



Visible Financial Transformation at JP Morgan Chase & Co.

J.P. Morgan Chase & Co. is a leading global financial services firm with assets of \$1.1 trillion and operations in more than 50 countries. The firm is a leader in investment banking; financial services for consumers and businesses, financial transaction processing, asset and wealth management, and private equity.

The Challenge

This global investment bank needed a programme and portfolio management capability that would unify their financial systems transformation projects into a cohesive set of management information. Such a solution would evidence progress, compliance, benefit realisation and would enable top down decision making by a variety of senior stakeholders using near real-time information. The benefits of having accurate information would be that management could better coordinate and deliver the complex series of international reorganisation decisions that were needed, together with their cost saving implications and opportunities.

The ability to relate projects to the business in a meaningful way for a variety of stakeholders is one of the key challenges facing project based organisations.

The Solution

A web browser based Programme Management Office (PMO) Portal was created using VISeBILITY™. This collaborative portfolio management tool integrates the bank's complex array of organisational and project information. The key was to adopt role-based views of programme information that would increase relevance and assist in prioritising projects from

is provided through a system of dynamic programme and project scorecards that allow executives and programme managers to drill into key areas and risks based on a 'red, amber, green' traffic system and using configurable business rules that monitor key indicators such as cost, benefits and the status of milestones, risks and issues.

"VISeBILITY ensures visibility of our programme and project catalogue and dynamically prioritises the most important projects according to the bank's specific criteria. The portal enables senior management to make crucial decisions with all the necessary and relevant granular information made available to them. It has introduced effective governance and brought a consistent, consolidated view, delivering a powerful executive decision making tool. It has brought a greater degree of discipline to previously diverse programme management processes and capabilities."
Divisional CIO

Projects and programmes are interconnected in a landscape that mirrors the organisation's operating model, which allows an infinite number of queries or "slice & dice" analyses to be undertaken. All of which enhance awareness of related teams and stakeholders, through email driven alerts and customised scorecards.

The PMO Portal was implemented in phases and continues to evolve in response to organisational needs and priorities. A vision of

the ideal solution was first devised with senior management and then VISEBILITY was configured and deployed as the technology enabler of their management information roadmap. The implementation team provided 24x7 support, involved portal experts across all global regions and developed a comprehensive testing regime across the major global hubs, which resulted in over 25,000 test transactions in record time.

Now, in its third evolutionary guise, the PMO Portal is providing portfolio management metrics for risk management, approval workflow of pipeline projects, and surveys for capturing qualitative assessment.

"Programme Management is now like being an air traffic controller, you need the skills and tools to assimilate information in multiple dimensions in real-time and then make decisions that are focused on a busy and changing landing zone 3 to 6 months ahead."

VISEBILITY

The solution has become much more than an everyday PMO tool. As a management tool it connects the performance of enterprise wide programmes and initiatives to strategic business objectives and perspectives – providing a new level of enterprise performance visibility.

"Our PMO Portal using VISEBILITY was first implemented in 2002 and has been a great success across Finance globally with around 1000 users and three major upgrades delivered on time and to budget. The product underpins our Finance Transformation, business acquisition and merger integration governance process and is used to proactively manage, control and report on (scorecard) our wide portfolio of Finance programmes, projects and application portfolio (delivery dates, milestones, risks, issues, dependencies, costs, benefits). This has helped to ensure transparency and visibility to senior management down through

the programme/project managers and workstream teams managing over 80 key programmes and 420 applications."
Senior Vice President

Flexibility

PMO Portal measures the progress and success of transitioning pipelines into projects. Issue & Risk Logs, associated project documents and policy documents are linked and accessible from the document repository. Managers can easily and flexibly define new groupings of projects to assess and compare status based on automated aggregations of scorecards.

Governance

PMO Portal empowers people by decentralising the acceptance processes to individual workstream functions. This includes validation, refinement and review of cost benefit at standard phase points and in the case of Six Sigma projects, at the 'Improve phase' of the DMAIC life cycle.

"The VISEBILITY PMO Portal enforces rigor and discipline in our PMO process and methodology."

Compliance Reporting Manager

Dependency Management

Programme and project managers use the milestone dependency functionality to proactively identify and track interrelationships as they arise and disperse in a collaborative environment, eliminating the need for manual investigative review.

Empowered Systems Limited

Empowered Systems helps customers increase visibility of their enterprise portfolio management programmes and initiatives.



EMPOWERED SYSTEMS LTD.

128 Cheapside
London, EC2V 6BT
United Kingdom
Tel. +44 (0)20 70 60 70 20
www.empowered-systems.com