

Adapt at the Speed of Business with ServiceNow Project Portfolio Management



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According to the "Global Project Portfolio Management Market 2015-2019" report, the global Project Portfolio Management market is expected to grow at a CAGR of 12% from 2015 to 2019¹.

INTRODUCTION

Project and Portfolio Management (PPM) is defined as a formal approach used by organizations to plan and prioritize multiple projects. In this approach, each project is reviewed for risk-reward, the available funds, project duration, and the desired outcomes. Typically, Project Management Office and the respective stakeholders at that office evaluate the returns and benefits of each project and decide on the best possible investments of human resources and budgets for the projects.

PPM serves various purposes and benefits the organizations, such as – it helps in balancing the risks across all projects, allocates resources to the projects which align with the strategic direction of the organization, improves communication between team members across projects, links project selection to strategic goals, and provides a structure and process for project portfolio governance and avoids waste and duplication.

Increasingly, businesses are looking for ways to optimize their functions and manage costs and these factors are accelerating the growth of the global project portfolio management market.

ENTERPRISE PROJECT PORTFOLIO MANAGEMENT

A report by Standish Group's CHAOS found that only one third of all the projects were successfully completed on time and on budget over the past year. A IBM Change Management Survey found that only 40% of projects met schedule, budget and quality goals².

Obviously, there are valid reasons for organizations to be concerned about their PMO and Project Portfolio Management (PPM) strategy.

Typically, for large organizations, there are many simultaneous projects and the staff is rotating between the projects.

Enterprise project portfolio management helps the organizations in improving their bottom line by identifying and eliminating the projects that consume resources but do not contribute to the overall strategic objective or health of the enterprise.

It is the responsibility of the PMO to ensure that each project is appropriately staffed, is on time, and sufficiently funded. To determine the ROI on the project, organizations need the ability to forecast future staffing and project needs so that the potential risks can be effectively managed.

As per the data released by the Bureau of Economic Analysis³, 84% of companies either do not conduct business cases for their projects, 89% of companies measure only the financial data for projects and no other metrics, and 84% of companies are unable to realign their budgets with their business needs.

WHO IS SERIOUSLY CONSIDERING ENTERPRISE PROJECT PORTFOLIO MANAGEMENT?



Organizations with a large number of simultaneous projects that do not deliver value to the organization



Firms with a large number of projects that don't support the organization goals



Companies with delayed projects which are leading to uncollected revenues and delayed ROI







Organizations which have projects with simultaneous assignment of resources resulting in delays

Based on the needs and strategic goals, the specifics of PPM may differ from organization to organization. However, the fundamentals of best practices remain the same.

Instead of treating PPM as an annual, one-time activity, organizations need to remember that PPM is an ongoing activity. Driven by the strategic objectives of the organization, PPM requires involvement at a much broader level than just the PMO office.

CHALLENGES OF ENTERPRISE PROJECT PORTFOLIO MANAGEMENT

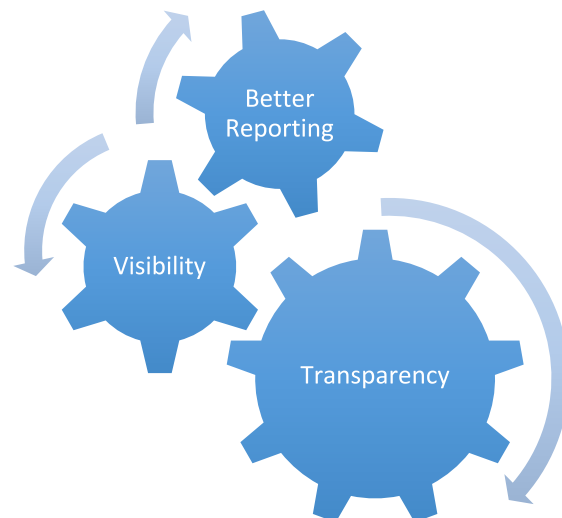
Large enterprises with multiple, large-scale, complex projects often face challenges such as:

-  **Planning and Execution**– Running of several project simultaneously and providing sufficient attention, resources, and funds to each requires considerable administration, a lot of coordination, and the right leadership skills. Any lapse on these aspects has a serious impact on the bottom line.
-  **Financial Management** – More often than not, large-scale projects involve large budgets. Such portfolios need to be closely monitored, tracked, and analyzed and this puts up a lot of responsibility on the PMO's shoulders because the expenses need to be properly recorded, authorized and reported. There is a greater need to conform to regulations regarding expenses.
-  **Governance** – Typically, the projects run on simple structures of sponsor, managers, senior execs. However, when it comes to the management of the entire portfolio, a lot more stakeholders, across multiple departments, are involved and it becomes important that all these stakeholders are in sync all the time.
-  **Implementation Gap** – Organizational strategy is defined by the top management and the actual implementation is carried out by the middle-level functional management. If there is a gap between the understanding and consensus of the strategy between the top management and middle management, then it can hurt the projects badly.

- Resource Conflicts – Shared resources, inter-dependency on the resources can cause abrupt starting, stopping of the projects, eventually causing unnecessary delays. It is, therefore, important for the PMO to have a consolidated view of the complete human resource availability and bandwidth.

NEED FOR A PROJECT PORTFOLIO MANAGEMENT SOFTWARE

The whole objective of Project Portfolio Management is to improve the bottom line through effective prioritization of project portfolios. Using the right software for this job makes it easy and allows users to do it at a much faster pace. The three major advantages of Project Portfolio Management Software are –

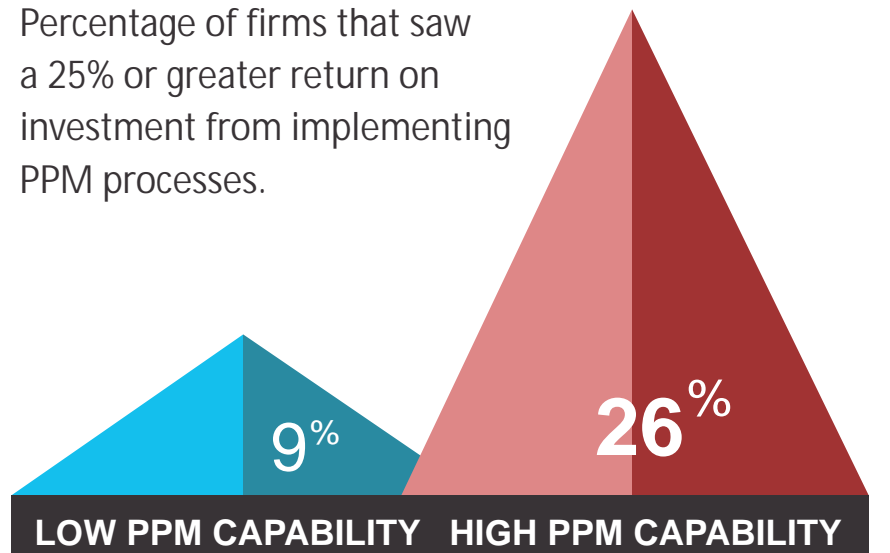


- Transparency - Project Portfolio Management software offers complete transparency to the teams. With the comprehensive overview of the entire project portfolio, it gives the stakeholders the ability to make smarter and fact-based decisions. It also empowers them to better align the projects with the organization's strategy.
- Visibility – The PPM Software offers better visibility of resource availability and allocation. This allows for better distribution and planning of project portfolios.
- Better Reporting – With real-time access the work being accomplished by various teams, the project managers and business owners can access real-time reports and perform the quick analysis.

According to PM Solutions' benchmark study, firms with PPM processes are more likely to realize a broad range of benefits⁴.

Higher PPM Capability Leads to Greater ROI

Percentage of firms that saw a 25% or greater return on investment from implementing PPM processes.



SERVICENOW INTRODUCTION

Effective Business Management involves optimal management of demand, costs, projects, vendors, and compliance.

To be able to effectively respond to the business needs, business stakeholders require a clear visibility into demand, costs, and resources. When the stakeholders have a consolidated view of the complete business data, they can manage the demands, understand the costs, utilize the existing resources, execute on projects, ensure compliance, and also better manage the business relationships.

ServiceNow solution offers following benefits⁵:

- ▶ It allows the IT executives to get useful insights and align the business initiatives with IT resources based on those insights.
- ▶ It helps business leaders in effective management of vendors so as to optimize their performance and reduce costs.
- ▶ It allows the project teams can work faster and smarter across all kinds of work.
- ▶ It becomes easy for organizations to govern their compliance and audit initiatives, reduce risk exposure, and drive automation to improve efficiency, and lower costs.

OVERVIEW OF SERVICENOW PROJECT PORTFOLIO MANAGEMENT

As mentioned earlier in the paper, it can be challenging to understand the breadth of IT projects and project portfolios in the enterprise. Tracking of resources, time sheets, and planning can get difficult if there are legacy project and portfolio management systems. In such situations, typically, a dedicated project manager re-enters information from various systems. However, it is often difficult for individual project contributors to share their knowledge.

ServiceNow Project Portfolio Management allows organizations to easily align their resources to strategy with centralized demand management. Its single-system-of-engagement helps in effortless connection of all the dots from the initial idea to project execution and provides visibility through service transition to production and ongoing operations.




ServiceNow Project Portfolio Management is a system designed to handle the complexities and scale of today's Cloud-Centric world. It manages the total lifecycle of the Enterprise Project – from ideation to project process and reporting. Powerful dashboards help the project teams and management get a quick overview of their projects.

Benefits of ServiceNow Project Portfolio Management System:

-  **Visibility** - Centralized gathering, assessment and promotion of accepted ideas provides a clearer visibility on all the projects.
-  **Tracking** - With Gantt charts, automated notifications, milestone tracking, and powerful reporting, project tracking is very easy. All the projects and ITIL processes can be managed from a centralized platform.
-  **Speed** - ServiceNow PPS can be easily deployed and built on a leading Cloud platform.
-  **Collaboration** - It's built-in collaboration tools help everyone to be on the same page and allows effective collaboration between the team members.
-  **Scalability** - Because ServiceNow PPS is built on the Enterprise-grade ServiceNow Cloud Platform, it easily scales to handle the largest projects.
-  **Resource Workbench**- It offers a whole new approach to resource planning. It provides an ability to view resource availability & utilization, perform what-if analysis and create soft/hard allocations for the group/user resources.

HOW SERVICENOW HELPS IN BETTER PROJECT PORTFOLIO MANAGEMENT

ServiceNow allows the project teams and the management to get a complete handle on the project requests – allowing them to appropriately select the most critical and profitable projects, allocate and track the resources and get the maximum returns from them⁶.

-  Dashboards- ServiceNow PPS offers a powerful report builder which helps project managers to better understand project portfolio data, create personalized dashboards, update multiple records, drill down to task and resource project details.
-  Centralized Project Information - ServiceNow PPS allows capturing of project requests through multiple interfaces. It also allows submission of requests through employee portals. No matter how a project is submitted, the centralized traceability helps in the effective interpretation of project request data.
-  Consolidated Work Queues - A consolidated work queue in ServiceNow helps in easier management of tasks from projects, service desk functions, or any other activity. Better prioritization means better delivery of projects.
-  Interactive Allocation - With ServiceNow PPS, Managers get a comprehensive view of work assigned all the team members. Integration with ServiceNow Resource Management and interactive Gantt chart views give the ability to drill down to task-level detail or change resource time line allocations with drag-and-drop functionality. The project time lines are automatically updated based on dependencies of tasks, milestones, and resource availability in one single system – making managing projects and portfolios very intuitive and straightforward.
-  Collaboration - The collaborative environment in ServiceNow allows employees to post questions and have their internal online community respond to those based on previous knowledge and experience.
-  Project Process Automation - The ServiceNow graphical workflow editor supports Agile, Waterfall as well as Hybrid methodology. It allows configuration development of innovative new ways to automate project tasks. Standardized project templates help in increasing efficiencies and allow for quicker responses through automatic alerts, notifications, and approvals.
-  Tracking - Project team members can easily update their own time cards. Project and resource managers get accurate, high-level project, project portfolio, and resource management overviews, including budgets, timeline, and fulfillment rate of resources making the tracking effortless and accurate.

ALCOR SOLUTION'S CAPABILITIES IN SERVICENOW

Alcor is a global cloud advisory and implementation services company serving Fortune 500, Government establishments, and other leading organizations in multiple industry verticals across the Americas, Canada and India. Alcor is a ServiceNow Silver partner and also partners to Mulesoft, Salesforce, Tanium, Microsoft and Bomgar. They advise leading businesses on cloud platforms, architecture, enterprise service management and integrating IT service delivery. They also provide business process consulting to capture, re-engineer and improve processes that can easily be automated to deliver real value. The Alcor consulting team is derived from a combination of experts in Business strategy, Cloud Technology and Organizational Change Management.

Alcor takes a strategic implementation approach and focus on solving the business problems of their clients by leveraging an integrated business process design and technology implementation capability.

They follow a very systematic, 3-step approach to the PPM cycle.

Step 1: *Demand Management* – First, they understand the unique needs and requirements of the client.

Step 2: *Project Management* – In this step, they put up for both strategic and operational buckets. The portfolio under PPM is segmented as per market segmentation, geography, business processes etc. The Priorities are set with the business alignment needs.

Step 3: *Resource Planning* - Here they go ahead with the resource planning as per the objectives and needs of the business.

They achieve success by leveraging their integrated business process design and technology implementation capability. Their professionals are the top talents in the business with deep personal understanding of the business verticals they service. This allows them to deliver flexible solutions that work in the real world. Their strength lies in delivering solutions that are customized to the specific requirements of their customers including complex integrations with the other systems in the ecosystem.

They follow various delivery models as per the uniqueness of the project. It can either be an Agile approach, a lean approach or a combined one. They also follow the top of the art new standards like PRINCE II. Their delivery approach is in sync with their client needs and endeavors to streamline projects, track them, and get insightful views of all the projects and priorities.

Their expertise in ServiceNow PPS implementation through a comprehensive and streamlined approach helps their clients in tracking of multiple simultaneous projects. It provides their clients a granular view of the projects.

For more information about their capabilities or about ServiceNow PPS implementation, please write to them at information@alcortech.com

CONCLUSION

In today's fast-paced business scenario, implementing a cloud-based project portfolio management software is one of the most effective and efficient ways to achieve the organization's business goals while managing the resource constraints. ServiceNow Project Portfolio Suite is a simplified, team-oriented approach to Project Portfolio Management and IT development.

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Alcor is a technology implementation company focusing on Enterprise and Government technology needs in ITSM, systems integration, web development and mobility space. We provide a strategic ITSM implementation approach to our clients and focus on solving business problems by leveraging an integrated business process design and technology implementation capability.

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