

IBM Consulting

A glowing blue cube is the central focus, resting on a dark, intricate circuit board. The cube's faces are illuminated with a bright blue light, and two of its visible faces feature a glowing cloud icon. The background is a dense, textured surface of circuitry, with various components and traces visible. The overall lighting is dark, with the blue glow from the cube providing the primary light source.

G-Cloud 15 IBM - Digital Portfolio Management and Value-based Roadmapping Services

Service Definition Document

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IBM Digital Portfolio Management and Value-based Roadmapping Services

Service Overview

IBM's Digital Portfolio Management and Value-based roadmapping Services enable organisations to effectively manage their digital and cloud transformational portfolios to maximise business value. Our approach is specifically designed to accommodate hybrid agile/waterfall delivery models and the diversity, complexity and interdependency of technology and change programmes within the portfolio using AI, data driven insights and innovative tooling. The IBM Garage™ is our end-to-end model and approach for accelerating digital and cloud transformation. It delivers an organisation's transformation journey using an iterative framework that guides our clients from ideation, to build, to scale.

Our approach helps organisations address the common challenge of portfolio management, including:

A proliferation of complex programmes and projects

- A huge diversity of programmes all serving different internal or external 'customers'
- Many projects deployed in functional and programme silos
- Cloud-based digital services often introduce additional complexities as well as opportunities for improvements in efficiency, effectiveness and the customer/employee experience

Highly interconnected Portfolios

- Projects not scoped effectively
- Fragmented reporting and no consistent view across programmes
- Lack of visibility means interventions and escalations are often too late

A mix of legacy and new solutions and technology

- A mix of modern and legacy solutions needs managing
- Migrating applications to cloud services has a significant impact which needs to be managed by the Portfolio Management function
- Thinking and technology solutions duplicated or not optimised across the enterprise
- A culture and mechanism of shared learning does not often exist
- Policy, physical and digital delivery within the same portfolio

We work with our clients to overcome the barriers to success, by:

- **Aligning around a clear Roadmap** - Providing visibility from your strategic outcomes through to roadmaps and delivery
- **Obtaining Board buy-in** - Engaging the Board to get their direction, understand and commitment to the change
- **Meeting user needs** – Utilising Design Thinking to engage users in the design of the Portfolio Management Office
- **Recognising that one size does not fit all** - Agreeing a model that is right for your organisation and the challenges and opportunities that you face
- **Working across silos** - Establishing a single cohesive framework across functions and the enterprise and defining appropriate best practice
- **Overcoming resistance to change**- Driving adoption and buy-in through proactive change management and doing this ‘with you’, rather than ‘to you’
- **Helping to lift the burden** – We can support your management of in-flight projects to create the capacity to enable you to embrace this change
- **Avoiding supplier lock-in**– we will transform your Portfolio Management function, make you self-sufficient, upskill your staff and then go
- **Improving the quality of reporting** – We will work with you to improve your data quality and availability

Service Features:

- Seamlessly takes on existing Portfolio Management operations enabled by Generative AI
- Maturity assessment rapidly identifies capability gaps
- Builds capability collaboratively and iteratively
- Generative AI accelerates persona development and other user-centred design activities
- Human-centric design and collaborative development of improvements in Portfolio Management
- Optimises governance to minimise overheads
- Transforms Portfolio Management function to close capability gaps
- Aligns Transformation Portfolio with strategic intent and target outcomes
- Proactive management of portfolio-level risks, issues and dependencies
- Transitions Portfolio Management function back, upskilling civil service staff

Service Benefits

- Creates a consistent and coordinated framework to manage value
- Strong stakeholder buy-in secured through collaborative approach
- Accelerates time-to-value through incremental and iterative delivery
- Provides a clear line-of-sight between target outcomes and programme/project KPIs
- Defines a consistent data model for portfolio reporting and governance
- Radically improves the quality and consistency of portfolio data
- Focuses Management Information where it adds value, eliminating waste
- Streamlines and optimises portfolio governance processes utilising AI
- Empowers agile delivery teams within well-defined guardrails
- Provides robust value-based framework for scoping and prioritisation decisions

Key Differentiators

- We understand what is required on highly complex portfolio-based transformations across the enterprise
- We have experience of managing major programmes of change in our clients across all industries
- Our iterative, collaborative and analytical approach, based on the IBM Garage, delivers practical recommendations and quickly builds organisational consensus for the Portfolio Management function
- We deploy generative AI Models and AI Assistants, specifically trained to support user-centred activities such as persona development, user-story generation, value driver creation and requirements capture
- Team members bring years of experience in strategy, portfolio/programme/project management, business cases, change management, governance, operating models, data and tooling - inspiring confidence that we can help organisations get to where they need to go
- We intimately understand and practice agile and waterfall delivery
- We will leverage substantive assets, such as our Digital Portfolio Office Maturity Framework, proven portfolio data models, value frameworks, governance models and reporting structures
- We can run your existing portfolio operations to free your capacity to work with us on transforming the way you run your Portfolio Management function
- We will build your in-house capability and manage a seamless handover when we leave

IBM Digital Portfolio Management and Value-based Roadmapping Service

Addressing Business Needs

We work in partnership with you to address your business needs to by managing your transformation portfolio more effectively with a strong focus on realising business value.

Aligning the Portfolio to the strategy and target outcomes

Often, the outputs of individual projects and programmes are only loosely correlated with the vision and strategy of the organisation. By establishing a clear line of sight from strategy through target outcomes into the KPIs of individual programmes and projects, the value realised by the portfolio can be tracked effectively - and optimised through course corrections made during portfolio execution.

Transforming the Portfolio Management function to maximise the value realised

Modern Portfolio Management functions need to have a relentless focus on the rapid realisation of value, especially in the public sector where 'value' is a nuanced concept that needs to balance policy intents, cost efficiency, process effectiveness and customer and user experience.

Facilitating Agile delivery of complex transformations

Many organisations have embraced the principles of Agile but struggle to reap the proven benefits of agile delivery when applied in the context of a complex transformation portfolio. By developing appropriate governance, reporting, decision making, dependency management and prioritisation mechanisms, the Portfolio Management function and become a major enabler of effective Agile delivery at scale.

IBM Digital Portfolio Management and Value-based Roadmapping Services

Our Approach

We will use a collaborative continuous deployment / continuous improvement approach, utilising the IBM Garage, to speed adoption and change culture as illustrated in the following diagram:

The following diagram illustrates our approach:

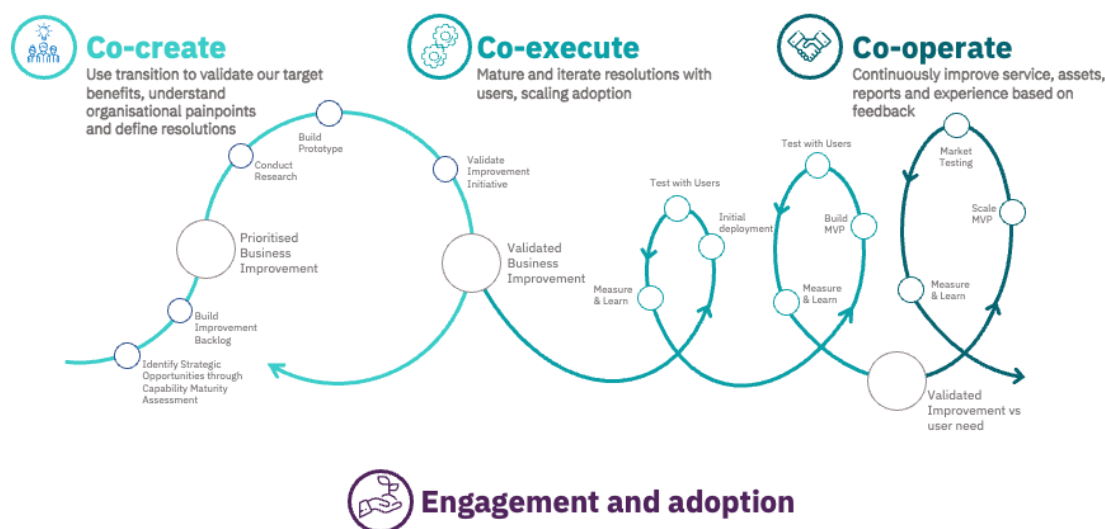


Figure 1: Our approach to collaboratively transforming a Digital Portfolio Management function

We typically structure our activities in four main phases:

Phase 1 - Co-create – Where we define the scope, structure and governance of the Portfolio and team with users, building value from resolution of painpoints

- Take over operational running of the portfolio
- Define business engagement model
- Define Portfolio Roadmap, target outcomes, dependencies, RAID processes
- Build relationships with key programmes and stakeholders
- Perform a maturity assessment to baseline the maturity of current capabilities
- Establish processes, prioritisation, metrics and controls
- Embed in wider organisational governance
- Map and achieve a common view of change impacts

Phase 2 - Co-execute – Where we run the Portfolio Operations, testing, refinement and further developing the function to drive benefits delivery

- Refine the Portfolio Roadmap
- Establish improved operations and iteratively improve them
- Establish and refine key portfolio processes (e.g. front door, resourcing)
- Mature governance, reporting and delivery management practices
- Adjust resourcing in response to priorities, capability and capacity and new requirements
- Support Portfolio RAID management by product and programme teams
- Establish change management and communications strategy and plans
- Plan culture change and knowledge transfer programmes
- Establish target org, workforce plan and recruitment

Phase 3 Co-operate – Where we deliver the steady-state services and then transfer operations to a civil service-led team

- Maintain an accurate Portfolio Roadmap and track outcomes
- Run prioritisation processes and active management of the Portfolio
- Continue to run governance and reporting services
- Support Portfolio RAID management by product and programme teams
- Deliver change management, communications and engagement plans
- Adjust resourcing in response to priorities, capability and capacity and new requirements
- Support recruitment / transfer of all in-house roles

Phase 4 Engagement and Adoption – Where we transfer knowledge and exit

- Coaching, assurance and support
- Establishment of a knowledge transfer plan and learning-by-doing
- Complete recruitment and transfer knowledge
- Transition all roles

IBM Digital Portfolio Management and Value-based Roadmapping Services

About IBM - Supporting Government

The problems we solve for clients are complex and cannot be satisfied with technology alone. They require a partner that can also offer deep industry expertise and a relationship of trust.

IBM combines the portfolio, people and sense of purpose necessary to meet today's enterprise demands. Every day, we support and manage complex delivery for government clients where the impact of delivery has wide-reaching impact on citizens and national services.

We bring access to the industry experience, insight, and technology capability to deliver and operate secure, scalable, optimised, and available services for government.

We support you by bringing:

- Industry expertise – Professionals who understand and are passionate about delivering quality public services and can bring industry insights and apply innovation to your business processes
- Trust and security capabilities – Protecting valuable data and insights and deploying new innovations responsibly
- Innovative technology – Expertise in areas such as AI, blockchain, 5G, Automation, IoT, cybersecurity and quantum, delivered in a Hybrid Cloud environment
- Experienced Services professionals to support strategy, innovation and deliver transformation and change to processes, applications, and cloud infrastructure
- Global alliances – valuable partnerships with the world's leading vendors

We partner with clients to co-pilot their most complex digital transformations, bringing our breadth of industry expertise, depth of delivery experience and world-leading ecosystem to deliver their business outcomes.

Government Services Supported by IBM



Defence and Intelligence



Public Safety and Policing



Healthcare



Life Sciences



Tax and Revenue Management



National Infrastructure



Social Care



Education



Works and Pensions

About IBM

This is IBM in the UK

We have worked together with organisations in the UK for over 100 years, with a rich history of joint innovation and achievements, built on trusted relationships.



Cloud

Together, IBM and Red Hat are working to deliver the world's only **next-generation hybrid multicloud platform**



Economy

IBM has been **integral to the UK economy for >100 years**, and is one of its largest tech employers



R&D

In the UK alone, IBM **invests £170 million in R&D** each year



Quantum

IBM Q, the world's most advanced quantum computing initiative for commercial use, is being used by CERN



Environment

IBM's **focus on sustainability** began in 1971 with our first environmental policy



Changing the world

IBM was awarded **World Changing Company of the Year 2019** by Fast Company



Royal recognition

29 UK IBMers received **honours from the Queen** for contributions to tech and society



Diversity

IBM **won the Global Diversity Award 2019** and the ENEI's **Gold Standard**



Graduates

IBM is committed to developing future talent – we are **Target Jobs' Graduate Employer of the Year 2019**



Volunteering

IBM dedicates **>20,000 volunteering hours every year** for a better society



Tech talent

IBM runs P-TECH schools in 18 countries, helping **>100,000 students build skills for careers of the future**



Inventors

IBM UK is home to many Master Inventors, with **>250 patents filed last year alone**

