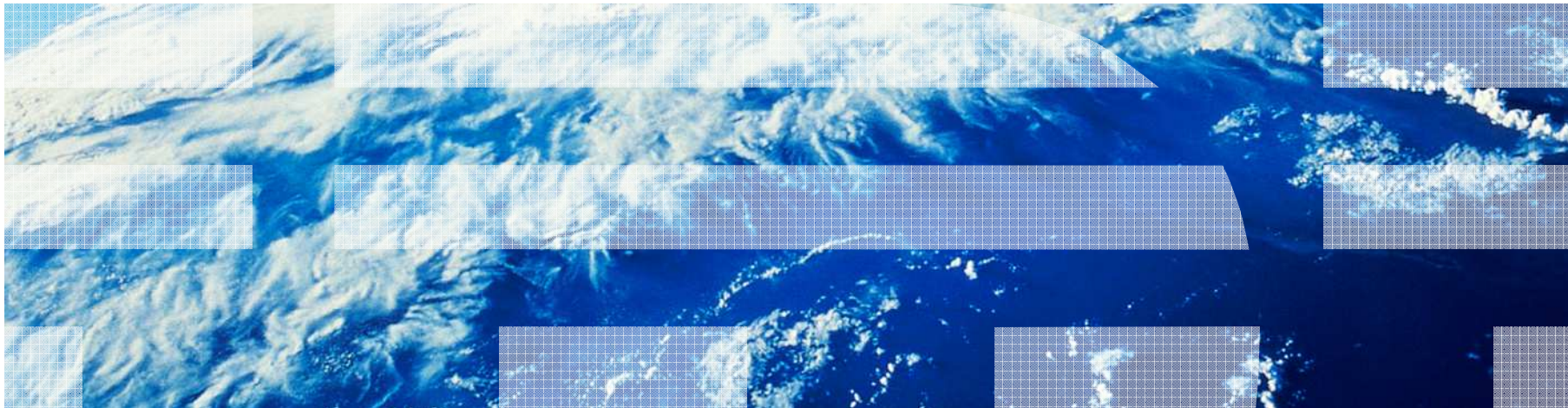


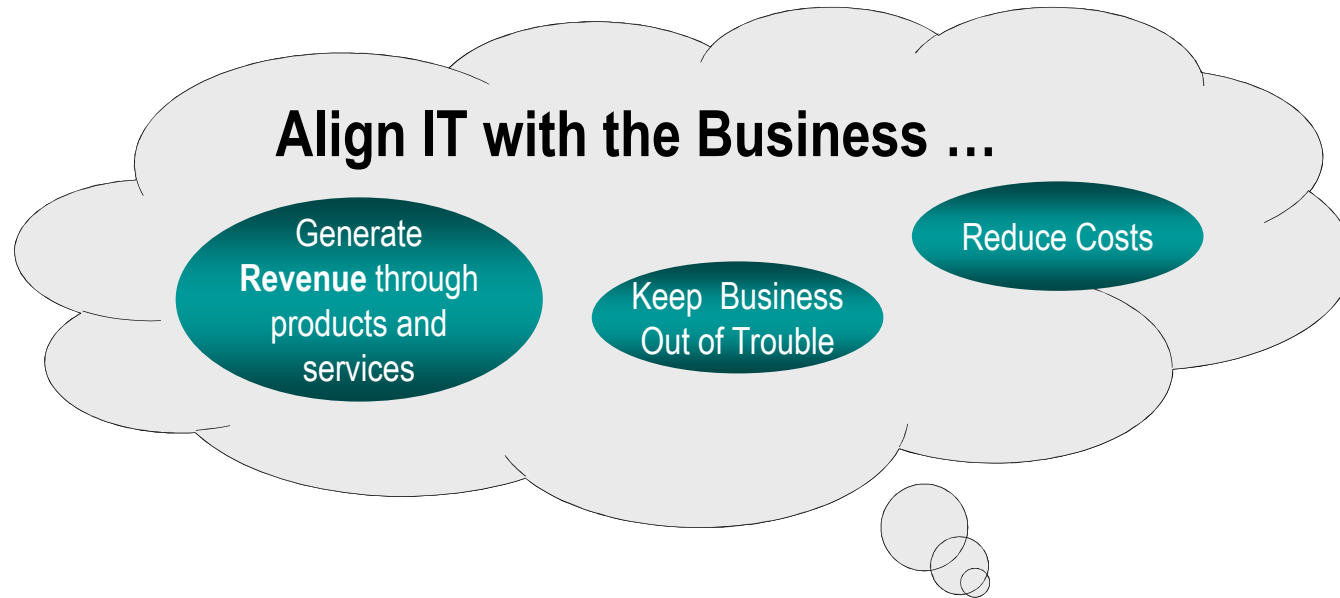
# Do portfolio de projetos à operação: perspectivas sobre geração de valor

**Bruno Caiado** – TIVOLI Tiger Team

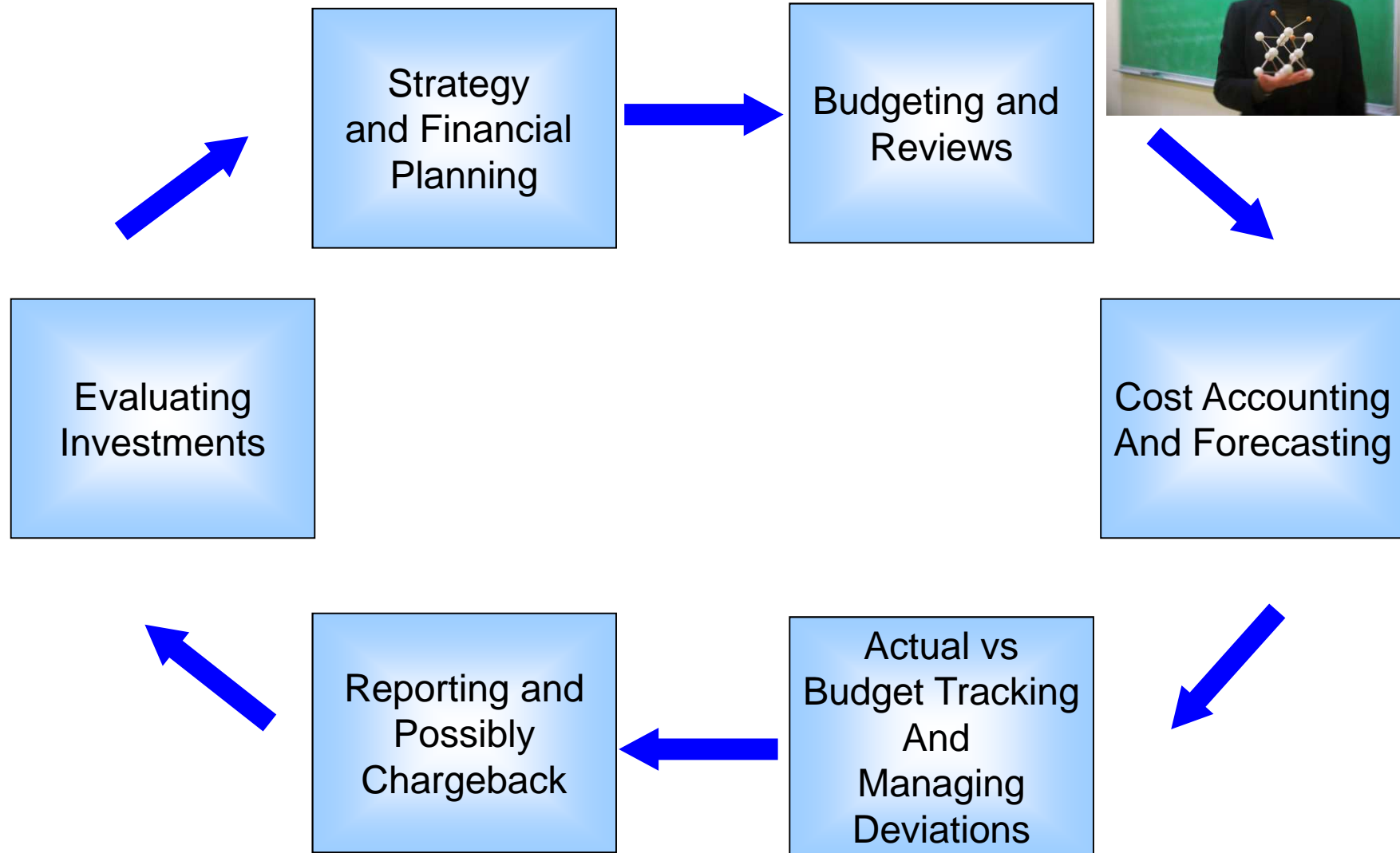
**Alexandre Couto** – RATIONAL Tiger Team



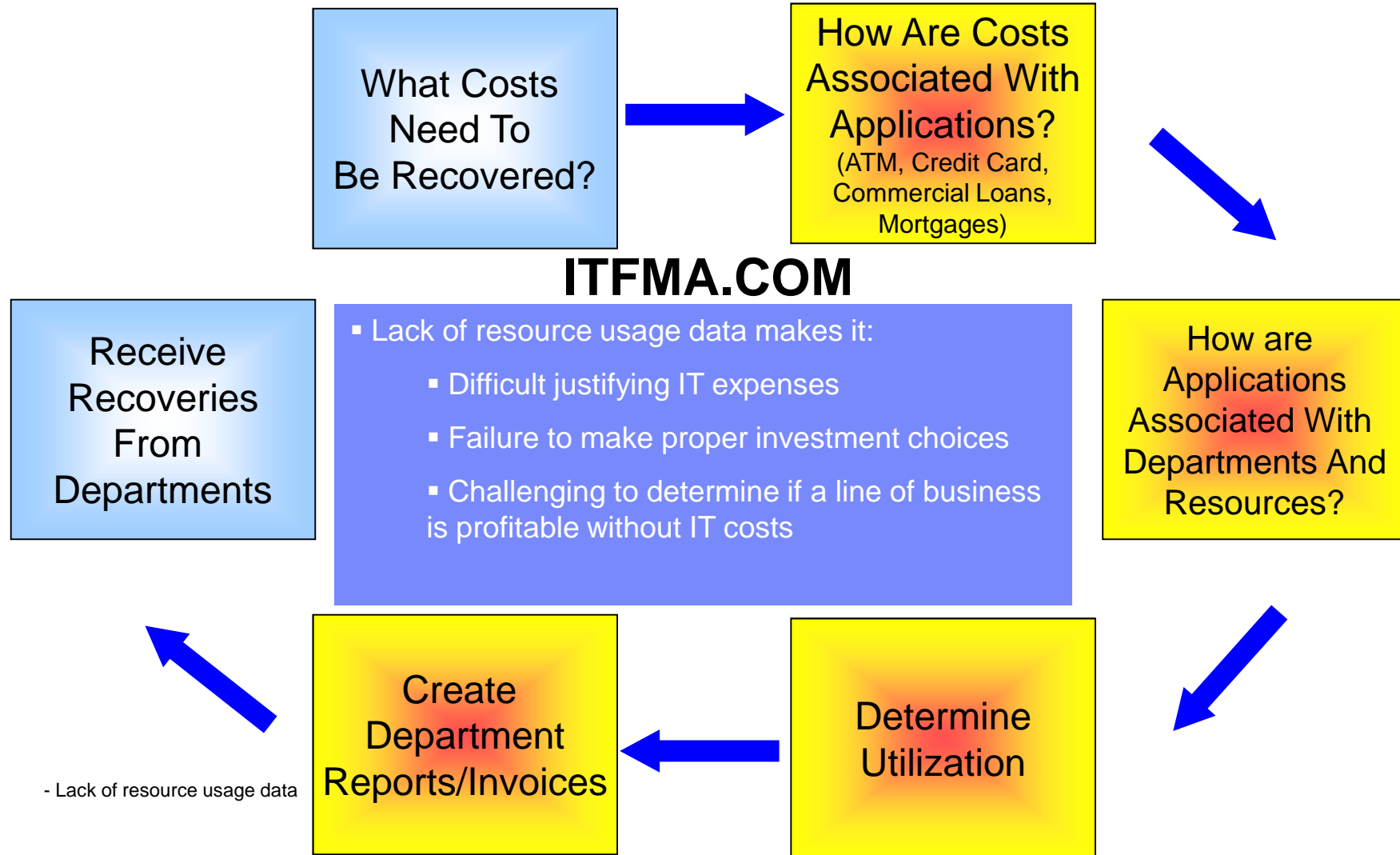
# The IT Management Imperatives



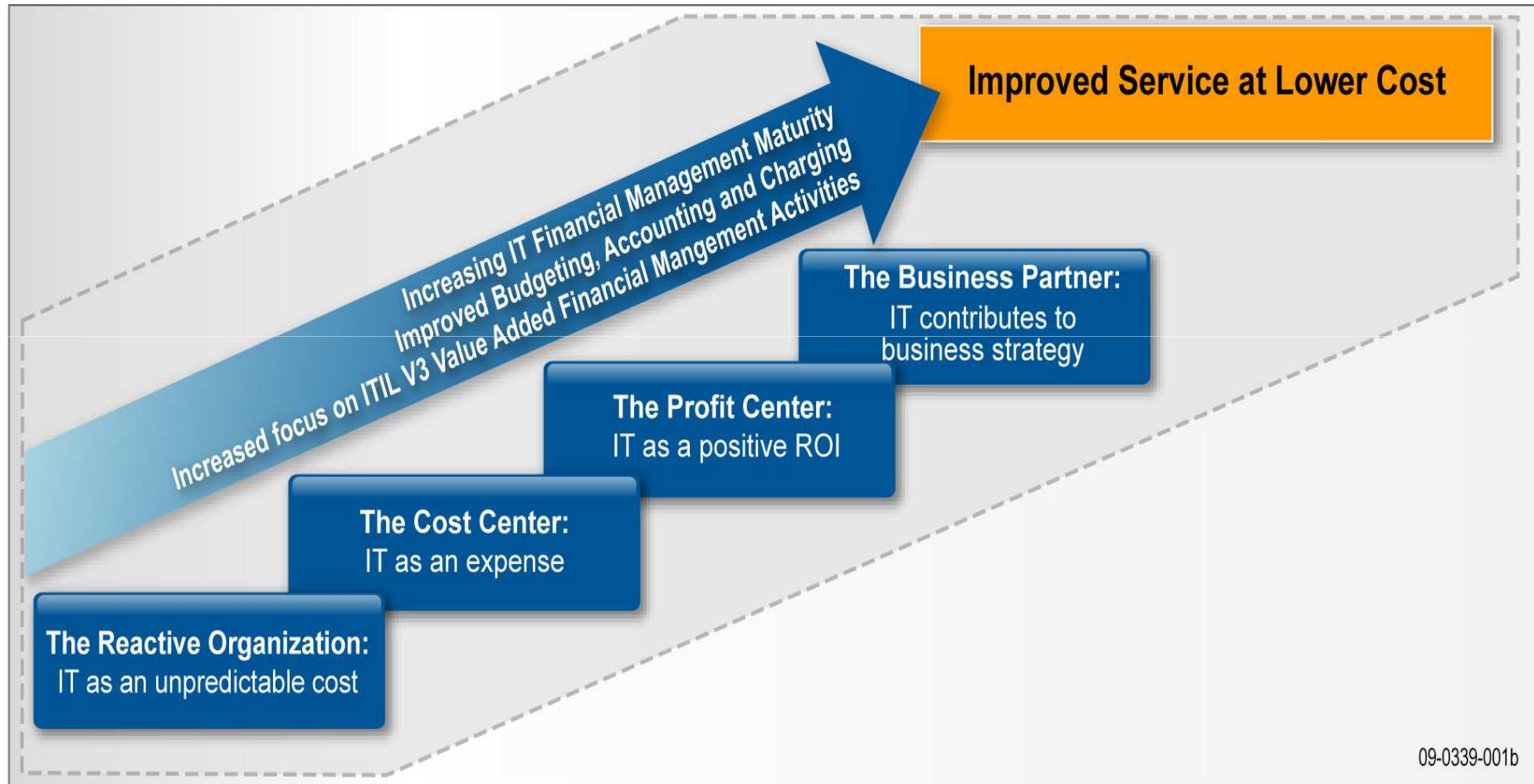
# IT Service Management Financial Management Model



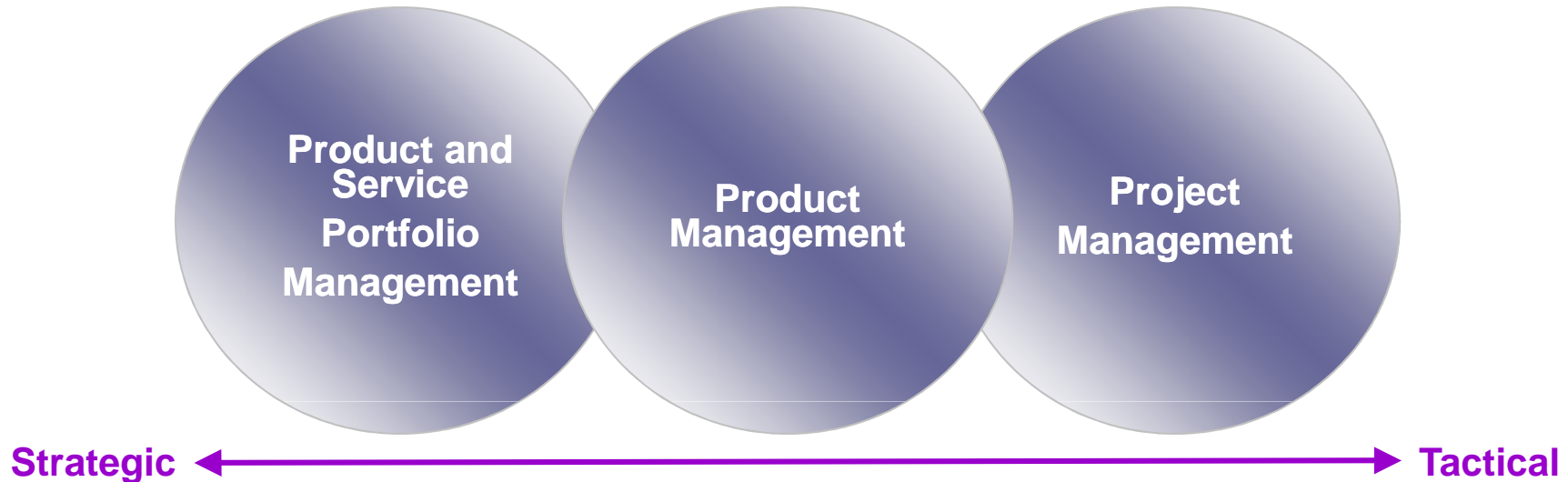
# Failure to Accurately Allocate and Distribute Costs can Lead to False Economics



# IT Evolving to Business Partner



## Link Strategy to Execution

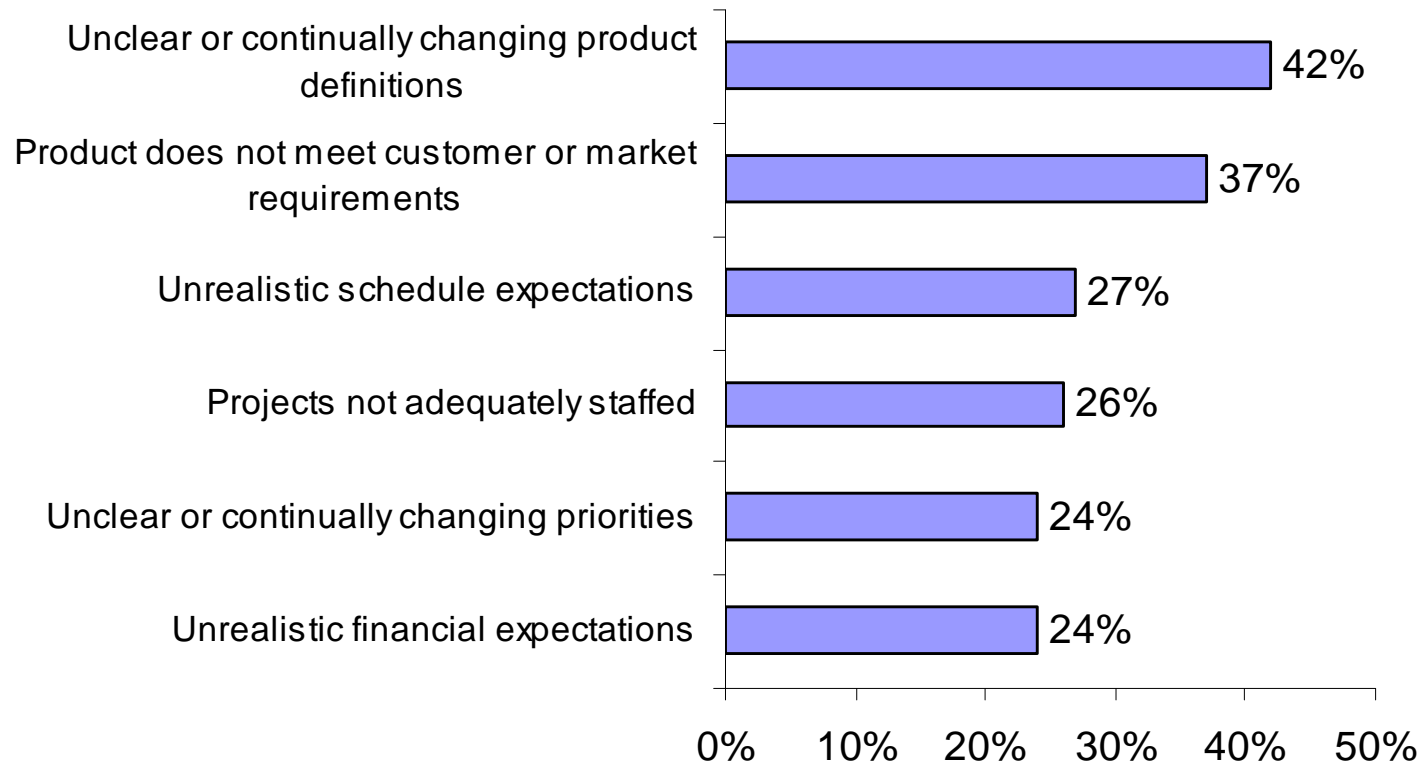


- Are products and services **ALIGNED** with our strategy?
- Do we have the right **BALANCE** of risk/reward?
- Are products and services delivering the expected **VALUE**?

- 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

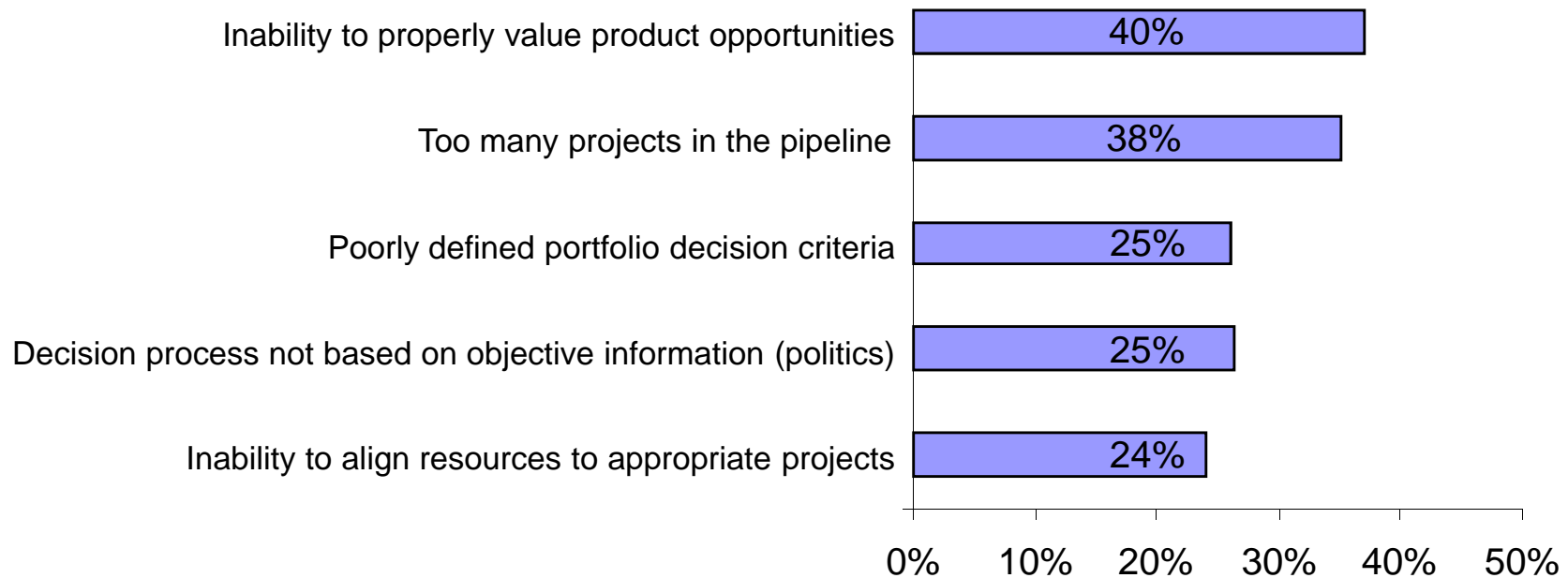
## Why do products fail?



Source: [AberdeenGroup](#)

**Most products fail due to self-inflicted problems**

## Top Challenges of Improving Product Portfolio Management



Source: [AberdeenGroup](#), August 2009

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



# 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

The image displays two screenshots of the Rational Focal Point software interface, illustrating the process of determining customer needs through theme management and comparison.

**Top Screenshot: Consistent approach for Planning**

- Title:** Consistent approach for Planning
- Description:** Multiple tools have similar concepts for "plans" that are implemented differently. Provide a common approach to plans. RTC Plans, RQM plans & milestones. RRC requirements collections
- User requests:** -
- Debt:** Yes
- Domains:** EN, IT, SSE
- Affected Industries:** -
- Marketing Campaigns:** -
- Comment list:** Joseph M. Londa 1/21/11 12:04 PM: Deployment planning is coming out soon. Is it consistent. Integrating risk into planning. This is better/more than MS project. Integrates and works with MSproject.
- Include in Prioritization:** Y
- Element Information:**
  - Owner:** Joseph M. Londa
  - Notify List:** -
  - Creator:** Joseph M. Londa
  - Created Date:** 12/21/10
  - Last Changed By:** Joseph M. Londa

**Bottom Screenshot: What theme is more important to your business?**

This dialog compares two themes:

- Design (Integration) (ID: 017):**
  - Description:** Current CLM does not include 'design'. Add integrations for design. Maybe 'just enough' design in modeling tools (version control in CLM).
  - User requests:** -
  - Debt:** Yes
  - Domains:** BM
  - Affected Industries:** -
  - Marketing Campaigns:** -
  - Comment list:**
    - Joseph M. Londa 3/10/11 12:40 PM: Combining with #37 - IBM internal integrations. Turn 'Include in prioritization' to 'N'.
    - There is a subset of IBM internal integrations. This should be captured as user needs and related to #37. Current no user requests attached here so nothing to move over to #37.
    - Joseph M. Londa 2/17/11 8:18 AM: Comment from Scott Ambler - need to have a discussion at some point about Agile Model Driven Development (AMDD), Test-Driven Development (TDD), and Acceptance TDD.
    - Joseph M. Londa 1/21/11 12:04 PM: Suggest changing this to a requirement linked to the theme called "Integration"
  - Include in Prioritization:** N
  - Element Information:**
    - Owner:** Joseph M. Londa
- Organizational Optimization - developing Centers of Excellence (ID: 013):**
  - Description:** An organization is trying to transform to or manage either a center of excellence or some new initiative (such as transforming to agile). How to adopt new approaches, reuse the knowledge, capture success/failures and apply to future projects. Develop mentors, manage the resources across multiple projects. Capturing their knowledge to leverage for similar projects, improving overall processes capturing and making actionable corporate knowledge
  - User requests:** No
  - Debt:** No
  - Domains:** -
  - Affected Industries:** -
  - Marketing Campaigns:** -
  - Comment list:**
    - Joseph M. Londa 2/17/11 8:18 AM: Comment from Scott Ambler - Sounds like a services issue, not a product issue. Not sure why it's here.
    - Joseph M. Londa 1/28/11 9:37 AM: Is this suggesting that we create some type of "knowledge mining" capabilities in our tools - like what the Lotus Connections family of products is doing around identifying colleagues, people with similar interests, people with desirable skills? All based, perhaps, on information contained in the ALM solution (like who worked on what work item, who reported what bug, who ran what tests, etc.)
    - Maybe there's an opportunity to feed information into Lotus Connections rather than building something ourselves.
    - Joseph M. Londa 1/24/11 7:29 AM:

At the bottom of the dialog, it shows: Completed: 19, Required: 15, Recommended: 32. Number of elements: 16, Comparison: 20.



# 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

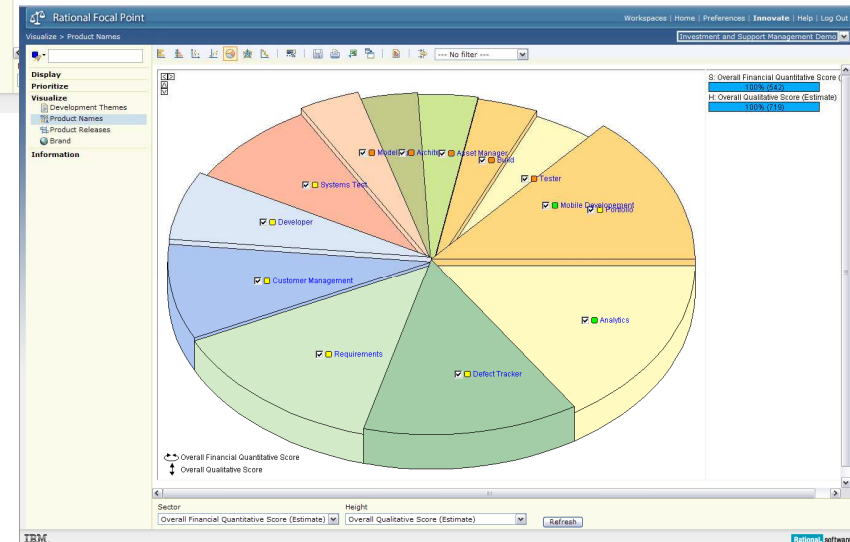
Rational Focal Point

Workspaces | Home | Preferences | Innovate | Help | Log Out

Display > Investment Scorecards

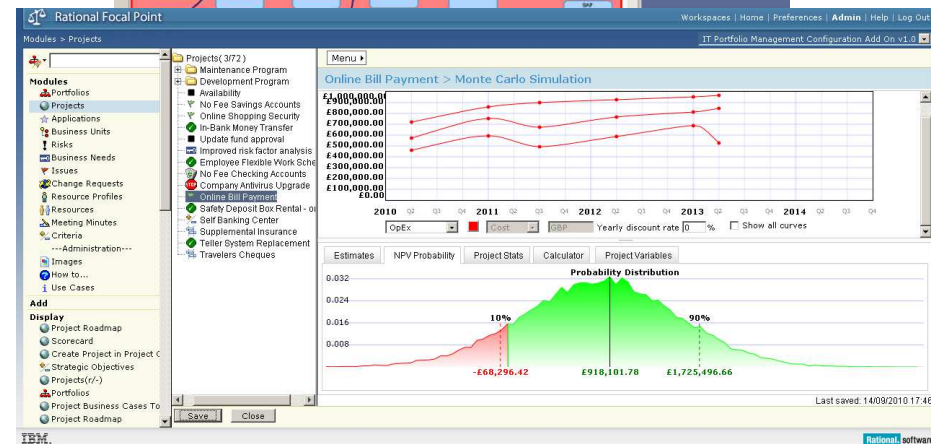
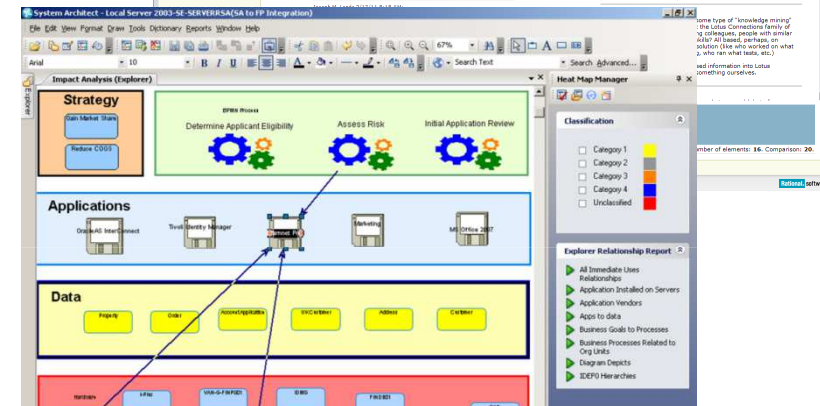
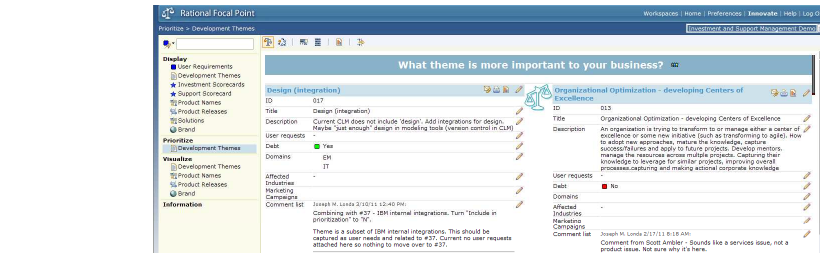
Investment and Support Management, Demo

ID	Scorecard	Scorecard Date	M&D (Dev)	S&D (Mktg + Sales)	Service Value Add	Ability to Execute Score	ICAGR Rank	Market Value Retention	Market Attractiveness Score	Strategy
153	Analytics	3/6/11	3	1	1	26	1	5	80	3
120	Architect	3/6/11	3	1	1	26	1	5	60	5
119	Asset Manager	3/6/11	3	1	1	26	1	5	60	3
189	Build	3/6/11	5	3	3	66	1	Not Set	20	1
102	Customer Management	3/6/11	5	3	5	83	1	3	50	5
174	Defect Tracker	3/6/11	3	3	3	60	5	5	85	5
087	Developer	3/6/11	5	3	3	66	1	5	80	5
083	Mobile Development	3/6/11	0	0	0	0	0	Not Set	0	0
096	Modeling	3/6/11	5	3	3	66	1	5	65	5
152	Portfolio	3/6/11	3	3	3	60	1	5	80	5
177	Requirements	3/6/11	3	3	3	60	1	3	40	5
171	Systems Test	3/6/11	3	3	3	60	1	3	60	3
172	Tester	3/6/11	3	1	1	26	5	1	45	1



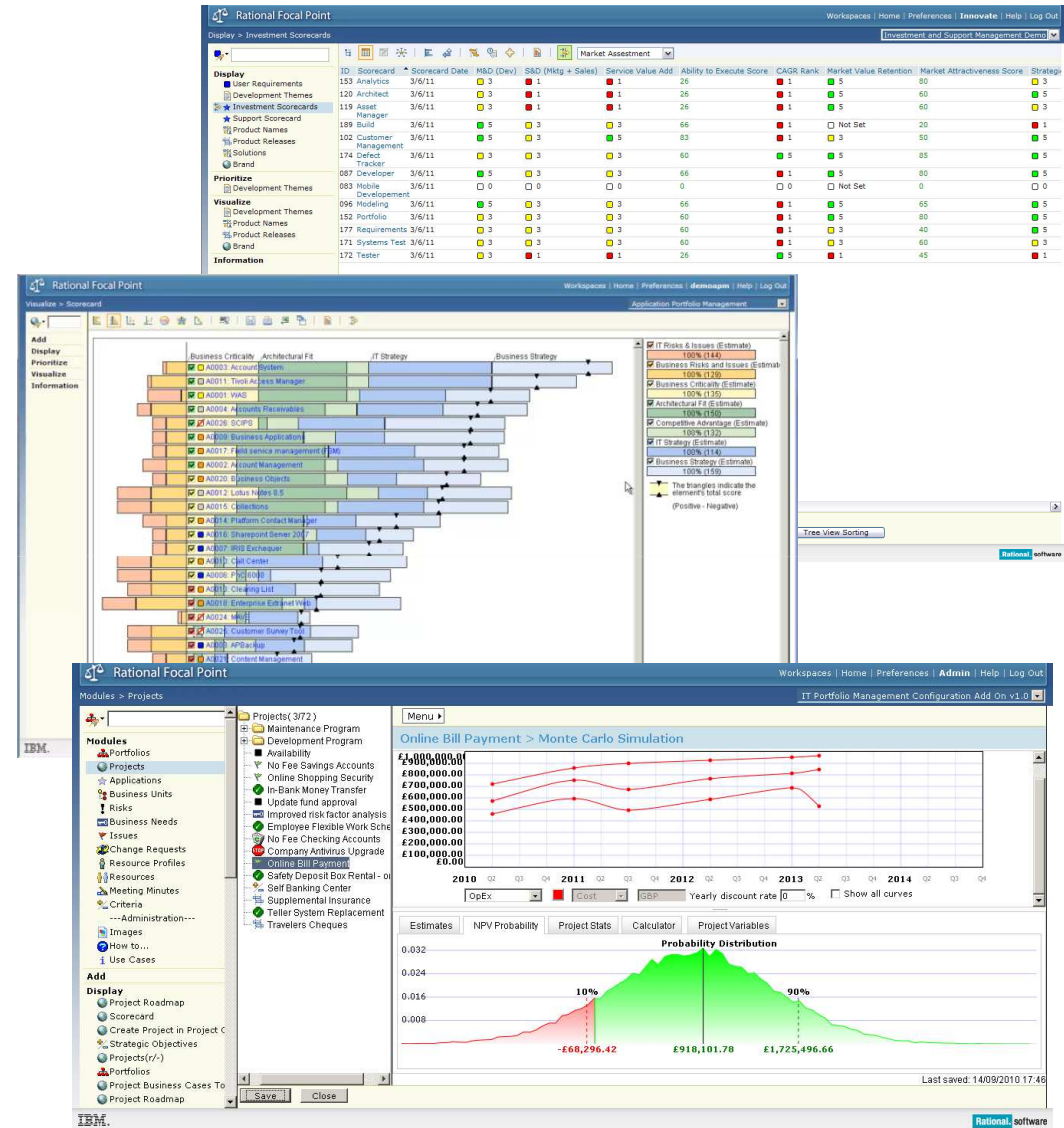
# Assess investment options Including cost, risk and benefit analysis

- 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



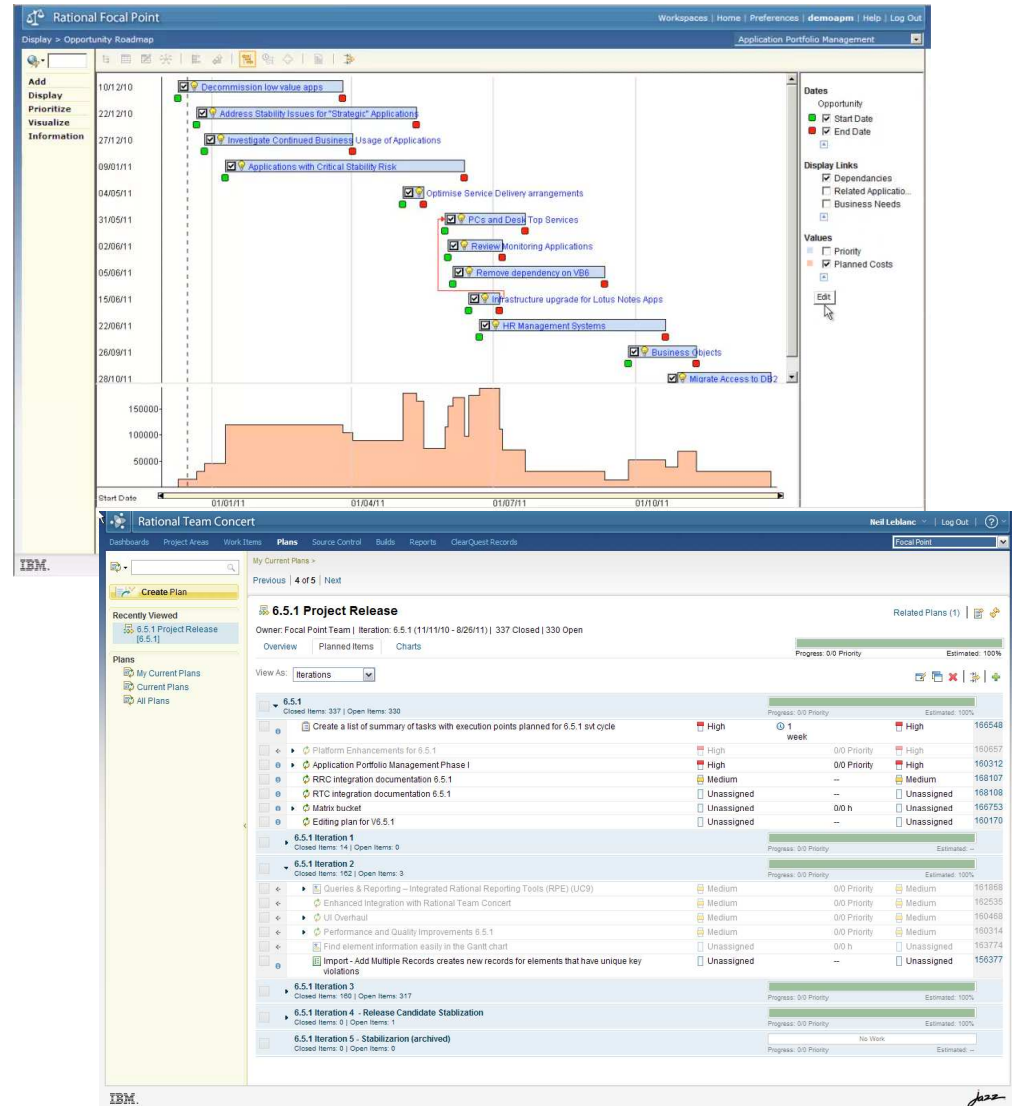
# Make investment decisions

- 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



# 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





# 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

The screenshot displays the Rational Focal Point interface for a JUnit Sprint Backlog. The main window shows a list of work items for three team members: Bill Cassavelli, Jason Mitchell, and Markus Kent. Each team member's section includes a progress bar, a list of work items with their IDs, and a 'Planned Items' tab. The 'Story 128' details panel on the right shows the summary 'Improve documentation for 4.4', the owner 'Bill Cassavelli', and the planned for iteration '-> 4.4 s2'. Below the main window, two 'Resource Demand' charts are visible, showing capacity and proposed work over time for the team and a specific developer.

# 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

**Defect 19997**

Summary: \* Increase the prominence of the "Find Potential Duplicates" acti... Resolved

Owned By: Christof Marti

Priority: High

Planned For: 0.6 M6

Creation Date: Mar 23, 2007 2:44 P.M.

Created By: Julian Jones

Project Area: Rational Team Concert

Team Area: Work Item

Resolution Date: Feb 26, 2008 4:04 P.M.

Resolved By: Christof Marti

**Description**

Have you considered increasing the prominence of the "Find Potential Duplicates" action? It's most valuable when one is creating a defect the very first time (and writing the initial description). So I'm wondering whether it's better placed to the right of the "Description" section title. Currently, I feel it is lost in the header area of the WI - and unless you know of its existence, it's not the first place one would look for this function.

To be honest, I think this function is so useful when one is first creating a work item (both because it saves time for an author if there's a work item that already exists and for bug triage purposes), that I'd be tempted to suggest it's a hyperlink text that's placed to the right of the Description section title that says "Find Potential Duplicates" rather than a button.

I guess what one loses if one moves the button out of the header area is the ability to invoke this action on every page of the WI editor. So maybe the way to go is to leave the toolbar button in the

**Task 126**

Summary: \* Enable the user to select an MSP plan to import from the planning interface New

Saved: Aug 5, 2010 8:27 PM

**Time Tracking**

New: Time Code Previous | Aug 1, 2010 - Aug 7, 2010 | Next

Time Code	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Week Total	Work Item Total	Actions
Coding	0h	3h	4h	3h	5h	0h	0h	15h	15h	
Documentation	0h	0h	0h	0h	0h	8h	0h	8h	17h	
Review	0h	2h	1h	0h	4h	0h	0h	7h	17h	
Testing	0h	0h	0h	3h	0h	0h	0h	3h	8h	

**Timesheet Entries**

Jul 18 - Jul 24 : 12 h

Jul 25 - Jul 31 : 12 h

Aug 01 - Aug 07 : 33 h

Work Item Total - 57h

## 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

The screenshot displays the Rational Focal Point interface for 'Focus on Product Management Demo v1.2'. The main window shows a list of requirements on the left, including 'Larger Touch Pad' and 'Backlighting for Lan'. A detailed view of 'Larger Touch Pad' is open, showing general information, status and planning, and links. Below this, there are several dashboard widgets:

- Jazz Project Description:** A text box providing an overview of the Jazz project, its goals, and the role of the Product Manager (PMC).
- Jazz Project Members (11):** A list of team members with their roles, such as 'connector', 'dashboardadmin', and 'contributor'.
- Jazz Project Teams (50):** A list of project teams including 'Agile Planning', 'Build', 'ClearCase Connector', 'ClearQuest Connector', 'Community Site', and 'Dashboard'.
- Sprint Burndown:** A line chart showing the progress of a sprint. The Y-axis is 'Hours' (0 to 18) and the X-axis shows dates from 2/25/08 to 3/3/08. The chart shows a steady decrease in hours over time, indicating progress.
- Open Dashboard Items (36) Priority:** A pie chart showing the distribution of open dashboard items by priority: High (9), Medium (20), Low (14), and Unassigned (54).
- Open Dashboard Items (36) Priority:** A bar chart showing the distribution of open dashboard items by priority: High (9), Medium (20), Low (14), and Unassigned (54).
- Open Dashboard Items (36) Priority:** A summary table showing the count of items for each priority level: High (9), Medium (20), Low (14), and Unassigned (54).



# 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

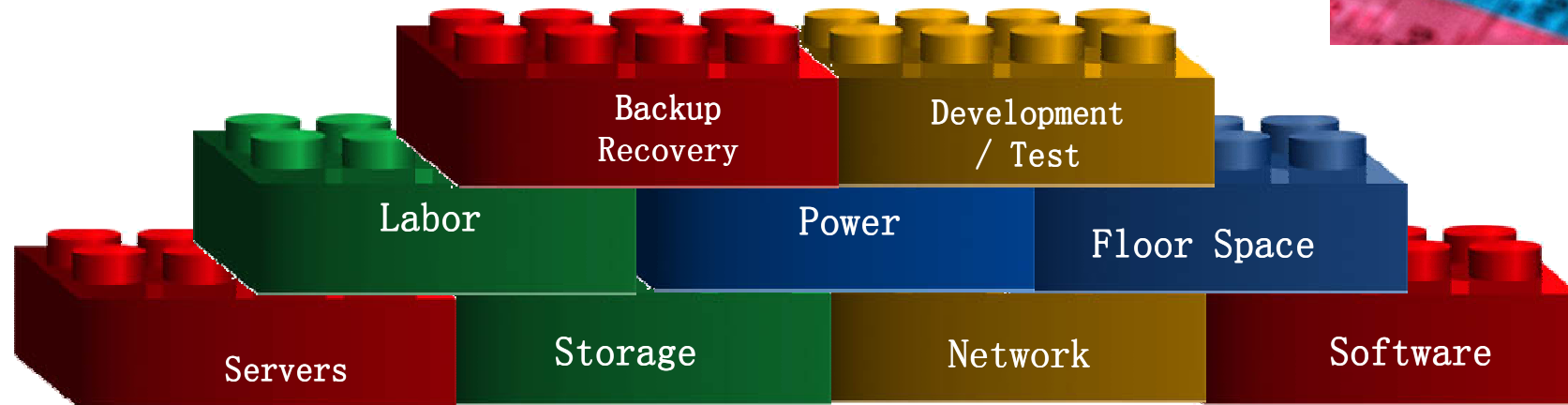
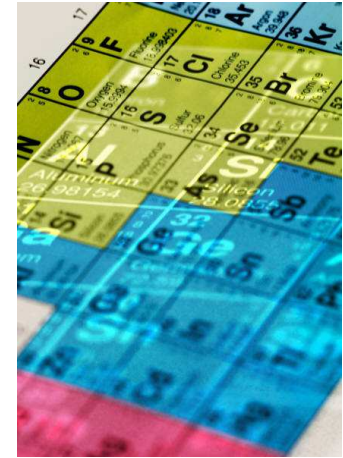
The screenshot displays the Rational Focal Point interface, which is used for IT Portfolio Management. The interface is divided into several sections:

- Welcome to IT Portfolio Management in Focal Point:** Shows the IBM logo and the company's value proposition: "Dedication to every client's success. Innovation that matters - for our company and for the world. Trust and personal responsibility in all relationships."
- Portfolio Financials:** A table showing financial metrics for Business, Infrastructure, and External Applications.
 

Title	Accumulated Investments	Projects Ongoing	Projects Budgeted Benefits	Projects Planned Benefits	Projects Actual Benefits	Projects Budgeted Expenses	Projects Planned Expenses	Projects Actual Expenses
Business	\$1 135 500	\$2 379 921	\$18 719 200	\$18 093 900	\$10 069 700	\$11 734 500	\$11 132 000	\$16 192 700
Infrastructure	\$12 000 000	\$-2 000	\$18 480	\$10 359 480	\$0	\$20 470	\$10 879 230	\$0
External Applications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
- Projects with Overrun Planned Expenses:** A table listing projects like Apollo, Epsilon, and Lambda, showing their status and planned expense overruns.
- Strategic Objectives:** A bar chart showing the importance of various strategic objectives.
- Portfolio Health:** A dashboard showing red lights for ongoing projects, open high priority issues, and portfolio level risk scores.
- Deviation Expected vs Actual:** Line charts comparing deviation in benefits and expenses over time.
- Project Pipeline Distribution: Strategic Objectives:** A table showing the distribution of projects across different strategic objectives.
 

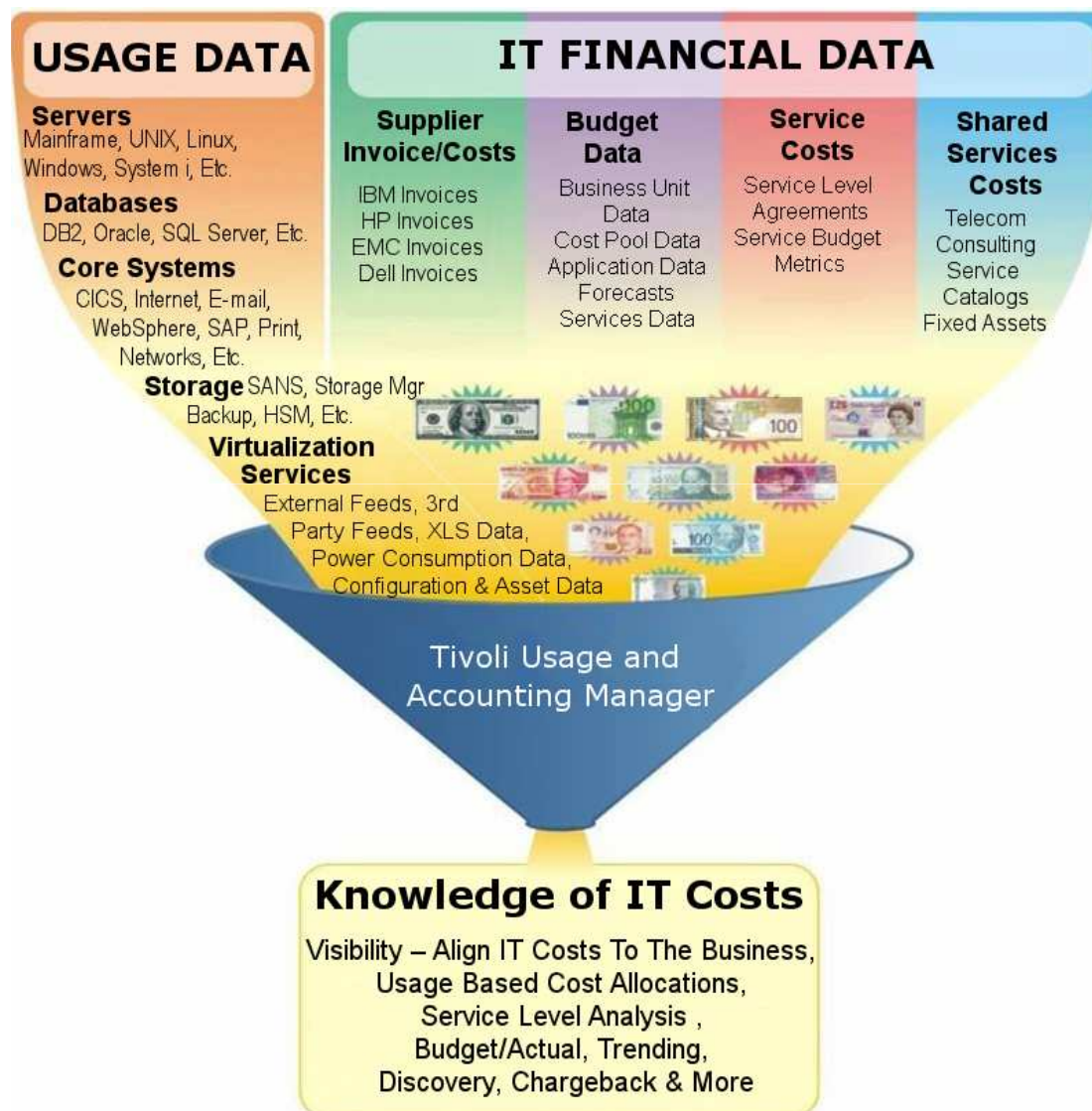
Primary Strategic Objective	Quantity	Share
Adapt to New Technologies	2	6.0%
Increase Efficiency	4	16.0%
Innovation	8	24.0%
Manage Change	5	20.0%
Save Cost	6	24.0%
<b>Sum:</b>	<b>25</b>	
- Open High Priority Portfolio Risks:** A table listing risks for different portfolios, categorized by approach, probability, and consequence.
- Resource Allocation Tables:** Two tables showing resource allocation for 'Total Supply' and 'Total Demand Pipeline Projects' across various roles (Developer, Tester, Project Manager, Technical Writer, Designer) and time periods (Q1-Q4 for 10, 11, 12, 13).

## 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

# 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**

ITUAM - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Mail Messenger Bookmarks My Yahoo! Yahoo! Finance Mail News Shopping Entertainment Travel

Address: http://www.cimsserver.com/ActiveXViewer.asp?InvoiceLevel=1&ConfigOrgName=Big+Time+Bank&ConfigAddressLine1=Any+Town%2c+USA&ConfigAddressLine2=&ConfigAddressLine3=&ConfigAddressLine4=&InvoiceNumber=1&ServerNode=www.cimss

Adobe Y! Search Web Messenger Bookmarks My Yahoo! Yahoo! Finance Mail News Shopping Entertainment Travel

Invoice by Account Level Publish Return Help

1 of 41

Preview

- [-] ATM Transactions
  - [+] Equipment/Shared Services
  - [+] Unix Process Charges
  - [+] Unix Filesystem
  - [+] Unix Oracle Charges
  - [+] MS Windows Storage Charges
  - [+] MS Windows SQL Server
  - [+] MS IIS
  - [+] MS Exchange Sent and Received
  - [+] MS Windows Processes
  - [+] MS Windows Print
  - [+] Mainframe Printer/Reader Charges
  - [+] Mainframe Storage Charges
  - [+] Mainframe Print Charges
  - [+] Mainframe CICS Charges
  - [+] Mainframe DB2 Charges
- [-] Credit Card
  - [+] Equipment/Shared Services
  - [+] Unix DB2 Charges
  - [+] Unix Process Charges
  - [+] Unix Filesystem
  - [+] Unix Oracle Charges
  - [+] MS Windows Storage Charges
  - [+] MS Windows SQL Server
  - [+] MS IIS
  - [+] MS Exchange Mailbox
  - [+] MS Windows Processes
  - [+] Mainframe Batch Charges
  - [+] Mainframe TSO Charges
  - [+] Mainframe Input/Output Charges
  - [+] Mainframe Printer/Reader Charges
  - [+] Mainframe Storage Charges
  - [+] Mainframe Print Charges
  - [+] Mainframe CICS Charges
  - [+] Mainframe DB2 Charges
- [+] Commercial Loans

Usage and Accounting Manager

### Invoice

**Billing Period: 04/01/2006 to 04/30/2006**

## IT Expenses by Account

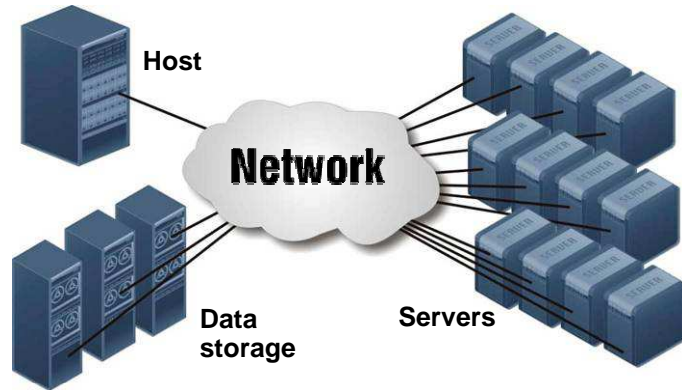
Account Category	Expense (K)
ATM Transactions	20
Credit Card	230
Commercial Loans	40
Deposits and Collections	30
Electronic Deposits	50
Mortgages	60
Electronic Payments	20
Retirement	210
Internet Commerce	20
Telephone Transactions	70
Wire transfers	55

Done Inter

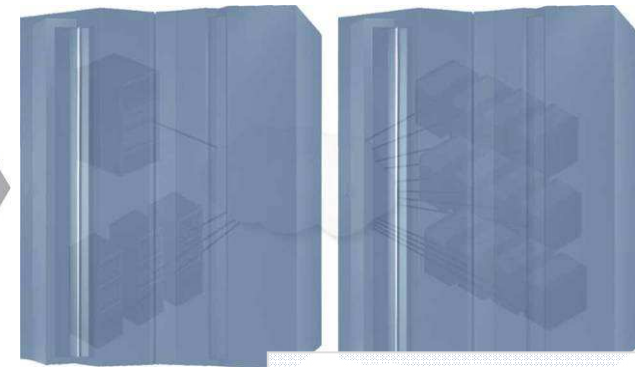
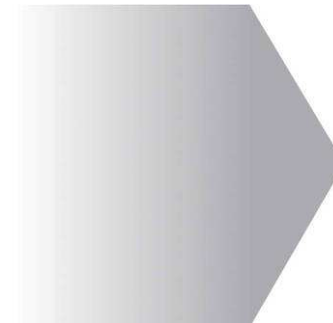


# Virtualization: Significant advantages / new challenges

**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

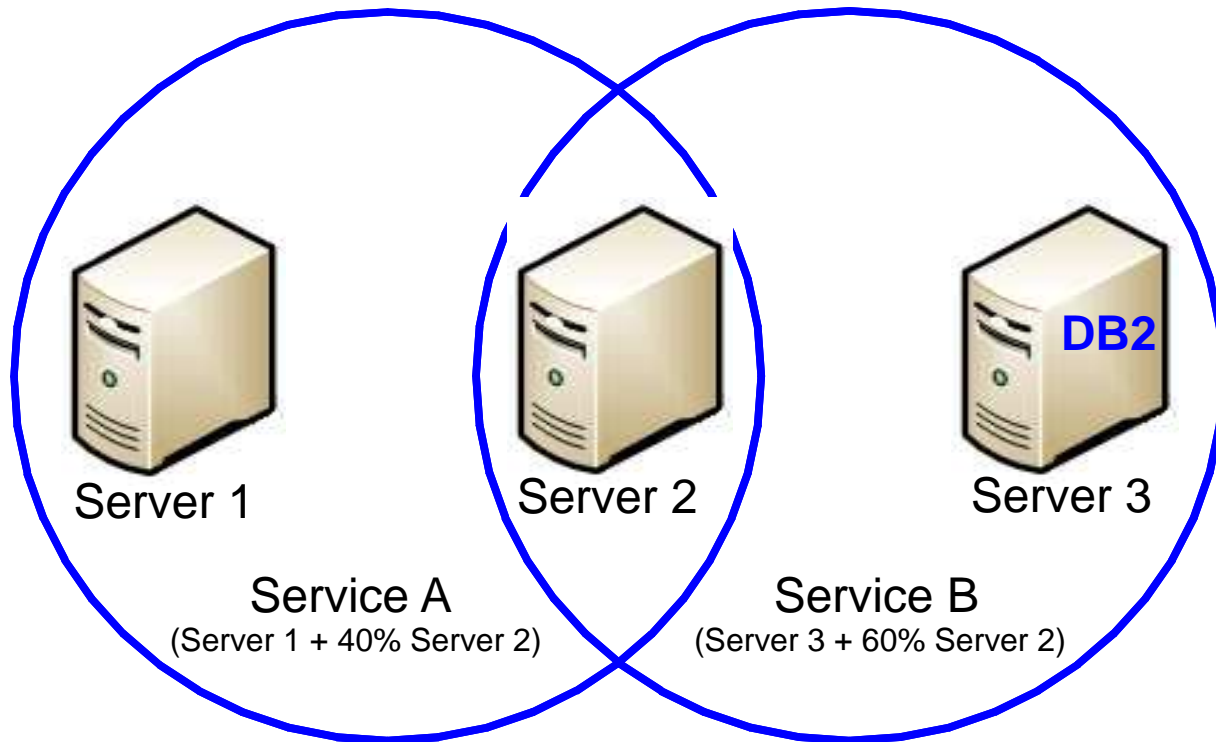
**Advantages:**

- 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

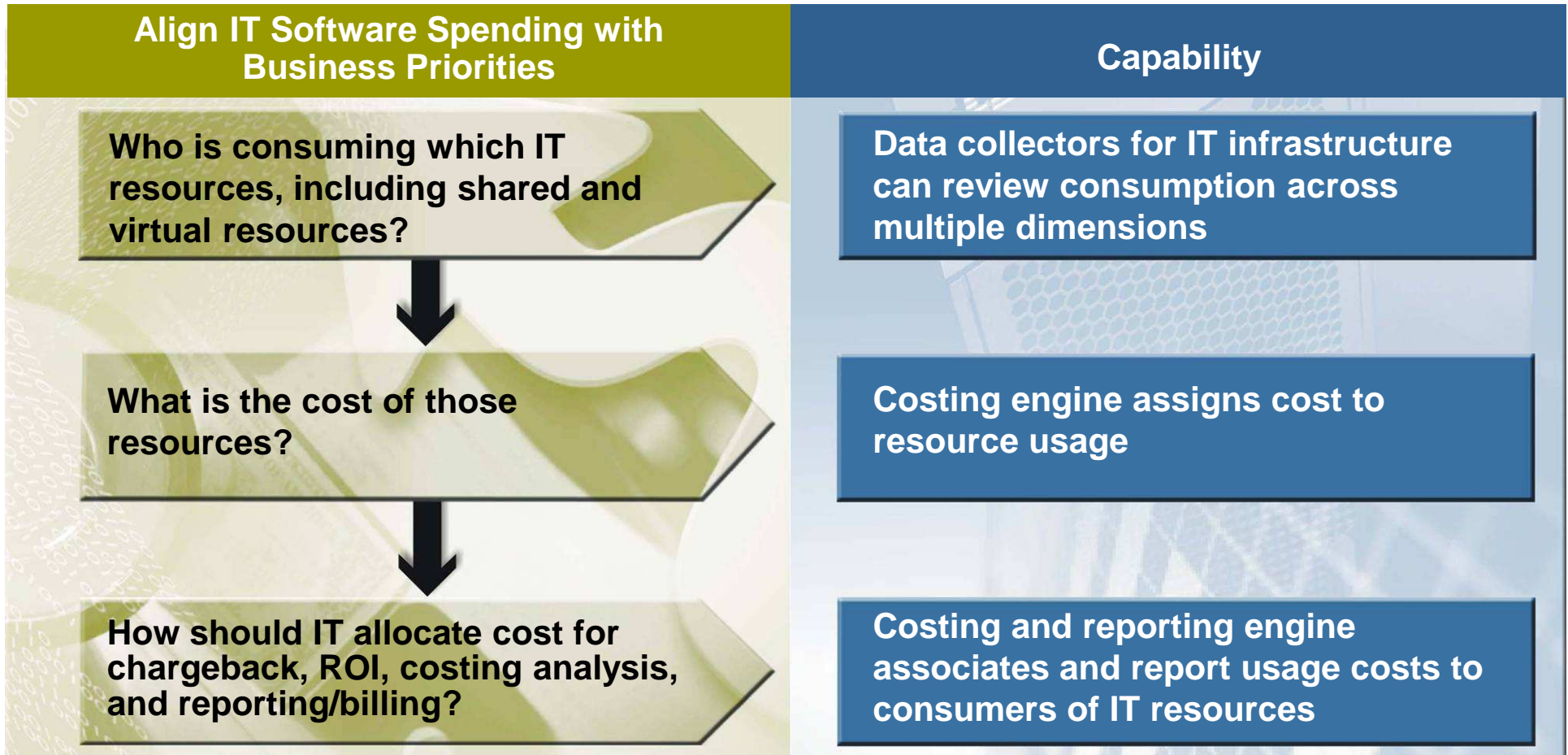
# Cloud delivery requires knowing service costs to achieve profitability



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

# What is needed to do Usage & Accounting?

*Three variables to the equation*



*All three questions help align IT spending with business priorities*