

Hardware and Software
Engineered to Work Together



Taming Complexity and Mastering Change to Deliver Success

| Primavera for IT Organizations

Primavera Project and Portfolio
Management Solutions—
Only from Oracle



Today's IT organizations face pressure from all sides. They are expected to deliver the applications and infrastructure that enterprises need today, but they must also deliver the technological innovations required to maintain their leadership position.



These already complicated tasks are made even more difficult by an economy that's forcing everyone—IT included—to do more with less and an IT environment that has grown increasingly complicated as applications and infrastructure have proliferated.

This environment makes it increasingly difficult to make the intelligent IT investment decisions that are required throughout the IT lifecycle. But unless those investment decisions are made—and made wisely—IT goals will go unmet, portfolio visibility will remain poor, and IT investments and project performance will be difficult to evaluate. Add to these woes ineffective business processes, outdated IT assets, outmoded development methods, and poor resource usage, and IT projects—which should serve as catalysts of growth for the enterprise—are instead doomed to failure. And fail they have in recent years. According to Boston-based research firm the Standish Group, only around 30 percent of IT projects typically succeed—meaning they're completed on time, within budget, and with the required features and functions.

While some of these project failures can be attributed to fluctuating markets and changing conditions, the truth is that IT project failure rates have been high for years, and the primary culprit is lack of IT governance. Without it, project portfolios (and, in fact, portfolios of all types of investments) lack the right resources and skill sets, risks are neither anticipated nor mitigated, dependencies go unrecognized, and an “us-versus-them” attitude develops between business and IT. As a result, the value delivered by IT is never properly measured or recognized.

Some IT organizations, however, are getting it right. And many of them are doing so by deploying Oracle's Primavera enterprise project portfolio management applications to provide repeatable IT governance processes. These processes guide IT and the enterprise as a whole in making intelligent IT investment decisions throughout the IT lifecycle, and bringing all factions together to achieve common goals.

FACT: Companies that achieve project portfolio management excellence experience 19 percent higher revenue growth rate than those with an informal approach to project management.

Source: *CIO Magazine*



Managing Demand to Deliver Superior IT Value

IT organizations today are more than just service providers; they're business partners—key contributors to the growth and profitability of the enterprise. As such, they must be constantly on the lookout for the technology investments—from sources as diverse as technical breakthroughs and mergers and acquisitions—that will give their organizations a competitive edge.

Once these investments have been identified, prioritized, and funded, IT organizations must be able to proactively manage the projects and resources that support them, ensuring that risks are mitigated and bottlenecks are removed. IT must understand the dependencies between IT investments as well as the dependencies among the associated projects. Only then can the upstream and downstream impacts of decisions be recognized and evaluated. In an environment of competing demands and growing complexity, however, this can be difficult. For example, how can you determine when to replace, maintain, upgrade, or retire IT assets if you don't have the tools to deliver the necessary insights into strategies, value, risks, and dependencies (to name just a few critical components)?

EFFECTIVELY MANAGE YOUR IT DEMAND AND INITIATIVES

By deploying Primavera in your IT organization, you can

- Govern your IT portfolio in real time
- Meet strategic objectives by optimizing your portfolio mix
- Deliver complete financial transparency to stakeholders
- Control execution
- Plan and forecast your resources more accurately
- Rapidly develop and deploy software solutions
- Improve management of unplanned changes and shifting priorities
- Match resources with projects
- Assess and eliminate exposure to risk

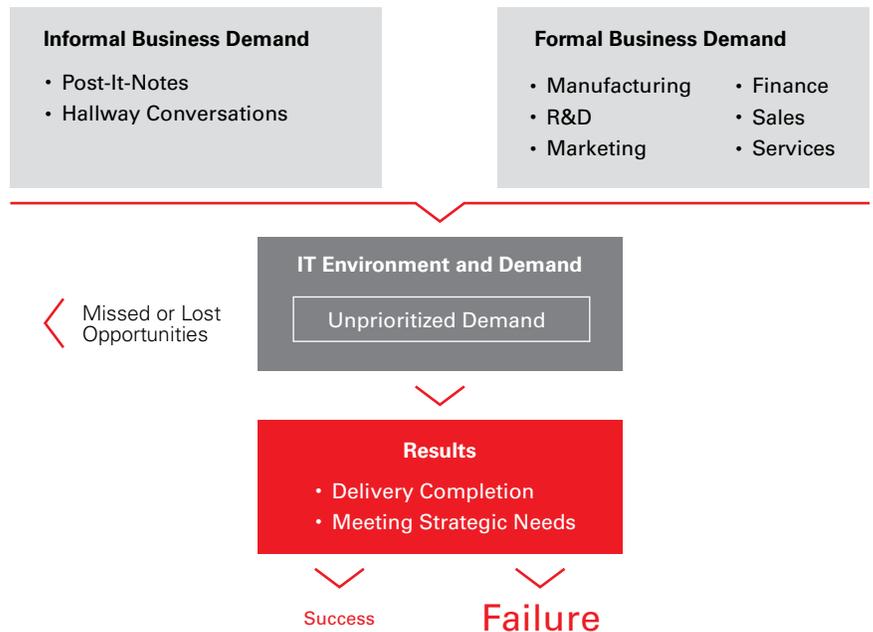


Figure 1. IT organizations today struggle to meet a never-ending stream of demand from an array of channels. Too often, however, ineffective management, poor governance, and limited portfolio visibility result in IT groups squandering resources on low-value efforts or missing opportunities entirely. When this happens, strategic demands go unmet, and little value is delivered to the organization.

Not to worry—Oracle provides tools that can bring repeatable governance processes to IT. Primavera can help you select the right portfolio of investments and projects, reduce and mitigate risk, align resources with demand, clarify dependencies, and provide critical information in a format that can be understood and accessed by all—in short, everything you need to ensure success.

By relying on Primavera, you can be assured that your answer to the following business-critical questions is a resounding “Yes.”

Can your IT organization guide your enterprise through rapid change and keep pace with accelerating demand?

Few things in life are constant, but change is certainly one of them—especially in the world of IT, where advances in technology occur almost daily and user expectations of what IT can and should deliver grow even faster. Primavera provides the visibility IT organizations need to deliver the agility enterprises require.

The first step in achieving this agility is assembling the right mix of IT investments and projects—no easy task when requests emanate from every department in the enterprise, each with its own goals and agenda. Primavera brings simplicity to this process by enabling you to institute governance processes and assess and prioritize potential IT investments based on any number of metrics (including business objectives, commercial success or service delivery requirements, expected value, dependencies, technical quality, cost, risk factors, resources, schedules, and more).

Equally essential to that agility are a well-trained workforce and well-executed processes and workflows. Bringing the collective intelligence of IT and the enterprise together, Primavera ensures both, enabling sound decision-making and rapid execution. One way it achieves this is through tight integration with business process management (BPM) systems and a collaborative development environment facilitated by Oracle User Productivity Kit (UPK). Thanks to that tight integration, workflows enabled right from the Primavera interface are able to intuitively route work throughout the enterprise, allowing everyone to work smarter and faster—a benefit that’s further enhanced by the online training materials (for example, interactive simulations) and job aids available through Oracle UPK.

The results: An accelerated return on your Oracle investment and a proactive and flexible approach to IT management, ensuring that IT is driving your business forward and that your IT infrastructure can scale to meet your needs.



“A diversified utility operating a variety of electricity and water generation and maintenance systems requires a large-scale IT infrastructure. Oracle’s Primavera helps us keep that infrastructure under control while revealing ways to save money and reduce risk. This helps us prepare for the future.”

Eileen Ahles, IT Portfolio
Manager, Salt River Project

FACT: Companies with poor business analysis capability will have three times as many project failures as project successes.

Source: IAG Consulting, *The Impact of Business Requirements on the Success of Technology Projects*



**CASE IN POINT:
SALT RIVER PROJECT**

Charged with providing electricity to more than 900,000 retail customers in the Phoenix area, Salt River Project had acquired an extensive IT infrastructure over the years. Now, it had to gain control of that infrastructure. This meant managing more than 600 applications, deploying standards to future-proof the utility's technology investment, and retiring unused and duplicate systems.

By deploying Primavera, Salt River Project is in the process of doing just that. It is also using Primavera to

- Improve coordination across siloed business units
- Identify almost US\$500,000 in budget reduction opportunities by pinpointing low-use software for elimination or migration
- Unify management of its extensive IT portfolio (including essential work and asset management systems)
- Identify more than 100 applications that were close to being unsupported and prioritize them for modernization

Do you have the resources necessary to successfully manage your IT portfolios and deliver on your business objectives?

Long gone are the days when all of an IT organization's resources resided under the same roof or even within the same company. Today's enterprise IT departments rely on a vast array of local and nonlocal employees, consultants, contractors, and outsourcers to deliver the mission-critical innovations, capabilities, services, and IT assets that drive their organizations' success. Yet without a clear understanding of all these participants' skill levels and workloads, it's impossible to allocate these key resources effectively across all your ongoing projects.

Primavera delivers that insight. Relieving the staffing woes that so often doom IT to failure, Primavera provides an easy-to-understand graphical analysis of resource and role utilization. With at-a-glance information on schedules, resource leveling, capacity planning, and baseline analyses, IT stakeholders have a bird's-eye view into all aspects of each and every IT project.

As a result, project managers are able to readily communicate how resource issues will impact their IT portfolios, and resource managers are able to rapidly identify the right people for the right work. This proactive resource assessment enables executives to quickly analyze overall resource supply and demand to make key sourcing decisions.

Are you able to identify risks and work proactively to mitigate them?

Every IT portfolio has risks—some of which you may be able to identify from the outset, as well as others that will arise over the course of the IT investment or project lifecycle. Primavera prepares you to deal with both.

By taking advantage of the powerful analytic and reporting capabilities in Primavera, you can anticipate problems that may impact your IT investments—and the projects that drive them—and take immediate action to thwart them. Unplanned changes in priorities, competitive landscape, market dynamics, budget, resource availability, or scope are all dealt with swiftly and easily, thanks to robust what-if analyses that allow you to forecast best- and worst-case scenarios, examine or compare them via various analytic views, and evaluate possible solutions.

Thanks to the strong collaboration features in Primavera, once you do decide on a resolution, you can quickly gain the approvals necessary to implement it. As a result, managers are able to communicate changes easily and effectively, team members can resolve issues before they escalate, and you can rest assured that your IT investments and projects will deliver a rapid return on investment.

Can you communicate progress and demonstrate results to all stakeholders?

In times of economic uncertainty, IT organizations are under more pressure than ever to prove their value within the enterprise. Too often, however, the results that provide that proof are communicated in a format that stakeholders either cannot understand or cannot be bothered to decipher. Primavera alleviates this problem by providing native analytic reporting capabilities such as preconfigured dashboards that present up-to-date status on all IT initiatives in a format determined by stakeholders' roles within the enterprise.

The result: No more thousand-line technical spreadsheets, just consistent metrics communicated in a way that everyone understands and an analysis that can be seamlessly compiled from data sources across the enterprise using the Oracle Business Intelligence solution of your choice.

Can everyone in your enterprise assess IT portfolio investments and projects and manage their work in a single system?

All of the information in the world about your IT investments and projects isn't much good if your users can't make sense of it or access it easily. Primavera is easy to learn, access, navigate, and use. With a Web-based interface and role-based capabilities that match the needs of individual users, you can be sure that everyone is on the same page regardless of their process maturity.

- Executives evaluate the state of IT and the enterprise—examining existing and new IT investments and projects against strategic priorities, modeling potential portfolio changes based on shifting market conditions, and gaining a quick understanding of overall IT portfolio performance.
- IT managers control investment, projects, and performance—ensuring that resource capacity and utilization are at optimal levels, IT standards are adhered to, compliance requirements are met, projects remain on track, risks are evaluated, and mitigation plans are put into action as appropriate.
- Team members easily update work progress, resolve issues, manage changes, identify risks, and access relevant documents.

The result: No matter what role you play, Primavera offers the means for you to accomplish your work effectively while providing an avenue for you to adopt more system functionality as your skills and process maturity grow.

“As a growing global nutrition company, we are constantly updating or extending our IT infrastructure to meet business needs. With Oracle’s Primavera, we now have a tool that provides the visibility we need to address a variety of resource problems before they have an impact on an IT project’s timeliness, cost, or completion.”

Chris Morris, Vice President, IT
Project Management Office, Herbalife

FACT: 62 percent of organizations experienced IT projects that failed to meet their schedules, and 49 percent suffered from budget overruns.

Source: Dynamic Markets Limited, 2007.



CASE IN POINT: HERBALIFE

With more than 2 million distributors worldwide, Herbalife has a simple but ambitious goal: to change lives through its nutrition products and business opportunity. To achieve this goal, the company relies on a significant IT infrastructure. In fact, it's not unusual for Herbalife to be juggling 30 or 40 simultaneous IT projects.

Herbalife's IT organization was having a hard time managing this task. By taking advantage of Primavera, Herbalife was able to

- Complete large-scale IT projects on time and within budget
- Enable real-time executive viewing of IT project timelines and costing data
- Achieve visibility within and across all IT projects
- Improve customer service

IT organizations rely on data from a variety of sources to deliver the applications and tools enterprises require, so Primavera provides a single version of the truth for IT portfolios. Integrating easily with enterprise resource planning (ERP) systems, financial management systems, human capital management systems, and more, Oracle solutions deliver the end-to-end visibility and transparency required to successfully deliver IT investments and projects.

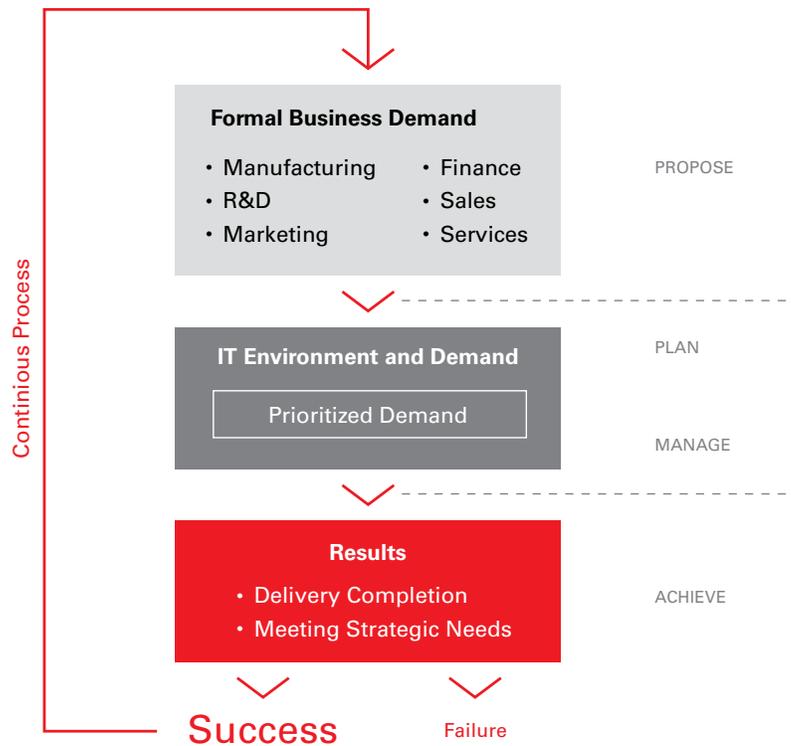


Figure 2. By using Primavera for project and portfolio management, IT organizations can establish repeatable governance processes and consistent evaluation metrics that will help close off informal demand channels. IT can then work proactively with departments across the enterprise to select and prioritize IT projects and investments.

Getting the Most from Oracle

When you purchase Oracle's Primavera, you get an implementation team with decades of experience to back it up—helping you implement, roll out, and maximize the use of Primavera.

The Oracle team can also help you manage change within your IT organization, showing you how to use Primavera to standardize on best practices and develop operating procedure manuals. You can take advantage of services available through Oracle's authorized business partners, which include companies in technology, consulting, and systems integration.

Integrating Your Systems

Primavera is built on open standards and designed to work in both Oracle and non-Oracle environments. Whether you need to integrate IT information with financial, human resources, risk management, or asset management solutions, Primavera can be tailored to meet your IT organization's needs.

The Power of Primavera, the Reach of Oracle

Powerful, easy to use, and scalable enough to manage any IT initiative, Primavera works with other Oracle offerings to deliver a comprehensive management system. This enables you to leverage financial data from ERP systems to deliver project costing, compile data from multiple systems to deliver actionable analytics and reports, increase worker productivity through training tools designed to speed user adoption, and more.

With Primavera, IT works side by side with the business, not behind it.

CASE IN POINT: UNITED STATES AIR FORCE

Keeping the country safe is a high-cost, high-tech, high-stakes endeavor for the United States Air Force, and selecting the right IT projects to fund in support of this task is critical.

To gain the insight needed to make the funding decisions that were key to its mission, the U.S. Air Force turned to Primavera and was able to

- Define enterprise IT investments for more than US\$700 million in projects and prioritized them for funding
- Automate financial reporting for portfolio and review meetings—eliminating the need to spend months consolidating often-inaccurate data
- Increase transparency and accountability into the enterprise IT budget in compliance with the Clinger-Cohen Act

FACT: Projects totaling more than US\$6 trillion in value have been managed with Primavera enterprise project portfolio management applications.



Restoring Order to Meet the Future Head-On

Allowing you to keep one eye on your existing IT investments and the other on those that will take your enterprise into the future, Primavera ensures that you have the right mix of investment and project portfolios, and the resources to carry out the IT initiatives key to your organization's success. Easy to adopt and easy to use—with collaboration features that keep everyone on the same page and the lines of communication constantly open—Primavera delivers critical IT governance and the end-to-end visibility needed to keep IT and the enterprise in sync to deliver value.

With Primavera, you can wrest order from chaos and ensure that your IT organization is able to adapt to changing priorities and market conditions, and provide the competitive edge your enterprise needs.

“With Oracle’s Primavera, we have a clear understanding of the programs we have in place, what we want to achieve, how to prioritize our needs, and how to most effectively allocate resources to meet overarching goals.”

Colonel Brian Pierson, Deputy Chief of Resources for the Chief Information Officer, United States Air Force



CONTACT US

For more information about Oracle's Primavera enterprise project portfolio management solutions, please visit Oracle.com/Primavera or call 1.800.423.0245 to speak to an Oracle representative.

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Visit oracle.com/corporate/contact/global.html to find the phone number for your local Oracle office.



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