Back to Basics:
A Practical Approach to IT Governance

Whitepaper Contents
Introduction
The “Portfolio” Perspective:
Changing Your Focus
What Does Portfolio Management Require
Innotas Hits the Mark
The Complete Stack
Conclusion
Introduction

If your company is like most, you’ve invested substantially in building IT architectures that are designed to support business objectives. However, as new projects continuously arise, you get caught up in more immediate goals and tasks. And when new projects lead to new applications that also need to be managed and maintained, you can quickly lose sight of goals altogether and focus on the next thing that comes in instead of high value initiatives that drive business value. Before you know it, you’ve forgotten why you began those initiatives in the first place.

Here is where you find yourself in a “reactive” state where you can only accomplish what is right in front of you and its not until the next yearly planning session that you realize how far off track you really are. It’s time to get back to business and focus on the projects that drive business forward and contribute to the bottom line. Of course you will still have maintenance projects that keep things going, but you will need to extend within your model to include those initiatives that advance your organization.

The reactive state is a slippery slope for IT organizations, as request demand is only increasing, new technology begins to crowd on top of legacy systems, and IT executives are struggling to stay ahead of the trends. Digital innovation is playing a major role in how businesses are fighting to achieve competitive dominance in their markets. However, it’s important to slow down, prioritize, and consider what you are building, why you are building it, and how you can most efficiently and effectively manage it all.

In this paper, we’ll discuss how a Portfolio Management solution from Innotas helps businesses re-align their critical projects and applications with the overall business objectives they are meant to serve. An integrated portfolio management approach provides companies with IT Governance that shifts their bottom-up perspectives to include more strategic top-down thinking—without losing sight of critical details. By enabling true end-to-end visibility, providing superior ease of use, and empowering users with greater control at each touchpoint in the project management process, portfolio management helps stabilize and strengthen your IT architecture—so you can get back to business.
The “Portfolio” Perspective: Changing Your Focus

Portfolio management is different from project management in that it encompasses the lifecycle of a project; from ideation through benefit realization. Project management focuses on, and is best at, the execution phase of a project. In order to fully benefit from project investments, it begins with the understanding that projects are more than just tasks and issue solving. Projects truly begin at the ideation stage and although some do not make it through execution to the realization of the benefits of the investment, portfolio management accounts for the entire process.

Portfolio management is important in business because it often has unseen benefits. Sometimes it is what a Project Management Office (PMO) chooses not to do that is the most important. By prioritizing and consciously choosing not to undertake projects that do not benefit the business, you are effectively giving time and resource capacity back to higher priority projects. By doing this, PMOs become more efficient and are better able to focus on the projects that matter and become better and faster at accomplishing them.

Let’s take a look at the lifecycle that portfolio management accounts for: Ideation, creating a business case, selecting the initiatives that warrant investment, planning the process and resources to carry out the initiative, execution of the initiative, and ultimately ROI. For each stage, there is a process, and IT leaders understand that while some projects are inevitable, others are strategic. And the strategic ones are the ones that make the difference.

By moving beyond traditional project management, organizations can gain the advantage of strategic prioritization, and better execution of the projects that make an impact, while still accomplishing maintenance activities through streamlined processes. With Portfolio Management—instead of taking a bottom-up view that’s clouded by individual tasks and goals, you first need to align the portfolio to the business from the top down. This holistic perspective enables you to think more strategically about which projects and applications to approve and how to manage resources for the good of the business at large. Although this makes sense, of course, it’s not always easy for companies to shift focus so quickly. Portfolio management can only be successful if it’s integrated across the entire business for every major initiative—which means both projects and applications. And if that’s not large-scale enough for you, it’s also important to realize that portfolio management is an ongoing process. You don’t begin and end a portfolio the way you begin and end a project.
What Does Portfolio Management Require?

Portfolio Management expert, Andy Jordan, argues in his webinar “Why Your Business Needs PPM” that successful portfolio management operates along a continuum and must incorporate several key elements:

**Ideation:**
start with an idea or series of ideas about how things can get better

**Business Case:**
Ideas are just ideas until you build a case for them and argue their merits. Resources are scarce, and initiatives need to contribute to the business in order for them to be invested in.

**Selection:**
Prioritizing and planning out which projects will be worked on first by which resources, often based on a scoring process or some other value metric. Strategic resource planning needs to be incorporated into the process.

**Execution**
Strong portfolio management also requires that you execute projects and manage applications according to the plans and priorities you have established.

**Agility**
Remember, portfolio management exists on a continuum, so unforeseen situations and bumps in the road will come up regularly. You need to be agile enough in your management tactics that you can course-correct if priorities or resources change. You also need the ability to play out what if scenarios, so you can understand exactly how your results will vary based on specific actions taken—and ultimately work to keep the portfolio as a whole on track to achieve its goals, even if one project fails.
Benefits Realization

Capture the benefits and continually improve. Improvement cycles can be slow and evolutionary, so by measuring benefits and understanding the value of initiatives as well as the impact of the project, you have the ability to drive more benefits. Projects do not exist in a vacuum and need to be integrated into the business for true benefits.

Traditional Resource Management is “Rear View Management” it responds to needs and problems rather than anticipating it. Think about a project that has problems, the first thing we do is say “can we put more people on it,” or “can we put better / different people on it,” it doesn’t actually predict and anticipate what problems we might have, rather it reacts when things do go wrong.

Strategic resource management is integrated into the portfolio, included in planning, selection, execution and realization. Be able to move resources around and remain flexible with resources. Proactively manage change - be prepared for it and execute on the change.


These requirements seem fairly straightforward, right? It’s not as if you haven’t tried to accomplish these things before. But in order to achieve this and maintain your portfolio success, you will need a portfolio management solution that provides three vital things:

Visibility

If you cannot transparently see across all major initiatives in your organization, you don’t have the information you need in order to identify and correct problems. In other words, you can’t fix it if you don’t know it’s broken.

Control

Just seeing that you need to take action isn’t enough. If you don’t have the right tools available to control the situation, make changes quickly, remain agile, and keep projects on track, visibility is meaningless.
Ease
Finally, you need to have technology designed specifically to be accessible across the entire organization, which means it must integrate with existing applications and architecture investments without compromising resources.

For all of these things and more, Innotas is built to address the challenges of portfolio management and keep the organization aligned with strategic business objectives.

Innotas Hits the Mark

The Innotas Portfolio Management solution features all of the necessary elements to successfully tackle today’s IT portfolio management challenges. Our offering is specifically designed to help your organization plan, implement, and manage both project and application portfolios, so you can grow and sustain your technology investments while balancing demand and resources.

Unlike competitors, Innotas provides a complete solution focused on:

Visibility
We provide complete transparency and a single source of truth for effective prioritization and collaboration in changing environments.

Control
We provide holistic controls and real-time alignment for topdown governance and bottom-up accountability—regardless of your organizational maturity level.

Ease
As a cloud-native, SaaS-based solution for the enterprise, Innotas offers quick deployment and faster time-to-benefit, along with robust APIs that allow for straightforward integration with other critical software and systems.

The Innotas Cloud Portfolio Management solution includes tools for:

- Request Management
- Project Prioritization
- Capacity & Demand Planning
- Resource Management
- Project Portfolio Management
- Application Portfolio Management
- Predictive Planning and Insights
- Analytics & Dashboards
- Integration Platform
Top Down Portfolio Management

Innotas’ unique top down portfolio management approach is designed to ensure project alignment, increase adoption, and deliver better project execution. By focusing first on portfolio alignment with overall business goals, organizations are able to deliver on what the business needs rather than the next thing that comes in. With top down portfolio management, IT leaders are better able to remain agile in their project execution, as projects that no longer suit the needs of the business are easily identified and able to be acted on. Whether it be pausing, shifting focus or retiring the initiative altogether, by having the goals in mind first, you can ensure you are working on the right things first; even if the right thing changes.

Benefits of the Top Down Approach:
1. Better Alignment
2. Minimized Organizational Change
3. Better Planning for Better Execution
The Complete Stack

Innotas is dedicated to providing true visibility, control, and ease of use through our solution suite. Our vision for IT Governance goes beyond project management to provide a complete stack of solutions for end to end management.

Resource Management

The core of our solution relies in resource management. We understand resources are what drives the organization and if managed effectively, is the key to success. Resources need to be managed at every step of the project life cycle to ensure they are being utilized and continue to remain effective. That's why we've ingrained resource management into each part of our solution suite to provide visibility for the optimization of resources.

![Diagram of Complete Approach to Resource Governance](chart.png)

- **PPA**: Predictive Resource Planning & Optimization
- **PPM**: Adaptive Execution: Capacity & Demand Analysis, Scheduling, Task Management, What-if Scenarios
- **APM**: Complete Resource Visibility Across Applications & Operations Work
- **Agile**: Flexible Resource Utilization of Agile Teams
- **Reporting**: Consolidate Resource Data Across Existing Systems
- **Integration**: Resource Maximization Insights, Analysis of Actuals & Tracking for Improved ROI

Learn More at www.innotas.com
Integration

Cloud-based solutions are valuable because they can play well with existing architecture investments. That’s why Innotas is an industry leader in integration, offering connectors to more than 100 enterprise applications and systems across CRM, Service Management, HR, ERP and Business Intelligence arenas. Our pre-built integration engine is completely managed and maintained by Innotas experts, based on proven best-practice methodology. And the Innotas Integration solution also offers a web services Application Programming Interface (API) for straightforward development and ease of use. In short, Innotas manages the entire integration process for you—for integrations done the right way.

Analytics & Dashboards

Unlike competitive solutions, Innotas provides a comprehensive view that enables rationalization and categorization across project and application portfolios—so you can achieve the top-down perspective you need to reach business objectives, while still maintaining a line of sight into bottom up, project and application-level details that might affect the portfolio’s success. Through intuitive and easy-to-configure dashboards, Innotas provides real-time data on key performance indicators, at any phase in the project or application lifecycle. Our analytics help you make informed decisions and can be tailored to visibility requirements based on department, role, or individual user. Promote collaboration and visibility by sharing published dashboards via email or on your intranet. In addition, you can turn powerful analytics into meaningful reports using simple tools for custom report setup and management.

Request Management

Before you can approve requests for new initiatives, you need to catalog and manage demand. This is part of the critical advance planning process where you can assess all requests and demands across your organization and
strategically align projects with overall goals for the best chance of success. Innotas provides a single point of entry for all incoming requests in real time, regardless of where they are headed.

Our intuitive interface lets you capture all project and work requests, as well as requests related to application enhancements and service, so you can be ready to prioritize. Filtering capabilities allow you to check the real-time status of any requests based on customizable settings. And pre-built integration options enable you to work directly with your existing service desk application.

Prioritization

After requests are properly catalogued, you can begin the process of prioritization and approval. This step is imperative to ensuring that the project or application portfolio remains positioned to meet business objectives. Innotas enables you to efficiently make informed decisions about work efforts and resource distribution. Gauge current and projected resource usage with real time visibility into all existing projects. Then, using tools that let you score requests based on a number of relevant factors, including resource availability, you can easily rank potential projects to determine feasibility and importance. Gather scores from across the organization, and you can calculate project priority levels. Finally, route requests for high-priority projects to approvers for their input, using automated notifications.

Portfolio Management

At this point, approved projects are added to your project portfolio, where they will be managed according to the portfolio's overarching objectives from initiation to completion. This requires ongoing demand planning and project rationalization.

The Innotas CPM solution is built to meet these needs by providing you with end-to-end visibility into every aspect of every project.
Through a single location, you can manage schedules, resources, issues, and teams—all in real time—so you can effectively promote resource optimization and global collaboration. Outline and schedule project plans, or integrate directly with your existing project management application to pull data into the system. Keep an eye on project health using configurable indicators that let you instantly flag areas that need attention. Use predictive analytics to determine the most efficient way to get projects back on track—or put an end to projects that are wastefully consuming resources without driving progress toward objectives.

**Application Portfolio Management (APM)**

Many companies offer PPM solutions, but they often overlook—and undervalue—application portfolio management. Without utilizing and integrating both disciplines, however, you cannot manage resources optimally, nor can you claim true visibility across the organization. Applications are often inherently linked to projects and represent a substantial portion of your resource usage and investment.

Innotas differentiates in this regard by offering an integrated APM capability that lets you manage and rationalize applications in an ongoing way. Not only can you take a bottom-up approach to application management that includes attention to details—such as assets, contracts and licenses—but you can flip the perspective to a topdown approach and ensure that your application portfolio successfully aligns to business objectives, just as your project portfolio does.

Use the Innotas solution to define sound business criteria for your application portfolio. Learn the total cost of ownership of existing applications, or build a business case to justify new application requests using tools to predict cost, resource requirements, and effort estimates.
Keep your portfolio current and linked to strategic goals using simple, custom scoring algorithms that help you prioritize applications. And leverage complete visibility to achieve the best use of IT budgets and resources, so you won’t continue spending money on applications that aren’t providing the anticipated return on investment.

Conclusion

When it comes to project and application management, the wrong approach can lead to substantial risk. Wasted resources and ineffective alignment with corporate objectives can jeopardize existing IT investments—or, worse yet, put you in a legal or financial bind. Now is the perfect time to eliminate that risk and get your business on track. With its integrated Cloud Portfolio Management solution, Innotas can help you streamline your maintenance projects while identify areas for impact with strategic initiatives. Offering innovative tools for visibility, control, and ease of use, Innotas empowers you to leverage projects and applications more strategically, so you can get down to business.


Want To Learn More? Check Out These Great Assets:

- **On-Demand Webinar:** Why Your Business Needs PPM with Andy Jordan
- **Case Study:** IT Governance with American Society Of Composers, Authors, and Publishers (ASCAP)
- **Tip Sheet:** Four Reasons Why PPM Will Make You A Hero

Learn More at www.innotas.com
Innotas, the leading provider of Cloud Portfolio Management solutions, delivers a seamless way to manage projects, resources and applications across the enterprise. Innotas solves the challenge of visibility and tracking the portfolio of IT and Product Development projects. The solution aligns effort and budgets to meet company goals, while enabling prioritization and agility for planning resource capacity. The result is a standardization of work execution across silos of project management teams. Innotas’ solutions include Project Portfolio Management (PPM), Application Portfolio Management (APM), Predictive Portfolio Analysis (PPA), Resource Management, Agile Portfolio Management, and the Innotas Integration Platform. Innotas is rated as a "Leader" in the Gartner Magic Quadrant for Cloud-Based Project and Portfolio Management Services and a “Visionary” in the Gartner Magic Quadrant for Integrated IT Portfolio Analysis. Founded in 2006, Innotas is headquartered in San Francisco and has hundreds of customers nationwide, across healthcare, government, education and other industries. For more information, visit www.innotas.com or call 866-692-7362.