



Personalised
Business Case

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PURPOSE OF A BUSINESS CASE

This business case is the basis for funding request and expectations for a Project Portfolio Management (PPM) software investment. As project management processes mature, it is a natural and necessary progression to centralize critical business information, provide visibility and transparency into the progress of projects and initiatives, and further the growth and efficiency of the project management operation. PPM is the software which serves as a system of record for the portfolio of projects, and all matters within, to be determined by the company and assigned roles within the software. The purpose of this investment is to grow and mature processes for the company, to provide bigger strategic impact, and increase return on project investments.

DISCLAIMER

This business case document is designed to help form the basis of a formal business case for project portfolio management software funding. This document is not meant to be a replacement for formal due diligence and is also not a sales contract. KeyedIn is not suggesting nor committing to the contents of this document especially in regards to budget expectations and ROI. The purpose is to provide guideline and framework for building a business case but will not override or supersede sales negotiations. The contents of this document are based on opinions of KeyedIn and representative of information freely provided to us through online questionnaire. KeyedIn will not sell this information and all information provided is subject to our the rights and restrictions outlined in our privacy policy .

BUSINESS CASE FOR PPM



Key Stakeholders

Executive Leadership:

According to the recent State of the CIO Report, 88% of CIOs say that they are more involved in leading digital transformation initiatives compared to their business counterparts and 62% say that the creation of new revenue-generating initiatives is among their job responsibilities including learning about customer needs, creating teams focused on innovation, and creating business case scenarios.

Project portfolio management has proven to help executives in both of these critical areas. By improving project efficiency and governance, executives can put more investment toward innovative and revenue generating projects. Gartner boils the benefits of PPM down to three key areas: visibility of project data, data integrity, and improved decision making.

PMO Leader:

PMO leaders don't generally need much convincing of the values and benefits of a PPM solution, but to emphasize, PPM helps the PMO by bringing visibility to every project and product in the portfolio, enables prioritization based on business value and strategic alignment, and finally, allows the PMO to track benefits realized instead of just dates, deadlines and tasks. PPM also adds credibility for the PMO through better forecasting and planning.

Project Managers:

PPM empowers project managers with the tools they need to adequately staff and deliver projects to the original standards and goals. Project managers find that PPM tools can help them be successful because the organization no longer takes on projects that they don't have the resources to complete, reduces risks and complications, enhances project collaboration, and overall saves time on administrative and reporting activities.

Resource Managers:

When deployed effectively, PPM can have a big impact for resource managers, providing them visibility into resource capacity, demand, and utilization. Resource managers are better able to collaborate with project managers to understand role requirements for projects, skills demand, gaps of resources, and make tradeoffs. Resource planning and updates become much easier with a PPM solution, and the data allows resource managers to show where resources are being spent as well as which resources are in the highest demand.

Business Analysts:

Many business analysts use the information stored in a PPM solution to understand which areas the business is investing the most in, where efficiencies can be gained, and advise on where changes need to be made. PPM helps provide the visibility to understand the current state of the business, the information to make decisions, and the data to analyze what happened for adjustments and improvements. Whether you are using native PPM functionality or integrating PPM with another BA tool, the data stored in a solution provides business analysts critical information for the business.

Finance Team:

Finance team members benefit from the information stored in a PPM solution as project budgets, financial timelines, cash flow, chargebacks, and progress tracking become much clearer for finance professionals. Simplify month end reporting for the finance team by integrating project information directly into a financial system, or schedule reports to send automatically from the PPM system for easy project accounting.

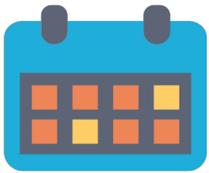
Developers:

As products become more integral to your portfolio management strategy, incorporate development work and resources into your portfolio planning and reporting. Whether developers log directly into the PPM solution or they leverage an integration of their existing development tool, sync information between product development teams and the PMO for easier communication and better results. Manage agile projects or products, waterfall, or hybrid work into a single portfolio if that suits your business. PPM helps developers submit project related data without the manual effort for a centralized view of all portfolio work.

Contractors:

PPM allows for flexibility of users including external project workers or contractors. Allow contractors to submit information into the system with limited access and viewing for simplicity and security. Ensure your contractors know what they are working on and capture the data within the solution to remove additional oversight and manual effort. Easily

assign and track tasks for contractors so the PMO has up to date information on percent complete, hours logged, or effort expended – however you track your projects.



Timeline

Immediately:

Evaluating and implementing a PPM solution typically takes a few months. If you know what you are looking for and have dedicated time to the process you can shrink that window quite significantly.



Strategic PMO Design

Project & Portfolio Planning & Management:

Instilling standard metrics, processes, governance over projects and programs. Maintain portfolio level planning and execution of critical business needs.

Budget

Admin Users	50	48000
Project/ Resource Managers	50	39000
Team Members	50	21000
Executive	50	9000
Time and Expense	50	9000
Total Expected Annual Budget:		126000

Disclaimer: Prices shown are only a broad estimate and meant to provide guidance on budget request and does not serve as an estimate or formal quote. Budget does not include one time fees such as implementation or setup fees.



Executive Sponsor

Yes, they are very excited.

Executive support is critical for the success and longevity of a PPM investment. But it doesn't stop there, getting buy-in from the top to the bottom is necessary for adoption of a solution. Learn more about how to get team members on board in this document.



Cautions

Complicated Processes:

Too much process required and no clear or easy way to get people to adhere to it. Evaluating and adjusting the amount of governance and oversight needed will help alleviate overhead and streamline project delivery. A review of existing processes is likely to come from an evaluation of PPM software. Ideally you want your process and technology to work in tandem, but you also don't want to change processes that are working just because you have a new solution.

Lack of Formal Processes / Governance:

An added benefit of evaluating and implementing a PPM software is often an overhaul of PMO governance and processes. Process and technology often work as complementary elements of the PMO and assessing what processes you need to put in place as a result of your PPM solution is often a byproduct. It also helps to make changes simultaneously so the technology supports the processes you have outlined for the organization (and vice versa).

Change Management:

One of the most common reasons for software implementation failure and poor adoption is lack of attention to change management or underestimating the effort required of change management. By understanding your organization's unique adaptability and acceptance of change and creating a change management plan (like that found in Gartner's recent report) you can mitigate the risk of change management in your PPM implementation.

Poor Adoption:

Regardless of the reason for poor adoption, if users don't use the solution it will not be worth the effort of procuring. Evaluate solutions for not just

services and implementation, but training, continued education, usability, accessibility (including mobile options), and user communities to help with adoption. For more ways to ensure adoption of your PPM solution, read the paper, 4 Must Haves to Ensure Successful PPM Adoption.



Implementation & Services

25-50% Implementation:

Setting the right expectation for implementation is important. For organizations planning to share the load of implementation with the vendor, expect to have 2 resources dedicated to this effort and an additional fee for implementation

25-50% Services:

Setting the right expectation for services is important. For organizations planning to share the load of services with the vendor, expect to have trained individuals that are well versed in the product and optional added services when needed.



References / Market Research

Analyst Research / Recommendations:

Helpful public research showcases in depth research and strengths/weaknesses of various vendors. Gartner Magic Quadrant, InfoTech Project Portfolio Management Assessment are well recognized sources for analyst research.

[Read Report](#)

User Reviews on Review Sites:

Peer review sites are a common source of truthful information from real users of the product. Helpful sites such as Gartner Peer Insights, Capterra Top 10, and Crozdesk can provide a mix of product reviews and allow for search capabilities to see the positive and negative.

[Read Reviews](#)

Public Customer Testimonials or Case Studies:

Published case studies can be a helpful source of information for understanding benefits endorsed by users, direct quotes from existing customers, and common use cases. Not all products fit all use cases so it helps to find solutions aligned to your unique business needs.

[Read KeyedIn Customer Case Studies](#)

Personal Referral / Previous Experience:

It's not always available, but personal referrals can be highly influential when evaluating a solution. Previous experience and referrals from trusted sources are always the best source of truthful, unbiased insight.

1:1 Reference Calls:

Many companies are willing to connect prospective customers with existing customers to use as a reference check. If there are specific areas of concern or wanting clarity on, reference calls can help buyers learn what works and what to look out for in a new system.

Portfolio Management

Requirement	Need to Have	Nice to Have	Do Not Need
Group projects into portfolios and programs	✓		
Measure the alignment of portfolio to business objectives			✓
Prioritize portfolios based on custom criteria	✓		
Provide visibility into stage/statuses of projects across a portfolio	✓		



Training & Support

Onsite Training for Entire Team

KeyedIn provides onsite training for users upon rollout of system. Part of SLA includes training sessions for power users and casual users to ensure adoption and reduce reliance on additional services.

Educational Videos and Documentation

KeyedIn supplies customers with extensive library of educational videos and product documentation for continued education and learning

Regular Product Updates and Customer Feedback Review

KeyedIn updates products monthly with quarterly major releases. Our roadmap is available to customers as well as regular feedback review sessions for customers interested in providing feature requests.

Annual Customer User Conference

KeyedIn hosts a customer conference for education and community building. This event is available to customers and offered in addition to our community portal.

24-Hour Support

KeyedIn offers 24-hour support for customers with telephone, chat, or email options. Learn more about our customer support options.

Expected Benefits

Visibility Into Projects and Resources

PPM provides visibility into the entire portfolio of projects with permissions and security to allow accurate information for those that need it.

Accurate Resource Plan

PPM provides a central place to store project and resource information that can be viewed, managed, and changed.

Improved Reporting

Standardized reporting is one of the highest sought-after benefits of a PPM solution. Reports can be automated, shared, and configured for information that is relevant.

Reduce Reliance on Spreadsheets

Time spent in spreadsheets can be very cumbersome for PMO leaders and project managers. Accurate, real time information is stored and centralized in a PPM system.

Maturing Portfolio Management

As you grow and advance in portfolio management practices, legacy solutions no longer provide the depth and breadth needed to support the advancing practices. Top down portfolio management provides strategic capabilities combined with execution functionality.

Improving Data Integrity

Leaders require accurate data to make decisions and drive results. PPM provides better data with informative reports and dashboards while removing the manual barrier of data collection

Communication Between Teams

Centralizing information into a single version of the truth through system integration or automated reporting, communication between improves and less time is spent gathering information.

Accurate Project Forecasts

Understanding what can be taken on and then prioritizing requests through a systematic method creates a forecast that is reliable and achievable.

Consistent Delivery

For teams that struggle with projects delivered late or over budget, often they are dealing with frequent scope creep. Accurately scope and plan projects for better delivery managed in a PPM that provides management across projects.

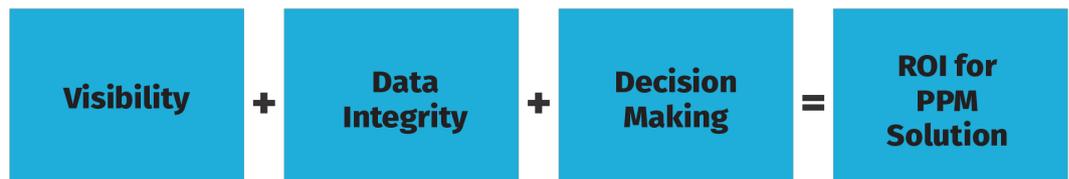


ROI



BUSINESS CASE FRAMEWORK FOR A PPM TOOL

ORGANIZATIONAL CONTEXT



PPM Leaders Must Emphasize the Cost Savings That Result From the Data Integrity and Visibility That a PPM Tool Can Provide

Source: Gartner (June 2019)
ID: 387566

Hard ROI – Short Term (Examples)

Reduce Redundancies

List any areas that can be consolidated, systems that are no longer needed or overhead that can be saved.

Cost Savings

Often seen in time saved on reporting or data collection.

Efficiency Gains

Through better planning and utilization, typically there are quick wins in efficiency gains alone.

Hard ROI – Long Term (Examples)

Time to Value

With better visibility and execution, project delays and stalls often result in quicker time to value over time

Reduce Project Abandonment

Better intake yields ROI by investing in projects that have a better chance of success and by having the information available to cut projects that no longer serve business needs before too much is invested

PMO Business Impact

By investing in projects that align with business goals, the PMO becomes a driver of strategic business value.

Soft ROI

PMO Credibility

Better information, accurate forecasts, and business results build credibility within the business for the PMO.

Business Acumen

As a result of more information and more reliable data, you get insights for the business that is very difficult to get without technical support.

Competitive Advantage

Teams that have tools they can grow into are able to advance their processes and maturity to become more strategic.



About Keyedin

At Keyedin, our mission is to make our customers more successful by empowering them to place the right bets, turn quickly and deliver faster. As a leader in Agile Portfolio Management, Keyedin offers a suite of SaaS solutions that support business transformation, strategy realization and organizational change. The company's award-winning products go beyond simple project management to encompass portfolio analysis, scenario modeling, capacity planning, product management, strategic resource management and more – supporting the evolving needs of PMOs, ePMOs and SROs. Join the hundreds of customers that have partnered with Keyedin, including Walgreens Boots Alliance, Universal Electronics and Office Depot. Learn more by visiting www.keyedin.com.

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