

3 brings new mobile content to market with IT Project & Portfolio Management.

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ABOUT CA

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Executive Summary

Challenge

To enhance its competitive edge and maximise profitability, 3 must be able to quickly convert its ideas for new mobile content and products into live services. With IT playing a key role in the innovation and product development process, this means the company must be able to effectively monitor and manage projects. 3 also needs to ensure that all business units have visibility of projects' progress, so that the company can plan effectively for a new launch and train staff.

Opportunity

To improve governance of IT projects and increase awareness of the team's activities, 3 has deployed a CA Project & Portfolio Management solution. The solution is used to manage hundreds of projects a year and is accessed by IT project staff in Australia and India, line managers and external partners. CA Clarity PPM acts as a central information repository and provides 3 with a consolidated view of its entire IT project portfolio, which enables it to identify any bottlenecks or resource shortages. Progress and project closure reports can be accessed in a matter of minutes — a task that used to take several hours.

Benefits

The new and improved process at 3 now runs a lot more smoothly. For example, the company can now:

- Prioritise the allocation of IT project resources according to business need
- Enhance collaboration with external partners
- Synchronise planning for new products across the entire business

This means that 3 will be able to reduce the administration burden associated with running IT projects and use the efficiency gains to focus on delivering high-quality content and innovative mobile content for its customers.

Supporting rapid innovation

The development and delivery of new customer offerings is crucial for sustaining any company's competitive advantage. In the fast-paced mobile telephony industry, consumers expect fresh and innovative services on a regular basis. As well as standard voice services, customers want the latest handsets, user-friendly applications and entertaining and informative content.

3, Australia's first 3G network, delivers mobile services to more than 1.8 million customers. Designing and developing new mobile content and products is central to 3's focus on bringing new and innovative services to its customers. The company has identified non-voice services as a key differentiator, and has developed Planet 3 as a channel through which customers can access music, television, sport, games, news and personal account details directly from their mobile phone.

In 2006, 83 percent of 3's customers accessed Planet 3, which included more than 900,000 viewings of the FIFA World Cup and more than a million viewings of the 3 Mobile Ashes cricket series, using 3's Cricket TV.

To be able to offer such unique services and content, 3 needs not just great ideas, but a suitable framework through which to monitor, track and manage project delivery.

Bringing new customer offerings to market

3 has a number of IT project teams who are responsible for developing new products, content and services. Without careful project management and continuous monitoring, individual projects may become delayed or exceed resources, with knock-on effects for the business in terms of staff deployment, budgets and time-to-market.

Few IT projects exist in isolation — the billing department, customer support services, and retail outlets are all impacted by the delivery of new business initiatives, and often need to prepare in advance to meet customer needs around new products. Charles Tiralongo, Head of Project Management Office, at 3, comments, "Technology is constantly evolving in the mobile phone industry, and service providers are all vying for customers' attention. We need to be able to launch new products, content, and associated services, quickly and efficiently to maintain customer interest."

Coping with the complexity of IT Project & Portfolio Management

In addition to improving visibility of individual IT initiatives, 3 wanted to reduce the complexity associated with capacity planning, forecasting and communicating project activities and status to the wider business.

Most companies find reporting a significant burden on management resources, and 3 was no exception. "Line managers were producing fortnightly reports in Microsoft Excel, which could take several hours to produce — the majority this time was spent collecting and collating data from across the various project teams," comments Tiralongo.

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Charles Tiralongo

Head of Project Management Office, 3

3 recognised the inefficiency in its project reporting, and was keen to implement a solution that offered:

- A centralised view of the company's project portfolio
- Access to project details from geographically diverse locations
- Project and portfolio level reporting and analysis

SECTION 2: OPPORTUNITY

Managing IT projects according to business need and available resources

To address its project management issues and improve IT governance, 3 opted to deploy a Project & Portfolio Management solution from CA, which is flexible, configurable and Web-based.

When deploying new software, gaining staff buy-in can be a significant challenge. It is therefore critical that any new technology can be adapted to suit its users' needs from the outset — otherwise adoption may be slow and difficult. As 3 was already very process-driven, it was important that the CA solution have the flexibility to integrate with existing policies and procedures.

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Charles Tiralongo

Head of Project Management Office, 3

To ensure it could achieve the level of customisation required and maximise the potential of the solution, 3 worked closely with a third party implementer prior and during implementation. The third party implementer team helped 3's core project management staff gain the necessary expertise with CA Clarity PPM to configure and customise the solution, and assist with deployment planning and end-user training.

The solution runs on a Windows platform and is used by hundreds of IT and business staff. Since the roll-out in January 2005, all new 3 products, content and handset services have been managed through CA Clarity PPM. This amounts to numerous IT initiatives a year as well as a number of business-as-usual projects that are also tracked via the solution.

As a result, CA Clarity PPM has played an important role in the management of a series of high-profile new services, such as its X-Series and Skype product offerings. As Tiralongo confirms, "CA Clarity PPM plays a key role in 3's innovation and business development cycle, and helps to ensure that we meet launch deadlines and make best use of our IT resources."

Improved collaboration and information sharing

CA Clarity PPM's main contribution to the innovation process at 3 is improved access to project information, which is not only critical to the overall success of an initiative, but also future business planning.

3 leverages CA Clarity PPM extensive functionality to collate information for both IT project, portfolio and resource management as well as reporting. Core to all these processes is CA Clarity PPM's centralised and customised dashboard. This enables 3's project and line managers to monitor all activities and status via a single source. This not only includes information from 3's IT project teams in Australia but also updates from staff based in Mumbai and third party companies involved in development. Managers can therefore quickly identify any bottlenecks in a project's progress and identify the source.

This level of virtual collaboration is enabled by CA Clarity PPM's secure Web access, which means there are no geographical or departmental limitations on who uses the solution. As a result, 3 can also ensure that project teams work in a consistent and standardised manner.

Raising business awareness of project progress

In addition to providing operational data to IT project teams, CA Clarity PPM also increases visibility of their activities across the business. Using CA Clarity PPM's robust project and IT portfolio capabilities, 3 can ensure that IT activities are aligned with business need, and that investments are focused in the most profitable areas.

CA Clarity PPM's reporting capabilities are particularly beneficial to the company — management reports can now be produced in just minutes, and are easily customised to suit 3's exact requirements. In addition to real-time reporting, CA Clarity PPM provides the management team with retrospective reports, which enables it to benchmark project results against previous performance and view historical metrics.

As well as providing 3's senior management with the information it needs to manage the business effectively, the solution has helped the company improve communication between different departments. For example, project completion dates can be estimated more effectively allowing the billing team to be made aware of a new chargeable service in advance of the launch date, thus helping to prevent delays in delivering new services.

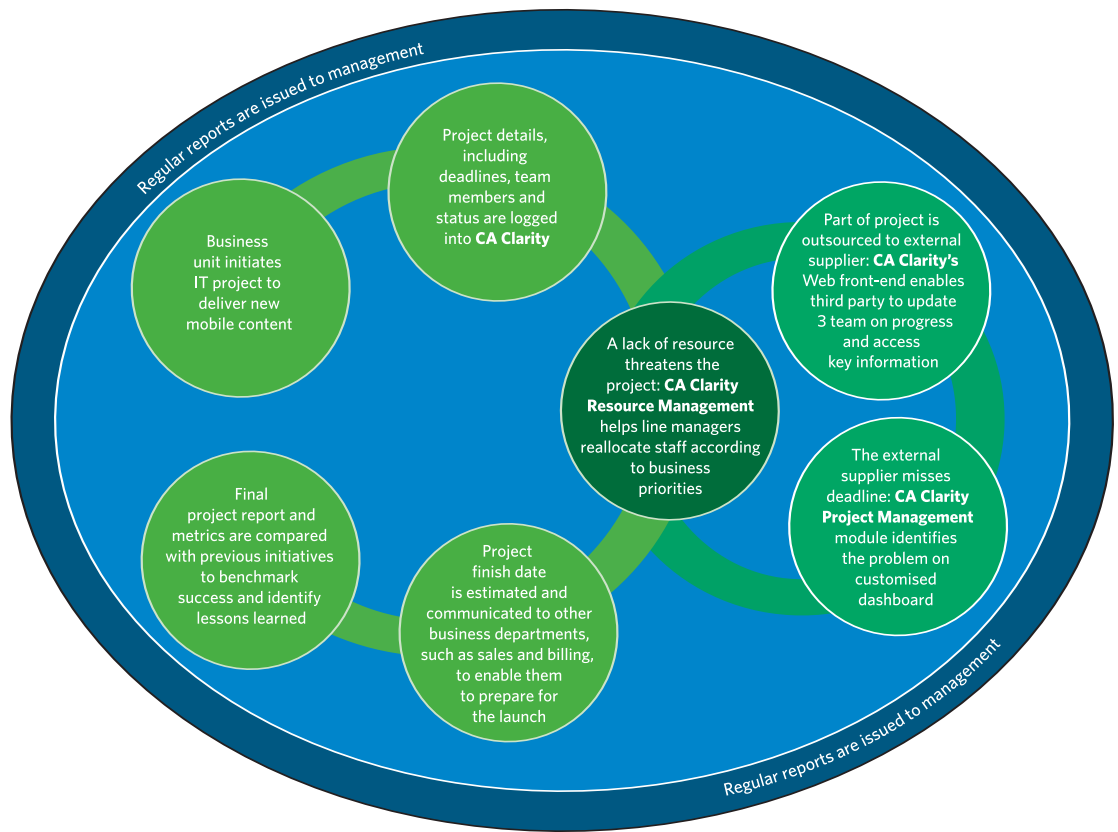
3 also uses CA Clarity PPM to further safeguard product launch schedules. With multiple business areas all demanding assistance with new projects, it can be difficult for IT departments to assess which activities take priority. The CA Clarity PPM allows 3 to address these challenges by supporting capacity and demand planning. As a result, the company is able to identify which IT projects should take precedence and when additional external support is needed.

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SEAMLESS IT PROJECT MANAGEMENT

To simplify the development of new mobile content, 3 uses the CA Clarity PPM. CA Clarity PPM supports the entire end-to-end IT project process and enables 3 to collaborate more effectively with internal and external teams and identify any risks that might impact launch dates.

FIGURE A



Extending the benefits beyond IT

Following the success of using CA Clarity PPM to manage its IT projects, 3 has also deployed process management functionality to help manage vendor contracts. Sourcing approval on IT outsourcing contracts was previously a time-consuming manual process, but since deploying CA Clarity PPM at the start of 2006, 3 has been able to track contracts electronically. By streamlining this process, the company has been able to speed up contract approvals, which enables it to access external skills and resources more quickly.

Speed is also of the essence when new products are being launched; the company's training division is responsible for ensuring that all staff understand any new offerings prior to a launch. With multiple points of distribution, training the dynamic retail staff is an important undertaking for the company.

New product training plus standard company training amounts to hundreds of courses a year. In June 2006, 3 extended CA Clarity PPM's use to its training team, which relies on the solution for scheduling courses and accessing information. As the solution is Web-based, trainers can also access course details while on-site at remote training locations.

Driving efficiency and competitive advantage

Thanks to the multiple business applications of CA Clarity PPM, 3 has been able to maximise its investment in the Project & Portfolio Management solution and deliver added value across the entire company. For example, the solution has helped the telecommunications giant:

REDUCE OPERATIONAL OVERHEADS Simplified project management has minimised the administration associated with new business initiatives. For example, progress reports can be produced in a few minutes rather than several hours, which frees up staff and decreases the costs associated with managing the IT project portfolio.

IMPROVE STAFF SATISFACTION AND PRODUCTIVITY Reducing the need for manual intervention in day-to-day administrative tasks means that staff can focus on their core line of work, which results in greater contentment and better productivity.

INCREASE GOVERNANCE CA Clarity PPM standardised and automated workflows ensure that staff follow company procedures and policies — this is particularly useful for new recruits, and helps to minimise business risk and the need for training.

PRIORITISE BUSINESS SPEND AND RESOURCE Greater visibility of the company's project portfolio helps to ensure that investment is prioritised according to business and customer demand. Using CA Clarity PPM, 3 can quickly resolve any resource conflicts and assign IT project teams to the most high-profile and profitable projects.

ENHANCE COLLABORATION As well as helping virtual IT project teams to work more closely, CA Clarity PPM has also bridged the gap between departmental silos. As a result, 3 can take a more integrated approach when planning for new product launches.

These factors all help 3 deliver on its mission, which is to challenge and change the way people use their mobile phones by creating an experience that is useful, entertaining and valuable. Crucially, this means that 3 will be able to:

- Attract more customers
- Enhance the reputation of the brand as a pioneer in mobile telephony
- Protect its competitive advantage and revenue streams

“CA Clarity PPM has become an important part of our business,” comments Tiralongo. “By reducing the administrative cost burden associated with managing IT projects and creating greater business efficiencies through the use of CA Clarity PPM, we are able to ensure that our focus remains on delivering high-quality services and unique and innovative mobile content to our customers.”

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Charles Tiralongo
Head of Project Management Office, 3

SECTION 4: CONCLUSIONS

In today's fast-paced digital world, no company can afford to stand still. Innovation and product development are core to driving a business forward but must be managed effectively if great ideas are to be converted into stable revenue streams.

By enabling good governance of business and IT projects, companies can ensure that their development cycles are not impacted by a lack of resource, communication or planning. To achieve this level of control and visibility, companies need to establish a centralised framework for Project & Portfolio Management.

This proactive approach will not only improve reporting, information sharing and deadline management but also provide managers with the intelligence they need to prioritise resources and investments to meet business goals and customer demand.

To learn more about the CA Project & Portfolio Management architecture and technical approach, visit [ca.com](https://www.ca.com)

CA, one of the world's largest information technology (IT) management software companies, unifies and simplifies the management of enterprise-wide IT for greater business results. Our vision, tools and expertise help customers manage risk, improve service, manage costs and align their IT investments with their business needs.

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