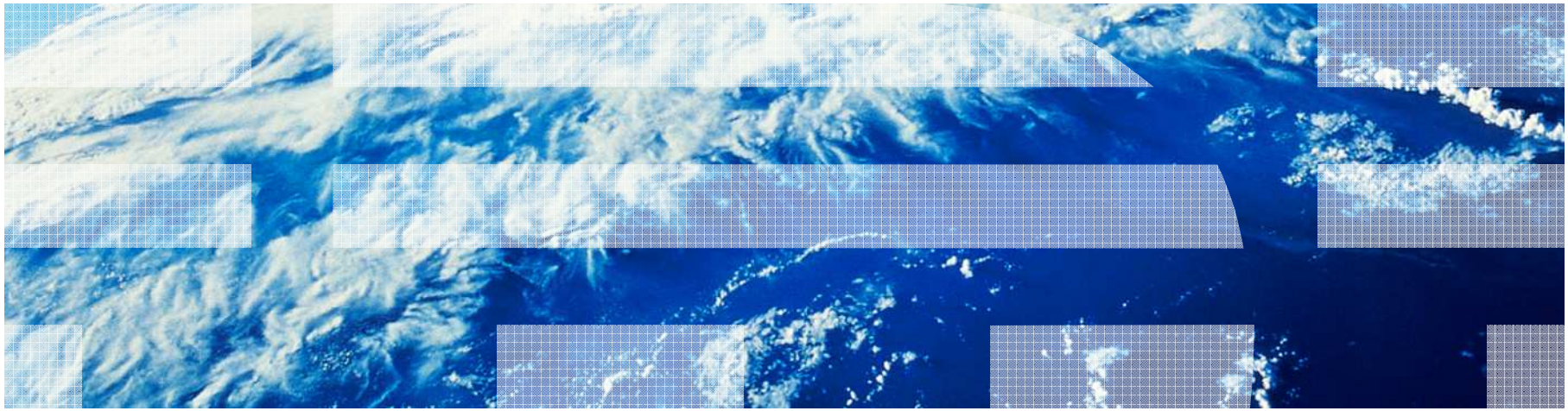
Do portfolio de projetos à operação: perspectivas sobre geração de valor

Bruno Caiado – TIVOLI Tiger Team

Alexandre Couto – RATIONAL Tiger Team



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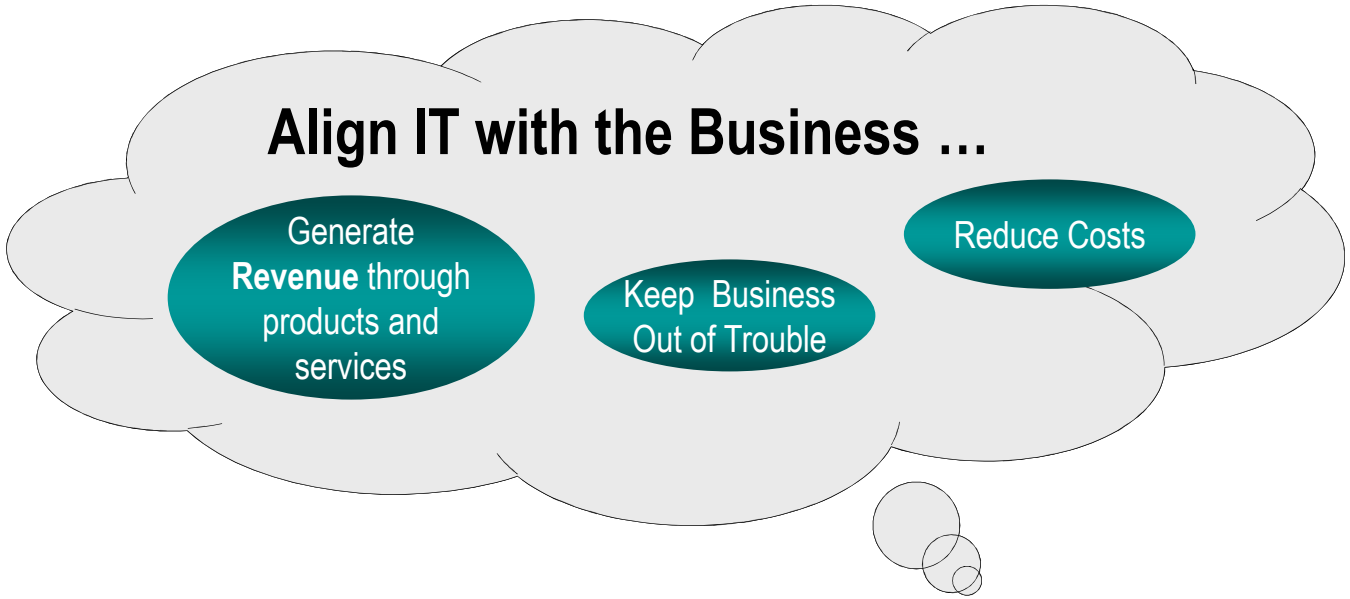
The IT Management Imperatives



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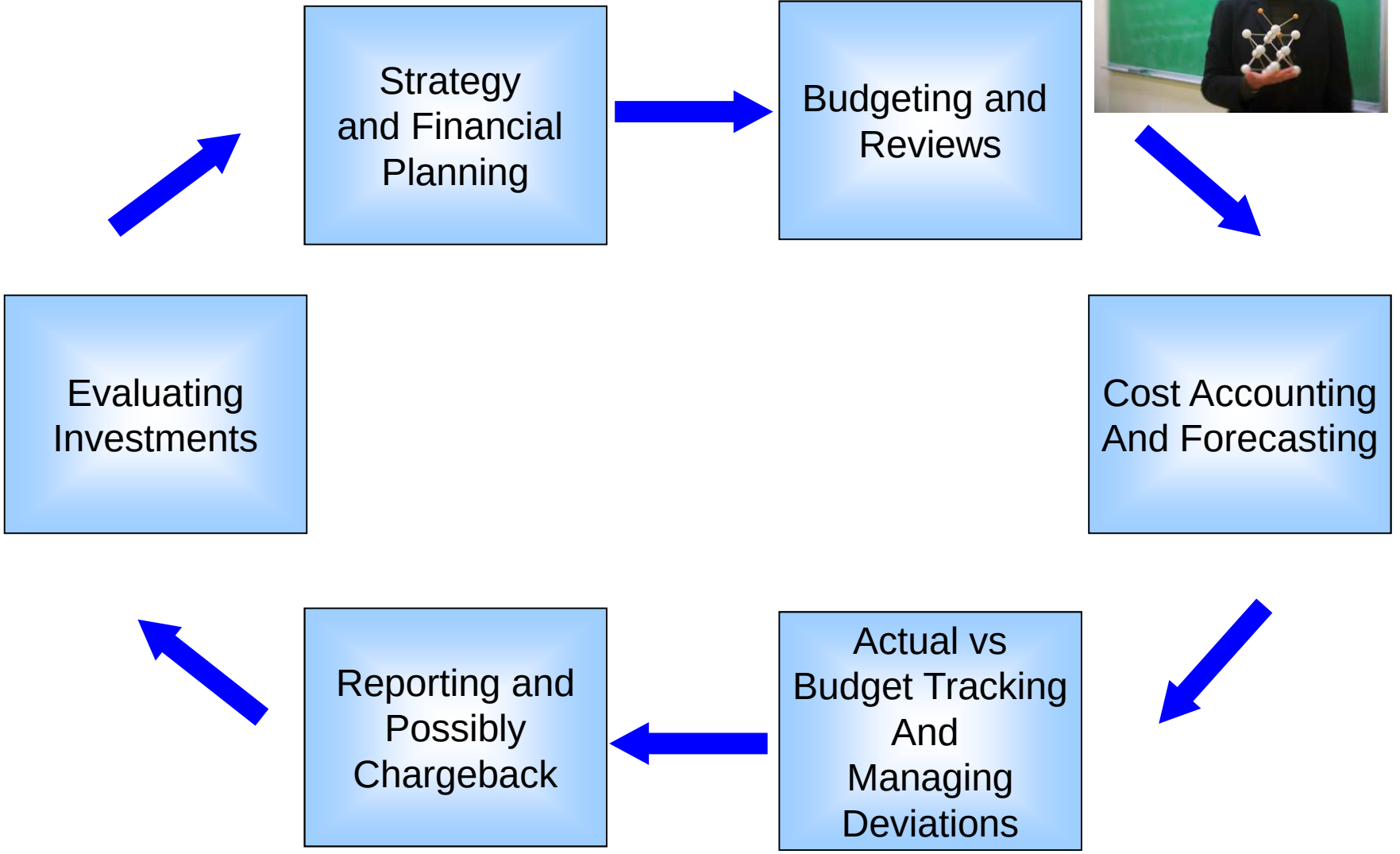
IT Service Management Financial Management Model



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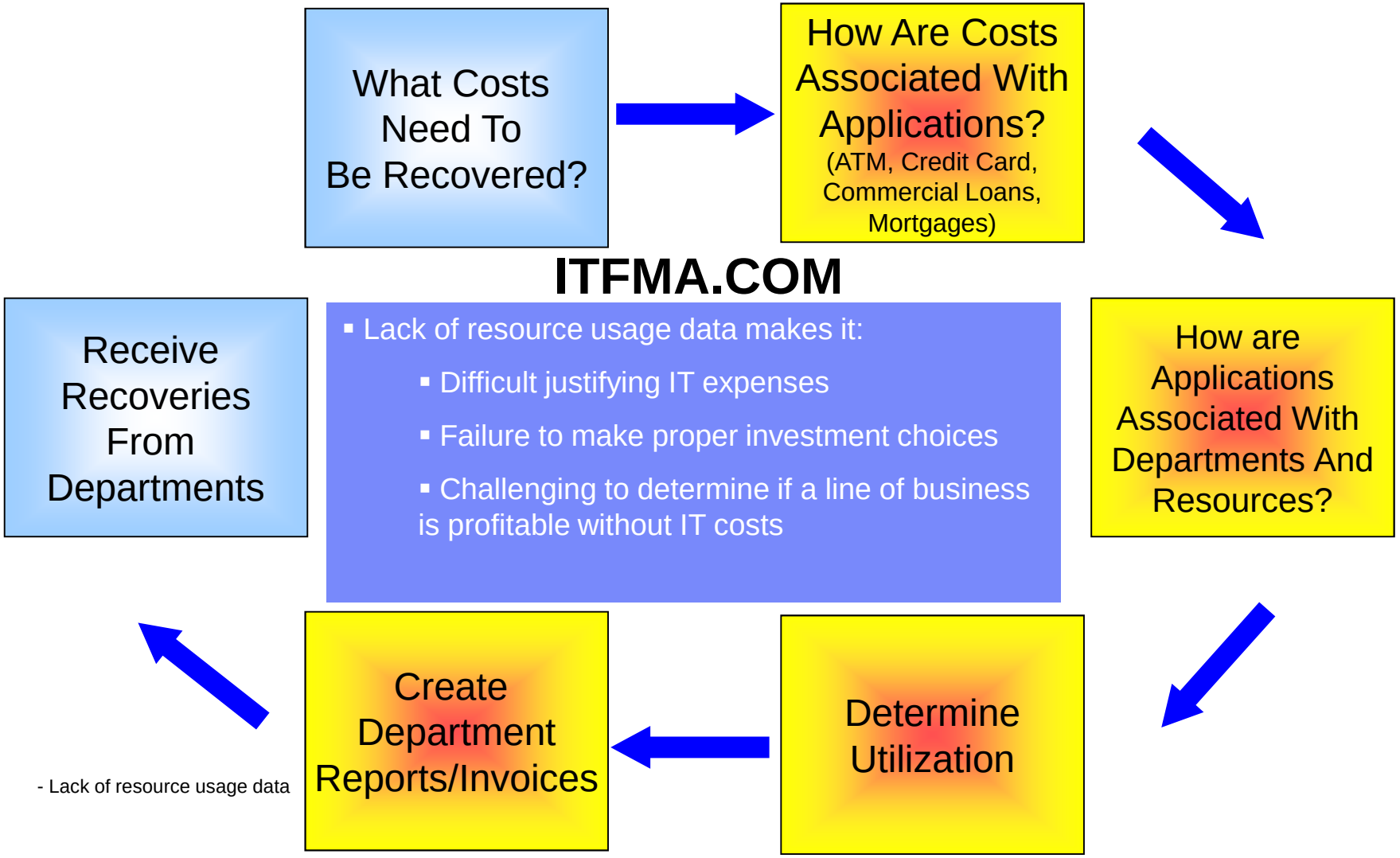
Failure to Accurately Allocate and Distribute Costs can Lead to False Economics



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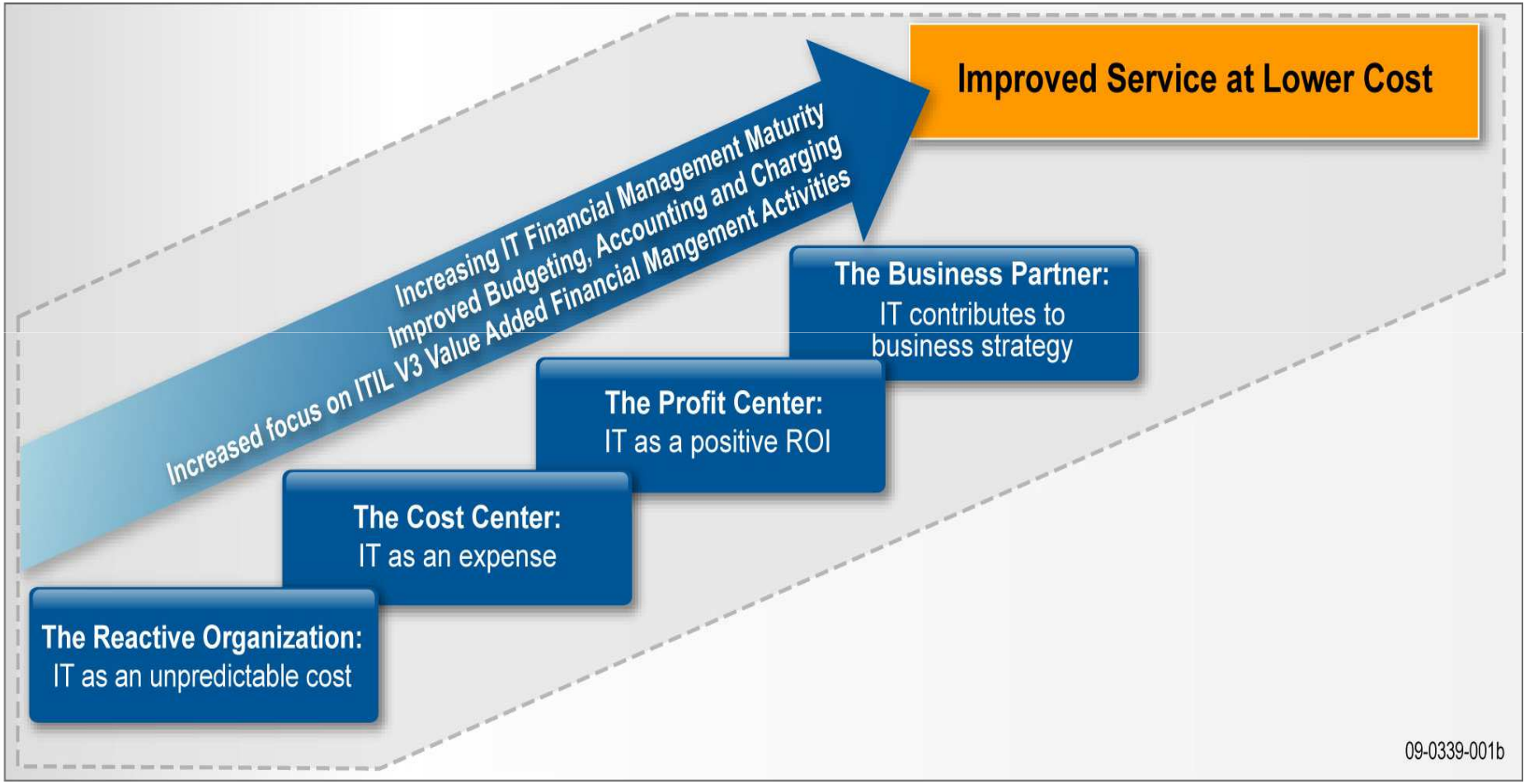
IT Evolving to Business Partner



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Link Strategy to Execution

- Are products and services ALIGNED with our strategy?
- Do we have the right BALANCE of risk/reward?
- Are products and services delivering the expected VALUE?

- Are we doing the RIGHT products?
- Are we investing in the RIGHT areas?
- Do we have the RIGHT types resources available?

- Understand capacity to deliver
- Doing projects well
- Delivering **results** on time and budget
- Enhancing communication and productivity

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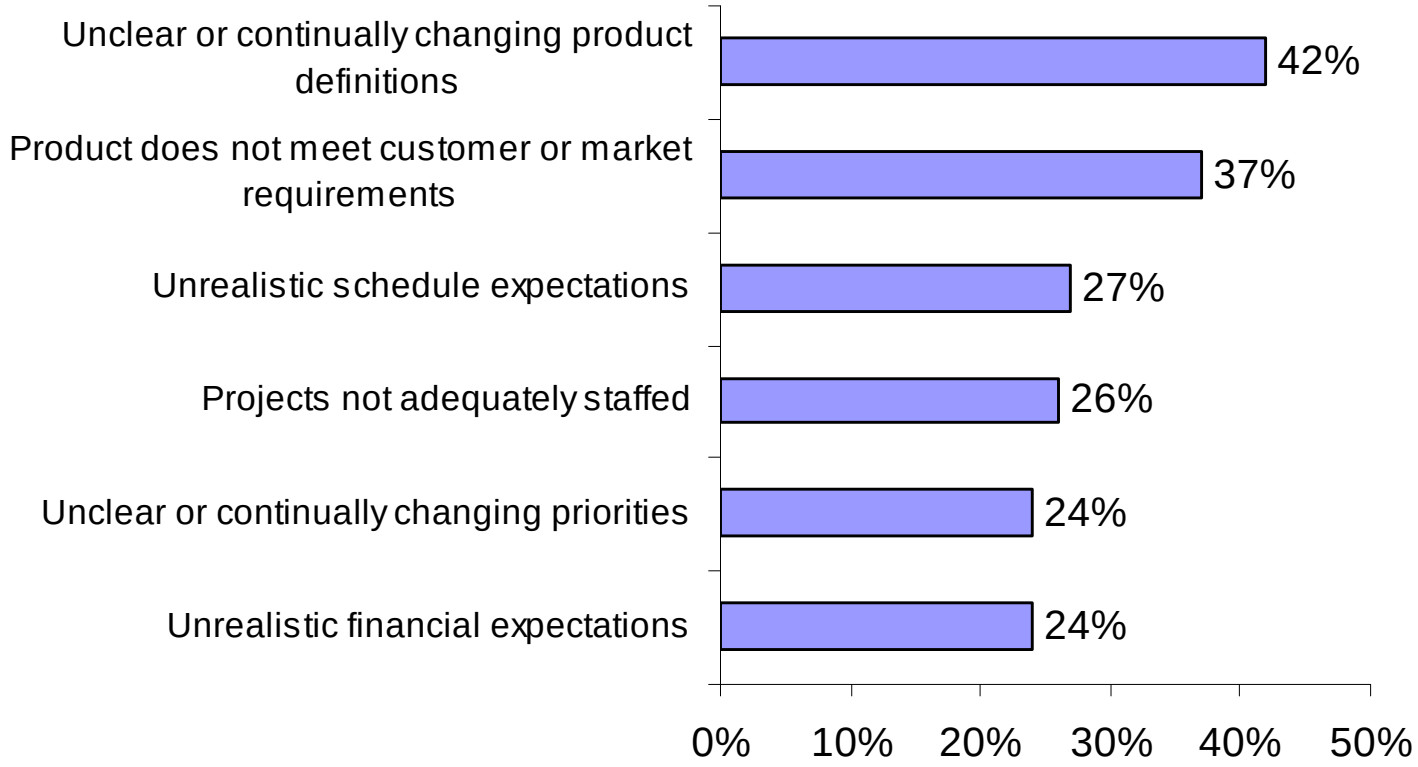
Why do products fail?



Source: Aberdeen*Group*

Most products fail due to self-inflicted problems

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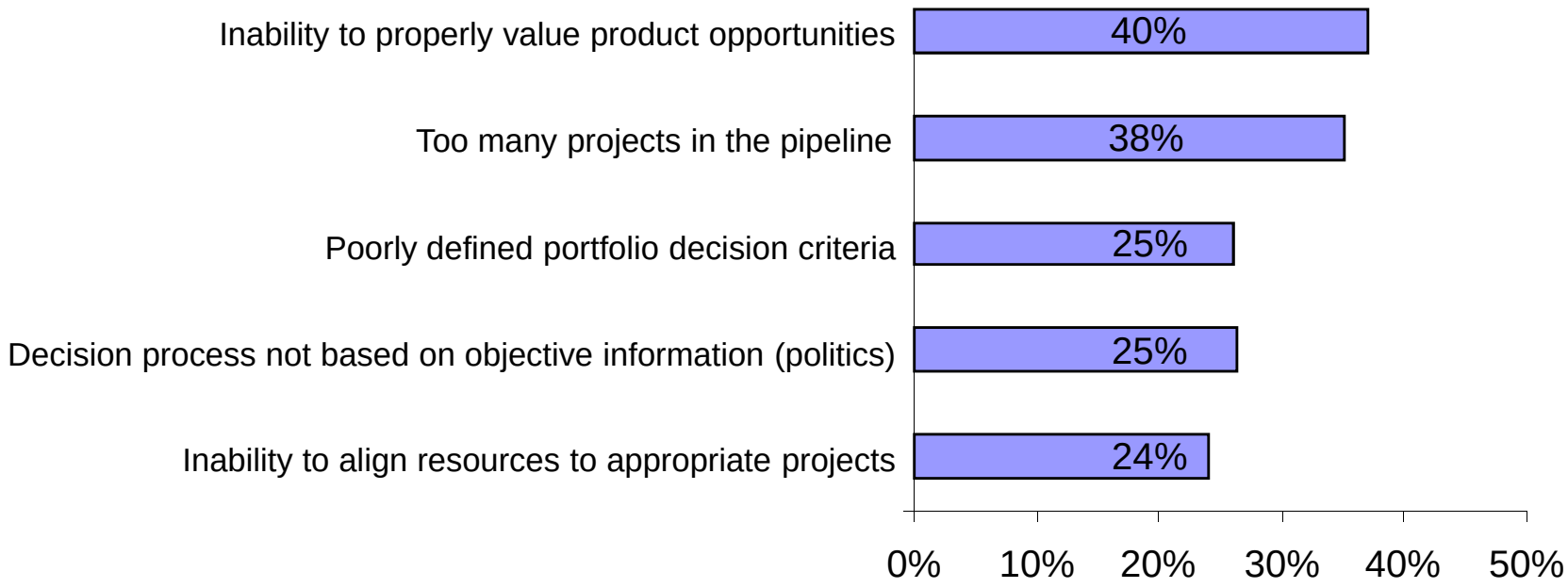
Top Challenges of Improving Product Portfolio Management



Source: Aberdeen*Group*, August 2009

Politics and inertia still win the day, hard to grasp facts for value and properly align resources

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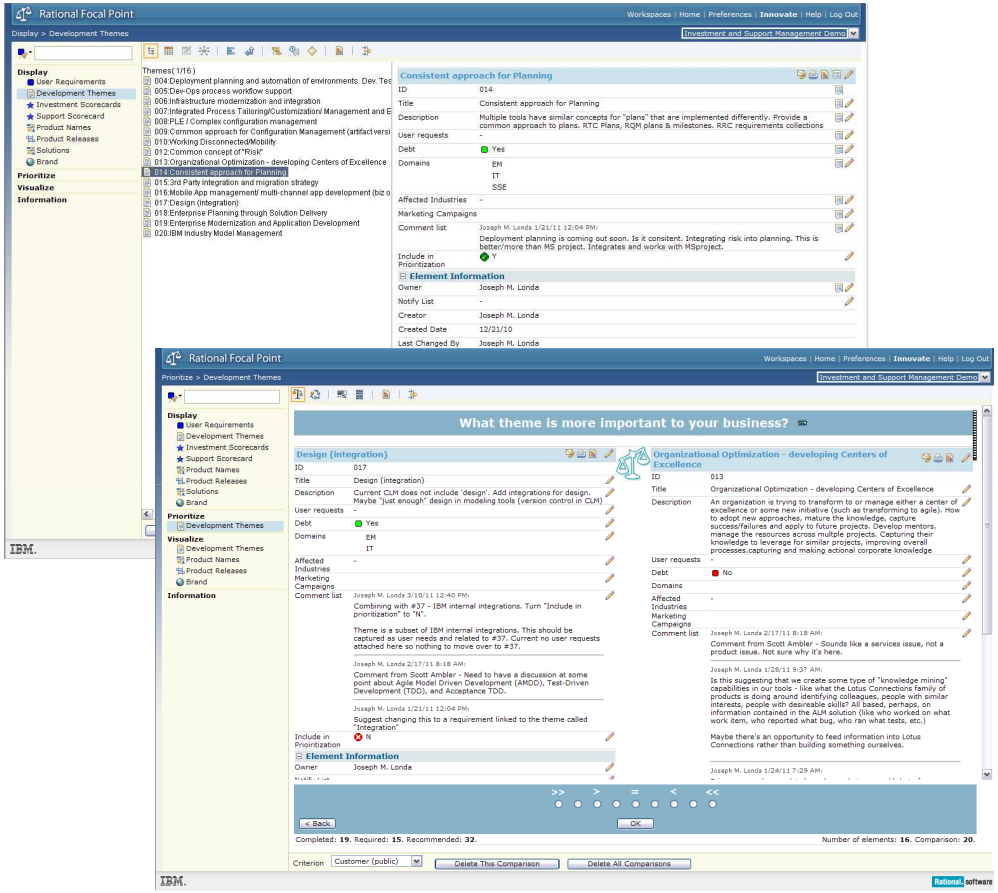
Determine customer needs

- Clearly capture and articulate the needs of your customer
- Enforce consistency by defining a common set of attributes
- Maintain a single repository for the needs of your customer
- Engage stakeholders to help identify which needs provide the most value to your customer



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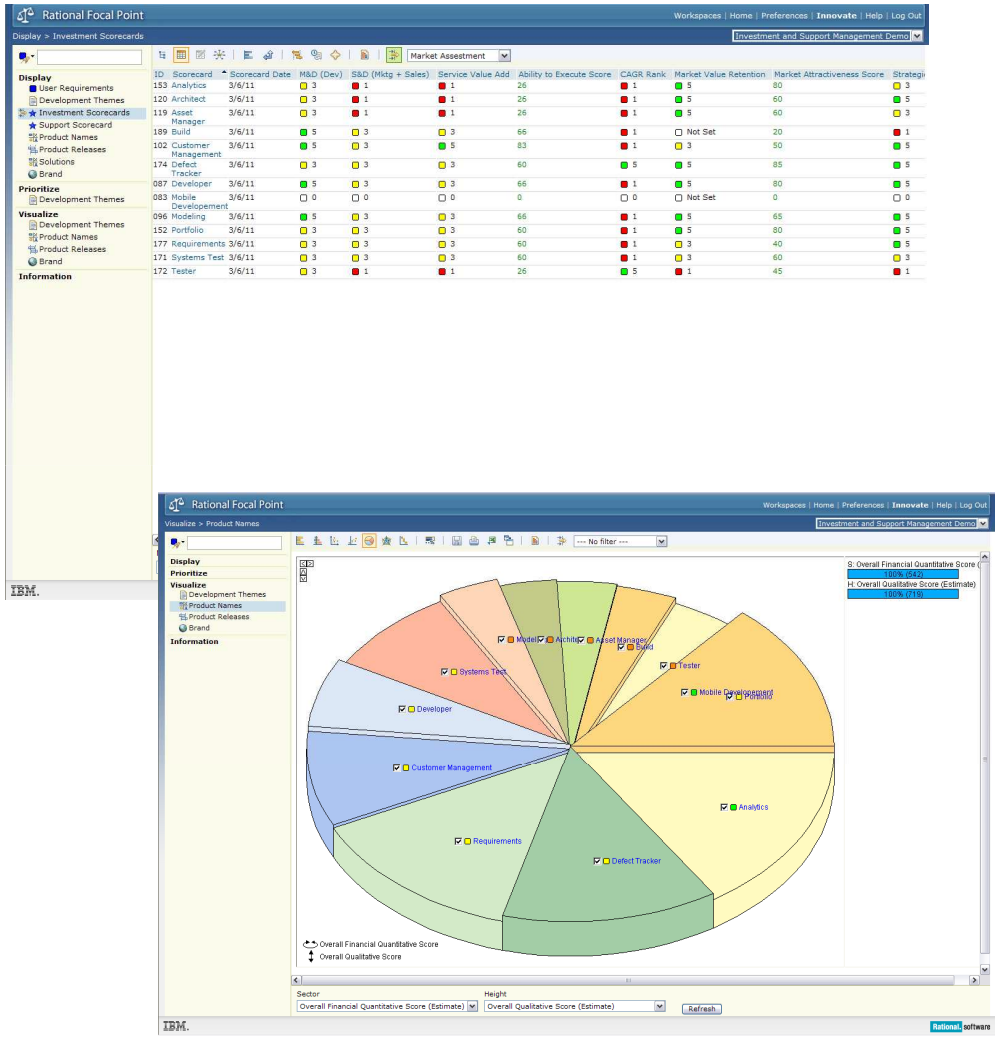
Assess market position

- Ask the tough questions about the current market placement
- Determine which areas to invest in based on market size and growth rate
- Understand the competitive landscape and product strengths and weaknesses through detailed competitive analysis
- Capture market feedback including analyst data



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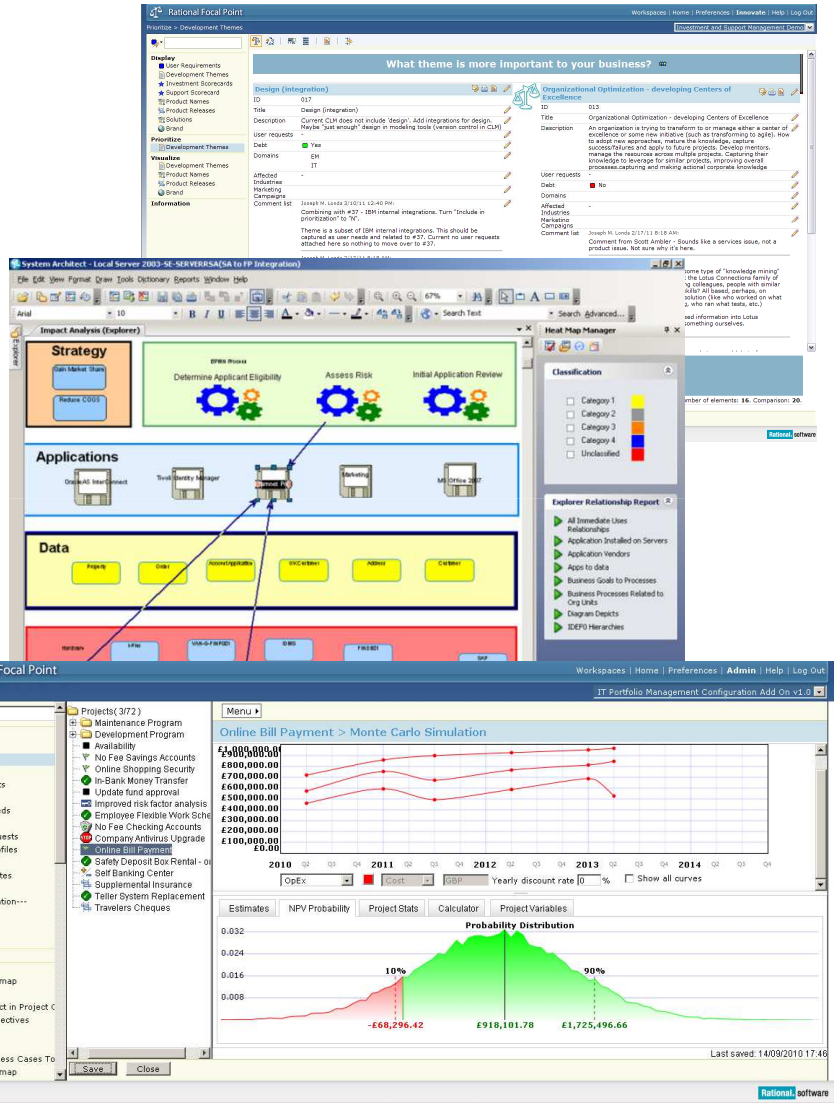
Assess investment options

Including cost, risk and benefit analysis

- Take into consideration all aspects including business and technical cost, risks and benefits
- Reconcile the project view and the architectural view
- Consider all the options (such as build versus buy versus outsource)
- Understand the constraints such as resources, time, funding and dependencies inherent in each option



SEER by GALORATH

QSM® The Intelligence behind Successful Software Projects

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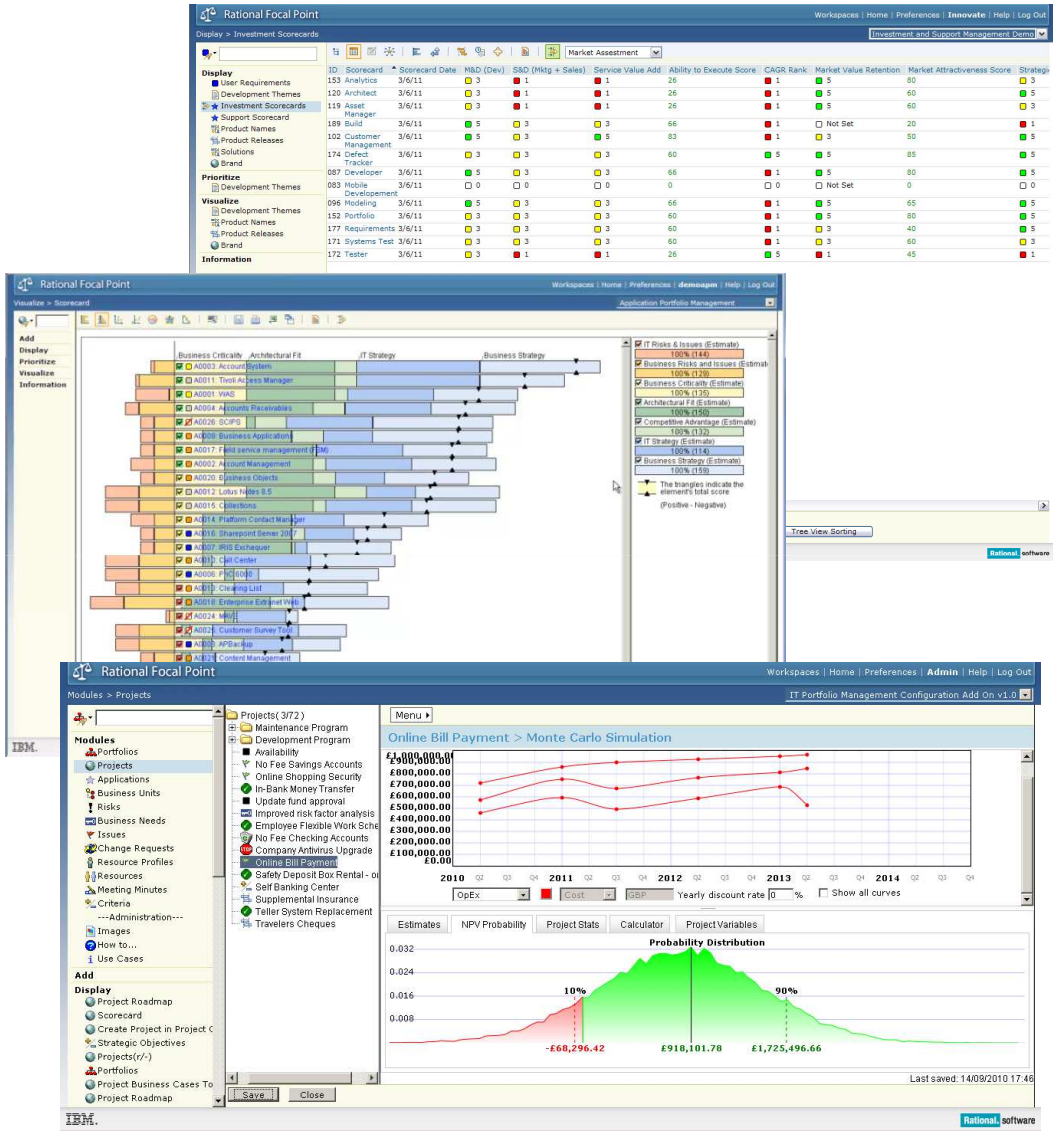
Make investment decisions

- Make investment decisions based on –
  - Quantitative and qualitative information
  - Understanding the trade-offs
  - What will bring the most value to the business
- Continuously monitor to make sure investments are progressing towards their business case



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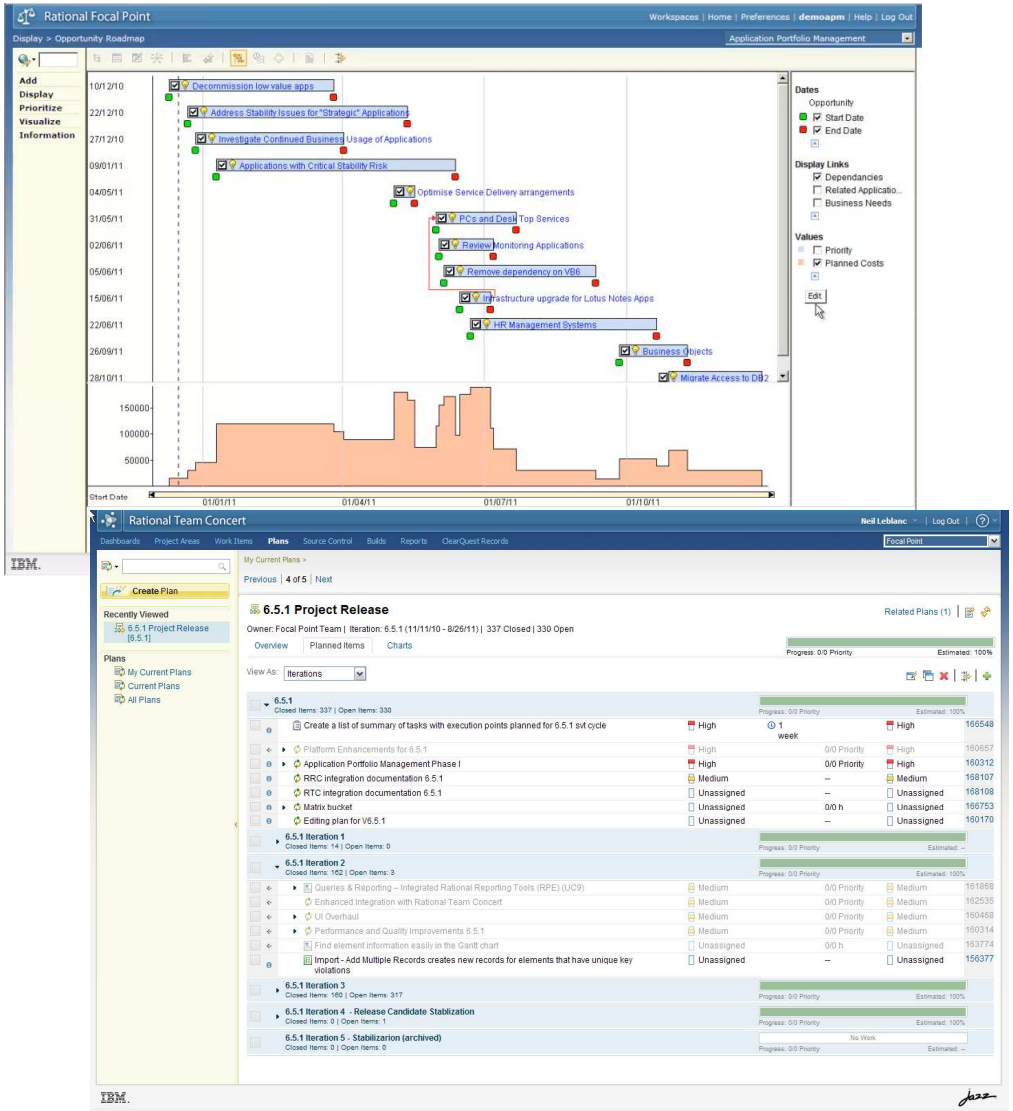
Push projects to execution

- Sequence delivery and commit resources
  - Establish realistic release schedules and roadmaps
  - Work within resource constraints (human, financial) and dependencies
  - Establish a plan that gives a high level overview of the whole release
  - Break work down into manageable iterations



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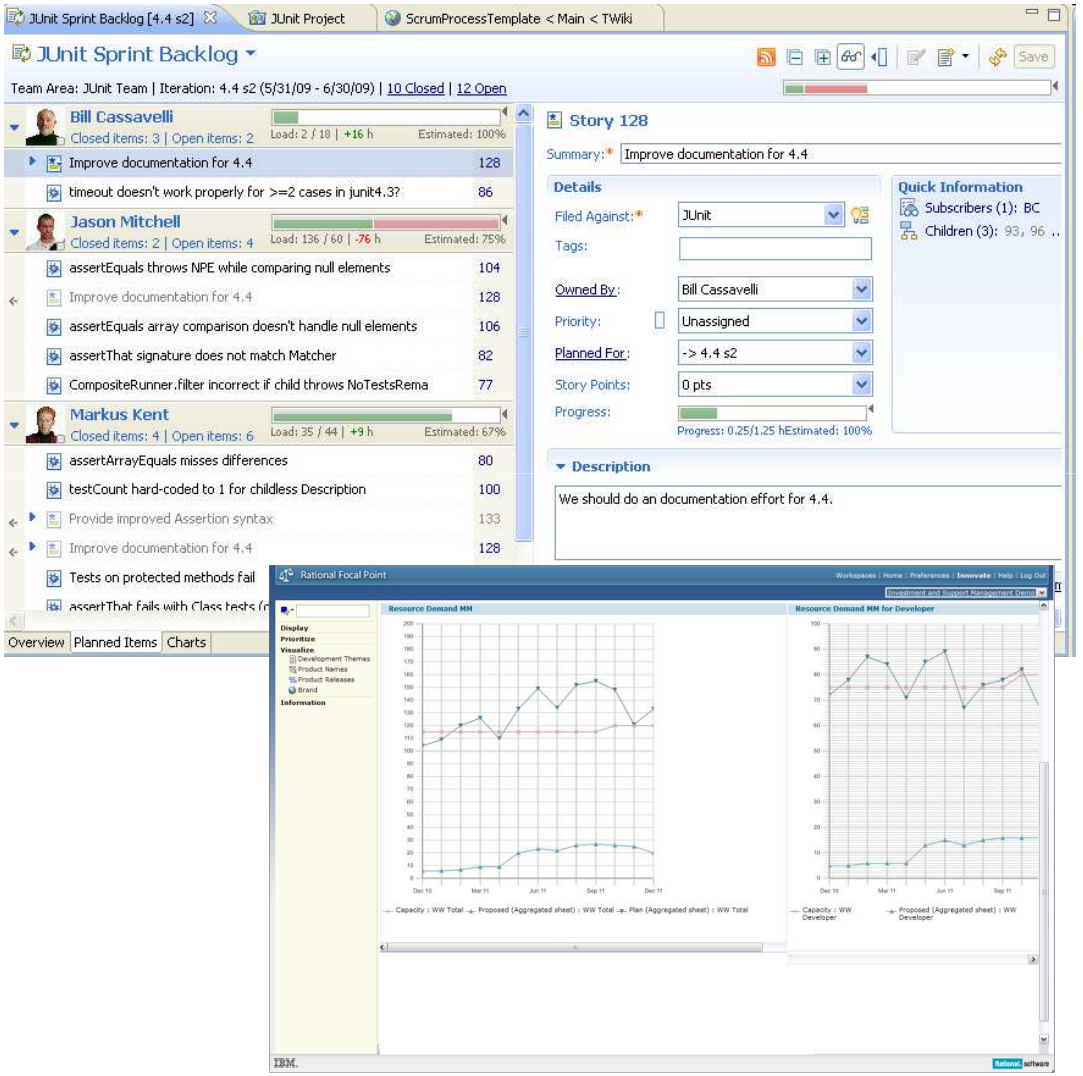
Allocate work to teams

- Allow team members to manage their own workload through Work Items
- As the project manager or team leader, create a release plan that shows all top level work items
  - SCRUM stories and epics
  - All of the child iterations



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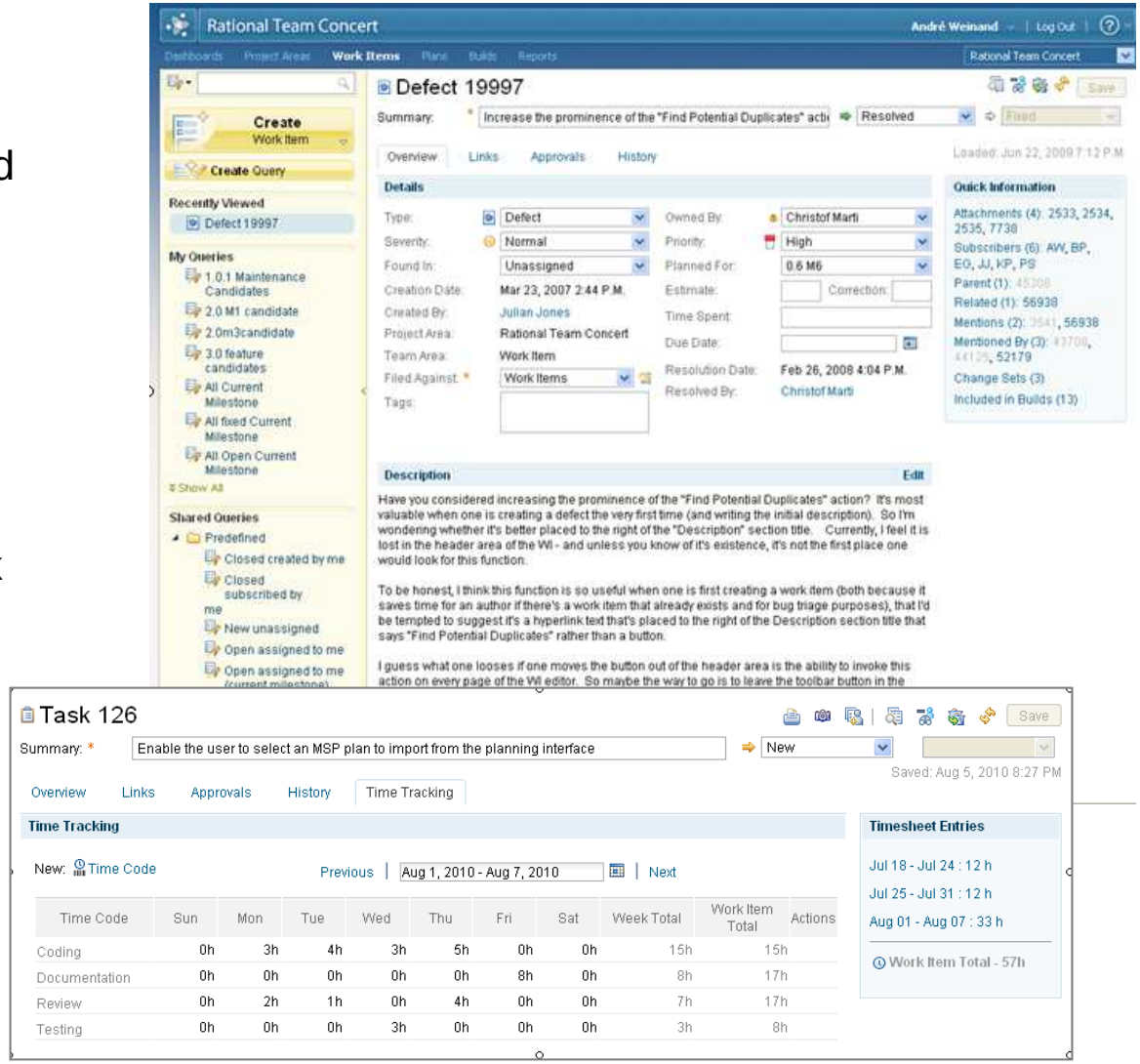
Perform allocated tasks and provide feedback

- Team members can execute their assigned Work Items and provide feedback on the estimated completion time
- They can also record their actuals for any given Work Item
- Discussion threads can be integrated directly in the Work Items – increasing collaboration and productivity



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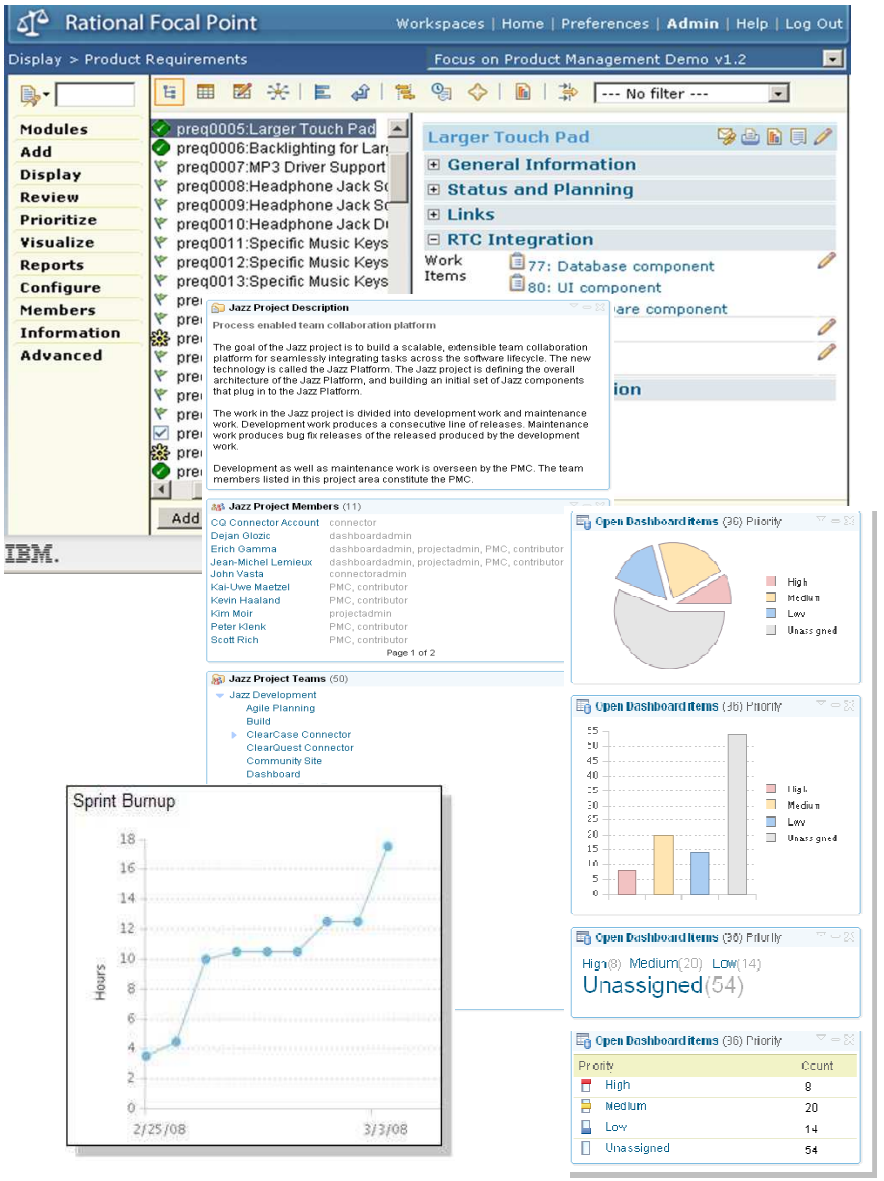
Monitor delivery progress

- Project managers and team leads can track where time has been spent for improved accountability and process improvement
- Stakeholders know the project status without having to ask
- For any given role, the user can see the status relative to that role and application they're working in
    - For example, the Development Team Lead reviews the burndown or velocity charts in RTC
- The Product Manager can monitor how the implementation of product requirements is proceeding based on "Estimate" and "Time Remaining" fields



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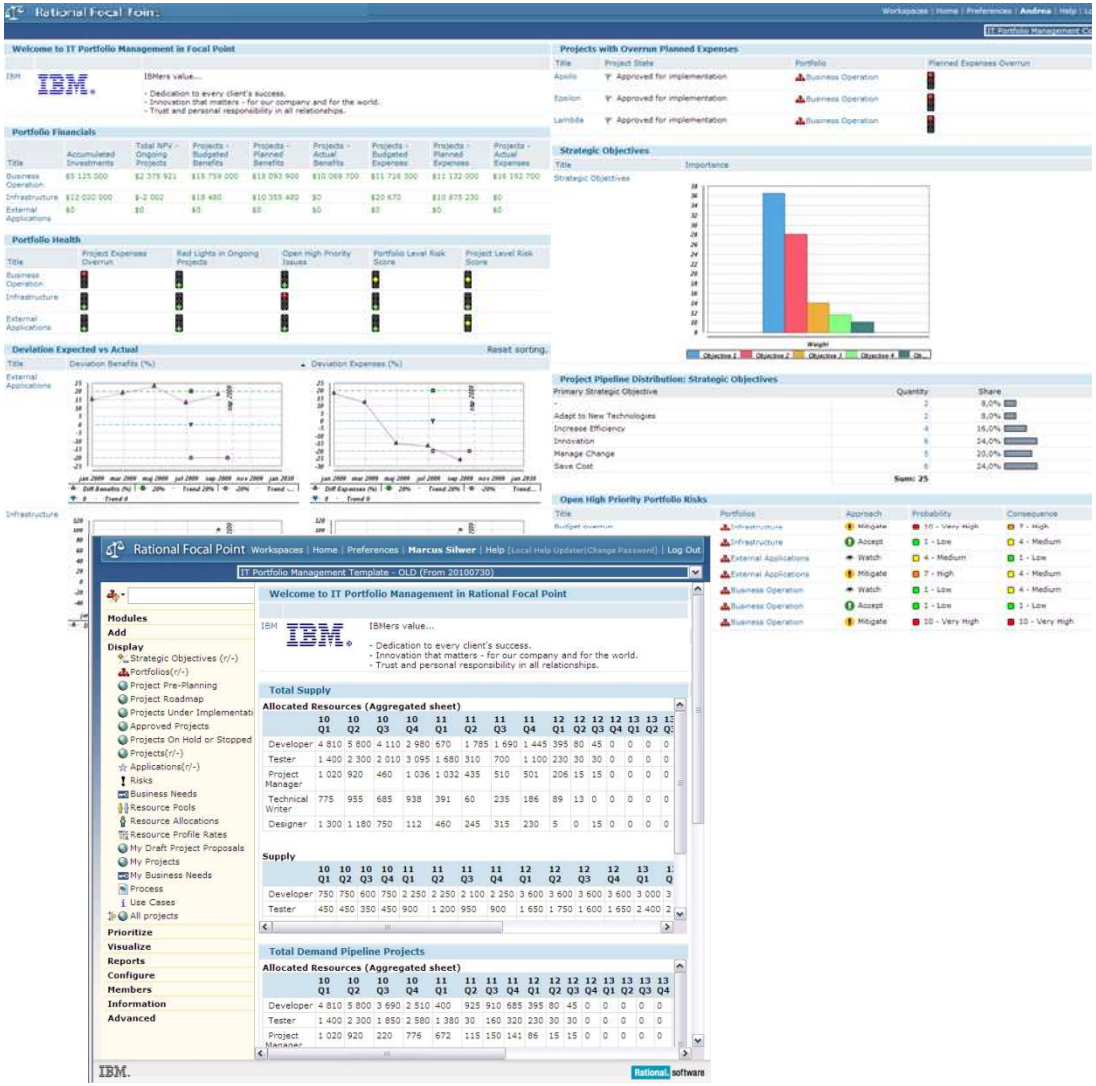
Review the portfolio

- The CIO or Line of Business Owner can monitor portfolio progress in Focal Point with –
  - Overall portfolio progress
  - Cost and schedule variances
- Where the portfolio distribution is based on the business priorities
- …and they can review previous decisions and make adjustments as needed



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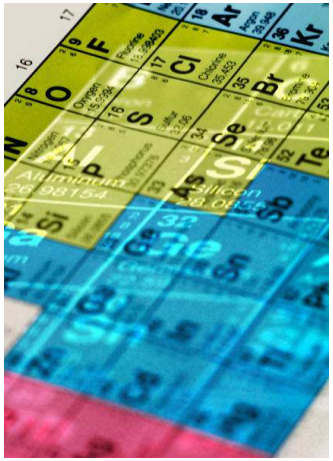
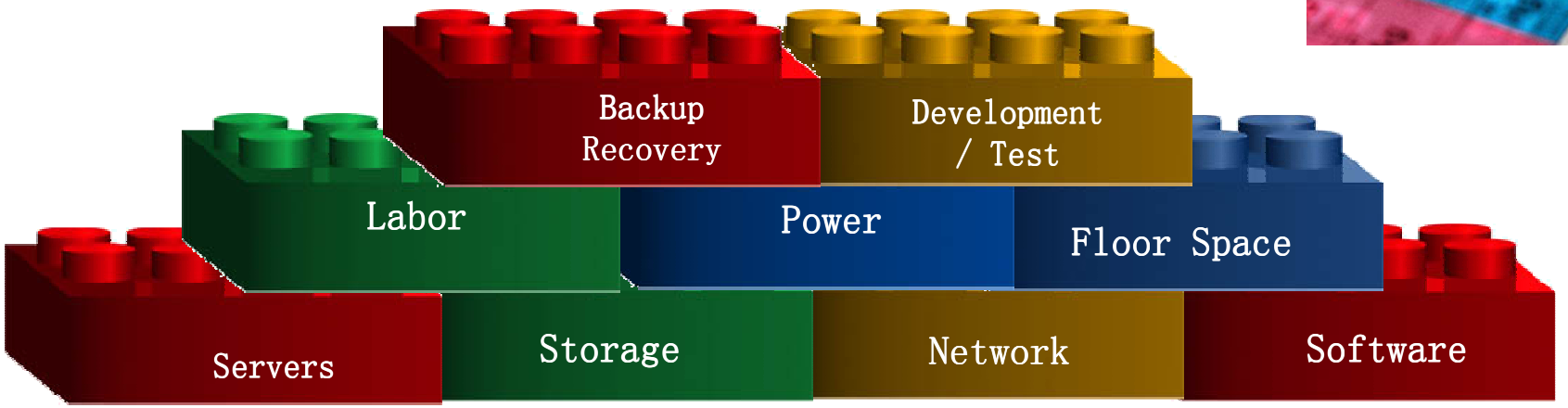
Total Cost of Ownership Considerations





- Looking at each of these in a vacuum can lead to poor decision-making and investments
- Need a balanced view of today's total costs to better future investments

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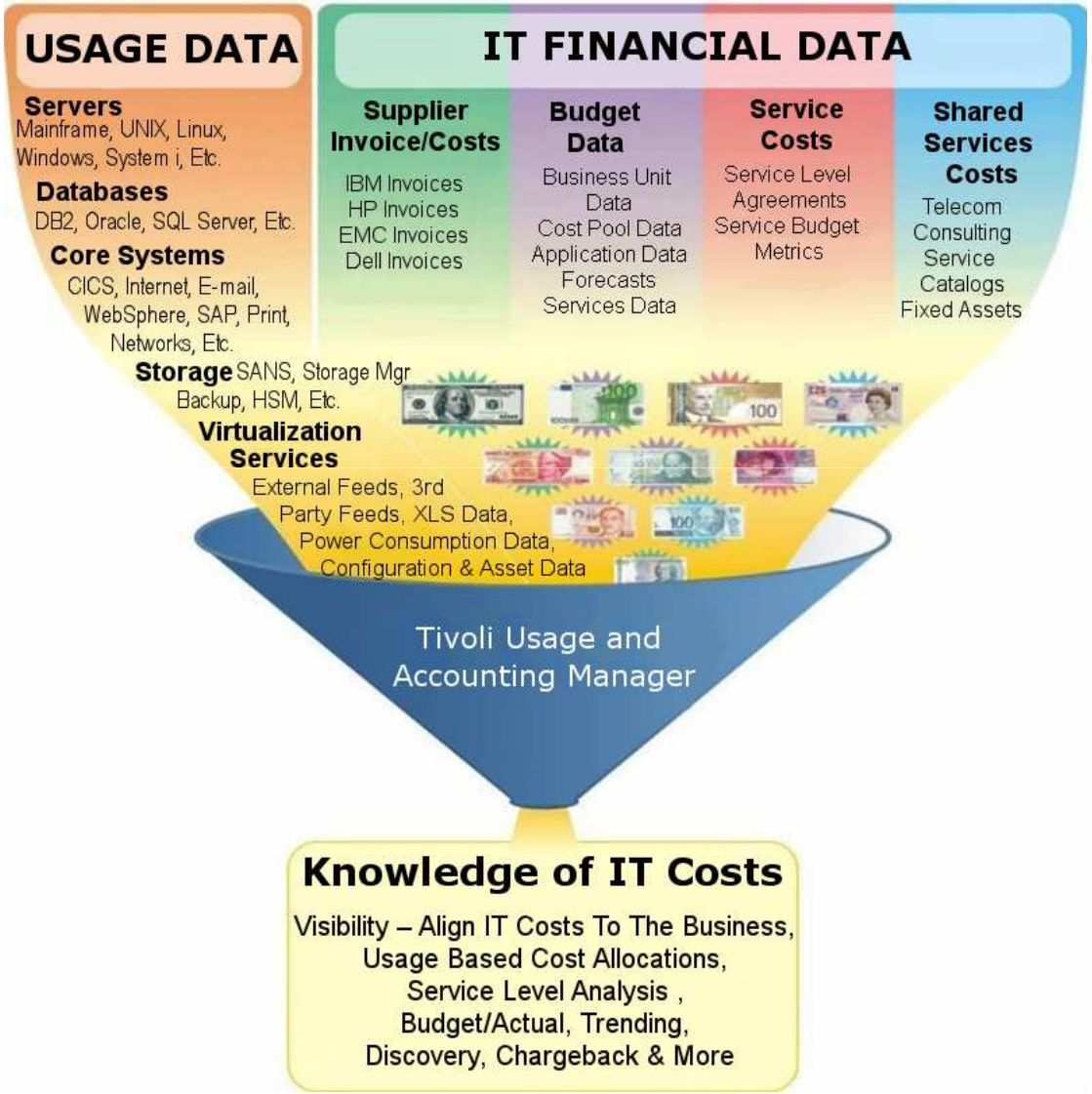
Know What IT Costs



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Tivoli Usage and Accounting Manager

Resource Accounting and Chargeback

Tivoli Usage and Accounting Manager provides a comprehensive view of IT consumer costs. It shows who is utilizing shared resources, what resources exactly and how much of these resources they are using. It also provides a means to do chargeback based on this usage.

Highlights

- ✓ **Aligns IT spending with business objectives**
- ✓ **Provide visibility of IT Costs to determine line of business, product and service profitability**
- ✓ **Helps organizations reduce IT infrastructure costs by showing accurate System z vs. distributed costs**
- ✓ **Integrates with** IBM Tivoli Decision Support for z/OS **to collect System z resource usage data**

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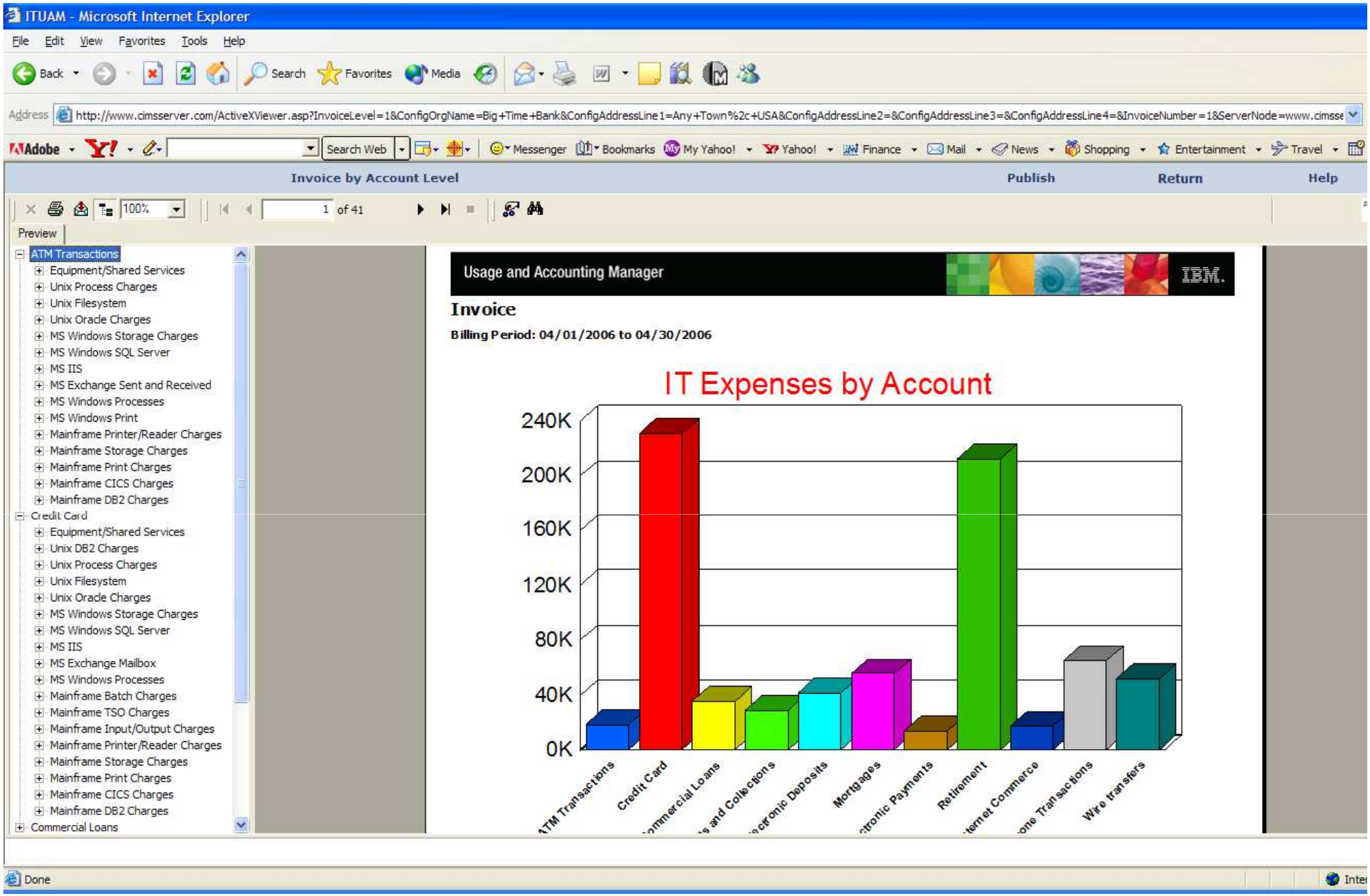

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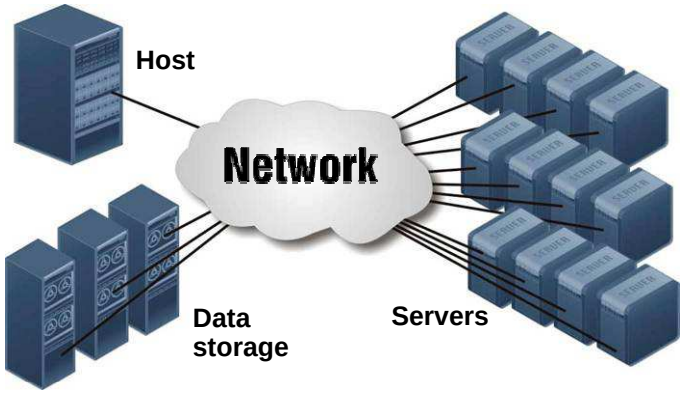
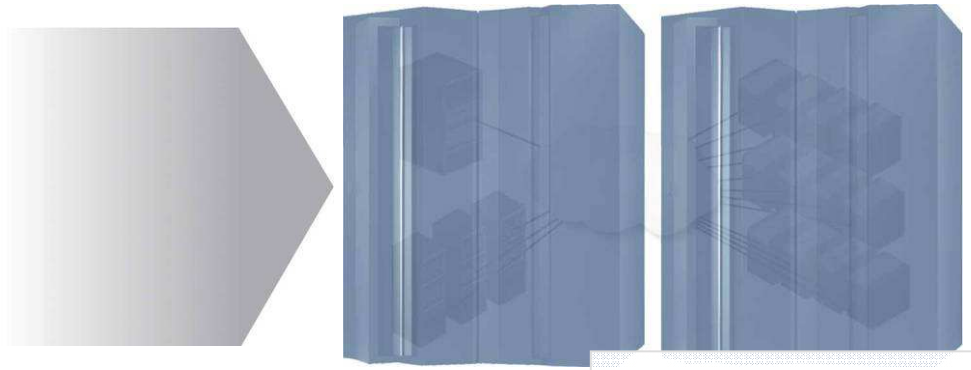
Virtualization: Significant advantages / new challenges

From Dedicated Systems, Storage, Applications . . .



. . . to Shared Virtualized Environments and SOA



Dilemma solved with TUAM!!

Advantage:

More simple to account for with a spreadsheet – one machine, one workload, and one cost center

Challenges – Resources are highly underutilized which means:

Paying more for hardware and software

Unnecessarily high energy costs

Using more real estate than required

More assets that are harder to track, manage, and maintain

Inflexible to varying peak in demand

Advantages:

Better utilization of existing resources so future investments can be deferred

More cost effective – hardware, software, energy, staff, and floor space

More responsive to differing peak loads

Challenges:

How to allocate costs

Prove to the users they're getting what they deserve

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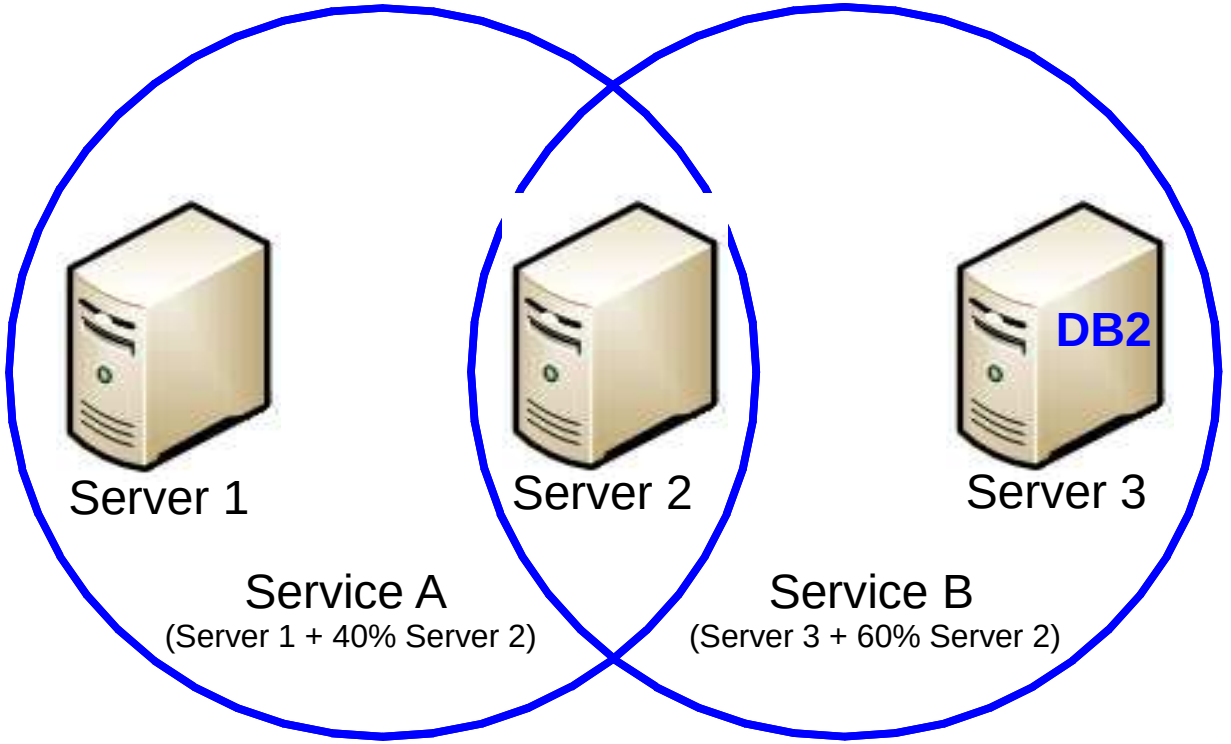
Cloud delivery requires knowing service costs to achieve profitability



	Monthly Revenue (Service Usage)	Monthly Costs (H/W, S/W, Labor)	
Service A	$15,800	$10,100	**PROFIT**
Service B	$20,600	$21,700	**LOSS**

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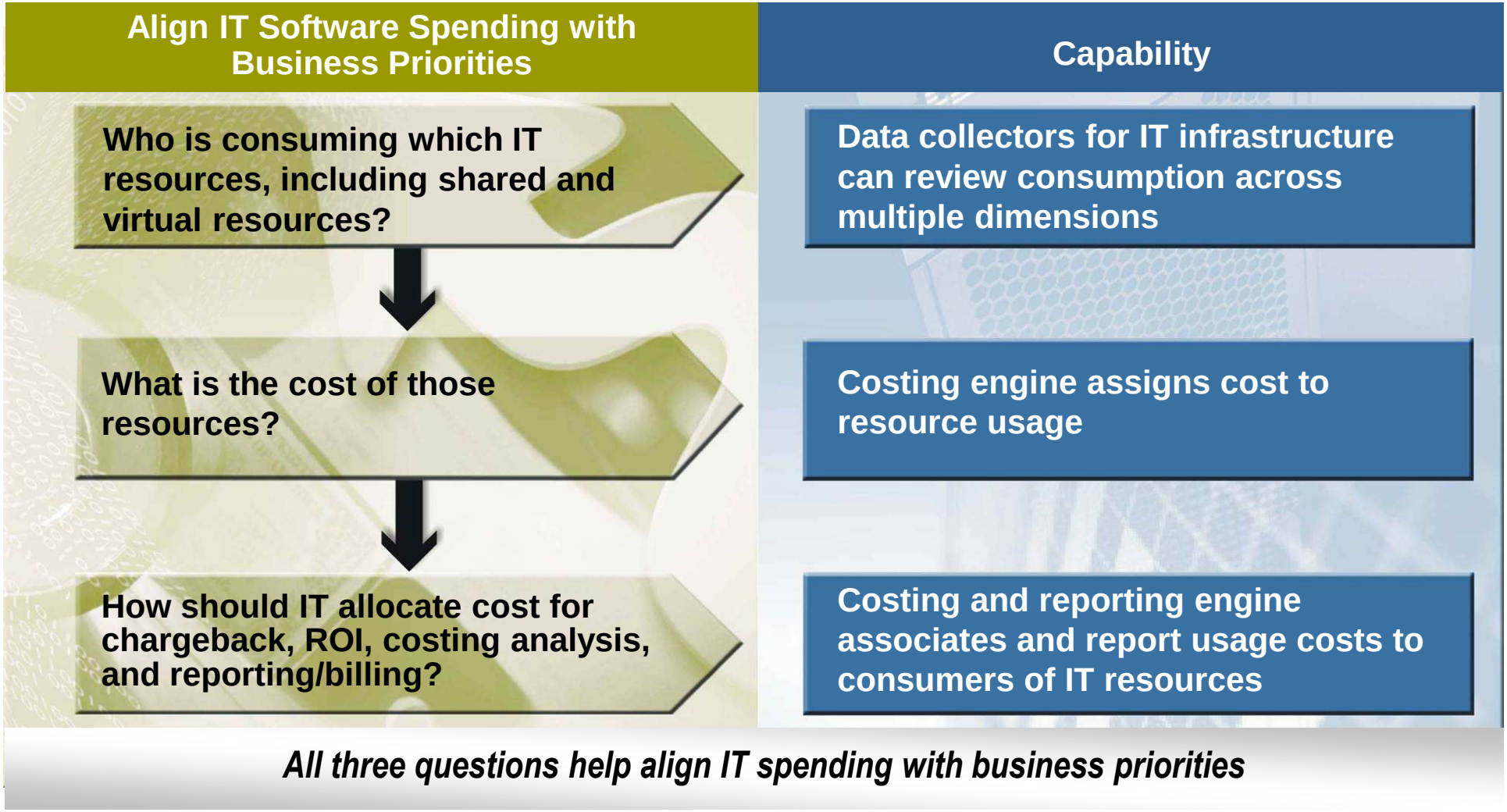
What is needed to do Usage & Accounting?

Three variables to the equation



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