

The Strategic Guide to Project Portfolio Excellence

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Agenda

An Overview of the Session

Agenda

- Intro
- What is Project Portfolio Management
- Case Study 1: Project Portfolio Planning
- Case Study 2: Portfolio Governance
- Case Study 3: Stakeholder Engagement
- Conclusion
- Q&A (10 mins)

What is Project Portfolio Management?

Mastering the Art of Strategic Execution

Project Portfolio Management (PPM)

Definition



A **portfolio** is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.



Portfolio management is...

controlling **categorizing** **authorizing**
identifying monitoring **transitioning**
integrating **evaluating** balancing
prioritizing selecting **optimizing** **terminating**

Today we will discuss Capital Project Portfolios.

Project



Individual project



Operational/delivery



Success means delivering projects on time, on budget and to specification

Portfolio



Multiple projects



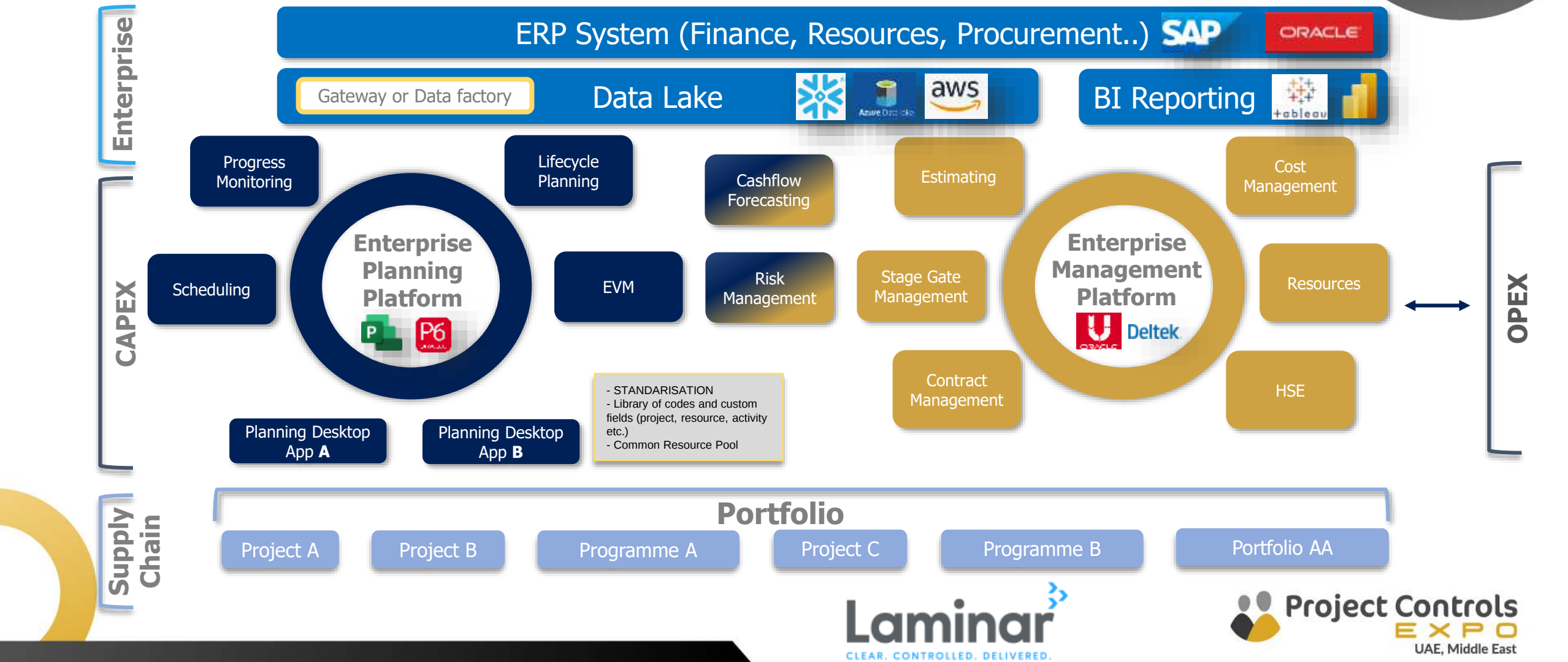
High-level/Strategic



Success means delivering organizational objectives/ROI and accelerate growth.

Project Portfolio Management

Portfolio Management Information System (PMIS)



Project Portfolio Management

The domains of Project Portfolio Management



The Standard For Portfolio Management, PMI



Case Study 1: Portfolio Capacity & Capability Management by increasing cashflow forecast accuracy via planning.



Case Study 2: Portfolio Governance set-up in a startup according to the strategy.



Case Study 3: Portfolio Stakeholder Engagement by increased transparency.

Portfolio Planning

Case Study 1

Case Study 1: Portfolio Planning



Portfolio

- An organization with regional companies each having a portfolio size of 250+ projects



Challenge

- Lean CAPEX organization
- Multiple Departments delivering projects
- Over reliance on supply chain
- Lack of project oversight and monitoring
- Project reporting and data management
- Cashflow Management & Forecasting



Objectives

- Central planning platform enabling progress monitoring, CAPEX business planning and cashflow management based on project level data

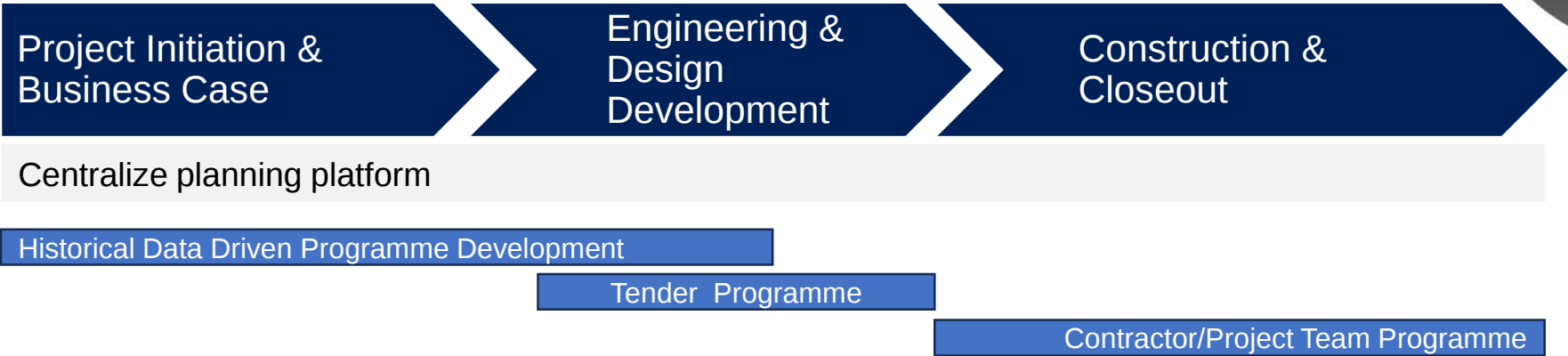


Solution

- Validate and prioritize the immediate business needs
- Develop the high-level portfolio programme
- Adapt planning requirements to project life cycle

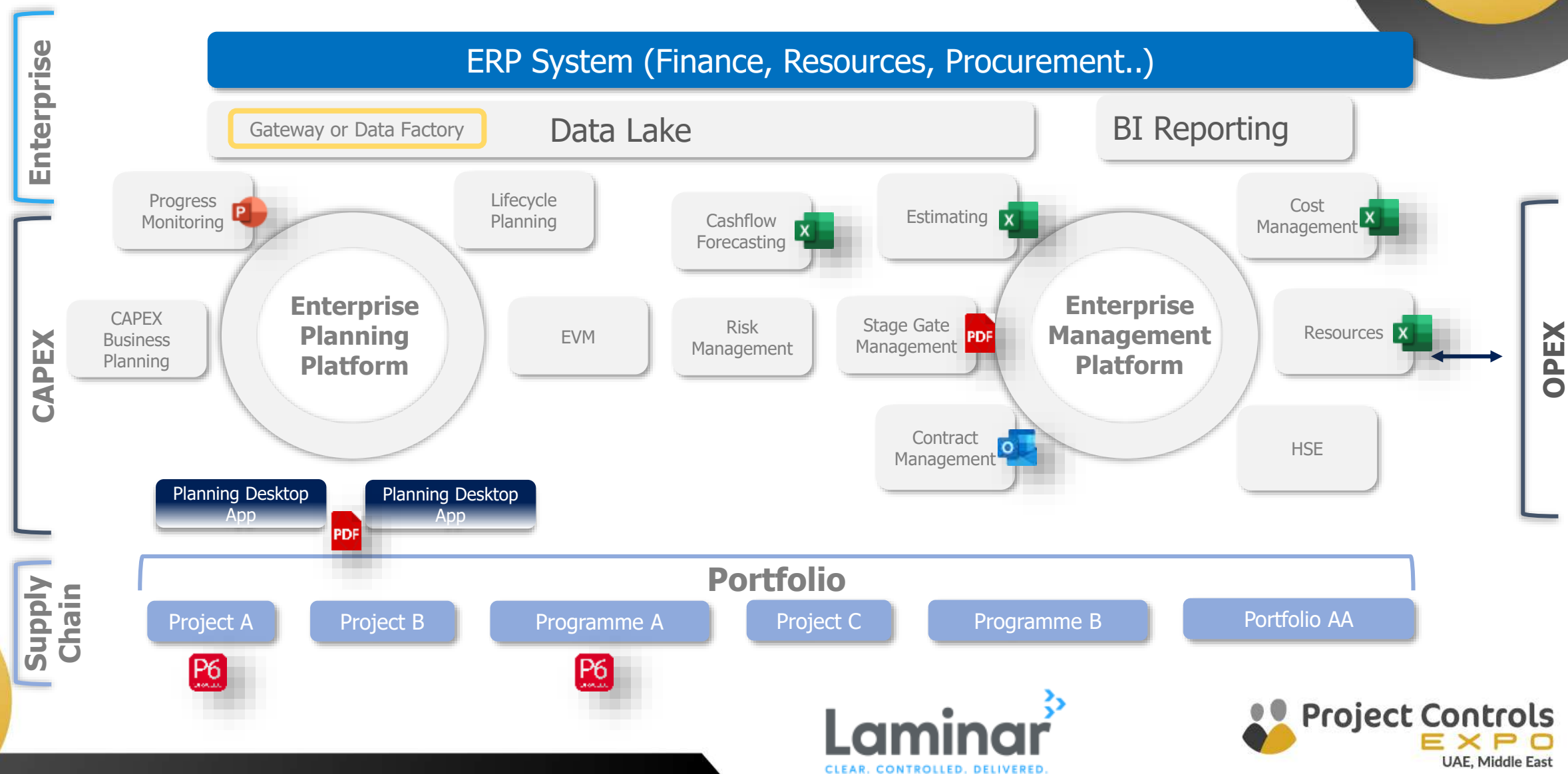
Case Study 1: Portfolio Planning

Single source of planning through project life cycle

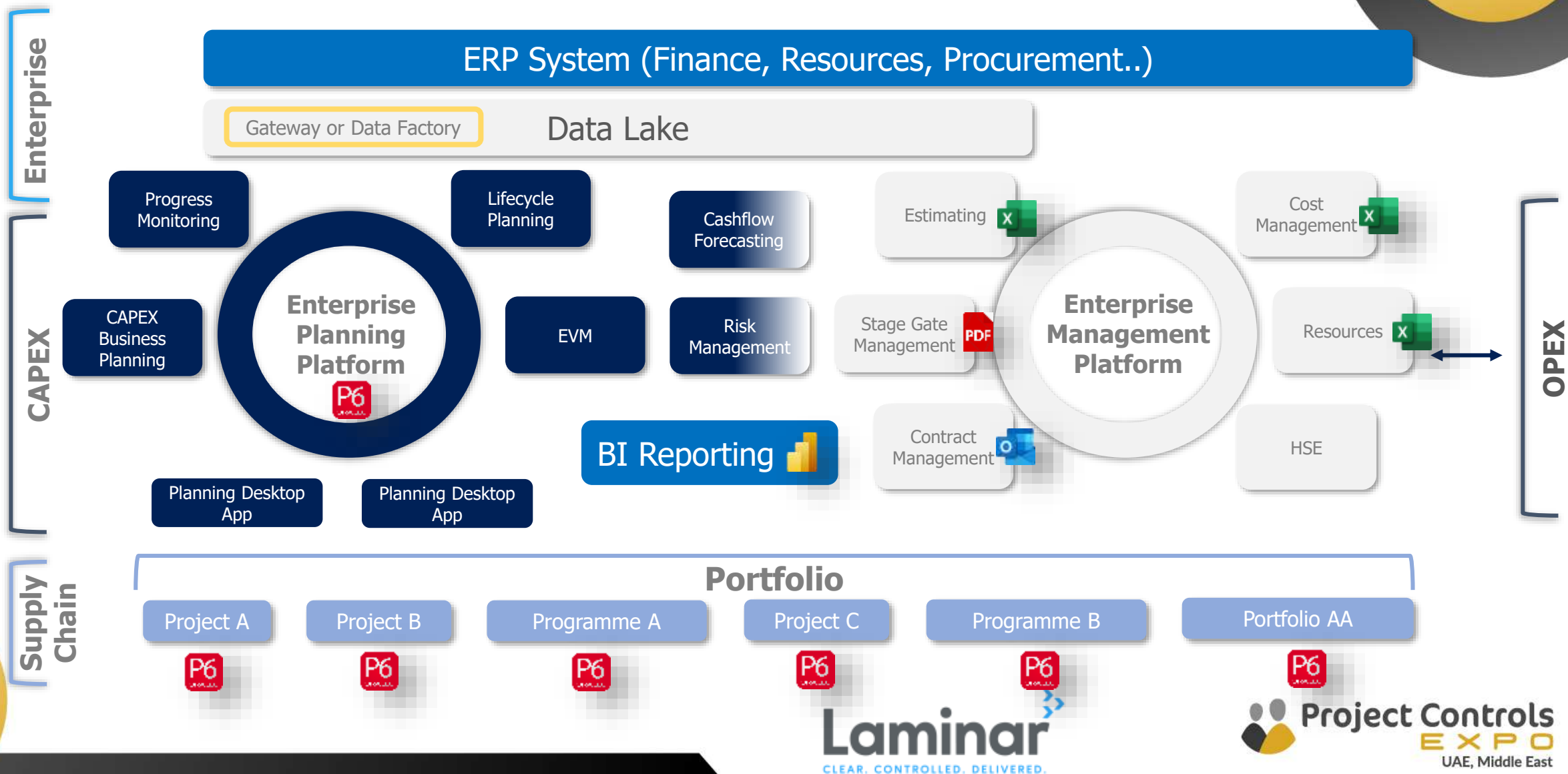


Approach	Top down	Tender works programme	Bottom-up
Steps	- Project categorization - Analysis of available historical CAPEX data - Develop Library for planning activities and cashflow forecasting profiles - Validation using existing business experience	- PMO portfolio tracker - Standards for tender works programme development through the design phase - Establish reporting requirements	- Supply chain assessment - Develop portfolio planning data strategy - Standards for contractor's programme development and project monthly progress reporting

Case Study 1: Portfolio Planning



Case Study 1: Portfolio Planning



Portfolio Governance

Case Study 2

Case Study 2: Portfolio Governance



Portfolio

- ~10 Projects in 5 countries.
- Seeking growth in renewable energy
- Annual Capex ~\$300m



Challenge

- Reliance on personal expertise over formal business processes in Project Controls.
- Absence of governance structures to control or evaluate capital spending
- Poor alignment with business strategy



Objective

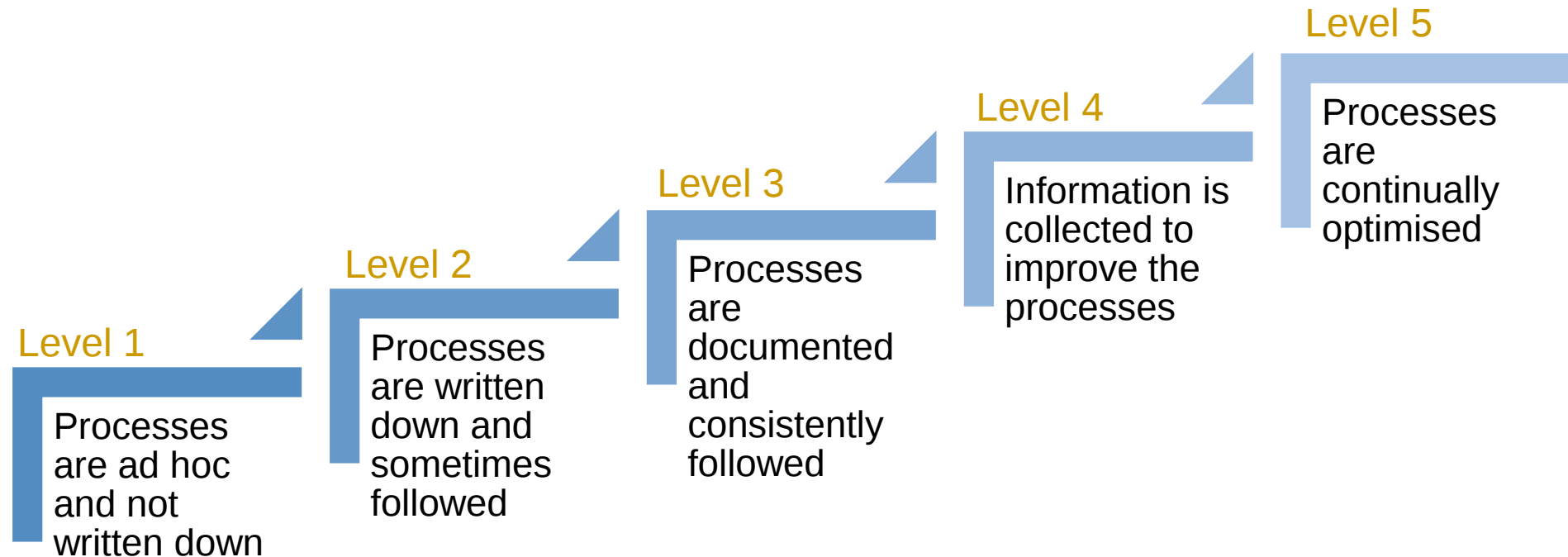
- To develop standardized process and procedures to monitor and manage capital projects.



Solution

- Initial maturity assessment for PC Department
- Established a system hierarchy to set overarching priorities influencing all processes and procedures.
- Developed core processes and procedures tailored to the needs of the PC and Project Delivery teams.
- Implemented a stage-gated governance model focusing on critical junctures for expenditure approval.

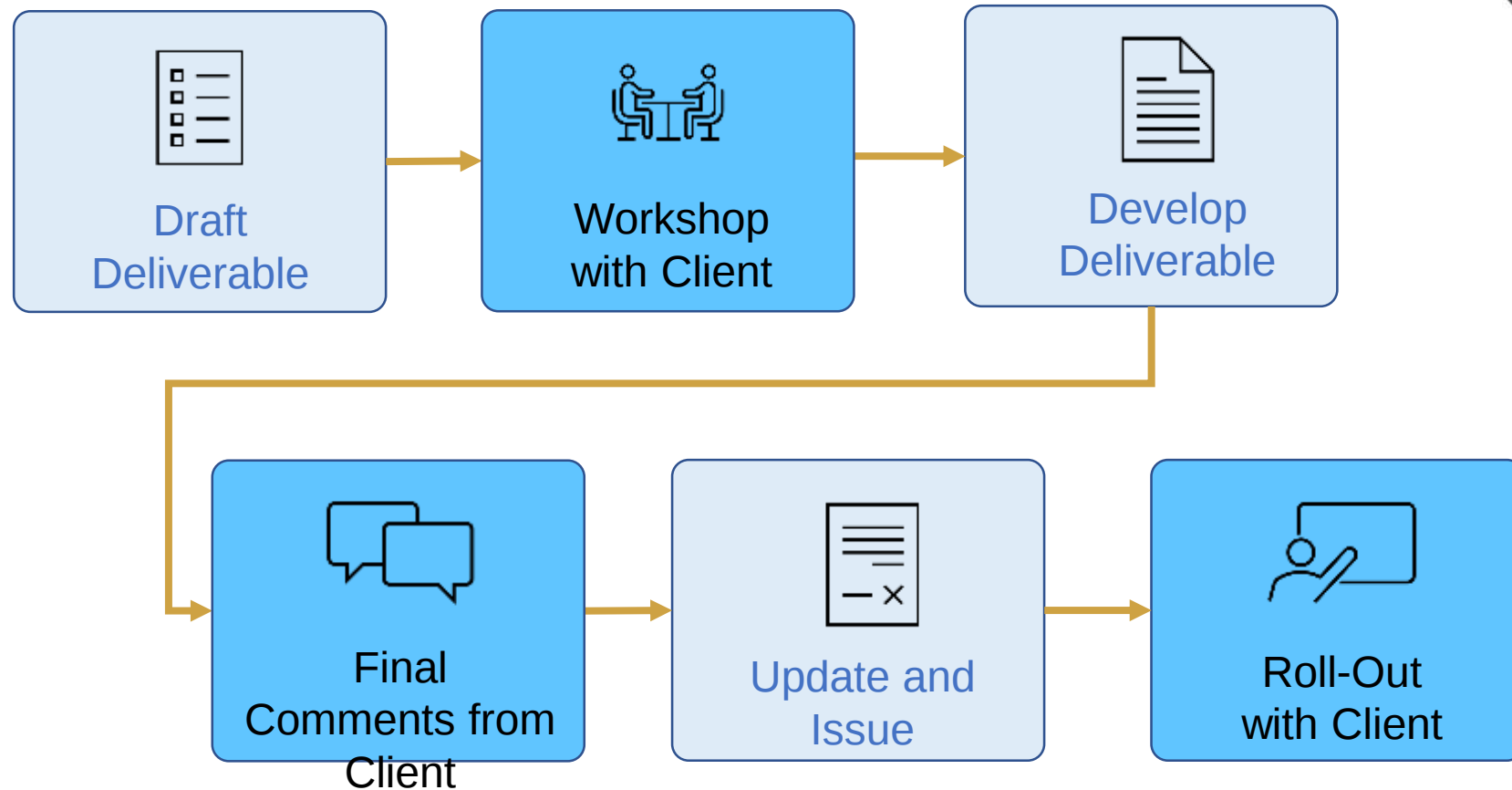
Case Study 2: Portfolio Governance



Five Stages of Maturity, APM Body of Knowledge

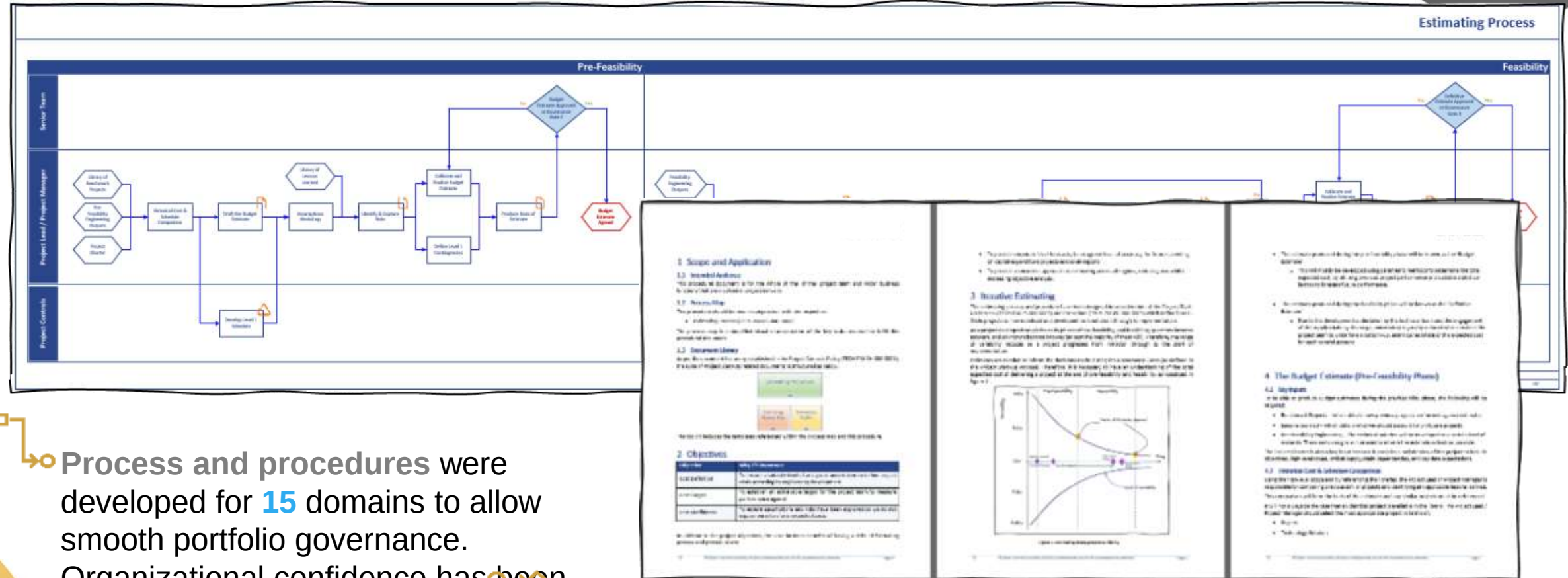


Case Study 2: Portfolio Governance



Case Study 2: Portfolio Governance

Process and Procedures



Process and procedures were developed for 15 domains to allow smooth portfolio governance. Organizational confidence has been significantly improved.

Stakeholder Engagement

Case Study 3

Case Study 3: Stakeholder Engagement



Portfolio

- 150+ projects in infrastructure sector.
- ~30 Project managers.



Objective

- To communicate correct and meaningful information with the stakeholders to drive on time delivery.



Challenge

- Lack of visibility for the project milestones status.
- Limited communication with support functions on project status.
- Need for enhanced accountability among Project Managers.

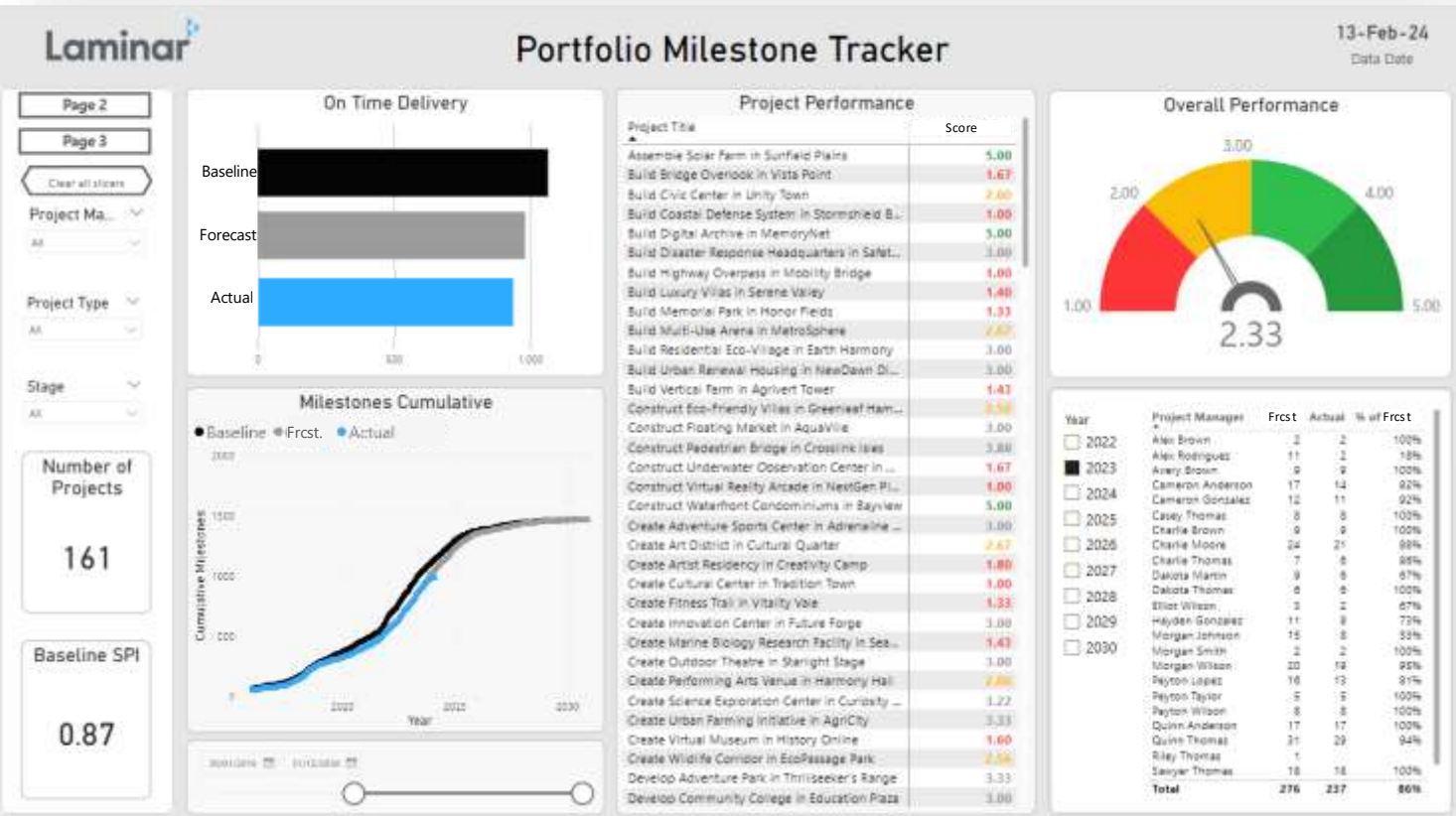


Solution

- Maturity assessment for existing PMIS and data cleansing.
- Created user stories with stakeholders.
- Developed the Power BI dashboard,
- Conducted workshops and trainings to facilitate the rollout among employees.
- Shared the dashboard on PBI Workspace with user manual.

Case Study 3: Stakeholder Engagement

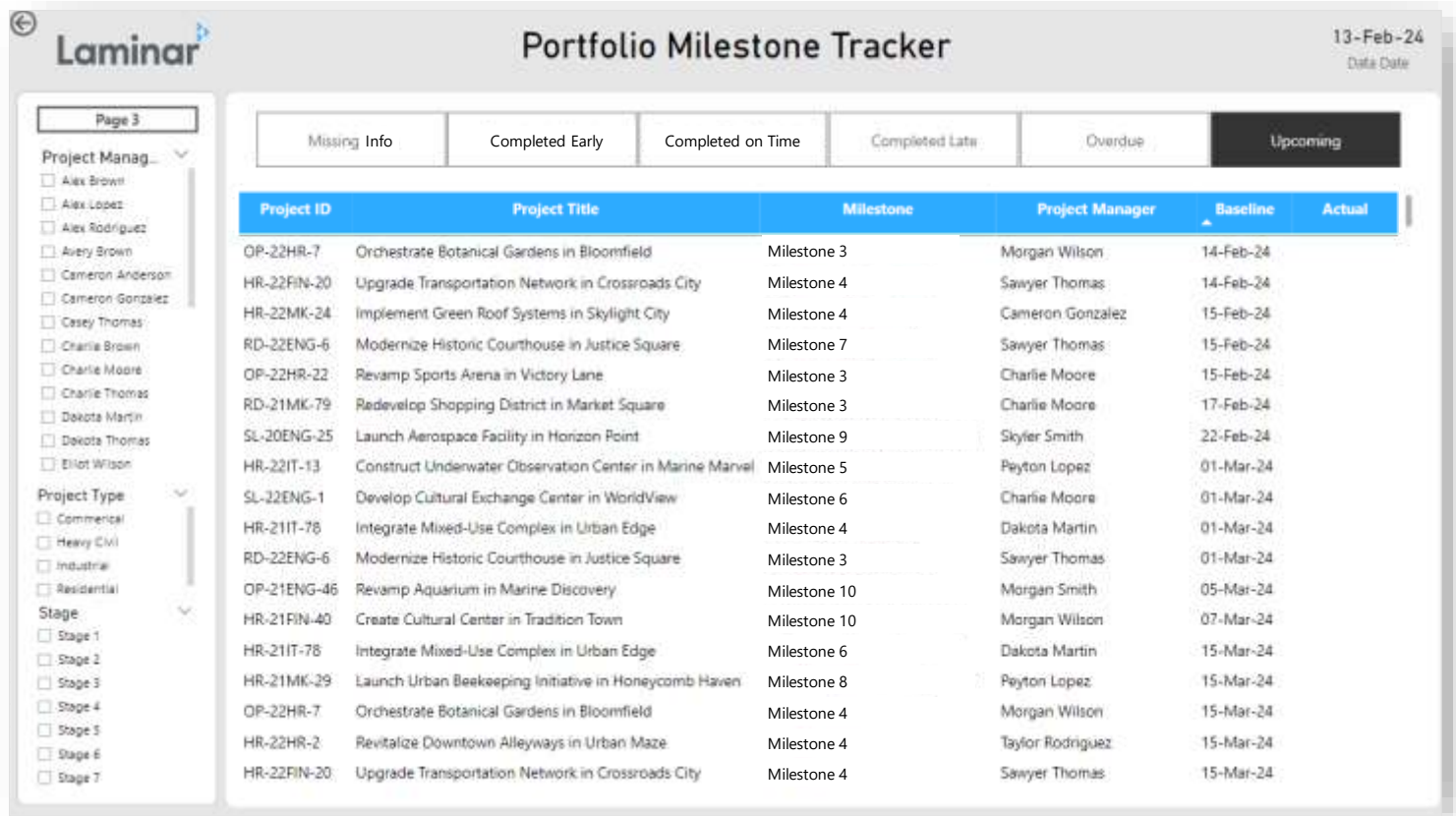
User Story 1



“As a **Portfolio Manager**, I want to see if the milestones were achieved on time, so that we can measure our performance for the scorecard.”

Case Study 3: Stakeholder Engagement

User Story 2



Portfolio Milestone Tracker

13-Feb-24
Data Date

Page 3

Project Manager

- ☐ Alex Brown
- ☐ Alex Lopez
- ☐ Alex Rodriguez
- ☐ Avery Brown
- ☐ Cameron Anderson
- ☐ Cameron Gonzalez
- ☐ Casey Thomas
- ☐ Charlie Brown
- ☐ Charlie Moore
- ☐ Charlie Thomas
- ☐ Dakota Martin
- ☐ Dakota Thomas
- ☐ Elliot Wilson

Project Type

- ☐ Commercial
- ☐ Heavy CM
- ☐ Industrial
- ☐ Residential

Stage

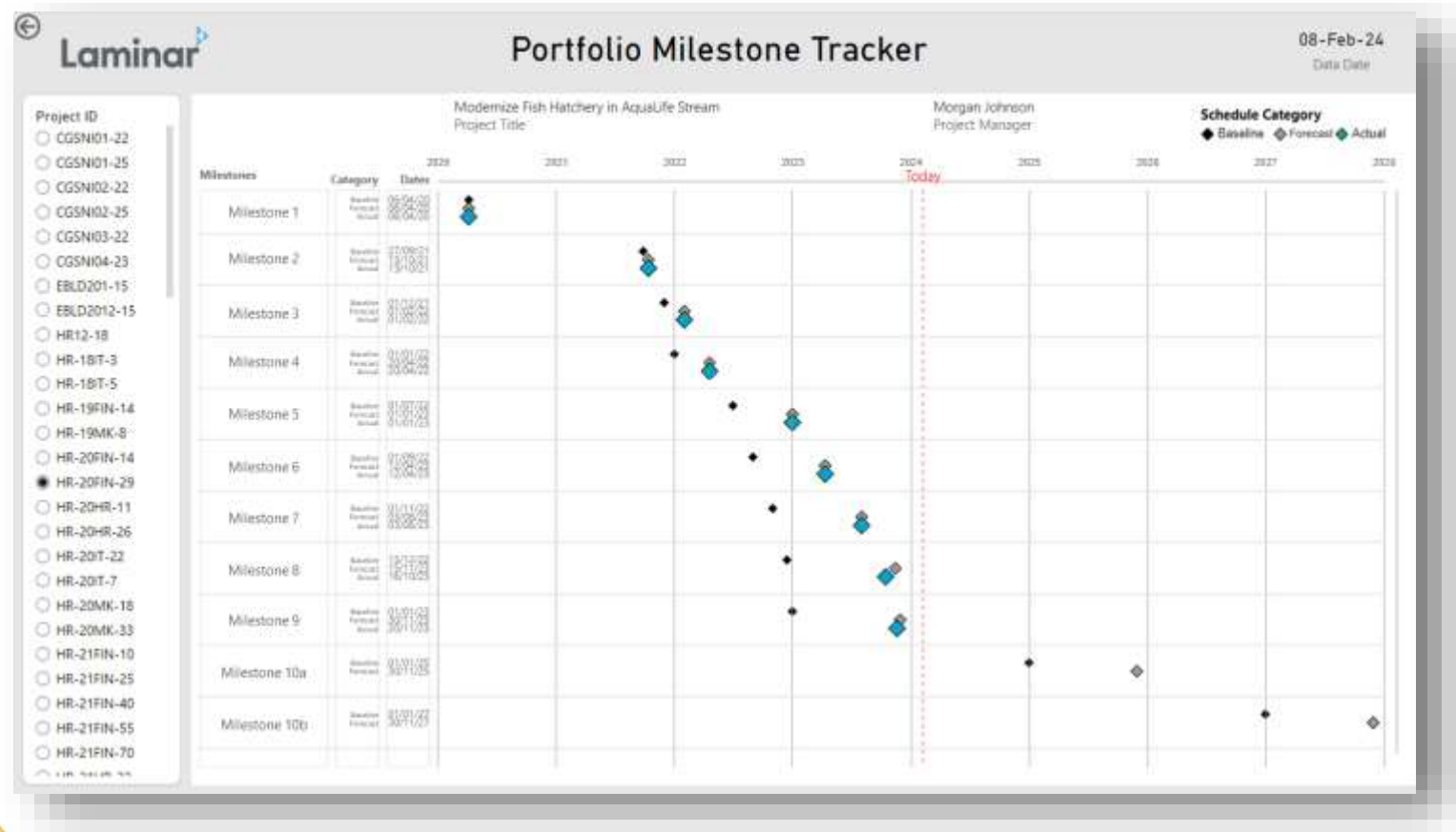
- ☐ Stage 1
- ☐ Stage 2
- ☐ Stage 3
- ☐ Stage 4
- ☐ Stage 5
- ☐ Stage 6
- ☐ Stage 7

Missing Info	Completed Early	Completed on Time	Completed Late	Overdue	Upcoming
Project ID	Project Title	Milestone	Project Manager	Baseline	Actual
OP-22HR-7	Orchestrate Botanical Gardens in Bloomfield	Milestone 3	Morgan Wilson	14-Feb-24	
HR-22FIN-20	Upgrade Transportation Network in Crossroads City	Milestone 4	Sawyer Thomas	14-Feb-24	
HR-22MK-24	Implement Green Roof Systems in Skylight City	Milestone 4	Cameron Gonzalez	15-Feb-24	
RD-22ENG-6	Modernize Historic Courthouse in Justice Square	Milestone 7	Sawyer Thomas	15-Feb-24	
OP-22HR-22	Revamp Sports Arena in Victory Lane	Milestone 3	Charlie Moore	15-Feb-24	
RD-21MK-79	Redevelop Shopping District in Market Square	Milestone 3	Charlie Moore	17-Feb-24	
SL-20ENG-25	Launch Aerospace Facility in Horizon Point	Milestone 9	Skyler Smith	22-Feb-24	
HR-22IT-13	Construct Underwater Observation Center in Marine Marvel	Milestone 5	Peyton Lopez	01-Mar-24	
SL-22ENG-1	Develop Cultural Exchange Center in WorldView	Milestone 6	Charlie Moore	01-Mar-24	
HR-21IT-78	Integrate Mixed-Use Complex in Urban Edge	Milestone 4	Dakota Martin	01-Mar-24	
RD-22ENG-6	Modernize Historic Courthouse in Justice Square	Milestone 3	Sawyer Thomas	01-Mar-24	
OP-21ENG-46	Revamp Aquarium in Marine Discovery	Milestone 10	Morgan Smith	05-Mar-24	
HR-21FIN-40	Create Cultural Center in Tradition Town	Milestone 10	Morgan Wilson	07-Mar-24	
HR-21IT-78	Integrate Mixed-Use Complex in Urban Edge	Milestone 6	Dakota Martin	15-Mar-24	
HR-21MK-29	Launch Urban Beekeeping Initiative in Honeycomb Haven	Milestone 8	Peyton Lopez	15-Mar-24	
OP-22HR-7	Orchestrate Botanical Gardens in Bloomfield	Milestone 4	Morgan Wilson	15-Mar-24	
HR-22HR-2	Revitalize Downtown Alleyways in Urban Maze	Milestone 4	Taylor Rodriguez	15-Mar-24	
HR-22FIN-20	Upgrade Transportation Network in Crossroads City	Milestone 4	Sawyer Thomas	15-Mar-24	

“As a **Portfolio Planning Engineer**, I want to see what data is missing, which milestone is late and what is upcoming so that I can raise it with the project managers.”

Case Study 3: Stakeholder Engagement

User Story 3



“As a **Project Manager**, I want to see the milestones of my project in a chart, so that I can have a full view of the project and save time in reporting.”

Conclusion

Harvesting Insights

Conclusion



Aligning **stakeholders** is paramount.



Planning is a key enabler.



Invest in **governance** before tools.



Prioritize and allow for **progressive** implementation.



THANK YOU