

# IT Demand Management

Process Management DEM  
Integrated Business Solutions (IBS)  
Henkel AG & Co. KGaA  
October 2013



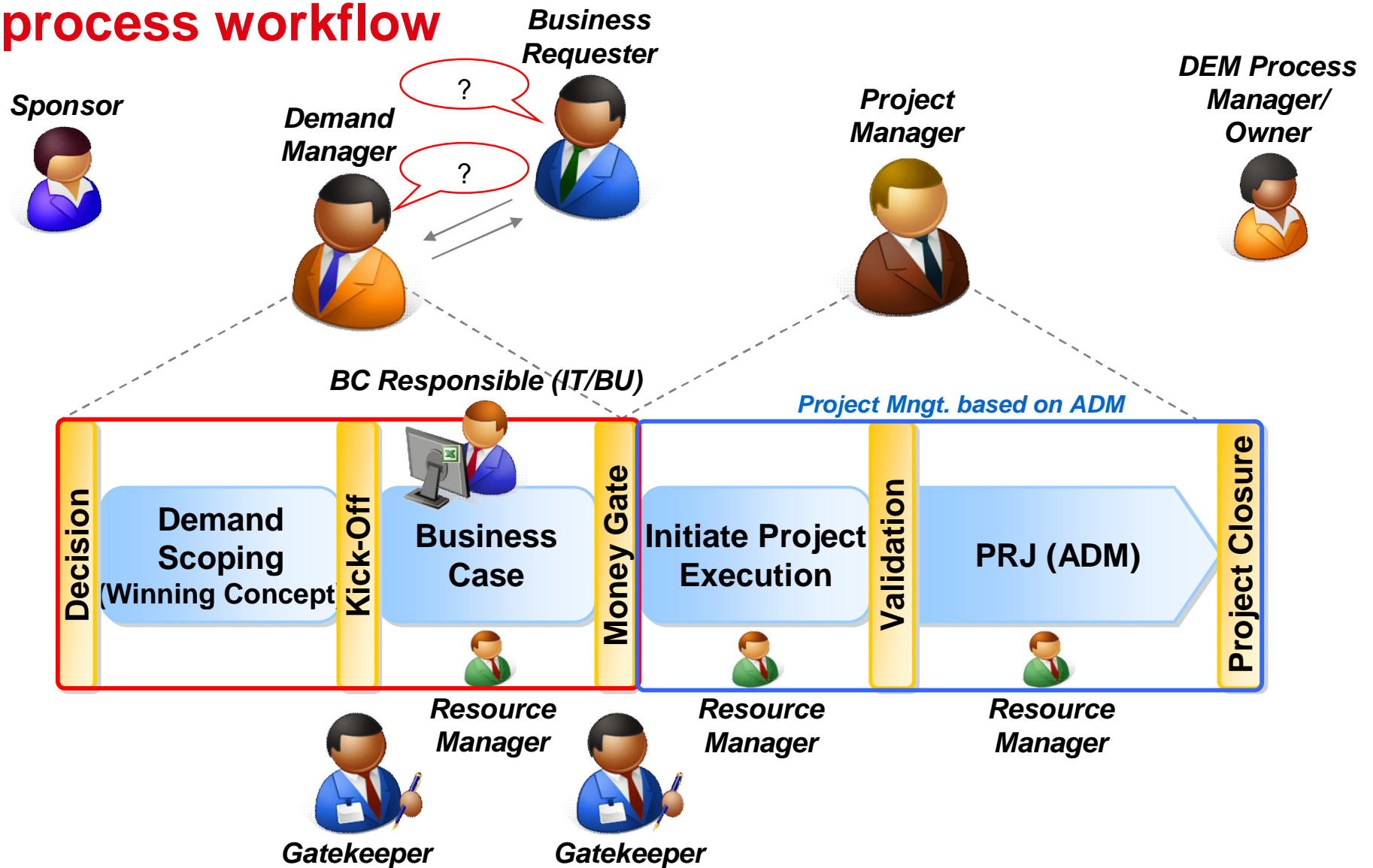
Excellence is our Passion

---

# Agenda

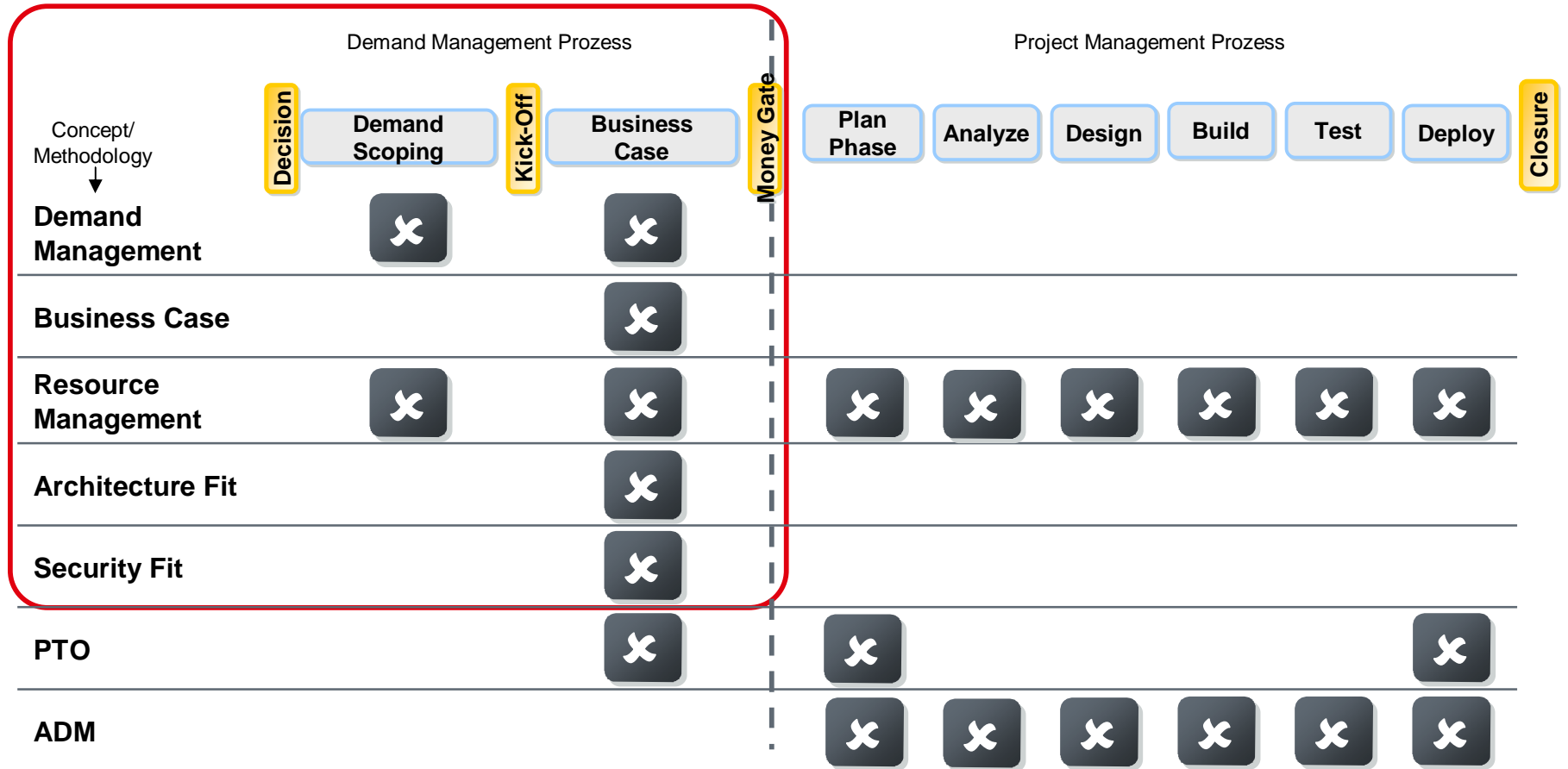
- DEM Process & Templates
- DEM System-based Scenarios (Clarity)
- DEM Reporting

# Key players' role in DEM, RES and PRJ process workflow



# Process Framework Overview

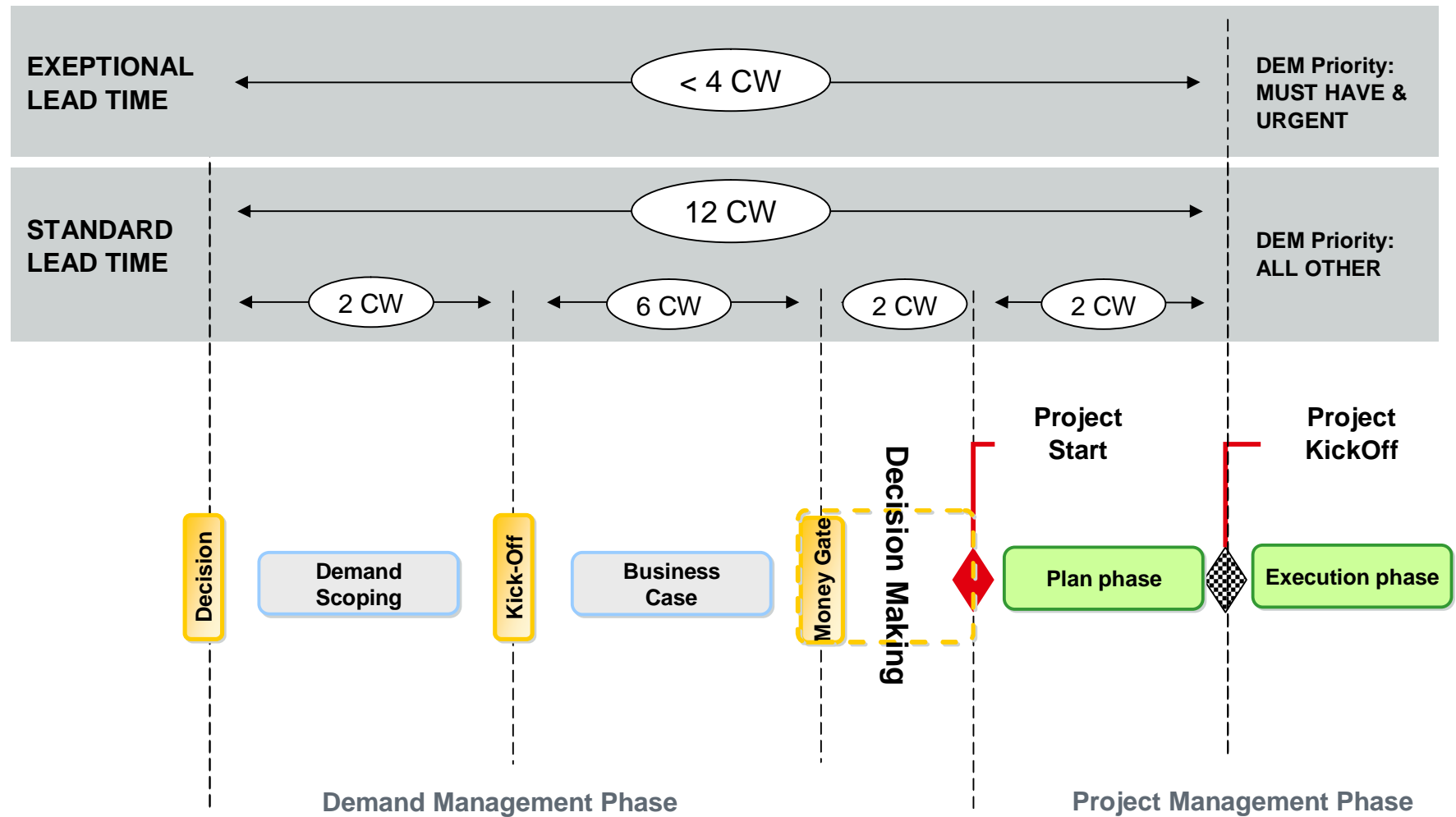
How DEM fits into IT process environment



**x** = interaction in process step

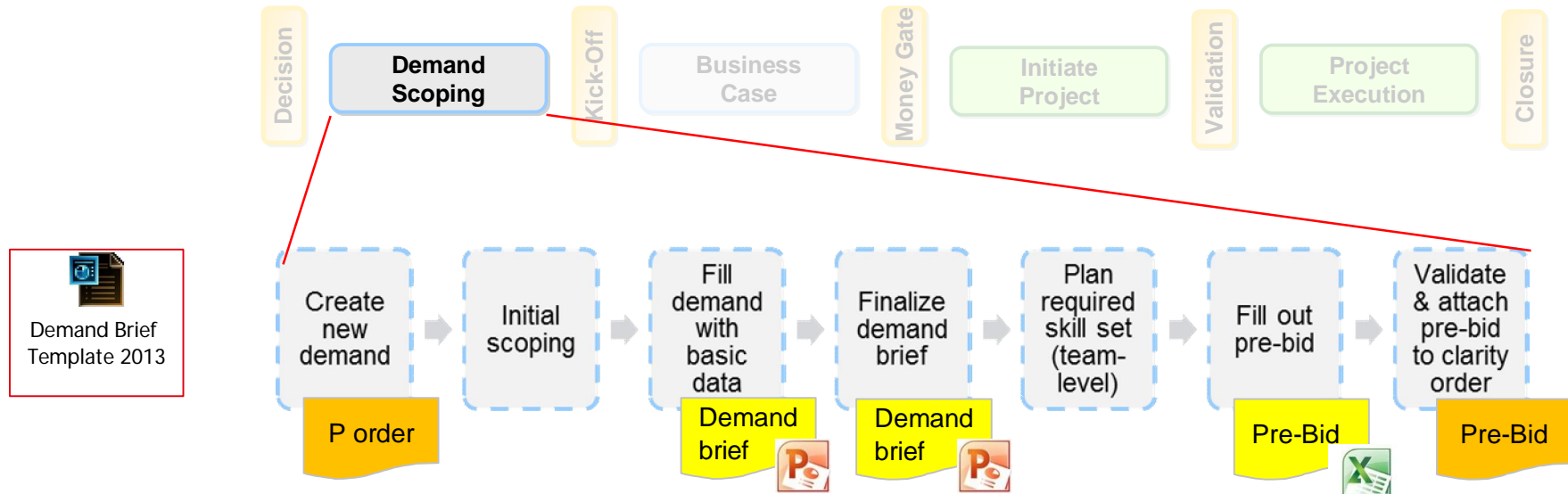
# Target Lead Times Demand Management

Standard cases w/o additional complexity drivers



# Roles and Responsibilities – Demand Scoping

Major tasks and deliverables



DM	E	E	E	I	I	I	E
BCR							
PM			I		I		
RM				C	C		
SSC							
C/SME				E	E	E	
SP							
RES							

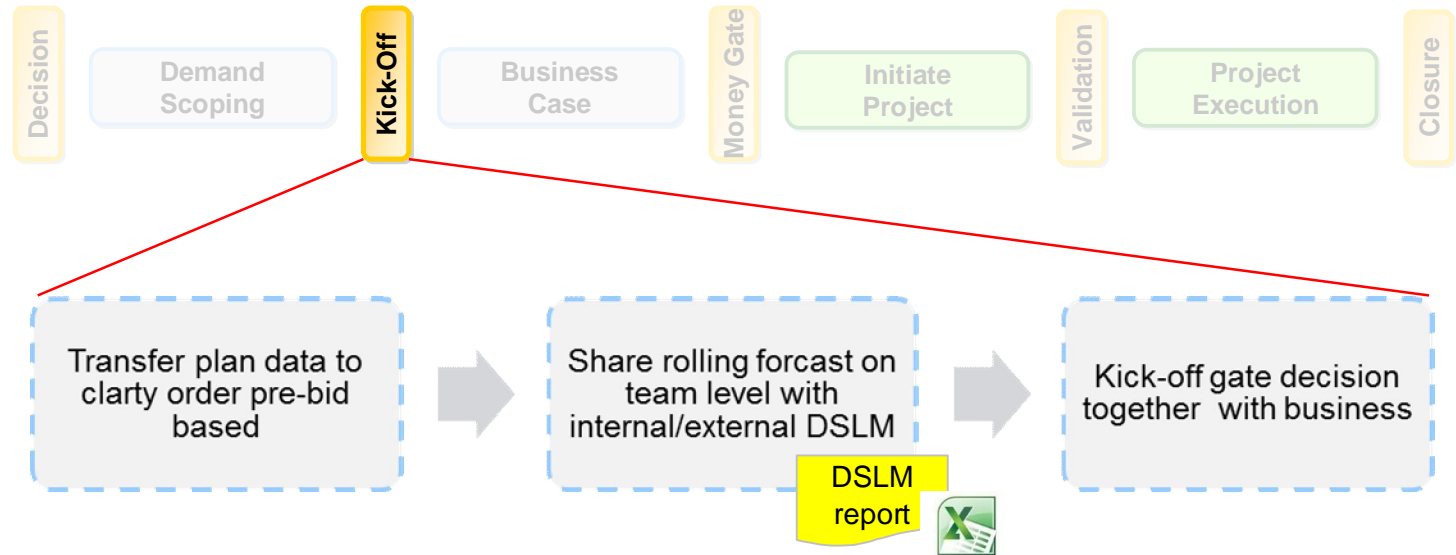
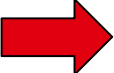
D: Decide E: Execute C: Consult I: Inform

file

clarity

# Roles and Responsibilities – Kick-Off

Major tasks and deliverables

DM		I	D
BCR			
PM			
RM		I	
SSC	E		
C/SME			
SP		I	
RES		E	I

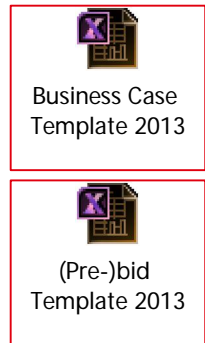
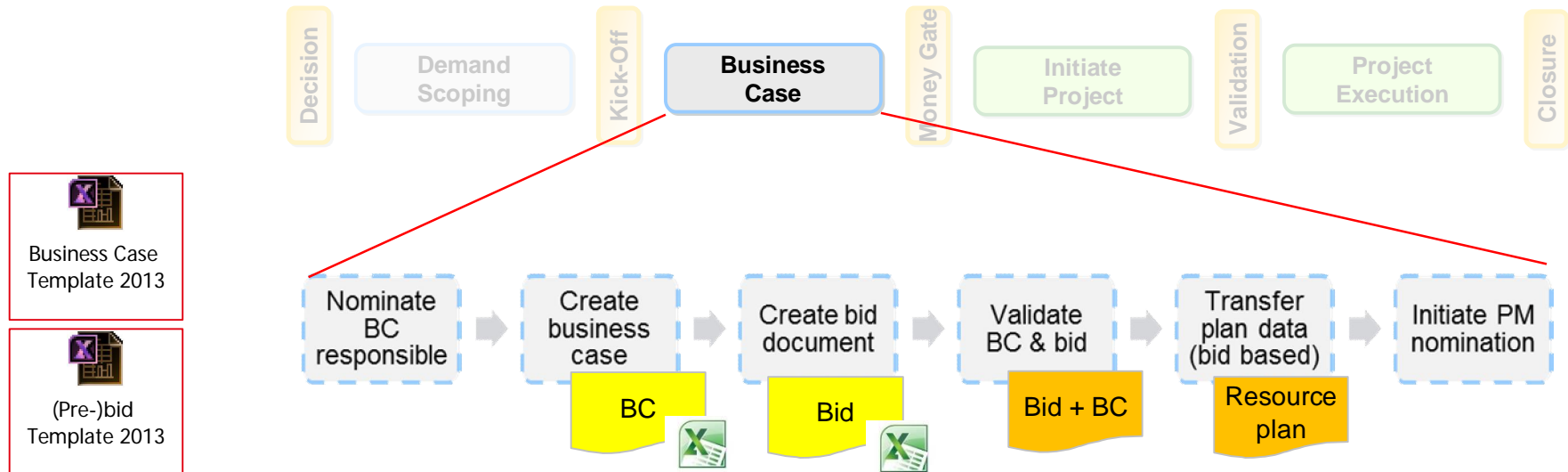
D: Decide E: Execute C: Consult I: Inform

file

clarity

# Roles and Responsibilities – Business Case

Major tasks and deliverables



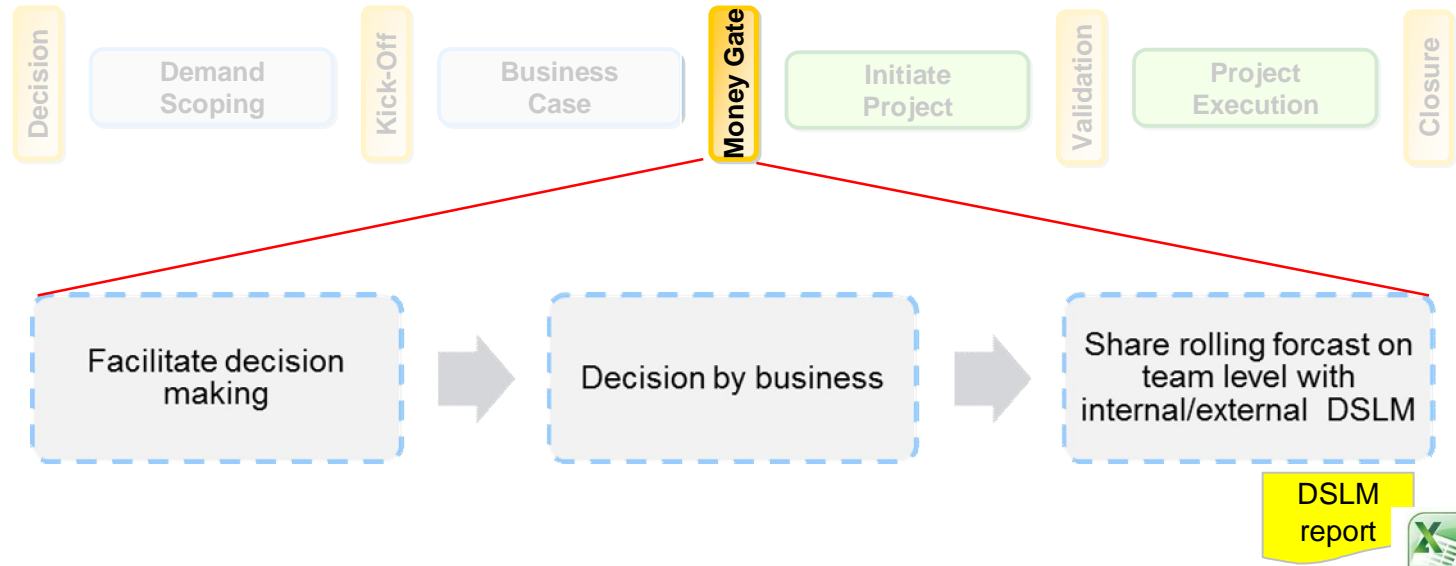
DM	E	I	C	E		E
BCR	I	E	E	C		
PM	I		I	I		
RM	C	I	I			I
SSC					E	
C/SME		C	C			
SP			I			
RES						
ARC	ARCfit will request the Business Case Responsible (BCR) via BPM to complete the ARCfit questionnaire.					

D: Decide E: Execute C: Consult I: Inform



# Roles and Responsibilities – Money Gate

Major tasks and deliverables



DM	E	D	I
BCR			
PM			
RM			I
SSC			
C/SME			
SP			I
RES			E

D: Decide E: Execute C: Consult I: Inform

file

clarity

# Agenda

- DEM Process & Templates
- DEM System-based Scenarios (Clarity)
- DEM Reporting

# Selection of Template: Project, Lump Sum, Enhancement or Maintenance



**Project Template Filter** [---Actions---] [Collapse Filter]

Filter: System Default

Project Name:

Project ID:

OBS Unit:

OBS Unit Filter Mode: Unit only

Manager:

Active: Yes

Template: Yes

Power Filter: [Build Power Filter]

Filter Save Filter Clear

Project	ID	Template	Active
<input type="radio"/> Global Managed Application		✓	✓
<input type="radio"/> Henkel Enhancement Template	00009	✓	✓
<input type="radio"/> Henkel Lump Sum Template	000212	✓	✓
<input checked="" type="radio"/> Henkel New Project Template	000110	✓	✓
<input type="radio"/> Local/Regional Products	00007	✓	✓

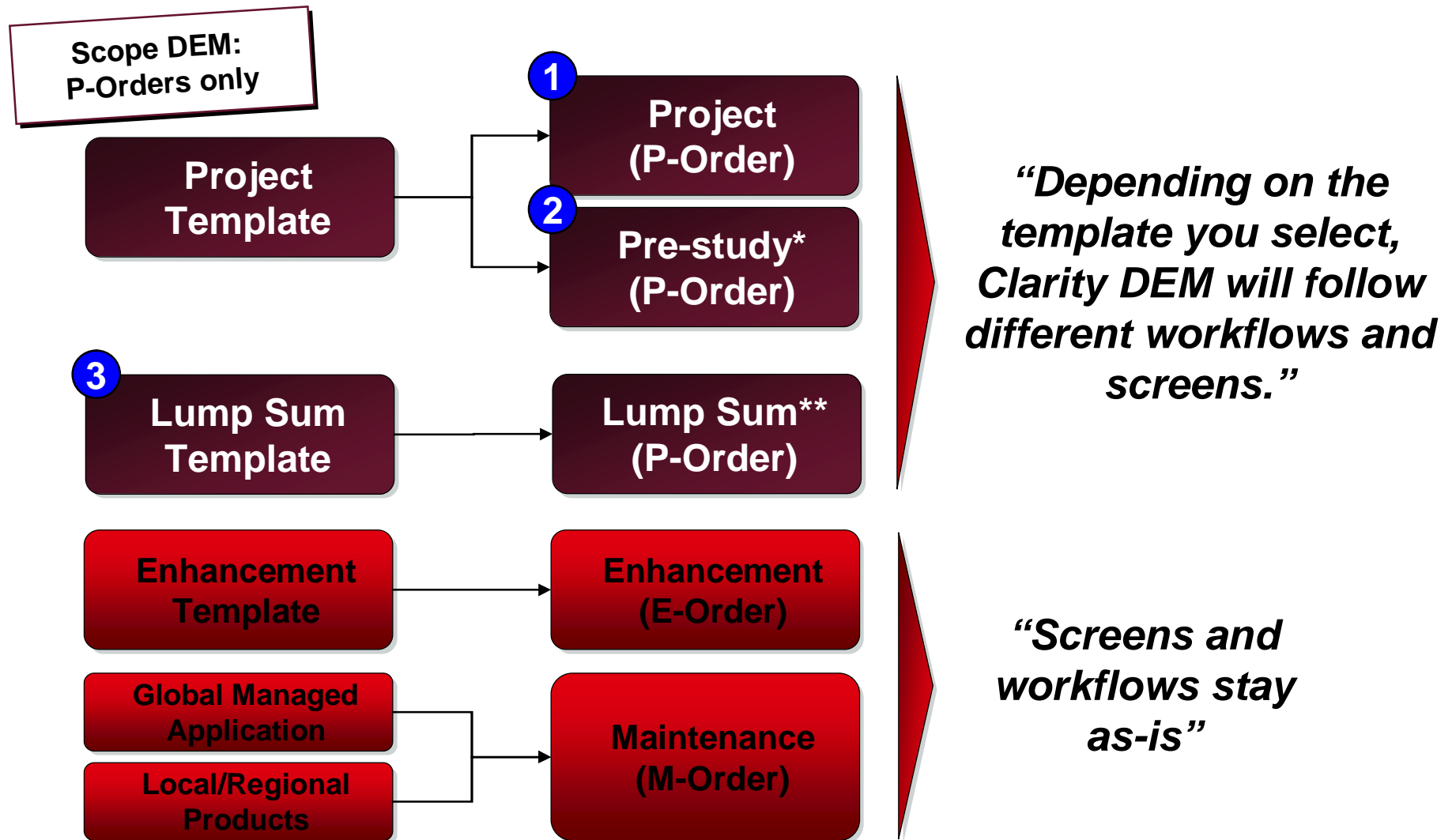
Total Results: 5

Next Cancel

**Order Type Selection:**  
P-Order, M-Order, E-Order

**Scope of DEM =**  
P-Orders only

# Selection of Template: Project, Lump Sum, Enhancement or Maintenance

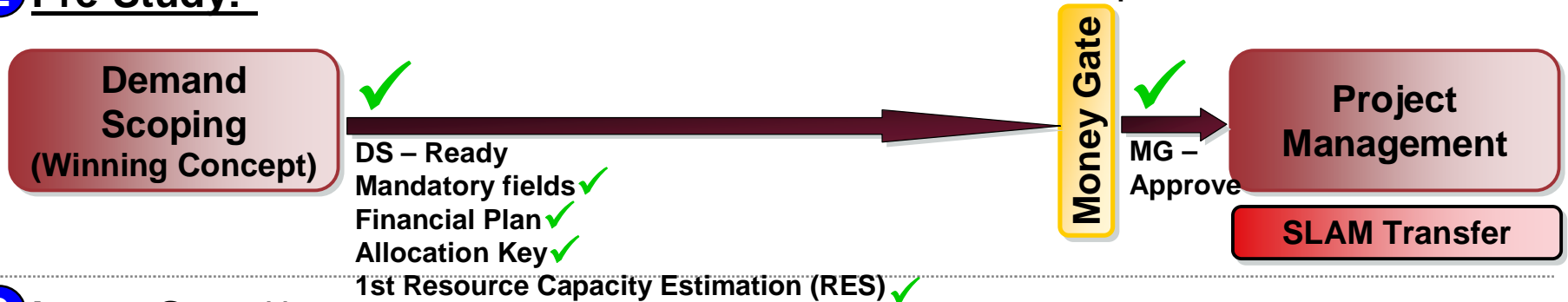


# Handling of Stages and Gates in different workflows

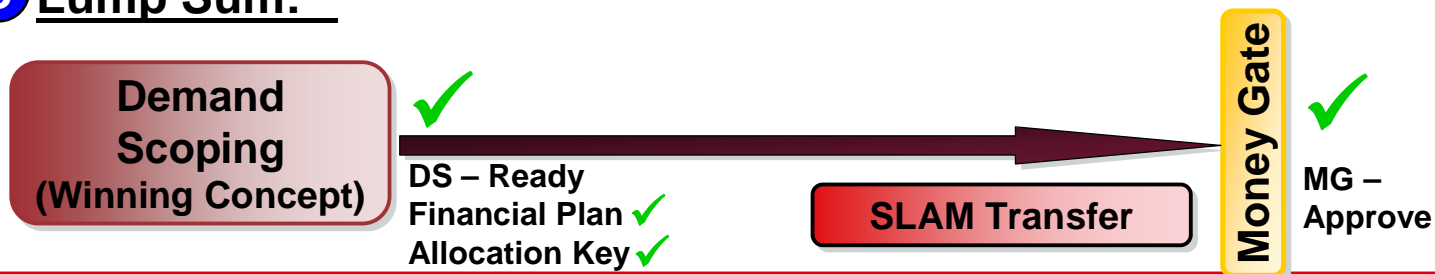
## 1 P-Order (Demand):



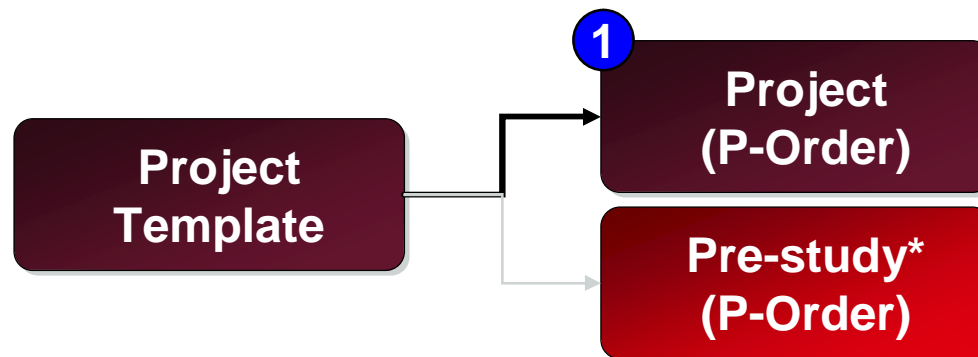
## 2 Pre-Study:\*



## 3 Lump Sum:\*\*



## Demand (P-Order)



# Decision Gate: Creation of a Demand (P-Order)

**P-Order Creation: Demand Managers only!**

Dis-covery **Decision** Demand Scoping **Kick-Off** Business Case **Money Gate** Initiate Project Execution **Validation** PRJ (ADM) **Closure**

**General**

\* Name

\* Currency Code  **Currency of budget and actuals**

\* Chargeable Status  **Chargeable = BU Project  
Statistical = Internal Project**

\* Start Date

\* End Date

**Organizational Breakdown Structures**

A Henkel Department

A Henkel Lead Company  **Lead Department and Lead Company required for SLAM accounting**

**Copy Template Project Options**

Template Name

Sc

Convert resou

**Not Relevant**

Save Submit Cancel

# Demand Scoping (Winning Concept) (1/2)

The form is titled "Demand Scoping (Winning Concept) (1/2)" and is divided into two main sections: "General" and "Timeline".

**General Section:**

- Name:** DEM 2 TEST REPORTING
- ID:** P000344
- Business Requester:** (Empty field)
- Business Priority:** [--Select--]
- Affected Business Unit:** (Empty field)
- Process Category:** [--Select--]
- Main Deliverable:** [--Select--]
- Demand Manager:** (Empty field)
- Sponsor:** (Empty field)
- Add. UB Key Contact(s):** (Empty field)
- Geographical Scope:** (Empty field)
- Level of Probability:** [--Select--]

**Timeline Section:**

- Request:** (Empty field)
- Start Date:** 30.09.2009
- End Date:** 30.09.2010
- Go-Live Date:** (Empty field)

**Callouts:**

- Requester of IT service in Business Unit (or Head IT unit):** Points to the Business Requester field.
- Aligned Business Priority:** Points to the Business Priority dropdown.
- WHERE the project will be implemented:** Points to the Geographical Scope field.
- Pre-study, New Process, New Tool, Roll Out, Technical:** Points to the Process Category dropdown.
- Probability of Project realization:** Points to the Level of Probability dropdown.
- Requested Project Timeline:** Points to the Start and End Date fields.
- Process Cluster to which a project can be assigned:** Points to the Main Deliverable dropdown.



# Demand Scoping (Winning Concept) (2/2)

Process Flow: Dis-covey → **Decision** → **Demand Scoping** → Kick-Off → Business Case → Money Gate → Initiate Project Execution → Validation → PRJ (ADM) → Closure

Save Submit

### Financials

Project Type: [--Select--] **Business Process, Business Structure, Strategic, Technical, Legal**

Project Class: [--Select--] **Small, medium, large investment → BC guidelines**

\* OPEX / CAPEX: [--Select--] **Charge code of a project: OPEX OR CAPEX**

1st Budget Estimate (in currency):  **1st rough budget estimation**

Corporate: No **Corporate project (e.g. ATA)**

Program (CAPEX only): [--Select--] **Program required for CAPEX projects**  
( KAM: linked to capital budgeting for CAPEX budget. )

Allow Program for OPEX: ☐ **A program might be allowed for OPEX projects**  
( allow exemption for OPEX-Order )

### Description

Description: Problem, Opportunity **Reason why of a project**

Description: Solution, Ideas **Deliverables of a Project**


Comments (History) **Comments remain open for entry after completion of DEM2 process**


Project Brief Attachment:  **Attach Project Brief Template**

Attach Documents:  **Attach additional documents (multiple possible)**


Durchsuchen...  
Suchen...

### Organizational Breakdown Structures

A Henkel Department:  

A Henkel Lead Company:  

**1 Project**



# BC Related Data in Clarity and when to update along the DEM Process

The diagram illustrates the DEM (Demand Management) process flow, which consists of the following stages:

- Discovery
- Decision
- Demand Scoping** (highlighted)
- Kick-Off
- Business Case
- Money Gate
- Initiate Project Execution
- Validation
- PRJ (ADM)
- Closure

The screenshot shows the Clarity software interface for the Demand Scoping stage. Key sections and annotations include:

- Properties:** Demand Scoping (Winning Concept), Allocation Key, PPM Basics.
- Stage Status:** 01 in Progress.
- General:** Project Type (Strategic), Project Class (Business Process, Business Structure, Legal, Strategic, Technical). A callout "Decision by KAM" points to the Project Class dropdown.
- Financials:** Project Type (Strategic), Project Class (large, small, medium, large). A callout "Check in Project Brief (1st Page)" points to the Project Class dropdown.
- Timeline:** Requested Start Date (01.10.2009), End Date (21.10.2010).
- Description:** Description: Problem, Opportunity; Comments (History).
- Project Brief Attachment:** Description: Solution, Ideas; Project Brief Attachment; Attach Documents.

1 Project

Henkel

# Kick-Off Gate



Save Submit Cancel

**General**

Gate-Status: 01 approve  
[--Select--]  
01 approve  
02 Roll-back  
03 Kill

Name: [Redacted]  
Date: 29.09.2009

Save Submit Cancel

= Locked by Process

Automatic documentation by WHOM and WHEN gate was approved

# BC Related Data in Clarity and when to update along the DEM Process

**Preliminary**  
– currently being updated  
due to org changes 2012 –



General Data (BC planning aspects)

Properties

- Demand Scoping (Winning Concept)
- Kick-Off Gate
- Business Case**
  - Allocation Key
  - PFM Basics
  - SLM
  - Financial
  - Detailed Specifications
- Contract
- Access to this Project
  - Review
  - Finance
  - Cost

Save Submit Cancel

Stage Status

Stage Status: 01 in Progress Lead Business Case: N/A

**General**

\* IT BC Responsible

BC Leading IT-Department: [--Select--]

Project Manager: [--Select--]

Project Manager 2:

Timeline

\* BU BC Responsible

Additional Comments

Currency Code: EUR

WACC (before tax) (%):

Total Expenditures (in currency):

Invest II ID (Project Reg. No.):

Expected P-Budget (in currency):

Risk Category: [--Select--]

IT Council

IT Council(s):

Date of Council(s):

Save Submit Cancel

Save Submit Cancel

\* = Required

Management Presentation (L) ...

Durchsuchen...

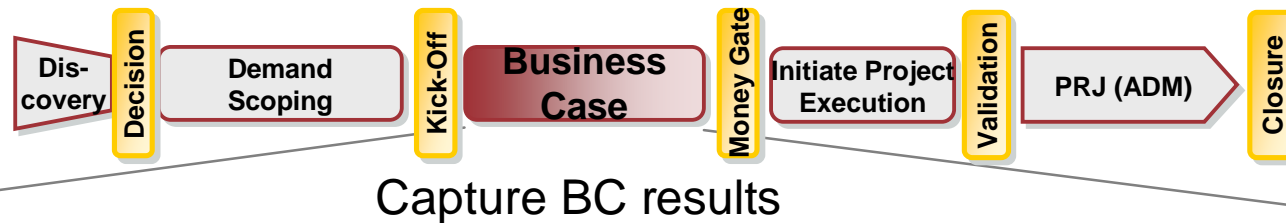
For large & medium mostly determined via S&OP meeting

Screen Shots Shows example for investment type "Large Impact"

For "small" various fields are not displayed – no need to fill them!

Final date(s) for delivery of BC results in IT Council(s) – Cross business projects need to be approved by more than one IT Council! Dates are result of "pipeline planning" between business, KAM and IT delivery units – IT council planning mostly given for the whole year.

# BC Related Data in Clarity and when to update along the DEM Process



Properties

- ▶ Demand Scoping (Winning Concept)
- ▶ Kick-Off Gate
- ▶ **Business Case**
- ▶ Allocation Key
- ▶ PFM Basics
- ▶ SLM
- ▶ Financial
- ▶ Detailed Specification

Contract this Project

- ▶ Review
- ▶ Finance
- ▶ ...

Save Submit Cancel

Stage Status

**Business Case**

Currency Code EUR

WACC (before tax) (%)

Total Expenditures (in currency)

Annual Running Cost (in currency)

NPV (in currency)

IRR (%)

Payback Period (years)

Invest II ID (Project Reg. No.)

Expected P-Budget (in currency)

Risk Category [--Select--]

Expected Lifetime (years) [--Select--]

Profitability Index

Results of calculation based on XLS template

Joint team effort between BC responsible and KAM to determine those details

**Business Case**

Currency Code EUR

WACC (before tax) (%)

IT Council Presentation

BC Calculation (ML)

Management Presentation (L)

Durchsuchen...

Durchsuchen...

Durchsuchen...

IT Council(s)

Date of Council(s)

Check in final Results of BC Documentation package

Invest II ID (Project Reg. No.)

Expected P-Budget (in currency)

Risk Category [--Select--]

Expected Lifetime (years) [--Select--]

Profitability Index

IT Council Presentation

Management

Lead Business Case N/A


Only if project is part of a program (BC for program is existing)

Save Submit Cancel

1 = Required

1 Project

# Money Gate



Save Submit Cancel

**Gate Status**

Gate Status	01 approve	Name	
		Date	29.09.2009

**General**

* Start Date	29.09.2009	IT-Council(s)	
Comments	approved by IT Council XYZ	Sign Off Date(s)	123
Attachments	DUMMY.xls		

Save Submit Cancel

\* = Required    = Locked by Process

Automatic documentation by WHOM and WHEN gate was approved

# Project Execution

The screenshot shows a project execution form with the following sections and callouts:

- Process Flow:** A sequence of steps at the top: Dis-covery (yellow arrow), Decision (yellow box), Demand Scoping (grey box), Kick-Off (yellow box), Business Case (grey box), Money Gate (yellow box), Initiate Prj. Execution (red box), Validation (yellow box), PRJ (ADM) (red box), and Closure (yellow box).
- Buttons:** Save, Submit, and Cancel buttons are located at the top left.
- Stage Status:** A dropdown menu for "Project Stage" with "--Select--" selected. Callout: "In progress, hold, kill, closure".
- General Information:**
  - Name:** DEM 2 TEST JokI
  - Project Manager:** A list of project managers with a search box and icons.
  - Demand Manager:** A list of demand managers with a search box and icons.
  - Comments Project Execution:** A text area for comments.
  - Open for Time Tracking:** A checkbox. Callout: "Allow Time Tracking of assigned resources".
  - Top 100:** A checkbox. Callout: "Determine whether project belongs to the Top 100 project reporting of PMG (ITG)".
- Timeline:**
  - Start Date:** 29.09.2009
  - End Date:** 31.12.2010
  - Go-Live Date:** A date field.
- Resource Allocation:** A yellow box labeled "Resource Allocation based on ADM" is positioned above the "Open for Time Tracking" checkbox.
- Project Timeline:** A callout pointing to the "Start Date" and "End Date" fields.