

Project, Program & Portfolio Management Help Leading Firms Deliver Value

Managing Effectively & Efficiently Through an Enterprise PMO



People matter, results count.

Program & Portfolio Management: Aligning IT Capabilities with Business Demand

In a competitive and volatile business climate, executives must drive significant value from calculated investments made in IT. It is crucial to select the right opportunities to add to the project portfolio and correctly manage the corresponding delivery and risk. Many financial firms recognize that disciplined project management—enabled and governed using a Project Management Organization (PMO)—will increase the chance of successfully delivering value while reducing risk. But many firms have been unable to adequately leverage the PMO across the project portfolio.

Often, this means that program management is used only for some IT programs and does not encompass all IT programs; or it is primarily IT-driven and lacks strong integration with business stakeholders. Capgemini has helped banks, insurers and capital markets firms use program management as a transforming enabler, not just a control mechanism. By embracing program management from a broader perspective, your financial institution can link business and IT strategic planning, demand management, program management and portfolio management across all IT initiatives forging a strong bond between business needs and IT.

Strong program management support can help your company:

- Set project and delivery management standards without micromanaging delivery
- Gain buy-in and support across all levels of the organization
- Achieve a balanced level of continuous program management maturity improvement
- Automate processes and reporting using appropriate project portfolio management (PPM) tool and a centralized repository

Capgemini solutions are designed to address the major challenges of today:

Managing large, complex programs when available resources are equipped for small to medium size projects

- Aligning business demand to resource capacity to effectively plan and commit to delivery targets
- Selecting the appropriate delivery model for the scope of work that needs to be accomplished
- Gaining early warning indicators to project impacts and risks; correctly resolving the impacts if they occur
- Adequately enabling the Project Management organization with the right tools, standards, processes and governance to be successful

Program Management Transformation Services: Assess and Improve Your PPM Capabilities

For many organizations, project and program management can be in different stages of implementation and maturity. Sometimes PMO processes or organizations were previously initiated but proved to be unsuccessful. Other times, improvements must be made to become more effective across a larger domain.

Capgemini's program management transformation services help address a variety of maturity levels and scope of requirements. We can holistically assess your firm and provide strategies across the spectrum of organization and governance, process and standards, and enabling technologies. We combine proven experience in managing large projects and proprietary templates and leading practices to help you build effective project management capabilities, tailoring our collaborative approach to meet your firm's unique needs.

Our services range from jump starting a PMO with our Rapid Start offering through transformation strategy. We can help you improve your company's overall project management capabilities so you can better meet demands and more effectively use resources. Highlights of our transformation approach include:

- PMO strategy, roadmap, setup and optimization
- PMO organizational, governance and process design
- Organizational change management
- Demand management and capacity management process integration
- Project management training, skills development and knowledge transfer
- Program and portfolio dashboard design

Additionally, we recognize that project portfolio management and the delivery model are closely coupled with the overall success of projects and programs. Therefore we offer additional services to help you assess and improve these areas.

Program Management Components



Program Management Leadership

When it comes to large, complex, transformational projects, most financial services firms don't have a manager available with the right skills and experience to lead the initiative. Capgemini can combine our experienced leaders with our proven PMO capabilities to supplement your firm's on-going management and governance function. This service can help you effectively sponsor and direct the project using Capgemini project management capabilities while providing knowledge transfer to your firm's staff.

Independent Program & Large Project Reviews

For large, mission critical projects it makes sense for an independent and objective third party to monitor the project's progress. Capgemini can establish and execute an on-going structured activity which periodically measures the project management effectiveness including: organization and governance; issue and decision management; change control and scope management; risk mitigation and management; financial management; communications; stakeholder management; and overall plan progress. For each review, we produce an assessment report with a prioritized action plan.

PPM Technology Enablement

Capgemini can support your technology enablement needs from initial consultation and assessment to implementation and deployment. We provide end-to-end services including: software evaluation and selection; package implementation and upgrades; consulting; data migration and conversion; integration support; customized reporting; training; and application management and support.

IN PRACTICE: PMO Transformation at a Leading Financial Firm

For a top 5 global financial services institution, Capgemini helped design, reengineer and deploy several critical elements to create an enterprise program management office. We performed the following key activities in collaboration with our client:

- Re-aligned the existing business transformation organization, program PMOs and IT PMO to create an enterprise PMO (EPMO)
- Reengineered and launched updated processes for investment review and prioritization across business and IT initiatives. Also implemented supporting project portfolio tools
- Deployed program and project management processes and tools to support over 200 projects and \$300M yearly budget
- Selected an enterprise PPM tool which helped standardize project delivery, enabled the EPMO function and supported effectively resource allocation for projects
- Completed processes re-design to support the EPMO functions and processes as part of a deployment of the PPM tool set

Project & Portfolio Management Services

Capgemini's PPM services start from the very inception and can stay until the end of the lifecycle of a service or the tool. With rapid changes in technology and business, we help you plan both short- and long-term IT implementations. We can help you:

- Meet your specific needs and avoid redundancy
- Develop flexible and scalable systems
- Integrate seamlessly and reliably with other tools
- Improve data and access security
- Create stable systems that work consistently
- Comply with industry and organizational standards
- Provide transparency across your organizational hierarchy

Capgemini has a pool of world-class certified, trained, and highly experienced PPM resources worldwide that utilize our Rightshore® model to help maximize cost savings for our clients.

Gain End-to-end Visibility into Your IT Portfolio, Projects & Resources with HP PPMC

You need to bring operational efficiency, value and high ROI to the business you serve. Delayed information from disparate sources can prevent end-to-end visibility into your IT portfolio, projects and resources. To better serve the business, you need a solution which integrates data sources, providing both a high-end overview for executives and drill-down details for managers. Whether you're using the latest version or a previous version of HP Product and Portfolio Management Center (HP PPMC), Capgemini has the expertise to help you implement a robust solution for IT management and governance.

We help organizations achieve peak project performance using PPM tools like HP PPMC. But implementing such a system requires more than just formal training and project management methodologies. It requires knowledge and experience with HP PPM to achieve your goals.

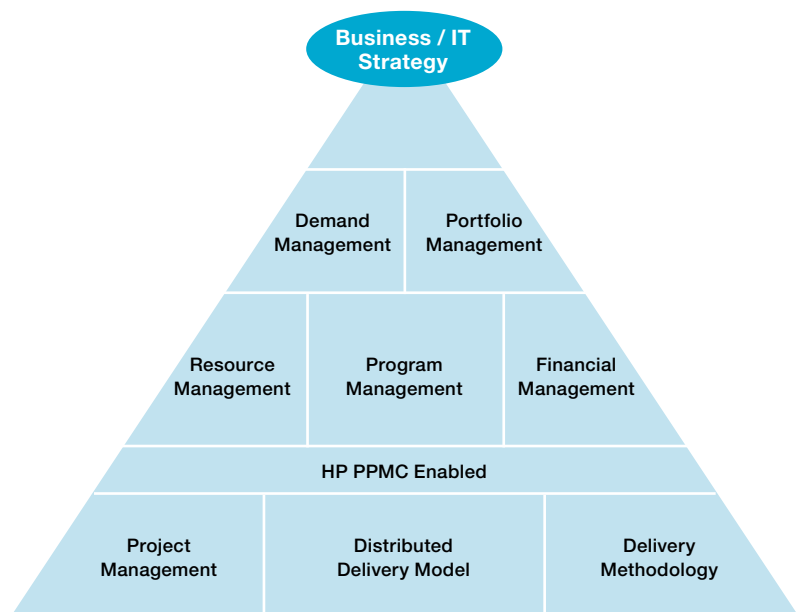
1. Support Business-driven Implementation

Most companies select and purchase a PPM tool to gain control and visibility into investments. Capgemini can help make sure your implementation aligns with your business goals.

2. Make the Change

Successful implementations are driven by deep knowledge and experience—understanding the tool's capacity, the technical architecture, the functional needs and your business requirements can make the difference between using or not using the tool investment.

Value-driven Project, Program and Portfolio Management



3. Integrate Systems

Managing data integrity and accuracy across different systems is always a challenge. Companies often need to integrate enterprise back office applications to HP PPM which can bring an additional hurdle to overcome since synchronizing data between different systems adds complexity. Experience helps. Knowing how to anticipate—and address—problems before they happen can ease your efforts.

4. Perform Data Conversions

Project management is a complex environment and many firms use multiple systems for specific project management tasks—e.g., document repository, scheduling tool, resource management system and time entry system. For companies using HP PPMC, data must be converted into the new system from these various tools.

5. Plan Information Access

To use data in reports and portlets, organizations must be able to extract it in specific formats and across various systems.

6. Deliver Customized Training

Providing customized training to project managers, functional users, technical users, and end users is a vital part of any new implementation. Training must take into account the complex business requirements of financial services institutions and the unique needs of your firm.

7. Extend Functionality

Adding new modules to your PPMC implementation can be complex and challenging for first-timers. Experience with new modules, versions or functions can help smooth the upgrade or installation.

IN PRACTICE: HP PPM Implementation for a Leader in the Housing Market

After the U.S. housing market collapse and economic downturn, our client needed to make major strategic changes at an organizational level to the way large scale IT initiatives were managed. These mission critical changes were driven by a three year plan and PPMC was viewed as an important enabler by C-level executives at the lender. Capgemini collaborated with our client on key activities:

- Defined the future state of strategic project, program and portfolio management processes
- Developed innovative solutions within the boundaries of the product configuration principles
- Created cash and profit & loss views of financials with depreciation rules
- Built the future solution of the portfolio management process in PPMC
- Automated the management approval process project deliverables approval management process

IN PRACTICE: HP PPMC Implementation Roadmap for Large Global Bank

For a major global bank, Capgemini helped re-design, reengineer and deploy several critical modules of HP PPMC. We created the PPMC implementation roadmap and:

- Analyzed the current state of PPM processes and tools
- Performed stakeholder interviews, workshops and brainstorming sessions to determine the future state vision and direction
- Created the roadmap to address our client's challenges
- Proposed upgrade to the latest version for performance improvement
- Recommended an enhanced user experience through the introduction of new role-based portlets
- Outlined how Business Objects reporting capabilities could provide better and more flexible reporting
- Recommended a strategically aligned PPM practice and unified process for NPD, project and portfolio management

Capgemini's HP PPMC Services & Solutions

Capgemini can support your HP PPMC needs from initial consultation through to implementation and deployment.

HP PPMC Assessment & Upgrade

- Assess the impact of upgrading to the latest version on existing architecture, interfaces and configuration
- Recommend hardware and software updates to improve performance as part of the upgrade
- Provide a detailed migration approach, solution phases and technical activities around the upgrade
- Upgrade PPMC and data in the existing system to the latest version available from HP

Application Maintenance & Support

- Set up a PPMC support desk for Level 1 support. Users can contact support via a toll free number or email to resolve login or setup issues
- Provide Level 2 support for resolving minor bugs and enhancements
- Provide Level 3 support which interfaces with HP and other third parties to resolve issues
- Show you how to effectively implement HP PPMC to manage your cross-border projects
- Support a true user's perspective with best practices learned from our implementations

Integration Support

- Design, build and test integration between HP PPMC and third party applications using web services
- Help integrate HP PPMC with other back office applications such as Peoplesoft or Oracle by leveraging our deep application integration experience
- Bring together highly skilled and productive teams which can include PMP-certified managers with experience in global projects and specialists located onsite, offsite or offshore to work with your in-house staff
- Utilize a proven governance model which promotes transparency and accountability across global projects

Data Migration & Conversions

Migrate or convert data from legacy applications or older version of HP PPMC.

Customized Reporting

Design and develop custom reports using Business Objects and Xcelsius.

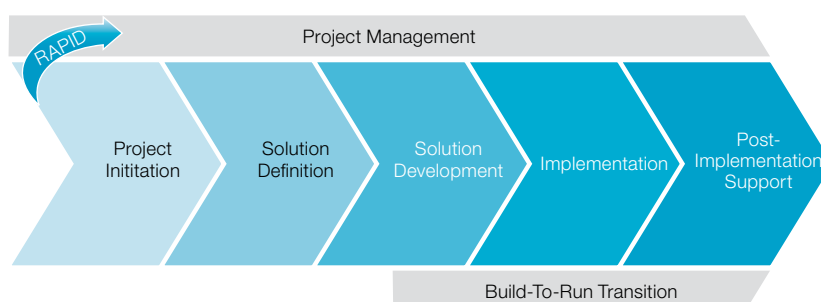
Custom Training

Provide mentoring, training and technical orientations to help get your team up to speed quickly.

Project Portfolio Management Solutions

Capgemini supports HP Enterprise Software Solutions including hosting, application management and project portfolio management.

Capgemini's Rapid Start



Knowing Your Business Makes All the Difference

With a global network of over 21,000 professionals serving financial services clients, Capgemini specializes in consulting and IT services using an effective next generation delivery model. Our facilities in India include over 10,000 consultants with deep domain experience in financial services and expertise “down to the keyboard.” Capgemini has a long track record of collaboration and innovation with over 900 financial firms including the world’s top 5 banks and many of the largest global insurers. We support the biggest names on Wall Street—and the community bank around the corner.

At a Glance: Capgemini’s Partnership with HP and our HP PPMC Center of Excellence

For almost 20 years, Capgemini and HP have worked together to deliver high-quality solutions to banks, insurers and capital markets firms worldwide. Our unique collaborative process combines Capgemini’s deep financial services knowledge and application expertise with HP’s innovative technology and software.

As a strategic alliance partner, Capgemini consistently wins awards including HP Software Most Innovative Alliance Partner of the Year and *HP IT Application Implementation Partner of the Year* in 2011.

Capgemini continues to invest in our HP alliance through the HP PPM Center of Excellence which:

- Includes over 150 PPM professionals across the world
- Provides end-to-end services for HP PPM engagements
- Supports the ongoing exchange of knowledge and best practices among global teams
- Extensively leverages our Rightshore® model with 70% of resources located offshore for most projects

For more information, contact us at: financialservices@capgemini.com
or visit: www.capgemini.com/financialservices



About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world’s foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at
www.capgemini.com

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