

Governance & IT Portfolio Management

“There's a way to do it better - find it.”

-- **Thomas Edison**

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Sole Technology

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- \$200M globally dispersed, multi-national action sports footwear and apparel company
- Experienced rapid growth beginning in 2002
- Currently 500+ EE's and 29 global IT staff
- Systems – Microsoft stack focused, Dynamics AX, SharePoint, AIMS WMS, PDM, BI, EDI
- Heavy project and ad hoc workload

Challenges

- Inconsistency and lack of established priorities
 - Too many projects and too few resources
- Unclear expectations for IT projects
- Drive-by discussions and fires turn into unnecessary development
- Too many silos of information and opinions
- Lack of controls
- Limited if any considerations for impact to business
- Limited ability for IT to measure success

What Did We Do?

- Put on the sales hat and communicate!
- Reorganized the IT staff
- Launched a PMO and made a stand
- Reinvented ourselves & communicated new processes & procedures
- Evaluated & implemented necessary software to get organized
- Reorganized the Project Steering Committee and refocused accountability
- Evaluated each project as an investment and made it a part of the budget process

Project & Portfolio Goals

- Improve project visibility
- Promote best practices
- Improve project collaboration & informed decision making
- Improve project metrics & reporting

Importance of Project & Portfolio Management

- Start fewer and finish more
- Prioritizing business drivers
- Providing visibility into resource management and constraints
- Tracking the lifecycle and payback from request to completion
- Providing feedback to the business on progress, budget concerns, risks and strategic value
- Understanding the impact of trade-offs and evaluate strategies to mitigate risk

Make Informed Business Decisions

- Making a decision to invest
 - Who owns the initiative?
 - What is the business problem?
 - What is the desired solution?
 - Who will benefit from the change?
 - What is the impact to the business?

Basic Metrics Got Us Started

- Impact to Business
 - Revenue increase
 - Cost savings
 - Productivity gains
 - Risk to the business
- Resource Allocation – Historical vs. Target
 - Established pool of hours both internal & external
 - Define & align key initiatives with business strategy
 - Know that you will have to deal with unplanned projects
 - Know that you have to provide support
 - Considered training & vacation in equation
- Bring Strategic Business Value & Communicate It

Managing Our Portfolio

- Break it down into digestible bites and keep it simple for the business
- Assessed products from Microsoft, Innotas, Primavera, Kovair
- Leverage technology and data
 - MS Project Server
 - SharePoint
 - Survey Monkey
 - MS Project Portfolio Server (Next to be implemented)
- Provided easy decision-making tools

Resistance to Change is Inevitable

IT = New Technology

New Technology = Change

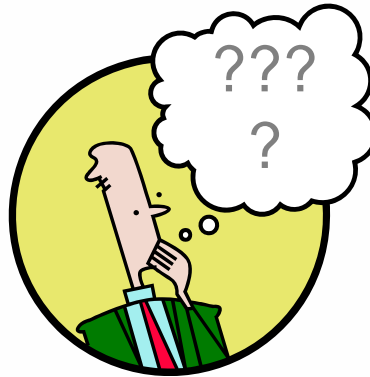
Change = Resistance

- Bring value and enable the business through fact based decisions and technology
- Change, new procedures, accountability, metrics and a portfolio approach will bring resistance
- If there is resistance, persevere, possibly change your path and approach but

Always Keep the End in Mind!

Thank you....

Questions?



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