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Powering a PMO

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Agenda

1. About the Bank (BAML)
2. The Challenges
3. The Solution
4. Expansion
5. The Future
6. Questions

Bank of America
Merrill Lynch



About the Bank

A few facts:

- Employees 282,000 (2011)
- It is the second-largest bank holding company in the United States by assets
- 5,600 branches and 16,200 ATMs in more than 150 countries
- Relationship with 99% of the U.S. Fortune 500 companies and 83% of the Fortune Global 500
- The world's largest wealth management corporation



The Challenge

Focus: Cross Regional Platform Delivery

Background

- No official PMO!
- Managing 100s of projects and growing...
- Greater demand from the Business for:
 - Quicker delivery
 - More cost effective
 - Greater agility



The Challenge

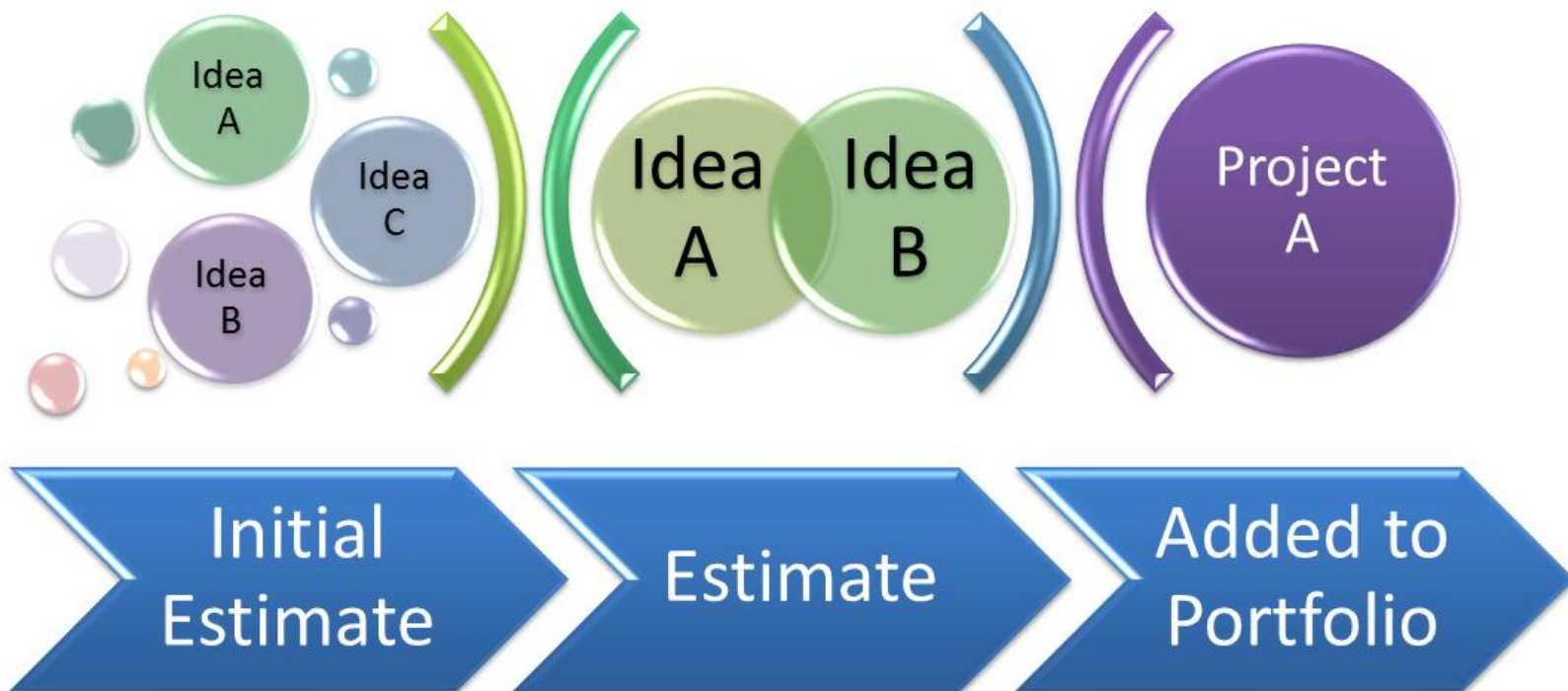
Focus: Cross Regional Platform Delivery

1. Managing the Demand from the Business
2. Ensure governance throughout the delivery process
3. Demonstrate Compliance
4. No 'Single point of truth'



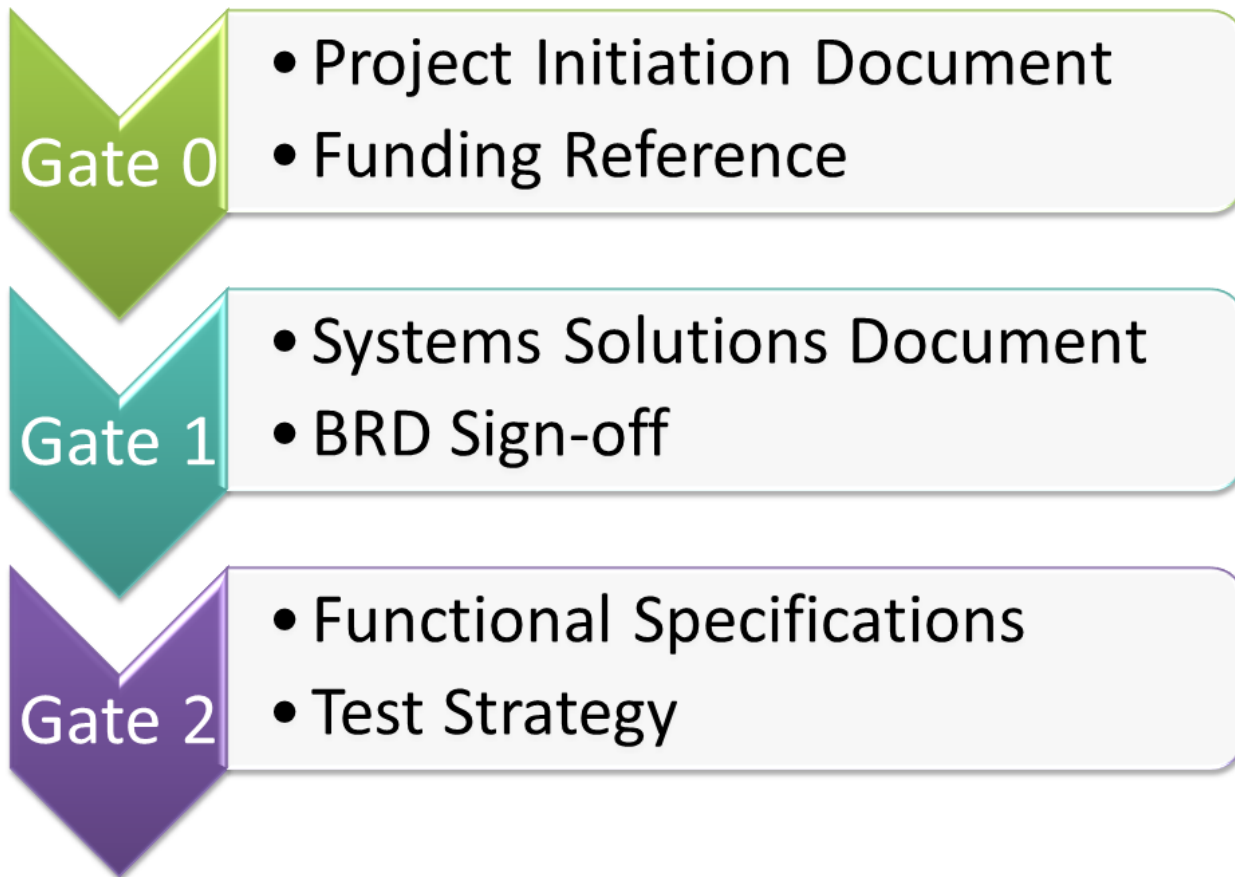
The Challenges - Demand

1. Managing the Demand from the Business



The Challenges - Governance

2. Ensure governance throughout the delivery process

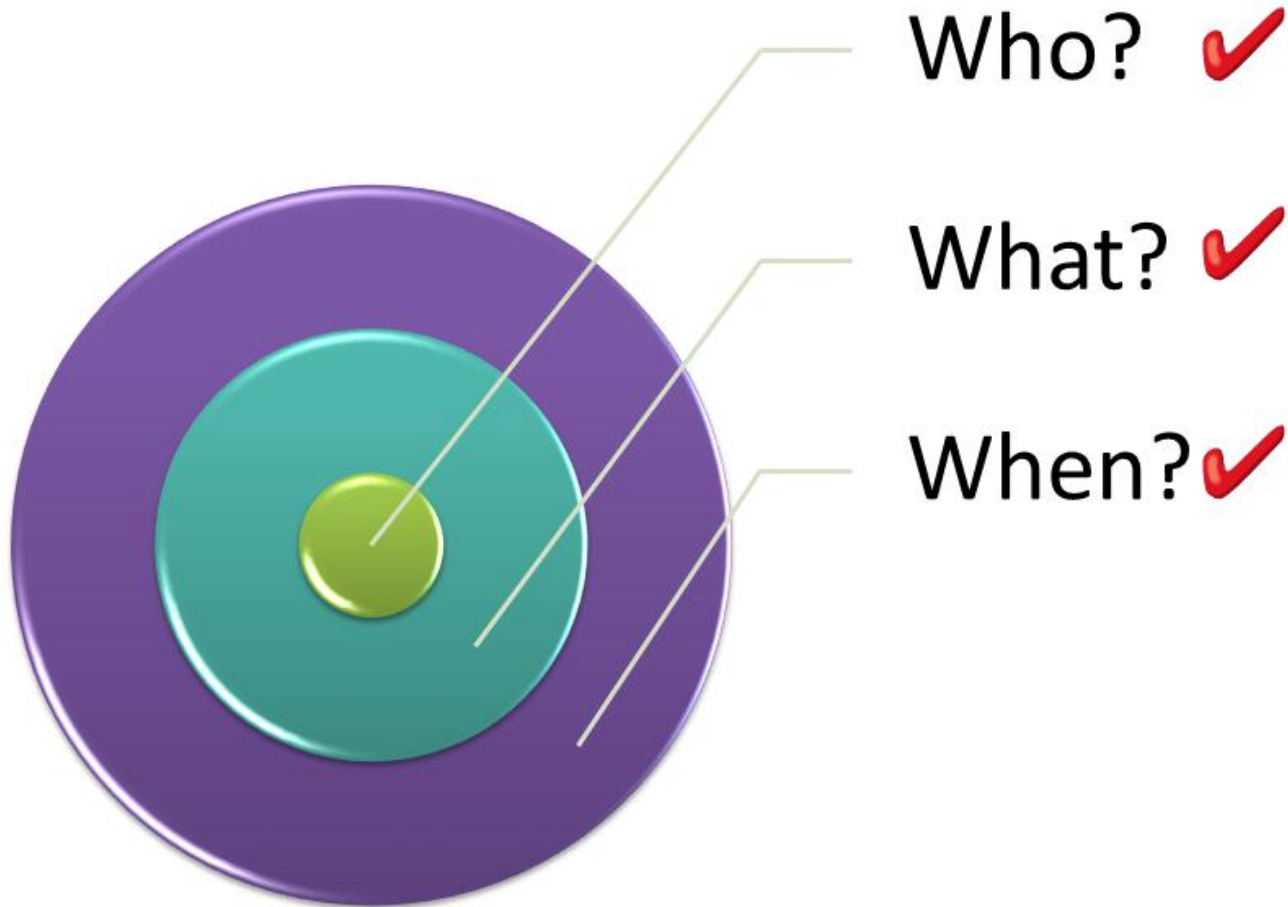


Example



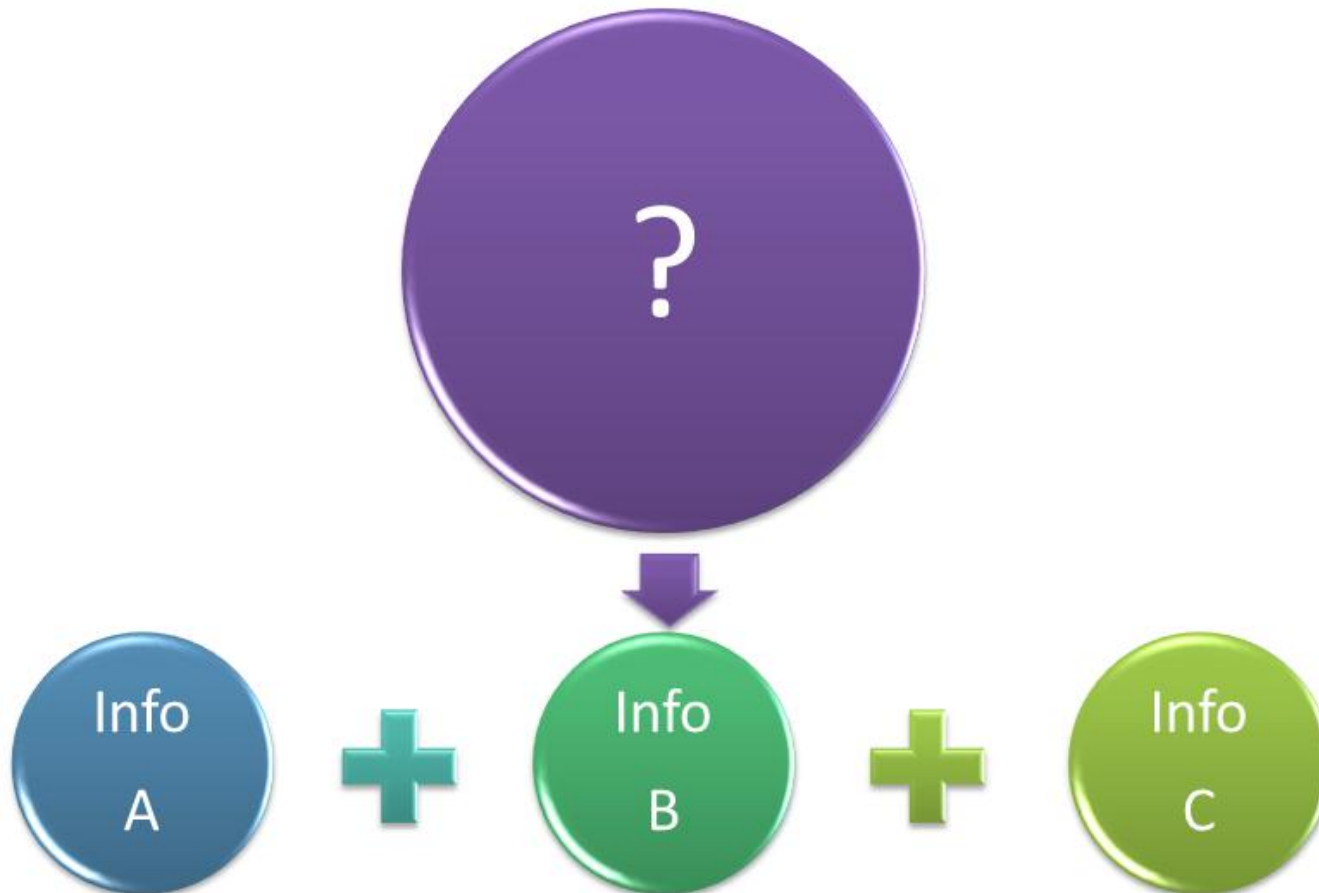
The Challenges - Compliance

3. Lack of clear Audit Trails



The Challenges - Single reference

4. No 'Single point of truth'



The Solution

Background:

- In 2011 a project was initiated to find a tool to support the Demand Management process
- IBM Rational Focal Point was identified as the best tool
- Focal Point has since the launch successfully grown into new process areas
- Working closely with Decision Focus for process and configuration support

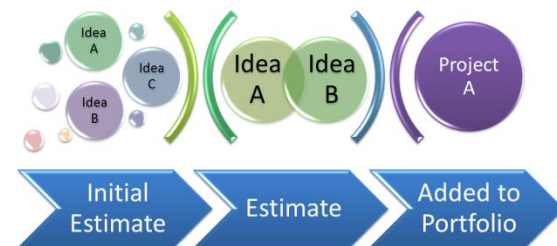


The Solution

1. Managing the *Demand* from the Business

The Solution:

- Capturing all requests in one place



Key Benefits:

- Clear overview of potential future demand
- Collaboration for evaluation and estimation
- Time/Cost savings (re-use and eliminated double entry)



The Solution

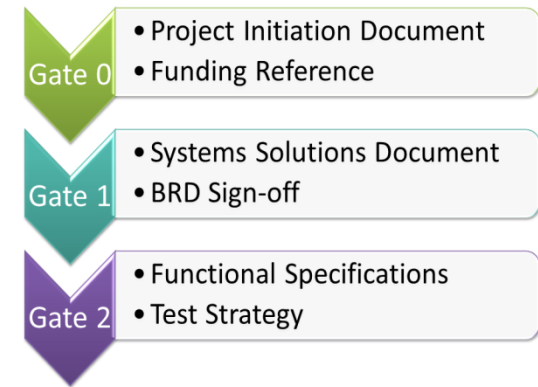
2. Ensure *Governance* throughout the delivery process

The Solution:

- Support Stage Gate process in tool

Key Benefits:

- Tighter control of Project Progress
- Enforce the BAML Best Practice model
- Time/Cost savings (x PMs + x Admins * hours = \$\$\$)



The Solution

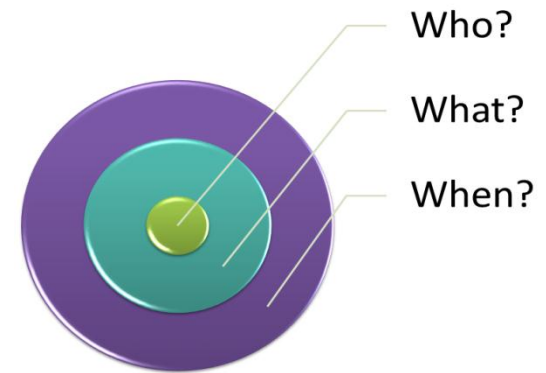
3. Demonstrate *Compliance*

The Solution:

- Capture changes in a single tool

Key Benefits:

- Clear audit trails
- Cost savings - QA saves X weeks work (especially before audits)
- Automated part of the compliance

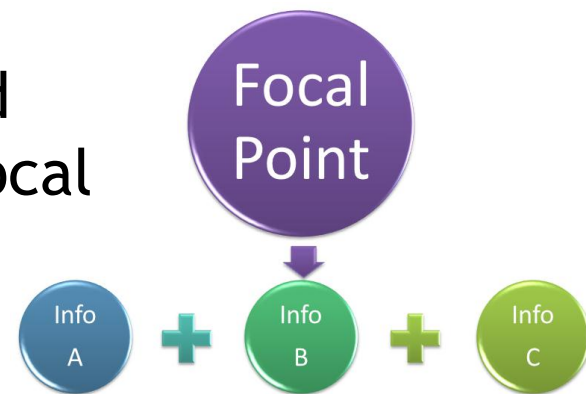


The Solution

4. No '*Single* point of *truth*'

The Solution:

- Common repository for updates and upload other sources of info into Focal Point



Key Benefits:

- Time/Cost savings for Mgmt., PM's, Admin.
 - Updating projects
 - Producing reports
 - Looking for data



The Solution

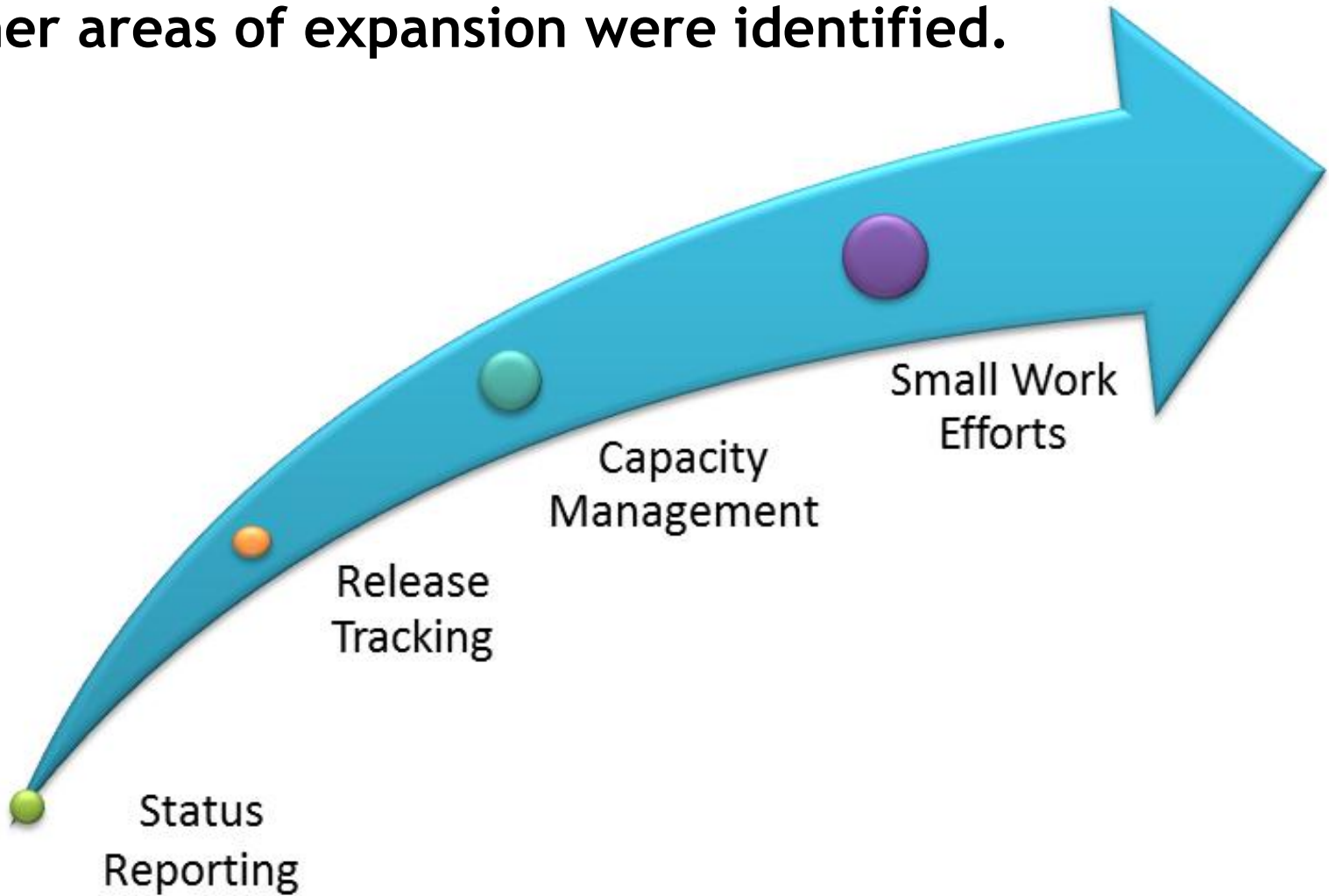
Why we succeeded - Lesson Learned.

- Started *simple*
- *Top down* approach
- Senior stakeholder *support*
- Found the *right* partner
- Demonstrated real *value* - *quickly*



Expansion

Further areas of expansion were identified.



Expansion - Status Reporting

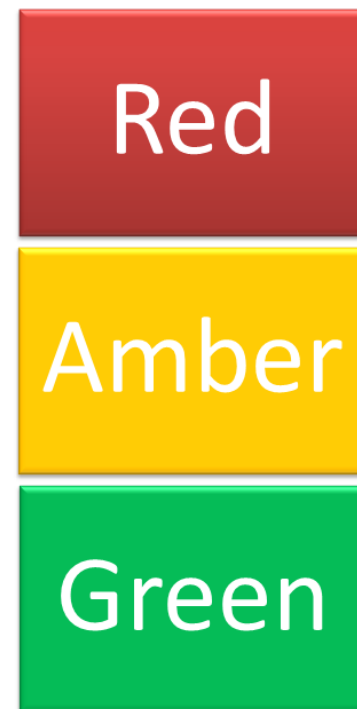
No consistency between project status reporting

The Solution:

- Allow project managers to capture status updates in Focal Point

Key Benefits:

- One consistent form of status reporting across the department
- Live, on-demand data



Expansion - Release Tracking

No record of release approval/rejection

The Solution:

- Add the current excel form into the tool and add a new workflow

Key Benefits:

- Audit log of when items were approved/rejected
- Storage of historical forms for reference
- Automated reporting

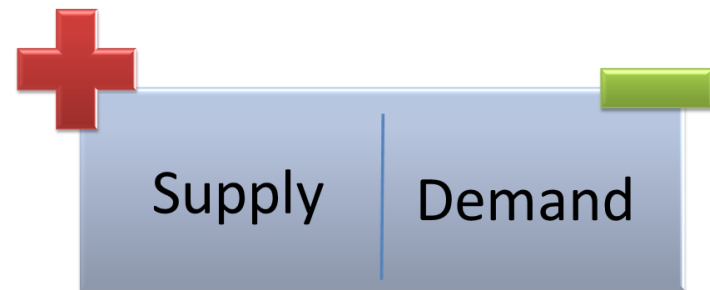


Expansion - Resource Capacity

No clear department view of resource capacity

The Solution:

- Use data from current toolset to produce reporting in Focal Point



Key Benefits:

- Provides user friendly reporting from a mandatory tool
- Allows the creation of exception reporting



Expansion - Small Work Efforts

No tool to track small work efforts from the operations team

The Solution:

- Move the current process and work item tracking into the tool



Key Benefits:

- Operations and technology working closer together
- One true source of what is being worked on and what is in the pipeline



The Future

Candidate process areas:

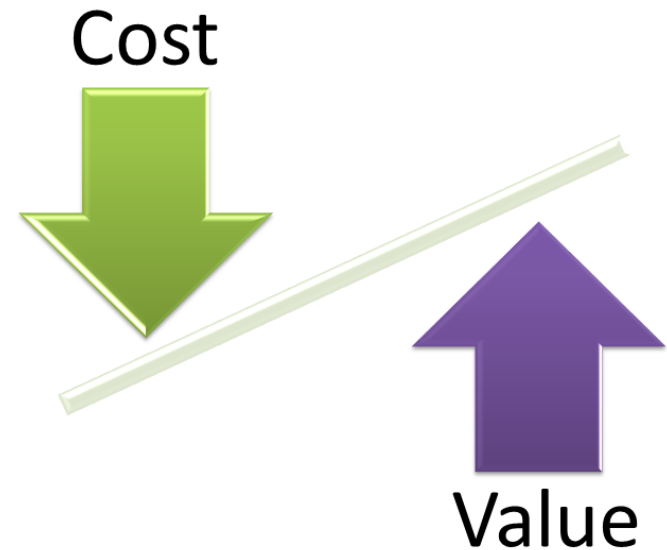
- Risk & Issue Management
- Application Portfolio Management
- Benefits Realisation
- Vendor Management
- Strategy & Roadmap planning
- Change Management
- Dependencies
- Prioritisation



The Future

Our expectations:

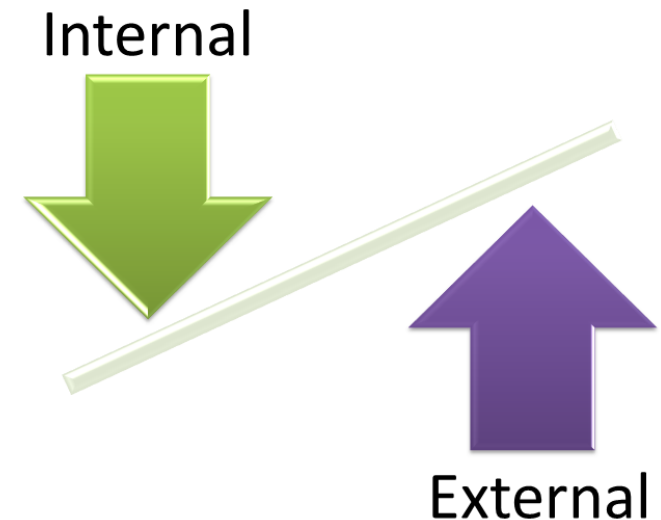
- Greater demand from the business: **Faster**, greater **agility** and more **cost effective**
- Real-time **dashboards** (at all levels)
- Self-service
- **Transparency** (across the end-to-end delivery)



The Future

Our expectations (continued):

- Greater **reliance** on partners
- On-demand
- Better understanding of impact -
‘What if’



And ultimately....

***Provide better and faster decision support
for Management***



Questions



Thank you

