

CA Clarity™ PPM For New Product Development

CA CLARITY™ PPM FOR NPD HELPS YOUR ORGANIZATION MEET COMPLEX, NEW PRODUCT DEVELOPMENT AND INTRODUCTION CHALLENGES. IT BALANCES ALL PRODUCT DEVELOPMENT SKILLS AND RESOURCES ACROSS ALL PRODUCT LINES IN ALL PRODUCT LIFECYCLE PHASES FOR OPTIMUM STRATEGIC, FINANCIAL AND OPERATIONAL IMPACT. IT UNIQUELY COMBINES PRODUCT PORTFOLIO MANAGEMENT THAT ALIGNS INNOVATION WITH BUSINESS STRATEGY; IDEA-TO-LAUNCH MANAGEMENT THAT AUTOMATES INNOVATION PROCESSES SUCH AS STAGE-GATE® AND PACE®; REQUIREMENTS PLANNING THAT ENSURES PRODUCTS DELIVER THE FEATURES CUSTOMERS VALUE MOST; PROJECT PIPELINE PLANNING THAT BALANCES SCARCE RESOURCES ACROSS THE NPD PROJECT PIPELINE; AND PROJECT & RESOURCE MANAGEMENT THAT IMPROVES PROJECT EXECUTION.

Overview

The top performing innovators achieve 2.5 times higher sales of new products and 10 times higher returns from their innovation investments than the worst performers. This is accomplished not by the money they spend, but by the capabilities they demonstrate in ideation, project selection, development and commercialization. CA Clarity PPM for NPD can help you deliver high performance innovation.

Benefits

CA Clarity PPM for NPD uniquely combines portfolio management and idea-to-launch management to improve the selection, development and launch of products that meet your sales and profit objectives.

CA Clarity PPM for NPD helps minimize new product development costs by helping to ensure that new product development and introduction is executed efficiently, with less waste, on time, and within budget.

CA Advantage

CA provides you with the most complete, integrated and proven PPM solution in the industry today. We offer you a solution that provides comprehensive portfolio analysis and assessment to improve product investment decisions together with project, resource and financial management to help ensure the successful delivery of NPD projects.

CA also has an experienced, world-wide support and consulting organization to help you realize your business goals with CA Clarity PPM for NPD.

CA Clarity PPM for NPD Helps You Manage Your Products, Projects, People and Financials

CA Clarity PPM for NPD allows your organization to seamlessly manage its products, projects, people and financials. It gives executives a real-time view into the organization's products, projects and resources and empowers managers to deliver controlled and predictable product innovation.

CA Clarity PPM for NPD gives you all the tools you need to align your NPD investments with your business strategy, bringing you the highest return on the use of your product development resources. It provides you with the structured environment you need to establish portfolio criteria, develop plans and what-if scenarios, and communicate strategic decisions to stakeholders.

Once your portfolio decisions have been made, CA Clarity PPM for NPD provides you with extensive performance analysis and scorecard features to show you the true costs and benefits of your product development projects. This gives you the insight you need to continually improve innovation performance and decision making.

You can access performance information in real-time and drill to the details and answer the really important questions: Are my resources aligned with my business and innovation strategy? Are we succeeding financially? Are we actually achieving the benefits we targeted in the selection process? Are my stakeholders completely engaged in the process?

The ability to establish sophisticated evaluation and selection criteria, create and optimize planning scenarios, communicate decisions and monitor progress in a seamless, integrated system makes CA Clarity PPM for NPD your most critical tool for managing innovation investments.

Portfolio Management

Since all downstream decisions rely on how well your product development investments rank against specific criteria, the first thing you need to do is select the criteria that best applies to your organization. You'll get the metrics you need to do this right out-of-the box, including true benefit and cost capture, resource capacity and demand, and product benefits and risks.

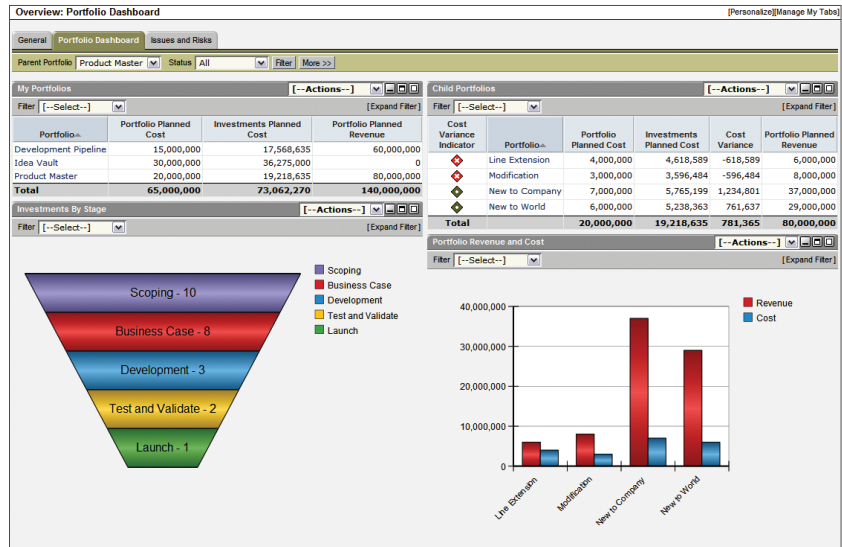
The extensive configuration capabilities in CA Clarity PPM for NPD allow you to adapt the standard evaluation criteria or easily add your own. With point-and-click configuration, it's easy to create, prioritize and evaluate innovation investments against your own metrics. These metrics include: ROI, NPV, productivity index, cost avoidance or revenue enhancement goals, quality statistics, business value assessments and many more.

The next step consists of taking inventory of the current and proposed product development projects and evaluating them against the selected criteria. CA Clarity PPM for NPD allows you to get up and running quickly, providing you with an easy-to-use interface for entering existing projects, programs and more.

FIGURE A

Configurable management dashboards improve visibility and portfolio decisions.

PRODUCT PORTFOLIO DASHBOARD



You can enter items through the user interface or easily import them in batch or real time from external systems using the CA Clarity PPM XML Open Gateway. Either way, you immediately experience the benefits of portfolio management. With a detailed inventory, you will have significant benefits from this step alone. Having identified the actual project portfolio, gross misalignments, accidental investments and pet projects become immediately apparent.

Within CA Clarity PPM for NPD, you can create multiple product portfolios, each consisting of different sets of product investments. You can also group portfolios together in parent-child relationships, allowing individual product groups to maintain their own portfolios while providing overall visibility at the executive level. The interlinked portfolios provide support for top-down planning and bottom-up reporting.

Scenario Planning

CA Clarity PPM for NPD provides you with a complete set of tools and reports for creating the budgets, analyses and what-if scenario. With clear strategic goals and budget allocations, your portfolio managers can evaluate potential and ongoing product investments by sorting and prioritizing them against key portfolio criteria. They can look at the results, look at the available budget and simply choose the highest ranked investments you can fund.

Improvised portfolio changes can be modeled with the scenario builder. Product investments can be selected, killed, recycled, or put on hold — and the impact on the cost, benefit, alignment and balance of the portfolio will be analyzed in the context of these changes. The final, optimized portfolio can turn out to be any combination of existing investments or high-scoring new products.

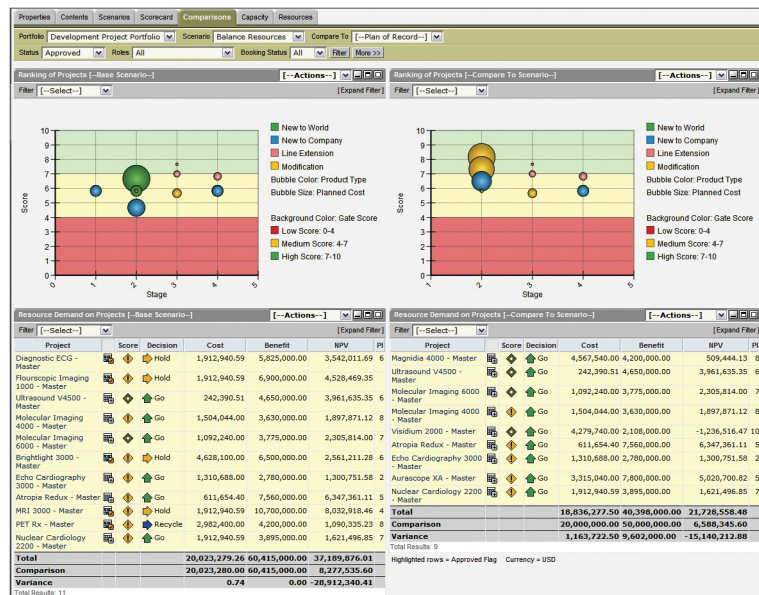
Once you choose your optimal investment portfolio, it's time to implement it. This includes communicating your decisions to department, resource and project managers so detailed plans can be put into place. Ongoing efforts that are slated for cancellation should be scaled down methodically, while your newly funded investments need to be initiated in compliance with defined processes. Your resources and momentum need to shift.

Your product portfolio is highly dynamic. Budget and revenue requirements change, market conditions dictate new priorities and projects fail or pass funding gates. That means your product portfolio needs to be reevaluated and reprioritized, often on short notice and without the luxury of long planning cycles.

Trying to do this with manual report consolidation, spreadsheets and standalone portfolio analysis tools won't get you the results you are looking for. The complete integration of portfolio execution and assessment functionality within CA Clarity PPM for NPD lets you understand, in real time, how your decisions affect portfolio performance. It enables you to develop and deploy best practices for the next round of portfolio planning. You can adjust and reprioritize selection criteria, weigh new ideas against existing investments and communicate new decisions, all within days or weeks rather than quarters or years.

FIGURE B
Powerful scenario planning and comparison capabilities help you select the optimum portfolio.

SCENARIO COMPARISON



Idea-to-Launch Management

A customer-focused stage and gate process that supports tough and objective go-kill decisions is a widely accepted best practice for improving innovation performance. An effective stage and gate process will help eliminate poor product ideas early and free up resources to focus on products that offer greater reward and a higher probability of commercial success. An effective stage and gate process also reduces costs by canceling projects before they reach later, more costly stages of the idea-to-launch process.

CA Clarity PPM for NPD improves the stage-gate process by:

- Managing and tracking the key data and deliverables required for rigorous go/kill decision gates
- Providing standard deliverable templates, gate scorecards and process workflows improving overall quality of execution
- Ensuring all project team members understand their tasks and deadlines within the overall idea-to-launch process
- Providing all team members with access to key project data and worksheets they need to complete their tasks and responsibilities
- Allowing process managers/owners to publish help and guidance to all team members to accelerate process adoption and innovation maturity.

Whether you use a five-stage, three-stage, formal Stage-Gate or PACE process or an idea-to-launch process unique to your organization, CA Clarity PPM for NPD can automate and streamline your innovation process. With user-configurable process and workflow management, innovation process owners can ensure that your organization's innovation best practices are incorporated. In addition, as process improvements are identified, these changes can be quickly incorporated, making continuous innovation process improvement an integral part of the overall solution.

Idea Management

Idea management provides you with an enterprise-wide solution for capturing, cataloging, evaluating and approving product or technology ideas. Using web-based configurable forms, employees, customers and partners can enter ideas using forms and fields that capture new ideas, then route them to the appropriate reviewers for evaluation and approval. Once ideas are approved, product managers can automatically move ideas into the product portfolio and project pipeline. At that point, portfolio planning, resource allocation and time and cost tracking will begin immediately.

FIGURE C

Key stage and gate information is available in a single location to streamline gate decisions.

GATE REVIEW

Gate Scoring Deliverables (Gate Scoring: Gatekeeper Score)								
Properties Processes Gate Scores Deliverables Schedule Financial Review Issues								
Document Owner All Document Status All Document Schedule All Filter More >>								
Deliverables [Actions] [Expand Filter]								
Document	Status	Schedule	Due Date	Category	Owner	Last Updated Date	Last Revision Comments	
Gate 2 Review Presentation.ppt	⚠	⚠	10/31/07	Deliverables	Paul Miles	9/12/07		
Preliminary Business Case.doc	⚠	⚠	10/31/07	Deliverables	Peter Tennyson	9/12/07		
Preliminary Integrated Product Definition.doc	⚠	⚠	10/31/07	Deliverables	Cheryl Butler	9/12/07		
Preliminary Production Supply Assessment.doc	⚠	⚠	10/31/07	Deliverables	Jesse Baker	9/12/07		
Total Results: 4								
Gate Documents [Actions] [Expand Filter]								
Document	Status	Schedule	Due Date	Category	Owner	Last Updated Date	Last Revision Comments	
Gate Meeting Notes.doc	⚠		10/31/07	Gate Documents	Paul Miles	9/12/07	Document template only - no information as of yet.	
Total Results: 1								
Worksheets [Actions] [Expand Filter]								
Document	Status	Schedule	Due Date	Category	Owner	Last Updated Date	Last Revision Comments	
Gate Preparation Status Report.doc	⚠	⚠	10/31/07	Worksheets	Paul Miles	9/12/07		
Stage Review Report.doc	⚠	⚠	10/31/07	Worksheets	Paul Miles	9/12/07		
Voice of the Customer.doc	⚠	⚠	10/31/07	Worksheets	Paul Miles	9/12/07		
Total Results: 3								

Stage Management and Review

Dividing projects into discrete stages reduces risk in product development projects that involve a high degree of uncertainty and progressively high cost. CA Clarity PPM for NPD organizes all project information by discrete stages so that cross-functional project teams can rapidly access information relevant only to the current or active stage. Configurable stage views provide clear visibility and access to stage deliverables, worksheets, cost plans, stage task plans, issues, risks and discussions. Stage management and review saves time by directing all project team members to the current stage work and work products and ensures that no effort is spent on unapproved, unfunded stages.

Gate Management

The preparation and running of gate meetings is a highly time-consuming process. CA Clarity PPM for NPD simplifies this process by providing specific, configurable views for gatekeepers where they have access to all gate deliverables required for an objective gate decision. Gate deliverables include stage costs, project plan, issues, risks and planned resource requirements. Each gatekeeper is presented with a personal gate scorecard where their gate score is recorded and combined with all other gatekeeper scores that determine the final gate decision. These preserved gate scores can be later analyzed during post launch reviews to assess and improve the idea-to-launch process.

Deliverables Management

Keeping track of gate deliverables can be a daunting task. Team members can waste many hours searching for the latest copy of key deliverables in inboxes and file systems. Even when a shared document repository is available, it is often disconnected from other project data and collaboration functions such as tasks plans, issues and risks and progress tracking. CA Clarity PPM for NPD provides all team members with one-click access to all gate deliverables and stage worksheets. Built-in version control keeps track of all changes and ensures that team members have access to the latest version. Deliverables can be checked out and locked for offline update and checked back in when changes have been approved.

CA Clarity PPM for NPD adapts itself to your company's unique innovation processes, linking a knowledge-based approach with structured workflows. Workflow improves the quality of your processes, increases compliance and promotes consistency. It also decreases your time-to-market and boosts customer satisfaction. Because CA Clarity PPM for NPD monitors and measures performance against a number of key performance indicators (KPIs), your company benefits greatly from continuous process improvement.

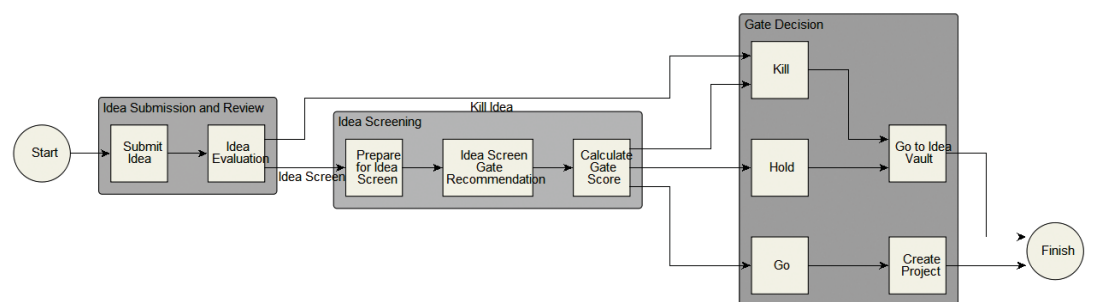
Achieve Real-Time, End-to-End Innovation Management

Attaining maximum efficiency for your organization requires a combination of good, solid planning and the ability to respond quickly to changes and to integrate successfully with third-party applications. The support that CA Clarity PPM for NPD provides for event-driven processes gives you the flexibility and agility you need to respond as quickly as necessary. For example, when a phase or stage is completed, a workflow can instantly start the review process to speed project delivery. Real-time job scheduling allows easy integration between applications so users can share and update data as needed for process completion.

FIGURE D

Powerful process and workflow management documents and automates your existing innovation best practices.

PROCESS FLOW DIAGRAM



Create Powerful Workflows to Automate Your Business Processes

Your process owners can easily create workflows and make them available to all users throughout your enterprise. These workflows can take actions on all objects in the system. For example, project templates can use workflows to automate the creation of projects and to ensure that projects follow the right procedures, such as what work specific people can do and how and when they can do it. Organizational breakdown structures can drive these templates, which means that different business units can follow their own unique business processes.

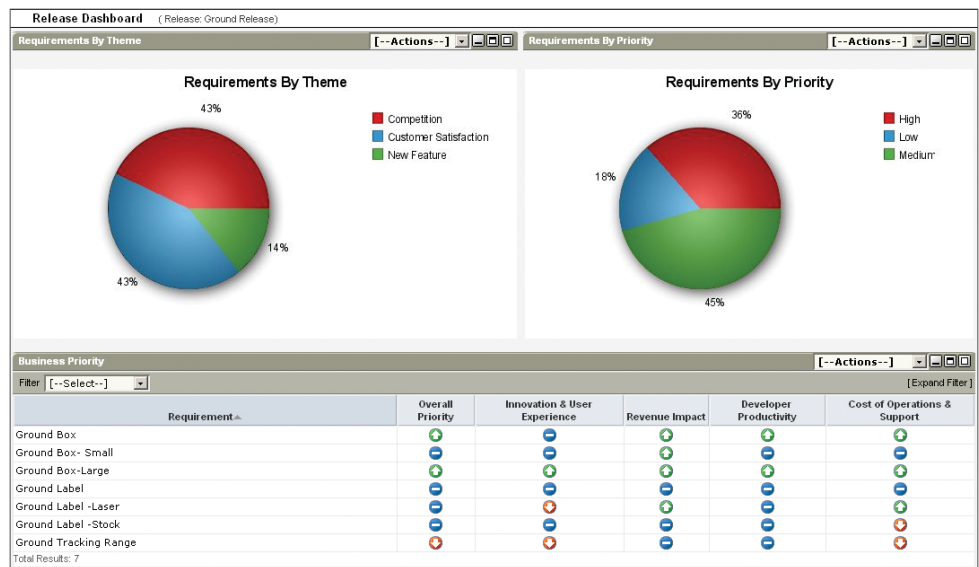
Requirements Planning

Accurately capturing the voice of customer is key to delivering winning products. Although the practice of capturing and managing requirements is fairly well established, many organizations struggle with planning and tracking the delivery of requirements and features in product development projects. With CA Clarity PPM for NPD Requirements Planning, you can define, organize, and scope features and requirements, build those features and requirements into high-level product/release plans, and construct a road map that describes what will be built and when. Simply put, Requirements Planning bridges the gap between product planning and product development and ensures that your products deliver the features that customers value most.

FIGURE E

Portlets and dashboards help analyze the requirement backlog to improve prioritization and release planning.

REQUIREMENTS DASHBOARD



Capture and Analyze Product Requirements

The first step in the requirements planning process is capturing and organizing requirements. A user-configurable requirement capture form is used to record key requirement information. If you already have requirements captured in another system, these can be loaded into CA Clarity PPM for NPD using the XML Open Gateway. High-level requirements can be decomposed into subrequirements, allowing major requirements to be delivered incrementally across a number of product releases.

A variety of tabular and graphical portlets are available for you to analyze your requirements backlog. These user-configurable views reveal details such as: the source of your requirements, which customers are impacted, how requirements map to predefined themes and how requirements rank by customer value, technical risk, alignment with goals and much more.

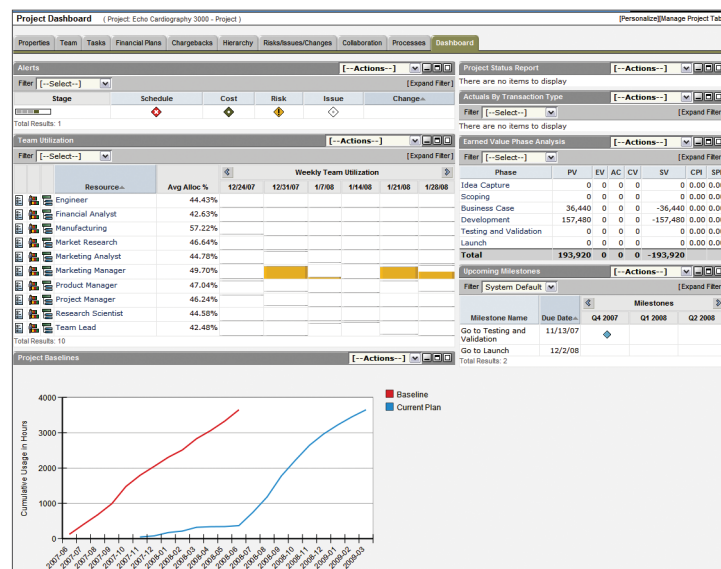
Project Execution

Projects are the delivery vehicle for transforming ideas into winning products. A poorly planned or badly estimated project can have an adverse effect on your results, deliverables, costs, and credibility with customers. CA Clarity PPM for NPD makes it easy for your company to create reliable project plans and accurate estimates, find and assign the best resources, leverage organizational knowledge and best practices, empower teams through collaboration, and deliver meaningful reporting and analysis. The result is that your managers can deliver controlled and predictable execution of projects and programs, helping to ensure that the critical products that drive your profitability and growth are delivered on time and on budget.

FIGURE F

Integrated project and resource management improves NPD project execution.

PROJECT DASHBOARD



CA Clarity PPM for NPD easily supports any level of project planning, from the most basic to the most sophisticated. Your project managers can create simple plans for collaboration and the tracking of key tasks and milestones, or detailed plans for capturing all of the information in a complex project. Collaboration is a basic element in every plan, including threaded discussions, document management, and time tracking at the project or task level. Plans can also include key tasks, Work Breakdown Structure (WBS) hierarchies, estimates, dependencies, and deliverables and staff assignments. All project resource and cost accounting activities are fully integrated, allowing for seamless management throughout the project lifecycle.

Project Management Best Practices

Rather than starting from scratch, your project managers can build their plans from predefined innovation processes and templates that are included in the CA Clarity PPM for NPD application. Answers to project profile questions automatically generate key tasks and milestones or a complete WBS, including deliverables and recommendations culled from your own best-practice methods.

Project templates go a long way in expediting the project creation process, and they make it easy to reuse previous work. The templates leverage the extensive workflow capabilities of CA Clarity PPM for NPD, giving your project managers a way to model your organization's own product development process within the application. As review gates are passed, workflow automatically copies the next set of tasks, documents, roles, budgets and fields from the template into the project, creating all of the underlying items necessary to complete the current phase.

The workflow capabilities of CA Clarity PPM for NPD can also automate many project management tasks, including time sheet notifications and approvals, budget and forecast updates, action item assignments, resource allocations, and document routing and approval. Using the graphical workflow status indicator, your project managers can easily track where an item is in the process, removing bottlenecks and reducing project cycle time for speedier completion.

Program Management

When you need to manage large programs with a related series of development projects, CA Clarity PPM for NPD allows you to create and manage at the program level, providing top-down budgeting and forecasting and bottom-up risk, status, cost and schedule reporting for subprojects. Users can drill directly into the subproject details to manage more effectively and drive program success.

Budgeting and Forecasting

The budgeting and forecasting feature in CA Clarity PPM for NPD provides all the necessary tools for accurate planning, tracking and analysis of the financial performance of your product development projects. Your project managers can create budgets and update forecasts at the summary or detail level, including labor, expenses, materials and equipment. As the project progresses, forecasts are updated with aggregated accruals and estimates to complete, giving managers a real-time view into the rate of project completion for financial analysis. Project managers can see not only that they are on plan, but also on budget, driving fiscal responsibility to the level where it has the most impact.

Project Scheduling

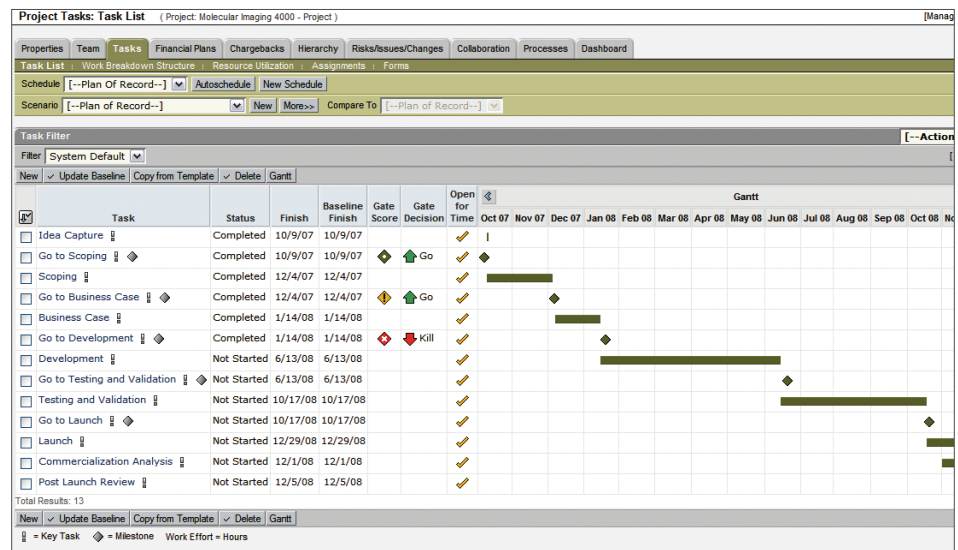
CA Clarity PPM for NPD makes it easy to schedule key tasks and milestones, manage project and resource calendars, and group multiple subprojects into programs for schedule roll-up, all within the web-native CA Clarity PPM for NPD environment. Users can leverage the Resource-Constrained Scheduling (RCS) algorithm within their web browsers to schedule project plans based on available resources rather than on task duration, providing a more realistic plan in less time. Users can also create tentative schedules, make changes and publish the schedule to the plan of record without having to download or maintain software.

For advanced scheduling and creating baselines, CA Clarity PPM for NPD integrates seamlessly with both Open Workbench and Microsoft Project, making it easy to launch the preferred scheduling tool from within CA Clarity PPM for NPD. Resource management tools help your project managers quickly find qualified, available people on your staff anywhere around the globe. Once a project is created in CA Clarity PPM for NPD, team members can be assembled quickly by searching for resources by name or role. CA Clarity PPM for NPD also supports advanced searching by skill set and resource pool and the evaluation of overall resource capacity and demand.

FIGURE G

Web-based, distributed planning and scheduling provides enterprise-scalable cross-functional coordination.

PROJECT PLAN



Progress and Performance Monitoring

CA Clarity PPM for NPD lets you easily track and analyze costs for the work that people do and determine the estimated time to completion. Time sheets allow team members to record their time and resource usage on the projects and incidents to which they are assigned. Once a time sheet is submitted, managers with time approval rights can review it for accuracy and completeness before approving it. Robust reporting capabilities provide accurate information on the time spent by all resources on all work performed.

Managing Risks and Issues

Even the best project plans are often derailed by unexpected risks and unresolved issues. CA Clarity PPM for NPD gives team members better control over project results by allowing them to systematically manage risks, issues and change requests. Using PMBOK-compliant terminology and processes, risks are captured, evaluated and scored, allowing your managers to focus mainly on those with the highest impact and probability. User-defined thresholds allow roll-up of critical risks to management dashboards for visibility and mitigation.

Project managers can easily convert risks into issues, and issues into change requests, while maintaining history and interdependencies. With all of the associated impact information in one location, project team members can understand context, analyze trends, seek out root causes and aggressively mitigate project risk.

Team Collaboration

The collaboration functionality in CA Clarity PPM for NPD allows your project teams to communicate effectively, share knowledge, manage documents and resolve issues. Project managers can easily create collaborative environments so teams can find the information they're looking for in one location, instead of searching through thousands of emails and countless individual computers.

The data mart in CA Clarity PPM for NPD provides the foundation reporting and analytics. Standard and custom reports, portlets and dashboards provide powerful insight into project data, giving your team members, managers and executive sponsors the critical information they need to assess the status of their initiatives.

CA Clarity PPM for NPD uses the enterprise Organizational Breakdown Structure (OBS) service to provide data security and information organization and classification. This allows managers to define their own hierarchical structures, such as by division, geography or resource pool and then organize and provide access to information accordingly. Data is automatically rolled up according to the structure your managers choose, providing each level of your organization with key metrics for better decision making.

ERP and PLM Integration

To let you easily exchange project information with your other systems, CA Clarity PPM for NPD includes published, open-standards-based interfaces to facilitate enterprise application integration. Using CA Clarity PPM APIs, critical project execution information (such as task status, time tracking, resource availability and documents) can be easily exchanged with your financial, human resources, cost accounting, PLM and other applications. This can help to reduce costs, improve reporting, eliminate double entry and reduce cycle time.

CA Clarity PPM for NPD – Driving Repeatable, Profitable Innovation

Low-cost competition from developing nations, diminishing returns from cost reduction and efficiency initiatives, and pressure from shareholders to drive growth have placed improving innovation performance at the top of the corporate agenda.

CA Clarity PPM for NPD can help your organization drive repeatable, profitable innovation. Its unique combination of portfolio management, idea-to-launch management and project pipeline management will help your organization:

- **Shorten time-to-market** by standardizing and streamlining complex, cross-functional product development processes
- **Increase the rate of innovation** by efficiently capturing new product ideas and ensuring the best ideas are rapidly progressed through the entire idea-to-launch process
- **Increase sales** by combining portfolio management and idea-to-launch process management to objectively score, rank and select winning products
- **Improve resource utilization and reduce development costs** by providing comprehensive program, project and resource management to ensure development projects are executed efficiently and with less waste

The CA Advantage

CA provides your organization with the most complete, integrated and proven PPM solution in the industry today. We offer a solution that provides comprehensive portfolio analysis and assessment to improve product investment decisions together with project, resource and financial management to help ensure the successful delivery of NPD projects.

CA also has an experienced, world-wide support and consulting organization to help you realize your business goals with CA Clarity PPM for NPD.

Next Steps

CA Clarity PPM for NPD is an integrated suite of modules that allows your organization to seamlessly manage its products, projects, people and financials. It gives executives a real-time view into the organization's products, projects and resources and empowers managers to deliver controlled and predictable product innovation.

To learn more, and see how CA software solutions enable organizations to unify IT and simplify the management of complex computing environments for better business results, visit ca.com/products.