DAPTIV FOR
THE PMO

"We chose Daptiv because feature-for-feature it met our requirements better than any other offering. Daptiv has been incredibly reliable for us, and it has to be since it's the backbone of our PMO."

Colin Erven, manager of project governance and team support, InterContinental Hotels Group (IHG)

BUSINESS CHALLENGE

Without an efficient process to capture, analyze and make decisions on a project portfolio, it's nearly impossible to run an effective project management office (PMO). The situation can be made worse by uncoordinated spreadsheets and project plans, or an ineffective PPM tool, and lead to common challenges, including:

- **Lack of strategic alignment.** Without a well-defined project intake process, there is no way for the business to effectively prioritize new investments with business priorities. Often a 'First-In First-Out' process becomes the norm, without consideration of resource availability, risk and strategic importance of projects.

- **Project overload.** If there are too few resources available to meet project demand, an organization will likely be overloaded without a way to make smart trade-offs.

- **Lack of visibility.** Disparate project plans, issue lists, risk logs, status updates and project documents make it time consuming and difficult to get visibility into a project portfolio. Furthermore, these manual processes impede the ability of an organization to introduce effective portfolio management best practices.

- **Resource bottlenecks.** An immature resource management process can lead to resource contention, underutilized resources and late project delivery. In addition, collaborating on resource scheduling can be difficult for resource managers and project managers.
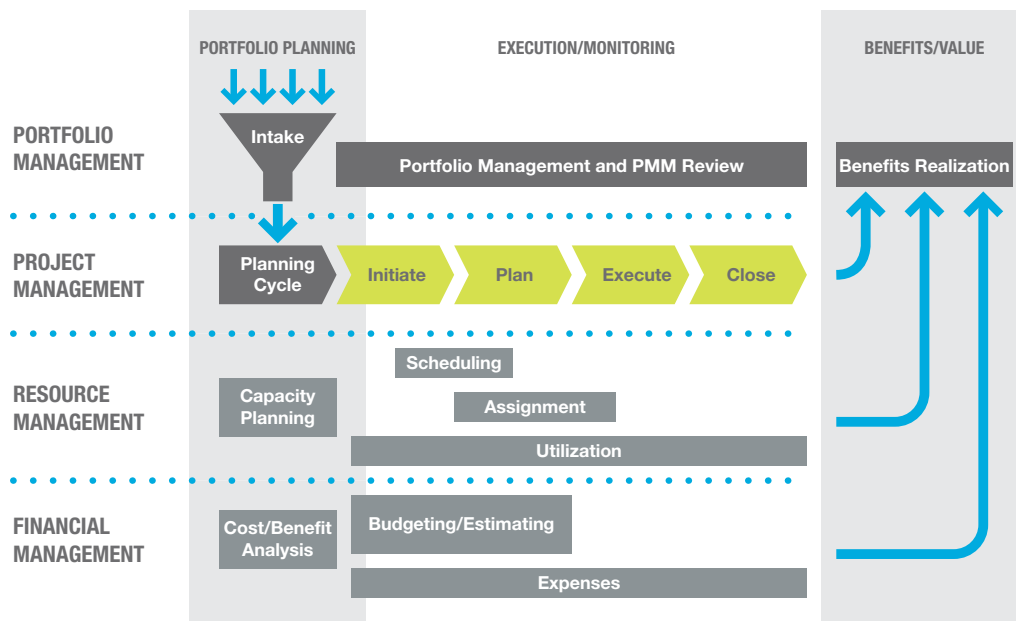
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SOLUTION

Daptiv's PMO solution enables Project Management Offices to implement a structured approach to managing project portfolios. Pre-built scoring models for analyzing project requests help you control project intake based on business priorities. The PMO solution enables a 'single source of truth' for project portfolios and automates the capture of project data to minimize errors.

Daptiv provides powerful Work Intelligence™ functionality, so providing regular dashboards and reporting is easy. In addition, because Daptiv is widely adopted within project teams, the portfolio data are accurate and up-to-date.

We understand that improving organizational PPM maturity is often a multi-year process. Daptiv offers best-practice solution templates to get you started. Over time you can customize and extend Daptiv as your needs evolve. For example, once you've mastered the project intake process, your organization can use Daptiv to improve financial management and controls.
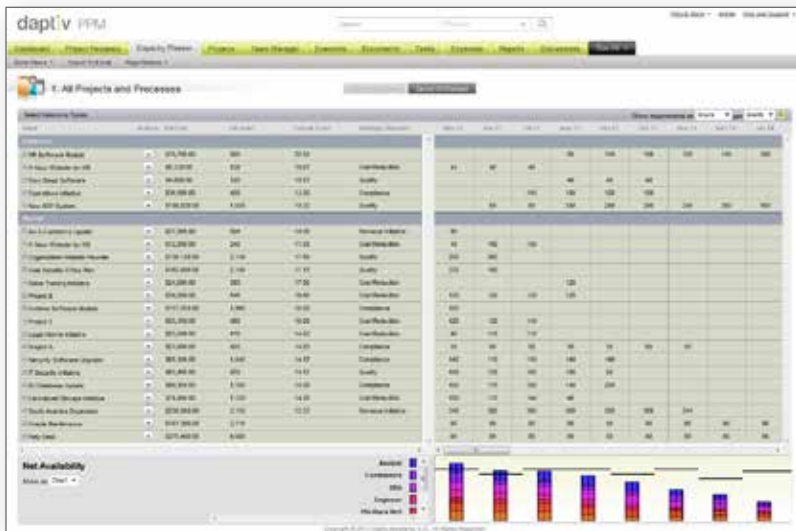

CAPABILITIES

Daptiv for the PMO provides the following capabilities:

DEMAND MANAGEMENT

The first step in managing demand is to aggregate and understand all incoming work, including projects, enhancements and non-project work. Daptiv provides a best-practice project scoring model to allow quick evaluation without suffering "paralysis by analysis". Portfolio optimization tools and scoring bubble charts allow the PMO to prioritize and shape the incoming demand in alignment with corporate goals and objectives.
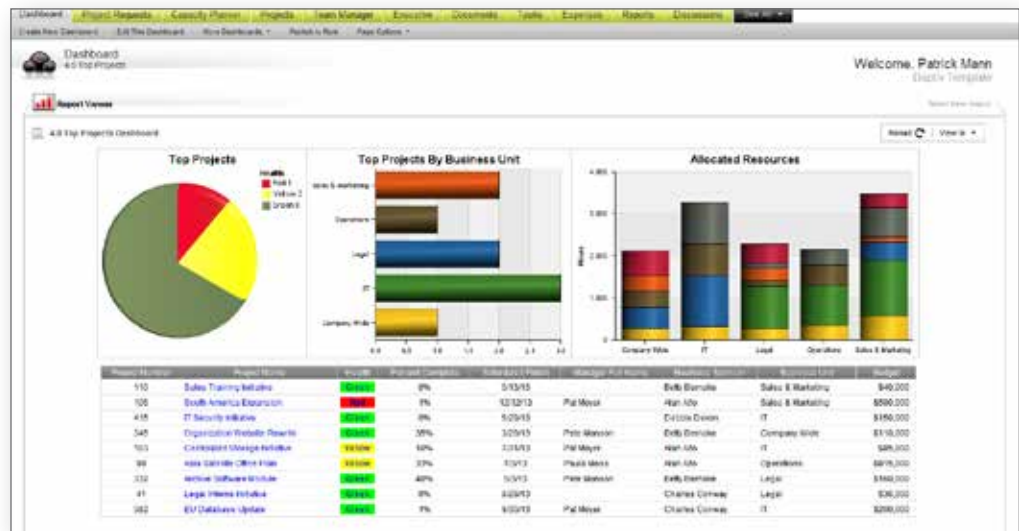
CAPACITY PLANNING

A prioritized list of investments needs to be mapped to the available resource capacity to prevent resource contention. Non-project demand for ongoing operations are planned using workspaces for pre-allocation and time tracking, revealing true availability for project work. Capacity planning reports quickly identify capacity overloads, while the capacity planner application provides what-if analysis, allowing PMO's to answer "when", and not just "if" a project can start.

RESOURCE MANAGEMENT

Resource management requires more than simply finding the right people for each project. Daptiv starts with capacity planning, but then provides allocation tools, including Team Manager and Resource Allocation reports, to help resource managers with allocation decisions. Project managers then assign these resources to individual tasks, and users log their time using Daptiv's web-based timesheets. Daptiv provides views and reports to roll up allocated, task, and actual time to provide visibility and decision support to all levels of management.
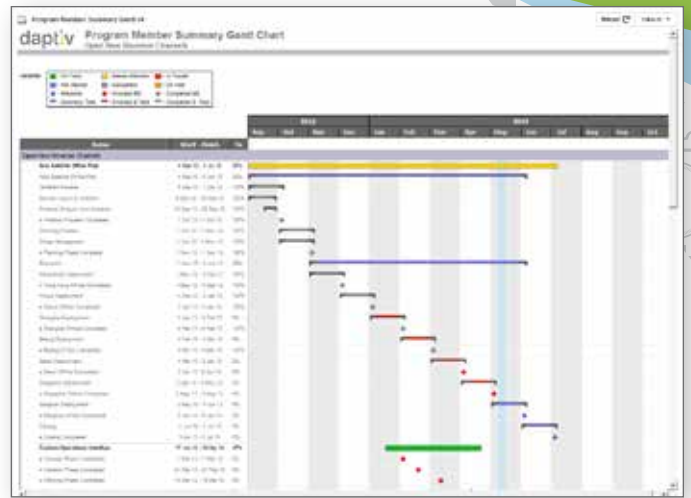
PORTFOLIO MANAGEMENT: MONITORING

Daptiv understands that projects can roll up into multiple portfolios and Daptiv for the PMO has pre-configured attributes for three of the most common: Investment Class, Business Unit, and Strategic Alignment. Dashboards show traditional project portfolio status, as well as reports to show how all work—

including ongoing operations—breaks out by Business Unit and Investment Class. The Project Landing Map highlights when projects will roll-out, whether they have one go-live event or multiple.

PROJECT AND PROGRAM MANAGEMENT

Manage project execution for multiple project methodologies, including waterfall, iterative, business process improvement, Agile, Six Sigma and more. Roll all project types up into unified portfolios. For project execution, Daptiv provides the key control artifacts for teams to collaborate on, including tasks, documents, issues, risks, action items, change management, roles and responsibilities, and lessons learned. Daptiv's project templates allow customers to provide pre-defined tasks, documents, and artifacts for each methodology—giving the project manager everything they need to get started.

PORTFOLIO MANAGEMENT: VALUE MANAGEMENT

What's the portfolio's value to the enterprise? Daptiv for the PMO provides executives with insight to this question using several elements. Benefits scoring and tracking shows the value of projects—including non-financial benefits— on an apples-to-apples basis. The Benefits Realization application provides for input of before and after measurements based on criteria you specify. And an innovative dashboard uses the benefits scoring system to reveal benefits being released each quarter as projects go live.

FINANCIALS MANAGEMENT

Material expenses and labor costs need to be budgeted, tracked, and adjusted during the life of a project. Daptiv tracks planned and actual expenses or alternately, a more sophisticated three-tiered model for tracking capital orders, purchase orders, and invoices can be used. Labor cost estimates and actual costs are calculated using Daptiv's built-in labor rate functionality and combined with material expenses for a complete picture of project finances. Actual costs can be imported from an ERP system with a pre-packaged Daptiv Connect™ integration.

ABOUT US

Founded in 1997, Daptiv is the leading provider of on-demand Project Portfolio Management (PPM) solutions. Daptiv has helped thousands of companies improve their strategic planning and business execution by offering adaptable PPM solutions and expert professional services. Daptiv's customers include world-class organizations such as Beam, Ikon, Coach, Harvard University, Honeywell, InterContinental Hotels Group, and Delta Dental. For more information about Daptiv's PPM solutions, please visit www.daptiv.com.