Four Starting Points for Effective IT Project and Portfolio Management

White paper
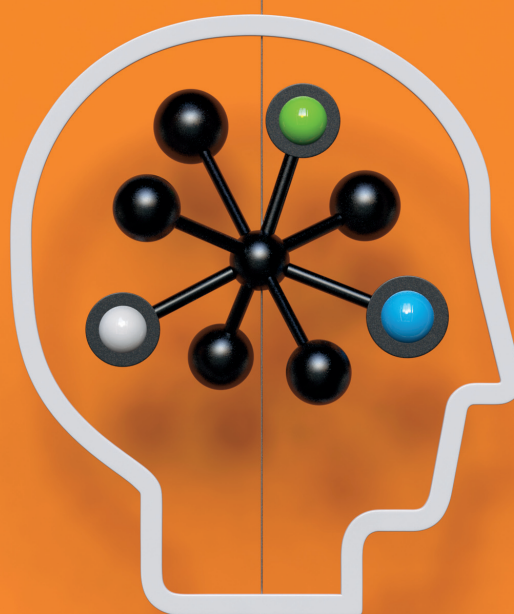
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Executive summary

Traditional IT project management techniques are not working as well as expected. According to analysts, 70% of IT projects fail to meet their goals. And, even when projects are executed successfully, all too often they still fail to deliver business benefits.

So, how do you get started? How do you prioritise which issues to address first? What are the risks and potential rewards? What can you do yourself and where can you need help?

This paper helps you answer those questions. It provides new insights into the root causes of IT project failures and misalignment with business unit expectations, along with possible solutions. It illustrates the path to optimised project and portfolio management from four different starting points, and provides step-by-step advice to help you reach new milestones quickly. It is intended to help you make the transition from managing IT projects to managing business outcomes.

Whatever the type and size of your business, whatever its level of experience with project and portfolio management, you can improve the effectiveness of your practices – at your own pace – without disrupting your current operations or increasing the level of heartburn among your current staff. Here is how.

Symptoms of a serious problem

Despite significant investment by the IT organisation, despite the best efforts of highly trained and talented product managers, technical staff and technology vendors, IT projects consistently fail to meet business objectives.

According to a recent Standish Group report, only 30% of IT projects are successful, and 20 – 50% of projects are 'challenged'. CHAOS reports that IT projects have a 66% failure rate and 82% are delivered late. And AMR Research shows that 2% to 15% of projects taken on by IT departments are not even strategic to the business, and that is the key reason more than 30% of companies survey claimed a negative return from IT.

Challenges for today's IT project management office (PMO)

The result of unsuccessful IT projects is enormous pressure on the IT PMO. Executive management wants tighter alignment between business objectives and IT projects; technical staff wants better tools and processes for executing projects; project managers want technology that provides more meaningful insights into project status, resource usage and so on.

"It takes time for tools such as HP PPM Center to take hold since people must change their behavior and adjust to doing things differently. However, in just three months time, people started proactively using dashboards and realised time savings in producing reports. In one year's time we realised the full benefit of the solution."
Sonu Rathore, Birlasoft VP Business Excellence, IDG Practice Leader

At the same time, budget constraints continue to tighten, and executive management is hesitant to allocate more resources to internal organisations that appear to be under-performing. Thus, the PMO finds itself in a vicious cycle.

No two companies are alike; no two IT organisations are alike; no two PMOs are alike; but if the goal is more effective project and portfolio management, the key business process requirements are the same. The PMO must:

- **Establish the workload:** Capture the demand, evaluate and prioritise the project requests and select and execute specific projects. In addition, project management processes and operational process controls (as established in ITIL, PMBOK, PRINCE2, CoBIT frameworks and the like) must be applied.

- **Align roles with workloads:** Identify resources and apply them. The PMO must also apply organisational change processes such as the RACI model (Responsible, Accountable, Consulted, Informed).

- **Identify and apply measurements:** Examples include service level management, Six Sigma and balanced scorecard.

- **Achieve compliance:** The PMO must help the organisation facilitate complete, consistent and on-going compliance with regulations, such as Sarbanes-Oxley, HIPAA, the Gramm-Leach-Bliley Act (GLBA) and the EU Data Protection Directive.

- **Provide financial transparency:** Gain early indication of budget deviations between plan and actuals to stay ahead of potential financial risks. And draw on cash flow analysis to increase accuracy of IT investment decisions and subsequent reporting to the business.

Root causes of project failure

A recent Gartner study reported that, "Today's project and service organisations, including IT departments, struggle with project, time, cost and resource management challenges. The struggle is at the aggregate level. Most of these organisations have time-reporting systems and project-scheduling tools, but with such tools these organisations cannot take a step or two away from the trees to see the forest."

The lack of the 'big picture' is at the heart of the IT PMO's challenge. There is no consolidated view into all the demand placed on IT, so there is no structured way of prioritising projects. There is no integration of planning, financial and resource data across the project portfolio, so there is no way to optimise the workflow. There are no organisation-wide standards or methodologies, so there is no consistent way to measure or monitor success.

Simply put, there is no way to align IT activities with business priorities.

The HP approach to project and portfolio management

HP believes that effective project and portfolio management requires a focus on business outcomes at the aggregate level, not only success at the project level. Solving the challenges of project and portfolio management does not require more and better project management tools; it requires an integrated, top-down view of all IT activities so management has better visibility, more control and greater flexibility. With this information comes transparency and reliable reports, enabling IT to have more productive, fact-based conversations with business stakeholders.

Better visibility

The organisation needs complete visibility into everything IT is working on, including project health metrics, non-project work, resource allocations and overall costs against budgets. You need the ability to aggregate both strategic and operational projects and see the critical inter-dependencies among projects. This enables you to identify projects that have the highest ROI quickly and optimise the project portfolio accordingly.

In fact, The Gantry Group HP PPM Center ROI Benchmark Study determined that increased visibility into the portfolio enables firms to cancel projects that do not demonstrate sufficient value. Doing so saved study participants 7.8% of their annual IT budget after one year, rising to 12.6% after three years.

More controls

Integrated, top-down project and portfolio management can help you cut costs by automating and enforcing project, program and portfolio processes. An effective solution can provide field-level audit trails for all changes to critical applications and projects, helping you maintain regulatory compliance. Once the PMO becomes more agile, processes can be adapted more quickly to respond to changing market conditions with an easy-to-configure workflow process engine.

Implementing standard project management processes will also help you gain transparency into critical financial data and allow you to quickly see how your initial estimations are holding up against project actuals. This enables rapid course correction and helps you keep more projects on time and within budget.

Gaining early visibility into the potential impact of change yields significant savings. The Gantry Group HP PPM Center ROI Benchmark Study revealed that companies using HP PPM Center to automate the project and portfolio management processes saved 4.5% of the average IT budget after one year and 7% after three years.

Increased Agility

A project and portfolio management solution should be flexible enough to allow you to adopt either a top-down or bottom-up project planning approach. It should enable you to accelerate execution and usability with zero-client web-based project management. It should allow you to bring in project plans from Microsoft® Project, Excel, Word and other data sources and gain an aggregate view throughout strategic and operational projects.

The Gantry Group HP PPM Center ROI Benchmark study also revealed that by giving IT managers visibility into the entire project portfolio and related in interdependencies, IT could lower IT labour expense by improving resource utilisation and greatly reduce the need to hire additional in-house or external resources. Companies in the study saved an average of US$305,750 in one year and US$1.64 million after three years.

In short, an effective project and portfolio management solution is expected to be flexible enough to allow you to aggregate all your project data into one place regardless of data source. And, it is expected to be flexible enough to enable you to implement standards and methodologies throughout the organisation in the way that best maps to your organisation's maturity – so you can get started quickly, accelerate adoption and get great results sooner.

Reliable Reporting and Analysis

Automating and standardising project and portfolio management processes helps verify that the data recorded by key stakeholders and project team members is consistent and reliable throughout all projects types. This provides the basis for apples-to-apples comparisons that drive effective decision making at both the portfolio, program and project levels. Operational reports can be easily printed to support rapid review of project budgets, and financial analysts can gain real-time insight into emerging trends with ad-hoc reporting. At the same time, analytical reports can be used by management to identify and resolve issues before they become significant problems.

Delivering real-time reports and analytics, based on reliable information, can help you create an effective, on-going dialogue with all stakeholders. Importantly, it can help you develop and sustain momentum as users at all levels can quickly see how their day-to-day work affects the big picture.

Four starting points

For most PMOs, there is no question that better project and portfolio management processes are needed. The question is how to get started on the road to optimisation. This section offers practical advice about next steps to take from any of the four areas of focus or 'starting points'. Your starting point depends on your company's particular business issues.

1. **Demand consolidation:** For many organisations, understanding all of the demand being placed on IT is the essential first step in prioritising the IT workload and determining the relative business value of various alternatives.

2. **Portfolio management:** You cannot calibrate the business value of an individual project if you cannot see the big picture. A focus on portfolio management allows you to govern the entire IT portfolio and make apples-to-apples comparisons.

3. **Project execution:** Delivering complex programs and projects on time and on budget is a major challenge for any organisation. Focusing on project execution allows you to see which projects are in trouble at any given time and make decisions about how to get them back on track.

4. **Resource management:** For some organisations, the top priority is the ability to analyse and compare skill sets, levels of proficiency, availability and projected resource utilisation while staffing projects as well as during the initial proposal evaluation process.

Setting your priorities: The maturity map

For each of the four starting points, this paper can help you determine where you are on the 'maturity map' so that you can set your next milestones realistically. In general, there are five phases of maturity:

- **Informal:** Planning is ad hoc. There are no structured processes for any aspect of project and portfolio management. Projects come in the front door, the back door or the side door. Budgeting is done in a 'black box'. Visibility is non-existent and there is no single source of truth.

- **Defined:** This phase involves manual planning, but evaluation is based on seat-of-the-pants calculation. Pet projects of top executives get priority regardless of business value.

- **Managed:** A project and portfolio management solution is typically in place with automated processes that support objective proposal ratings. A single system of record is used, enabling planned versus actual budget comparisons and proactive management of projects and resources.

- **Measured:** This is a KPI-driven stage, typically defined by advanced what-if analysis, benefits realisation and performing total cost of ownership (TCO) on assets. Companies can perform supply/demand load balancing. Visibility into project baselines with earned value analysis offer greater specificity.

- **Optimised:** Companies at this stage are performing real-time planning and full portfolio optimisation. Score cards are communicated to key business stakeholders. Advanced skills management drives cost-effective resource management. Overall portfolio planning takes advantage of what is now a considerable knowledge base.

Table 1: Demand consolidation maturity phases

Maturity phase	Does this describe your organisation?.
Informal	Ad hoc handling of all types of requests. Phone calls and emails dominant type of communication.
Defined	Manual spreadsheets and other tools track projects. Operational and strategic projects are separate and reside in many different systems.
Managed	Operational and strategic projects are centralised into one single instance of the truth.
Measured	Reports deliver visibility into request types, cost and source.
Optimised	Quantitative measurement and nearly continuous process improvements are instilled and routine.

Step 1: Demand consolidation

The first step in consolidating IT demand is to identify a solution that is capable of aggregating and managing all the diverse demands placed on IT: operational projects, strategic projects, projects that come in through the front door (established processes), and projects that come in through the side door (the CIO's pet project). This gives you the information you need to determine which requests have the highest business priorities and how they match up with your staff and technical resources.

You also need a solution that allows you to bring in existing project plans from Microsoft Project, Excel, Word and other disparate project data sources, and you need to be able to create an aggregate view throughout all project types.

Once all requests have been captured, requests can be processed based upon your best practices and business rules for that type of request. We call this process of modelling, automating, measuring and enforcing rules as 'digitising' the management process. Every typical IT project, such as bug fixes, upgrades, vacations or routine service requests like provisioning a Blackberry, can be evaluated, prioritised and scheduled based on the digitisation of your company's best practices and policies.

With digitised processes in place and a smooth flow of data about projects and resources, you have the information and real-time visibility necessary to effectively manage status, service level agreements (SLAs) and trends. Tracking the costs of an approved idea throughout its entire life-cycle can provide information needed for sound IT financial management. And for compliance requirements, you have reliable audit trail information needed to cost-effectively meet government or industry regulations.

Checklist: You need a better demand consolidation solution if…
- You are using multiple systems to collect, track and resolve IT service requests.
- You are only tracking strategic projects, not operational demand.
- Requests frequently come in through the back door and are not formally managed.
- There is no consistent prioritisation: the squeaky wheel gets the oil.
- The service levels for responding to and completing requests are difficult to track and report.
- There is no audit trail for requests or actions taken.

Table 2: Portfolio management maturity phases

Maturity phase	Does this describe your organisation?
Informal	Annual planning and budgeting are done in a black box.
Defined	Annual IT planning cycles are manual and present high-level business cases.
Managed	Proposal processes are automated and include business prioritisation; detailed business cases and approval processes are in place.
Measured	Planning is KPI driven, supported by benefits realisation, assets/TCO analysis.
Optimised	Portfolio 'what-if' analyses are performed at the budget, resource and schedule levels; sophisticated ROI data is available from knowledge base.

Step 2: Portfolio management

Many organisations continue to manage the IT project portfolio as a collection of individual projects instead of as a portfolio. To be effective, your portfolio management solution should enable you to govern your entire IT portfolio by evaluating, prioritising, balancing and approving both new initiatives and your existing IT service portfolio; analyse multiple what-if scenarios; and align with your business strategy with budget and IT resource constraints.

Your project and portfolio management solution should be designed to give you the unified and collaborative environment that is needed to let business and IT stakeholders collaboratively govern the IT portfolio. It should integrate and automate your strategic, financial, functional and technical checkpoints and give you real-time visibility into resources, budgets, costs, programs, projects and overall IT demand. From proposal initiation, justification and review – to project initiation, execution, deployment and benefits realisation – your project and portfolio management solution should keep all stakeholders involved.

Whatever stage of maturity describes your organisation today, and whatever level of portfolio optimisation you are striving for, HP Project and Portfolio Management (PPM) Center software can help you take the next step quickly and with reduced risk or disruption to existing processes. Unlike approaches that only offer time-reporting systems and project scheduling tools, HP offers top-down planning capabilities that are supported with bottom-up detailed project plans. A top-down planning approach facilitates rapid portfolio decision-making without requiring the creation of detailed, time-consuming project plans. For example, HP PPM Center allows you to create staffing profiles that enable you to accurately determine what resources and budget would be needed to support a new initiative.

HP PPM Center also supports the execution of projects and oversees the project methodology from the bottom up, allowing you to move from a reactive posture to a proactive, 'management by exceptions' stance. Details of the day-to-day work of delivering projects bubbles up in real time with exceptions to the project plans clearly called out in the actual information that is presented. This allows project managers, program managers and executive management to clearly see the impact changes will have on their projects and align their decisions with business objectives.

Either way, HP offers you the flexibility to make effective portfolio decisions in a process that works best for your organisation.

Checklist: You need a better portfolio management solution if…
- You have no aggregate-level visibility into time, cost and resource information for project and non-project efforts.
- In-flight projects, strategic projects and operational work are all managed and maintained in different systems of record.
- You are not able to get an objective analysis of the items in the portfolio; there is too much weight given to subjective criteria and 'political' considerations.
- You cannot do apples-to-apples comparisons of the expected ROI or net present value (NPV) of requested projects in the portfolio.
- Processes are not automated and your staff is frustrated feeding data into the system.

Table 3: Project execution maturity phases

Maturity phase	Does this describe your organisation?
Informal	Project status reports are manually aggregated; projects are initiated at department levels.
Defined	An IT PMO is established and a project methodology adopted, supported by manual processes and standard templates.
Managed	Standards and project methodology are closely adhered to; projects often meet business and technical expectations.
Measured	Resource supply and demand load balancing is supported, visibility into project baselines and earned value analysis for projects.
Optimised	An enterprise PMO is established and projects consistently meet or exceed business expectations. Advanced skills management helps IT take advantage of the right people at the right cost.

Step 3: Project execution

The average IT organisation is constantly juggling multiple projects, processes and resources. Conflicts are inevitable, and with so many variables, effective management of these diverse entities can be extremely difficult.

Your project and portfolio management solution should enable you to collaboratively manage your programs and/or projects from concept to completion. It should allow you to automate processes for managing scope, risk, quality, issues and schedules, so you can deliver complex projects with the highest quality and capabilities, on time and on budget.

Each week, PMO staff members spend hours or even days compiling status reports from multiple data sources. This 'fire drill' required by executive management consumes critical time that could otherwise be used to manage the projects. The project and portfolio management solution should free up staff time by capturing all this information in a single repository and automatically rolling it up in one centralised dashboard. Creating a status report then becomes a small task instead of a looming chore.

In addition to addressing the challenges above, HP PPM Center provides best-practice PMO processes that let you model and enforce corporate PMO standards while keeping stakeholders and team members aligned at every step. It gives you the structure and out-of-the-box processes for managing scope changes, risk, quality, issues, schedules, resources, releases and costs – so you no longer need multiple point tools and procedure manuals. You select which process workflows you want to use out of the box without losing the ability to adapt and extend these processes as your business changes.

Checklist: You need a better project execution solution if…

- Your company lacks a real-time status/health view into critical projects.
- IT projects are frequently late and over-budget, creating constant headaches – and the perception that IT 'just doesn't get it.'
- You are having difficulty keeping your current tools, such as spreadsheets, binders and point tools, up-to-date and in sync.
- Inadequate visibility into resource availability is impacting your staff's ability to manage projects effectively.
- You are unable to offer management hard data to support your budgetary and resource needs.

Table 4: Resource management maturity phases

Maturity phase	Does this describe your organisation?
Informal	Ad-hoc resource management; no time tracking
Defined	Point-in-time, manual resource utilisation analysis; time capture done at the project level
Managed	Real-time visibility into supply and demand for all resource types; time tracked at the phase/milestone level
Measured	Resource supply /demand balancing; time tracked at the task level ; project baselines
Optimised	Comprehensive enterprise resource balancing at skill level and proficiency Advanced skills management; Planning by drawing on knowledge base

Step 4: Resource management

It can be extremely difficult for any organisation to match the skill levels and availability of multiple IT professionals with specific project timelines and deadlines.

The project and portfolio management solution should provide visibility into resource availability and utilisation throughout projects and non-project work to allow for better planning, forecasting and scheduling. In addition, it should allow for resource planning and tracking of actuals at multiple levels: the staffing profile level, the project level and the task level.

HP PPM Center effectively delivers this visibility, managing resources from top-down planning through bottom-up execution. It balances your resource supply, giving you full visibility and control over resource demand. It also provides a clear picture of resource supply – including resource roles, skills and level of proficiency at those skills – throughout the entire organisation. And, it captures resource demand from projects and operational activities that drive IT in real time, so that you have visibility into resource requirements and you can make better decisions about where IT staff members should spend their time.

To fulfil demand, you can allocate resources by name, position, role or group and then track the effort against any work item. CIOs and portfolio decision makers get both real-time status displays and immediate access to detailed resource information on which to base decisions.

Checklist: You need a better resource management solution if…

- You are not sure your staff is always working on the right projects at the right time.
- You cannot pinpoint when a skill or resource can become available.
- You do not know how much of your capacity is consumed by strategic projects as opposed to operational activities.
- You are not tracking what tasks people worked on previously.
- It is difficult to determine what training is required for which employees.

Customer examples

HP PPM Center has been delivering excellent results in customer deployments for years. Below are a few examples of actual customer experiences.

Demand consolidation: Leading manufacturer

A leading global manufacturer of scientific instruments and analysis equipment needed to increase the efficiency, visibility and accountability of its project and portfolio processes. While they had a good overall methodology for managing IT requests, the use of spreadsheets proved inefficient, inaccurate and a constant source of frustration.

To gain a single source of truth that is available to everyone, they selected HP PPM Center implemented by HP Software Professional Services. The HP Demand Management module captures all IT requests, giving stakeholders a comprehensive view of past, present and future demands. Requests can be prioritised, assigned, viewed and 'sliced and diced' across multiple dimensions to identify trends. Within six months of deployment, the firm realised impressive results:

- Decreased time from idea generation to approval by two months
- Reject 40% of requests quickly, detecting insufficient corporate alignment
- Cut required information entry by 50% with request form consolidation
- Optimises use of IT resources and reduce project overhead

Portfolio management: drugstore.com

drugstore.com, founded in 1998, is a leading on-line retailer of health, beauty, vision and pharmacy products. With approximately 900 full-time employees, drugstore.com recorded US$445.7 million in net revenue in for FY07. Through its first few years, drugstore.com operated like many e-commerce pioneers: its business and technology processes were largely informal and ad hoc.

Company leadership recognised that in order to mature and grow their business, they needed to gain greater visibility of their technology operations, including automating the project and portfolio management process. Their main objectives were to optimise IT innovation and business growth projects while also increasing IT productivity and reducing operational costs. The company then turned to HP PPM Center for the solution. Working with HP Partner ResultsPositive, drugstore.com was able to:

• Increase innovation portfolio mix by 15%

• Increase visibility into technology demand, portfolio and service performance

• Improve project on-time delivery

• Reduce employee on-boarding time by 50%

• Reduce the cost and time of annual Sarbanes-Oxley (SOX) auditing efforts

Project execution: Birlasoft

Five years ago, Birlasoft, a global outsourcing company for software development, questioned how it could achieve Six Sigma and CMM Level 5 best practices without having any clear visibility into how well it was managing its processes. Executives decided to convert the company's manual project management processes into digital processes using HP PPM Center. Doing so would allow project managers and developers to conform to best practices as they gathered system requirements, built and tested applications and deployed and supported them on an ongoing basis. An independent HP PPM Center ROI study performed by The Gantry Group demonstrated that instituting a standard framework for workflow processes yielded impressive results for Birlasoft:

• Improved project timeliness by 31.5% in one year, improving by 63.1% after three years

• Reduced labour expense by improved staff utilisation, saving US$2.7 million after three years

• Decreased the time per manager to generate a labour capitalisation report by 35% after three years

• Saved 29.5% of their annual IT budget in one year, increasing to 68.9% saved after three years

• Increased customer transparency to project status, increasing customer satisfaction and reducing project overruns

Resource management: Legg Mason

In 2005, Legg Mason struck a deal with Citibank that changed its corporate business model dramatically. Virtually overnight, Legg Mason became one of the largest asset management companies in the world. The assets under its management more than doubled. For Legg Mason's IT staff, the transaction meant the company's application environment became much more complex and distributed. In fact, the company went from averaging 70–80 changes per week to

150 per week. Using a system of spreadsheets to keep track of these types of changes – along with overall IT and business serviced relationships – was neither efficient nor sustainable.

In spite of the increased workload, Legg Mason needed to provide the same quality of information while increasing its change management success rate with nearly the same number of people. Legg Mason selected HP PPM Center, HP Software Professional Services along with other HP BTO software products to create a new automated platform to manage its applications environment. This would standardise processes and give much needed visibility to IT. The company has seen measurable payback:

• Gained a complete view into IT demand and resource availability

• Doubled the number of changes processed with only a low increase in staff.

• While change volume increased dramatically, change success rate improved to 95.8%

• Automated change tracking of 140 applications across several hundred production servers

• Better able to respond to business requests for new projects and status of IT and application data

Working with HP

HP offers a flexible range of options to customers who are interested in making the move to more effective project and portfolio management.

Our unique delivery model can help reduce risk, shorten time-to-value and decrease deployment costs. If you decide on a traditional, in-house deployment our HP Software Professional Services team and partners are available to assist with implementation and full deployment. HP Software Professional Services provides a full set of consulting, education and support offerings to help enable success. Our Service Management Reference Model provides packaged processes based on ITIL and our experience in 17+ years in service management for faster time to value for demand management, portfolio management, IT financial management as well as operational processes such as change or incident management.

Alternatively, HP Software-as-a-Service (SaaS) for HP PPM Center provides you with a ready to use service, with multiple environments of PPM to support life-cycle management. As part of your team, an ITIL and PPM certified Technical Account Manager works with you to provide ongoing mentoring and guidance on the best practices. HP SaaS enables secure access 24x7 and provides an industry-leading availability of 99.9% to users worldwide.

With both approaches, you benefit from our best practices, which provide you faster time to value and lower overall deployment risk. HP offers flexible payment plans to help better manage your expenses.

HP PPM Center and HP IT Financial Management

HP PPM Center is an integral part of HP IT Financial Management, an HP software solution that takes advantage of accurate information generated by multiple IT systems. From initial investment proposal through to production and retirement, HP IT Financial Management helps you understand service costs across delivery and support activities. With complete understanding of all aspects of your IT costs, you gain the requisite transparency and control to increase innovation spend and drive down your overall IT costs.

Answers to top six customer questions

1. Do I need to implement HP Project and Portfolio Management Center software all at once, or can I purchase and deploy software products as needed?

Answer: We give you the flexibility to purchase HP Project and Portfolio Management Center software as your needs dictate and deploy them at your own pace.

2. Will I need to configure HP PPM Center to meet my specific requirements?

Answer: This depends on your specific goals. HP PPM Center has been successfully deployed by customers out of the box without configuration. Other customers do choose to take advantage of our highly configurable workflow engine to rapidly roll out processes. Additionally, customers can choose to utilise our out-of-the-box SaaS offering with almost no configuration if they so choose.

3. How do I develop and maintain momentum for my HP PPM Center deployment?

Answer: HP Best Practices recommend that you do not over-engineer your processes and focus on the usability of the solution. HP Best Practices also recommend that you establish and communicate your vision regularly – along with progress reports. For more information, read Best Practices in Project and Portfolio Management: Practical Advice for Achieving Maximum Value and Adoption.

4. Are HP consulting services required for implementation of HP PPM Center?

Answer: Yes. You can draw on HP Professional Services or services from our partner community if you choose.

5. Can you provide a more formalised assessment of my organisation's readiness to implement HP PPM Center?

Answer: Yes. HP or its diverse set of partners can prepare an assessment of your organisation's maturity level and determine the right starting point for you.

6. How do I avoid disrupting current operations and processes while I make the move to HP PPM Center?

Answer: HP has partnered with some of the very best vendors to offer guidance and support to our customers who are addressing organisation change, helping to smooth the path to effective deployment. HP Services can also provide additional assistance in this area.

Summary

Effective project and portfolio management is an achievable goal. You can start at any of the four areas of focus described in this paper and derive significant benefits. You can start at any level of organisational maturity. You can start quickly or you can phase in new tools and processes one by one. But, the key is to get started.

Research and plenty of anecdotal evidence has shown that traditional methods of managing projects simply are not working. Not for end users, not for IT staff, not for the company. Until the PMO stops managing projects and starts managing business outcomes, project failure rates are likely to remain high. It is time to break the cycle and evaluate new alternatives.

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Technology for better business outcomes

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