



## Adoption and Maturity Management Add-on For HP PPM™

Adoption and Maturity Metrics Leading  
To "Quick Win" Configuration Changes

## Introduction

Our experience has shown that customers who routinely collect and analyze the AMM add-on's user adoption, data quality, and PPM maturity metrics positively affect almost every aspect of their PPM implementation. This effect ranges from long term aspects such as the implementation roadmap or enterprise deployment plans, to short term ones, such as system configuration or tool training. The aim of this paper is to focus on one of these aspects – system configuration – and exemplify how the AMM add-on's findings lead to configuration changes resulting in a stronger PPM implementation. Out of all the potential causes of overall sub-optimal value generation with HP PPM, system configuration is, in most cases, the quickest to address and therefore provides excellent opportunities for “quick wins”.

Since PPM implementations tend to be as dynamic as the business environments they belong to and the application possesses such breadth of functionality with frequent enhancements by HP, even seasoned and mature HP PPM customers have proven to reap some or all of the benefits associated with system configuration changes as described within. Customers usually detect some of the necessary configuration changes within the first two weeks of using the AMM add-on, and then continuously receive such input from the add-on in the following months and years, in response to changes in usage patterns, system configuration changes, and core product enhancements/upgrades. We classify the reasons for the configuration changes driven by the AMM findings into five categories and provide field examples for each one.

## Category #1: Incorrect configuration of out-of-the-box product functionality

HP PPM is easy to configure and provides customers with a high degree of flexibility to configure the system to their needs. While this wealth of functionality and flexibility is certainly positive, customers often fail to configure the core product in a way that enables access to the full feature set of the tool.

### Field Example:

A common symptom of this situation is when customers develop custom versions of functionality that is available out-of-the-box without being aware of the full implications. For example, the HP PPM Portfolio Management visualizations heavily rely on a small set of data attributes (e.g. “Asset Class”, “Business Objective”). Customers, who have purchased the Portfolio Management (PFM) licenses and yet do not make use of these fields, virtually lose all the value of the module's visualizations. Unfortunately, several customers we have worked with were not fully aware of how the PFM module operates and created their own custom fields to represent similar information, thus nearly voiding the valuable PFM licenses which their organizations has purchased. In response to the AMM's **PPM maturity visualizations** that highlighted the problem, the customers

enabled the out-of-the-box data attributes, transferred the data from the matching custom fields, and then disabled them. As a result, the advanced PFM analysis capabilities were made available to them and their IT directors were made aware of the situation and began using them to their benefit.

## Category #2: Enabled but unused functionality

Often times, customers carefully gather the business requirements, design, implement, and deploy the solution and, as they collect and analyze the AMM add-on findings, they are disappointed when they realize that some elements of the deployed functionality are barely used or not used at all. While this scenario may have multiple root causes and response tactics, in the context of this paper we will denote that many of these scenarios could be technically solved through a configuration change.

### Field Example:

The corporate PMO of one of our customers instructed his project managers to create and update work plans for the projects. However, a quick analysis of the AMM findings had shown that most project managers have not followed the instructions of the PMO and manage their projects without work plans. In response to these findings, the customer implemented a quick change to the project types settings which have work plans be created automatically for new projects. In addition, the customer used the AMM add-on to define numeric **expected usage levels** for work plan updates, and began monitoring the actual executions compared to those expectations.

## Category #3: Invalid use of enabled functionality

Many functionality elements of HP PPM may be enabled, configured as per the functional requirements, well documented and explained, yet used by the system users differently than expected therefore defeating the original purpose of the functionality.

### Field Example:

A PPMetrics customer had configured nine different PPM request types representing different IT services. The customer suspected that the PPM users sometimes used the wrong request type to represent the service they wanted and also failed to understand what some of the data attributes represent. In order to better analyze the situation, the customer easily defined a set of AMM **data quality rules**, which helped them pinpoint the problems. Based on the hard data produced by the AMM add-on, the customer decided to consolidate three request types into one, modified the configuration of multiple custom fields in a way that made it more difficult for users to enter invalid data (“field validations”), and added help text to several fields which users tended to misinterpret.

Quality Compliance of Individual Entity Group Members										
Preferences: Entity Group: IT Governance Projects (Projects, #31505); Expected Quality Level: na...										
Entity ID Δ	Entity Name	Period	Quality Score	Num Rules Passed	% Expected	% Passed	Pass/Fail	Num Rules Failed	% Failed	
30060	ACME Corp Intranet Enhancements	12/14/09	2	1	20.0%	50.0%	<input type="checkbox"/>	1	50.0%	<input type="checkbox"/>
30080	ACME Corp Intranet Infrastructure	12/14/09	2	1	20.0%	50.0%	<input type="checkbox"/>	1	50.0%	<input type="checkbox"/>
30100	Website for Small World Program	12/14/09	2	1	20.0%	50.0%	<input type="checkbox"/>	1	50.0%	<input type="checkbox"/>
30160	Billing Applications Integration	12/14/09	4	2	20.0%	100.0%	<input type="checkbox"/>	0	0.0%	<input type="checkbox"/>

Showing 1 to 4 of 6 [Prev](#) [Next](#) [Maximize](#)

### Data Quality Assessment

## Category #4: “Hidden” and disabled product functionality

Due to the wealth of HP PPM’s functionality, and the frequent enhancements to the core production functionality introduced by HP, even experienced customers are not always aware of the full feature set available to them. This causes them to lose the business value that would have been delivered with the software package they have purchased. Often, customers who detect such features through the use of the AMM add-on, decide to enable them in one of the next internal releases.

### Field Example:

Based on the AMM add-on’s **PPM maturity visualizations**, some of these “hidden” features our customers were made aware of and enabled include the abilities to define dependencies among portfolio lifecycle entities, track the estimated finish dates of tasks at the work plan level, and prioritize programs.

## Category #5: Valid yet sub-optimal use of enabled product functionality

In HP PPM, there is usually more than one way of performing the same action or pulling the same information, each with its advantages and disadvantages under different scenarios. While this flexibility is powerful, users sometimes do not choose the best application path to their needs, whether it is due to lack of sufficient product knowledge, incorrect security model or other reasons.

### Field Example:

In one case, through the AMM add-on’s **usage visualizations** it was identified that some users used a series of older reports in order to produce the information they needed, instead of an all-encompassing new report. Upon further analysis, it was determined that the older reports should only be made available to a small set of users, who only need to see subsets of the data, and a simple change to the system’s security model was implemented accordingly.