



PPM SOFTWARE, EVOLVED.

A BUYER'S GUIDE FOR TODAY'S PROJECT TEAMS

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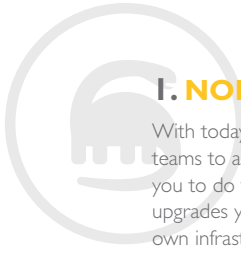
THE CURRENT STATE OF AFFAIRS OF PPM TOOLS

You don't have to look far to see press reports of failing projects. But it doesn't have to be like that. More and more businesses are turning to Project Portfolio Management (PPM) tools to help manage the challenges of project work with a finite number of resources.

There is a vast selection of tools out there, and many of them will not be right for your business. Unfortunately, many PPM tools lack the capability to make a real difference in how you deliver projects successfully.

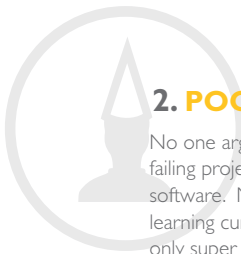
There are five failings inherent in many tools, and these are the things to watch out for when choosing a product from the current crop of PPM tools:

There are many PPM software options on the market but they tend to either be too heavy, complex and clunky to add any real value, or they are too light and fail to deal with the whole project journey. With the market so polarized, we need to bridge the failure gap by choosing products that work the way people really like to work, and not the way the tool we give them works.



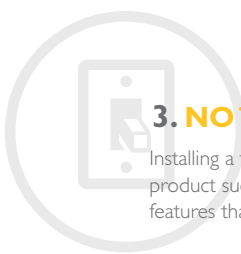
1. NON-SOFTWARE-AS-A-SERVICE OPTIONS

With today's mobile workforce, you need to choose a solution that enables your teams to access their data from anywhere. Software-as-a-Service (SaaS) tools allow you to do that without the heavy overhead of maintaining servers and managing upgrades yourself. There are still many PPM tools that require installation on your own infrastructure, which increases ongoing costs and virtually guarantees your software is out of date as soon as it is implemented.



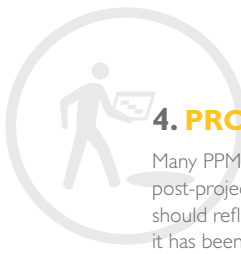
2. POOR USABILITY

No one argues that doing PPM well is easy (if it was we wouldn't see so many failing projects). But PPM tool vendors could at least make it easy to use their software. Many products are not intuitive for first-time users and require a steep learning curve before team members get anywhere near proficient. Tools that only super users can make work defeat the object of having a solution that can be embraced by team members at all levels in the company and used by all.



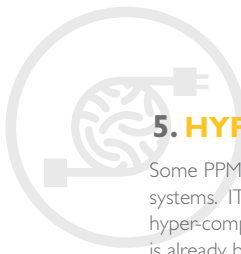
3. NO TEAM ENGAGEMENT

Installing a tool is not enough. Companies must make sure that users adopt the product successfully. Too many PPM tools ignore this and fail to incorporate features that encourage team members to engage with each other.



4. PROJECT-ONLY FOCUS

Many PPM tools focus purely on the project with no emphasis on prioritization, post-project evaluation, or repeatability. Projects are a journey and PPM tools should reflect that the project process starts before the project and ends long after it has been completed. Some vendors only offer adequate tools for managing one small portion of a much bigger process.



5. HYPER-COMPLEX

Some PPM tools are very difficult to implement and to integrate with other systems. IT departments are particularly stretched in the current climate and a hyper-complex project to install the software is a major disadvantage to a team that is already busy with other priorities. A time-consuming setup phase eats into your business case and can be the reason why many PPM tools fail to deliver.

PPM IS EVOLVING... ARE TOOLS KEEPING UP?

Project management has its roots in civil engineering and defense and evolved into the more formal processes we recognize today in the big engineering projects of the 1950's. For many years projects were run in broadly the same way as back then, but the last few years have seen huge changes in how projects are managed. The growth of outsourcing and off-shoring, managing global teams, a mobile workforce and a massive burst in how collaborative technologies are used have meant that project teams have had to radically rethink how they work together on projects.

Project management methodologies and tools have, in the main, failed to keep up with the changes in the way the workforce works. PRINCE2 is heavily process driven and needs adapting to your company's norms to fully realize the benefit. Agile methods such as Scrum work best with colocated teams—which fails to address the globalization of the modern workplace. PPM software is no different: options seem to be between over-complicated and expensive on-premises models or SaaS products that are so light that project teams have to plug the gaps they leave with other products in order to get a project from inception to completion.

The gap between how projects are managed and how the workforce works is only going to get bigger, as these headlines show:

SOFTWARE AS A SERVICE:

According to research by Gartner, SaaS will grow healthily through 2015.¹ This means that your competitors are taking advantage of instant, transparent software upgrades and low infrastructure costs while you could be left behind with an on-premises solution.

KEEPING UP WITH A MOBILE WORKFORCE:

Tools must have the flexibility to travel with you. Research by Forrester shows 66% of information workers in North America and Europe already work remotely and this is likely to grow.² If your teams can't access your PPM tool while working remotely, they will be at a disadvantage to your competitors.

END-TO-END PROJECT LIFECYCLE MANAGEMENT:

Gartner reports that PPM will evolve to cover the project lifecycle from bright idea to post project review.³ Because projects move businesses and products forward, increased attention to request and service desk management have become more important to the end-to-end project management model. If your business focuses solely on project execution, you won't be able to realize the benefits of those projects once they are operational.

SOCIAL COLLABORATION:

Over 70% of project managers are on LinkedIn and social collaboration and data streams are the way we now engage with others.⁴ Failing to incorporate this into work tools means we force project teams to work in ways that feel unnatural. With 83% of project managers agreeing that social media and enterprise collaboration tools can or do improve the way they manage projects, most methods and tools miss the real need facing project teams today: a PPM tool that encourages and supports collaborative project management.⁵

83%

**PROJECT MANAGERS AGREE
THAT SOCIAL MEDIA TOOLS
IMPROVE THE WAY THEY
MANAGE PROJECTS**

1. See Gartner Press Release, "Gartner Says Worldwide Software-as-a-Service Revenue to Reach \$14.5 Billion in 2012", 27 March 2012. <http://www.gartner.com/it/page.jsp?id=1963815>.

2. Keitt, T. J. 2011. 'Demystifying The Mobile Workforce—An Information Workplace Report, Leverage Forrester's Mobile Worker Taxonomy To Facilitate Remote Working Styles'.

3. See Gartner Press Release, "Gartner Heralds the End of PPM as We Know It", 10 May 2012. <http://www.gartner.com/it/page.jsp?id=2011515>.

4. Arras People Project Management Benchmark report 2011

5. See <http://www.pm4girls.elizabeth-harrin.com/social-media-survey-results/>

EVOLVED PROJECT MANAGEMENT



In summary, the evolved project team needs complete visibility and full collaboration throughout the entire journey, not just in the project management phase. Evolved project management needs a PPM solution that does more than just project execution.

CHOOSING THE

RIGHT APPROACH

We interviewed over 100 project managers and executives to discover their frustrations when managing project work. These **top three frustrations** and their causes resonate in almost every case:

1 LACK OF VISIBILITY

Caused by: having no central source of project information, with everyone using different tools. This also results in time wasted gathering data for reporting—time that could be more effectively used delivering results.

Fix by: selecting a solution that will actively help you know what is going on. A single enterprise solution keeps everyone on the same page and provides data that you can actually trust. Choose a product that will help your team avoid vague answers like “80% done.” Project managers need visibility about what their team is doing, but executive management needs a view too. Make sure your product includes dashboards and management reports that allow you to prove the value of your team and instantly see if a project requires executive intervention.

2 PROJECT INEFFICIENCY

Caused by: not automating repeatable projects and tasks. Inefficiency can also result from giving support to the loudest project sponsor. Teams that have difficulty forecasting available resources and planning upcoming work also work inefficiently.

Fix by: standardizing processes and workflows with project templates. Choose a product that supports project prioritization and makes resource utilization transparent and easily manageable. Your tool should allow you to work on the right things, in the right way.

3 COLLABORATION BREAKDOWN

Caused by: communication overload, silos, and duplication of effort. Companies that fail to collaborate effectively also suffer from low levels of accountability, often failing to track work back to the original requestor so there is little to no visibility into what happens to that person's work request or bright idea.

Fix by: choosing a solution that encourages teamwork, streamlines communication, and encourages collaboration. The product should encourage your team to work in a social and natural way, as this builds trust and provides visibility.

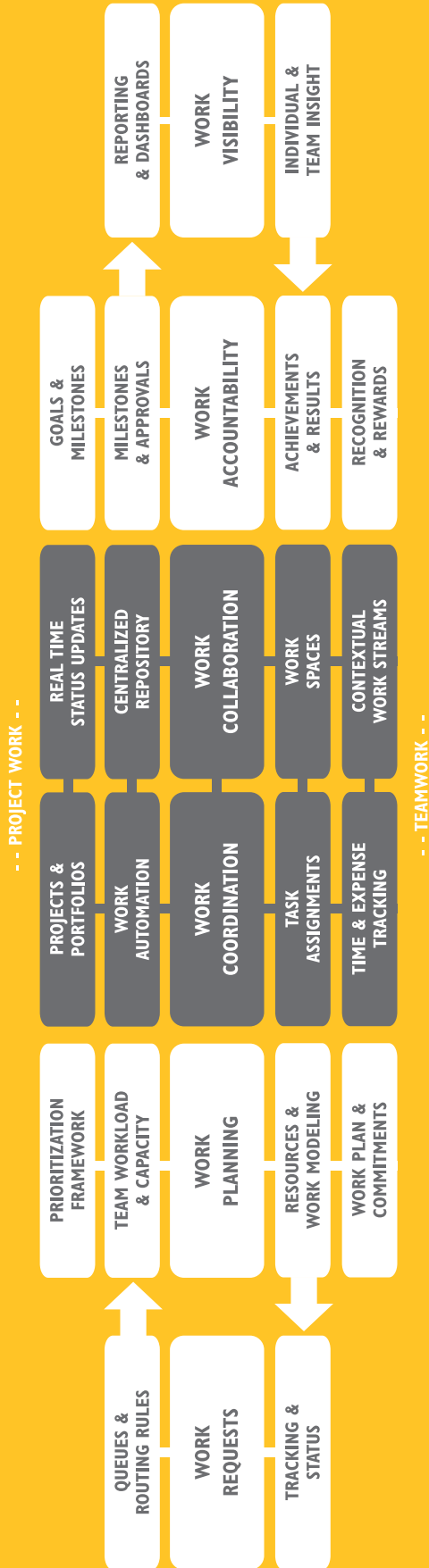
CHOOSING THE RIGHT TOOL:

Evolved project management is more than just project execution. When choosing a tool, look for a product that covers the whole project journey from work requests to executive dashboards. Avoid any tools that only address work coordination and work collaboration, as these will leave out large chunks of the project journey and will fail to give you the big picture view.

The diagram below shows key features that a PPM product should have:

WHAT ATTACK DOES VS. OTHERS*

*OTHERS DO ONLY SOME GRAY



Your business needs a solution that works the way your team works. Knowledge work today is very different from the engineering environment of the 1950's and the PPM tool you choose should reflect that. After all, if you pick a product that does not address the 21st Century challenges that your business is facing, it will never be used by your teams, however much you invest in it. Establish your challenges and adopt a solution that will adequately address these for your knowledge workers and project team members. If it is intuitive and solves their frustrations, they will embrace it and the business will start to see the value of evolved project management.

CURRENT vs. FUTURE STATE MATRIX

There are a number of things that are essential to consider when investing in new PPM products. We've made it easy for you by preparing this feature matrix. For each feature listed, consider how your company operates now and the challenges it faces. Use the Future State column to assess how your shortlisted PPM software tools will help you address those challenges and move you to where you want to be in the future. You'll be able to see the impact of your choices and compare products by features.

And to make it even easier, we've highlighted the features that come standard with AtTask.

 WORK REQUESTS					
FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
QUEUES AND ROUTING RULES	-Send the right information to the right teams. -Align and negotiate priorities. -Update requestors in real-time.				✓
TRACKING AND STATUS	-View status updates in real-time. -Quickly view resource availability. -Get project data you can trust.				✓
 WORK PLANNING					
FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
PRIORITIZATION FRAMEWORK	-Clear frameworks mean no lost work requests. -Everyone understands priorities. -Clarity builds trust with stakeholders.				✓
TEAM WORKLOAD AND CAPACITY	-Get full visibility into each team member's workload and capacity.				✓
RESOURCE WORK MODELING	-Evaluate and optimize team member substitutions and utilization. -Make reliable resource forecasts.				✓
WORK PLAN AND COMMITMENTS	-Ensure target deliverables and requirements are met.				✓
 WORK COORDINATION					
FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
PROJECTS AND PORTFOLIOS	-Validate, align, and prioritize projects. -Make informed portfolio decisions.				✓
WORK AUTOMATION	-Automate repeatable processes to save time. -Standardize processes. -Avoid forgetting dependencies.				✓
TASK ASSIGNMENTS	-View accurate workloads for team members. -Manage all tasks in one place.				✓
TIME AND EXPENSE TRACKING	-Keep all project tracking in one location. -Save time with integrated timesheets.				✓



WORK COLLABORATION

FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
REAL TIME STATUS UPDATES	-Easily see workload and availability. -Forecast resources accurately.				✓
CENTRALIZED REPOSITORY	-Manage all work in one place. -Everyone has access to the latest project documents.				✓
WORK SPACES	-Keep team members on the same page. -Collaborate in a central location. -Build a sense of team engagement.				✓
CONTEXTUAL WORK STREAMS	-Communicate and collaborate in real-time. -Filter out the 'noise' of day-to-day work.				✓



WORK ACCOUNTABILITY

FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
GOALS AND INITIATIVES	-Set and manage achievable goals. -Set clear expectations for team members.				✓
MILESTONES AND APPROVALS	-Schedule and track meaningful milestones. -Use workflow for approvals so nothing gets lost.				✓
RECOGNITION AND REWARDS	-Provide instant feedback to team members. -Ensure team members are recognized for their work.				✓



WORK VISIBILITY

FUNCTIONALITY	WHY IT MATTERS	CURRENT STATE	CHALLENGES	FUTURE STATE	ATTASK
REPORTING AND DASHBOARDS	-Get real-time visibility that demonstrates the progress and value of your projects. -Stop frantically searching multiple applications for the information you need.				✓
INDIVIDUAL AND TEAM INSIGHT	-Easily control the IT Governance process. -Get visibility into resource utilization and availability.				✓

ABOUT ATTASK INC.

WHY CHOOSE ATTASK?

“ BECAUSE I CAN SEE ALL WORK IN ONE PLACE, I HAVE 100% CONFIDENCE IN THE STATUS OF MY PROJECTS. WITH OTHER SOLUTIONS I WAS ALWAYS MISSING ANOTHER PART OF THE PICTURE. ”

Annette Sussman, PMP
Sr. Applicant Services Manager

Project work is only a part of any team member's workload and traditional PPM software doesn't take into account ad hoc work, unstructured work, or other personal tasks, all of which impact team member's workload and your project success.

AtTask does more than just PPM; it manages the whole project journey from before the project even starts, as well as all the other tasks employees work on. AtTask is evolved, and supports the modern knowledge economy by working the way your employees work.

PROJECT & WORK MANAGEMENT SOLUTIONS LEADER

AtTask is the Software-as-a-Service (SaaS) leader in project and work management solutions for enterprise teams. AtTask provides the work visibility and accountability that enterprise departments lack by enabling knowledge workers to better receive, plan, prioritize, and coordinate their work. AtTask provides an easy-to-use solution that improves productivity,

social collaboration, recognition, and results. AtTask has a broad range of customers including Global 2000 brands such as Nike, Cisco, ABC, ESPN, 3M, REI, and Trek. Additionally, AtTask was recently recognized as a Leader in the Gartner Inc. 2012 Magic Quadrant for Cloud-Based Project and Portfolio Management (PPM) Services.

ATTASK ALLOWS YOU TO:

- Take advantage of a flexible SaaS solution
- Get everyone contributing to projects from Day 1 with a highly usable interface
- Build team engagement, collaborate with contextual workstreams, and use social functionality
- Manage all work in one place and avoid a project-only focus
- Hit the ground running with an on-demand solution that is easy to get started and suits your existing infrastructure
- Centralize work requests
- Work anywhere you want
- Organize and manage teams
- Get real and real-time visibility into team work and accomplishments
- Strategically plan and align work in a single view
- Manage multiple work methodologies to suit your company's working style and the project maturity levels of each individual, team, and department
- Make decisions more effectively through greater and more trustworthy management insight

Unlike its competitors, AtTask solves project management problems the right way, by making work about people, putting all work (not just project work) in one place, and giving executives and managers visibility they can actually trust.

AtTask is evolved PPM software for today's teams.

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