**Case Study:**
**New Insight into IT PMO Analytics**

**point b**

*Point B's Project Management Office/Project Portfolio Management (PMO/PPM) framework applies the tools and discipline of financial management to project management. PMO impact substantially increases when leaders understanding the business contribution of all projects — their relative strategic priorities, and how to make the difficult decisions when project conflicts inevitably arise.*

## Challenge

After several years of rapid growth, a global technology company had an annual IT Project Management Office (PMO) portfolio that was straining its legacy management tools and processes. The PMO had 60 projects leveraging over 200 resources, with no end in sight to the growth in demands. At the same time that PMO resources were stretched thin, there was no effective way to clearly communicate the mounting constraints to the CIO, even as performance was jeopardized. The company engaged Point B for the leadership to manage its portfolio of IT projects.

## A framework for PMO insight

We began by evaluating our client's current IT PMO and assessing its technical reporting capabilities against requirements. Working closely with stakeholders, we brought together a team of resources with expertise in data visualization, data architecture, PMO strategy and change adoption.

Using a proven methodology and a unique set of analytic capabilities, we were able to visualize and optimize our client's PMO portfolio across a wide array of project drivers. This project was the genesis of Point B's five-phased PMO analytic framework, which we used to evaluate the current-state investment coupled with the analytics to achieve the desired future state. Through these five phases—Define, Transform, Visualize, Evaluate and Recommend—we established a strong foundation for improved PMO decision making. We designed our client's solution to provide new visibility into, and control over, its PMO portfolio via Tableau business intelligence

software. We built a suite of 14 reports in Tableau that include what-if scenarios, project summary, status drill-downs and program roadmap Gantt. Using Tableau, we designed a set of dashboards that provide quick insight into the PMO portfolio's overall health, including project mix and staffing constraints, using live data that is automatically refreshed daily. We also provided the training for users to take full advantage of the new reports and analytic tools.

## Shedding new light

For our client, this new visibility has been nothing short of a revelation. The IT PMO's new reporting suite enables it to identify resourcing constraints and take corrective action. Using a set of highly interactive visualizations in Tableau, the PMO can facilitate a whole new level of project roadmap strategy discussions and use key insights to make portfolio-based decisions with the IT Steering Committee and executive leadership.