ENTERPRISE AGILE PLANNING TOOLS

Point of view

IDEATION TO IMPLEMENTATION

Capgemini invent

Capgemini Invent is Capgemini Group's innovation and transformation powerhouse

CONTENTS

Introduction

Enterprise Agile Planning (EAP) tools are software applications designed to help organisations plan, manage and track their agile development processes across multiple teams, projects, and business units.
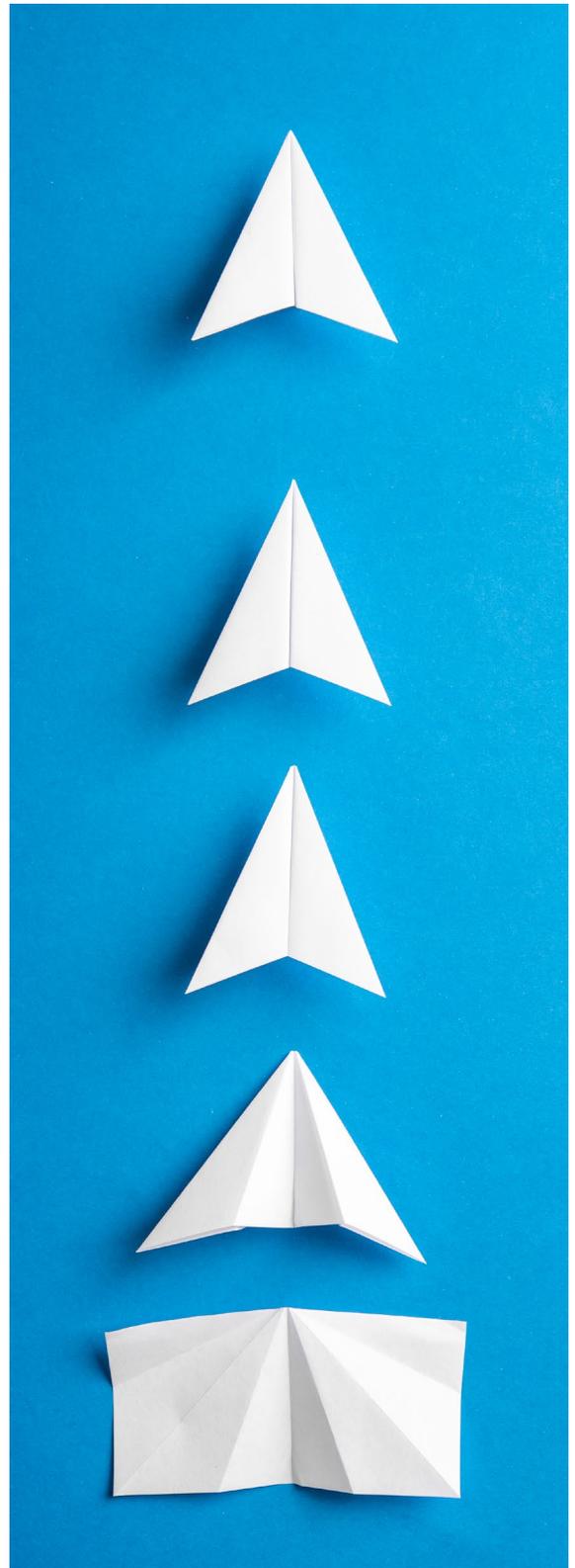
These tools provide a centralised platform for agile teams to collaborate, prioritize tasks, manage backlogs and track progress in real-time. They typically offer a range of features **including project and portfolio management, sprint planning, release management and reporting and analytics.**

Using enterprise agile planning tools can help organisations **improve productivity, reduce waste and deliver high-quality products faster.**

These tools are **an asset for organisations** looking to adopt agile methodologies and streamline their development processes.

If everyone is moving forward together, then success takes care of itself.

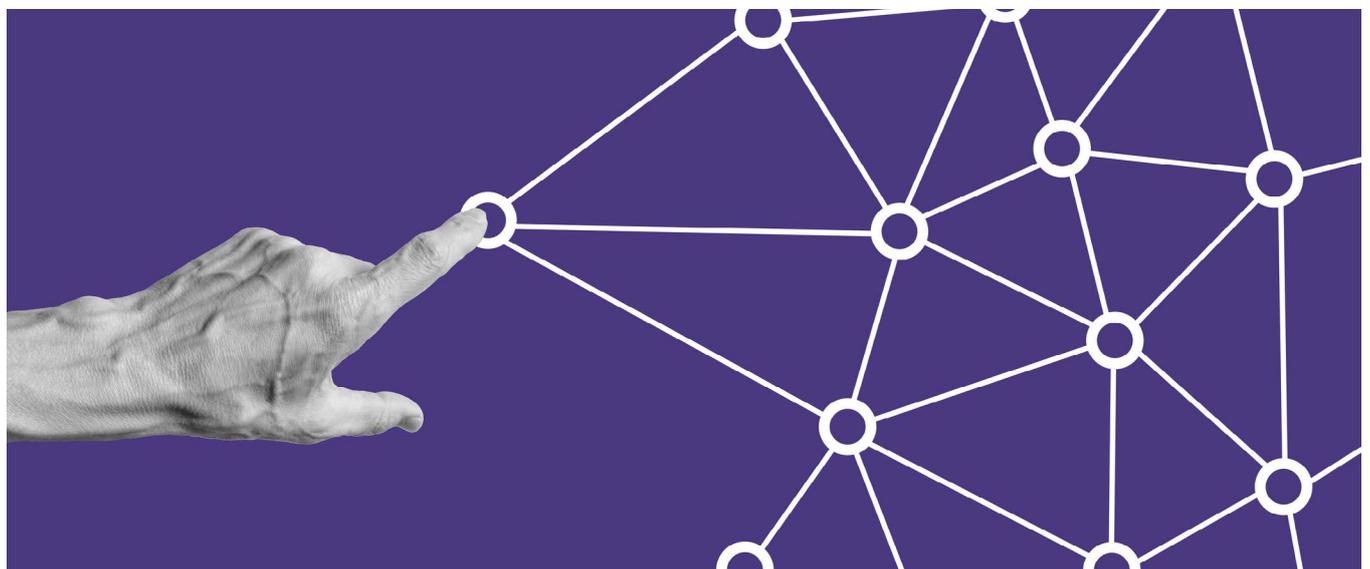HENRY FORD

What are agile enterprise planning tools?

EAP tools offer organisations a **transformative approach to achieving dynamic efficiency and accelerating business growth.** These tools facilitate **seamless collaboration among teams, fostering a culture of agility and adaptability** across the entire organisation.

By leveraging EAP tools, businesses can effectively align their teams' efforts with strategic objectives, enabling them to respond swiftly to market changes and customer demands. These tools provide a **centralized platform where teams can collaborate, plan and track their work in real-time,** ensuring **transparency and visibility into progress and outcomes.**

EAP tools enable organisations to visualize and optimize their work processes, align business goals with team objectives and respond to change with agility and speed.

STEFANO GIOVANNINI
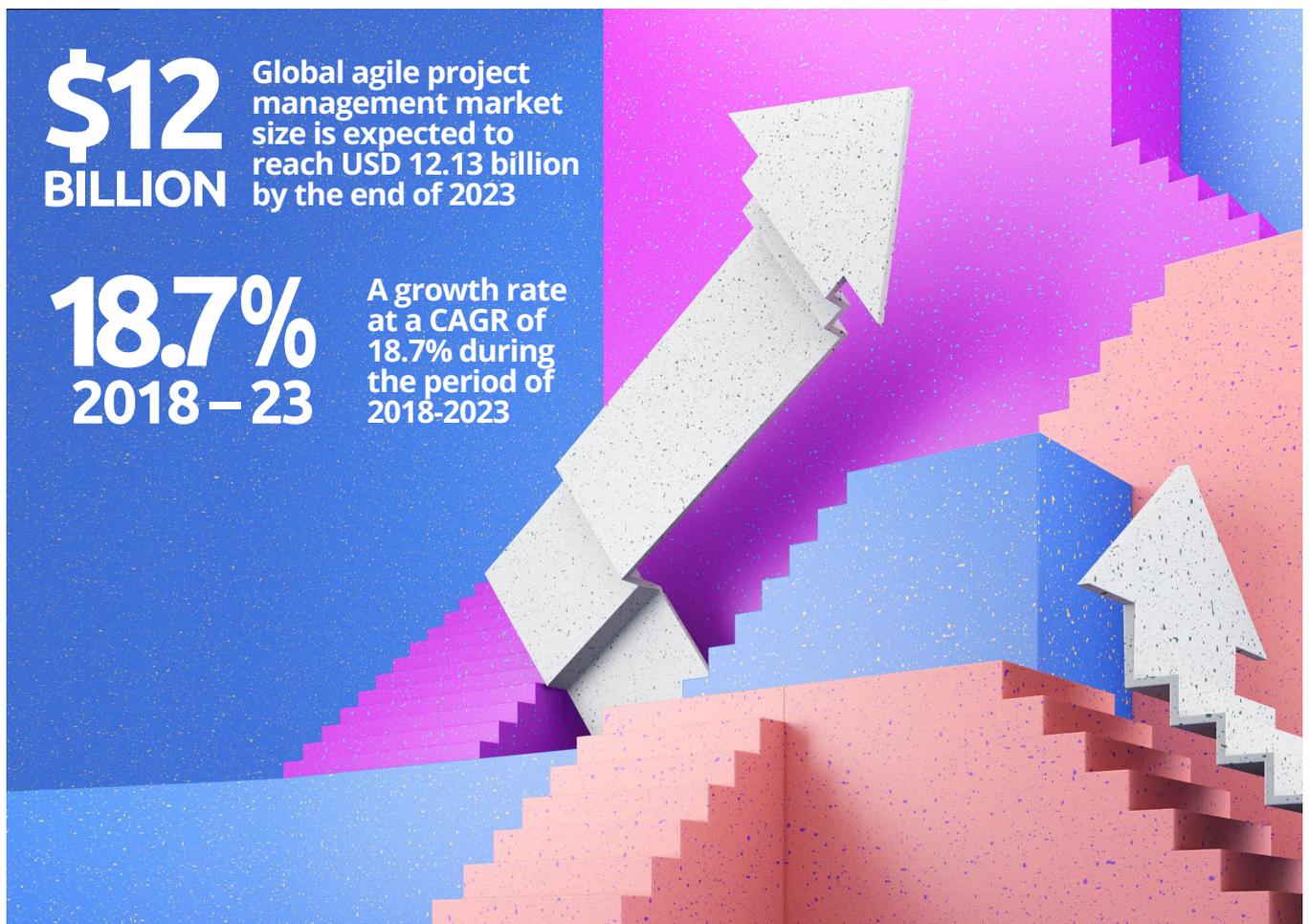**Business Agility Director, Capgemini**

Market growth

The EAP tool market has been **growing rapidly** in recent years as more organisations adopt agile methodologies for their software development processes.

According to a report by Markets & Markets, the global agile project management market size is expected to reach **USD 12.13 billion by the end of 2023,** recording a **growth rate at a CAGR of 18.7% during the period of 2018-2023.**

The market includes a variety of vendors offering different types of EAP tools, ranging from basic project management software to more advanced solutions that **support scaled agile frameworks like SAFe, LeSS, and Nexus.** Some of the key players in the market include **Atlassian, Digital.ai, Apptio, Broadcom andServiceNow.**

The market is expected to continue to grow as more organisations embrace agile methodologies and seek to improve their software development processes. With the increasing demand for agile tools, there is also likely to be a **rise in innovation and new product development, leading to a more diverse and competitive marketplace.**

$12 BILLION

Global agile project management market size is expected to reach USD 12.13 billion by the end of 2023

18.7%
2018 – 23

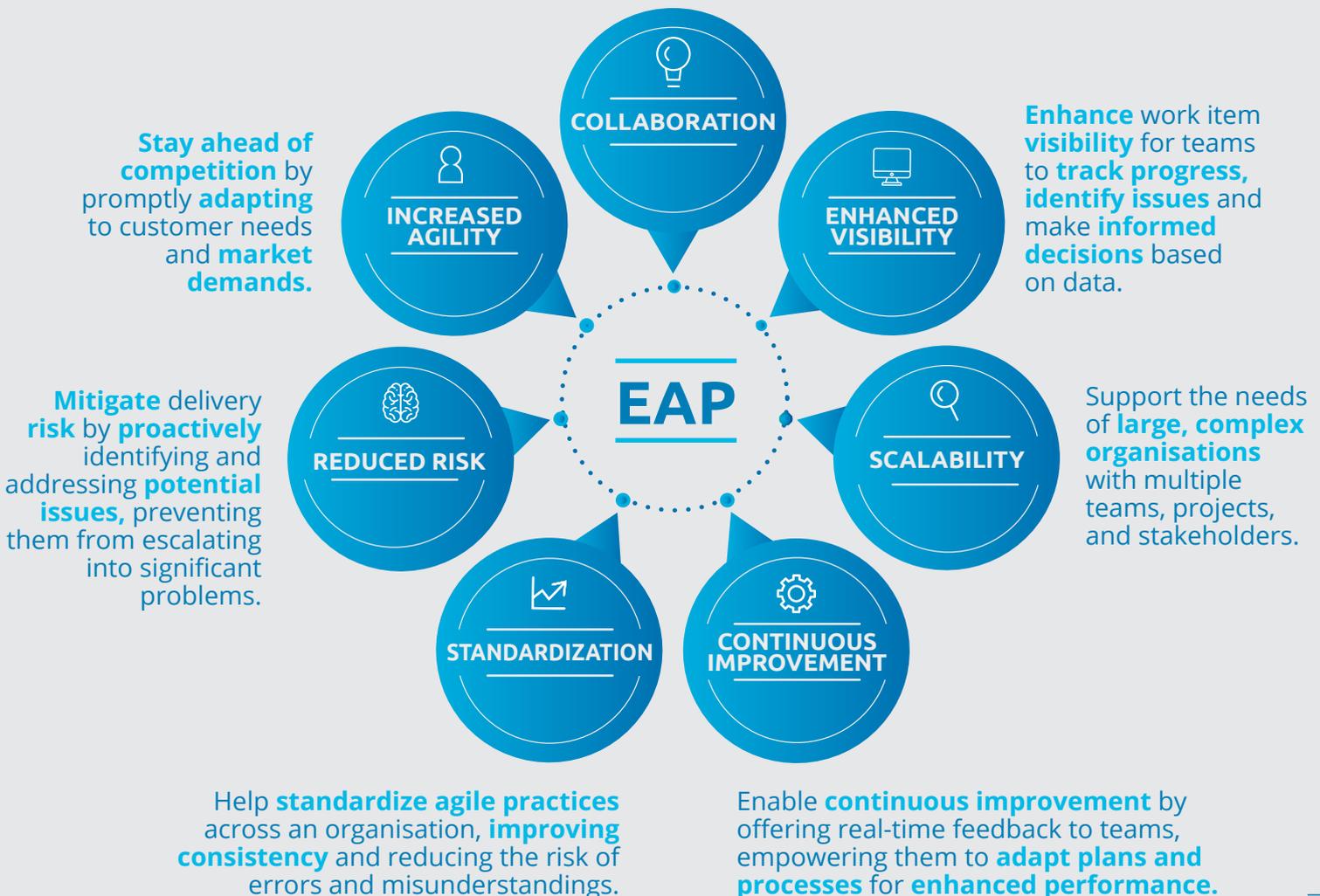A growth rate at a CAGR of 18.7% during the period of 2018-2023

Benefits of EAP tools

An EAP tool offers organisations **improved collaboration, enhanced visibility, increased agility, scalability, reduced risk, standardization, and continuous improvement.** It does this by facilitating communication, enabling data-driven decision-making, responding to **changing demands, identifying potential issues early on, improving consistency and providing real-time feedback.**

WHY SHOULD ORGANISATIONS ADOPT EAP TOOLS?

Promote **collaboration, communication,** and **alignment** across teams, stakeholders, and business units to foster a **shared goal, minimize silos, and enhance overall efficiency.**

Stay ahead of competition by promptly **adapting** to customer needs and **market demands.**

Enhance work item **visibility** for teams to **track progress, identify issues** and make **informed decisions** based on data.

Mitigate delivery **risk** by **proactively** identifying and addressing **potential issues,** preventing them from escalating into significant problems.

Support the needs of **large, complex organisations** with multiple teams, projects, and stakeholders.

COLLABORATION

ENHANCED VISIBILITY

INCREASED AGILITY

EAP

SCALABILITY

REDUCED RISK

STANDARDIZATION

CONTINUOUS IMPROVEMENT

Help **standardize agile practices** across an organisation, **improving consistency** and reducing the risk of errors and misunderstandings.

Enable **continuous improvement** by offering real-time feedback to teams, empowering them to **adapt plans and processes** for **enhanced performance.**

Choosing the right EAP tool

Selecting the right EAP tool can be a challenging task as there are many options available in the market.

Defining assessment criteria

This is a critical step that organisations should take before selecting an EAP tool. At Capgemini Invent, we believe that this is **essential** because it allows organisations to evaluate the tool based on their **specific needs and requirements.**
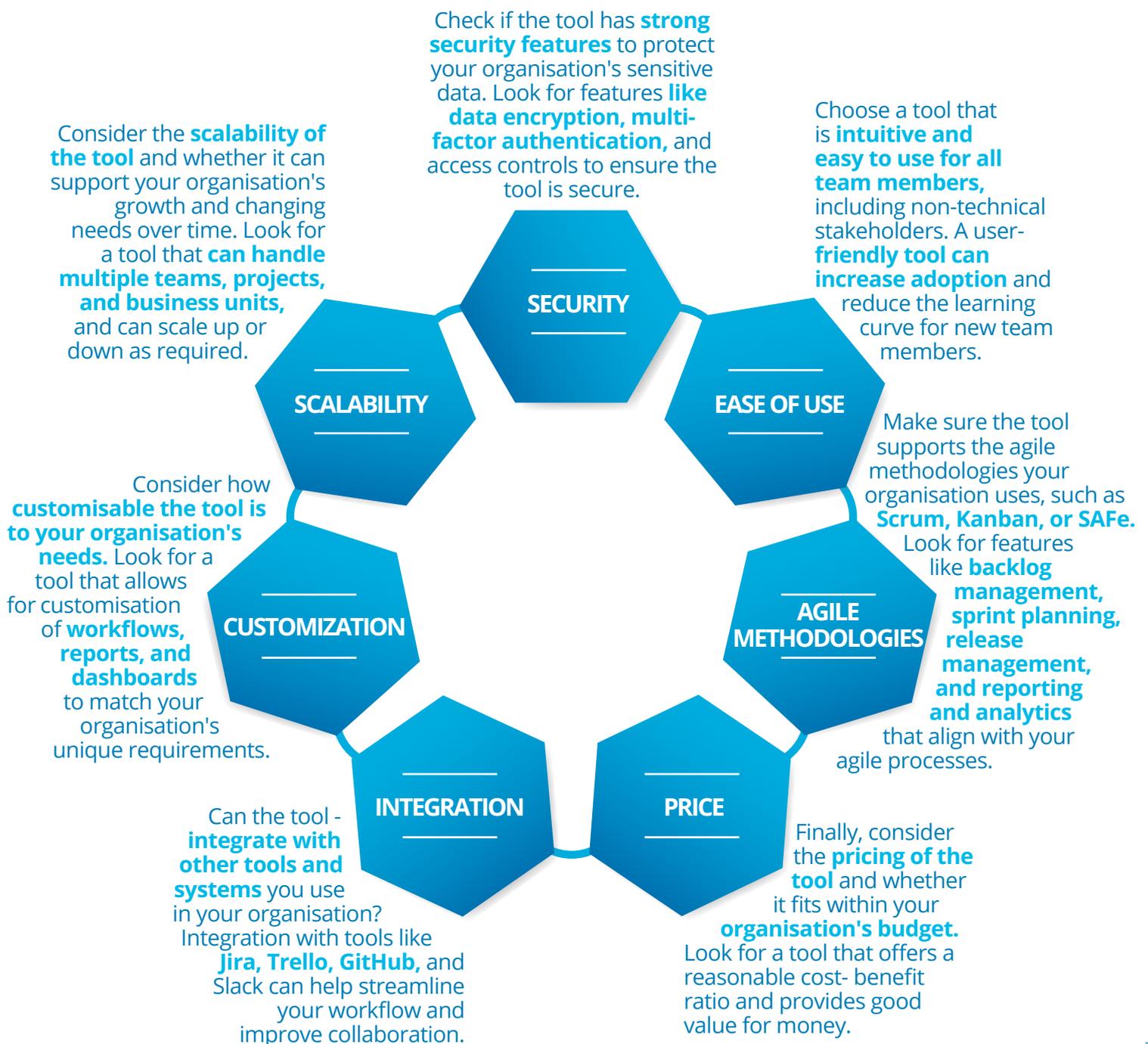
Clear assessment criteria allow organisations to identify the **key features and functionalities** that are essential for their agile planning tool, ensuring the selected tool is aligned with their needs and goals.

It also enables organisations to compare different tools objectively. identifying **strengths and weaknesses** and determining which one is the **best fit for their organisation.**

Unlocking success: the key to selecting the most suitable agile planning tool for your organisation

At Capgemini Invent, we understand that **without clear assessment criteria,** organisations may make decisions based on **biases or assumptions.** This can lead to selecting a tool that is **not the best fit** for the organisation's needs.

Check if the tool has **strong security features** to protect your organisation's sensitive data. Look for features **like data encryption, multi-factor authentication,** and access controls to ensure the tool is secure.

Choose a tool that is **intuitive and easy to use for all team members,** including non-technical stakeholders. A user-**friendly tool can increase adoption** and reduce the learning curve for new team members.

Consider the **scalability of the tool** and whether it can support your organisation's growth and changing needs over time. Look for a tool that **can handle multiple teams, projects, and business units,** and can scale up or down as required.

Make sure the tool supports the agile methodologies your organisation uses, such as **Scrum, Kanban, or SAFe.** Look for features like **backlog management, sprint planning, release management, and reporting and analytics** that align with your agile processes.

Consider how **customisable the tool is to your organisation's needs.** Look for a tool that allows for customisation of **workflows, reports, and dashboards** to match your organisation's unique requirements.

Can the tool - **integrate with other tools and systems** you use in your organisation? Integration with tools like **Jira, Trello, GitHub,** and Slack can help streamline your workflow and improve collaboration.

Finally, consider the **pricing of the tool** and whether it fits within your **organisation's budget.** Look for a tool that offers a reasonable cost- benefit ratio and provides good value for money.

SECURITY

EASE OF USE

SCALABILITY

AGILE METHODOLOGIES

CUSTOMIZATION

INTEGRATION

PRICE

Performing a tooling assessment

Comparing EAP tools can help you select the right one for your organisation. Follow these steps to perform an assessment:

1. **Identify** your organisation's requirements.

2. **Make a list of tools.**

3. **Compare** features and **evaluate** ease of use.

4. **Check** integration capabilities, **assess** scalability, **analyse** pricing and **read** reviews.

5. **Try a demo or a free trial** of the tools that meet your requirements before making a final decision.

MAKE THE RIGHT DECISION

Identify your organisation's requirements

Compare features

Analyse pricing

Check integration capabilities

Kick-off the adoption activities

Make a list of tools

Evaluate ease of use

Assess scalability

Try before you buy

Complete the roll-out

Follow a pattern of proven activities to choose the right **EAP tools** for organisational success

How to perform your assessment

1. **Identify your organisation's requirements:** before you start comparing tools: assess the agile methodology you use, the number of teams and projects you have and the features you need.

2. **Make a list of EAP tools** that meet your organisation's requirements. You can research online, read reviews and ask for recommendations from other organisations or industry experts.

3. **Compare features:** identify which ones align with your organisation's needs. Look for features like backlog management, sprint planning, release management, and reporting and analytics.

4. **Evaluate ease of use** of each tool: include the user interface, customisation options and level of technical expertise required.

5. **Check integration capabilities:** evaluate the compatibility with other tools and systems you use in your organisation such as Jira, Trello, or Slack.

6. **Assess scalability:** consider whether each tool can support your organisation's growth and changing needs over time.

7. **Analyse pricing:** include the cost-benefit ratio and the level of support and training provided.

8. **Try before you buy:** before committing to a purchase, get a demo or a free trial of the tools that meet your organisation's requirements.

Tools overview

The growing demand for IT adaptability is increasing the uptake of agile and enterprise agile planning tools. Gartner's Magic Quadrant on EAP tools, dated April 2022, assessed 17 market vendors to **aid leaders in decision making.**

The Magic Quadrant listed 6 tool vendors as "leader", the ones demonstrating a **strong vision, through agile thinking incorporated agile practices** and developer collaboration through DevOps. These leaders possess a vast market reach and adoption in addition to their growth and market presence. They have created **marketplaces that offer additional features via partner collaboration.** They also have **well-developed networks for training and implementation, and the capacity to operate globally.**

TOOL NAME	VENDOR	GARTNER MAGIC QUADRANT 2022
Jira Align	Atlassian	Leader
Targetprocess ǀ	Apptio	Leader
Rally	Broadcom	Leader
Strategic Portfolio Management (SPM)	ServiceNow	Leader
Digital.ai Agility	Digital.ai	Leader
Planview Enterprise One	Planview	Leader

Enhanced visibility, coordination, and alignment across teams and portfolios, resulting in improved efficiency, faster time to market and better decision-making

Jira Align by Atlassian

Atlassian's EAP tool is designed to assist large organisations in enhancing their software delivery capabilities at scale. It is a comprehensive solution that comes with built-in support for various enterprise agile frameworks. Atlassian's operations are geographically diversified, and its Jira Align clients vary in size from large to the largest global enterprises. While Jira Align is primarily offered as a cloud-based solution, an on-premises version is also available for customers with regulatory requirements.

Atlassian continually integrates **visualization and analytics functionality** into its products. This is achieved through the incorporation of Chartio platform technology which Atlassian acquired in 2021. The company's commitment to enhancing its products' visualisation and analytics capabilities indicates a dedication to continuously improving its offerings to better meet its customers' needs.

Capgemini Invent helped a European telecommunications organisation improve its business agility rollout by implementing a best-of-breed agile planning tool. The organisation aimed to enhance visibility, prioritise tasks and manage dependencies across its portfolios.

The solution provided by **Capgemini** involved simplifying and standardising the organisation's operations to leverage the benefits of scale across different geographic platforms. Invent helped define a portfolio strategy to create gobal and local solutions portfolios, adopting consistent practices that could align strategy with execution in a transparent manner.

Jira Align was chosen to run and support portfolio events and visualize roadmaps. The implementation resulted in improved transparency from strategy to the teams performing the work, leading to significant cost savings.

Moreover, by minimizing dependencies across the organsation, the time to market for products and services was accelerated.

Targetprocess by Apptio

Apptio's EAP tool empowers organisations to implement lean and agile development at a large scale. Apptio provides its solution for private, public or vendor-hosted clouds, and offers robust support for remote workers via collaboration tools. With the inclusion of Targetprocess, ApptioOne and Cloudability in its product line, Apptio has expanded its previous focus on **optimising financial management to link enterprise strategic objectives with business outcomes.**

Capgemini Invent helped a leading global vehicle manufacturer implement **Apptio Targetprocess** as a unified tool, enabling clear visualization and tracking of cost, correlation between portfolios and backlogs, and delivery metrics. The solution provided improved visualization, risk mitigation, alignment, commitment, reporting, and a single source of truth for delivery and planning across all levels of the company.

Rally by Broadcom

Broadcom's enterprise agile planning capabilities are powered by two of its applications, namely Rally and Clarity, working in tandem. These products are designed to cater to enterprise-scale agile (Rally) while also providing portfolio planning and management capabilities (Clarity). Broadcom's operations are geographically diversified, and many of its clients are large enterprises.

Broadcom is continually improving its product offerings with a focus on creating a "ValueOps" platform by integrating its Rally and Clarity products. The aim of this integration is to provide customers with a more comprehensive solution that offers increased value, improved visibility, and better alignment with business outcomes. The company's focus on creating a platform that emphasizes the delivery of value indicates a dedication to enhancing the customer experience and addressing their needs.

Capgemini Invent supported a large global bank in a strategic tooling rollout as part of their Scaled Agile/SAFe transformation using Rally and Clarity. The areas of support included product management, tooling adoption, change and implementation, training and communications.

Recommendations included integrating Lean Portfolio Management practices into the overall rollout, understanding the client's organisation structure and past deliveries for better adoption support, aligning agile and tooling training, emphasizing business buy-in, and strategic communication based on urgent strategic outcomes.

SPM by ServiceNow

Strategic Portfolio Management (SPM) is built on the vendor's Now platform. ServiceNow is an established vendor with operations worldwide. Its EAP product targets midsize to very-large-enterprise organisations.

Over the past year ServiceNow has expanded its financial management support and extended its integration with third-party tools such as Azure Pipelines and GitLab. This expansion of functionality indicates a commitment to meeting the needs of its customers by providing a more comprehensive solution that integrates with existing tools and processes.

In March 2022 ServiceNow delivered a major enhancement release which included significant improvements to the user experience showcasing the company's dedication to delivering high-quality products that provide a superior user experience.

Capgemini Invent supported an operator of national lottery games in adopting SPM through various initiatives, including a 360° maturity assessment, regular interviews with key stakeholders, implementation of common practice repositories, aligning roles on portfolio management, improving work visualization, prioritisation of initiatives and implementing management level dashboards. These efforts resulted in better prioritisation, improved alignment, common agile practices, better cross-functional management, and adoption of SPM as a common tool with Jira integration.

Digital.ai Agility by Digital.ai

Digital.ai Agility offers comprehensive support for enterprise agile frameworks such as SAFe, LeSS, and DAD. The company's operations are global and geographically diversified, with its largest customer base in the Americas. Digital.ai's target customers are large global companies, specifically those in the global 5000.

The company is heavily investing in the **evolution of its AI/ML-powered value stream delivery and management platforms.** This investment is geared towards helping businesses with customer-facing products meet their **business objectives and improve value delivery.**

This focus on using cutting-edge technology to enhance value delivery indicates Digital.ai's commitment to meeting the needs of its customers and staying at the forefront of the market.

Planview

Planview's EAP solution comprises Planview Enterprise One and Planview LeanKit. The company has operations that are geographically diversified, with most of its clients located in the Americas and EMEA regions.

In 2021, Planview underwent a series of acquisitions, alliances and ownership changes, which placed the company in a strong position for the future. In 2022, the company heavily invested in improving its customer support and features. Some of its **investments include outcome road mapping, machine learning insights to delivery, and connecting agile program planning and delivery with portfolio management.**

These investments show that Planview is committed to innovation and meeting the evolving needs of its customers.

EAP tools enable organisations to achieve their ambition of seamless collaboration, efficient resource allocation and improved decision-making

Enhance EAP tool usage by exploring the potential of Jira plugin integration

Adopting a Jira plugin can, in some situations, be more **cost-effective** than using a full enterprise agile planning tool. Jira plugins offer the advantage of **targeted functionality** and customisation within the existing Jira environment, allowing organisations to tailor their agile processes and workflows to specific teams or projects. Since plugins are often priced based on usage or user licenses, the cost is typically lower compared to acquiring a comprehensive EAP tool.

Moreover, Jira plugins offer **flexibility in scalability.** As the organisation grows and requires expanded capabilities, it can gradually adopt additional plugins or migrate to a full EAP tool, ensuring a more incremental and cost-effective approach to scaling agility.

AGILE HIVE – Seibert/Media

Agile HIVE is a Jira plugin designed to help organisations manage their agile software development process based on the **Scaled Agile Framework.** One of the key strengths of Agile HIVE is its ability to provide a **unified view of agile teams and Agile Release Trains across an entire organisation.** This helps teams to collaborate more effectively and to ensure that everyone is aligned around the same goals and objectives.

Advanced Roadmaps – Atlassian

Jira Advanced Roadmaps is a plugin that extends the project management capabilities of Jira software by providing a more advanced roadmap planning functionality.

It enables teams **to visualize and plan work across multiple projects and teams, and to create realistic, data-driven plans that can adapt to changing circumstances.**

Jira plugins extend Jira's functionality, enabling organisations to scale agility by customising and enhancing their agile planning, collaboration and workflow management capabilities

Capgemini's reporting solution ScaleBoards, is based on PowerBI and PowerApps connecting to Azure DevOps and Jira

Scaleboards – Capgemini's custom solution

ScaleBoards combines **Power BI and Azure Boards** to create comprehensive reports and dashboards for monitoring and analysing the agile planning and delivery of multiple teams.

Using Power BI's powerful **data visualization** capabilities and Azure Boards' robust **tracking and collaboration features,** Capgemini designed a solution that seamlessly integrates these two platforms. The solution allows organisations to extract relevant data from Azure Boards, such as epics, features and user stories and team progress, and transform it into meaningful insights through interactive reports and dashboards in Power BI.

The custom solution enables stakeholders to gain a **holistic view** of agile delivery across multiple teams, providing real-time visibility into key metrics, progress, and performance indicators. The reports and dashboards can be customised to reflect specific needs, such as sprint progress, team velocity, burn-down charts, backlog status, and resource allocation.

By leveraging Power BI's advanced analytics capabilities, organisations can identify trends, bottlenecks and areas for improvement in their agile delivery process. They can track the progress of initiatives, identify potential risks, and make data-driven decisions to optimise resource allocation and improve overall delivery efficiency.

Additionally, the integration of Power BI and Azure Boards offers enhanced **collaboration and transparency** among team members and stakeholders. It facilitates effective communication by providing a centralised platform where teams can share insights, track progress, and align their efforts towards common goals.

Overall, ScaleBoards, Capgemini's custom solution utilising Power BI and Azure Boards, empowers organisations to effectively monitor and analyse the agile planning and delivery of multiple teams, organised around value streams and portfolios. It enables data-driven decision-making, enhances collaboration, and fosters continuous improvement in the agile delivery process.
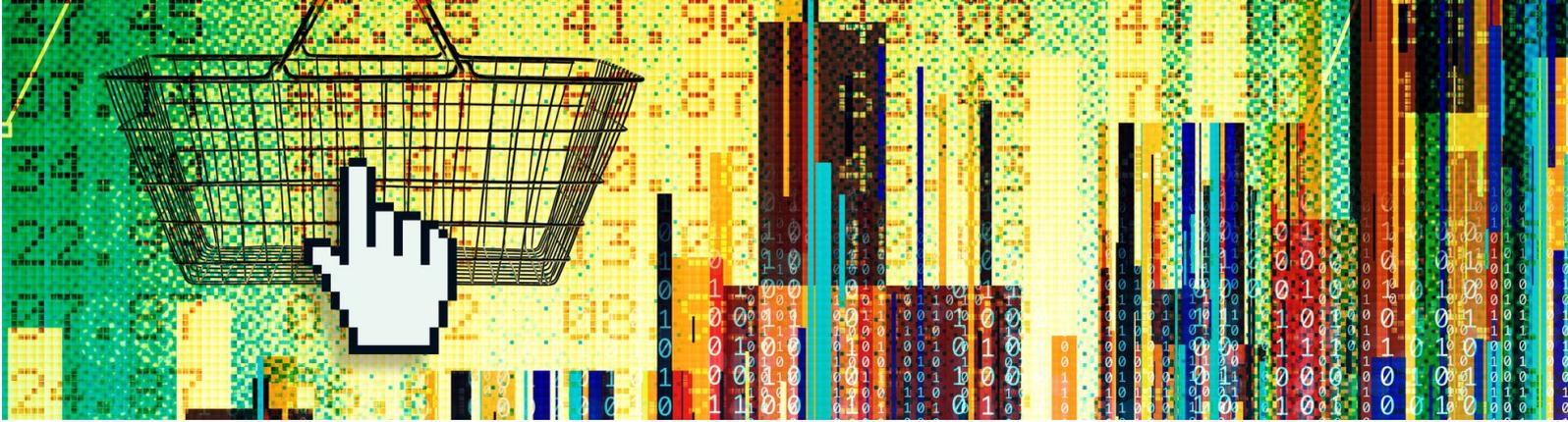
Challenges in adopting EAP tools

Adopting an EAP tool can also present challenges, such as:

- Resistance to and managing change
- Integrating with existing tools
- Data migration
- Customisation
- Managing complexity
- Cost
- Security

These all require technical expertise, extra development and adequate training and support

Lessons learned

Capgemini Invent understands that adopting EAP tools can be a **challenging process,** but organisations can leverage and learn from the valuable lessons we collected along the journey of **many transformations and tooling adoptions.**

These include **starting small and scaling up,** investing in **training and support, communicating benefits,** tailoring the tool to organisational needs, integrating with existing tools, **monitoring and adjusting** and **celebrating successes**. It's crucial to balance customisation with out-of-the-box capabilities and to ensure a smooth integration. **Regular monitoring and adjustments** are essential to improve adoption and achieve the desired outcomes. Celebrating successes helps build morale and encourage continued adoption and improvement.

Although adopting EAP tools can be a complex process, organisations can learn valuable lessons throughout the journey:

1. **Start small and scale up:** starting with a pilot project or a small team can help organisations test the tool's capabilities and identify any challenges or areas of improvement before scaling up to larger teams and projects.

2. **Invest in training and support:** providing adequate training and support to team members is critical to successful adoption. It is essential to ensure that team members understand the tool's capabilities and how to use it effectively.

3. **Communicate the benefits:** sharing the benefits of the tool to all stakeholders, including team members, managers, and executives, can help build support and enthusiasm for adoption.

4. **Tailor the tool to organisational needs:** customising the tool so it meets the unique needs and processes of the organisationcan help improve adoption and productivity. However, it is essential to balance customisation with the tool's out- of-the-box capabilities.

5. **Integrate with existing tools:** this can help streamline processes and workflows, but it requires technical expertise and planning to ensure a smooth integration.

6. **Monitor and adjust:** monitoring the adoption and usage of the tool regularly can help identify areas of improvement and opportunities for optimisation. It is essential to be open to making adjustments as needed to improve adoption and achieve the desired outcomes.

7. **Celebrate successes:** celebrating milestones such as successful implementation, increased productivity, and improved collaboration can help build morale and encourage continued adoption and improvement.

Conclusion

Each tool discussed offers unique features and functionalities that can support agile planning and execution. However, the ultimate decision should be based on a careful evaluation of factors like scalability, customisation capabilities, integration options, ease of use, reporting and analytics capabilities and alignment with the organisation's existing processes and tools.

As a trusted advisor and consulting partner, Capgemini Invent plays a pivotal role in assisting clients throughout their journey of selecting the right EAP tool. Our expertise in agile transformation and deep knowledge of available tools enables us to guide organisations in making informed decisions. By conducting thorough assessments, understanding the specific requirements and objectives and leveraging our experience, we can provide tailored recommendations and support in tool selection.

We have observed the valuable lessons and common challenges faced during the tool selection process. It is crucial to involve stakeholders from different levels and functions within the organisation to ensure their buy-in and align the tool's capabilities with their needs. Additionally, a clear understanding of the organisation's current state and future aspirations is essential for selecting a tool that can accommodate growth and evolving requirements.

Capgemini Invent helps clients overcome these challenges by providing comprehensive assessments, facilitating workshops, conducting interviews and analysing existing processes and tools. Our consultants work closely with stakeholders to understand their pain points and goals, and then develop a roadmap for tool selection and implementation that aligns with the organisation's strategic objectives.

In conclusion, selecting the right EAP tool requires a strategic and systematic approach. It is a decision that significantly impacts an organisation's ability to effectively plan, execute and deliver value in an agile manner. With Capgemini Invent's expertise and support, clients can navigate this journey confidently, ensuring the selection of a tool that best suits their unique needs and sets the foundation for successful agile transformation.

How can we help?

No matter your starting point, Capgemini Invent can help you turn resource criticality into business opportunities. Please get in touch and connect with our industry and circularity experts.

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ABOUT CAPGEMINI

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

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