

(19) World Intellectual Property Organization  
International Bureau



(43) International Publication Date  
1 November 2001 (01.11.2001)

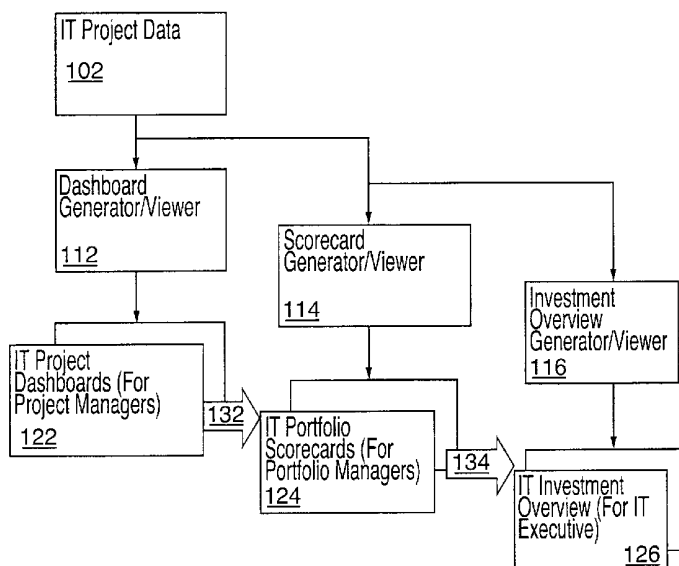
PCT

(10) International Publication Number  
WO 01/82198 A2

- (51) International Patent Classification<sup>7</sup>: G06F 17/60
- (21) International Application Number: PCT/US01/13521
- (22) International Filing Date: 26 April 2001 (26.04.2001)
- (25) Filing Language: English
- (26) Publication Language: English
- (30) Priority Data:  
09/560,670 27 April 2000 (27.04.2000) US
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- (81) Designated States (national): AE, AG, AL, AM, AT, AU, AZ, BA, BB, BG, BR, BY, BZ, CA, CH, CN, CR, CU, CZ, DE, DK, DM, DZ, EE, ES, FI, GB, GD, GE, GH, GM, HR, HU, ID, IL, IN, IS, JP, KE, KG, KP, KR, KZ, LC, LK, LR, LS, LT, LU, LV, MA, MD, MG, MK, MN, MW, MX, MZ, NO, NZ, PL, PT, RO, RU, SD, SE, SG, SI, SK, SL, TJ, TM, TR, TT, TZ, UA, UG, UZ, VN, YU, ZA, ZW.
- (84) Designated States (regional): ARIPO patent (GH, GM, KE, LS, MW, MZ, SD, SL, SZ, TZ, UG, ZW), Eurasian patent (AM, AZ, BY, KG, KZ, MD, RU, TJ, TM), European patent (AT, BE, CH, CY, DE, DK, ES, FI, FR, GB, GR, IE, IT, LU, MC, NL, PT, SE, TR), OAPI patent (BF, BJ, CF, CG, CI, CM, GA, GN, GW, ML, MR, NE, SN, TD, TG).

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(54) Title: METHOD AND APPARATUS FOR FACILITATING MANAGEMENT OF INFORMATION TECHNOLOGY INVESTMENTS



(57) Abstract: A method and apparatus to facilitate management of IT investment includes storing data associated with performance metrics of a number of information technology (IT) projects, and generating a number of "scorecards" for a number of IT portfolios, using the stored data, with each scorecard indicating status of the IT projects of an IT portfolio relative to performance metrics, each IT portfolio having a subset of the IT projects. The method/apparatus further includes generating a number of "dashboards" for the IT projects, using also the stored data, with each dashboard graphically illustrating one or more aspects of at least one IT project, and facilitating navigation from a scorecard to a corresponding one of the dashboards for a selected IT project by a user of the scorecard through selection of a representation of the IT project.

WO 01/82198 A2



**Published:**

— without international search report and to be republished upon receipt of that report

*For two-letter codes and other abbreviations, refer to the "Guidance Notes on Codes and Abbreviations" appearing at the beginning of each regular issue of the PCT Gazette.*

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10           **METHOD AND APPARATUS FOR FACILITATING MANAGEMENT  
                  OF INFORMATION TECHNOLOGY INVESTMENTS**

BACKGROUND OF THE INVENTION

15

1.     Field of the Invention

                  The present invention relates to the field of information management. More  
                  specifically, the present invention relates to management of Information Technology  
20   (IT) investments.

2.     Background Information

                  Ever since the invention of computer, enterprises, business or otherwise, have used  
25   computers to improve the productivity of their workers and efficiency of their business  
                  operations. In the beginning, enterprises tended to focus in a handful of high priority  
                  operation areas, such as financial management, general ledger, payroll and so forth. While  
                  these projects were often important, and the investments were not insignificant, the  
                  investment often represented only a small portion of the enterprises' investment in  
30   infrastructure or research and development, and the overall success of the enterprises

was not perceived to be critically dependent on these projects. Accordingly, except perhaps for periodic briefing for management of the organizational units that were directly impacted, senior management were seldom involved, and management of these projects were typically relegated to data processing professionals, and managed in an ad hoc manner.

Over time, continuing advances in computer and other related technology, such as networking and telecommunication, have made it economically as well as technically feasible to make available computing power to virtually every single worker of an enterprise, and support virtually every aspect of an enterprise's operations. As a result, the number as well as the type of applications have broadened, from individual worker productivity, such as word processing, email, and the like, to mission critical operations, such as reservation and flight scheduling in the case of the airline industry. The typical size and scope of many of these applications have also increased. In fact, not only the success of increasing number of conventional business enterprises are increasingly dependent on the success of their IT projects, we have new business enterprises, such as Internet access providers, Internet portals, e-Commerce companies, emerging that are made possible by information technology, which otherwise would not have existed.

With the increase in significance as well as in amount of investment, increasingly senior management of these enterprises are actively involved in the management of their enterprises' investment in IT. Unfortunately, while the significance and the investment in IT have skyrocketed in recent years, little advances have been made in the area of managing IT. Project managers, mid-level managers as well as senior executives continue to rely on a hodgepodge of non-integrated or poorly integrated individual software applications such as spreadsheet and project management applications.

Thus, increasingly there are interest and desire in having automated tools to assist management of all levels to manage these ever more critical IT projects.

### SUMMARY OF THE INVENTION

A method and apparatus to facilitate management of IT investments includes, in one embodiment, storing data associated with performance metrics of a number of information technology (IT) projects, generating a number of scorecards for a number of IT portfolios, using the stored data, with each scorecard showing where IT projects of an IT portfolio stand on the performance metrics, and each IT portfolio having a subset of the IT projects. The method/apparatus further includes generating one or more investment maps of the IT portfolios, using also the stored data, with each investment map showing at least where a subset of the IT portfolios stand on a number of performance metrics. The method/apparatus further includes facilitating navigation from an investment map to a corresponding one of the scorecards for a selected IT portfolio by a user of the investment map through selection of a representation of the IT portfolio.

In another embodiment, the method/apparatus further includes generating a number of dashboards for the IT projects, using also the stored data, with each dashboard graphically illustrating one or more aspects of at least one IT project. The method/apparatus further includes facilitating navigation from a scorecard to a corresponding one of the dashboards for a selected IT project by a user of the scorecard through selection of a representation of the IT project.

### BRIEF DESCRIPTION OF DRAWINGS

The present invention will be described by way of exemplary embodiments, but not limitations, illustrated in the accompanying drawings in which like references denote similar elements, and in which:

**Figure 1** illustrates an overview of the present invention, in accordance with one embodiment;

**Figure 2** illustrates an organization of project data of **Fig. 1**, in accordance with one embodiment;

**Figures 3a-3c** illustrate the dashboard, the scorecard and the investment map of **Fig. 1**, in accordance with one embodiment each;

**Figures 4a-4c** illustrate the relevant operational flows of the dashboard generator/viewer, the scorecard generator/viewer, and the investment map generator/viewer of **Fig. 1**, in accordance with one embodiment each;

**Figures 5a-5b** illustrate additional relevant operational flows of the investment map generator/viewer and the scorecard generator/viewer of **Fig. 1**, in accordance with one embodiment each;

**Figure 6** illustrates a networking environment suitable for practicing the facilitation of IT management of the present invention, in accordance with one embodiment; and

**Figure 7** illustrates a computer system suitable for use as an IT executive, a portfolio manager or a project manager's computing device or a server of **Fig. 6**, in accordance with one embodiment.

#### DETAILED DESCRIPTION OF THE INVENTION

In the following description, various aspects of the present invention will be described. However, it will be apparent to those skilled in the art that the present invention may be practiced with only some or all aspects of the present invention. For purposes of explanation, specific numbers, materials and configurations are set forth in order to provide a thorough understanding of the present invention. However, it will also be apparent to one skilled in the art that the present invention may be practiced without the specific details. In other instances, well known features are omitted or simplified in order not to obscure the present invention.

Parts of the description will be presented in terms of operations performed by a computer system, using terms such as data, flags, bits, values, characters, strings, numbers and the like, consistent with the manner commonly employed by those skilled in the art to convey the substance of their work to others skilled in the art. As well understood by those skilled in the art, these quantities take the form of electrical, magnetic, or optical signals capable of being stored, transferred, combined, and otherwise manipulated through mechanical and electrical components of the computer system; and the term computer system include general purpose as well as special

purpose data processing machines, systems, and the like, that are standalone, adjunct or embedded.

Various operations will be described as multiple discrete steps in turn, in a manner that is most helpful in understanding the present invention, however, the order of description should not be construed as to imply that these operations are necessarily  
5 order dependent. In particular, these operations need not be performed in the order of presentation.

Referring now **Figure 1**, wherein a block diagram illustrating the integrated facilitation of IT management of the present invention, in accordance with one  
10 embodiment, is shown. As illustrated, in accordance with the present invention, data associated with IT projects **102** are collected and stored. More particularly, as will be described in more detail below, project data **102** are associated with a number of performance metrics of IT projects. Also illustrated, in accordance with the present invention, “integrated” dashboard generator/viewer **112**, scorecard generator/viewer  
15 **114** and investment map generator/viewer **116** are provided to generate IT project dashboards **122**, IT portfolio scorecards **124** and IT investment maps **126** respectively. IT project dashboards **122** are designed to assist IT project managers to manage their respective projects, whereas IT portfolio scorecards **124** are designed to assist “mid-level” IT portfolio managers to manage their respective IT portfolios. IT  
20 investment map **126** in turn are designed to assist an IT executive (or its business partners) to manage the entire IT investment of his/her enterprise. More particularly, project dashboards **122**, portfolio scoreboards **124** and investment maps **126** are logically integrated (as denoted by arrows **132** and **134**) to facilitate more in-depth understanding of issues surfaced by investment maps **126** and by scorecards **124**.

**Figure 2** illustrates an organization of project data **102** in accordance with one  
25 embodiment. As alluded to earlier, in accordance with the present invention, project data **102** are associated with performance metrics designed to show where IT projects stand. In one embodiment, the performance metrics are key performance categories (KPC). In one embodiment, these performance metrics (or KPC) include budget  
30 metrics, staffing metrics, project size and quality metrics, and progress metrics. In one embodiment, the budget metrics include expense to budget ratios for a number of

expense categories, such as personnel expenses, overhead expenses and the like. In another embodiment, the staffing metrics include current staffing level to staffing requirement ratios for a number of staffing categories, such as senior analysts, software engineers with web design skills, software engineers with C++ programming skills, 5 engineers with networking skills and the like. In yet another embodiment, project size and quality metrics include metrics measuring the quantity of code and documentation being developed, the amount of defects encountered or removed from these code and documentation. In yet another embodiment, the progress metrics includes metrics measuring a number of task completion to schedule milestone indicators for a number 10 of project phases, e.g. feasibility phase, design phase, unit test phase, functional test phase and system test phase. In alternate embodiments, data may also be stored for other performance metrics (or KPC) in addition to or in lieu of some or all of the above enumerated example metrics/categories.

For the illustrated embodiment, project data **102** are stored in tables **202** of a 15 relational database, with each table storing a subset of the data (in columns) for a subset of the projects (in rows). The data may be organized into the various tables in any one of a number of application dependent manner, taking into consideration the number projects, the number of performance metrics as well as other factors. In alternate embodiments, project data **102** may also be stored employing other data organization 20 techniques, including but limited to flat files, hierarchical databases and the like. In one embodiment, historic data are also stored and maintained for some or all of the metrics for which data are being stored. In one embodiment, user annotations for all or selected ones of the metrics are also stored.

In one embodiment, the data to be stored, and whether historical and/or 25 annotations are to be stored, are user defined. The user definition may be provided through any one of a number of "input dialogues" known in the art.

**Figures 3a-3c** illustrate a dashboard, a scorecard, and an investment map of **Fig. 1** in further detail, in accordance with one embodiment each. As described earlier, dashboard **122** is designed to assist a project manager in managing a project. As shown 30 in **Fig. 3a**, for the illustrated embodiment, dashboard **122** includes a number of graphical depictions **302a-302d** for a number of aspects of a project (as indicated by



one or more of the earlier described performance metrics). The graphical depictions **302a-302d** may include the illustrated non-linear graph **302a**, histogram **302b**, pie chart **302c**, linear graphs **302d**, as well as other depictions. The various graphical depictions **302a-302d** are “tiled” in the illustrated presentation. In other embodiments, the  
5 graphical depictions **302a-302d** are arranged in a cascaded overlapping manner instead. Further, a dashboard **122** may present graphical depictions for multiple projects instead.

In a preferred one of the embodiments, a project manager may select the subject matters (i.e. the projects and their performance metrics/categories) to be graphically  
10 depicted, the graphical depictions to be employed, as well as the manner in which the graphical depictions are to be presented. These selections may be specified by the project manager through any one of a number of “selection dialogues” known in the art.

As described earlier, scorecard **124** is designed to assist a portfolio manager in  
15 managing the portfolio of IT projects he/she is responsible for. As shown in **Fig. 3b**, for the illustrated embodiment, each scorecard **124** is a tabular presentation of where the projects of a portfolio stand on various performance indicators, with measurements of the various performance indicators of the projects occupying columns **306** of corresponding rows **304**. Each performance indicator may correspond to a performance  
20 metric or may be an aggregate, weighted or otherwise, of a number of performance metrics (which may or may not be individually depicted in the subject scorecard). Additionally, in lieu of conventional numerical and/or textual presentation, the measurements may be advantageously depicted in symbols **308** (in color or otherwise) to enable the current standing of a performance indicator of a project to be  
25 easily highlighted for a portfolio manager. Furthermore, for selected ones of the performance indicators, corresponding cross project composite measures are automatically computed and presented in columns of a cross project row (the top row, for the illustrated embodiment). Likewise, the cross project composite measures may be  
“aggregated” in a weighted or non-weighted manner, as well as presented in symbolic  
30 fashion (color or otherwise). Similarly, the contributing projects for the computation of the cross project composite measures may or may not be part of the subject scorecard.

Most importantly, the presented projects are logically linked to their dashboards **122**, to facilitate a portfolio manager to drill down or focus on a project if necessary.

In one embodiment, scorecards **124** may be used to present the status of portfolios of portfolios (as opposed to projects) instead. But, for ease of understanding, the remaining description will primarily focus on scorecards **124** being used to present the status of portfolios of projects.

Similar to dashboard **122**, in a preferred one of the embodiments, a portfolio manager may select the projects of a portfolio and the performance indicators of the projects to be included, the manner the performance indicators are to be “aggregated”, whether any cross project composite measures are to be computed, the manner in which the cross project composite measures are to be computed, as well as the manner in which the measurements are to be presented. These selections may too be specified by the portfolio manager through any one of a number of “selection dialogues” known in the art.

As also described earlier, investment maps **126** are designed to assist an IT executive in managing IT investments of his/her enterprise. As shown in **Fig. 3c**, for the illustrated embodiment, an investment map **126** graphically depicts a selected subset of the IT portfolios in accordance with risk, technology type, their size and their soundness. Each IT portfolio is graphically represented by a “bubble”. In alternate embodiments, other graphical representations may be employed instead. The size and soundness of a portfolio are depicted by the size and color of the “bubble”. The risk and technology type of the portfolio determines the placement of the “bubble”, e.g. with risk determining the y-axis value and the technology type determining the x-axis value. In alternate embodiments, the technology type, risk, size and soundness may be conveyed through other visual attributes instead. Again, most importantly, the portfolios are logically linked to their scorecards **124** to facilitate an IT executive to drill down or focus on a portfolio if necessary.

In one embodiment, the technology type of each portfolio is characterized by the portfolio manager as being evolutionary in nature, or instrumental in establishing a new computing platform or technologically transforming in nature. In one embodiment, the characterization may be accomplished through quantified indices (which in turn are

employed to generate the normalized x-coordinates). Similarly, the risk of each portfolio is characterized by the portfolio manager as being high, medium or low. In one embodiment, the characterization may also be accomplished through quantified indices (which in turn are employed to generate the normalized y-coordinates). In like  
5 manner, a portfolio manager also specifies how the size of a portfolio is to be measured, e.g. in terms of total dollars budgeted, total staffing, total number of lines of code to be written and so forth, as well as how “soundness” of a portfolio is to be measured, e.g. by the number of critical performance indicators in an “alert” state, or by the number of projects having at least one critical performance indicators in the  
10 “alert” state, or both. These specifications may too be made by the portfolio managers through any one of a number of “selection dialogues” known in the art.

In alternate embodiments, investment maps **126** may depict the status of a selection of IT portfolios relative to other performance metrics/categories (as opposed to risk, technology type etc.). Again, the performance metrics/categories to be  
15 referenced in the depiction of the status of IT portfolios may be user specified, through any one of a number of known “specification dialogues” known in the art.

**Figures 4a-4c** illustrate the relevant generation operational flows of the dashboard generator/viewer, the scorecard generator/viewer, and investment map generator/viewer of **Fig. 1**, in accordance with one embodiment each. As illustrated by  
20 **Fig. 4a**, for dashboard generator/viewer **112**, upon start of the dashboard generation process for a project, at **402**, dashboard generator/viewer **122** selects one of the specified graphs for generation. At **404**, dashboard generator/viewer **122** generates the selected graph for the specified performance metrics. The manner of generation is graph dependent, i.e. whether it is a histogram or a pie chart and so forth, to be  
25 generated. The generation of these types of graphs are known in the art, accordingly will not be further described. At **406**, upon generation of the selected graph, dashboard generator/viewer **122** determines if additional graphs are to be generated. If so, dashboard generator/viewer **122** returns to **402**, otherwise, dashboard generator/viewer **122** continues at **408**, where it arranges the graphs for presentation. For the earlier  
30 described embodiment, dashboard generator/viewer **122** places and tiles the generated graphs.

As illustrated by **Fig. 4b**, for scorecard generator/viewer **114**, upon start of the scorecard generation process for a portfolio, at **412**, scorecard generator/viewer **124** selects one of the project of the portfolio for generation. At **414**, scorecard generator/viewer **124** selects one of the specified performance indicators. At **416**,  
5 scorecard generator/viewer **124** determines the measurement value of the selected performance indicator for the selected project. The manner of determination is performance indicator dependent. For some performance indicators, the determination may simply involve determining whether a performance metric is higher or lower than a threshold value, for others, the determination may involve any one of a number of  
10 intermediate computations such as additions, subtractions, multiplications or divisions known in the art. At **418**, upon determining the measurement value of a performance indicator for a project, scorecard generator/viewer **124** determines if measurement values for additional performance indicators are to be determined. If so, scorecard generator/viewer **124** returns to **414**, otherwise, scorecard generator/viewer **124**  
15 continues at **420**. At **420**, scorecard generator/viewer **124** determines if the portfolio has additional projects to be processed. If so, scorecard generator/viewer **124** returns to **412**, otherwise, scorecard generator/viewer **124** continues at **422**. At **422**, scorecard generator/viewer **124** determines the cross project measure values for applicable ones of the performance indicators. Finally, at **424**, scorecard generator/viewer **124** displays  
20 the generated scorecard.

As illustrated by **Fig. 4c**, for investment map generator/viewer **114**, upon start of the map generation process, at **432**, map generator/viewer **126** selects one of the portfolios for generation. At **434**, map generator/viewer **126** selects a project of the selected portfolio. At **436**, map generator/viewer **126** “aggregates” the performance  
25 metric values for the selected project. The manner of “aggregation” is performance metrics dependent. For some performance metrics, the “aggregation” may simply involve summation of performance metric values, for others, the “aggregation” may involve a number of intermediate transformation or normalization operations known in the art. At **438**, upon aggregating the performance metrics for a project, map  
30 generator/viewer **126** determines if the selected portfolio has more projects to be processed. If so, map generator/viewer **126** returns to **434**, otherwise, map

generator/viewer 126 continues at 440. At 440, map generator/viewer 126 determines color of the bubble representation, to appropriately represent the soundness of the portfolio. Additionally, map generator/viewer 126 determines the size of the bubble representation, to appropriately represent the total investment of the portfolio, as well as the proper placement of the bubble representation, to appropriately depict the technology type and risk associated with the portfolio. At 442, map generator/viewer 126 determines if additional portfolios are to be processed. If so, map generator/viewer 126 returns to 432, otherwise map generator/viewer 126 continues at 444, and displays the generated map.

10           **Figures 5a-5b** illustrate the relevant viewing operational flows of the scorecard generator/viewer and investment map generator/viewer of **Fig. 1**, in accordance with one embodiment each. As illustrated by **Fig. 5a**, for map generator/viewer 116, upon being notified of the selection of a portfolio by a user (e.g. by way of clicking on the bubble representation using a cursor control device such as a mouse), map generator/viewer 116 determines the identity of the selected portfolio, 502. Upon determining the identity of the selected portfolio, at 504, map generator/viewer 116 invokes scorecard generator/viewer 114 to display the scorecard for the selected portfolio, thereby facilitating an IT executive in drilling down and focusing on a portfolio of interest.

20           As illustrated by **Fig. 5b**, for scorecard generator/viewer 114, upon being notified of the selection of a project by a user (e.g. by way of clicking on the row of a project using a cursor control device such as a mouse), scorecard generator/viewer 114 determines the identity of the selected project, 512. Upon determining the identity of the selected project, at 514, scorecard generator/viewer 114 invokes dashboard generator/viewer 112 to display the dashboard for the selected project, thereby facilitating an IT executive/a portfolio manager in drilling down and focusing on a project of interest.

30           **Figure 6** illustrates a network environment suitable for practicing the present invention, in accordance with one embodiment. As illustrated, network environment 600 includes data server 602, IT executive computing device 604, portfolio manager computing devices 606, and project manager computing devices 608. Server 602 and

computing devices **604-608** are coupled to each other via networking fabric **610**.

Further, server **602** and computing devices **604-608** are incorporated with the earlier described teachings of the present invention. More particularly, server **602** is employed to store project data **102**, and provided with dashboard, scorecard and investment map generator/viewer **112-116** to facilitate generation and viewing of the earlier described dashboards, scorecards and investment map for an enterprise, by IT executives, portfolio managers, and project managers as described earlier, using computing devices **604-608**.

Server **602** is intended to represent one or more servers coupled to each other through a local or a wide area network. In one embodiment, dashboard, scorecard and investment map generator/viewer **112-116** may execute exclusively on server **602** with the results transmitted to display on computing devices **604-608** through networking fabric **610**. In other embodiments, part or all of dashboard, scorecard and investment map generator/viewer **112-116** may be executed on computing devices **604-608** instead.

Further, there may be more than one executive computing device **604**, as well as having computing devices that serve as a computing device with more than one role, e.g. for an IT executive as well as a portfolio manager or a project manager. Networking fabric **610** is intended to represent a wide range of interconnected private and public networks, each constituted with networking equipment such as gateways, switches, routers and the like, such as the Internet.

**Figure 7** illustrates a computer system suitable for use as either server **602** or computing devices **604-608** of **Fig. 6** in accordance with one embodiment. As shown, computer system **700** includes one or more processors **702** (typically depending on whether it is used as server **602** or one of computing devices **604-608**) and system memory **704**. Additionally, computer system **700** includes mass storage devices **706** (such as diskette, hard drive, CDRom and so forth), input/output devices **708** (such as keyboard, cursor control and so forth) and communication interfaces **710** (such as network interface cards, modems and so forth). The elements are coupled to each other via system bus **712**, which represents one or more buses. In the case of multiple buses, they are bridged by one or more bus bridges (not shown). Each of these elements perform its conventional functions known in the art. In particular, system memory **704**

and mass storage **706** are employed to store a working copy and a permanent copy of the programming instructions implementing the teachings of the present invention. The permanent copy of the programming instructions may be loaded into mass storage **706** in the factory, or in the field, as described earlier, through a distribution medium (not shown) or through communication interface **710** (from a distribution server (not shown)). The constitution of these elements **702-712** are known, and accordingly will not be further described.

Thus, a novel method and apparatus for facilitating management of IT investment has been described. While the present invention has been described in terms of the above illustrated embodiments, those skilled in the art will recognize that the invention is not limited to the embodiments described. The present invention can be practiced with modification and alteration within the spirit and scope of the appended claims. For example, in addition to the above described dashboard, scorecard and investment map, the present invention may also be practiced with a “management notebook” encapsulating the various project data for a project manager, and navigationally coupling e.g. the dashboards to these “management notebooks”. The description is thus to be regarded as illustrative instead of restrictive on the present invention.

## CLAIMS

What is claimed is:

- 5  
1 1. A method comprising:  
2 storing data associated with performance metrics of a plurality of information  
3 technology (IT) projects;  
4 generating a plurality of scorecards for a plurality of IT portfolios, using said  
5 stored data, with each scorecard showing where IT projects of an IT portfolio stand on  
6 said performance metrics, each IT portfolio having a subset of said IT projects;  
7 generating one or more investment maps of said IT portfolios, using also said  
8 stored data, showing where said IT portfolios stand on a plurality of performance  
9 metrics; and  
10 facilitating navigation from a selected one of said one or more investment maps  
11 to a corresponding one of said scorecards for a selected IT portfolio by a user of the  
12 selected investment map through selection of a representation of the IT portfolio.
- 1 2. The method of claim 1, wherein said storing comprises storing data associated  
2 with performance metrics that include selected ones of budget metrics, staffing metrics,  
3 project size and quality metrics, and progress metrics.
- 1 3. The method of claim 1, wherein said storing comprises storing data associated  
2 with performance metrics that include expense to budget ratios for a plurality of  
3 expense categories.
- 1 4. The method of claim 1, wherein said storing comprises storing data associated  
2 with performance metrics that include staffing to staffing requirement ratios for a  
3 plurality of staffing categories.



1 5. The method of claim 1, wherein said storing comprises storing data associated  
2 with performance metrics that include selected ones of code defect, code defect per a  
3 quantity of code, documentation defect and documentation defect per a quantity of  
4 documentation.

1 6. The method of claim 1, wherein said storing comprises storing data associated  
2 with performance metrics that include a plurality of task completion to schedule  
3 milestone indicators for a plurality of project phases.

1 7. The method of claim 1, wherein said generating of scorecards comprises  
2 generating a plurality of rows and columns for each of said scorecards, and populating  
3 measures of the performance metrics of each IT project in columns of a row.

1 8. The method of claim 7, wherein said populating of measures of the performance  
2 metrics of each IT project in columns of a row comprises populating selected ones of  
3 metric values and graphical indicators of the performance metrics of each IT project in  
4 columns of a row.

1 9. The method of claim 7, wherein said generating of scorecards further comprises  
2 generating, for one or more of the scorecards, a cross-project composite measure for at  
3 least one of the performance metrics, and populating the generated cross-project  
4 composite measure in the corresponding column of a cross-project summary row.

1 10. The method of claim 9, wherein said populating of the generated cross- project  
2 composite measure comprises populating a selected one of a composite metric value and  
3 a graphical composite indicator of the performance metric in the corresponding column  
4 of a cross-project summary row.

1 11. The method of claim 1, wherein said generating of investment maps comprises  
2 generating a plurality of graphical representations for the IT portfolios of each

3 investment map, and placing the graphical representations in the investment map in  
4 accordance with their IT portfolios' technology type and risk.

1 12. The method of claim 1, wherein said generating of investment maps comprises  
2 generating a plurality of graphical representations for the IT portfolios of each  
3 investment map with at least a selected one of the size of each of the graphical  
4 representations representing the investment size of the IT portfolio, and the color of  
5 each of the graphical representations representing the soundness of the IT portfolio.

1 13. The method of claim 1, wherein the method further comprises  
2 generating a plurality of dashboards for said IT projects, using also said stored  
3 data, with each dashboard graphically illustrating one or more aspects of at least one IT  
4 project; and  
5 facilitating navigation from a scorecard to a corresponding one of said  
6 dashboards for a selected IT project by a user of the scorecard through selection of a  
7 representation of said IT project.

1 14. The method of claim 13, wherein each generation of a dashboard for an IT  
2 project comprises generating a plurality of graphs for a plurality of aspects of the IT  
3 project, and placing and tiling said graphs.

1 15. A method comprising:  
2 storing data associated with performance metrics for a plurality of information  
3 technology (IT) projects;  
4 generating a plurality of dashboards for said IT projects, using said stored data,  
5 with each dashboard graphically illustrating one or more aspects of at least one IT  
6 project;  
7 generating a scorecard for an IT portfolio, using also said stored data, with the  
8 scorecard showing where IT projects of the IT portfolio stand on said performance  
9 metrics; and

10           facilitating navigation from said scorecard to a corresponding one of said  
11   dashboards for a selected IT project by a user of the scorecard through selection of a  
12   representation of said IT project.

1   16.   The method of claim 15, wherein said storing comprises storing data associated  
2   with performance metrics that include selected ones of budget metrics, staffing metrics,  
3   project size and quality metrics, and progress metrics.

1   17.   The method of claim 15, wherein said generating of scorecards comprises  
2   generating a plurality of rows and columns for each of said scorecards, and populating  
3   measures of the performance metrics of each IT project in columns of a row.

1   18.   The method of claim 17, wherein said generating of scorecards further  
2   comprises generating, for one or more of the scorecards, a cross-project composite  
3   measure for at least one of the performance metrics, and populating the generated  
4   cross-project composite measure in the corresponding column of a cross-project  
5   summary row.

1   19.   A method comprising:  
2           storing data associated with performance metrics of a plurality of information  
3   technology (IT) projects; and  
4           generating a plurality of scorecards for a plurality of IT portfolios, using said  
5   stored data, with each scorecard showing where IT projects of an IT portfolio stand on  
6   said performance metrics, each IT portfolio having a subset of said IT projects, each  
7   scorecard having a plurality of rows and columns with measures of the performance  
8   metrics of a project populating corresponding columns of a row, and at least one  
9   column having a cross project composite measure of the performance metric populated  
10   in the column of a cross project summary row.

1 20. The method of claim 19, wherein said measures and cross project measures of  
2 the performance metrics comprise selected ones of metric values and graphical  
3 indicators.

1 21. A method comprising:  
2 storing data associated with performance metrics of a plurality of information  
3 technology (IT) projects; and  
4 generating an investment map of a plurality of IT portfolios, using said stored  
5 data, showing at least where said IT portfolios stand on technology type, risk,  
6 investment size and soundness, with placement of each graphical representation of an  
7 IT project denoting the technology type and risk of the IT portfolio, a first visual  
8 attribute of the graphical representation denoting an amount of investment in the IT  
9 portfolio, and a second visual attribute of the graphical representation denoting  
10 soundness of the IT portfolio.

1 22. The method of claim 21, wherein said first and second visual attributes of the  
2 graphical representation comprise size and color of the graphical representation.

1 23. An apparatus comprising:  
2 a storage medium having stored therein  
3 data associated with performance metrics of a plurality of information  
4 technology (IT) projects,  
5 first programming instructions to generate a plurality of scorecards for a  
6 plurality of IT portfolios, using said stored data, with each  
7 scorecard showing where IT projects of an IT portfolio stand on  
8 said performance metrics, each IT portfolio having a subset of  
9 said IT projects,  
10 second programming instructions to generate one or more investment  
11 maps of said IT portfolios, using also said stored data, showing  
12 where said IT portfolios stand on a plurality of performance  
13 metrics,

14                   third programming instructions to facilitate navigation from a selected  
15                   one of said investment maps to a corresponding one of said  
16                   scorecards for a selected IT portfolio by a user of the investment  
17                   map through selection of a representation of the IT portfolio; and  
18           at least one processor coupled to the storage medium to execute said first,  
19   second and third programming instructions.

1   24.   The apparatus of claim 23, wherein said data associated with performance  
2   metrics include selected ones of budget metrics, staffing metrics, project size and  
3   quality metrics, and progress metrics.

1   25.   The apparatus of claim 23, wherein said first programming instructions  
2   generate a plurality of rows and columns for each of said scorecards, and populate  
3   measures of the performance metrics of each IT project in columns of a row.

1   26.   The apparatus of claim 25, wherein said first programming instructions  
2   populate selected ones of metric values and graphical indicators of the performance  
3   metrics of each IT project in columns of a row.

1   27.   The apparatus of claim 25, wherein said first programming instructions further  
2   generate, for one or more of the scorecards, a cross-project composite measure for at  
3   least one of the performance metrics, and populate the generated cross-project  
4   composite measure in the corresponding column of a cross-project summary row.

1   28.   The apparatus of claim 27, wherein said first programming instructions populate  
2   a selected one of a composite metric value and a graphical composite indicator of the  
3   performance metric in the corresponding column of a cross-project summary row.

1   29.   The apparatus of claim 23, wherein said second programming instructions  
2   generate a plurality of graphical representations for the IT portfolios and placing the

3 graphical representations in said investment map in accordance with their IT portfolios'  
4 technology type and risk.

1 30. The apparatus of claim 23, wherein said second programming instructions  
2 generate a plurality of graphical representations for the IT portfolios with at least a  
3 selected one of the size of each of the graphical representations representing the  
4 investment size of the IT portfolio, and the color of each of the graphical  
5 representations representing the soundness of the IT portfolio.

1 31. The apparatus of claim 23, wherein the storage medium further having stored  
2 therein fourth programming instructions generate a plurality of dashboards for said IT  
3 projects, using also said stored data, with each dashboard graphically illustrating one or  
4 more aspects of at least one IT project, and fifth programming instructions facilitate  
5 navigation from a scorecard to a corresponding one of said dashboards for a selected IT  
6 project by a user of the scorecard through selection of a representation of said IT  
7 project.

1 32. The apparatus of claim 31, wherein said fourth programming instructions  
2 generate a plurality of graphs for a plurality of aspects of the IT project, and place and  
3 tile said graphs.

1 33. An apparatus comprising:  
2 one or more storage medium having stored therein  
3 data associated with performance metrics for a plurality of information  
4 technology (IT) projects,  
5 first programming instructions to generate a plurality of dashboards for  
6 said IT projects, using said stored data, with each dashboard  
7 graphically illustrating one or more aspects of at least one IT  
8 project,

9                   second programming instructions to generate a scorecard for an IT  
10                   portfolio, using also said stored data, with the scorecard showing  
11                   where IT projects of the IT portfolio stand on said performance  
12                   metrics, and  
13                   third programming instructions to facilitate navigation from said  
14                   scorecard to a corresponding one of said dashboards for a  
15                   selected IT project by a user of the scorecard through selection of  
16                   a representation of said IT project; and  
17           at least one processor coupled to the one or more storage medium to execute the  
18   first, second and third programming instructions.

1   34.    The apparatus of claim 33, wherein said data associated with performance  
2   metrics include selected ones of budget metrics, staffing metrics, project size and  
3   quality metrics, and progress metrics.

1   35.    The apparatus of claim 33, wherein said second programming instructions  
2   generate a plurality of rows and columns for each of said scorecards, and populate  
3   measures of the performance metrics of each IT project in columns of a row.

1   36.    The apparatus of claim 35, wherein said second programming instructions  
2   generate, for one or more of the scorecards, a cross-project composite measure for at  
3   least one of the performance metrics, and populate the generated cross-project  
4   composite measure in the corresponding column of a cross-project summary row.

1   37.    An apparatus comprising:  
2           one or more storage medium having stored therein  
3           data associated with performance metrics of a plurality of information  
4           technology (IT) projects, and  
5           programming instructions to generate a plurality of scorecards for a  
6           plurality of IT portfolios, using said stored data, with each

7 scorecard showing where IT projects of an IT portfolio stand on  
8 said performance metrics, each IT portfolio having a subset of  
9 said IT projects, each scorecard having a plurality of rows and  
10 columns with measures of the performance metrics of a project  
11 populating corresponding columns of a row, and at least one  
12 column having a cross project composite measure of the  
13 performance metric populated in the column of a cross project  
14 summary row; and

15 at least one processor coupled to the at least one storage medium to execute the  
16 programming instructions.

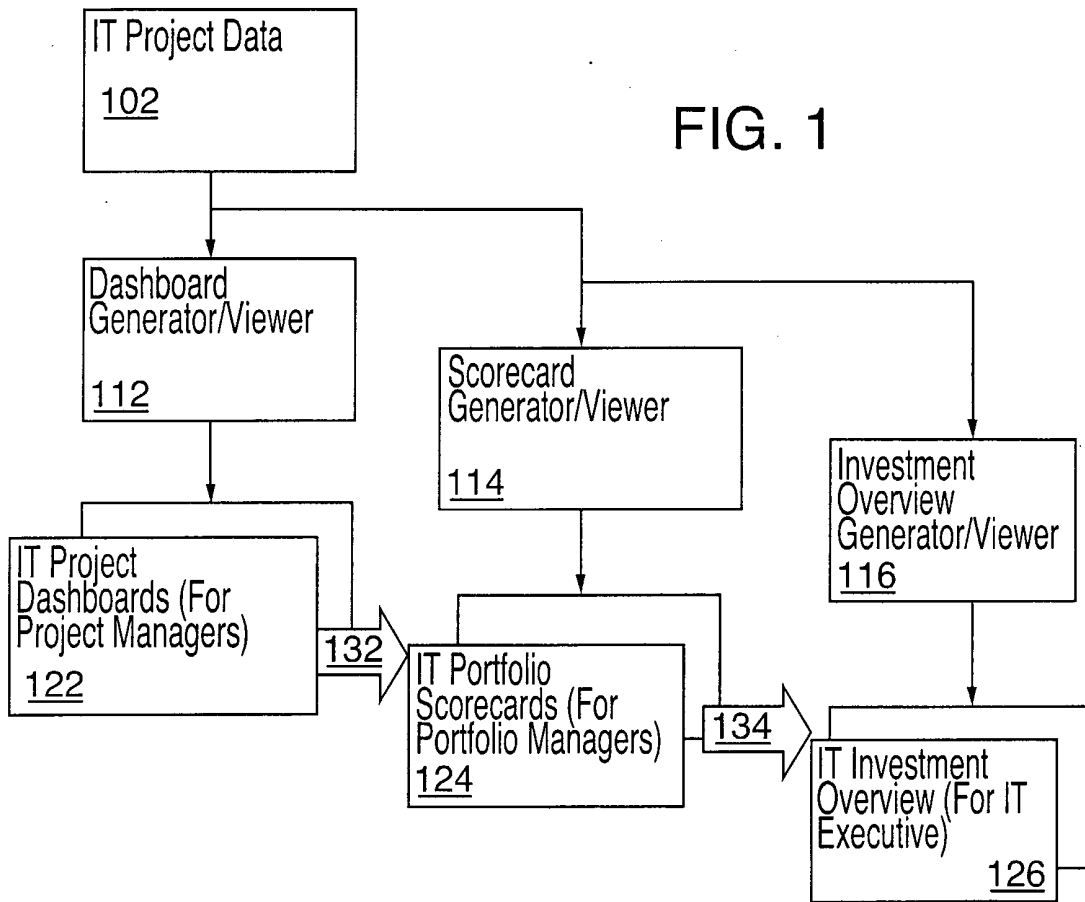
1 38. The apparatus of claim 37, wherein said measures and cross project measures of  
2 the performance metrics comprise selected ones of metric values and graphical  
3 indicators.

1 39. An apparatus comprising:  
2 one or more storage medium having stored therein  
3 data associated with performance metrics of a plurality of information  
4 technology (IT) projects, and  
5 programming instructions to generate an investment map of a plurality of  
6 IT portfolios, using said stored data, showing at least where said  
7 IT portfolios stand on technology type, risk, investment size and  
8 soundness, with placement of each graphical representation of an  
9 IT project denoting the technology type and risk of the IT  
10 portfolio, a first visual attribute of the graphical representation  
11 denoting an amount of investment in the IT portfolio, and a  
12 second visual attribute of the graphical representation denoting  
13 soundness of the IT portfolio; and

14 at least one processor coupled to the at least one storage medium to execute said  
15 programming instructions.



- 1 40. The apparatus of claim 39, wherein said first and second visual attributes of the
- 2 graphical representation comprise size and color of the graphical representation.



Project Data 102

Proj ID	Perf Metric	Perf Metric			

FIG. 2

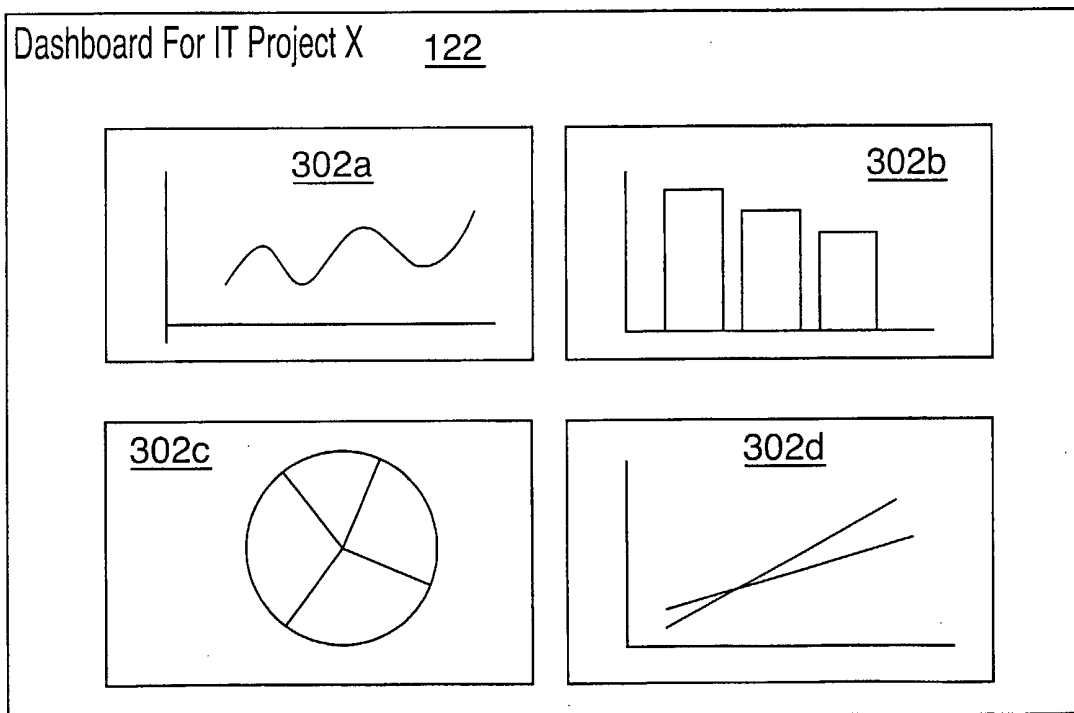


FIG. 3a

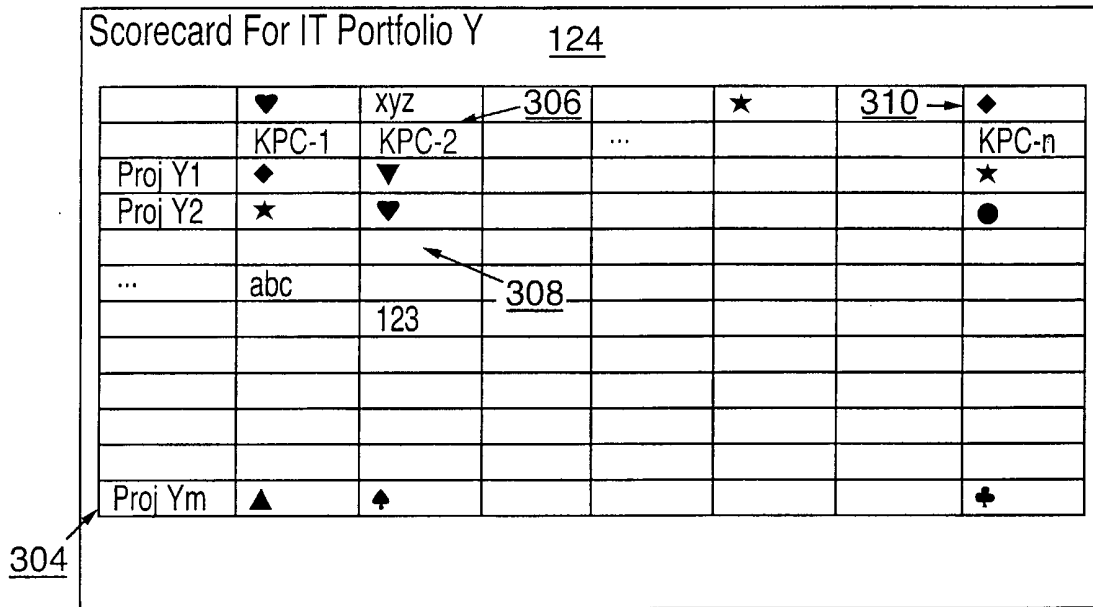


FIG. 3b

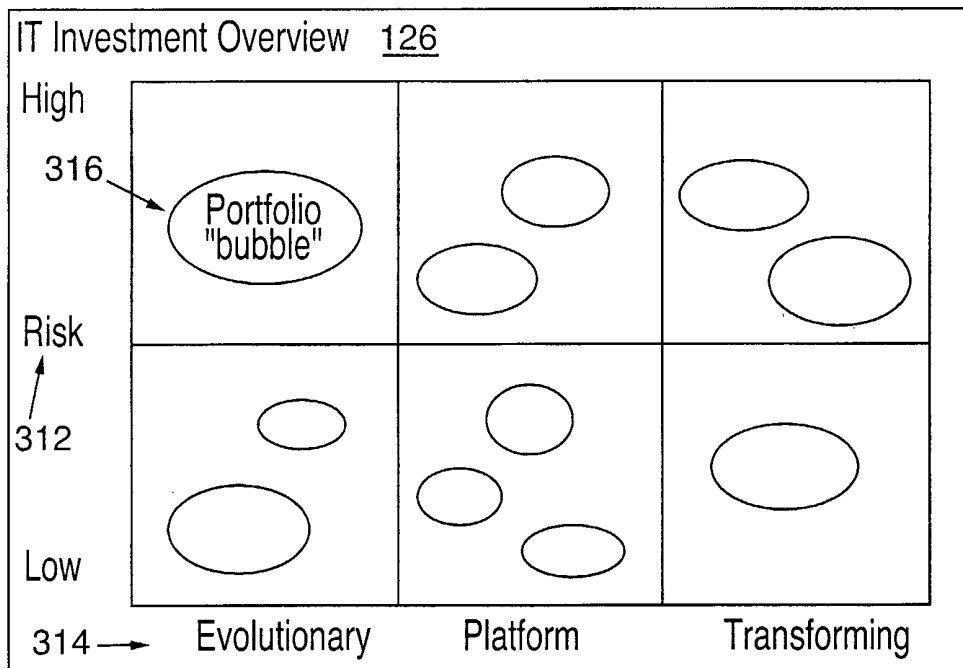


FIG. 3c

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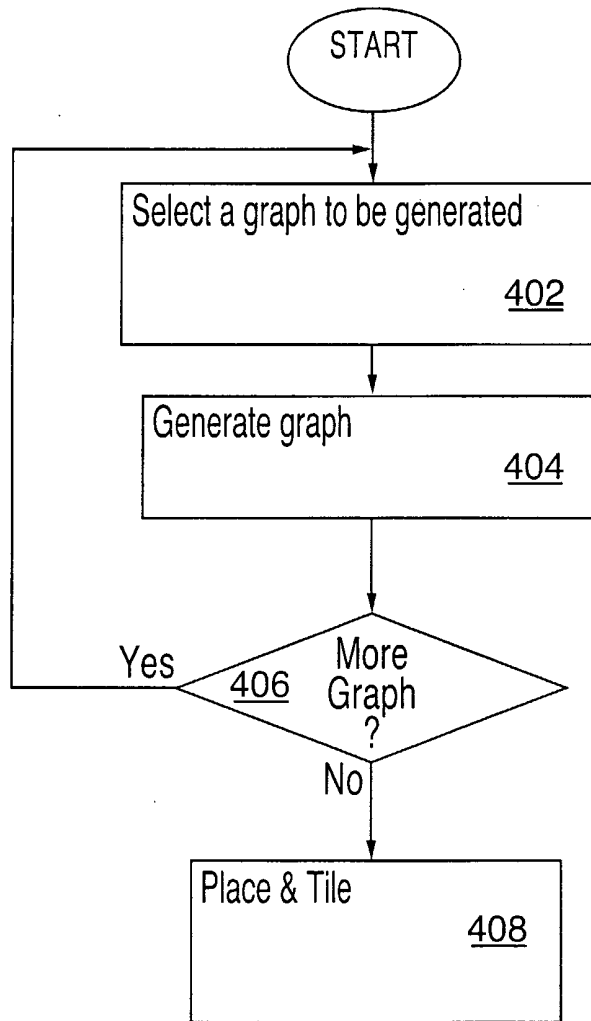


FIG. 4a

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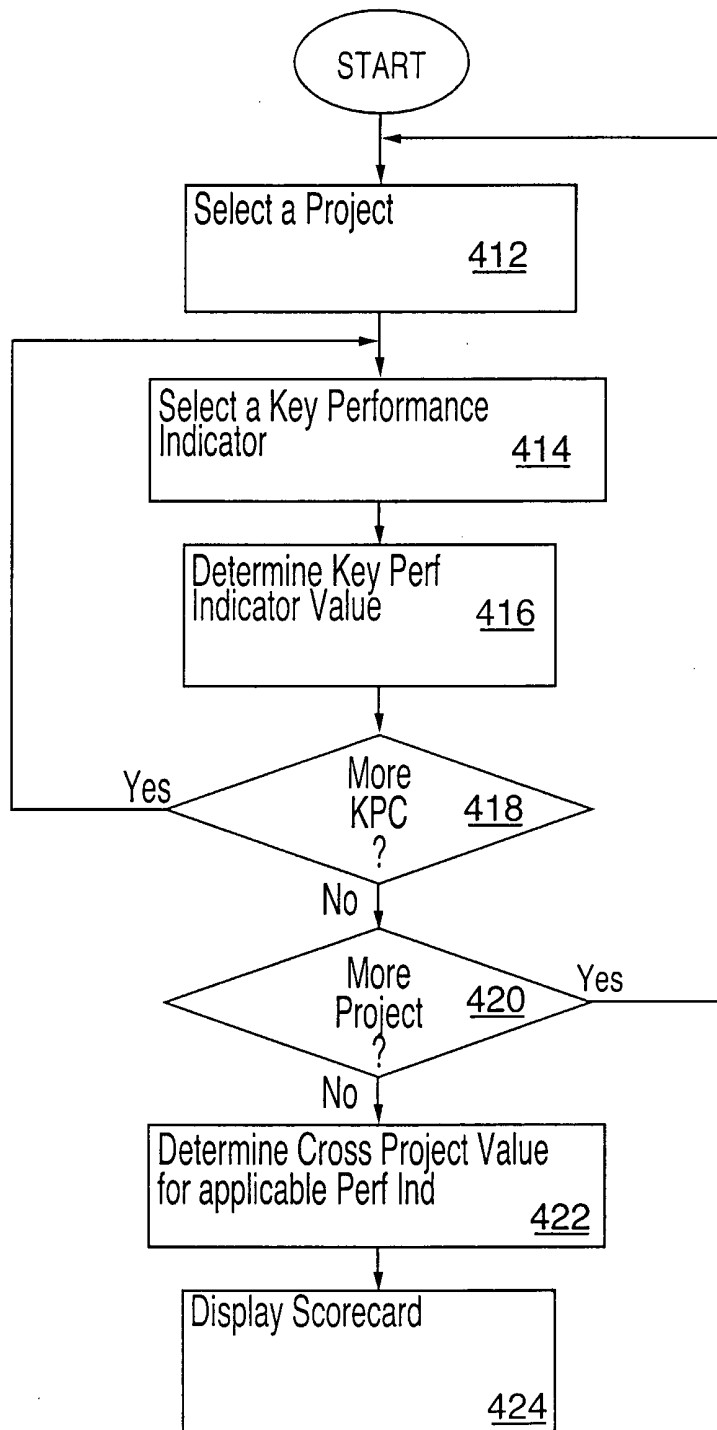


FIG. 4b

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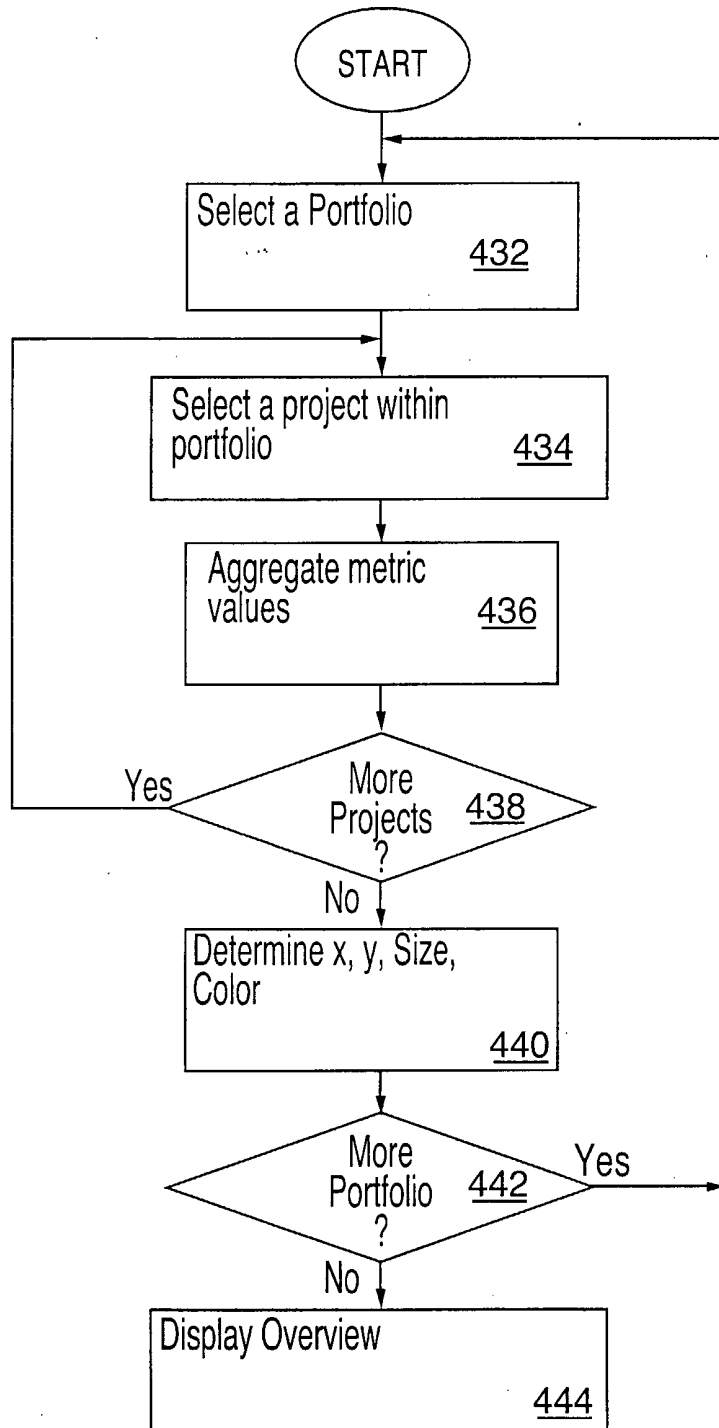


FIG. 4c

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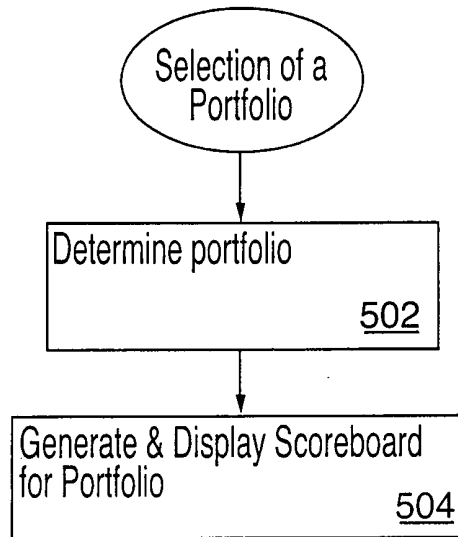


FIG. 5a

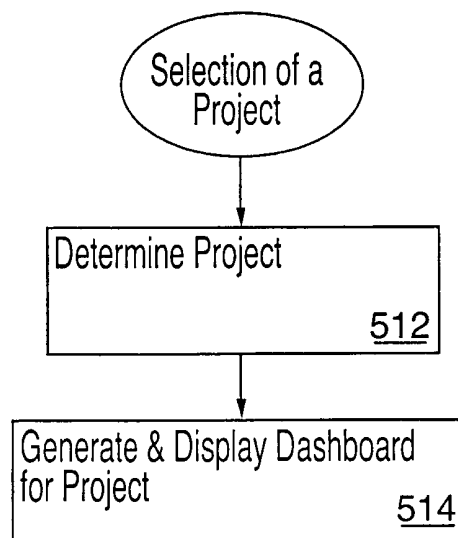


FIG. 5b



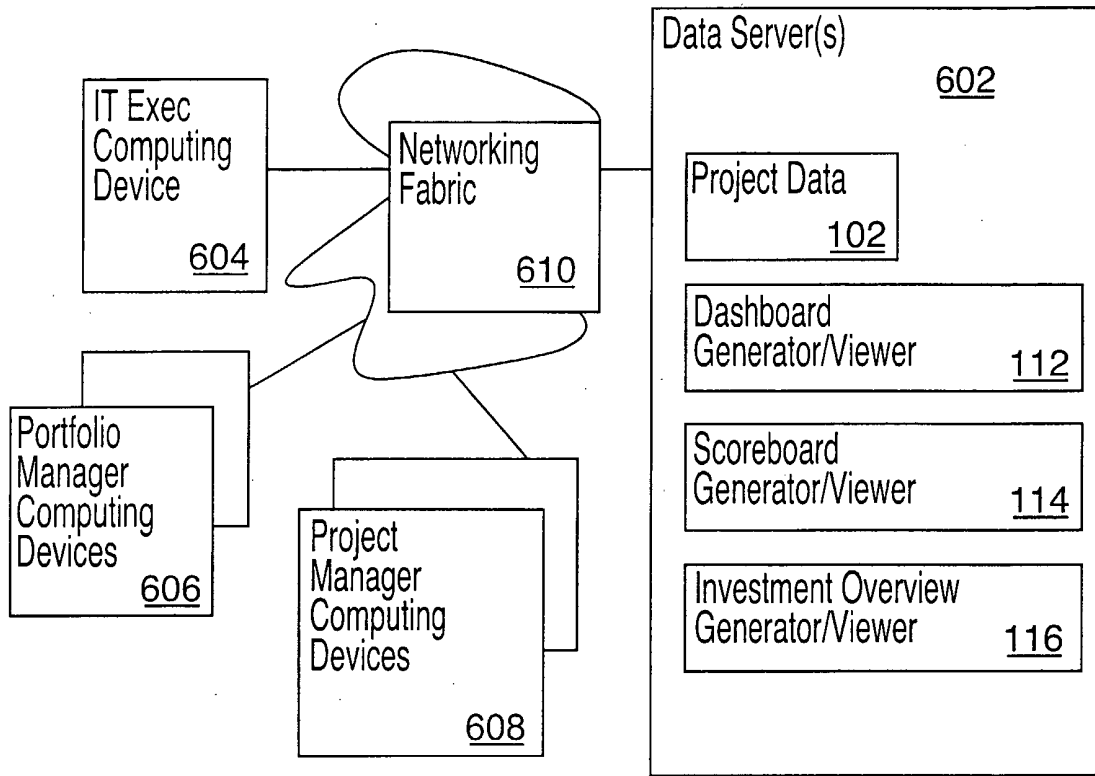


FIG. 6

700

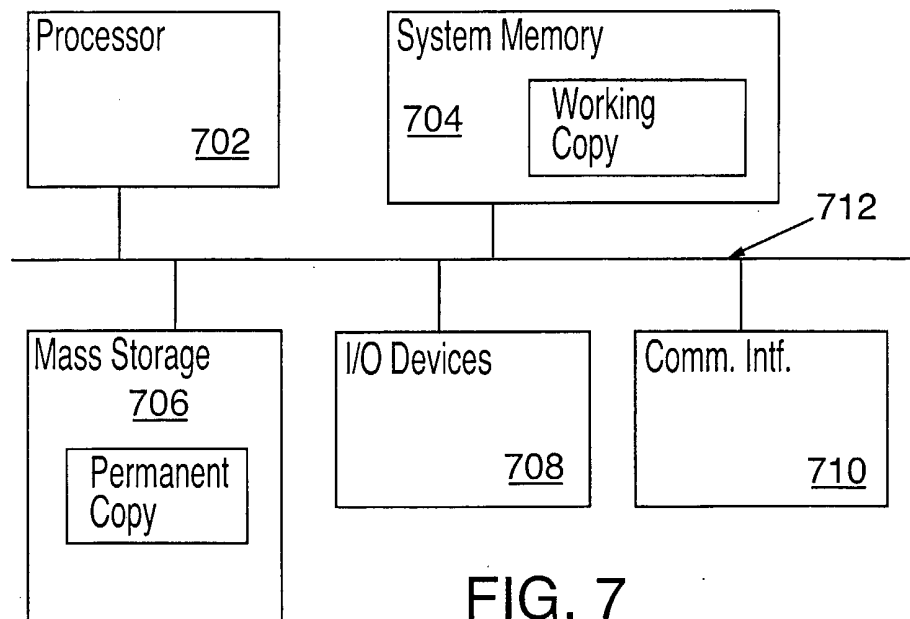


FIG. 7