How Can I Turn Change Into Success?

Optimize Business Transformation From Idea Management Through Benefit Realization
Executive Summary

Challenge

There’s no escaping change. And organizations that cling to the “tried and true”—whether it be existing business models and processes or perceptions of market conditions and customer preferences—are doomed to continually play catch-up in the marketplace.

But, even recognizing the inevitability of change isn’t the same as managing the challenges it presents. For instance, those charged with managing transformation need to figure out how to:

• Choose which change initiatives to fund and pursue
• Manage all the moving pieces of transformation across organizational and geographical boundaries
• Efficiently and effectively track progress and measure success
• Document and report the benefits realized to the appropriate stakeholders

Opportunity

Change is opportunity. Successful organizations embrace change and leverage the outcomes into growth and competitive advantage.

In recognition of the importance of promoting efficient and productive evolution, many organizations are now placing the responsibilities for managing change throughout the enterprise under a single individual or office.

While that gives the chosen individuals a great deal of influence over the future direction of the company, it also places an enormous responsibility on their shoulders. And to meet that responsibility, it is essential that these “agents of change” have powerful tools at their disposal to help organize, automate and track the elements—and the results—of change initiatives throughout the organization.
CA Project & Portfolio Management Provides the Tools to Successfully Manage Business Transformation

The Idea Challenge

What needs to change in your organization?
Before positive transformation can get underway, it’s essential to cast a wide net to collect as many ideas as possible for potential change initiatives. Not every idea will be a winner. But, there needs to be a process in place that allows people with first-hand knowledge of what is currently working—and what is not—to identify areas where transformation can help enhance enterprise success.

The CA Project & Portfolio Management Solution
CA Project & Portfolio Management (CA PPM) includes an enterprise-wide solution for capturing, cataloging, evaluating and approving process or technology ideas, project requests and early-stage initiatives. Users across the organization can enter ideas using forms and fields that capture the right information, then route these ideas to the appropriate reviewers for evaluation and disposition.
The Prioritization Challenge

Three out of four change initiatives fail.¹

Why? Sometimes it’s as simple as insufficient visibility and governance. Other times, a lack of organizational support can be the kiss of death. Then there are low-potential projects that were chosen only because they had the loudest advocates. And even “successes” don’t all represent equal opportunities for return on investment.

In the end, those tasked with choosing the right initiatives have the most at stake. Their professional future often depends upon the eventual results of the projects they greenlight.

The CA PPM Solution

CA PPM provides you with a centralized solution for capturing and prioritizing promising transformative opportunities. Configurable scoring elements help you compare options. And, you’ll have the tools to model ‘what if’ scenarios on potential and inflight change initiatives, as well as to model and scale future transformation initiatives against savings and revenue targets.

With CA PPM, you’ll be able to create the kind of business case justifications that mitigate risk, earn the confidence of management and help ensure that you select the initiatives with the highest potential results and return on investment.

The Execution Challenge

It’s difficult to see the forest through the trees.
Managing all the details and monitoring progress for each initiative requires not only the capability to obtain data in real time, but to make sense of it all. And that’s visibility that a pile of spreadsheets simply can’t provide.

It can be daunting to try to pull together and coordinate project status reports, financial data, supporting documents and more into actionable conclusions and subsequent plans of action. But you need to stay on top of it all to ensure that you’re making progress toward the promised business results and objectives.

The CA PPM Solution
CA PPM is specifically designed to provide integrated visibility across all aspects of your project. You’ll have immediate access to data on initiatives and financials, deliverable transparency, metric performance, target realization variances and much more. Data is easy to access and analyze through collaborative stage gate reviews and supports whatever methodology you choose—including DMAIC, Lean, JDI and others.

In short, CA PPM empowers you to execute with precision.
The Realization Challenge

I need to demonstrate value by identifying and reporting realized benefits to management.

In truth, you’re only as successful as your management believes you to be. So, it’s essential that you’re able to effectively communicate metric-based benefits that are realized as a result of your transformative strategy.

This requires aggregated visibility into every aspect of your change initiatives—revealing validated financials that prove the value of your plans. Then, that evidence needs to be reported in comprehensive, yet easily digested formats.

The CA PPM Solution

Regardless of what stage your initiatives are in, CA PPM offers you real-time financial and benefit metrics, all without extensive administrative effort. This data can then be organized into role-based dashboards and reports, giving stakeholders direct visibility into benefit realization, objectives and execution performance. Your organization will have unparalleled transparency into the progress and results of each initiative—individually and as part of a portfolio—throughout the lifecycle of change.

Integrated reporting capabilities allow you to present a convincing case for the value of your transformative efforts in a wide variety of engaging formats.

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<tr>
<th>Benefit Forecast Review by Investment</th>
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<td>Project Name</td>
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Key features

CA PPM provides the following key features:

- Idea capture, business case development and scoring—risks, alignment, priority, etc. can be managed with out-of-the-box dropdowns, integer ratings and/or weighted questions. Uniquely, settings can be easily configured to mirror your organizational practices

- Investment financial management—full-time phased benefit tracking and realization with configurable categorizations and approval processes

- Portfolio Management—manage investment selection process and performance to executive financial targets

- Milestone and key-task tracking

- Full document management—check in/out, version control, process approval and knowledge share options

- Stage gate review and approval processes

- Status reporting—automating your weekly or monthly performance reporting

- In-product scheduling capabilities and/or integration with Microsoft Project®

- Risk, issue and change management

- Resource management to match need—from easy resource association to full capacity planning

To learn more about leveraging PPM for business transformation, visit ca.com/businesstransformation

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