NYC SPIN – IT MANAGEMENT TOOLS EVALUATION CASE STUDY

CHRISTIAN WEINSCHENK

December 5th, 2006

DISCLAIMER

- Opinions presented are not those of JPMC
- Analysis is based on data points from 4 years ago and the tools have advanced significantly since then
- Intent of presentation is to focus on selection process and criteria rather then results
- Not for further reproduction without permission

GOALS OF THE PROGRAM



- Provide IT Management with a world-class tool set
 - Provide IT Managers with the tools and information to manage their functions optimally
 - Provide CIOs with comprehensive and consolidated view of their IT organizations
 - Provide Technology Council with consolidated view of IT across the Firm (e.g., balanced scorecards and management dashboards)



Underpin AD Optimization program goals

- Enable detailed, fact-based application portfolio optimization
- Support CMM and Six Sigma/digitization objectives
- Provide integrated resource management



Maximize ROI on IT management tools spend

- Upgrade and streamline current tools and processes across the Firm
- Create a center of excellence to manage expense and drive continuous improvement
- Establish governance model with relevant constituents

FUNCTIONAL SCOPE AS BASIS FOR ANALYSIS

Project Financial Management

Spending Approval Project Budgets Allocations Resource Rates Expense Projections and Tracking Benefits Projections and Capture Actual vs Planned vs Forecast Reporting Software Capitalization Interface to External Systems R&D Tax Credit Support

Project Time Tracking

Enter Time/Expenses For Employees & Consultants Validate And Control Data Quality Approve Time And Expenses Review Time And Expense Costs Miscellaneous

Project Portfolio Management

Pipeline Management Portfolio Modeling / Performance Monitoring ROI Modeling

Project / Program Management

Project Initiation Project Planning Project Tracking Change, Risk, Issue (CRI) Management Action Management Resource Requirements Resource Allocation to Tasks Content Management

IT Resource Management

Resource Search and Requisition Consolidated Worker Database Workforce Reporting Demand and Capacity Forecasting

Application Portfolio Management

Access To Firmwide Application Inventory Identify and Describe Application Portfolio Link Applications To Business Processes Track Level Of Usage Track Limited Service Level information Maintain Contingency Plan Information Maintain Interface Details Maintain Development Environment Information Link To Other Enterprise Repositories Provide Centralized Reporting

Work Request Management Request Capture

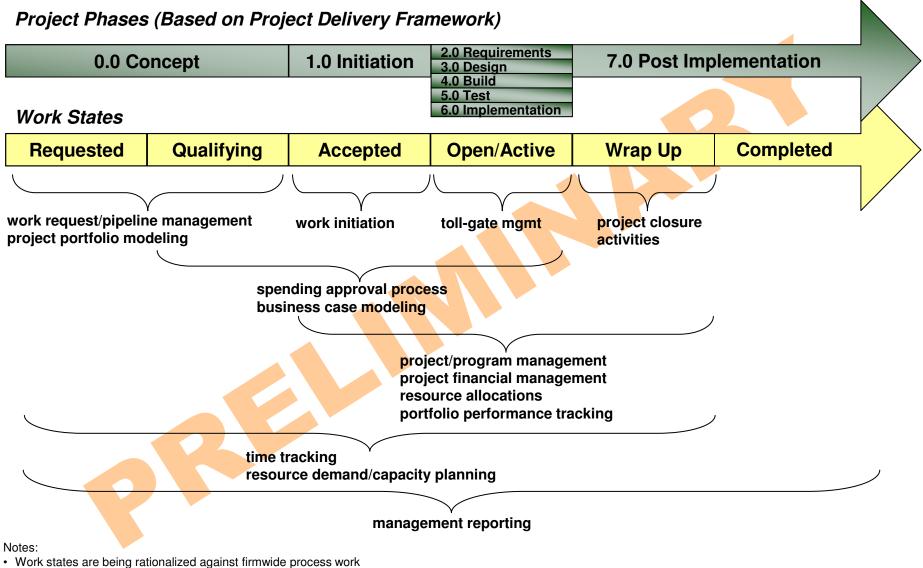
General

Data Warehouse Sophisticated Reporting Capability User Configurable Portals Security Administration Customer Satisfaction Surveys Miscellaneous

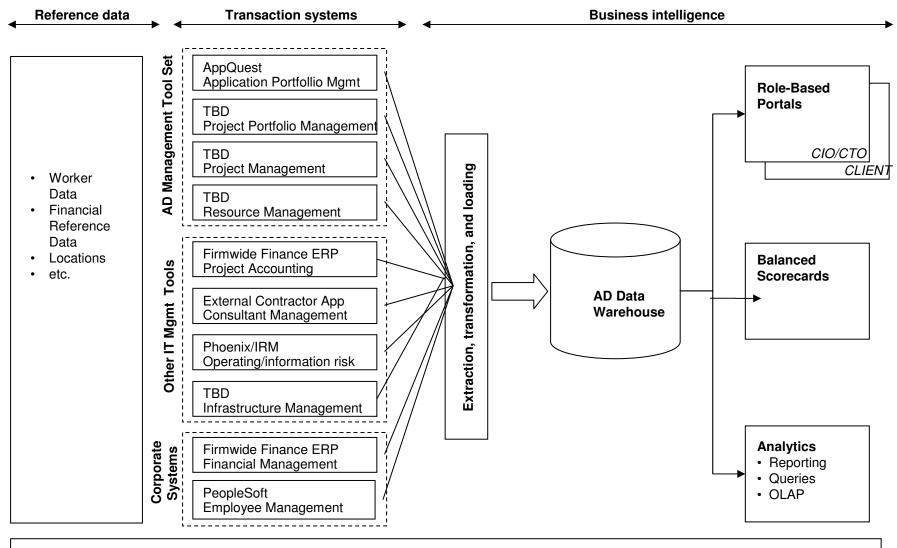
Out of Scope: Call/Defect Tracking, Source Code Management, Requirements Management, Testing, and other Software Engineering Tools

Note: See Appendix for detailed functional requirements

SCOPE OF PROCESSES TO BE SUPPORTED



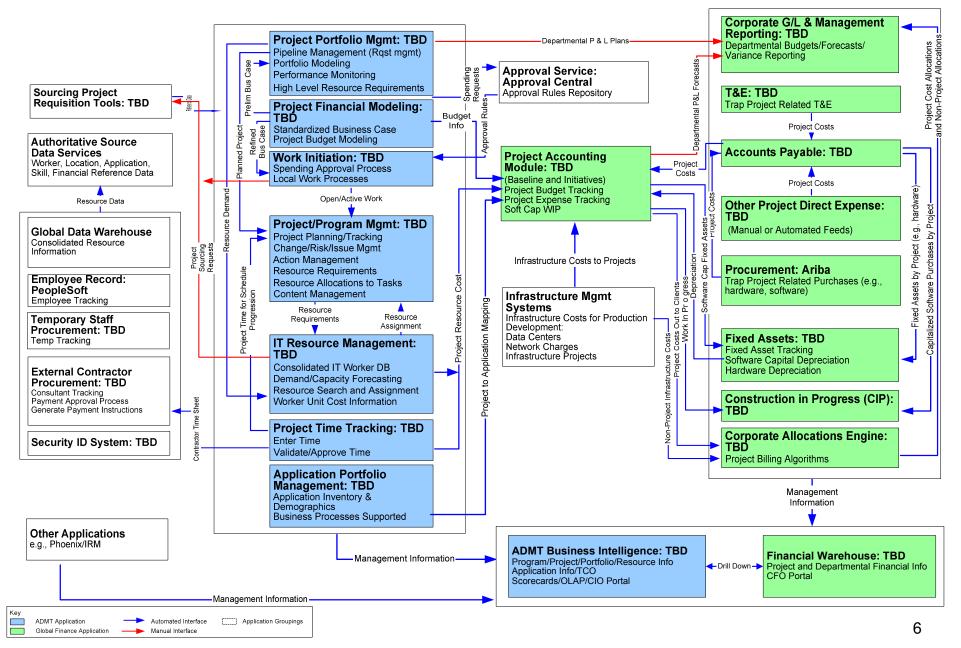
See Appendix for detailed process examples and project delivery framework



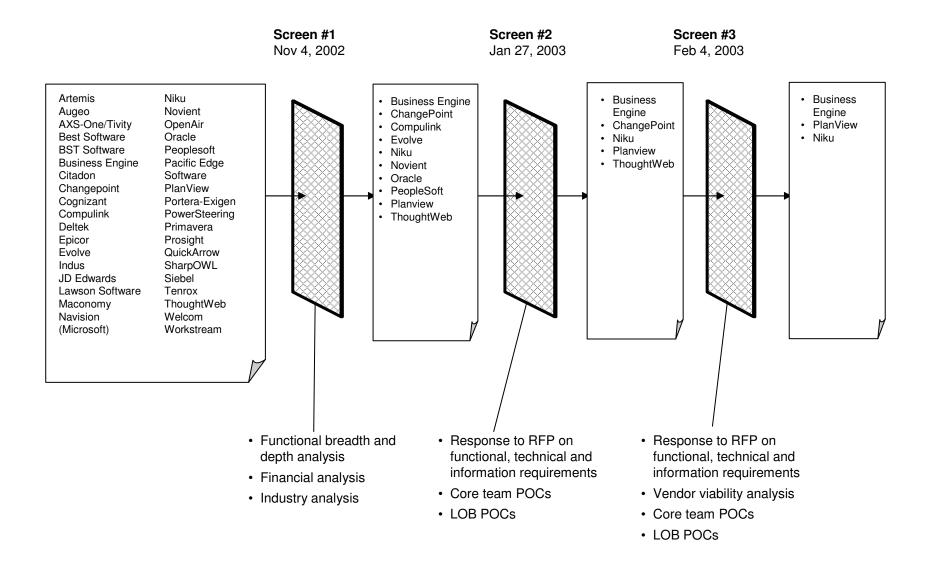
CONCEPTUAL INFORMATION ARCHITECTURE

Common definitions and information model





DETAILED VENDOR EVALUATIONS RESULTED IN CHOICE OF TOP THREE VENDORS



STRENGTHS AND WEAKNESSES OF THE TOP THREE VENDORS

NOT EXHAUSTIVE

	Strengths	Weaknesses
Business Engine	 Strong program management capability Highly configurable GUI Standard reports, flexible queries, and OLAP capabilities are included 	 Poor workflow support Resource matching functionality not intuitive Financial tracking cumbersome
PlanView	 Robust resource & financial management functionality Strong workflow support Highly configurable Tight integration with Business Objects for reporting/querying/OLAP 	 No out-of-the-box concept of programs Risks and issues can only be tracked at the individual project level
Niku	 Strong project lifecycle support Good searching/matching resource functionality 	 Non-intuitive user interface No flexible reporting or OLAP capabilities Lack of flexibility in project financials (e.g., cost can only allocated to a single cost

center)

ADDITIONAL ANALYSES WAS USED TO SELECT A SINGLE VENDOR

Not covered in detail before Feb. 12

Functional capabilities	 Functional depth and breadth Willingness to address functional gaps Product pipeline and strategic roadmap Willingness to partner with JPMC
Technology fit	 Technology fit within JPMC context Willingness to address technology gaps Technology dependency with other vendors Technology fit with evolving views on Business Intelligence
Commercial terms	 Scope of license Pricing (e.g., licenses, maintenance fee) Timing of payments Professional services support for pilot Customer support Remedies for non-performance
Vendor viability	 Financial position Investment dollars Financial management philosophy
Other considerations	 Reference Calls Support structure Site visit impressions

LESSONS LEARNED

- Successful implementation requires:
 - Concurrent process reengineering
 - Very strong sponsorship
 - Willingness to compromise—no solution is perfect
- Fully integrated solution may not be better then multiple best of breed modules: need to weigh benefit of integration vs. disruption caused by wholesale change required.
- Also, integrated solutions may force unwanted trade-offs in functionality.
- Intuitive user interface is key—lots of functionality does not overcome a cumbersome interface.