

How Project & Portfolio Management (PPM) Helps Organizations to Successfully Innovate

James Ramsay



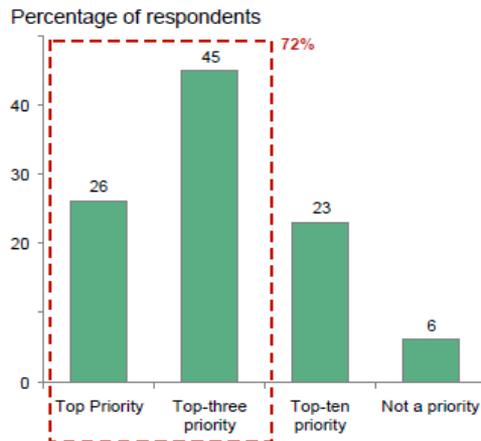
failure to innovate can have serious consequences



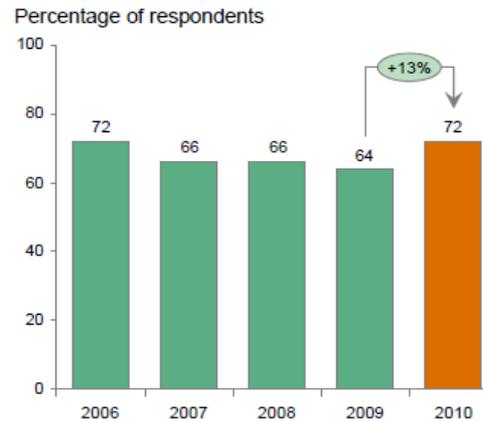
innovation is important...but success is mixed

Innovation matters!

Where does innovation rank among your companies strategic priorities?



Innovation as a Top 3 strategic priority higher than previous years



45%
“dissatisfied”
with return on
innovation
spending

Source: Innovation 2010 BusinessWeek/BCG Survey Results
BCG-presentation-UCEC-Kick-off25Oct2010.ppt

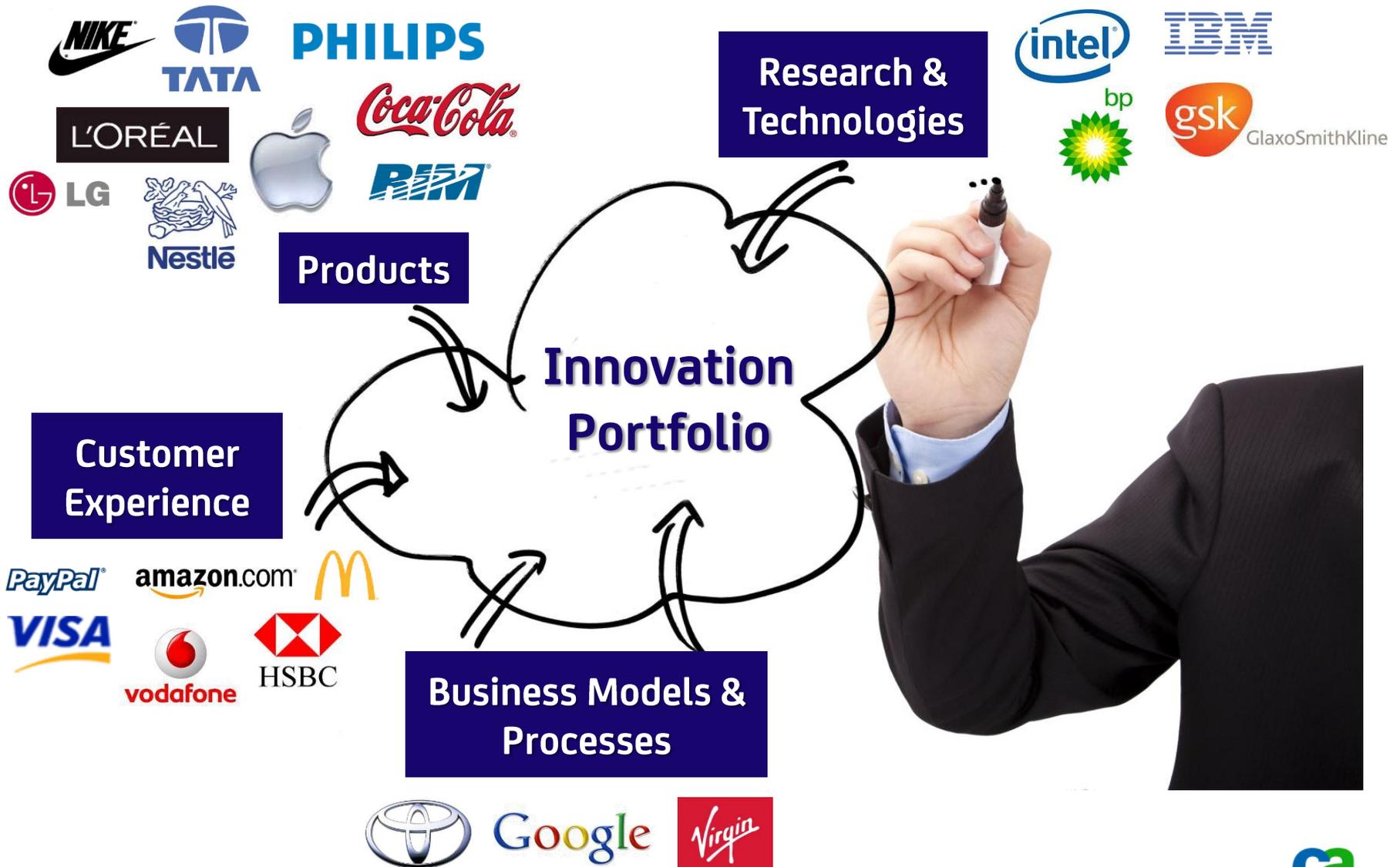
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myth #1: “innovation is just about new product development”



innovation relates to everything



myth #2: “only happens in R&D”



innovation happens everywhere



- IT
- R&D
- Marketing
- Purchasing
- Engineering
- HR
- Sales
- ...

myth #3: “better innovation means more launches done faster”

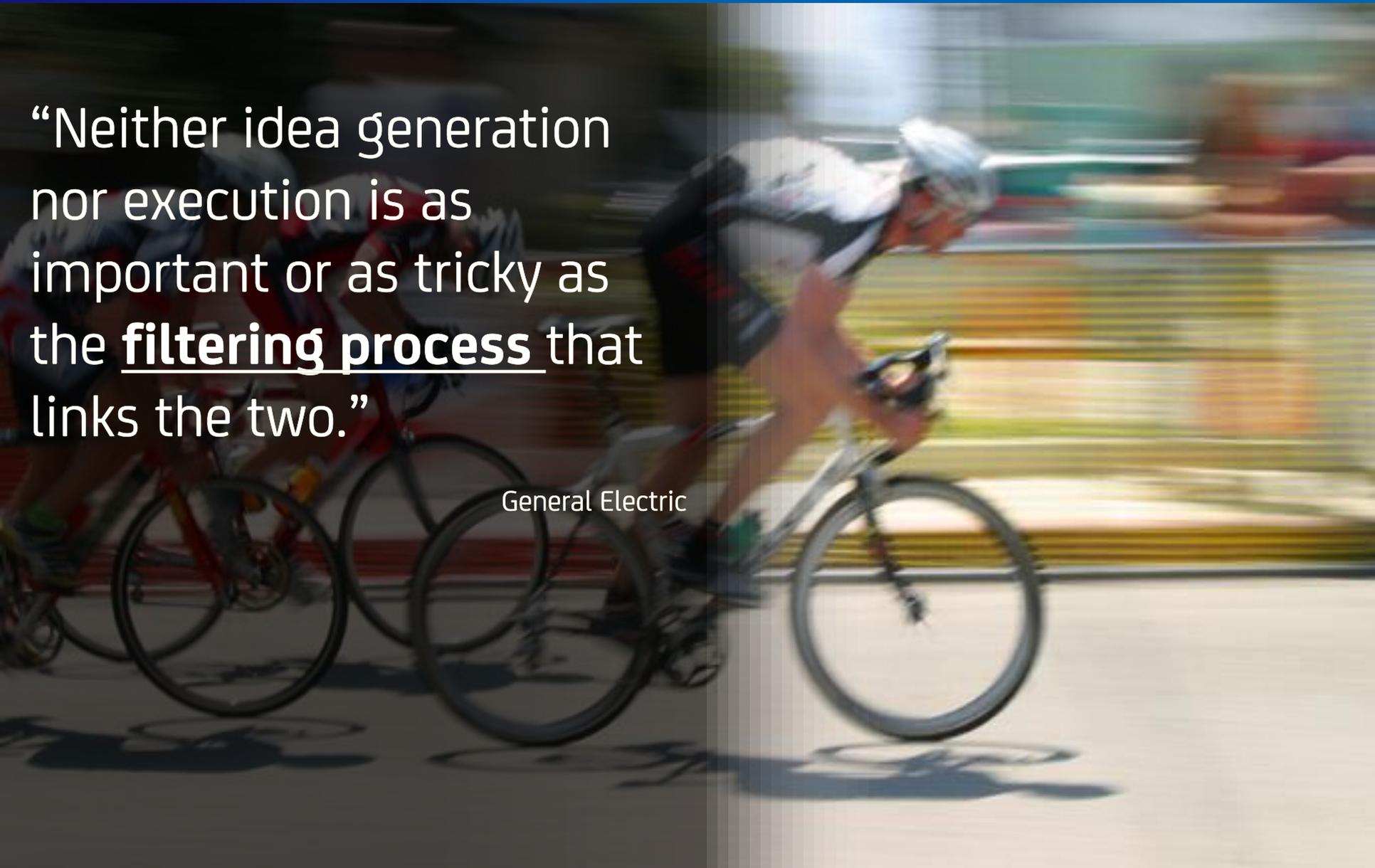
**“We’re great at launches...
in fact we do too many.
We’re just not very good at
deciding on what to
invest in.”**



success means holistically managing the innovation lifecycle

“Neither idea generation nor execution is as important or as tricky as the filtering process that links the two.”

General Electric



but being successful at innovation is not easy



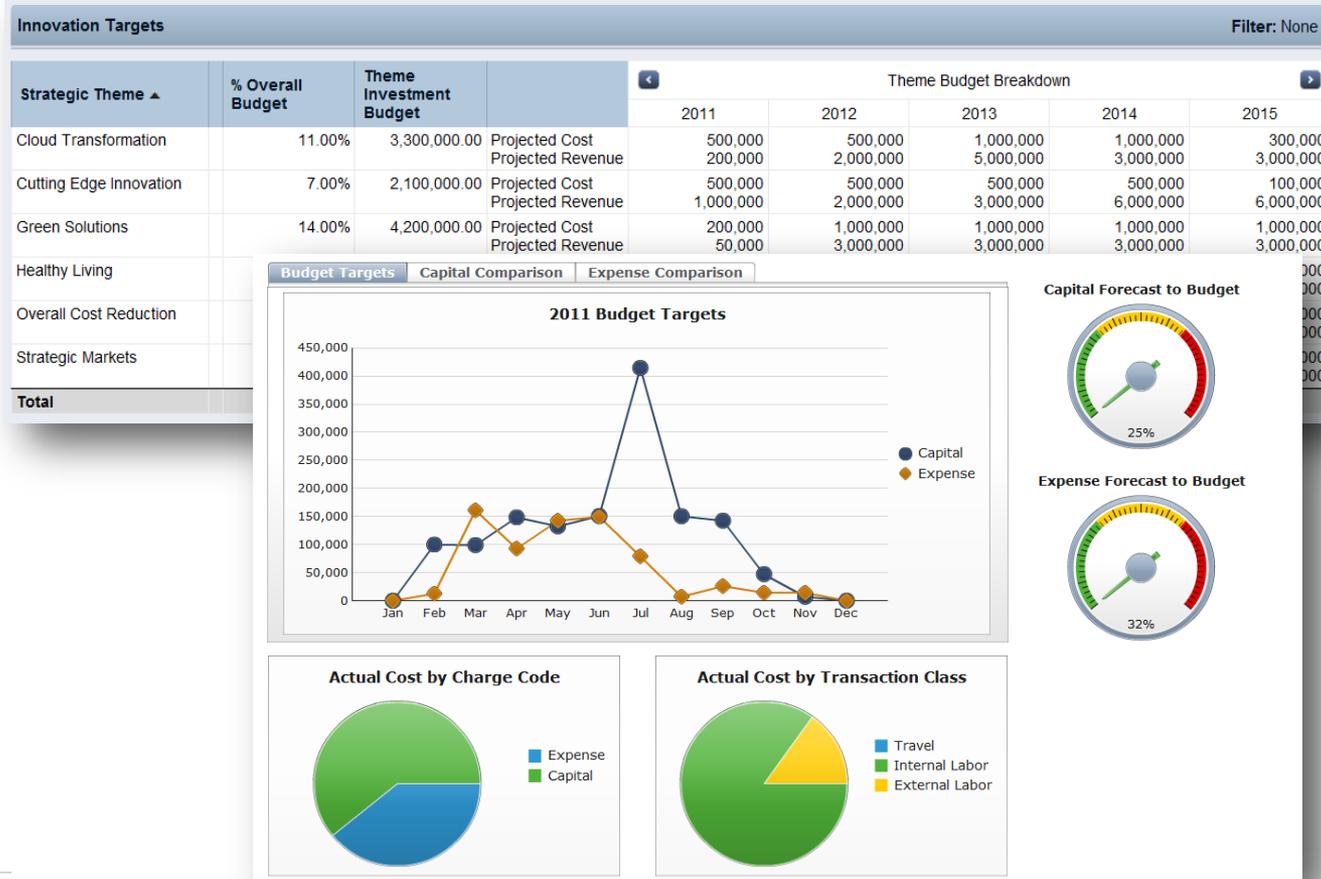
PPM can help address the challenges

challenge 1: aligning innovation with business strategy

- What are the goals?
- Where is the business value?
- Is this in-line with corporate strategy?
- What are the metrics to measure?
- Who is responsible?

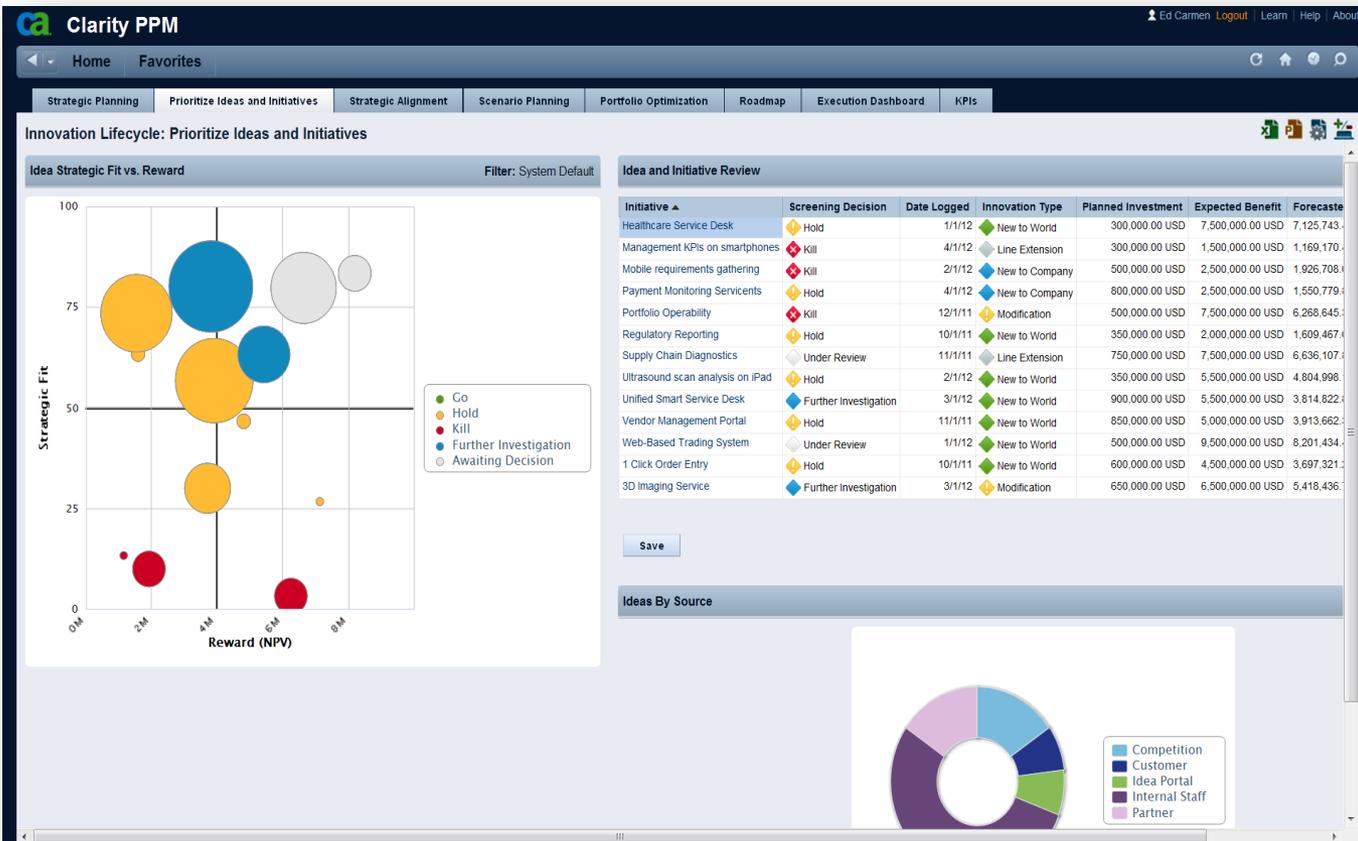


with PPM for Innovation you can...



- Define strategy & goals
- Instantly review performance against targets

with PPM for Innovation you can...



Analyze the strategic alignment of the innovation portfolio

challenge 2: maintaining a good supply of ideas

- What does the idea pipeline look like?
- Are we really listening to our customers & market?
- Where are the blockbusters?



with PPM for Innovation you can...

The screenshot displays the CA Agile Community website interface. At the top, there is a navigation bar with 'Home', 'Ideas', and 'About This Site' tabs. A search bar is located on the left side. The main content area features a list of ideas under the 'All Categories' section. Each idea includes a title, a status (e.g., 'Coming Soon', 'Under Consideration'), a description, a point value, and the number of comments. The ideas listed are:

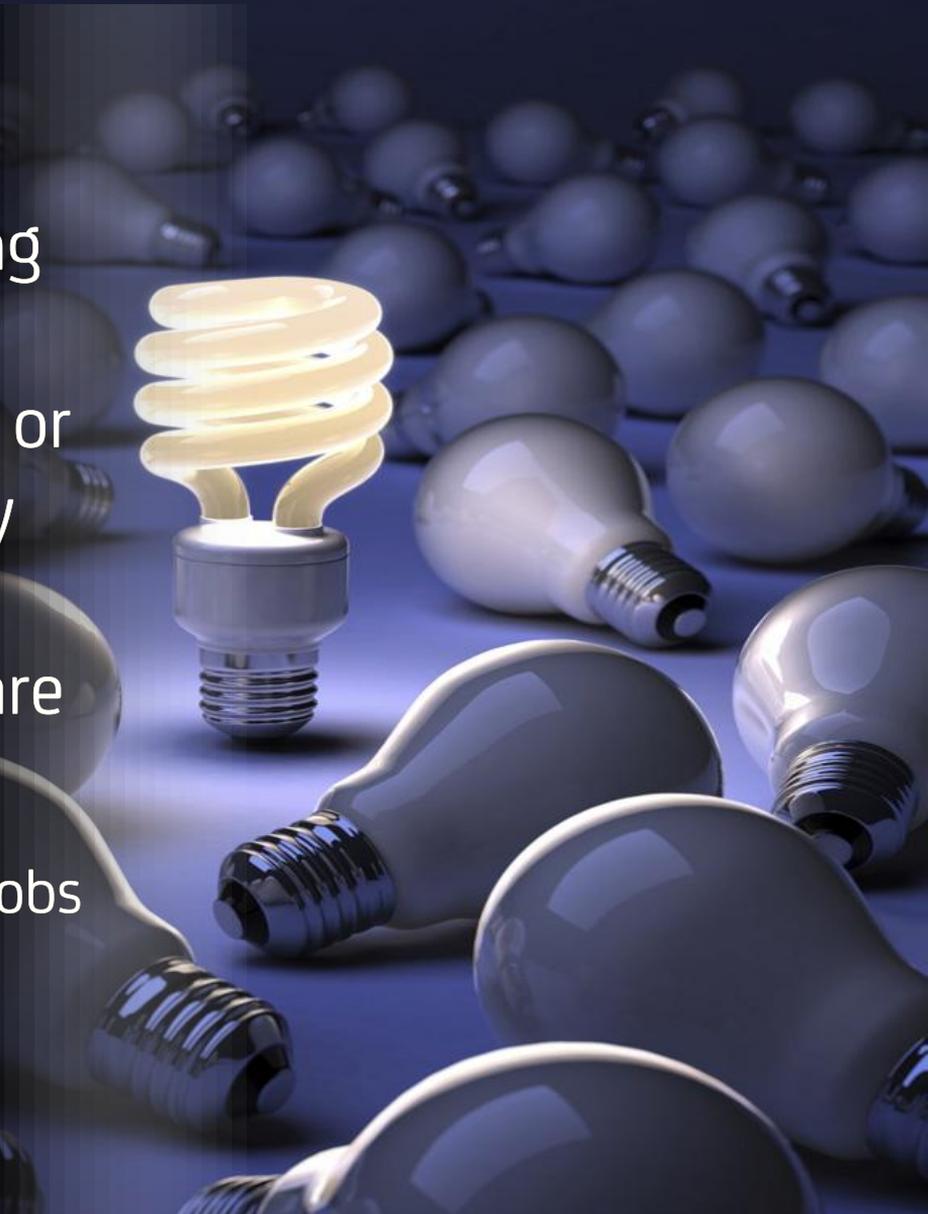
- Hierarchical stories** (Coming Soon): 180 Points, 3 Comments. Posted by Steve Hayes to Your Ideas Nov 25, 2009. Description: Stories often begin as high level concepts and gradually get broken down over time. It would be good to be able to arrange stories in at least one hierarchy.
- Chatter in CA Agile Planner** (Coming Soon): 150 Points, 2 Comments. Posted by Mike Metcalf to Your Ideas Nov 19, 2009. Description: Having integrated Chatter would help the agile team collaborate on user stories and planning issues and updates.
- Customizable Grid for Virtual Wall** (Coming Soon): 140 Points, 1 Comment. Posted by topsprout to Your Ideas Nov 3, 2009. Description: I'd like to be able to customize the virtual wall to be whatever grid size I want instead of the default configuration. Our developers also would like to color-code it easier.
- Would like to see in line editing** (Under Consideration): Description: Would like to be able to edit multiple tasks in a sprint at one time to update the status. I love the drag and drop but that is not usefull when I need to update twenty tasks to

- Capture more ideas from anywhere
- Link idea generation to business strategy
- Use the “power of the crowd” to identify best ideas

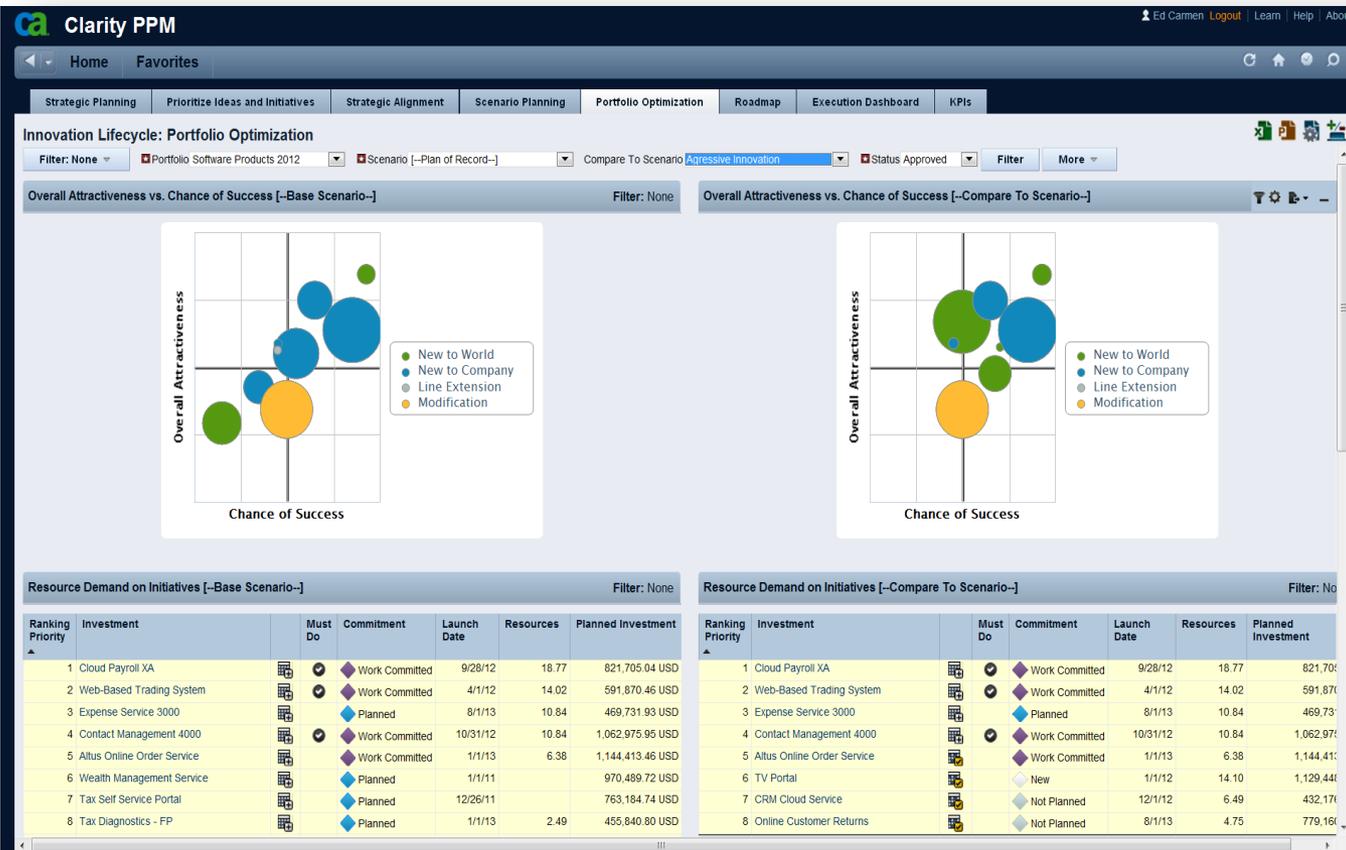
challenge 3: deciding on the best innovation initiatives to invest in

“Innovation ... comes from saying no to 1,000 things to make sure we don't get on the wrong track or try to do too much... but it's only by saying no that you can concentrate on the things that are really important.”

Steve Jobs



with PPM for Innovation you can...



- Objectively compare and rank initiatives
- Perform “what-if” analysis to determine optimum portfolio mix

challenge 4: ensuring your innovations meet the needs and expectations of your “customers”

- What requirements need to be met?
- How do we prevent intrinsic value of original idea from being lost?



with PPM for Innovation you can...

Product Vision > Detailed Planning > Requirements

View: Requirement Hierarchy Show Filter Show All Current Filter: FileDoc Requirements

New New Child Assign to Release Assign to Feature Save Delete Discard Changes Expand All Collapse All

Show: 100

Requirement ID	Title	State	Priority	Category	Complexity	Product	Release	Feature
REQ-000002	The product shall be translated into our 5 core languages	None	Very High	None	High	FileDoc		
REQ-000008	The product shall be translated into French	None	Very High	None	High	FileDoc		
REQ-000009	The product shall be translated into Swedish	None	Very High	None	High	FileDoc		
REQ-000010	The product shall be translated into German	None	Very High	None	High	FileDoc		
REQ-000011	The product shall be translated into Japanese	None	Very High	None	High	FileDoc		
REQ-000003	The product shall be translated into Spanish	None	Very High	None	High	FileDoc		
REQ-000001	The product shall display document history	None	Very High	None	High	FileDoc		
REQ-000012	The product shall support baselines	None	Very High	None	High	FileDoc		
REQ-000013	The product shall support baseline comparisons	None	Very High	None	High	FileDoc		
REQ-000007	The product shall support document approvals	None	Very High	None	High	FileDoc		
REQ-000014	The product shall support parallel approvals	None	Very High	None	High	FileDoc		
REQ-000015	The product shall support serial approvals	None	Very High	None	High	FileDoc		
REQ-000016	The product shall provide an approval workflow designer	None	Very High	None	High	FileDoc		
REQ-000005	The product shall support Google Chrome	None	Very High	None	High	FileDoc		
REQ-000004	The product shall support IE9	None	Very High	None	High	FileDoc		
REQ-000006	The product shall support the iPad	None	Very High	None	High	FileDoc		
REQ-000017	The product shall be supported in the iPad Browser (safari)	None	Very High	None	High	FileDoc		
REQ-000018	The product shall be accessible as an iPad app	None	Very High	None	High	FileDoc		

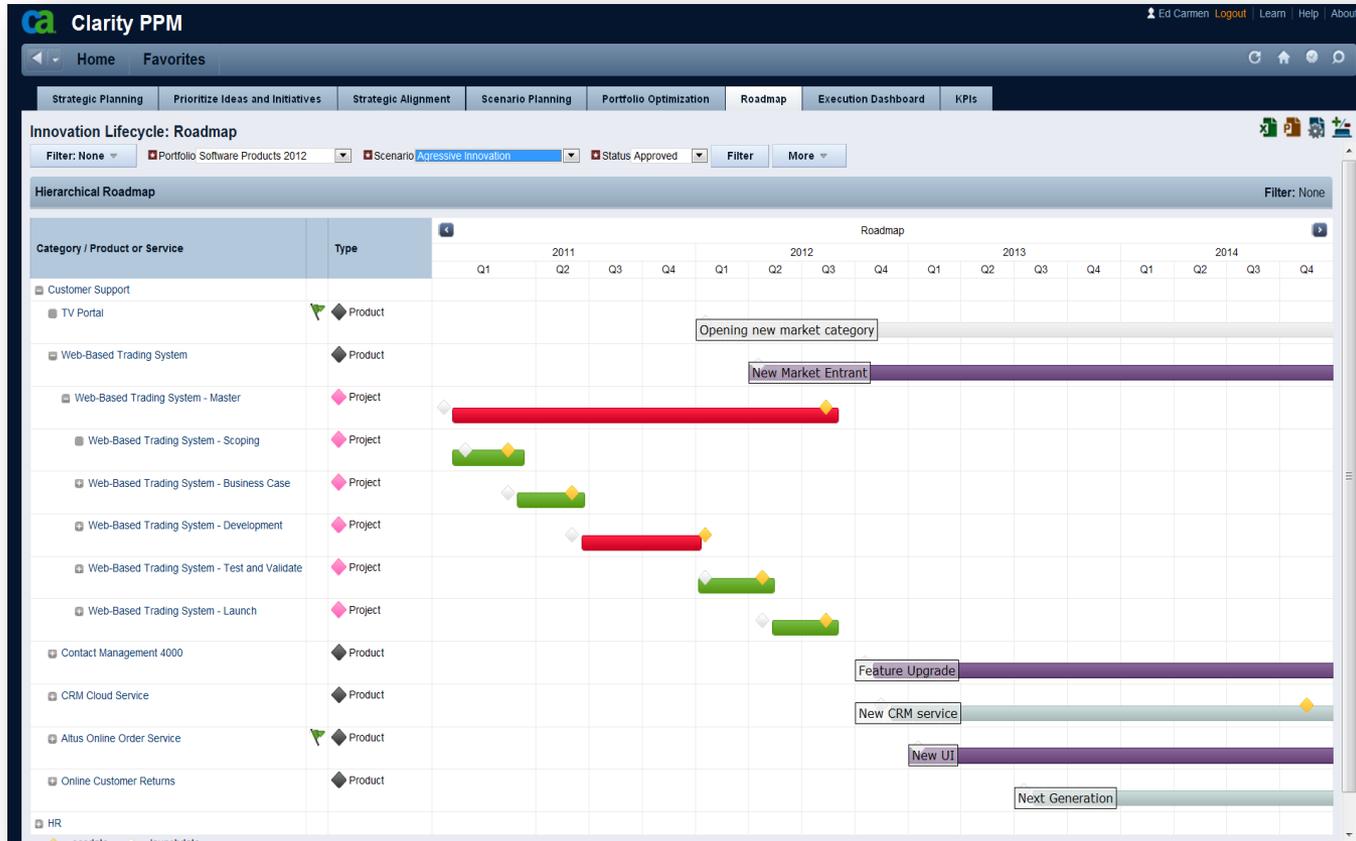
- Capture requirements for best initiatives
- Collaboratively develop business case
- Estimate scope (resources & cost)
- Effectively assess the impact of changes in scope

challenge 5: defining the roadmap

- What will we deliver, and by when?
- Where are the dependencies?
- Do we have capacity to deliver in time?
- How do we ensure the roadmap is up to date?



with PPM for Innovation you can...



- Align the promise to the delivery
- More effectively and efficiently produce roadmaps
- Dynamically update roadmaps in-line with portfolio decisions

challenge 6: maximizing value delivered from often scarce resources

- Where are the resource constraints?
- Are our best resources working on the highest value opportunities?
- What would be the impact on ROI of delaying an initiative?

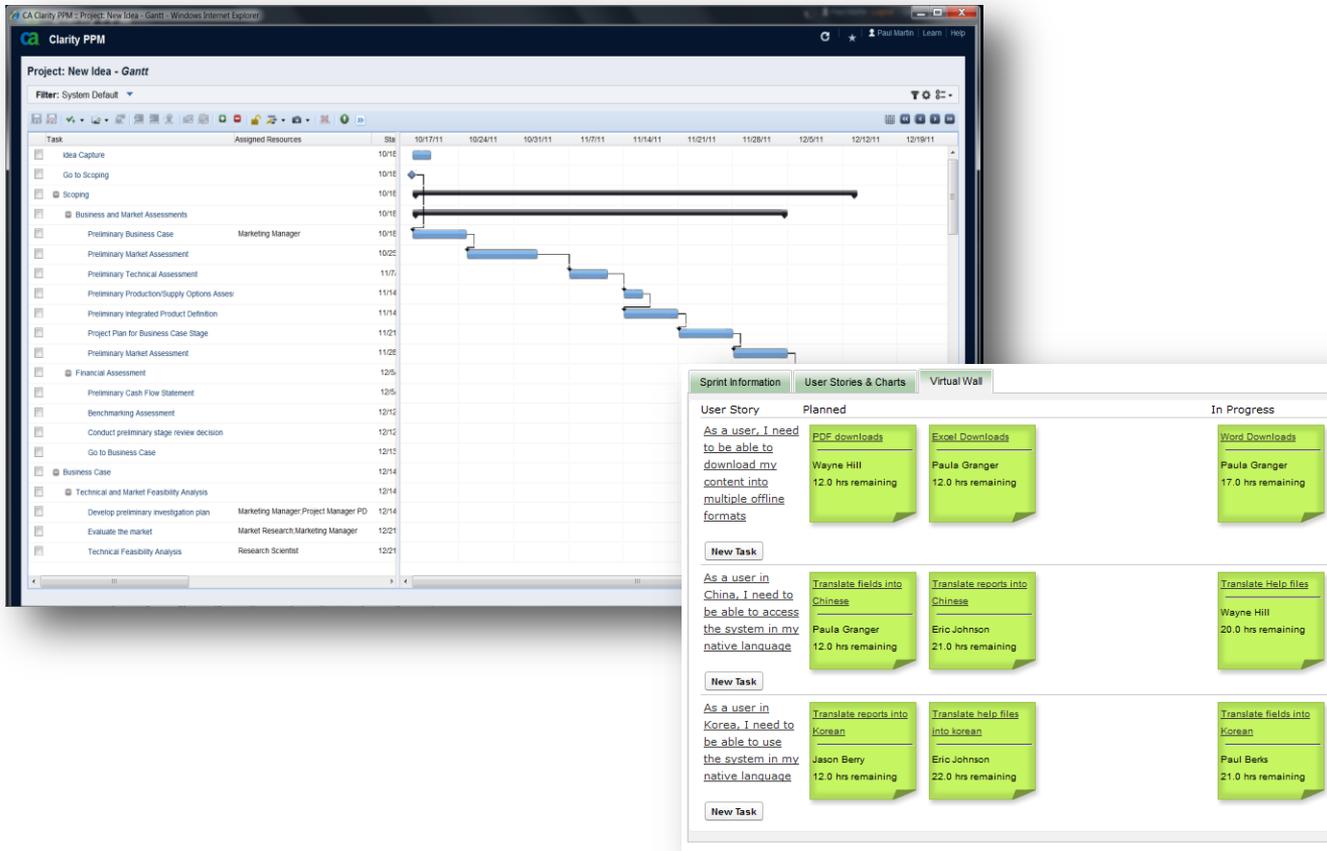


challenge 7: successfully delivering the right innovations at the right time

- How to manage complex mix of programs, projects & resources?
- How to get real-time visibility when information is held in many places ?



with PPM for Innovation you can...



- Enable your teams to utilize different development methodologies
- Better propagate best practices
- Capture lessons learned

with PPM for Innovation you can...



- Monitor progress against plan
- Understand the status of projects delivering innovation
- Have more flexibility to adapt to changing business conditions

summary: project and portfolio management helps organizations to more successfully innovate



- ✓ **Right idea**
- ✓ **Right innovation**
- ✓ **Right time**
- ✓ **Right ROI**

thank you

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