



Portfolio management for the rest of us

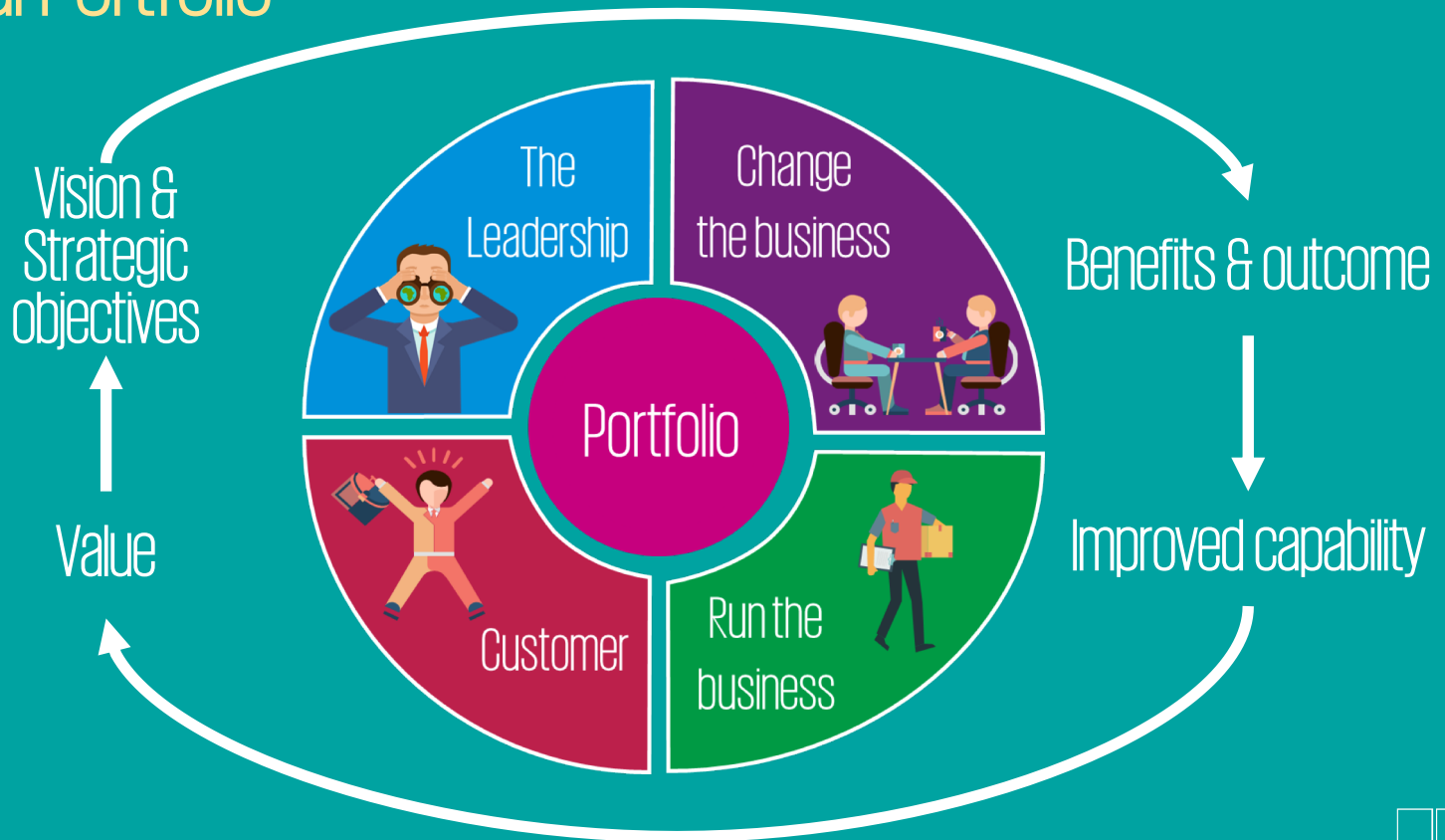
Mohannad Elmahdy Hassan



What is Portfolio Management

The practice of selecting and investing in projects and programmes to deliver organisational objectives and value to customers.

A Typical Portfolio



Example

Italian Formula 1 Team



Last F1 constructor's
championship was in 2008



Example - Italian Formula 1 Team

Portfolio

Portfolio Context

Last F1 constructor's championship was in 2008

The Leadership

Vision & Strategic objectives

Globalization, regionalization and market convergence

Accelerated modification and diversification of the product portfolio

Increased pressure for innovation and flexibility in development

Change the business

Benefits

Programme – Winning 2019 & 2020 Formula 1 championship

Increase brand recognition

Improve reliability

Improve performance and tyres degradation

Hybrid technology improved

Outcome

Employee best drivers

New hybrid engine

New car chassis

Media campaign to win fans support

Run the business

Improved capability

Improved racing car

2009

2014

2015

2016

2017

1 race won

0 race won

3 races won

0 race won

5 races won

70 points

216 points

428 points

398 points

522 points

Value

Customer



So if its so easy ...
why can't we get it right ?



Common Challenges 1

VISION




A man in a dark suit is relaxing on a lounge chair under a palm tree. A thought bubble above him shows a red sports car.

PORTFOLIO BOARD



A man in a dark suit is pointing at a presentation board. The board shows a red sports car and a bar chart. Labels 'Shareholders' and 'Leadership' are present.

START




Two men are shaking hands. Above them are two thought bubbles: one with a red sports car and one with a dark car. Labels 'Leadership' and 'Programme Team' are present.

PROGRAMME TEAM



Two men are sitting at a table. Above them are two thought bubbles: one with a dark car and one with a small car. Labels 'Programme Manager' and 'Project Manager' are present.

DELIVERY




A factory icon with smoke coming out of the chimneys.

COMPLETION



A man in a dark suit is standing next to a black car. Above the car is a thought bubble with a red sports car and a speech bubble containing symbols like '#@%&!'. There are lightning bolt symbols.

SURPRISE... SURPRISE



A man in a dark suit is running with a backpack. Above him is a 'Customer' label and a network diagram icon.

Strategic Alignment

Common Challenges 2

PORTFOLIO BOARD

Leadership

Shareholders

START

Leadership

Programme Team

DELIVERY

MORE PROJECTS...

x2

???

AND MORE...

x5

#@%&!

DELIVERY

Resources Cash flow Time Risks

COMPLETION

x7

SURPRISE... SURPRISE

Customer

Balancing the pipeline

Common Challenges 3

VISION



A man in a dark suit is relaxing on a lounge chair under a palm tree. He has a briefcase next to him. A thought bubble above him shows a red sports car.

START

MANAGE THE PROGRAMME

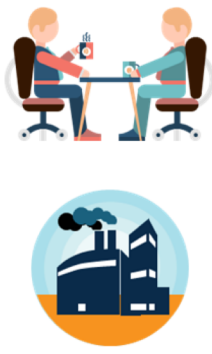


Leadership

PMO

A man in a dark suit (Leadership) is shaking hands with a man in a light blue suit (PMO). A thought bubble above them says "MANAGE THE PROGRAMME" and contains a smiley face.

DELIVERY



Two people are sitting at a desk with a computer. Below them is a circular icon of a factory with smoke coming out.

WHAT ABOUT...



A man in a dark suit is pointing upwards. A thought bubble above him shows a lit lightbulb.

MANAGE MORE...

ALSO MANAGE THE PROJECTS



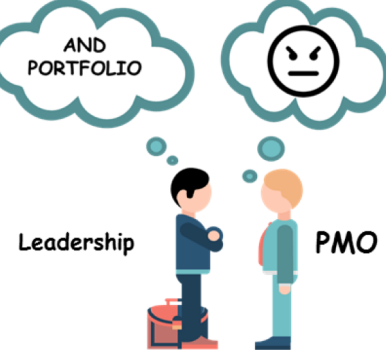
Leadership

PMO

A man in a dark suit (Leadership) is talking to a man in a light blue suit (PMO). A thought bubble above them says "ALSO MANAGE THE PROJECTS" and contains a neutral face.

AND MORE...

AND PORTFOLIO



Leadership

PMO

A man in a dark suit (Leadership) is talking to a man in a light blue suit (PMO). A thought bubble above them says "AND PORTFOLIO" and contains an angry face.


AND MORE...

AND VISION



A man in a dark suit (Leadership) is talking to a man in a light blue suit (PMO). A thought bubble above them says "AND VISION" and contains a thinking face.


COMPLETION



A man in a light blue suit is standing next to a black car. A thought bubble above the car shows a red sports car. There are lightning bolt symbols on either side.

SURPRISE... SURPRISE

Customer



A man in a red shirt and orange pants is running with a backpack. Above him is a tangled web icon.

Managing the portfolio

Takeaways

Strategic Alignment

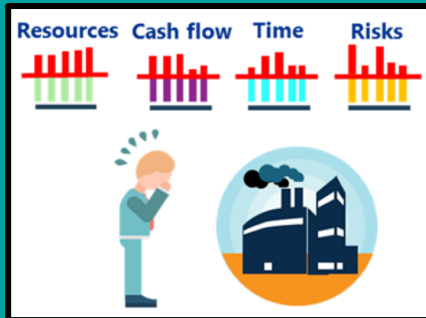


Robust business cases

Its dynamic not static...things change

Clear line of sight

Balancing the pipeline



Prioritize the change

Balance the portfolio

A holistic delivery plan

Managing the portfolio



What does "P" in PMO stands for ?

It's a transformation... not just another process

Its not a bolt-on....specialised skills required



Thank you



Mohannad Elmahdy Hassan
P3M Controls Lead

Mobile: +44 (0) 7825 902 851
mohannad.hassan@kpmg.co.uk