Deloitte’s PPM Framework – “The Racetrack”

PPM: Strategic Precision and Executive Collaboration
PPM is designed to simplify the complexity of a delivery organization (IT or enterprise business units) so an executive (CEO, CFO, COO, CIO) can more strategically align and effectively deliver project work, cut cost, and optimize resource capacity.

- How do I know the portfolio is driving value, enabling strategies, and on track?
- How do I fix the annual budgeting nightmare?
- How can I surgically cut the cost of my project work?
- How can I get more work out of my current resource capacity?

Potential Value of PPM
- PPM can either cut 30% of project portfolio costs or allow a redeployment of 30% of project budgets and/or resources.
- PPM can help reduce the administrative cost of annual financial management activities (budgeting, forecasting, realignment) by up to 80%.
- Portfolio reporting is real-time access to strategic alignment, resource capacity, financial/schedule variance, and risk/issue status.
- Effective portfolio managers measure their time with an organization in decades.

Project Portfolio Management as a Service (PPMaaS)
PPMaaS allows organizations to step away from day-to-day management of commoditized PPM activities while leveraging Deloitte’s PPM experience to better deliver project work, cut cost, and optimize resource capacity.

PPMaaS provides a holistic service that implements and manages PPM activities for a client. PPMaaS provides pre-defined PPM processes, a pre-configured tool, and experienced PPM professionals to accelerate an organization’s PPM development producing projects that more effectively drive organization performance. Intended buyers are C-suite/Executives for areas that do extensive project work.

PPMaaS Focuses on your Core Business

Value Add
- Enhance, Improve, and Optimize
  - Value added services to run effective end-to-end processes delivered with thought leadership and a cross industry perspective.
- Monitoring
  - Operational Administration and Support
    - Complete monitoring and maintenance of services, and knowledge management across people, processes, and technology.
    - We manage commodity operations, you focus on your business.

Integrator
- Design, Configuration, and Integration
  - Deloitte configured “Solution” based on insight from end users, and market experiences.

Platform
- Platform Hosting Administration
  - Core PPMaaS platform managed by Deloitte leveraging software from one of Deloitte’s PPM vendor partners.
**PPMaaS Service delivery Model**

We suggest beginning with the PPM diagnostic and implementation, while also standing up a PPM Center of Excellence (COE) and complementing both of these teams with an application and process support team.

### PPM Diagnostic and Implementation
- Evaluate current business-IT alignment and investment decision-making processes, including stakeholder impact and governance to identify PPM needs. Design PPM solution and corresponding organization change plan.

### PPM Center of Excellence (COE)
- Support the creation of the PPM COE processes, standard operating procedures, and sustainment of PPM excellence with PPM practitioners that fit into your culture, including senior PPM knowledge leadership just one phone call away.

### PPM Application and Process Support
- Provide an off-premise application support team offering PPM application and process support on a subscription model, coordinating with the existing PPM COE.

After implementation, when flipping into operation mode, Deloitte governs your PPM processes and stays engaged with your PPM stakeholders.

### PPM in Action
Incrementally implementing mature PPM capabilities can result in tangible benefits to IT, their business partners, and an organization's shareholders.

**Challenge**
- The IT division in a large company that manages multi million dollars in projects, enhancement, and support work
- More than 5000+ resources were allocated to deliver this work, but there was the suspicion that a material amount of the resources were not strategically aligned
- Budgeting ran on an annual cycle where business units set annual budgets that were frequently inaccurate when compared to the work delivered throughout the year. Inaccuracy was caused by changes in priority set and adjusted by the business

**Goals**
- Implement PPM processes and tools, particularly focused on Demand and Resource Management to yield significant benefit in the strategic alignment of projects and resources
- Implement a financial management solution to change the budgeting approach and shift budgeting focus from FTE to dollars
- Convert to a more agile budgeting process using a rolling forecast approach to budgeting

**Impact**
- Strategic direction from the executive leadership led to a 30% re-appropriation of project resources. Projects deemed not to be strategically aligned were cancelled. Additional strategic projects were started immediately
- A three month rolling forecast approach to fielding demand was implemented. This was an innovative departure from annual planning that allowed for a more agile and effective approach to fulfilling strategic business needs

### PPMaaS Potential Benefits
- Accelerated PPM capability implementation along the dimensions of people, process, and tools.
- Deep PPM experiences embedded in all aspects of the service.
- PPM administration delegated to Deloitte. Client focuses on their business.
- Improved project alignment, project execution, and value delivery.
- PPM can reduce the fear of the unknown by casting a bright light on the health of the project portfolio.
- Portfolio reporting provides real-time access to strategic alignment, resource capacity, financial/schedule variance, and risk/issue status.

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