

CA Clarity PPM v13.1

Strategic Alignment Documentation  
Release 3.3

# Version History

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| --- | --- | --- | --- |
| Author | Date | Version | Comments |
| Alexandre Assis | 15/Sep/2008 | 1.0 | * Initial Draft |
| Alexandre Assis | 16/12/2010 | 2.7 | * Finally started updating the document |
| Alexandre Assis | 13/05/2011 | 2.8 | * Bugs fixed * Timeslice Tables fixed |
| Alexandre Assis | 23/11/2011 | 2.9 | * Ported to v13 * Adapted to new Project Properties Page * New Project Dashboard Tab * Updated Doc with a brief of new Functionality * Partially updated Screenshots with v13 |
| Alexandre Assis | 23/12/2011 | 3.0 | * Customer-defined levels from 2 to N * Multi-level Strategic Items * Multi-scope, Multi-dimensional Strategic Plans * Simplified Data Model with no “Grandchild” Objects * Separated KPIs from Metrics * Eliminated direct table inserts and upates – all XOG now * Brand new Demo Data inspired on examples from Balanced Scorecard books |
| Alexandre Assis | 11/07/2012 | 3.1 | * Re-packaged for new v13.0.1 dataset including Idea, Project and Program "Business Alignment" subpages |
| Alexandre Assis | 24/09/2012 | 3.2 | * Updated Demo Data until 2012-09-30; verified installation on v13.1 with PMO Accelerator v3.1 |
| Alexandre Assis | 27/09/2012 | 3.3 | * Revised Translation to Portuguese * New feature on Strategic Cycles to consider pre-defined Supported Goals as a filter to the Distributed Evaluation Questionnaire |

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# Strategic Alignment - Demo Script

## Background

Strategic Alignment was born from several different opportunities in the Latin American market for relating Project & Portfolio Management to Balance Scorecard.

Very often customers asked “What is Business Alignment? How is it calculated? Can it be derived from how well my projects are aligned to my Strategic Goals? Can it be related to the metrics and goals in my Balance Scorecard?”

From those questions the first requirements for a Top-Down Strategic Map for Investment Selection were born. First version of Strategic Alignment was all about calculating Alignment Scores – Investment were assessed against metrics and given an Alignment Score. Metrics were part of a rigid 3-level Strategic Tree with “Strategy, Strategic Goals and Strategic Items”.

Soon enough more questions came: “Now how do I know that my projects are actually delivering results? How can I be know if by executing the right projects my goals are being met?” Strategic Alignment v2 started to answer those questions by capturing Targets and Measurements for those metrics.

But the questions never end and now customers want to know “Can I have a Corporate Strategy and a Department Strategy? Can those different Strategic Views be linked? Can they be Independent?” and that was the foundation for Strategic Alignment v3.

More questions need answers. Take a look at section 4 of this document and see the next steps for Strategic Alignment v3.4 and beyond.

## How to demo

Strategic Alignment v3.x provides much more functionality and a much more flexible and configurable Strategic Framework, so different use cases from different customers can be accommodated.

Therefore, it’s fundamental to have a previous understanding of your customer’s use cases so you can decide on how to demo. A few examples:

1. Basic Departmental Goals Demo: consider showing only the Department Strategy; much cleaner and appropriate for a quick 15-minute demo
2. Basic Strategic Planner Demo: consider showing only the Corporate Strategy; more Item levels and KPIs are available than in the Basic Departmental Goals demo”; Demo would last about 30-minutes.
3. Multi-dimensional Strategic Planner Demo: you will talk about how the Corporate Strategy can guide different areas of the company in building their local strategies; Demo would last about 1 hour.

## Roles

These are the roles that have been prepared for this Demo.

|  |  |  |
| --- | --- | --- |
| **Login** | **Member of these Groups** | **Description** |
| PT | Corporate Strategic Planner | Peter Thompson is the **Corporate Strategy Manager** for this demo. He is responsible for creating the Corporate objectives, KPIs and Alignment Metrics and creating Evaluation Cycles to assess Investments against Corporate Objectives |
| PG | Business Unit Strategy Planner | Paula Granger is the **Online Order Business Unit Strategy Manager** for this demo. She is responsible for deriving her Business Unit’s objectives from the Corporate Strategy, defining the Business Unit’s KPIs and Alignment Metrics and running Evaluation Cycles to assess Investments against the Business Unit’s Objectives |
| SPM | Department Strategy Planner | Sarah Preston is the **IT Operations Department Strategy Manager** for this demo. She is responsible for deriving her Business Unit’s objectives from the Corporate Strategy, defining the Business Unit’s KPIs and Alignment Metrics and running Evaluation Cycles to assess Investments against the Business Unit’s Objectives |
| PM | Strategy User | Paul Martin is a Project Manager responsible for answering the Strategic Alignment Questionnaire (Strategic Evaluations) to evaluate how the Investments he manages contribute to the different aspects (scopes) of the Strategy. |

## Basic Departmental Goals Demo Script

This first demo script is the most basic one. It has less demo data and is very appropriate for those customers with a lower maturity level in Strategy Planning that just want the ability to create Strategic Goals and follow up on indicators and related projects. That’s described in part I of the script.

Optionally it can go on to the selection of new initiatives (ideas) to help boost the performance of one of the “red” indicators, to maximize the chances of the department to deliver on its strategy. That operation is described in the part II of the script.

### Part I: Drilling into department goals

Login: SPM (Sarah Preston) – Start on “Home/Strategic Alignment/Strategic Review”



|  |  |
| --- | --- |
|  | Sarah Preston is responsible for Strategic Planning in the IT Operations department.  She understands the Corporate Strategy and defines, together with the IT Executives, how IT will work to help the company achieve their goals.  Sarah’s constantly monitoring the IT Operations department strategy according to the current Strategic Plan. |
|  | On the Strategic Review Page, Sarah can drill into the Company’s current Strategic Plan and see the current situation of the IT Operations Departments Strategies and KPIs.  She notices that on the “Reduce IT Operational Costs” Strategic Initiative there are two KPIs. One of which has already reached and surpassed the set target. You can see that from the blue icon displayed in the KPI Status column; the other KPI, however, is far from the target. You know that because of the red stoplight icon on the KPI Status column. |
|  | Sarah navigates to the Strategic KPI tab so she can take a closer look at the “IT Budget Variance versus Plan” KPI  Here Sarah realizes that the Measurement values have consistently been better although always far from target. Maybe the targets have been set too low, or maybe there are not enough Projects supporting the strategic goal of reducing IT costs.  Sarah decides to take a look at the projects that are being executed to support that Strategic goal. She can see that from the Strategic Projects Tab on this same page. |
|  | Here Sarah can drill down into the Strategic Hierarchy again, but this time she is interested in seeing the Strategic Projects linked to the IT Operations Department strategy, and how these projects are doing.  Sarah also verifies that most strategic projects are on target. Only one of them is late, and two of them have critical issues to be solved. But now she can pro-actively work with the Project Manager, the Business Sponsor and the Project Team in making sure those projects are successful, minimizing the chance of missing the company’s targets again for that strategic objective and the corresponding strategic KPI |
|  | If necessary, Sarah can also verify if there are more initiatives that can support that strategic goal by running a new Evaluation Cycle.  During an Evaluation Cycle Proposed and Existing projects are assessed against Strategic objectives and a Strategic Alignment Score is calculated.  With that strategic score she can use Clarity’s Portfolio Management capabilities to select the best projects that fit the IT Operations department budget and that deliver the best strategic return. |

### Part II: Evaluating new Initiatives to boost Strategy execution

|  |  |
| --- | --- |
|  | *Optional steps: Run An evaluation for new Ideas*  *Navigate to “Evaluation Cycles” and click on “New Evaluation Cycle”.* |
|  | Let’s create a new Evaluation Cycle for new Ideas that came from the Demand Management functionality of CA Clarity PPM.  First we give the Cycle a name; we link it to the Strategic Plan and define the Scope.  We’re selecting Ideas to help with the IT Operations Department strategy, so that’ll be our Scope.  *Click Save* |
|  | Now Sarah needs to see which investments are available and which ones she will pick to be evaluated.  She will do that by opening the Investments Browse.  Notice she can filter by Investment Type and Status.  Sarah wants to check on new Ideas that have been submitted for Approval.  She filters using those criteria and selects the appropriate investments.  *Click Add.*  *Click Save.* |
|  | Now Sarah can start the Evaluation Cycle. She will Change the “Action” attribute to “Start”.  *Select “Start”.*  *Click Save.* |
|  | This will tell Clarity workflow it is time to send the Evaluation Questionnaire to the Investment managers responsible for those investments.  Sarah can monitor the answers on the Strategic Evaluations page, but she cannot make any changes unless she is the Investment Manager for one or more investments. |
|  | Only the Investment Managers will be able to answer the questions.  Sarah takes a look at the questions and sees they haven’t been answered yet. Because the column “Investment Evaluation” is still blank.  We will now login again to Clarity as Paul Martin, who is the manager of those ideas. |
|  | *Logout and Log back in as “PM”*  Paul Martin will now answer to those the Questions regarding how the ideas support the IT Operations goals.  He navigates to the Strategic Evaluations page and use the filter to find the appropriate Evaluation Cycle.  He sees he needs to answer three questions on each idea.  He just clicks on the grid and enters the correct values for those questions.  When Paul is finished he will just save this page. |

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|  | Now, let’s go back to Sarah Preston and finish our Evaluation Cycle.  *While you log back in with Sarah Preston and Navigate to the Strategic Evaluations page, explain the following:*  These metrics will be configured by each Clarity customer. Some customers have fewer, more generic metrics; Some customers have more specific metrics. That’ll depend on your company’s maturity level for the Demand Management and Project Initiation processes and how you work with Business Cases.  Either way, Clarity can help you move away from subjective opinions and enable business executives to make fact-based decisions.  Notice that Sarah can see the answers from Paul but she cannot make changes. That is due to our role-based security model, that establishes who can view or edit any information of the system |
|  | Sarah will now go back to the Evaluation Cycle and close it.  *Set Cycle Action to Close.*  *Click Save.*  When she does that Clarity workflow knows it’s time to calculate the Alignment Score for those ideas.  The answers given by Paul Martin are then processed by and those investments are updated with their new Department Alignment Score. That score can later be used for selecting investments using Clarity’s Portfolio management capabilities. |
|  | *Navigate back to the Strategic Review Page, Evaluation Cycle Results Tab.*  As a result from this new evaluation cycle Sarah realizes these two ideas have good cost reduction values and also help on other KPIs – they have the potential to speed up the IT Cost Reduction Goal, and she may negotiate their approval with their Business sponsor. |
|  | *Navigate to Ideas and open one of the Ideas.*  *Go to the Alignment & Risk Sub-page.*  If Sarah navigates to one of those Ideas she will now see that they have a Department Alignment Score and Supported Goals. |

## Basic Strategic Planner Demo

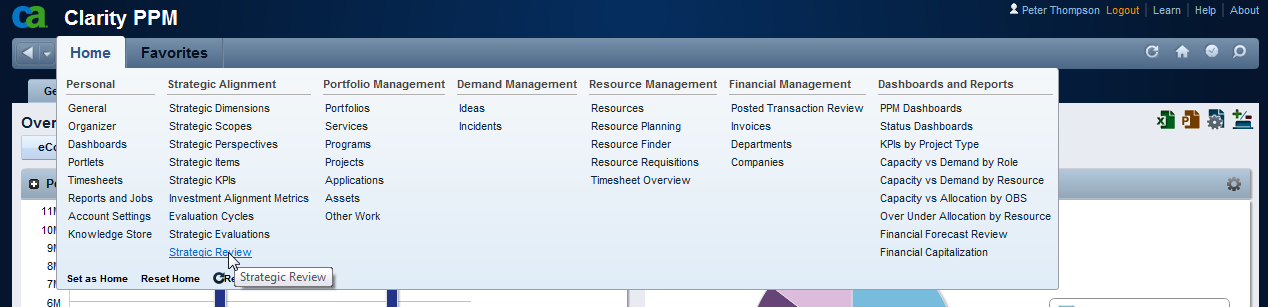
This second demo script is targeted at the Strategic Planner. On this script we talk about monitoring on the execution of the Corporate Strategy as well as checking the alignment of investments according to that strategy, in opposition of local department or business unit objectives. It has more demo data and unlike the first script, it brings Corporate Strategy data, instead of department objectives and indicators.

Just like the previous one, this script has been broken in two parts, the first part targeted at strategy execution and the second one is targeted at selecting investments to “correct” the direction of the company by trying to search more investments to boost strategy.

This script also brings a link to **Ideation** so if you have an ideation project with this customer it may be a good idea to talk about it or even run an integrated demo.

### Part I: Drilling into Corporate goals

Login: PT (Peter Thompson) – Start on “Home/Strategic Alignment/Strategic Review”



|  |  |
| --- | --- |
|  | Peter Thompson is part of the Strategic Planning division of our company. He is one of the people responsible for the definition and monitoring of the Corporate Strategy.  Peter is constantly monitoring the Corporate Strategy according to the current Strategic Plan. |
|  | On the Strategic Review Page, Peter can drill into the Company’s current Strategic Plan and see the current situation of the Strategies and KPIs.  He notices a red stoplight icon on the KPI Status column for the “Create the Foundation for Growth” Strategic theme and drills into it to see what’s going on. There are three Strategic Goals associated with that Theme, and one of them is responsible for the red light. It’s “Streamline manual processes”. He verifies the KPI for that goal is currently off-target. |
|  | Peter navigates to the Strategic KPI tab so he can take a closer look at the “Manual Process Index” KPI  Here Peter realizes that the Measurement values have improved in the past three years although always far from target. Maybe the targets have been set too low, or maybe there are not enough Projects supporting the strategic goal of eliminating or streamlining manual processes.  Peter decides to take a look at the projects that are being executed to support that Strategic goal. He can see that from the Strategic Projects Tab on this same page. |
|  | Here Peter can drill down into the Strategic Hierarchy again, but this time he is interested in seeing the Strategic Projects linked to the Corporate Department strategy, and how these projects are doing.  Peter also verifies that some strategic projects are on target, but most of them are late, or have pending critical issues to be solved. But now he can pro-actively work with the Project Manager, the Business Sponsor and the Project Team in making sure those projects are successful, minimizing the chance of missing the company’s targets again for that strategic objective and the corresponding strategic KPI |
|  | If necessary, Peter can also verify if there are more initiatives that can support that strategic goal by running a new Evaluation Cycle.  During an Evaluation Cycle Proposed and Existing projects are assessed against Strategic objectives and a Strategic Alignment Score is calculated.  With that strategic score he can use Clarity’s Portfolio Management capabilities to select the best projects that fit the Corporate budget and that deliver the best strategic return. |

### Part II: Evaluating new Initiatives to boost Strategy execution

|  |  |
| --- | --- |
|  | *Optional Steps: Run An evaluation for new Ideas*  *Navigate to “Evaluation Cycles” and click on “New Evaluation Cycle”.* |
|  | Let’s create a new Evaluation Cycle for new Ideas that came from the Demand Management functionality of CA Clarity PPM.  First we give the Cycle a name; we link it to the Strategic Plan and define the Scope.  We’re selecting Ideas to help with the Corporate strategy, so that’ll be our Scope.  Now there are two Methods for Evaluating your Investments.  The first one allows you to have your Investments evaluated against ALL of the Metrics found on your Strategic Hierarchy. The system will find all the Metrics and prepare a questionnaire that asks for the Manager’s evaluation on all of them for each investment. The Supported Goals attribute on the Investments will then be updated automatically by the system taking into account the metrics influenced by the investment - according to answers provided by the Investment Managers in the Evaluation questionnaire.  The second one allows you to manually define which Investments support which Strategic Goals – and evaluate the Investments ONLY against the Metrics related to those Supported Goals.  *Click Save* |
|  | Now Peter needs to see which investments are available and which ones he will pick to be evaluated.  He will do that by opening the Investments Browse.  Notice he can filter by Investment Type and Status.  Peter wants to check on new Ideas that have been Submitted for Approval and maybe compare them with a previously Approved Idea.  He filters using the required criteria and selects the appropriate investments.  *Click Add.*  *Click Save.* |
|  | Now Peter can start the Evaluation Cycle. He will Change the “Action” attribute to “Start”.  *Select “Start”.*  *Click Save.* |
|  | This will tell Clarity workflow it is time to send the Evaluation Questionnaire to the Investment managers responsible for those investments.  Peter can monitor the answers on the Strategic Evaluations page, but he cannot make any changes unless he is the Investment Manager for one or more investments. |
|  | Only the Investment Managers will be able to answer the questions.  Peter takes a look at the questions and sees they haven’t been answered yet. Because the column “Investment Evaluation” is still blank.  We will now login again to Clarity as Paul Martin, who is the manager of those ideas. |
|  | *Logout and Log back in as “PM”*  Paul Martin will now answer to those the Questions regarding how the ideas support the IT Operations goals.  He navigates to the Strategic Evaluations page and use the filter to find the appropriate Evaluation Cycle.  He sees he needs to answer three questions on each idea.  He just clicks on the grid and enters the correct values for those questions.  When Paul is finished he will just save this page. |

|  |  |
| --- | --- |
|  | Now, let’s go back to Peter Thompson and finish our Evaluation Cycle.  *While you log back in with Peter Thompson and Navigate to the Strategic Evaluations page, explain the following:*  These metrics will be configured by each Clarity customer. Some customers have fewer, more generic metrics; Some customers have more specific metrics. That’ll depend on your company’s maturity level for the Demand Management and Project Initiation processes and how you work with Business Cases.  Either way, Clarity can help you move away from subjective opinions and enable business executives to make fact-based decisions.  Notice that Peter can see the answers from Paul but he cannot make changes. That is due to our role-based security model, that establishes who can view or edit any information of the system |
|  | Peter will now go back to the Evaluation Cycle and close it.  *Set Cycle Action to Close.*  *Click Save.*  When he does that Clarity workflow knows it’s time to calculate the Alignment Score for those ideas.  The answers given by Paul Martin are then processed by and those investments are updated with their new Corporate Alignment Score. That score can later be used for selecting investments using Clarity’s Portfolio management capabilities. |
|  | *Navigate back to the Strategic Review Page, Evaluation Cycle Results Tab.*  As a result from this new evaluation cycle Peter realizes these two ideas have good cost reduction values but will not help much in the Manual Processes Index.  **Link into Ideation**  Peter now decides he will run an Ideation campaign using Clarity’s Ideation platform to request that people collaborate and share their thoughts on how to achieve the company’s goals for streamlining or automating manual processes.  If you’re interested in see how that works, we can talk more about our Ideation process.  *Link to Idea Vision demo: If you can and if it’s appropriate you can stop and demo Idea Vision or just assess the customer’s interest and schedule another meeting specifically for that.* |
|  | *Navigate to Ideas and open one of the Ideas.*  *Go to the Alignment & Risk Sub-page.*  Peter can also navigate to those ideas and see the final result of his evaluation. He will notice they now have a Corporate Alignment Score and Supported Goals.  *NOTE: in this case the Supported Goals have been updated* ***automatically*** *by the system – based on the answers of the questionnaires. The system will assume that the goals related to the metrics with answers other than “blank” or “zero” are the ones supported by that investment. This behavior is determined by the Evaluation Cycle Method - when it is set as “Evaluate against all metrics and update Supported Goals accordingly”.*  *The* ***other option*** *would be: have the Supported Goals* ***manually*** *updated and have the Evaluation Cycle only consider the metrics related to those Goals declared. To use this option, set the Evaluation Cycle Method as “Evaluate only against metrics related to the Supported Goals”.*  *NOTE 2: if you previously ran a Department Evaluation Cycle (see Basic Departmental Goals Demo Script) you may see a Department Alignment Score here.* ***Use this in your favor*** *– and maybe it’s actually worth doing this in advance, avoiding showing the same process twice, but still making the following talking point:*  Notice how this idea has a Department Alignment Score of 57, with a yellow stoplight, but a Corporate alignment score of only 13 with a red stoplight. This means that although it’s a not-such-a-bad idea from the department view, on a corporate level it scores really low. This doesn’t mean you won’t approve it, it just means that now you have more information to make better fact-based decision. |

## Multi-dimensional Strategic Planner Demo

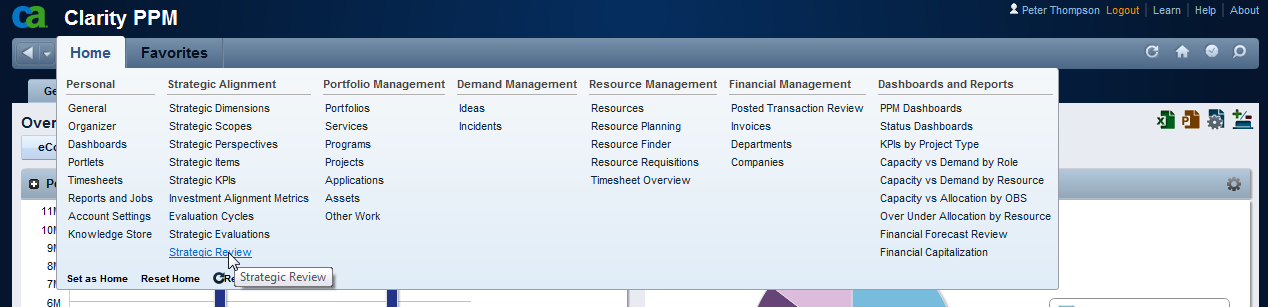
This third demo script is also targeted at the Strategic Planner. On this script we talk about monitoring on the execution of the Corporate Strategy and verifying how local strategies defined by Business Units and Departments support the Corporate Strategy as well. It brings together Corporate, Business Unit and Department demo data – the message is really interesting but should be presented carefully not to cause any confusions.

Just like the previous ones, this script has been broken in two parts, the first part targeted at strategy execution and the second one is targeted at selecting investments to “correct” the direction of the company by trying to search more investments to boost strategy.

This script also brings a link to **Ideation** so if you have an ideation project with this customer it may be a good idea to talk about it or even run an integrated demo.

### Part I: Drilling into Corporate and Local goals

Login: PT (Peter Thompson) – Start on “Home/Strategic Alignment/Strategic Review”



|  |  |
| --- | --- |
|  | Peter Thompson is part of the Strategic Planning division of our company. He is one of the people responsible for the definition and monitoring of the Corporate Strategy.  Peter is constantly monitoring the Corporate Strategy according to the current Strategic Plan. |
|  | On the Strategic Review Page, Peter can drill into the Company’s current Strategic Plan and see the current situation of the Strategies and KPIs.  He notices a red stoplight icon on the KPI Status column for the “Create the Foundation for Growth” Strategic theme and drills into it to see what’s going on. There are three Strategic Goals associated with that Theme, and one of them is responsible for the red light. It’s “Streamline manual processes”. He verifies the KPI for that goal is currently off-target. |
|  | Peter navigates to the Strategic KPI tab so he can take a closer look at the “Manual Process Index” KPI  Here Peter realizes that the Measurement values have improved in the past three years although always far from target. Maybe the targets have been set too low, or maybe there are not enough Projects supporting the strategic goal of eliminating or streamlining manual processes.  Peter decides to take a look at the projects that are being executed to support that Strategic goal. He can see that from the Strategic Projects Tab on this same page. |
|  | Here Peter can drill down into the Strategic Hierarchy again, but this time he is interested in seeing the Strategic Projects linked to the Corporate Department strategy, and how these projects are doing.  Peter also verifies that some strategic projects are on target, but most of them are late, or have pending critical issues to be solved. But now he can pro-actively work with the Project Manager, the Business Sponsor and the Project Team in making sure those projects are successful, minimizing the chance of missing the company’s targets again for that strategic objective and the corresponding strategic KPI |
|  | Now let’s go back to our Strategy Hierarchy and observe some other aspects.  We have seen how we can drill down into the Corporate Strategy but some companies define strategies at different levels, such as the Business Unit level or even the Department level. These companies will want to see how those lower-level strategies interconnect with the Corporate Strategy. |
|  | Peter notices the “Delight the Customer” Strategic Theme has a yellow light and he doesn’t want to take any chances that anything will go wrong with this major theme.  He wants do drill not only into the corporate strategy, but also on local strategies and initiatives, so he can make sure he minimizes the risk of having issues in that area.  Peter will drill down into this item to see what he finds out.  *Click on the “Delight the Customers” link* |
|  | Now we’re looking at the Delight the Customers Strategic Item. Let’s take a look at its Dashboard and see what we find.  *Click on the “Datshboard” tab* |
|  | On the Strategic Item Dashboard page we have views very similar to those we’ve seen before, but they are filtered to show only that item’s children. Also notice that although you have a page filter for Scope it’s optional, so you can actually verify multiple scopes at the same time. That’s what we’ll do now.  We’ll drill into “Delight the Customer”.  *Click on the “plus sign” and expand the tree n the first portlet.* |
|  | You see we have two KPIs and three Strategic Goals linked to “Delight the Customer”.  Let’s drill down into those Strategic Goals.  *Click on the “plus sign” expanding the tree for the three Goals.* |
|  | Peter notices that there are no local strategies and initiatives associated with two of those goals, “Transform our Brand” and “Launch New Innovative Products”.  But Peter also notices there are two Strategic Initiatives under “Enhance Customer Experience”. One of them comes from the IT Operations Scope. The other one comes from the Online Operations Business Unit Scope.  He realizes both those initiatives are on track with their targets so he is more confident to achieve the objectives of “Enahance Customer Experience”.  Now he needs to work on other aspects such as “Launch New Innovative Products” that hasn’t met its target.  Let’s go to the KPI Dashboard and see if we get a feel of the tendency for this KPI.  *Click on the KPI link for “New Products Launched”* |
|  | This is the KPI main properties page. Let’s navigate to the Dashboard page.  *Click on the Dashboard Tab* |
|  | On the Dashboard page we see that the number of products launched is actually increasing and we’re speeding up the launches. We are not on target but we’re on our way.  Peter decides to take a look at the projects that are supporting this goal. Let’s go back to the Strategic Item Dashboard so we can see that.  *Navigation Options:*  *The KPI Dashboard was opened on a new page or TAB in your browser. Close this tab/page and go back to the previous one.*  *OR, just click on the “Launch new Innovative Products” link on the first portlet of the KPI Dashboard.* |
|  | Back to the Strategic Item Dashboard Peter collapses KPI view and expands the Projects view. He then realizes there are just a couple projects supporting the launch on new products.  He then decides to search for more projects that support the strategic goal of Launching new Products.  To do so, Peter can run a new Evaluation Cycle.  During an Evaluation Cycle Proposed and Existing projects are assessed against Strategic objectives and a Strategic Alignment Score is calculated.  With that strategic score he can use Clarity’s Portfolio Management capabilities to select the best projects that fit the Corporate budget and that deliver the best strategic return. |

### Part II: Evaluating new Initiatives to boost Strategy execution

|  |  |
| --- | --- |
|  | *Optional Steps: Run An evaluation for new Ideas*  *Navigate to “Evaluation Cycles” and click on “New Evaluation Cycle”.* |
|  | Let’s create a new Evaluation Cycle for new Ideas that came from the Demand Management functionality of CA Clarity PPM.  First we give the Cycle a name; we link it to the Strategic Plan and define the Scope.  We’re selecting Ideas to help with the Corporate strategy, so that’ll be our Scope.  Now there are two Methods for Evaluating your Investments.  The first one allows you to have your Investments evaluated against ALL of the Metrics found on your Strategic Hierarchy. The system will find all the Metrics and prepare a questionnaire that asks for the Manager’s evaluation on all of them for each investment. The Supported Goals attribute on the Investments will then be updated automatically by the system taking into account the metrics influenced by the investment - according to answers provided by the Investment Managers in the Evaluation questionnaire.  The second one allows you to manually define which Investments support which Strategic Goals – and evaluate the Investments ONLY against the Metrics related to those Supported Goals.  *Click Save* |
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|  | Now Peter can start the Evaluation Cycle. She will Change the “Action” attribute to “Start”.  *Select “Start”.*  *Click Save.* |
|  | This will tell Clarity workflow it is time to send the Evaluation Questionnaire to the Investment managers responsible for those investments.  Peter can monitor the answers on the Strategic Evaluations page, but he cannot make any changes unless he is the Investment Manager for one or more investments. |
|  | Only the Investment Managers will be able to answer the questions.  Peter takes a look at the questions and sees they haven’t been answered yet. Because the column “Investment Evaluation” is still blank.  We will now login again to Clarity as Paul Martin, who is the manager of those ideas. |
|  | *Logout and Log back in as “PM”*  Paul Martin will now answer to those the Questions regarding how the ideas support the IT Operations goals.  He navigates to the Strategic Evaluations page and use the filter to find the appropriate Evaluation Cycle.  He sees he needs to answer three questions on each idea.  He just clicks on the grid and enters the correct values for those questions.  When Paul is finished he will just save this page. |

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|  | Now, let’s go back to Peter Thompson and finish our Evaluation Cycle.  *While you log back in with Peter Thompson and Navigate to the Strategic Evaluations page, explain the following:*  These metrics will be configured by each Clarity customer. Some customers have fewer, more generic metrics; Some customers have more specific metrics. That’ll depend on your company’s maturity level for the Demand Management and Project Initiation processes and how you work with Business Cases.  Either way, Clarity can help you move away from subjective opinions and enable business executives to make fact-based decisions.  Notice that Peter can see the answers from Paul but he cannot make changes. That is due to our role-based security model, that establishes who can view or edit any information of the system |
|  | Peter will now go back to the Evaluation Cycle and close it.  *Set Cycle Action to Close.*  *Click Save.*  When he does that Clarity workflow knows it’s time to calculate the Alignment Score for those ideas.  The answers given by Paul Martin are then processed by and those investments are updated with their new Corporate Alignment Score. That score can later be used for selecting investments using Clarity’s Portfolio management capabilities. |
|  | *Navigate back to the Strategic Review Page, Evaluation Cycle Results Tab.*  As a result from this new evaluation cycle Peter realizes these two ideas have good cost reduction values but will not help much in the Launching new products.  **Link into Ideation**  Peter now decides he will run an Ideation campaign using Clarity’s Ideation platform to request that people collaborate and share their thoughts on how to achieve the company’s goals for launching new innovative products.  If you’re interested in see how that works, we can talk more about our Ideation process.  *Link to Idea Vision demo: If you can and if it’s appropriate you can stop and demo Idea Vision or just assess the customer’s interest and schedule another meeting specifically for that.* |
|  | *Navigate to Ideas and open one of the Ideas.*  *Go to the Alignment & Risk Sub-page.*  Peter can also navigate to those ideas and see the final result of his evaluation. He will notice they now have a Corporate Alignment Score and Supported Goals.  *NOTE: in this case the Supported Goals have been updated* ***automatically*** *by the system – based on the answers of the questionnaires. The system will assume that the goals related to the metrics with answers other than “blank” or “zero” are the ones supported by that investment. This behavior is determined by the Evaluation Cycle Method - when it is set as “Evaluate against all metrics and update Supported Goals accordingly”.*  *The* ***other option*** *would be: have the Supported Goals* ***manually*** *updated and have the Evaluation Cycle only consider the metrics related to those Goals declared. To use this option, set the Evaluation Cycle Method as “Evaluate only against metrics related to the Supported Goals”.*  *NOTE 2: if you previously ran a Department Evaluation Cycle (see Basic Departmental Goals Demo Script) you may see a Department Alignment Score here.* ***Use this in your favor*** *– and maybe it’s actually worth doing this in advance, avoiding showing the same process twice, but still making the following talking point:*    Notice how this idea has a Department Alignment Score of 57, with a yellow stoplight, but a Corporate alignment score of only 13 with a red stoplight. This means that although it’s a not-such-a-bad idea from the department view, on a corporate level it scores really low. This doesn’t mean you won’t approve it, it just means that now you have more information to make better fact-based decision. |

# Maintenance

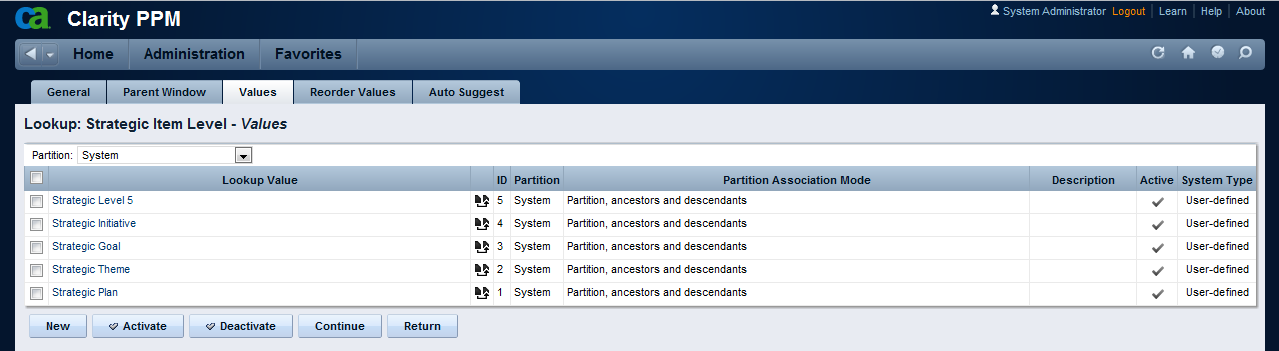
## Preparing for a Proof-of-Concept

### Changing Strategic Item Levels

Strategic Items are organized in Levels. Levels are determined by a Static Lookup called “Strategic Item Level”, ID “STRAT\_ITEM\_LEVEL”.

The levels in Strategic Alignment algorithms are dynamic – these means you can Add/Remove/Rename levels according to your customer’s needs.

We deliver, by default, five Levels, named as: “Strategic Plan”, “Strategic Theme”, “Strategic Goal”, “Strategic Initiative” and an additional level called”Strategic Level 5”.



To Add a new Level, click on New and add anew value.

To Remove an existing Level, select it on the list and click “Deactivate”.

To Rename an existing Level, click on it and change the “Lookup Value Name”. If you need multi-language, don’t forget to click on the multi-language icon and translate the new value to the desired languages.

*Note: please avoid leaving gaps in the numbering of levels (ID, a.k.a. Lookup\_Enum) as this untested condition may trigger undesirable results. Keep the levels in a direct numbered order (“1, 2, 3, 4” instead of “1, 3, 4, 6”).*

### Creating a new Balanced Scorecard Perspective

Balanced Scorecards are tailored to each company. The four basic perspectives are delivered as “seed data” in this application but you may need to create other perspectives. For government agencies you may create the “Citizen” perspective instead of “Customer” or “Financial”.

Login: PT or ADMIN

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|  | Navigate to Strategic Perspectives |
|  | Click “New BSC Perspective” |
|  | Enter the Perspective Name and Save. |
|  | If you don’t need one of the other perspectives you may delete it or de-activate it.  Just keep in mind you may invalidate existing demo data if you delete a Perspective. |
| Customer Perspective Dashboard for the IT Operations department Scope”: | Notice you have a Dashboard for BSC Perspectives.  They show the items in the Strategic Hierarchy that are linked to the Perspective.  Also notice you may use scope on the filter or not. |

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| Customer Perspective Dashboard for all Scopes: | If you don’t use scope you have a complete view of the influence of the BU’s and Department’s strategies on the corporate strategy for that perspective. |

### Creating a completely new Strategic Plan

To create a completely new Plan after you created a new scope, login with your Demo User and start by creating Strategic Items. Afer you have your Hierarchy Tree, Create the KPIs – the information in KPIs will be used to monitor your Strategy Execution. After the KPIs, create the Investment Alignment Metrics. The metrics will be used in the Investment Evaluation Cycles to calculate the Strategic Alignment Score of your Investments.

Her you’ll see how to create your Strategic Items. For KPIs and Metrics, please take a look at the corresponding topic.

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|  | Navigate to Strategic Items |

### Creating a new KPI

You will probably need to create new KPIs with their targets and measurements and link them to Strategic Items. You should do this using the appropriate user – depending on the Scope you will demo.

For Online Order Business Unit KPIs, use PG (Paula Granger);

For IT Operations Department KPIs, use SPM (Sarah Preston);

For Corporate KPIs, use (Peter Thompson); OR

If you created a new Scope, login that same user who created the new Scope. If you use Admin you will have to deal with “Access Rights” later to do your demo.

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|  | Navigate to Strategic KPIs |
|  | Click “New Strategic KPI” |
|  | Enter the KPI name and the related scope (what you’re going to use this KPI for)  Click Save |
|  | Enter a Description that clearly identifies what the KPI means.  Enter Calculation Instructions, KPI Periodicity (that’s related to the Measurements but it’s for information purposes only)  Pay attention to the KPI Sign – “Lower is Better” will have a reverse formula for calculating the KPI Status |
|  | Navigate to the KPI Targets subobject.  The list will be empty. Click New. |
|  | Enter a description, a Target Date (the date on which you expect to reach the target) and a Target Value (the value you expect to reach for that KPI on the target date). |
|  | Save and Return and repeat this operation as many times as necessary.  Our standard demo data delivers yearly KPI targets from 2009 to 2016. |
|  | Navigate to the KPI Measurements subobject.  The list will be empty. Click New. |
|  | Enter a description, a Measurement Date (the date on which you measured the KPI) and a Measurement Value (the value you measured for that KPI on the measurement date). |
|  | Save and Return and repeat this operation as many times as necessary.  Our standard demo data delivers yearly or quarterly or monthly KPI measurements from 2009 to 2011. |
|  | KPI is now Created. We will associate it with one or more items in the Strategic Tree.  Navigate to Strategic Items |
|  | Select the Item on which you will link this new KPI (or create a new Item if that’s more appropriate).  Add the KPI to the “Related KPIs” attribute on the “Relationships” section of the page.  There may already be a KPI on that item. You may have multiple KPIs for each item.  KPI is now created and associated to the Strategy tree.  Now the KPI Status attributes need be updated.  To do that, please follow the steps described in the “Updating KPIs” procedure. |

### Creating a new Investment Alignment Metric

You will probably need to create new Investment Alignment Metrics with their Alignment Scale and link them to Strategic Items. You should do this using the appropriate user – depending on the Scope you will demo.

For Online Order Business Unit Alignment Metrics, use PG (Paula Granger);

For IT Operations Department Alignment Metrics, use SPM (Sarah Preston);

For Corporate Alignment Metrics, use (Peter Thompson); OR

If you created a new Scope, login that same user who created the new Scope. If you use Admin you will have to deal with “Access Rights” later to do your demo.

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|  | Navigate to Investment Alignment Metrics |
|  | Click on New Investment Alignment Metric |
|  | Enter the name of the Alignment Metric and click Save. |
|  | Enter a Scope and a description that identifies what the Metric will be used for.  You also need to define the Question the Investment Manager will receive about his investments during an Evaluation Cycle.  Click Save. |
|  | Now we need to enter the normalized Scale that will help Clarity calculate the Alignment Score of the investments. Navigate to the Subobject “Alignment Scale” |
|  | Notice the Alignment Scale has been Initialized for you. You just need to fill in the ranges.  The more detailed your scale, the more precise the results will be.  You don’t need to use all of the values and you may delete the values you’re not using. |
|  | Fill in the values (just click on each cell and enter the values) and click Save. |
|  | Investment Alignment Metric is now Created. We will associate it with one or more items in the Strategic Tree.  Navigate to Strategic Items |
|  | Select the Item on which you will link this new Alignment Metric (or create a new Item if that’s more appropriate).  Add the Alignment Metric to the “Related Alignment Metrics” attribute on the “Relationships” section of the page.  There may already be an Alignment Metric on that item. You may have multiple Metrics for each item. The Alignment Metrics is now created and associated to the Strategy tree.  You are now ready to use that Alignment Metric on a new Investment Evaluation Cycle. |

### Creating a new Scope

Scopes are used to deploy the strategic alignment functionalities to a new **instance** of an existing dimension.

In simple words: Scopes are new Departments or Business Units that will use Strategic Aligment.

Scopes are not visible to everyone, otherwise demo would be a mess. Because of that, it’s easier if you create the scope with the actual login that will use it.

Other than that, a scope is really easy to be created. Let’s say Sarah Preston will create a new scope for the IT Financials department.

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|  | Navigate to Strategic Scopes |
|  | Click New Strategic Scope |
|  | Enter a Name for the Scope and Save. |
|  | Choose the appropriate Dimension.  Each user only has access to the dimensions according to the Security Group they are a part of.  Sarah Preston is in the “Department Strategy Planner” group and therefore has access to create Scopes only for the “Department” Dimension.  Save and Return. The scope is ready to be used. |

### Creating a new Dimension

Dimensions are used to deploy the strategic alignment functionalities to different segments of the enterprise, such as “Division”, “Business Unit”, “Department”, “Product Line”, etc.

In simple words: Dimensions are “types” of strategic trees and kpis. They are used to create new Scopes.

Dimensions are not visible to everyone. Dimensions are visible depending on Group Security. Creating a Dimension is a more “technical” activity and should be done by someone who knows their way around Studio and Clarity Access Rights.

We will use “Admin” to create a new dimension. The dimension will be “Product Line”.

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|  | First step in creating a dimension is creating a number attribute in the Investment object. This attribute will receive alignment information when we evaluate initiatives using Strategic Alignment.  Here we created the “strat\_prod\_align” attribute in the Investment Object. |
|  | You will probably want to adjust the “Overall Alignment Score” formula to consider your new attribute. |
|  | Now we need to add the attribute to the appropriate views in the investment objects (Idea, Project, Program)  Examples in the screenshots for the Idea Object.  Remember to edit your “View Fields” to display the Image by the attribute. |
|  | You can now check the preliminary results, test your formula, see the Icons.  When you’re ready for it, go back to the investment object and set your attribute to “Read-only”. |
|  | Next step is to actually create the dimension.  Navigate to Strategic Dimensions |
|  | Click New Strategic Dimension |
|  | Give the dimension a name and map it to the Investment Attribute you’ve created.  Save and Return. |
|  | Final step is to create a new Security Group.  You may use XOG to “clone” an existing group. |
|  | Add to the group the person (username) you will use to demonstrate this new dimension of strategic planning.  If you “cloned” an existing group there may be a need to delete another user from this group. |
|  | These are the Instance-Level Access Rights you need to Grant.  Let’s review “Page View” first. |
|  | These are the pages you need to grant access to.  If you “cloned” an existing group there’s no need to change this. |
|  | Now Let’s review “Strategic Dimension – View”  Your new group should only view the newly created dimension.  If you “cloned” an existing group you will need to **remove the old access right and add access to the new dimension**. |
|  | Grant these Global Access Rights to your group.  If you “cloned” an existing group there’s no need to change anything here. |

List of Instance Access rights you need to Grant:

* Strategic Dimension – View
  + For the dimension you just created
* Page View – for the following pages:
  + Evaluation Cycle Results
  + Strategic KPIs
  + Strategic Projects
  + Strategic Review (the TAB)
  + Strategic Review (the FRAME)

List of Global Access rights you need to Grant:

* Alignment Scale – Create
* BSC Perspective – Navigate
* BSC Perspective - View All
* Evaluation Cycle – Create
* Evaluation Cycle – Navigate
* Investment Alignment Metric – Create
* Investment Alignment Metric – Navigate
* KPI Measurement – Create
* KPI Target – Create
* Strategic Evaluation – Navigate
* Strategic Item – Create
* Strategic Item – Navigate
* Strategic Item - View All
* Strategic KPI – Create
* Strategic KPI – Navigate
* Strategic Scope – Create
* Strategic Scope – Navigate

## Updating KPIs

Execute this procedure whenever you:

* Create a new KPI
* Create or Update KPI Targets
* Create or Update KPI Measurements
* Associate or remove the association between a KPI and a Strategic Item

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|  | Navigate to the Organizer. |
|  | On the Processes Tab, go to the Available Processes Page |
|  | Find a process called “Strategic KPI Calculation”.  Start the process by selecting its checkbox and clicking on the “Start” button. |
|  | Wait for the process to end. |
|  | You will now see the correct Current Target, Current Measurement and KPI Status on the KPI.  The Measurements and the Targets also have a KPI status comparing the current target and measurement on that date. |

## Keeping the Tree Flat structure up-to-date

The multi-dimension functionality asks for a parallel tree structure to be maintained to make it possible to build portlets that can filter on Scope.

There’s an object called “Strategic Tree Flat” that serves this purpose. This object is only exposed in the UI for the Administrator, but it should be maintained using these procedures.

### Updating Strategic Items - Bulding the Tree

The tree flat object is built automatically with the “Strategic Item – Build Tree Flat” process. Whenever a Strategic item is changed and its Parent or Level has changed the process is executed automatically. It eliminates the old records and creates new ones with the new structure.

### Deleting Strategic Items – Cleaning up

Unfortunatelly we cannot execute a process automatically when a record is deleted, so whenever you delete Strategic Items you must execute the “Strategic Item – CleanUp Tree” process manually using the Organizer page.

### Rebuilding the Strategic Tree Flat

On special occasions when you do mass changes or if there’s a problem with the “Strategic Item – Build Tree Flat” process you may need to rebuild the whole tree. If that happens execute the “Strategic Item – Rebuild Tree” process manually using the Organizer page.

# Roadmap

## Proposed Backlog for Strategic Alignment v3.4

* Rename the term “KPI” to “Indicator”

## Proposed Backlog for Strategic Alignment v3.5

* Create new KPI Status attribute with Multi-Scope Roll-up
* Top Down Financial Planning:
  + Target Budget
  + Target Budget % Distribution
  + Integration to Portfolio Management (Convert Strategic Item to Portfolio)

## Proposed Backlog for Strategic Alignment future releases

* KPI Cause-Effect relationship
* Strategic Item Cause-Effect Relationship
* Use AHP to determine Strategic Item weights
* Create Strategic Map Chart using YFiles component
* Crate Cause-Effect Diagrams using YFiles component