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IT Portfolio Management Framework

How can you drive digital transformation by enhancing IT delivery in your organization?

PwC Hungary, Technology Advisory



Main Challenges of IT Portfolio Management

When your enterprise is launching and managing many complex projects, you surely have experienced the struggle with balancing your resources between projects and BAU activities. IT departments usually face many further, no less important challenges, e.g.:

- Efficient demand filter
- Manage moving scope and deadlines
- Balance software testing and investment costs
- Lean down vendor expenses
- Measure benefits of ongoing projects
- etc.

Systems, processes and teams need to work in harmony following the same management and operational guidelines to successfully cope with such challenges.

In order to tackle these challenges, we have developed a framework including a set of tools and tested methodologies that can support companies to improve their IT portfolio management practices.

Based on our experience, with the right tools and processes an overall planning and delivery efficiency enhancement can be achieved on both IT and business side.

„Which project will bring greater value to the company?“

„Loads of resources are burnt on unnecessary tasks.“

„IT expenditure is too high.“

„Filtering of business requirements is not regulated.“

„IT does not keep any timelines. Delivery is always late.“

„Low software quality even after intensive testing periods.“

The Framework

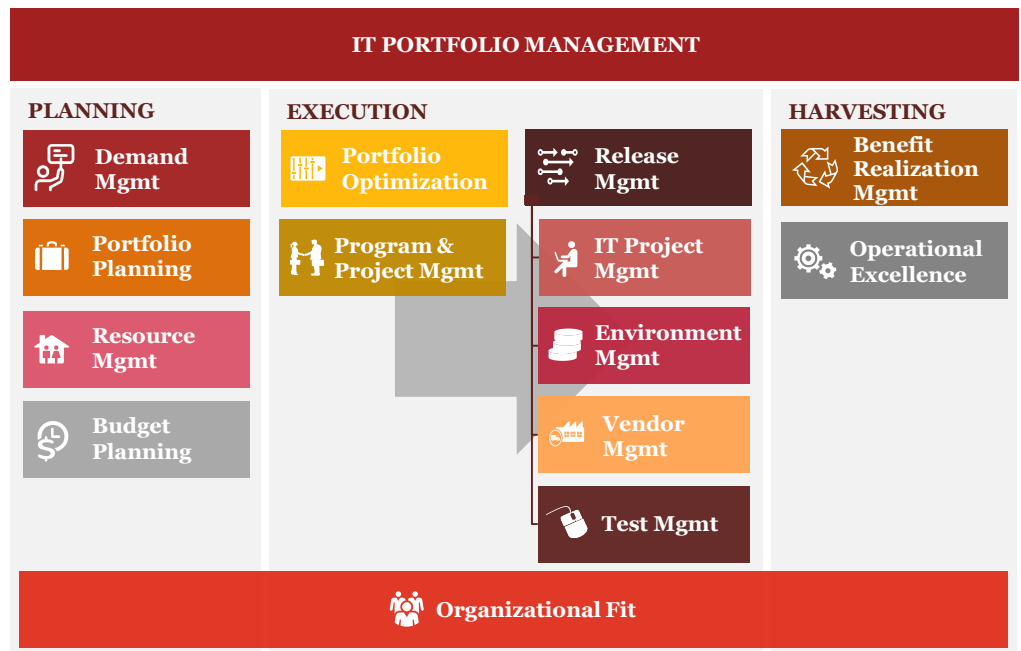
PwC's framework covers the planning and delivery functions of IT portfolio management, which can be improved individually or in groups as well, depending on our Client's needs.

The offering package is set to bring personalized service every step of the way of an effective IT delivery process with all planning, execution and operation related activities.

Our approach is to review the given management function in practice, identify the main sore points and propose short- and long-term solutions, customized tools based on industry standards and our fundamental methodologies.

PwC colleagues' experience assists to achieve high quality IT delivery and optimized capacity at your firm's IT portfolio management.

We offer „off-the-shelf“ services, which can be grouped and customized based on our Client's needs.



What Benefits This Means for Your Business



Strategic alignment of IT projects

The right portfolio management tool helps your organization to align all planned and on-going projects with the overall strategic initiatives



Decrease in vendor exposure and spending

A thorough check-up of vendor contracts, performance and benchmark analysis facilitate the competition between suppliers



Measurement based portfolio optimization

Benefit realization management helps keeping track of your projects' real-time performance against all business and IT expectations



Enhanced software quality

Thorough testing ensures that delivery quality is raised, business requirements are met, thus production errors will decrease



Optimal resource utilization

Project portfolio management helps to properly allocate and optimize available resources between projects, programs and other tasks



Clear responsibilities between business & IT

Redefined roles and organization alignment ensure the flawless operation of new processes and transparent responsibilities between business and IT



Increase in delivery capacity

As IT resources are planned and used based on the company's priorities and capacities, predictability and efficiency will increase



Raised acceptance of IT from business side

PwC's brand, knowledge and our fine-tuned collaborative solutions ensure business buy-in for the newly introduced processes

DEMAND MANAGEMENT

Demand Management is used to filter, prioritize, and analyze ideas or demands in order to only implement changes that comply with strategic initiatives, have the required benefits and there is sufficient resources available for their successful delivery.

PwC has developed a 10-Station Enterprise IT Delivery Method which includes detailed steps and responsibilities for managing demands in a structured, transparent and cost efficient way. The process is easily customizable and supported by a variation of scoring models.

- ❖ *10-Station Enterprise IT Delivery Method*
- ❖ *Scoring models*

PORTFOLIO OPTIMIZATION

Portfolio Optimization is a basic enterprise function for keeping your projects on their initial track as a whole in order to reach strategic initiatives, while also managing internal and external factors, such as resource/budget constraints, regulation changes, market movements, etc.

PwC's experience and tools for portfolio management, benefit realization management, change management and resource utilization tracking ensure that your ongoing projects stay on track and initial goals, requirements are met.

- ❖ *Portfolio & Resource Management Tool*
- ❖ *Benefit Realization Management Tool*
- ❖ *Change Management Methodology*

RELEASE MANAGEMENT

(+IT PROJECT-, ENVIRONMENT- & VENDOR MGMT)

Release Management is the process of planning, managing and controlling a software build through different stages and environments, including the configuration, testing and deployment of software releases.

PwC's 10-Station Enterprise IT Delivery Method includes a detailed release process, where 5 Quality Gates ensure the quality, the proper separation of vendor/client responsibilities, the criteria for handover acceptance and Go/No-Go decision making. We also support our Clients by optimizing their environments and vendor management processes.

- ❖ *10-Station Enterprise IT Delivery Method*
- ❖ *Vendor Management Scorecard*
- ❖ *Environment Landscape analysis*
- ❖ *Environment Strategy*

PORTFOLIO PLANNING

(+RESOURCE MGMT & BUDGET PLANNING)

Portfolio Planning is the centralized function to analyze and collectively plan proposed projects & programs based on numerous key characteristics to optimize the enterprise's resource and financial capacity and maximize expected benefits.

PwC has extensive experience and knowledge in project and portfolio planning based on strategic initiatives and capacity constraints. We deliver transparent portfolio, resource and budget planning tools and procedures to ease our Client's planning endeavors.

- ❖ *Portfolio & Resource Management Tool*
- ❖ *Budget Planning Tool*
- ❖ *Benefit Realization Management Tool*
- ❖ *Strategic Change Roadmap*

PROGRAM & PROJECT MANAGEMENT

The key role of *Program & Project Management* is to provide support for the implementation team throughout the entire IT delivery by monitoring and managing the project's timing, scope, costs, resources, quality, risks, changes and stakeholders, while also fulfilling governance and communication functions.

PwC has comprehensive experience in PM execution and also in designing, implementing and training PM processes and methodologies. We can also provide our Client with a wide set of PM toolkits shaped to their unique needs.

- ❖ *Customizable waterfall & agile methodologies*
- ❖ *Risk Management Tool*
- ❖ *Change Management Tool*
- ❖ *PM tools & templates*

TEST MANAGEMENT

The main role of *Test Management* is to organize and control all processes, artifacts and human resources required for the testing procedures in order to ensure high quality i.e. the developed product meets all expected requirements.

PwC offers an extensive range of services, which consist of (1) test execution, (2) testing process optimization and methodology implementation and (3) test automation design.

- ❖ *Testing resources (testers)*
- ❖ *Customizable IT and UAT test methodologies*
- ❖ *Test Automation Tool*

BENEFIT REALIZATION MANAGEMENT

Benefit Realization Management (BRM) involves a series of activities within a program of change, which helps our Clients to identify and plan their project goals and realization of benefits, measure the achievement of benefits, and track their post program realization.

We have experience in implementing BRM frameworks and supporting our Clients in order to completely realize its advantages.

- ❖ *Benefit Realization Management Methodology & Tool*

OPERATIONAL EXCELLENCE

Operational Excellence is achieved by a company if its operating model, organizational structure and culture are fully aligned in order to reach all strategic initiatives.

PwC's Operating Model Framework (OMF) and experience provides a powerful way of describing, analyzing our Client's current operational components and interactions and planning their successful target operating model, including their IT operations processes.

- ❖ *PwC's Operating Model Framework & Tools*

ORGANIZATIONAL FIT

All changes in your planning, delivery and operational processes must be accompanied by organizational realignment as well in order to maximize the expected benefits, although in some cases just a fine-tuning of your organization might also improve efficiency.

PwC can help your organization prepare and adapt to the possible changes due to the refinement of your portfolio management functions. We offer an active governance support to transform your processes and train your employees to develop capabilities in order to help you maximizing the value of your investment.

- ❖ *Project Organization Development*
- ❖ *Transform Methodology*

Contact



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About our IT Implementation and System Integration practice

At PwC Hungary we help our Clients to advance their information technology practice and competences in order to stay ahead of their competition by applying state-of-the-art IT solutions and methodologies that also support the overall efficiency of their organization.

We offer consultancy, integration and implementation support across a wide area of IT related fields, such as project-program-portfolio management, demand & release management, IT delivery management, vendor management, testing & QA, IT strategy and architecture design.

Our IT Implementation and System Integration team works in close cooperation with all of PwC Hungary's Technology Advisory teams, such as the Data Analytics, BI and EPM team; Digital Business team; Digital Architecture team; and the Telecommunications-Media-Technology Business Advisory team, that enables us to find a solution to your technology related challenges or issues across all dimensions of the organization.