



**Ignite**  
TECHNOLOGY

 **BROADCOM**  
SOFTWARE

# Why investment in PPM should be a priority

The correlation of business  
performance with PPM maturity

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## Introduction

Investment in an enterprise project portfolio management (PPM) solution is a big decision. The investment request to your Board may feel like a big ask. And the decision-making process is reliant upon many factors – from personal professional goals, team efficiency drivers and product features, to supporting your company’s strategic business objectives and transformation programmes.

The factor that is easy to overlook is the risk of not investing in PPM.

Our recent survey, conducted by Ignite Technology in partnership with SAPIO Research, has identified that business outcomes can differ markedly according to PPM strategy – a lack of focus on PPM may put you at serious risk of falling behind your peers.


It also showed that typical C-suite objectives are aligned with metrics that a successful PPM solution can improve.

**Far from being a big ask, there is in fact a clear win-win case to be made to executives for PPM investment and support.**

If you’d like insights into where you sit alongside your peers, how they make their purchasing decisions, and how the PPM maturity lifecycle is revolutionising thinking about PPM and digital transformation, read on.

For help to find the right PPM solution for your business, with a progression pathway through the PPM maturity lifecycle, get in touch for a free PPM maturity assessment.

[Free PPM Maturity Assessment >](#)



# What are senior PPM and IT leaders looking for?

Based on our research, conducted amongst 500 senior PPM and IT decision-makers in mid-market and large enterprise businesses, we uncovered a number of insights and trends regarding these businesses and their priorities.



## 1. Faster, better and deeper visibility

The most common personal professional PPM goals for C-level executives – cited by nearly 6 in 10 – are to make better and faster decisions. Coupled with the fact that nearly half of all respondents reported that their businesses need technology to support business intelligence and insights/analytics, it's clear that both personal C-level and corporate goals can be satisfied by using the right PPM solution.

### Better and faster decision-making are key benefits of PPM for C-level executives

Greater visibility into the project portfolio is another main priority for over half of C-level executives, with larger companies also commonly wishing to use PPM to understand and mitigate risks (58%).

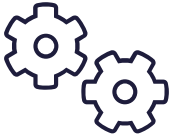


## 2. Technology to support remote working and team collaboration

Given the recent necessity to shift towards remote working, business technology requirements might be expected to include the capacity for remote working and collaboration – and indeed, 55% of respondents report this as a current technology need.

The need for reliable and secure off-site working may also be one of the reasons that one-third of C-level executives prioritise SaaS for their PPM tech solution.

**Team collaboration can be improved using the latest PPM technologies**



### 3. Functionality around project planning, financial management and resource allocation

Because PPM can offer a wide range of functionalities, user requirement priorities may differ according to job role and business sector. However, project planning is a top 3 priority for 39% overall, and resource management for 32%.

Financial management is a top 3 priority function for over a third of respondents (35%), rising to over half among business owners (52%). Such differences in priorities highlight the importance of choosing a solution with the flexibility to satisfy the core needs of all of your stakeholders.

Over half of business owners want financial management functionality from their PPM solution

# What are the main constraints?



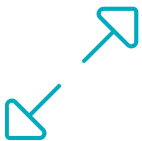
## Time and budget constraints

Time was the most limiting factor when it came to successfully executing a project portfolio (52%), closely followed by budget (46%).



## Poor alignment between IT and the business

A massive 77% of our survey respondents said there was a real disconnect between IT and the business, resulting in significant costs. Solving this alignment challenge should be high on the agenda for any transformation leaders



## Limited scalability to develop digital products

Developing new digital products at scale can't happen without solutions to keep proper track of the entire portfolio. 46% say capacity constraints impact their ability to execute initiatives successfully across their organisation.

# What's making businesses take action?



## **A changing IT landscape**

Changes to the IT landscape are most likely to trigger an evaluation of how they manage their project portfolio, according to 61% of C-level decision-makers in our survey.

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## **The move from traditional projects to digital products**

One big driver for EPPM has been a need for businesses to have a better overall picture of their performance, including a single enterprise-wide truth. Without this type of technology, the lack of integration between projects in different areas of a business can result in inconsistencies and a lack of transparency, making it more difficult to monitor business success against strategic goals.



## **Failure to meet targets**

Over a third of respondents evaluate the management of their project portfolio following failure to meet various targets. These problems included over-running budget (37%) and resource capacity issues (36%).

Failures in the delivery of projects also encourages businesses to take action, with over a third acting on poor project delivery (35%) or a lack of consistency in the way projects are run (37%).



# What prevents or delays businesses from taking action?

Our survey noted a variety of barriers that may stand in the way of a business adopting a new PPM solution:



**42%** of high revenue companies (£501m+) are concerned about the complexity of a new solution, and understanding how it works



**35%** worry about potential disruption to existing program



**35%** believe the cost of switching, including the existing solution contract, may be prohibitive



**34%** fear the switching process may not be straightforward

While these represent genuine fears about change, inaction is likely to be more damaging to the business.

A frank conversation with your PPM partner to identify potential problems up front will allow any necessary plans to be put in place to minimise risks.



## Is your business in danger of being left behind?

With digital transformation having accelerated much faster than anticipated due to the pandemic, businesses must now be on top of their technology strategy, or risk being overtaken by swifter, more agile competitors.

Our research revealed that **81%** are planning to adopt a new PPM tool within the next 2 years.

And around **1 in 5** of these have already started the selection/procurement process.

If your business is not amongst this 1 in 5, it's time to check your selection schedule, and get that ball rolling, so you don't fall behind your peers.

**1 in 3** decision makers regularly evaluate and assess PPM tools, and will switch provider depending on the outcome.

Only **25%** say they never review their PPM tools or only do so in the event of a problem.

But if you are in that 25%, maybe it's time to think about putting a regular review process in place.

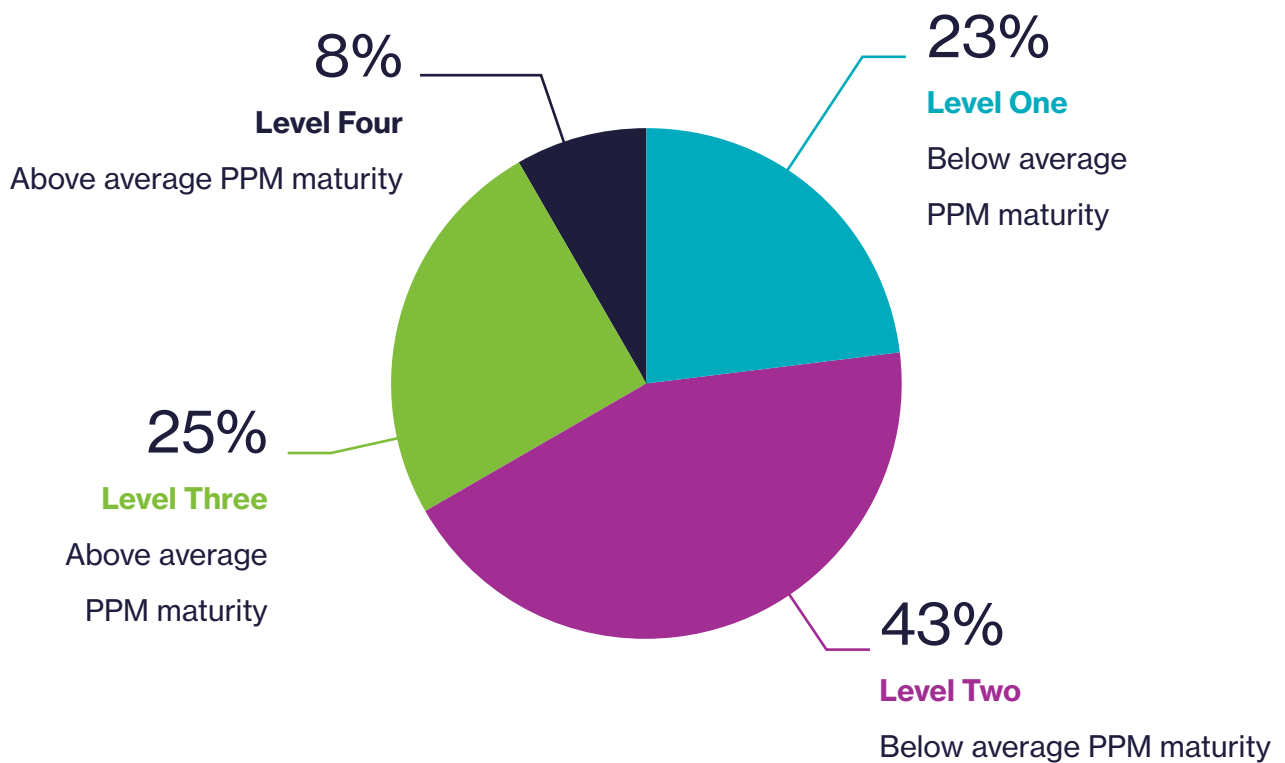


How do you  
compare with  
your peers when  
it comes to PPM  
Maturity?

To drill down further into the behaviour of decision makers, we asked a series of questions to understand what stage of the buyer journey – or PPM maturity lifecycle – our decision-makers were at.

We grouped businesses into four levels of PPM maturity, of which one third were above average PPM maturity (levels 3 & 4), and two thirds were below average (levels 1 & 2).

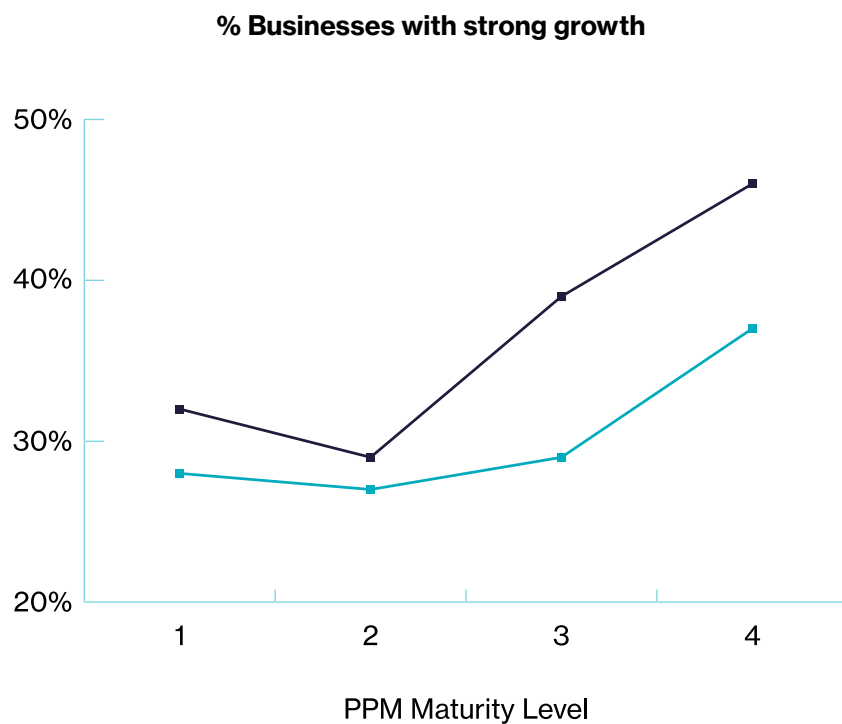
The results have been a revelation, showing what PPM maturity means for a business in terms of its performance.



## Business performance is closely linked to high PPM maturity

We were then able to compare PPM maturity level with aspects of performance, both in the past and forecast for the future.

This confirmed that the higher the PPM maturity level of a business, the stronger the business growth is likely to be.





## Do fears of going over budget and problems with project quality fuel inertia to change?

Our survey respondents reported that an average of 30% of their organisations' projects go over budget, and that around 1 in 4 suffer from quality issues.

Wouldn't you rather be among the **22%** of respondents that rarely or never go over budget?

Or the **34%** for whom project quality is never an issue, or at most in <10% of projects?

Improving your PPM maturity is one way to be in these high-performing groups.

**Making sure that your next project is the implementation of a new solution to improve your PPM maturity can help ensure that problematic project quality and budgetary issues become a thing of the past.**



## What are the characteristics of highly mature PPM leaders?

Our survey identified two distinct types of PPM leader amongst high PPM maturity businesses:

- C-level executives, who are drawn to innovation
- Senior management, who are big on details and research in depth

**43% C-level executives have a real passion for keeping up to date with PPM technology**

One way for senior managers to secure Board level interest then is to make sure they have thoroughly researched the most innovative details of their preferred PPM technology, so they are confident in sharing their own passion for the new technology with the C-suite.



## How can you keep ahead of the game?

Having learned that business performance is linked to high PPM maturity, it is perhaps surprising to discover how few organisations have so far turned this to their advantage.

Only **8%** in our survey are at the highest level of PPM maturity and using an Enterprise Project Portfolio Management (EPPM) solution.

While **76%** are still using non-collaborative project management software and/or offline tools such as spreadsheets.

And yet **43%** of respondents report that they have C-level sponsors, and a further **30%** are working to get C-level engagement.

The technology already exists for most businesses to raise their performance to the next level.

**This is something C-level sponsors need to know!**

To find out where your business is on the PPM maturity scale, get in touch for a free assessment

[Free PPM Maturity Assessment >](#)



# How quickly can you expect your new PPM solution to be up and running?

Our survey showed that 44% expected their chosen PPM tool to be installed within 6-9 months, and indeed the average timeframe for installing a PPM tool was 8 months.

However, 22% reported that their previous implementation had taken over 1 year – while just 7% would expect any new PPM tool implementation to take that long.

One of the reasons why it is so important to choose the right PPM solutions partner for your business is to ensure that your implementation experience matches your expectations. Finding a partner with the right know-how and experience allows you to implement your solution faster.

# Conclusion

Maintaining the status quo may feel like the safe option. But there can be few C-level executives who would choose to do nothing if they knew the positive impact that a mature PPM can have on business performance and their own personal goals. The right PPM solution offers organisations the oversight they need to align teams, boost visibility and make the most of limited resources.

The challenge for many businesses, according to our survey, is that many leaders struggle with adoption barriers for a new PPM solution, from an understanding of the solution and what it can do, to the costs, ease, and speed of switching.

That's where an expert partner can help – tailoring your processes, configuring your PPM, and training your teams so you can make a smooth switch and hit the ground running with your solution. With the right solution and the right partner in place, you'll be ready to start driving your digital transformation forward with confidence.

When you've identified the right partner, making your investment case to the Board becomes a more positive experience. The focus moves away from the implementation itself, onto a forward-looking discussion about the benefits and opportunities that the new solution can bring.

**Ignite Technology is a Broadcom Strategic Advantage Partner with many years' experience implementing and configuring Clarity for organisations pursuing digital transformation initiatives.**

We've worked with organisations in all sectors to help them achieve their digital ambitions with a PPM suite that matches their business needs.

Together, we can help your organisation find similar digital transformation success.

Get in touch to find out how we can support your digital transformation initiatives.

[Free PPM Maturity Assessment >](#)

## Methodology

The online survey of 500 managerial and higher PPM decision makers was conducted by Sapio Research in February and March 2021. Respondents came from 100+ employee organisations, with either £50m+ annual revenue or 50+ projects run internally as project delivery.

## About Ignite Technology

Established in 2002, Ignite Technology was founded on a passion for bringing the very best people, experience and innovation together to help businesses work smarter, better and faster.

As a specialist in strategic portfolio management, we bring our technology portfolio and consulting expertise together with your strategy, project and leadership teams to equip you to deliver the transformation your business needs – when it needs it.

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