	1,216.00
Developer	6/3/13	12/31/13	1,216.00
Lewis, Dana	6/3/13	12/31/13	1,216.00
Test Engineer	6/3/13	12/31/13	1,216.00
Total			4,864.00

- Complexity

Roles and or Individuals

Metric (Hours, FTE, Days, Percentage)

Team Assignment Processes

Resource/Role		Details By Period							Allocation	ETC	Actuals
		Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13				
Berry, Jason	Allocation	96.00	184.00	40.00	184.00	136.00	8.00	648.00	240.00	280.00	
	ETC					16.00					
	Actuals	96.00	184.00								
Childers, Valerie	Allocation	96.00	144.00	120.00		120.00	8.00	488.00	120.00	240.00	
	ETC			120.00							
	Actuals	96.00	144.00								
Reed, Henry	Allocation	96.00	144.00	160.00	80.00	160.00	8.00	648.00	280.00	240.00	
	ETC			160.00	80.00	40.00					
	Actuals	96.00	144.00								
Sampson, Mike	Allocation	100.00	146.00	164.00	80.00	120.00	8.00	618.00	240.00	240.00	
	ETC			160.00	80.00						
	Actuals	96.00	144.00								
Total		388.00	618.00	484.00	344.00	536.00	32.00	2,402.00	880.00	1,000.00	

Portfolio Management Prerequisite Financials

Financial Plan Summary

Calculate Financial Metrics

Planned Cost

Planned Capital Cost

Planned Capital %

Planned Operating Cost

Planned Operating %

Planned Cost Start

Planned Cost Finish

Planned Benefit

Planned Benefit Start

Planned Benefit Finish

Project: eCommerce Portal - Financial Plans - Cost Plans Actions

Filter: System Default

	Plan Name	Set as Plan of Record	Plan of Record	Period Type	Start Period	Finish Period	Planned Cost	Benefit Plan
<input type="checkbox"/>	Final Estimate	<input checked="" type="checkbox"/>	✓	Monthly	2013-04	2013-11	414,200.00	Benefit Plan
<input type="checkbox"/>	Initial Estimate	<input type="checkbox"/>		Monthly	2013-04	2014-05	337,800.00	

- Multiple Maturity Options
 - Usage
 - Financial Summary (properties subpage)
 - Cost Plan with Benefit Summary
 - Cost and Budget Plan with Benefit Summary
 - Cost, Budget, and Benefit Plan
- Complexity
 - Level of Cost plan Detail
 - Usage of Versions
 - Automated Processes

Portfolio Management Prerequisite Alignment and Risk

The screenshot displays a web-based configuration interface for 'Altus Online Order Application - Properties - Main - Alignment & Risk'. The interface is organized into several sections:

- Navigation:** Tabs for Properties, Team, Financial Plans, Chargebacks, Hierarchy, and Processes.
- Header:** Application name and a 'Scenario: [--Select--]' dropdown.
- Alignment and Risk Section:**
 - Business Alignment:** Indicated by a green diamond icon.
 - Goal:** A dropdown menu set to 'Cost Reduction'.
 - Risk:** A numeric input field containing '12', accompanied by a green diamond icon.
 - Required:** An unchecked checkbox.
- Alignment Factors Section:**
 - Corporate Priority:** A dropdown menu set to 'High' with a green diamond icon.
 - Business Unit Priority:** A dropdown menu set to 'High' with a green diamond icon.
 - Regulatory Compliance:** A dropdown menu set to 'Required for Compliance' with a green diamond icon.
 - Architectural Fit:** A dropdown menu set to 'High' with a green diamond icon.
 - Commercial Value:** A dropdown menu set to 'High' with a green diamond icon.
 - Technology Compliance:** A dropdown menu set to 'Complies with Architecture Standards' with a green diamond icon.
- Buttons:** 'Save', 'Save And Return', and 'Return' buttons are located at the bottom left.
- Links:** A '[Links]' link is located at the bottom right.

- Multiple Maturity Options
 - Usage
 - Numeric Capture
 - Question Series
 - Complexity
 - Scale
 - Weighting
 - Frequency

Prioritization

Cross All Use Cases

Investment Priority

Project	Priority			
Automated Security Enhancements	Yellow diamond	📄	👤	☰
Credit Card Processing Enhancement	Red diamond	📄	👤	☰
Email SAN Storage Implementation	Green diamond	📄	👤	☰
Financial Workflow Development	Green diamond	📄	👤	☰
Order Trending Analysis	Red diamond	📄	👤	☰

Portfolio Rank

Rank	Investment	Planned Cost
1	Learning Portal Optimization	242,000
2	eCommerce Portal	570,200
3	CRM Contact Center Development	386,800
4	Automated Security Enhancements	264,400
5	Order Trending Analysis	264,400
8	Online Order Catalog	246,650
<hr/>		
6	Client Services Datamart	218,800
7	CRM Enhancements	367,600
9	Credit Card Security Improvements	179,500
10	Online Order Entry	292,630

- Dual Prioritization is recommended
 - Each investment has a score
 - Stakeholders drive priority
 - Schemes for this vary by customer
 - ‘Required’ items need to be factored into the scheme
 - Portfolio investments are ranked
 - Automated ranking functionality
 - Portfolio Owner drive rank

Plans

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Properties Contents Editor Investments **Plans** Targets Waterlines Analysis Capacity Financials Processes

Portfolio: Business Technologies - Plans Plan: [--Select--]

Filter: None

<input type="checkbox"/>	Plan	Plan of Record	Approved	Start	Finish	Target Total Cost	Target Capital Cost	Target Operating Cost	Target Benefits	Target Overall Roles
<input type="checkbox"/>	Cost Reduction			1/1/13	12/31/13	2,000,000.00	500,000.00	1,500,000.00	6,000,000.00	13,500.00
<input type="checkbox"/>	Goal Alignment and Required			1/1/13	12/31/13	2,220,000.00	720,000.00	1,500,000.00	6,000,000.00	13,500.00
<input type="checkbox"/>	High ROI / Low Risk			1/1/13	12/31/13	2,220,000.00	720,000.00	1,500,000.00	6,000,000.00	13,500.00

Displaying 1 - 3 of 3

Save New Delete Copy Set Plan Of Record Compare

Highlighted rows = Current Selected Plan Currency = USD

Create multiple Plans to perform What-if analysis and select the best option as Plan of Record.

Targets

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Properties Contents Editor Investments Plans **Targets** Waterlines Analysis Capacity

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Portfolio: Business Technologies - Targets

Plan: [-Select-]

Cost: Portfolio Cost Totals (USD)

	Target	Distributed Target	Variance	Distributed Target (Total)	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13
Total	2,000,000	2,220,000	-220,000	2,220,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000
Capital	500,000	720,000	-220,000	720,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Operating	1,500,000	1,500,000	0	1,500,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000

Benefit: Portfolio Benefit Totals (USD)

	Target	Distributed Target	Variance	Distributed Target (Total)	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13
Benefit	6,000,000	6,000,000	0	6,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Role: Portfolio Role Totals (Hours)

	Target	Distributed Target	Variance	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13
Overall	13,500	15,000	-1,500												
<input checked="" type="checkbox"/> Architect	1,200	1,200	0												
<input type="checkbox"/> Business Analyst	2,400	2,400	0												
<input type="checkbox"/> Developer	4,000	4,800	-800												
<input type="checkbox"/> Project Manager	4,000	4,800	-800												
<input type="checkbox"/> Test Engineer	1,200	1,200	0												
Total	12,800	14,400	-1,600												
Variance	700	600													

Populate Capacity

Filter: None

OBS Unit: [] Resource Manager: []

OBS Unit - Filter Mode: Unit only

Employment Type: Contractor, Employee

Booking Manager: []

Power Filter: [Build Power Filter]

Filter Show All Save Filter Clear

Capacity By Period

Role	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13
Business Analyst	1,584.00	1,656.00	1,440.00	1,656.00	1,584.00	1,512.00
Developer	1,936.00	2,024.00	1,760.00	2,024.00	1,936.00	1,848.00

Adding Roles Remove Populate Capacity Scale

Save Sync Now

Adding Additional Return

Targets allow time-phased modeling of Cap/Ex Costs, Benefits and Roles

Easily Populate and Scale Capacity to align with Organizational and Portfolio constraints

Waterlines – Ranking Rules

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Properties Contents Editor Investments Plans Targets Waterlines Analysis Capacity Financials Processes

Portfolio: Business Technologies - Waterlines Plan: [--Select--]

Filter: None

Rank	Start	Finish	Approved	Required	Planned Cost	Planned Capital...	Planned Operatin...	Role Demand	Planned ROI	Risk
1	1/1/13	5/26/13	✓		386,800	366,000	20,800	2,336.00	53.04%	27
2	1/29/13	6/8/13	✓		367,600	295,600	72,000	2,252.00	100.15%	60
3	6/1/13	6/21/13	✓		188,800	188,800	0	1,232.00	58.24%	72
4	4/1/13	7/22/13	✓		264,400	167,200	97,200	1,600.00	162.01%	45
5	4/1/13	7/24/13	✓		218,800	121,600	97,200	1,416.00	59.25%	40
6	5/1/13	8/23/13	✓		264,400	167,200	97,200	1,728.00	41.54%	54
7	2/1/13	9/11/13	✓	✓	414,200	279,800	134,400	4,620.00	42.85%	4
8	5/1/13	11/29/13	✓							
9	5/1/13	6/3/13								
10	4/1/13	6/12/13								
11	4/1/13	7/22/13								
12	4/1/13	7/22/13								
13	5/1/13	8/14/13								
14	5/1/13	8/16/13								
15	5/1/13	8/23/13								
16	5/1/13	8/23/13		✓						

Planned Cost Above Waterline: 2,105,000 Distributed Target: 2,220,000 Variance: +115,000 Below Waterline: 2,134,510

Planned Capital Cost Above Waterline: 1,586,200 Distributed Target: 720,000 Variance: -866,200 Below Waterline: 1,303,350

Planned Operating Above Waterline: Distributed Target: Variance: Below Waterline:

Portfolio: Business Services - Prioritization Criteria

Primary Constraint: Planned Cost

Weighted Ranking Rules

Attribute	Ranking Method	Attribute Weighting	Lookup Weighting
<input type="checkbox"/> Planned ROI	Higher is better	1	
<input type="checkbox"/> Required	Checked is better	2	
<input type="checkbox"/> Risk	Lower is better	1	

Displaying 1 - 3 of 3

Save Save And Return Return

Define Ranking Rules to have the system automatically prioritize based on the most critical attributes

Waterlines

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Properties Contents Editor Investments Plans Targets Waterlines Analysis

Portfolio: Business Services - Waterlines

Filter: None

Rank	Investment	Start	Finish	Approved	Required	Planned Cost	Planned Capital...	Planned Operatin...	Role Demand	Planned ROI	Risk	2013	2014	2015	2016
1	Email	9/1/12	8/31/14	✓	✓	623,509	278,354	345,154	14,579.60	131.95%	35				
2	Regulatory Compliance Service	11/1/12	10/31/14	✓	✓	964,400	167,200	797,200	1,728.00	13.76%	35				
3	Customer Contact Center	12/1/12	11/30/14	✓		1,155,772	0	1,155,772	417.60	(36.29%)	24				
4	HR Self Service	1/1/13	12/30/14	✓		1,728,968	694,200	1,034,768	14,199.20	40.25%	10				
5	Trading Forward	10/1/12	9/30/14	✓		240,000	0	240,000	0.00	13.35%	67				
6	Online Web Portal Service	9/1/12	8/31/14	✓		2,098,268	459,717	1,638,523	21,691.60	166.00%	10				
7	Security Infrastructure Service	12/1/12	11/30/14	✓		70,000	0	70,000	0.00	94.96%	12				
8	Global Expense Service	10/1/12	9/30/14	✓		625,648	0	625,648	4,370.40	4.72%	35				
9	Cash Management	11/1/12	10/31/14	✓		417,584	180,000	237,584	208.80	(41.77%)	70				
10	Internal Marketing Portal	2/1/13	1/31/15	✓		812,365	289,724	522,626	7,816.00	65.24%	67				

Displaying 10 of 10

Planned Cost

Above Waterline: 1,587,909

Distributed Target: 2,190,000

Variance: +572,091

Below Waterline: 7,148,605

Planned Capital Cost

Above Waterline: 445,554

Distributed Target: 360,000

Variance: -85,554

Below Waterline: 1,623,641

Planned Operating Cost

Above Waterline: 1,142,354

Distributed Target: 1,800,000

Variance: +657,646

Below Waterline: 6,524,921

Role Demand

Above Waterline: 16,307.60

Distributed Target: 16,800.00

Variance: +492.40

Below Waterline: 48,703.60

Waterline is drawn against the primary constraint, with the ability to see other criteria as well.

Logout Learn Help About

Plan: [--Select--]

Waterlines

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Properties Contents Editor Investments Plans Targets Waterlines Analysis Capacity Financials Processes

Portfolio: Business Services - Waterlines Plan: [--Select--]

Filter: None

Rank	Investment	Start	Finish	Approved	Required	Planned Cost	Planned Capital ...	Planned Operati...	Role Demand	Planned ROI	Risk	2013	2014	2015	2016
1	Email	9/1/12	8/31/14	✓	✓	623,509	278,354	345,154	14,579.60	131.95%	35				
2	Regulatory Compliance Service	11/1/12	10/31/14	✓	✓	964,400	167,200	797,200	1,728.00	13.76%	35				
3	Customer Contact Center	12/1/12	11/30/14	✓		1,155,772	0	1,155,772	417.60	(38.29%)	24				
4	HR Self Service	1/1/13	12/30/14	✓		1,728,688	694,200	1,034,768	14,198.20	40.25%	35				
7	Trading Forward	10/1/12	9/30/14	✓		240,000	0	240,000	0.00	13.35%	67				
5	Online Web Portal Service	9/1/12	8/31/14	✓		2,098,208	459,717	1,638,523	21,691.60	166.00%	10				
6	Security Infrastructure Service	12/1/12	11/30/14	✓		70,000	0	70,000	0.00	94.96%	12				
8	Global Expense Service	10/1/12	9/30/14	✓		625,648	0	625,648	4,370.40	4.72%	35				
9	Cash Management	11/1/12	10/31/14	✓		417,584	180,000	237,584	208.80	(41.77%)	70				
10	Internal Marketing Portal	2/1/13	1/31/15	✓		812,365	289,324	522,626	7,816.00	65.24%	67				

Displaying 10 of 10

Planned Cost Planned Capital Cost Planned Operating Cost Role Demand

Above Waterline: 1,587,910 Above Waterline: 445,555 Above Waterline: 1,142,355 Above Waterline: 16,307.60

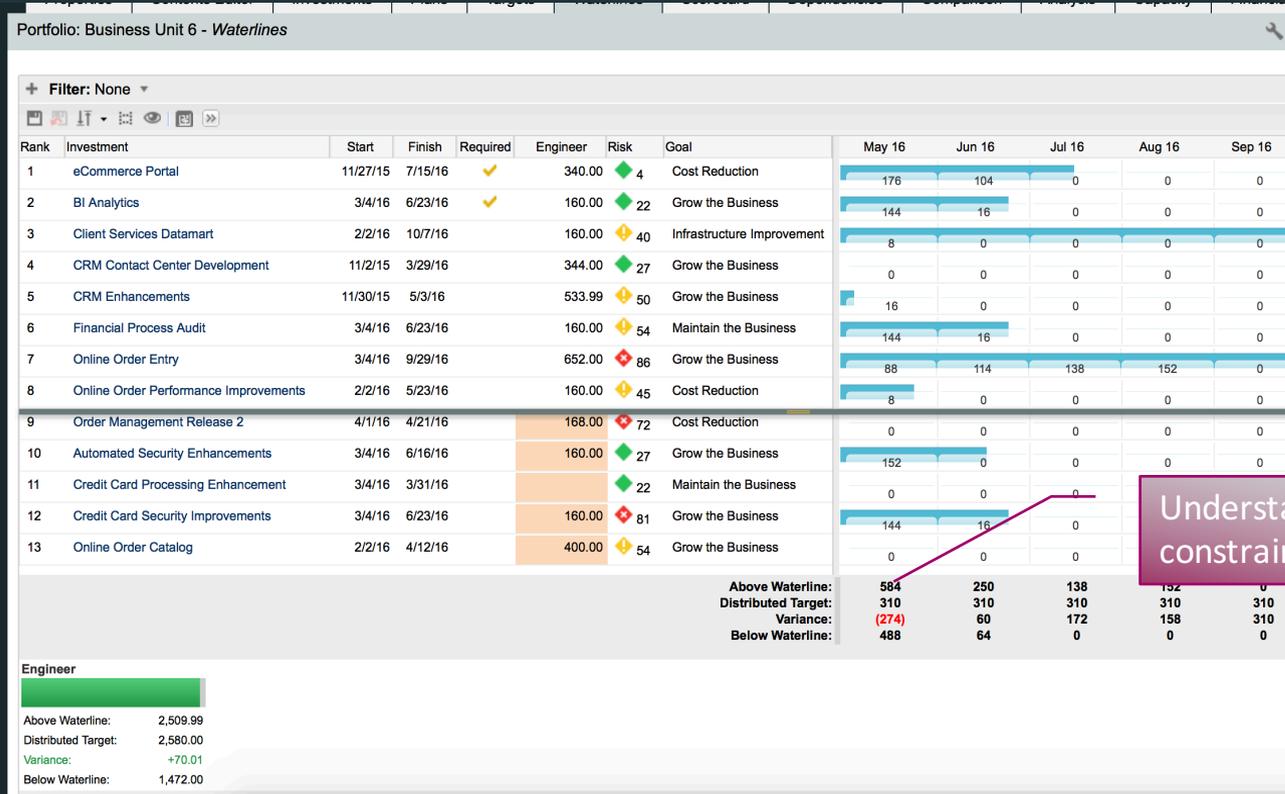
Distributed Target: 2,160,000 Distributed Target: 360,000 Distributed Target: 1,800,000 Distributed Target: 16,800.00

Variance: +572,090 Variance: -85,555 Variance: +657,645 Variance: +492.40

Below Waterline: 7,148,606 Below Waterline: 1,623,641 Below Waterline: 5,524,922 Below Waterline: 48,703.60

Manually readjust results by dragging and dropping projects to reprioritize

Waterlines



Portfolio Plan Comparison

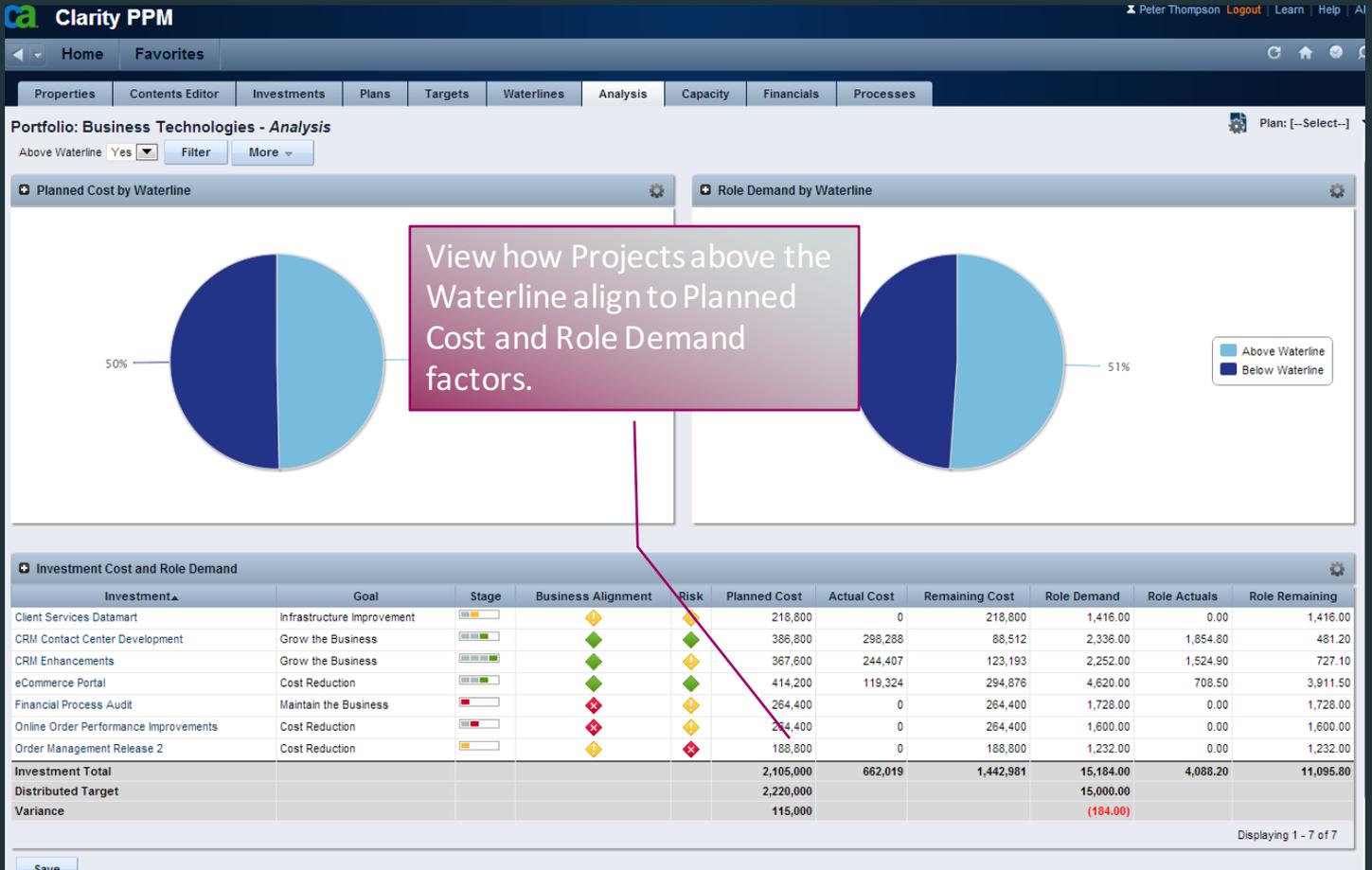
Portfolio Plan Comparison										
Business Technologies										
Description	Portfolio	Cost Reduction			High ROI / Low Risk			Goal Alignment and Required		
	Amount	Amount	Change	%	Amount	Change	%	Amount	Change	%
Distributed Target Totals										
Total Cost	2,220,000.00	1,776,000.00	-444,000.00	-20	2,220,000.00	0.00	0	2,220,000.00	0.00	0
Capital Cost	720,000.00	576,000.00	-144,000.00	-20	720,000.00	0.00	0	720,000.00	0.00	0
Operating Cost	1,500,000.00	1,200,000.00	-300,000.00	-20	1,500,000.00	0.00	0	1,500,000.00	0.00	0
Benefit	6,000,000.00	4,800,000.00	-1,200,000.00	-20	6,000,000.00	0.00	0	6,000,000.00	0.00	0
Role: Overall Total	15,000.00	12,000.00	-3,000.00	-20	15,000.00	0.00	0	15,000.00	0.00	0
Role: Architect	1,200.00	960.00	-240.00	-20	1,200.00	0.00	0	1,200.00	0.00	0
Role: Business Analyst	2,400.00	1,920.00	-480.00	-20	2,400.00	0.00	0	2,400.00	0.00	0
Role: Developer	4,800.00	3,840.00	-960.00	-20	4,800.00	0.00	0	4,800.00	0.00	0
Role: Project Manager	4,800.00	3,840.00	-960.00	-20	4,800.00	0.00	0	4,800.00	0.00	0
Role: Test Engineer	1,200.00	960.00	-240.00	-20	1,200.00	0.00	0	1,200.00	0.00	0
Role: Total	14,400.00	11,520.00	-2,880.00	-20	14,400.00	0.00	0	14,400.00	0.00	0
Role: Variance	600.00	480.00	-120.00	-20	600.00	0.00	0	600.00	0.00	0
Above Waterline Investment Totals										
Planned Cost	2,105,000.00	1,690,800.00	-414,200.00	-20	2,137,600.00	32,600.00	2	2,161,650.00	56,650.00	3
Planned Capital Cost	1,586,200.00	1,306,400.00	-279,800.00	-18	1,276,840.00	-309,360.00	-20	1,621,850.00	35,650.00	2
Planned Operating Cost	518,800.00	384,400.00	-134,400.00	-26	860,760.00	341,960.00	66	539,800.00	21,000.00	4
Planned Benefit	3,675,000.00	3,075,000.00	-600,000.00	-16	3,500,000.00	-175,000.00	-5	3,335,000.00	-340,000.00	-9
Role: Architect	1,694.00	1,432.00	-262.00	-15	1,862.00	168.00	10	1,718.00	24.00	1
Role: Business Analyst	1,059.00	840.00	-219.00	-20	1,512.00	456.00	43	1,456.00	400.00	38
Role: Developer	3,766.00	3,168.00	-598.00	-16	3,084.00	-672.00	-18	3,732.00	-24.00	-1
Role: F	0.00	0.00	-208.00	-10	2,128.00	-24.00	-1	2,192.00	40.00	2
Role: T	0.00	0.00	-290.00	-15	1,546.00	-396.00	-20	2,206.00	264.00	14
Role: C	0.00	0.00	-3,056.00	-87	4,952.00	368.00	8	4,784.00	200.00	4
Role: T	0.00	0.00	-4,620.00	-30	15,084.00	-100.00	-1	16,088.00	904.00	6
Above Waterline Investment Counts										
Planned	0.00	-174,585.00	-12	2,371,154.00	858,192.00	57	1,762,661.00	249,699.00	17	
Planned	05	21.42	15	141.71	3.08	2	134.36	-4.27	-3	
Planned	08	49.05	20	232.03	-10.00	-4	207.30	-34.73	-14	
Planned	03	27.63	27	90.32	-13.08	-13	72.93	-30.47	-29	
Above Waterline Investment Counts										
All Investments	7	6	-1	-14	8	1	14	7	0	0
Project	7	6	-1	-14	8	1	14	7	0	0

Compare Plans for in-depth information about how Plans stack up against one another.

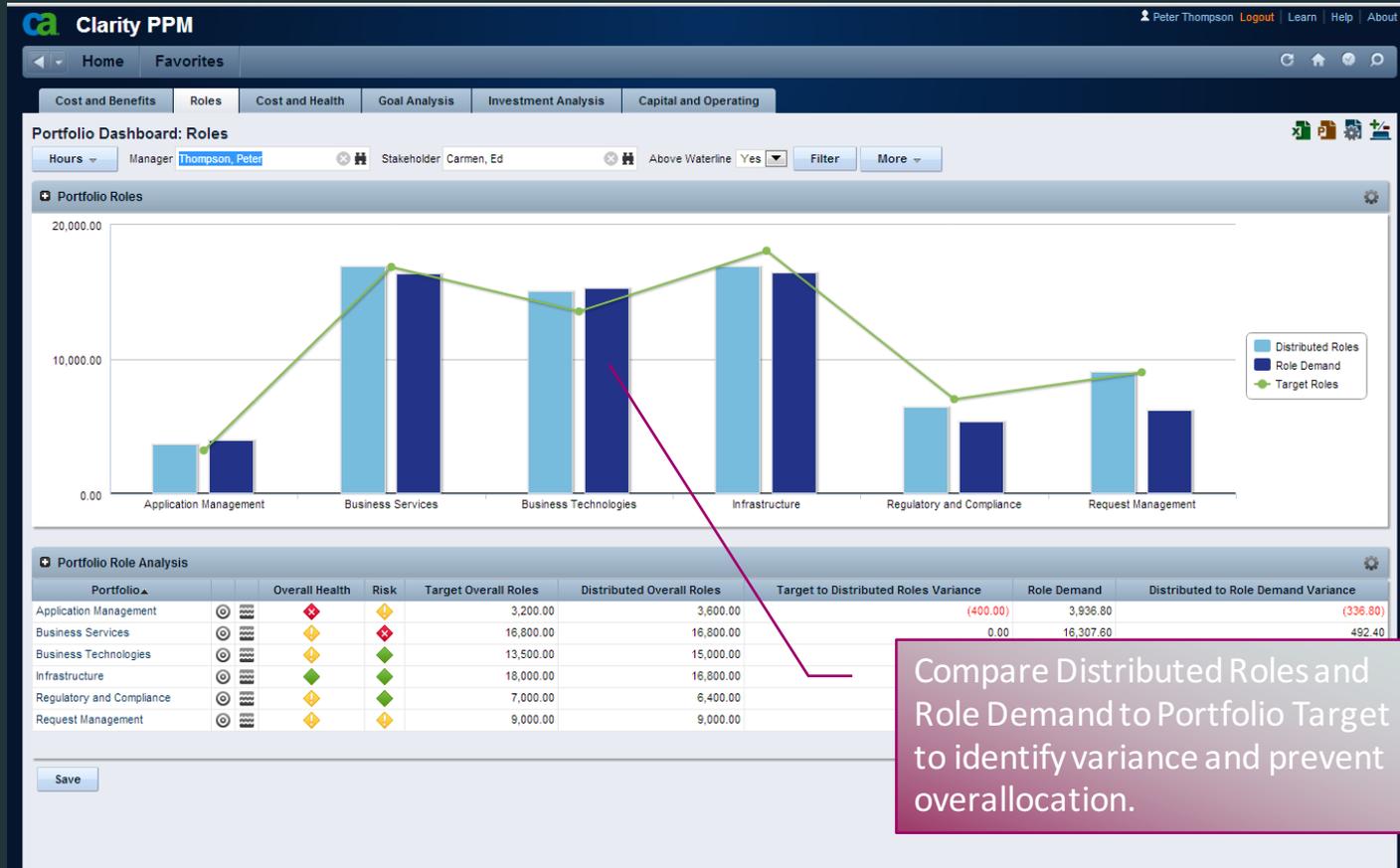
Compare ▾

- Portfolio Plan Changes
- Portfolio Plan Changes - Waterline and Rank
- Portfolio Plan Comparison

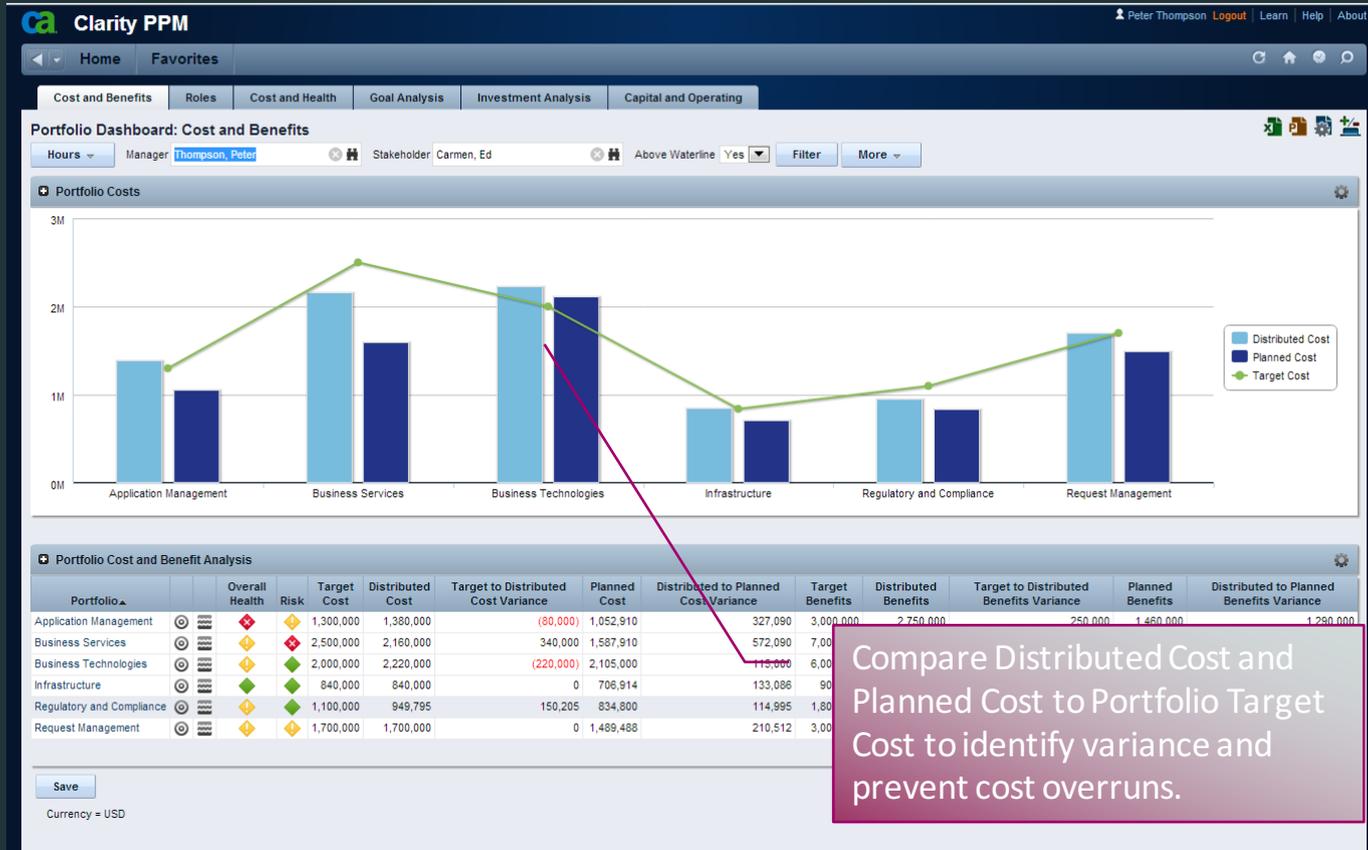
Analysis



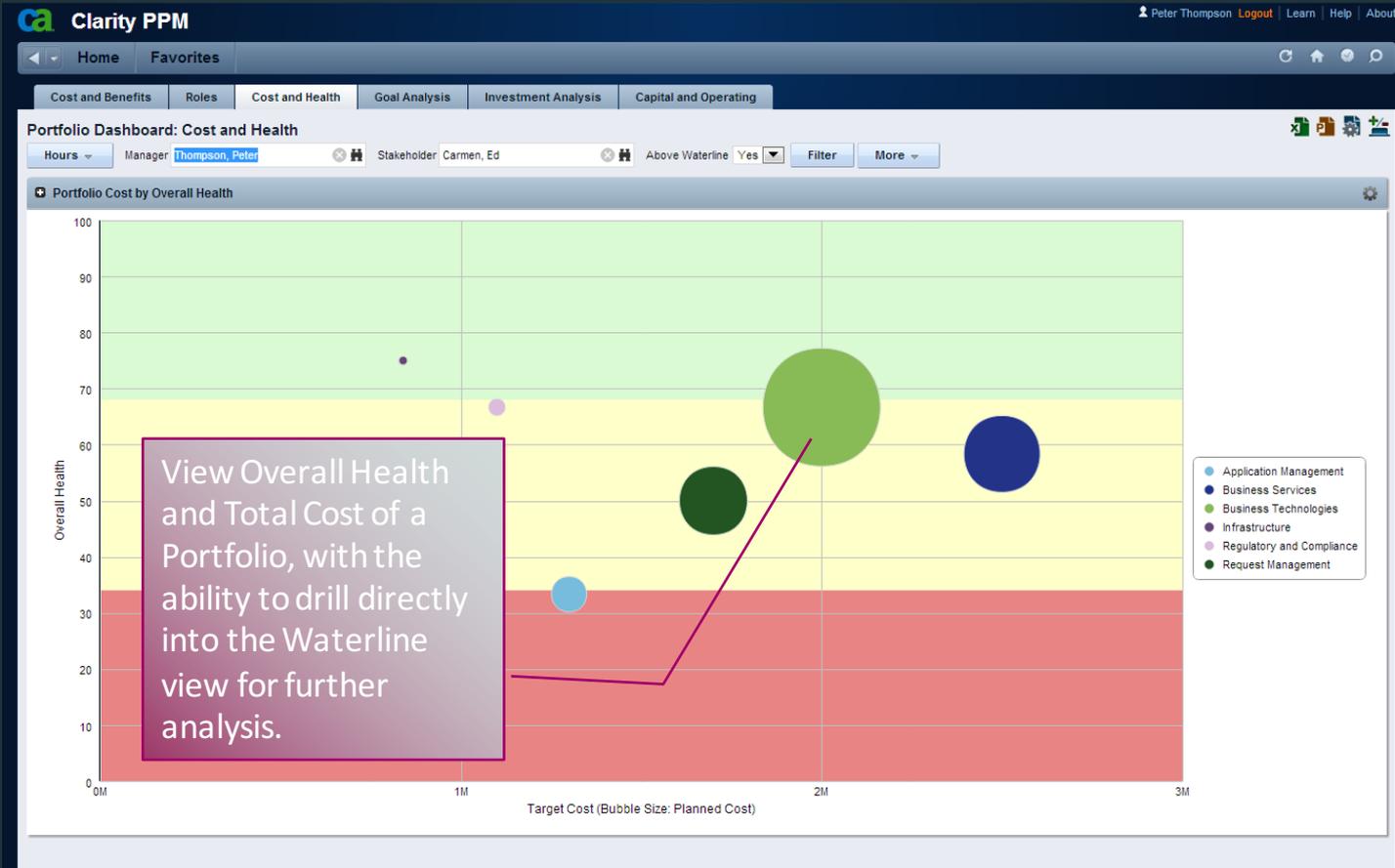
Portfolio Dashboard: Roles



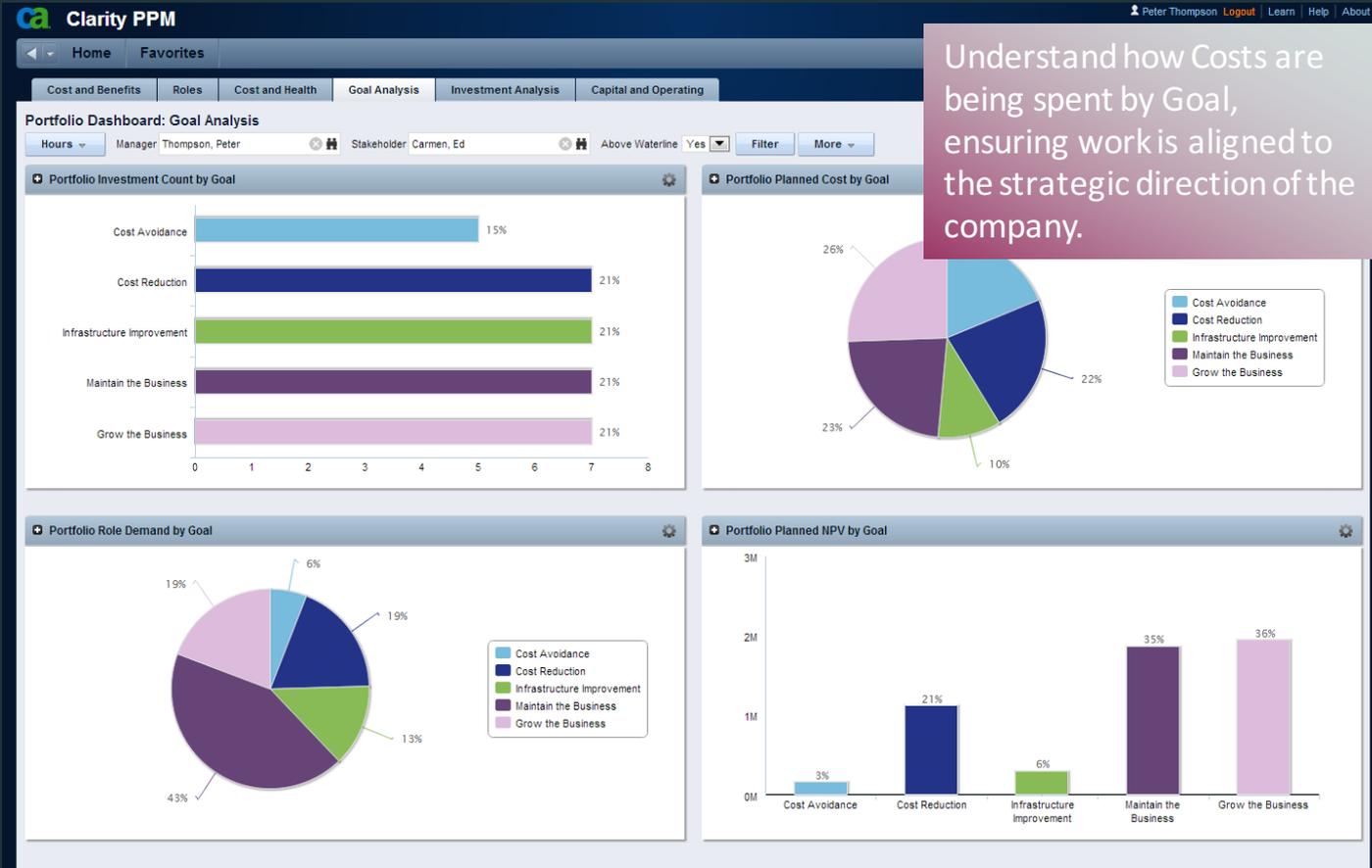
Portfolio Dashboard: Cost and Benefits



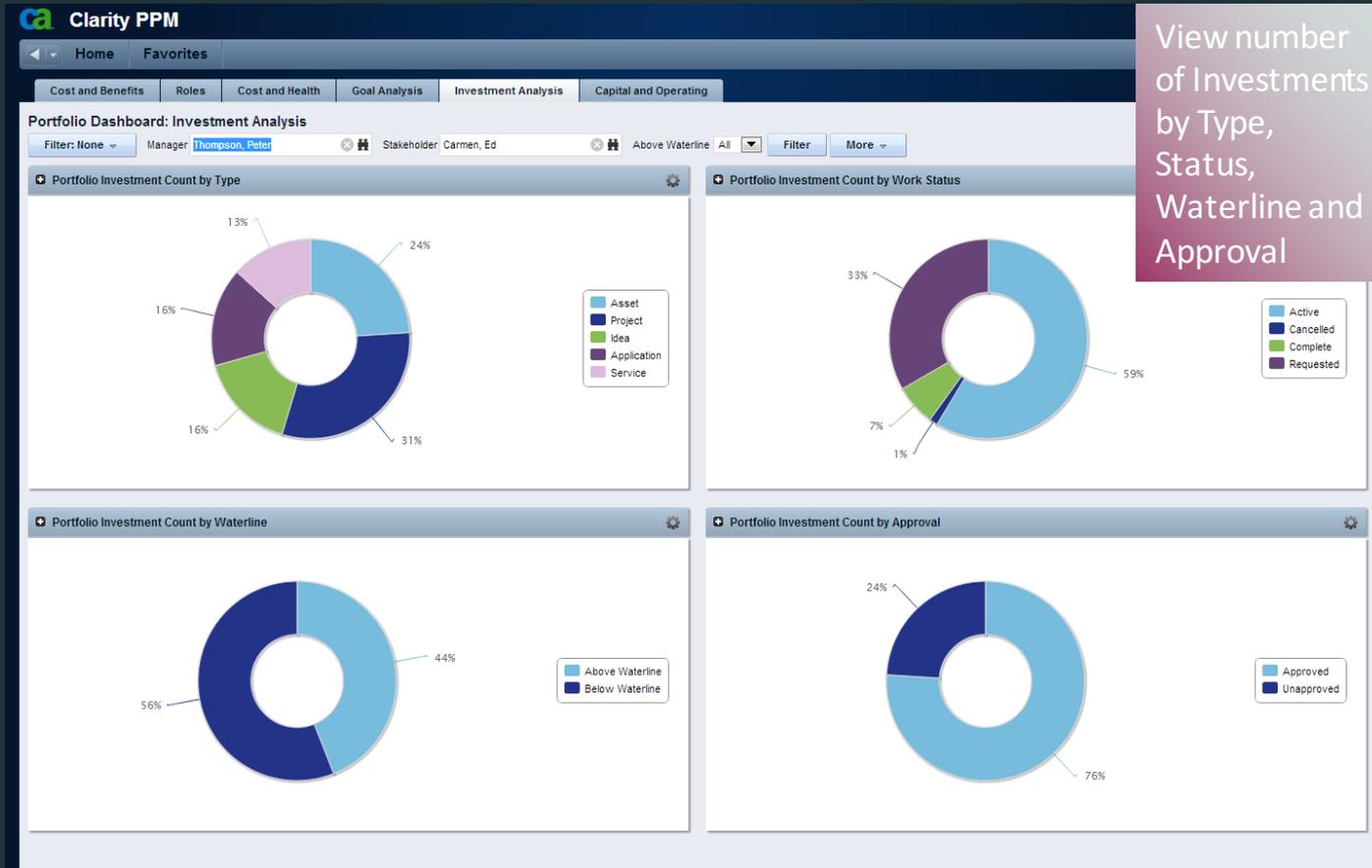
Portfolio Dashboard: Cost and Health



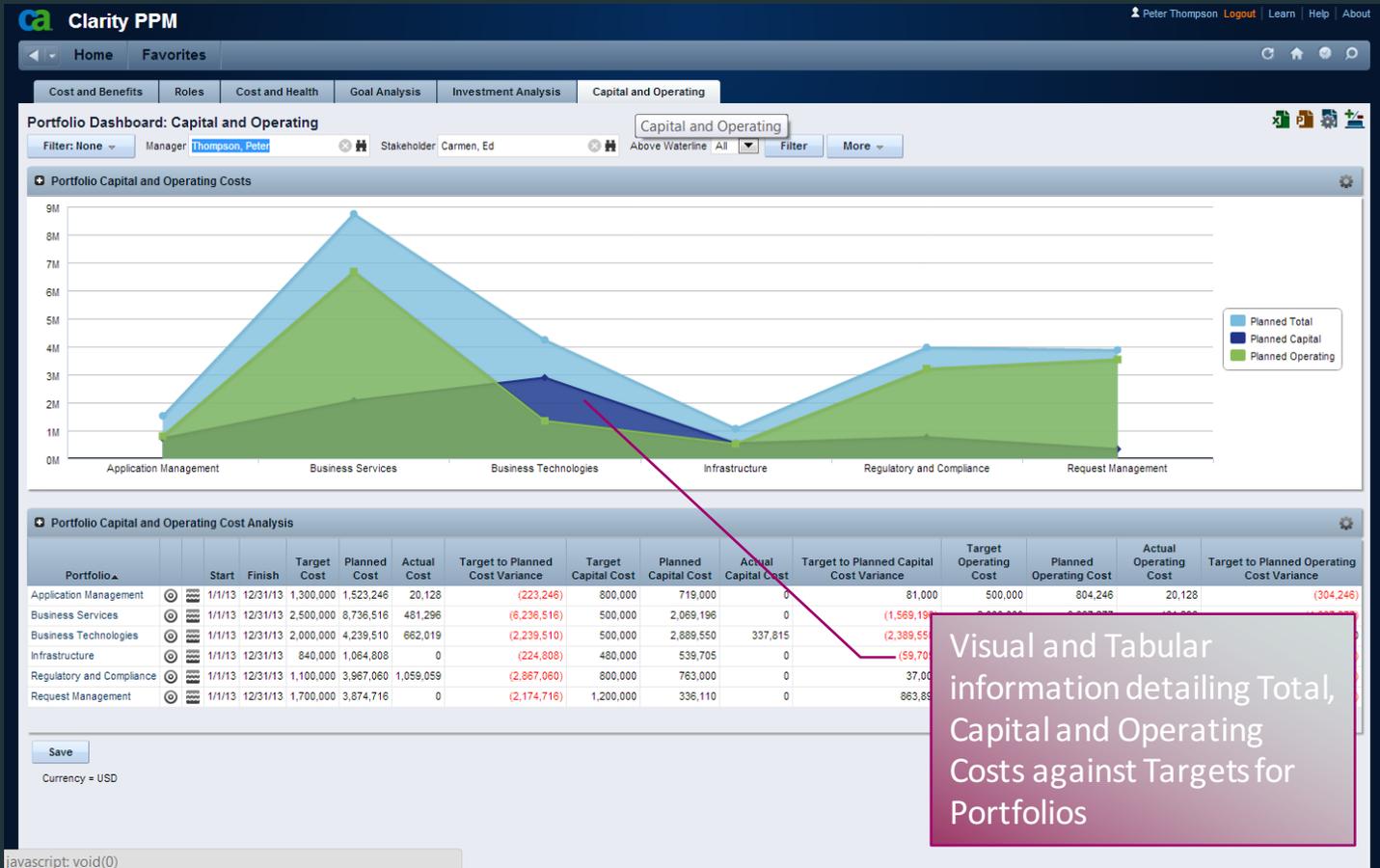
Portfolio Dashboard: Cost Analysis



Portfolio Dashboard: Investment Analysis



Portfolio Dashboard: Capital and Operating



Visual and Tabular information detailing Total, Capital and Operating Costs against Targets for Portfolios

Keys to successful Portfolio Management

**“If our work isn’t
aligned to our strategy
then it doesn’t matter
how well we execute.”**

WHAT MATTERS TO YOUR ORGANIZATION

Match your organization’s strategy
Needs to make sense to the client



FLEXIBLE MODEL

Avoid rigid scoring model
Need to be able to answer different questions



LET THE DATA TELL THE STORY

Give objective view of the portfolio
Give objective options



Using technology to support portfolio management

Portfolio Management requires a significant amount of data, much of which is coming from in-flight projects that change on a daily basis. Organizations are also looking to reduce the cycle time of their portfolio decisions. Finally, they want to be able view multiple scenarios.

CA PPM can help automate and communicate for effective decision making.

SPEED

Reduced time needed to view scenarios from **hours to a few minutes**

OBJECTIVITY

Prioritize projects based on strategy and constraints

FLEXIBILITY

Use multiple variables to understand alignment from the top to the bottom



Internal Process of Portfolio Management

Q&A

- James Chan
- Director, Agile Management