PPM Express

What is

Project Portfolio Management?

www.ppm.express

PROGRAM MANAGEMENT

STRATEGIC PLANNING

PROJECT PORTFOLIO MANAGEMENT

STRATEGIC BUSINESS MANAGEMENT

Definition

Project Portfolio Management is about deciding where best to focus the organization’s resources in order to meet strategic objectives.

Project Portfolio Management is all about making decisions which projects or initiatives should be pursued, which should be abandoned, and where resources can be re-allocated to programs or initiatives that better align with a company’s strategic goals.

PPM Approach

- **Strategy** is executed via **Projects**
- **Strategy** is delivered by **Prioritized Portfolio of Projects**
- **Investments** made via **Projects**
- **Resources** effectively assigned via **Resource Planning**
- **Benefits** realized as result of outcomes from **Projects**

Strategy

Vision is executed via **Strategy**

Strategy executed via Strategic Plan

+

Set of **Strategic Initiatives**

Strategic Initiatives executed via set of **Optimized Portfolios of Projects**

Vision, Strategy, Optimized Portfolio together with Leadership, well-defined Project Portfolio Management Process and PPM Tool are PPM cornerstones

Why Portfolio Management?

Benefits of Project Portfolio Management

- Competitive Edge
- Faster value realization
- Higher ROI
- Lower risk and risk management plans in place
- Effective resource allocation and utilization
- Effective investment management
- Realistic view of strategy implementation
- Fast speed of adoption to change
- Open, Innovative, customer-centric organization

Portfolio Governance

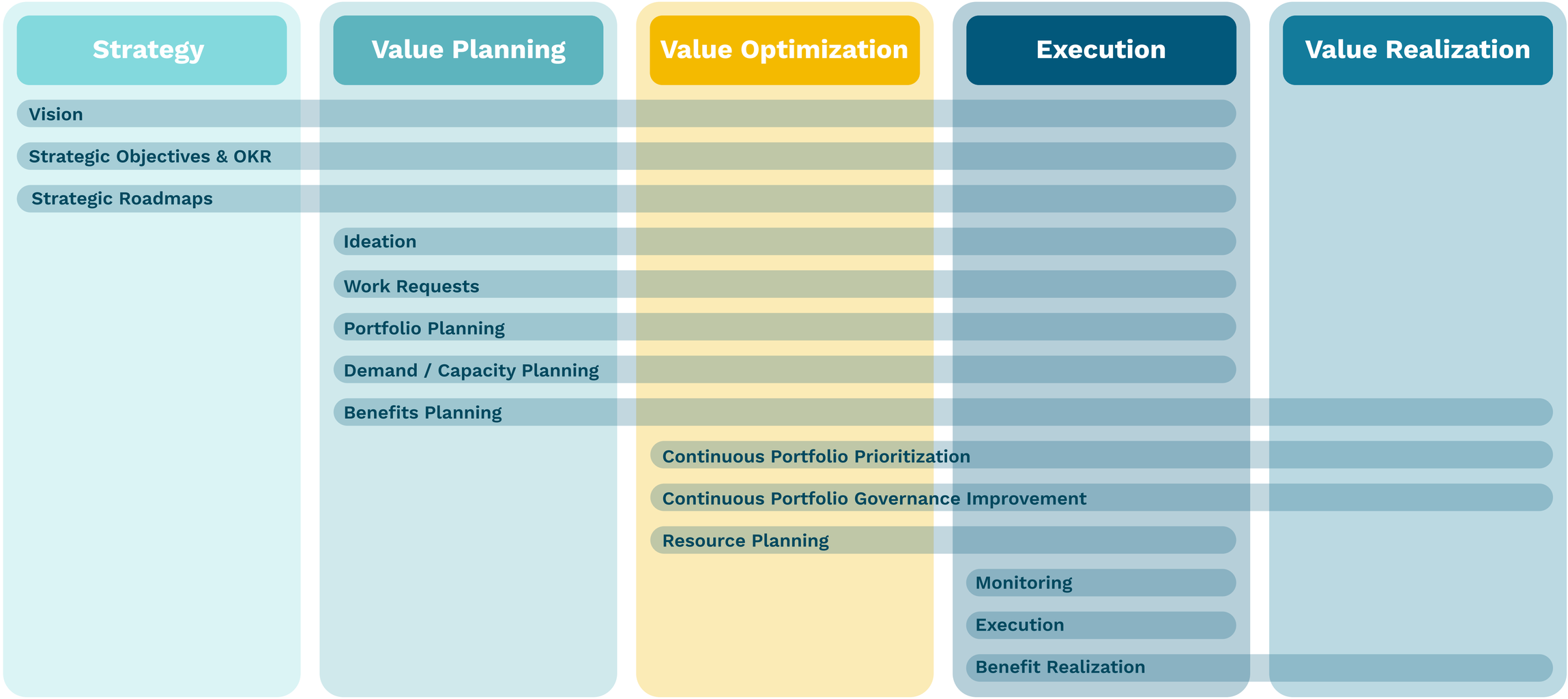
As per Project Management Institute (PMI), **Portfolio Governance** is termed as

> “The framework, functions, and processes that guide portfolio management activities to optimize investments and meet organizational strategic and operational goals”.

The goal of **Portfolio Governance** is to ensure that organization delivers maximum return on investment with an acceptable level of risk.

Portfolio Governance need to be adjusted to the size of organization and portfolio. Complex Governance with small portfolio will result in low speed and high bureaucracy.

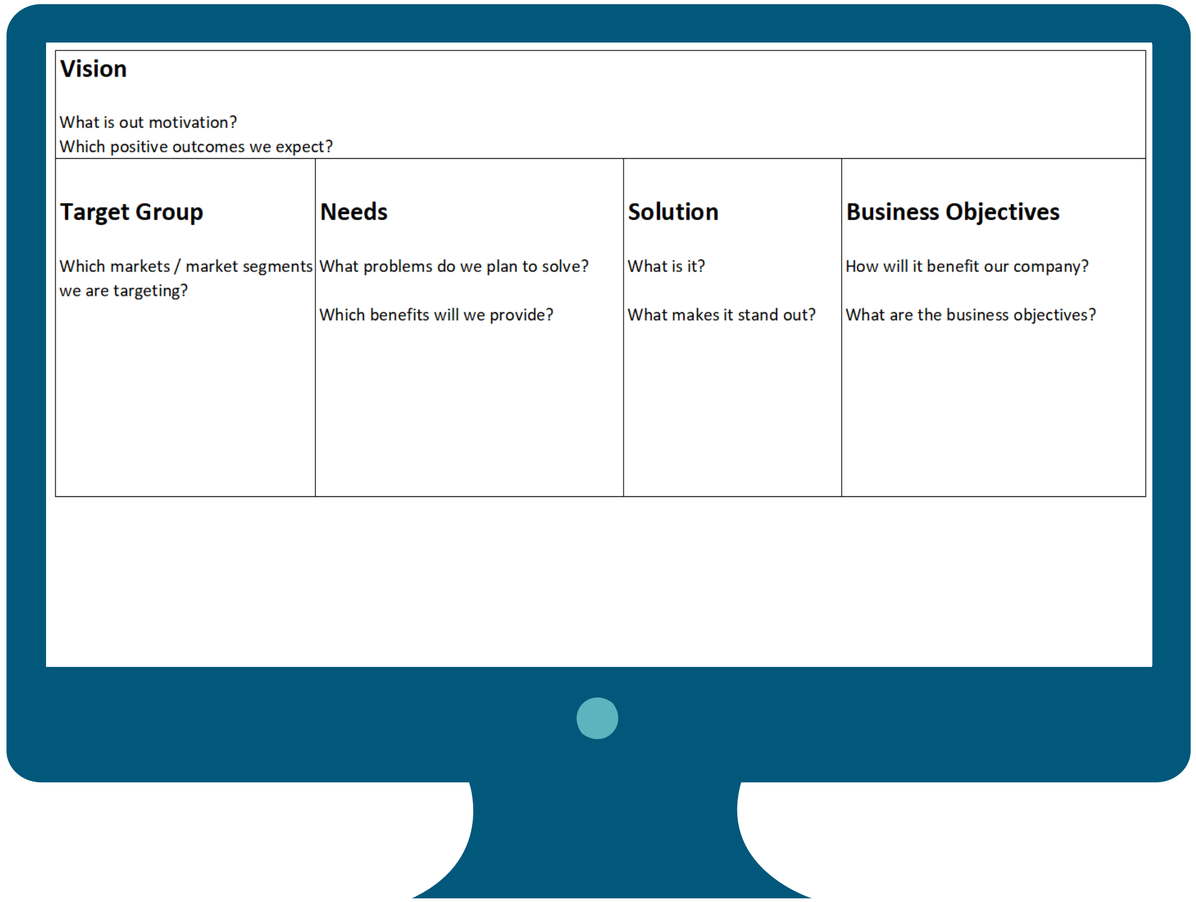
Portfolio Governance Framework



STRATEGY IN PROJECT PORTFOLIO MANAGEMENT

- Vision
- Strategic Priorities
- OKR
- Strategic Roadmaps

Vision

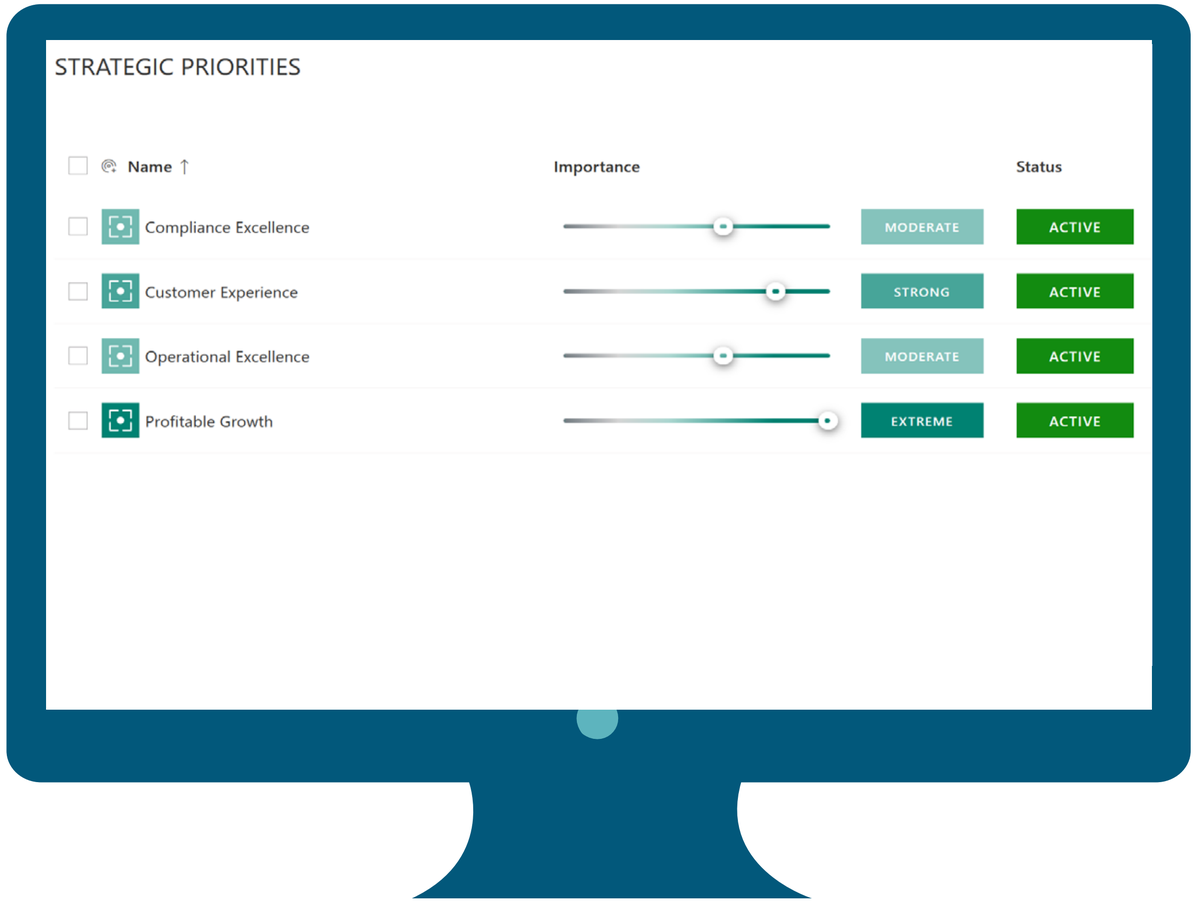


Vision			
What is out motivation? Which positive outcomes we expect?			
Target Group	**Needs**	**Solution**	**Business Objectives**
Which markets / market segments we are targeting?	What problems do we plan to solve? Which benefits will we provide?	What is it? What makes it stand out?	How will it benefit our company? What are the business objectives?

A company or organization's **vision statement** concentrates on the inherent prospect of the company's destiny - it is about what they are heading to be.

The **vision statement** describes what the company aspires to be. The vision statement outlines the core ideas of the organization and provides a roadmap for where it wants to go.

Strategic Priorities

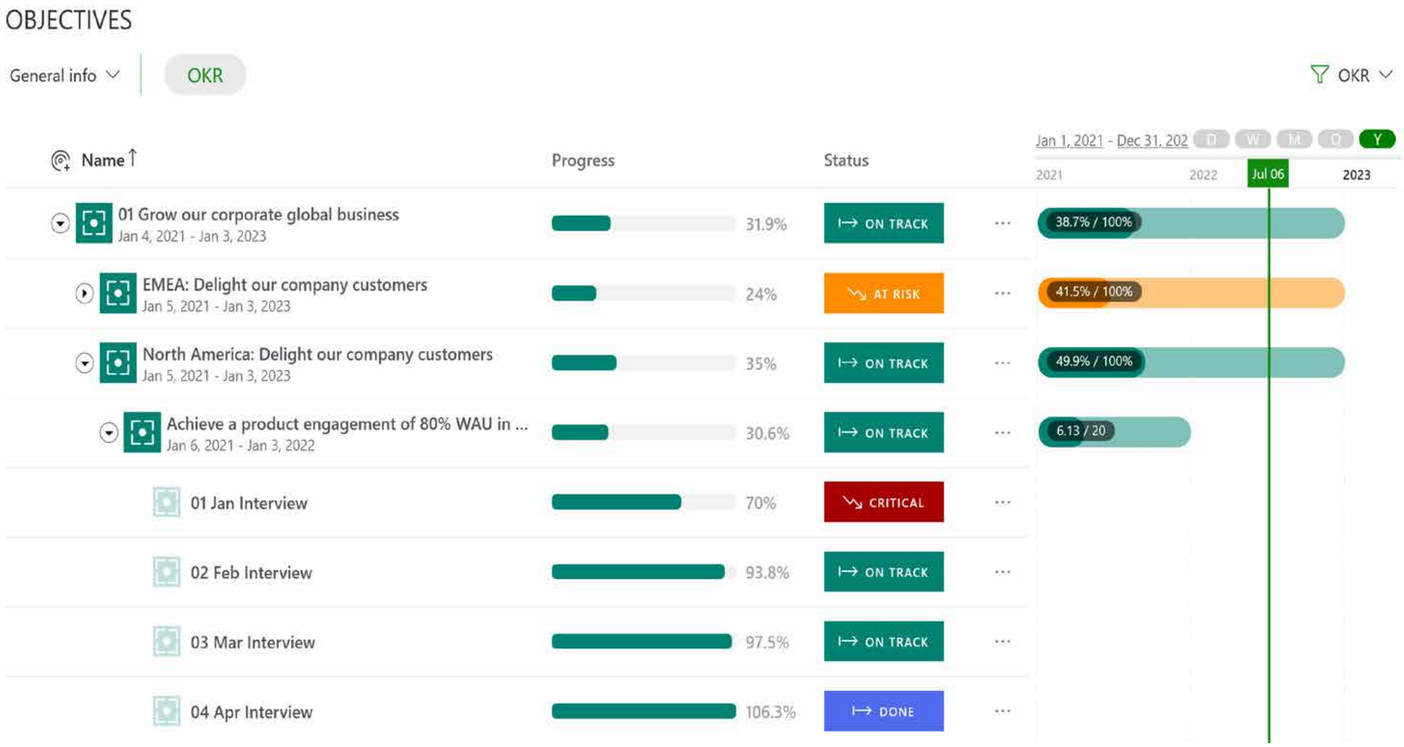


Strategic priorities are the objectives that company aims to achieve over a specific time period. They are often the core values and large initiatives the company wants to achieve. Strategic priorities are usually unique to a specific organization and its goals.

Strategic priorities are part of a company's core culture with its purpose and philosophy to help guide the organization to its future success.

Strategic priorities for organizationscan adjust as the internal and external environments change.

OKR



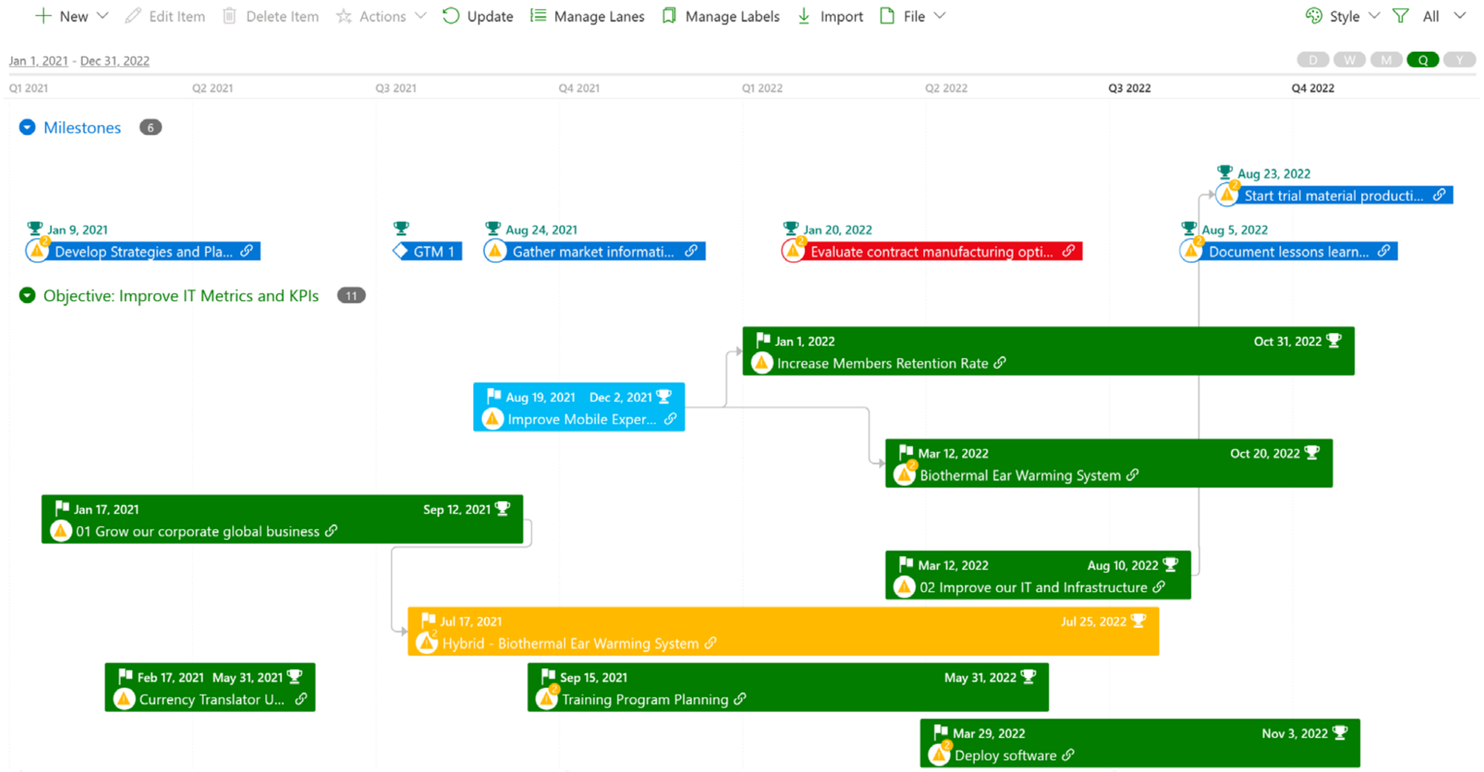
OKR stands as **Objectives and Key Results**, a goal management system that helps organizations build and implement the strategy.

The OKR framework’s advantages include a robust emphasis on target results, increased visibility, and better strategic consistency.

In order to move from point A to point B, a Organization needs to achieve several **Key Results**, which are the outcomes it needs to obtain to reach the goal.

All the things the team does to achieve Key Results are called initiatives.

Strategic Roadmaps



Strategic Roadmap is a bridge (link) between strategy and execution. The Strategic Roadmap is a visualization of the company's strategic plan.

It gives the company a complete view of what is going to happen. The product / portfolio management team can employ a roadmap to facilitate the strategy discussion—the roadmap guides prioritizing initiatives, assigning resources, and tracking dependencies. The Strategy Roadmap provides a visualization of critical outcomes that must be achieved at a specific time to achieve the organization's strategic vision

PORTFOLIO VALUE PLANNING

- Ideation & Innovation
- Customer Feedback
- Portfolio Planning
- Strategic Roadmaps

PORTFOLIO VALUE PLANNING

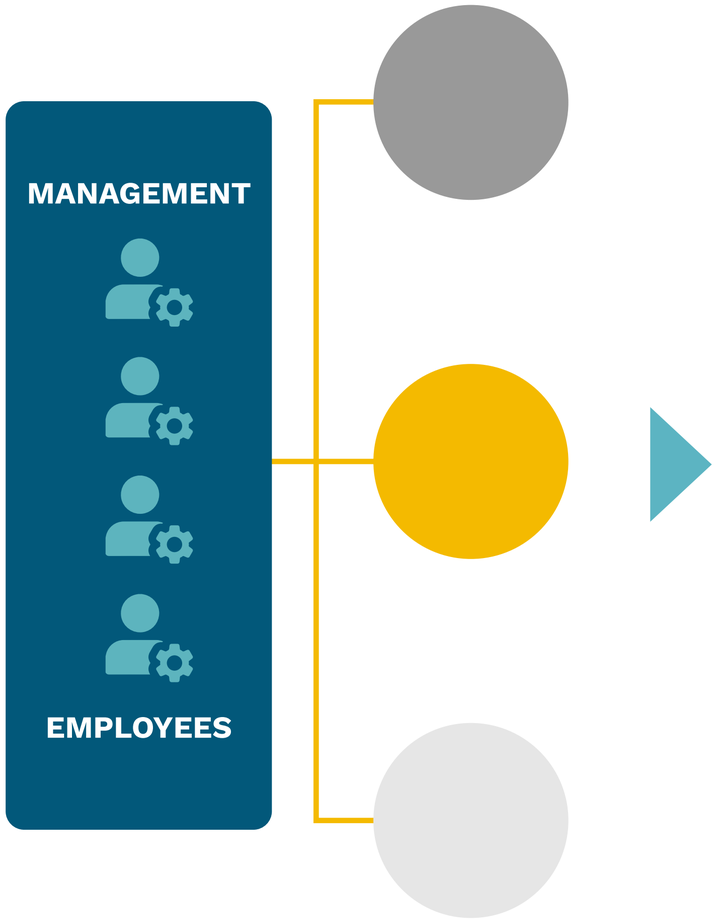
- Financial Planning
- Resource Planning
- Benefits Planning
- Portfolio Roadmaps

Are we making right investments?

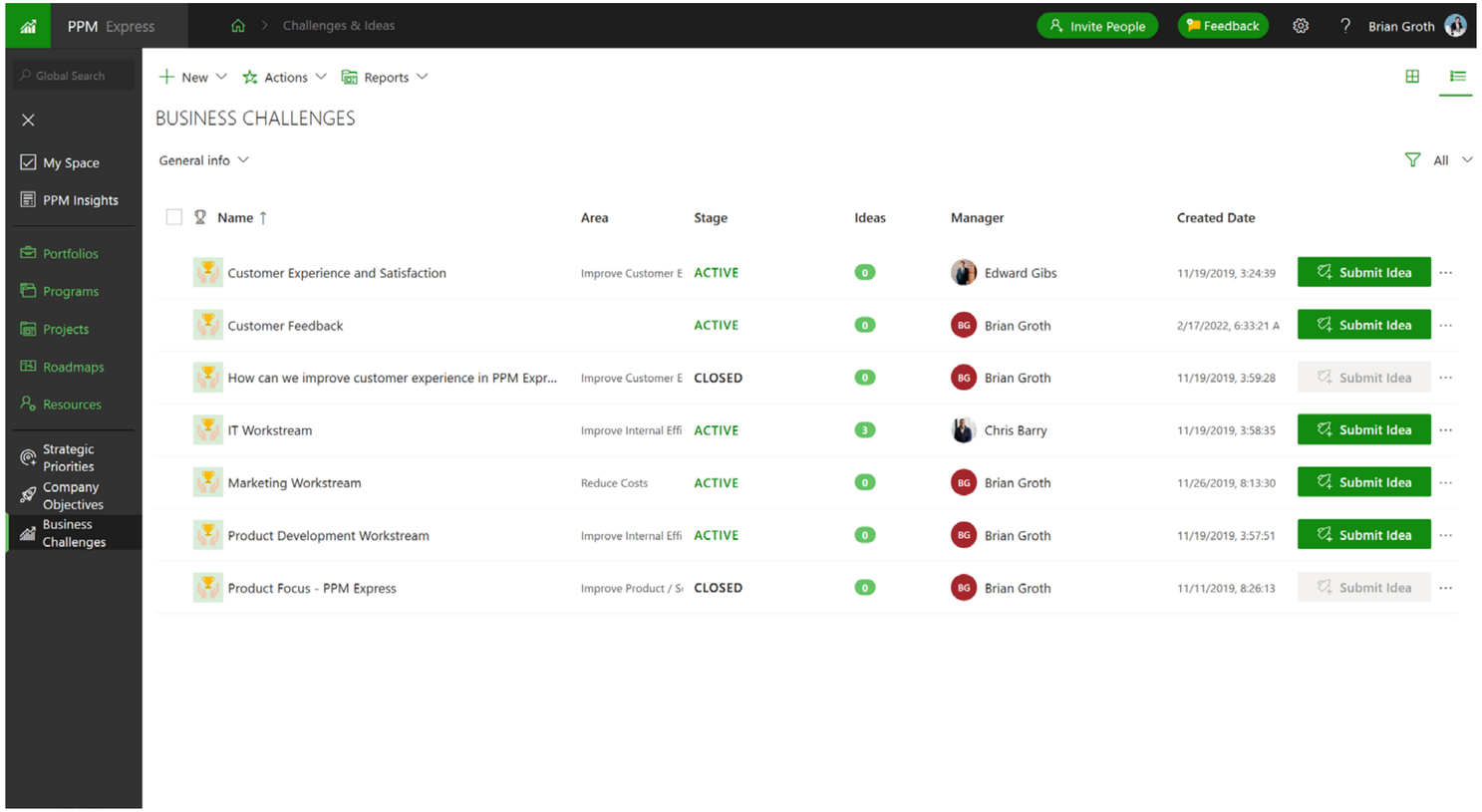
01 Managers and employees propose idea ideas, which get approved, rejected, or put on hold.

02 Approved ideas start project business cases / proposals and flow via work intake process.

03 Many organizations utilize a Stage-Gate or other Project Lifecycle processes.



Ideation and Innovation Management



Idea management, also called **Innovation Management**, structures the process of gathering insights on products and services, change requests and project proposals from employees, and then organizing and managing those suggestions for improvement or development.

Ideas, Feedback and Requests can be solicited from employees, stakeholders, customers, or multiple groups with the aim of improving offerings and services. Ideas and requests are collected from all areas of the organization.

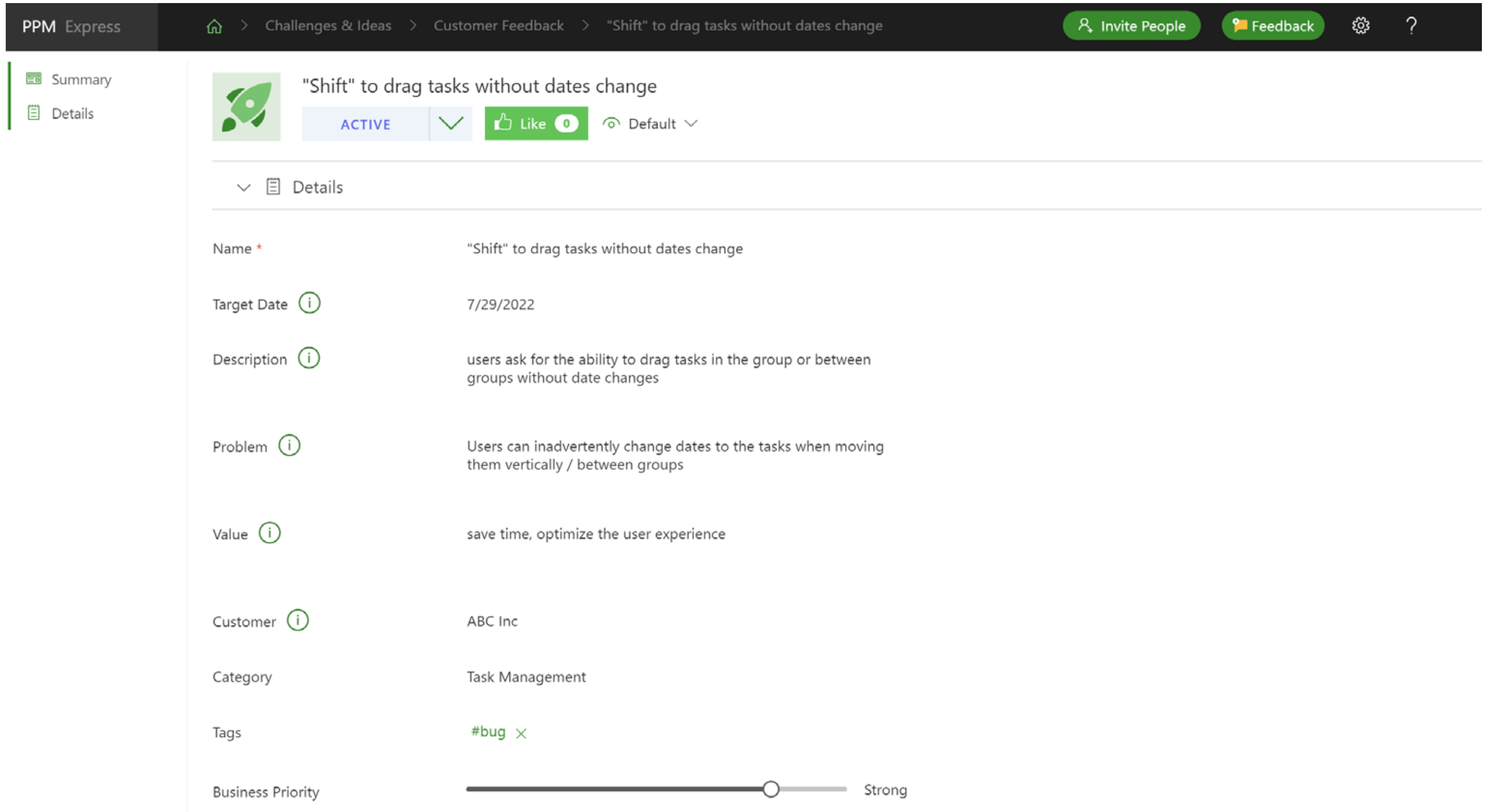
Customer Feedback Management

Customer Feedback Management is the business process of collecting customer feedback to help improve products offered by companies.

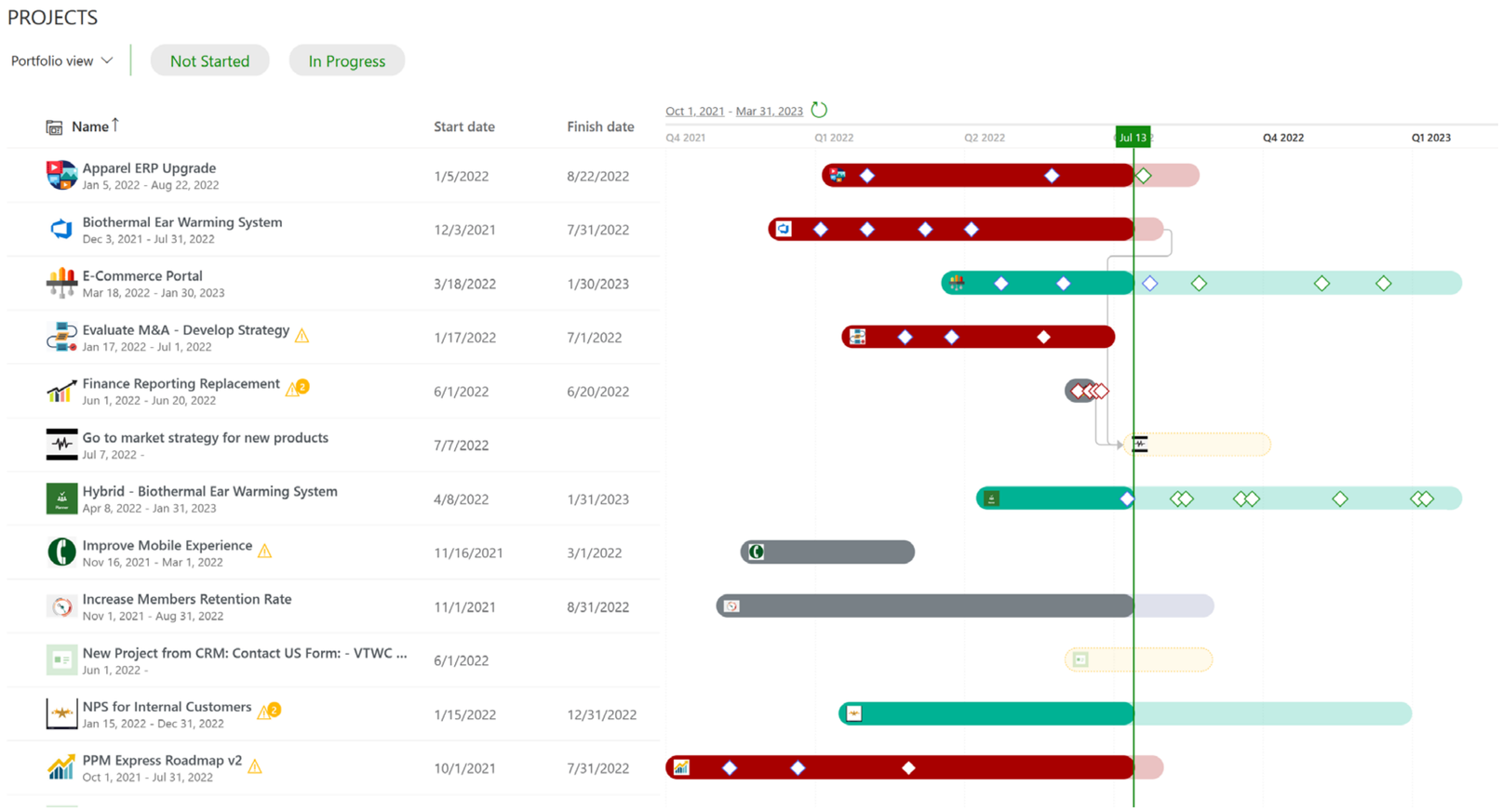
For optimal **Customer feedback Management**, organizations must use some feedback management system, which is the combination of software tool and business processes that enables the customer feedback loop.

- It costs **5x to 25x more money** to acquire a new customer than keep existing ones happy.

- Highly-engaged customers **buy 90% more often and spend 60% more** per transaction.



Portfolio, Program and Project Planning



Project Portfolio Planning is a framework that strategically evaluates existing and potential projects by their prospective successes and risks, costs and benefits, then designates staff, resources, and timelines in a way that maximizes organizational performance.

Focusing on individual projects increases the **risk of non-optimal operations**. With centralized management and planning of projects as a portfolio, organizations can focus efforts and resources on the right projects at the right time.

Portfolio Investment Planning

Portfolio Investment Planning or Project Portfolio Financial Planning is the key aspect of Portfolio Management. Portfolio Management focuses on maximizing return on the investments in initiatives.

Portfolio Investments are made into multiple projects, and portfolio management focuses on managing these investments. Monitoring the costs and progress of the ongoing projects is important as it should not be exceeding budget assigned and should result in expected fiscal and non-fiscal outcomes.

Budget

Budget * $90,000.00

Display period from: 01 Jan 2021 to: 14 May 2022

View: Quarter | Data Types: 1 | Heatmap: OFF | Copy

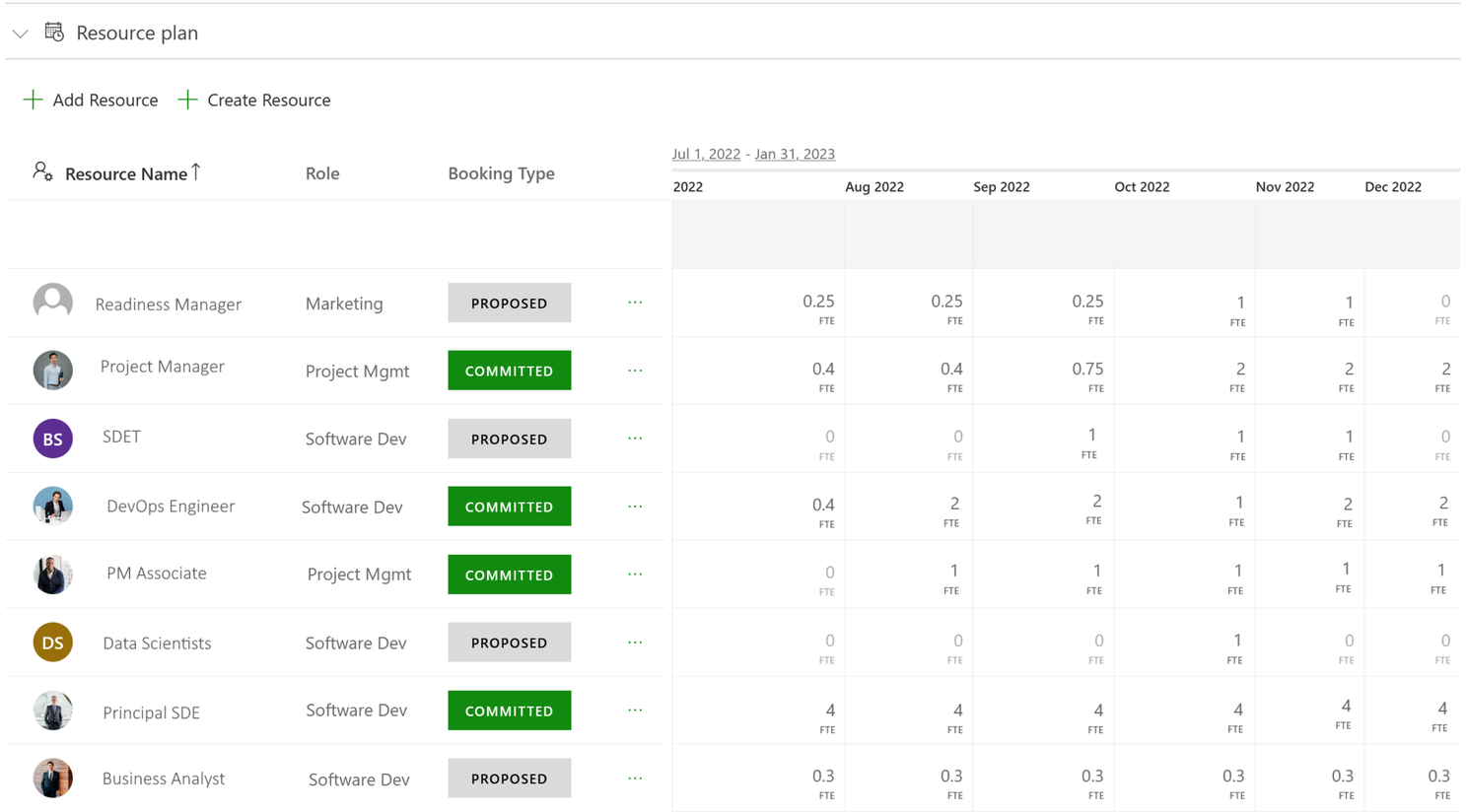
Name	Actions	Budget	Grand Totals	2021				2022	
			Forecast	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Q1 Forecast	Q2 Forecast
Resources - External			$11,470.00	$1,478.70	$1,495.13	$1,511.56	$1,514.61	$5,470.00	$0.00
Implementation / Vendor			$10,457.00	$1,426.50	$1,442.35	$1,458.20	$1,459.95	$4,670.00	$0.00
Services			$18,274.00	$1,142.10	$1,154.79	$1,167.48	$1,167.63	$3,642.00	$0.00
Software & Licenses			$14,570.00	$1,745.10	$1,764.49	$1,783.88	$1,786.53	$7,490.00	$0.00
Hardware			$19,641.00	$2,440.80	$2,467.92	$2,495.04	$2,496.24	$9,741.00	$0.00
Admin & Travel			$1,062.00	$122.40	$123.76	$125.12	$128.72	$562.00	$0.00
New Category									
Totals		**$90,000.00**	**$160,478.80**	**$18,519.30**	**$18,725.07**	**$18,930.84**	**$18,946.79**	**$75,356.80**	**$0.00**

Strategic Resource Planning / Capacity Planning

Strategic Resource Planning or Capacity Planning is the long-term planning of resources qualifications and capacities. Its aim is to align resource demand for current and future projects in line with the company's strategic focus and capacity.

Capacity Planning helps with:

- Complete overview of all resources and their assignments
- Understanding Resource utilization
- Analyze which additional projects you can start and carry out
-Identification of resource bottlenecks
Elimination of resource conflicts



Benefits Identification / Planning

Benefits Identification						
Benefit ID	Status	Benefit Name	Benefit Owner	Benefit Type	Reduce/Increase	Recurring Benefit

Benefits Realization Management (BRM) is a methodology that measures how projects and programs deliver value and contribute to business and strategic objectives. BRM maximizes the ROI from the project execution and planning process.

Benefits Realization is all about identification and tracking tangible and intangible benefits from projects and programs following the completion of that work via deliverables and outcomes. Benefits realization management involves tracking the quantitative benefits realized because of the project delivery.

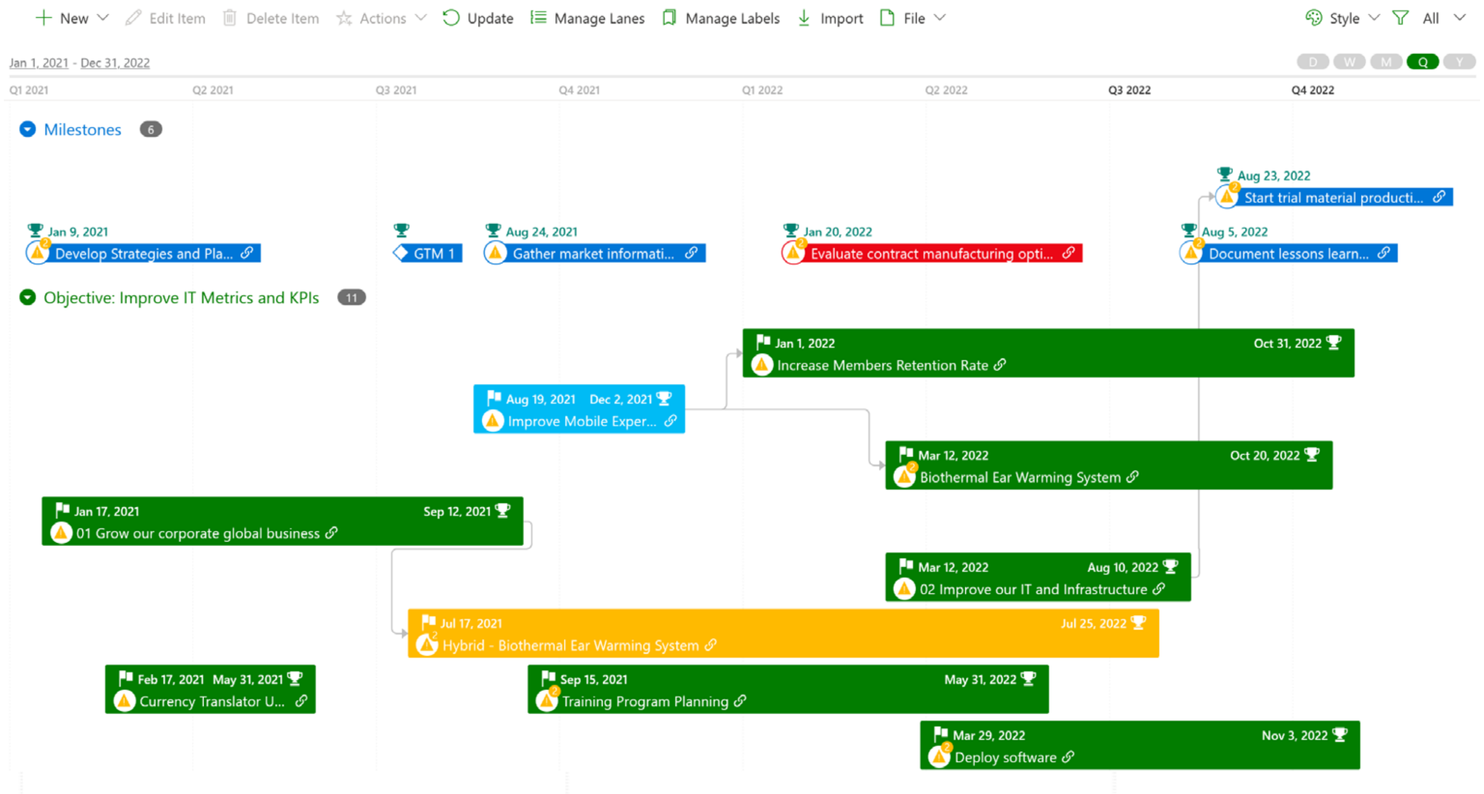
Successful Benefits Realization is a practice that helps organizations ensure receiving the intended benefits from projects and programs.

Portfolio Roadmaps

Portfolio Roadmap is a visualization of the strategy and timeline for all portfolio projects and initiatives across entire organization or specific portfolio.

Portfolio Roadmaps showcase multiple program, projects, product plans on a single roadmap to help executives and leadership understand how each initiative relates to the overall goals of the organization.

A centralized view ensures that each initiative in the portfolio aligned with stategy. Without a product portfolio roadmap, organizations run the risk of working on initiatives that are inconsistent with the organization's goals.



PORTFOLIO VALUE OPTIMIZATION

- Continuous Portfolio Prioritization
- Resource Allocation
- Portfolio Governance Process

Continuous Prioritization

PROJECTS

FAST Prioritization | Not Started | In Progress

Name	Stage	Priority	Budget Forecast	Budget	Alignment ...	Project score	Cost	Efforts	Impact	Revenue	Tags
Hybrid - Biothermal Ear Warming System	EXECUTION	STRONG	$112,072.30	$320,000.00	94.4%	5	LOW	MODERATE	EXTREME	STRONG	
Apparel ERP Upgrade	EXECUTION	MODERATE	$36,850.00	$50,000.00	88.9%	7.4	LOW	STRONG	STRONG	NORMAL	#operational
NPS for Internal Customers	EXECUTION	N/A	$0.00	$0.00	88.9%	0	N/A	N/A	N/A	N/A	
Training Program Planning	EXECUTION	STRONG	$31,766.95	$100,000.00	83.3%	7	LOW	NORMAL	NORMAL	MODERATE	
Travel Management System - Development ...	IDEA	N/A	$0.00	$0.00	83.3%	0	N/A	N/A	N/A	N/A	
Biothermal Ear Warming System	EXECUTION	NORMAL	$160,478.80	$90,000.00	77.8%	9	EXTREME	NORMAL	STRONG	STRONG	#operational
Router System Upgrade	EXECUTION	STRONG	$0.00	$90,000.00	72.2%	8.7	N/A	N/A	N/A	N/A	#operational
Travel Management System - Requirements...	IDEA	N/A	$0.00	$0.00	72.2%	0	N/A	N/A	N/A	N/A	#strategic
E-Commerce Portal	EXECUTION	MODERATE	$493,699.26	$490,000.00	66.7%	3.7	STRONG	STRONG	NORMAL	NORMAL	
Status Calculation Automation	EXECUTION	N/A	$141,105.90	$250,000.00	66.7%	5.7	N/A	N/A	N/A	N/A	#strategic
Finance Reporting Replacement	PLANNING	N/A	$0.00	$145,000.00	66.7%	0	NORMAL	N/A	STRONG	N/A	#operational
Training Rollout Initiative and Plan	PLANNING	N/A	$122,900.00	$35,000.00	55.6%	0	N/A	N/A	N/A	N/A	

Continuos Prioritization is the foundation for successfull implementation of strategy. It's where you align your projects to strategy. It's where you win executive sponsorship and support. It's where you identify and eliminate low priority projects.

Project prioritization can help with:

- Aligning your projects with your strategy
- Quantifying projects that add value and which don’t
- Balancing the set of projects you can take on with your capacity

Resource Allocation Planning

Resource plan

+ Add Resource + Create Resource

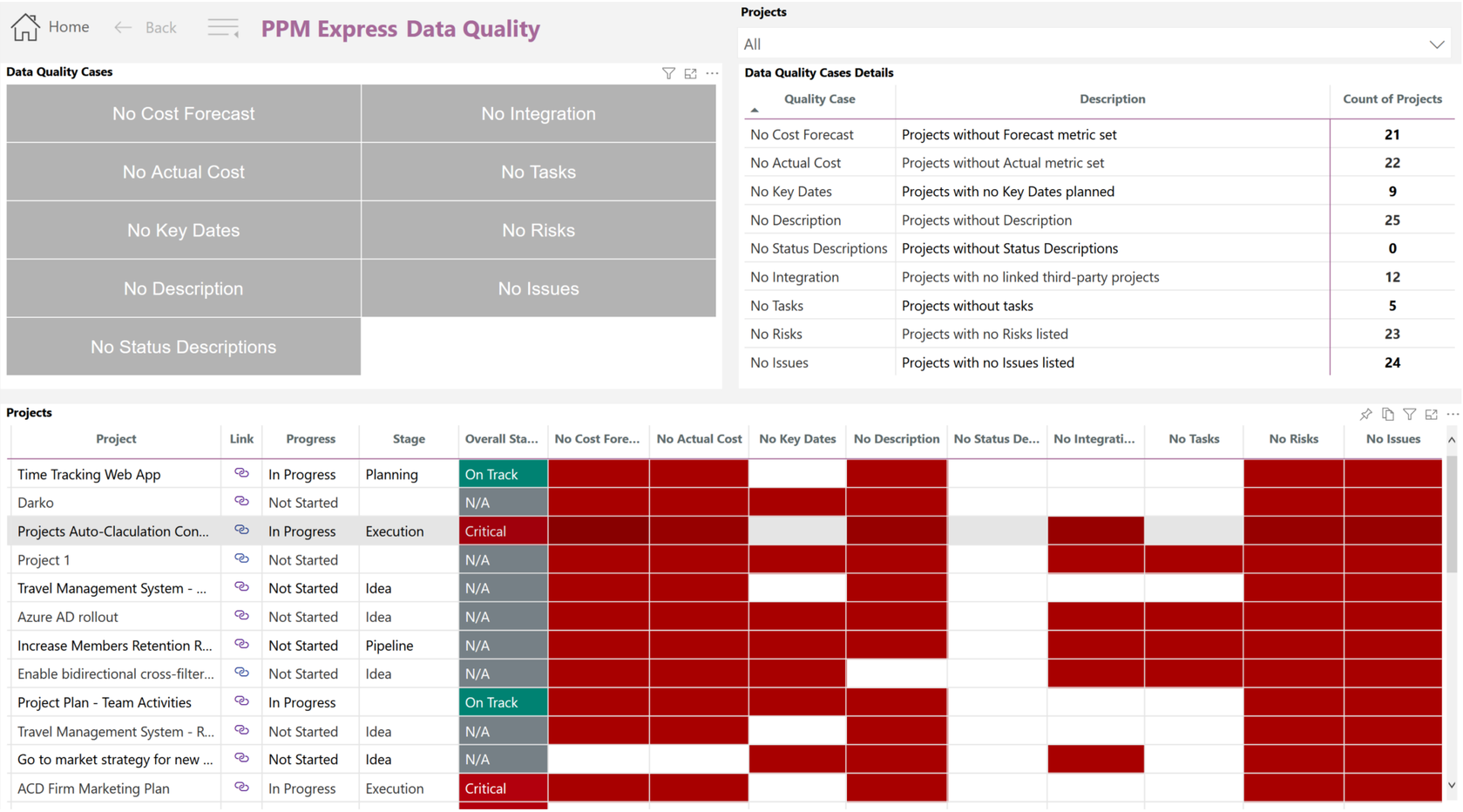
Resource Name	Role	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022
		1.83 FTE	2.35 FTE	1.85 FTE	1.65 FTE	1.55 FTE
Amber Swing	Marketing	0.25 FTE	0.25 FTE	0 FTE	0 FTE	0 FTE
Attila Biber	Project Managemen	0.4 FTE	0.75 FTE	0.5 FTE	0.2 FTE	0.2 FTE
Beth Smith	HR Management	0 FTE	0 FTE	0 FTE	0.1 FTE	0 FTE
Brian Groth	Project Managemen	0.23 FTE	0.4 FTE	0.4 FTE	0.4 FTE	0.4 FTE
Chris Barry	Project Managemen	0 FTE	0 FTE	0 FTE	0 FTE	0 FTE
Data Scientist	Software Developme	0 FTE	0 FTE	0 FTE	0 FTE	0 FTE
David Pelton	Software Developme	0.65 FTE	0.65 FTE	0.65 FTE	0.65 FTE	0.65 FTE
Edward Gibs	Software Developme	0.3 FTE	0.3 FTE	0.3 FTE	0.3 FTE	0.3 FTE

Resource Allocation Planning is a practice of strategic planning to identify the skills required, the number of resources required for those specific skills at what intervals and for how long to deliver the project by expected date.

Resource Allocation Planning is an end-to-end planning, allowing organizations assess resources availability and allocating them effectively on projects. The ultimate objective is to optimize allocating of limited resources among the various projects and business units.

STRATEGY | PLANNING | **OPTIMIZATION** | EXECUTION | REALIZATION

Portfolio Governance & Execution Excellence



Project Portfolio Governance is a combination of selection, prioritization, and control of an organization's projects and programs against its strategic objectives, capacity to deliver and **quality of execution**.

The main objective of **Project Portfolio Governance** is to balance new initiatives and work in progress together with delivery and **execution excellence** to optimize return on investment.

PORTFOLIO EXECUTION MONITORING

- Portfolio Monitoring
- Resource Utilization
- Risk Management
- Continuous Optimization

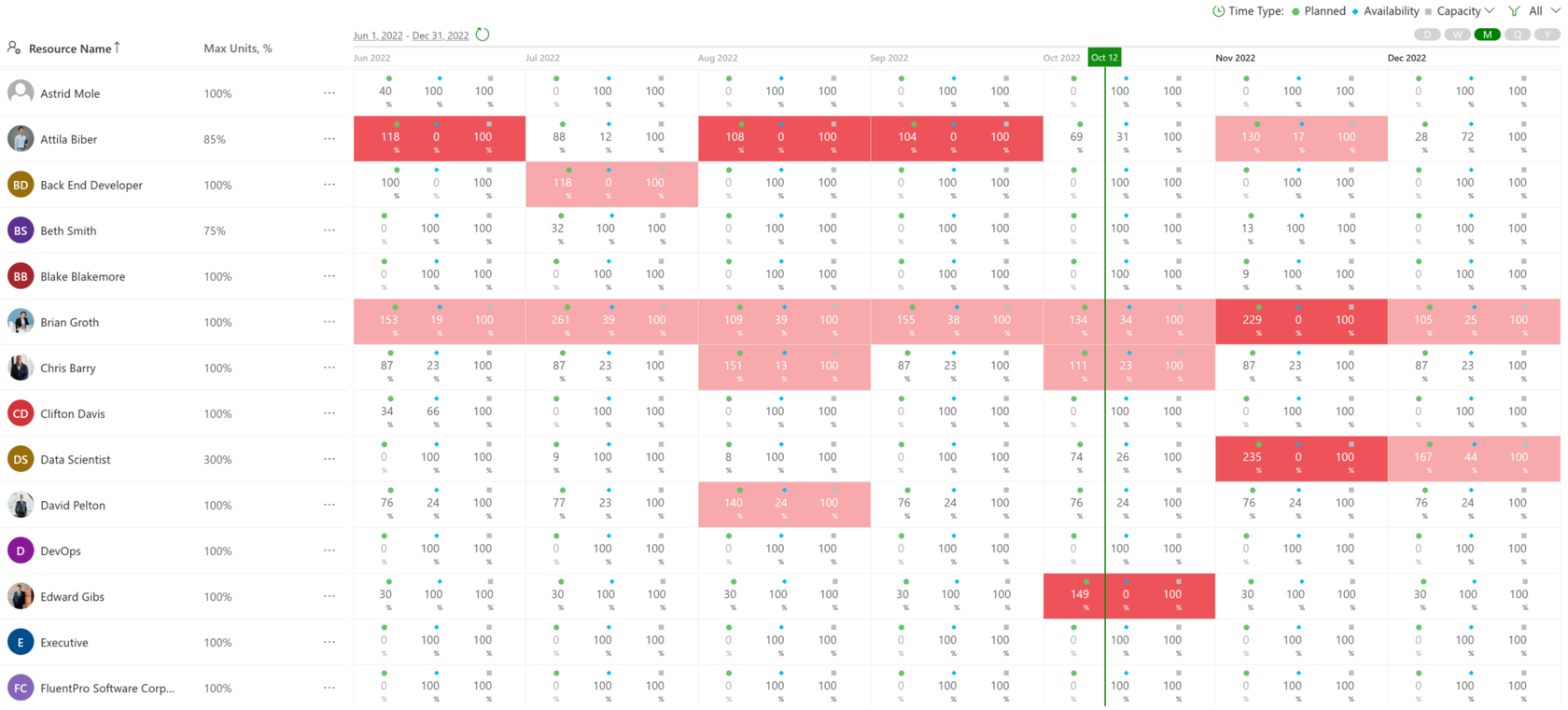
Portfolio Monitoring

Project Portfolio Monitoring refers to a process used by project managers and project management organizations (PMOs) to monitor and analyze current state and the potential return of project delivery. Organizing and consolidating all data related to proposed and current projects, project portfolio managers obtain the ability to see the big picture of all work streams in the organization.

By monitoring project execution and seeing the big picture, organization can ensure continuous alignment with goals and objectives of the organization, make better and faster decisions.

Name	Progress	Stage	Overall Status	Schedule Status	Resources Stat...	Risks Status	Issues Status	Cost Status
ACD Firm Marketing Plan	In Progress	EXECUTION	CRITICAL	CRITICAL	AT RISK	N/A	N/A	N/A
Apparel ERP Upgrade	In Progress	EXECUTION	CRITICAL	CRITICAL	CRITICAL	CRITICAL	CRITICAL	ON TRACK
Azure AD rollout	Not Started	IDEA	N/A	N/A	N/A	N/A	N/A	N/A
Biothermal Ear Warming System	In Progress	EXECUTION	CRITICAL	CRITICAL	CRITICAL	ON TRACK	ON TRACK	ON TRACK
Currency Translator Upgrade	Completed	CLOSING	DONE	DONE	DONE	DONE	DONE	DONE
Darko	Not Started		N/A	N/A	N/A	N/A	N/A	N/A
E-Commerce Portal	In Progress	EXECUTION	CRITICAL	CRITICAL	CRITICAL	ON TRACK	ON TRACK	ON TRACK
Enable bidirectional cross-filtering for DirectQuery in Po...	Not Started	IDEA	N/A	N/A	N/A	N/A	N/A	N/A
Evaluate M&A - Develop Strategy	In Progress	EXECUTION	CRITICAL	CRITICAL	CRITICAL	N/A	N/A	N/A
Evaluate Strategic Merger or Acquisition (M&A)	Completed	CLOSING	DONE	DONE	DONE	N/A	N/A	DONE
Finance Reporting Replacement	Not Started	PLANNING	N/A	N/A	N/A	N/A	N/A	N/A
Go to market strategy for new products	Not Started	IDEA	N/A	N/A	N/A	N/A	N/A	N/A
Helmet with integrated sunvisor	Completed	CLOSING	DONE	DONE	DONE	DONE	DONE	DONE
Hybrid - Biothermal Ear Warming System	In Progress	EXECUTION	CRITICAL	CRITICAL	ON TRACK	CRITICAL	CRITICAL	ON TRACK
Improve Mobile Experience	Not Started	PIPELINE	N/A	N/A	N/A	N/A	N/A	N/A

Resource Utilization Management

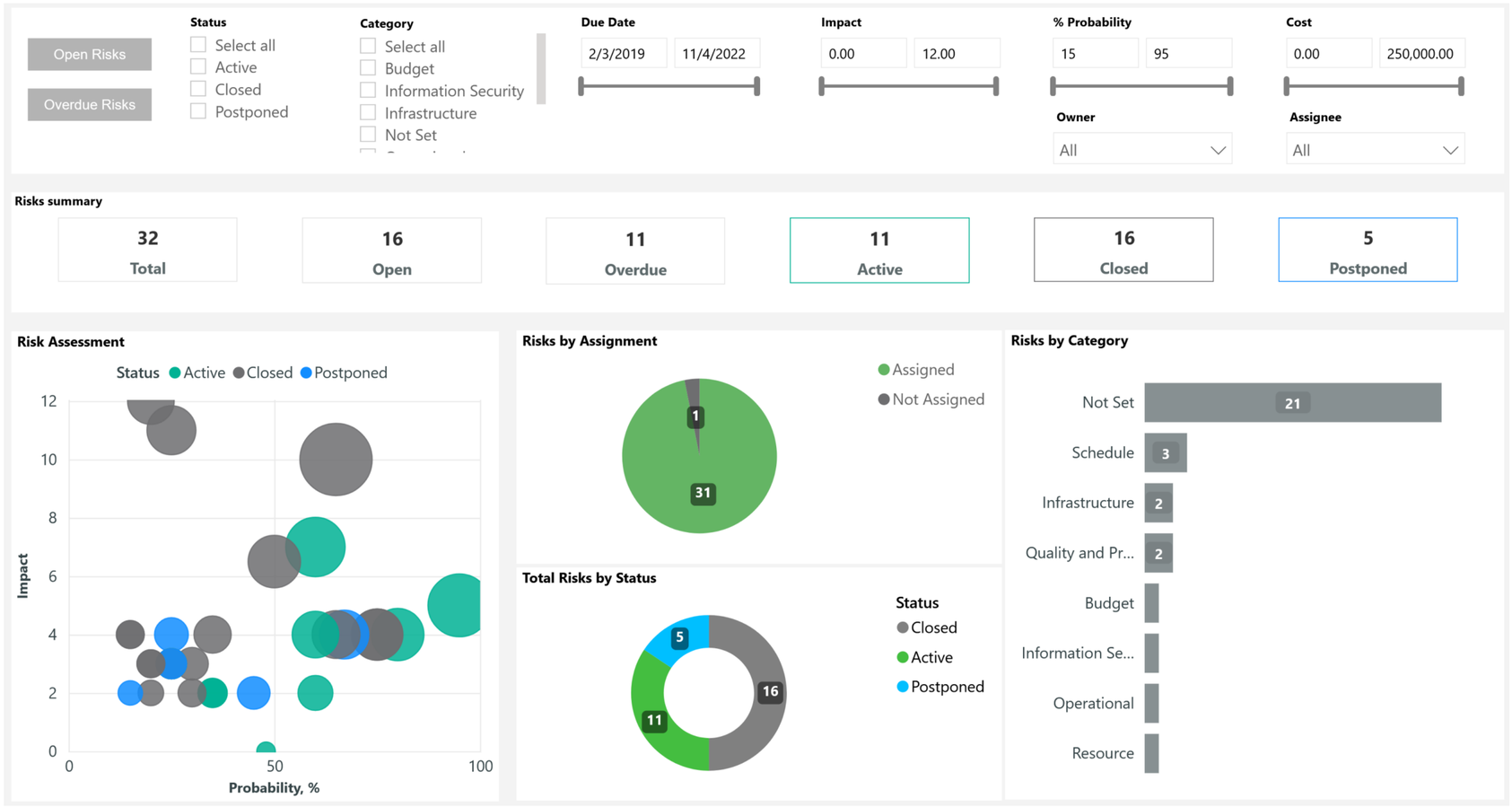


Resource utilization Management is the practice of measurement of how your resources are currently used, their capacity and availability.

Resource utilization helps organizations plan how to utilize resources optimally to ensure that organization operates as effective as possible.

Effective utilization of resources is extremely useful for both employees and employers. Not only does it ensure that employees have enough work; it also helps prevent burnout as result of the overallocation.

Risk Management



Risk Management or Enterprise Risk Management is the processes of identification, assessment, management, monitoring and mitigation of potential risks. The ultimate objective is to minimize the negative impact that risks might cause to an organization.

Risks include personnel issues, vendor ability to deliver, technology risks, data breaches, operational disruptions & failures, economic or political crises and natural disasters. Established risk management process helps organizations identify which of risks pose the biggest threats, and then implement the best mitigation measures to those risks.

Continuous Portfolio Optimization

PROJECTS

FAST Prioritization | Not Started | In Progress

Name	Stage	Priority	Budget Forecast	Budget	Alignment ...	Project score	Cost	Efforts	Impact	Revenue	Tags
Hybrid - Biothermal Ear Warming System	EXECUTION	STRONG	$112,072.30	$320,000.00	94.4%	5	LOW	MODERATE	EXTREME	STRONG	
Apparel ERP Upgrade	EXECUTION	MODERATE	$36,850.00	$50,000.00	88.9%	7.4	LOW	STRONG	STRONG	NORMAL	#operational
NPS for Internal Customers	EXECUTION	N/A	$0.00	$0.00	88.9%	0	N/A	N/A	N/A	N/A	
Training Program Planning	EXECUTION	STRONG	$31,766.95	$100,000.00	83.3%	7	LOW	NORMAL	NORMAL	MODERATE	
Travel Management System - Development ...	IDEA	N/A	$0.00	$0.00	83.3%	0	N/A	N/A	N/A	N/A	
Biothermal Ear Warming System	EXECUTION	NORMAL	$160,478.80	$90,000.00	77.8%	9	EXTREME	NORMAL	STRONG	STRONG	#operational
Router System Upgrade	EXECUTION	STRONG	$0.00	$90,000.00	72.2%	8.7	N/A	N/A	N/A	N/A	#operational
Travel Management System - Requirements...	IDEA	N/A	$0.00	$0.00	72.2%	0	N/A	N/A	N/A	N/A	#strategic
E-Commerce Portal	EXECUTION	MODERATE	$493,699.26	$490,000.00	66.7%	3.7	STRONG	STRONG	NORMAL	NORMAL	
Status Calculation Automation	EXECUTION	N/A	$141,105.90	$250,000.00	66.7%	5.7	N/A	N/A	N/A	N/A	#strategic
Finance Reporting Replacement	PLANNING	N/A	$0.00	$145,000.00	66.7%	0	NORMAL	N/A	STRONG	N/A	#operational
Training Rollout Initiative and Plan	PLANNING	N/A	$122,900.00	$35,000.00	55.6%	0	N/A	N/A	N/A	N/A	

Continuos Prioritization is the foundation for successfull implementation of strategy. It's where you align your projects to strategy. It's where you win executive sponsorship and support. It's where you identify and eliminate low priority projects.

Continuos Portfolio Prioritization objective is to balance inflow of new initiatives and new changes vs stream of work in progress in order for all work to be aligned with strategic priorities and ensure maximum return of investment.

Outcome Management / Benefit Realization Plan

Benefits Identification						
Benefit ID	Status	Benefit Name	Benefit Owner	Benefit Type	Reduce/Increase	Recurring Benefit

Benefits Realisation Plan								
Metric	Unit of Measure	Measurement Mechanism	Measurement Frequency	Benefit Baseline	Baseline Date	Benefit Realisation Target	Benefit Realisation Start Date	Benefit Realisation End Date

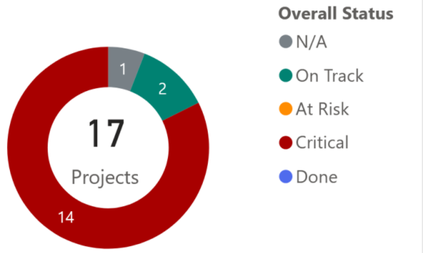
Benefits Realization Plan is all about tracking tangible and intangible benefits from projects and programs following the completion of that work via deliverables and outcomes.

Portfolio Reporting

Projects Summary

STATUSES | KEY DATES, RISKS, ISSUES | STRATEGIC PRIORITIZATION | DECISION MATRIX

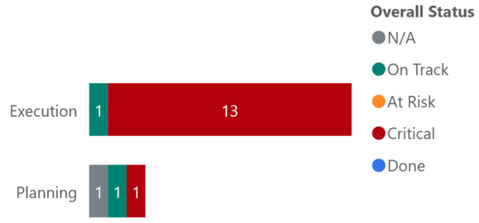
PROJECTS BY OVERALL STATUS



PROJECTS STATUS SUMMARY

Status Name	N/A	On Track	At Risk	Critical	Done
Overall Status	1	2		14	
Risks Status	9	3		5	
Issues Status	10	2		5	
Resources Status	1	6	2	8	
Cost Status	8	9			
Schedule Status	1	2		14	

PROJECTS BY STAGE AND OVERALL STATUS



PROJECTS STATUS DETAILS

Project Name	Link	Manager	Overall Status	Risks Status	Issues Status	Resources Status	Cost Status	Schedule Status	Stage	Progress	% Complete
NPS for Internal Customers		Brian Groth	On Track	N/A	N/A	On Track	N/A	On Track	Execution	In Progress	PPM Express: 20/35, Azure Dev
Time Tracking Web App		Brian Groth	On Track	N/A	N/A	On Track	N/A	On Track	Planning	In Progress	Azure DevOps: 0/8
Finance Reporting Replacement		Brian Groth	N/A	N/A	N/A	N/A	N/A	N/A	Planning	Not Started	PPM Express: 0/5
ACD Firm Marketing Plan		Brian Groth	Critical	N/A	N/A	At Risk	N/A	Critical	Execution	In Progress	Monday.com: 26/124
Apparel ERP Upgrade		Chris Barry	Critical	Critical	Critical	Critical	On Track	Critical	Execution	In Progress	Azure DevOps: 46/55
Biothermal Ear Warming System		David Pelton, Chris Barry	Critical	On Track	On Track	Critical	On Track	Critical	Execution	In Progress	Azure DevOps: 17/26
E-Commerce Portal		Brian Groth	Critical	On Track	On Track	Critical	On Track	Critical	Execution	In Progress	Project Online: 42%
Evaluate M&A - Develop Strategy		Brian Groth	Critical	N/A	N/A	Critical	N/A	Critical	Execution	In Progress	Jira: 2/6

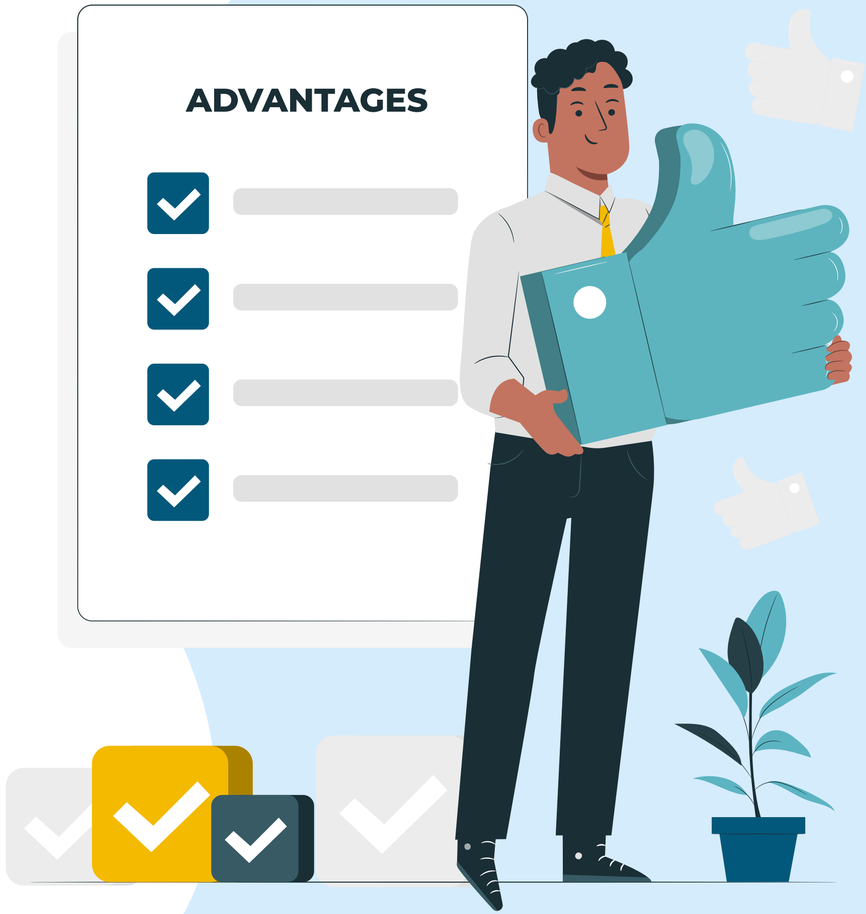
The PPM system should provide information derived from the project and portfolio data. This is what the **PPM reports** are for.

They help organizations with:
- realize what is currently happening.
- what needs to be decided.
- monitoring and measuring quality of planning and execution
- provide data for an analysis, custom queries, and research

PPM Express is using **Microsoft Power BI** as a world-leading platform for data analytics and reporting.

Portfolio Management

- Benefit Realization
- Continuous Process Improvement



Benefits Realization

Benefits Identification						
Benefit ID	Status	Benefit Name	Benefit Owner	Benefit Type	Reduce/Increase	Recurring Benefit

Benefits Realisation Plan								
Metric	Unit of Measure	Measurement Mechanism	Measurement Frequency	Benefit Baseline	Baseline Date	Benefit Realisation Target	Benefit Realisation Start Date	Benefit Realisation End Date

Benefits Realisation (Actuals)							
Measure Date 1	Value Realised 1	Measure Date 2	Value Realised 2	Measure Date 3	Value Realised 3	Measure Date 4	Value Realised 4

Continuous Improvement Process

- Improvements in Ideation and Innovation Management
- Continuous Strategic Prioritization
- Portfolio Governance, Continuous Prioritization and Alignment to Strategic Priorities
- Lessons Learned & Analysis
- Optimized Resource Management and Utilization
- Effective Risk Management
- Effective Change Management
- Effective Benefit Realization Management

PPM Express

Integrated Product and Project Portfolio Management Platform

www.ppm.express

info@ppm.express