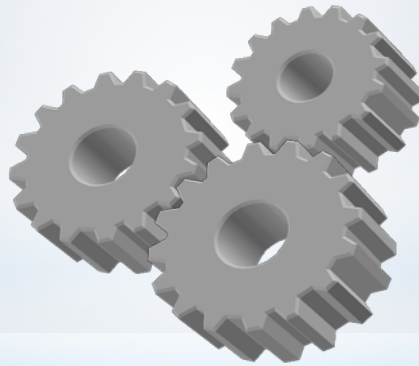


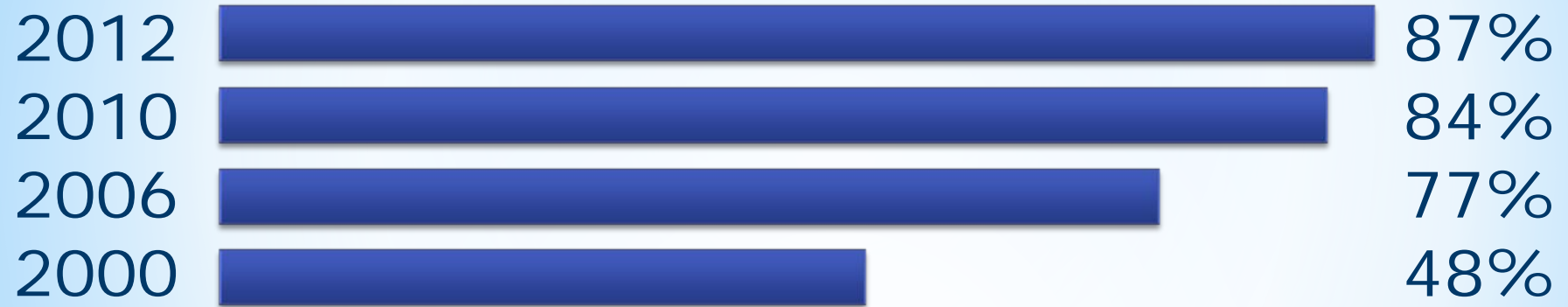
*Portfolios, Programs, Projects and the Enterprise PMO

(Enabling the Delivery of Corporate & Business Strategies)



*Opening Thoughts

Percentage of companies with PMOs



PMOs contribution to performance improvement

Decrease in failed projects	30%	Projects finish ahead of schedule	19%
Projects delivered under budget	25%	Cost savings per project	15%
Improvement in productivity	22%	Customer satisfaction increase	31%

The State of the PMO (2012)

"The Enterprise Project Management Office (EPMO) is an obvious vehicle to deploy project governance from the corporate level through to each and every project"

KPMG Global IT Project Management Survey, 2005

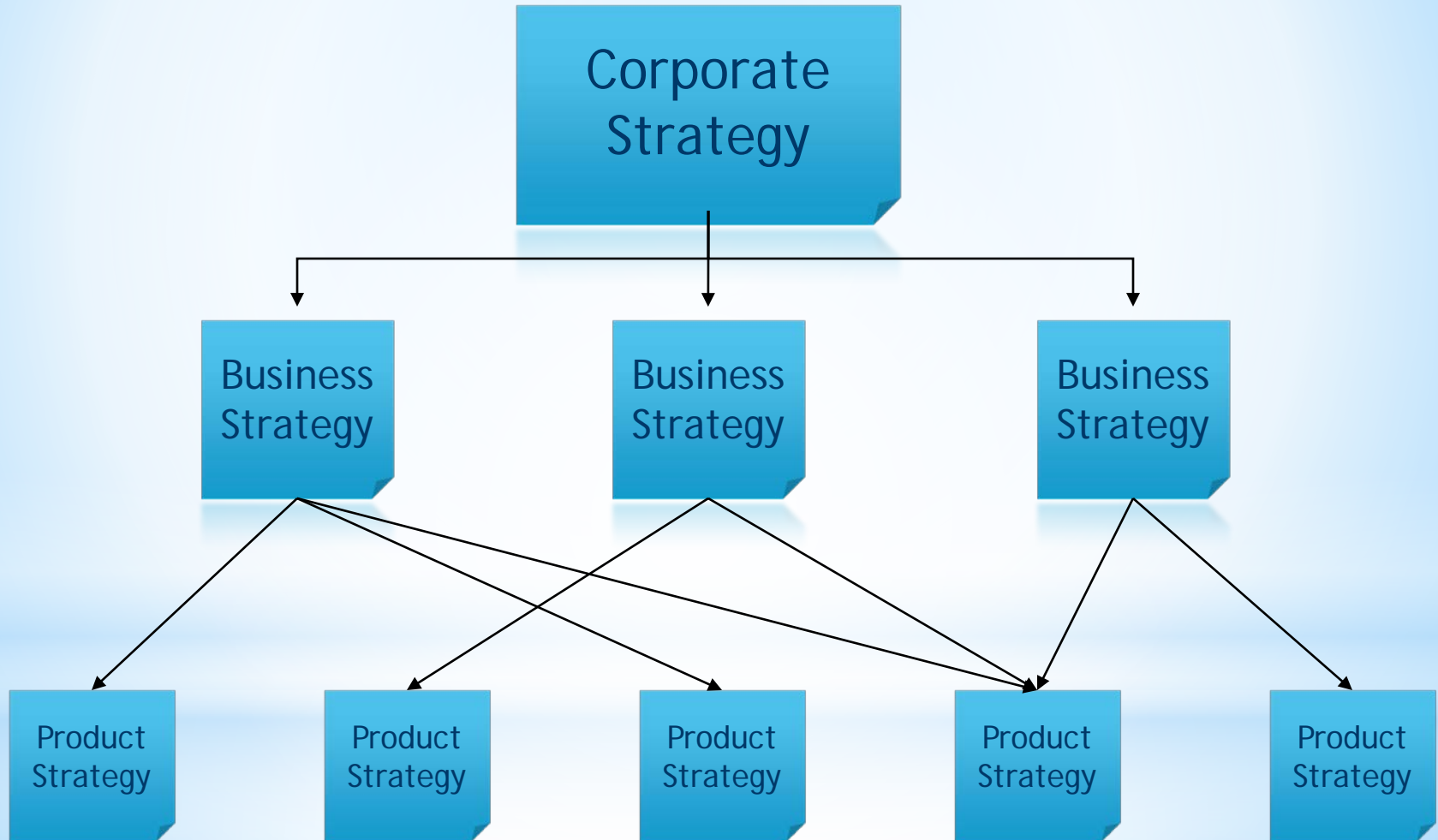
* A PMO Can Support & Help with...

Business Alignment	Practice Management	Infrastructure Management	Resource Integration	Technical Support
Project Portfolio Management	Project Management Methodology	Project Governance	Resource Management	Mentoring
Customer Relationships	Project Management Tools	Assessment	Training and Education	Planning Support
Vendor & Contractor Relationships	Standards and Metrics	Organization and Structure	Career Development	Project Auditing
Business Performance	Project Knowledge Management	Facilities and Equipment Support	Team Development	Project Recovery

* PMO Benefits and Value

- Clear, hierarchical and common objectives & standards
- Coordinate prioritizing, planning & execution of projects
- Facilitation of Resource Management
 - Between projects, within programs, across the portfolio
- Aggregated Risks
 - Risk that are common to more than one project are better managed at the program and/or portfolio level
- Reciprocal and Horizontal Relationships...
 - ...between interdependent business units and strategies
 - ...among project and product objectives
 - ...facilitate acceptance of selection and prioritization efforts
- A project-centric approach yields detailed and timely information enabling companies to react to market demands...

* Strategies Drive the Business



*Corporate Strategy

- The overall long-term objectives and goals of the company.
- Generally the strategy is deliberate, planned, stable and does not change.

{Portfolios}

*Portfolios

“A portfolio is a collection of projects and/or programs and other work that is grouped together to facilitate the effective management of that work to meet strategic business objectives. The projects or programs of the portfolio may be mutually independent or directly related.”

Project Management Institute

Portfolios rely on a relatively stable corporate strategy, with clear performance indicators

Examples

- ✓ An item such as a briefcase for holding various materials OR the materials collected in the case such as an artist's or photographer's portfolio of work
- ✓ Investors or even yourself may have a portfolio of stocks, bonds etc..

* Business Strategy

- Established in response to specific business unit decisions that support the corporate strategy.
- Can emerge, change and be adaptive due to various factors, but are always aligned with corporate objectives.

{Programs}

* Programs

“A program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside the scope of the discrete projects in a program”

Project Management Institute

Examples

- ✓ NASA's shuttle program
- ✓ Car maker's program(s) for cars or vehicle types
- ✓ Acquire premium inventory for exchange
- ✓ Charitable fundraising program(s)

*Product Strategy

- An identifiable set of deliverables designed to facilitate the success of business strategies.
- Quantitative and measurable features
- Can adapt due to market demand and/or strategy requirements

{Projects}

* Projects

“A project is a temporary endeavor undertaken to create a unique product, service or result”

Project Management Institute

“A project is much more than just a logistical exercise in staying on time and within budget. It is, in fact, a business imperative, a major financial investment with goals that must be successfully achieved...”

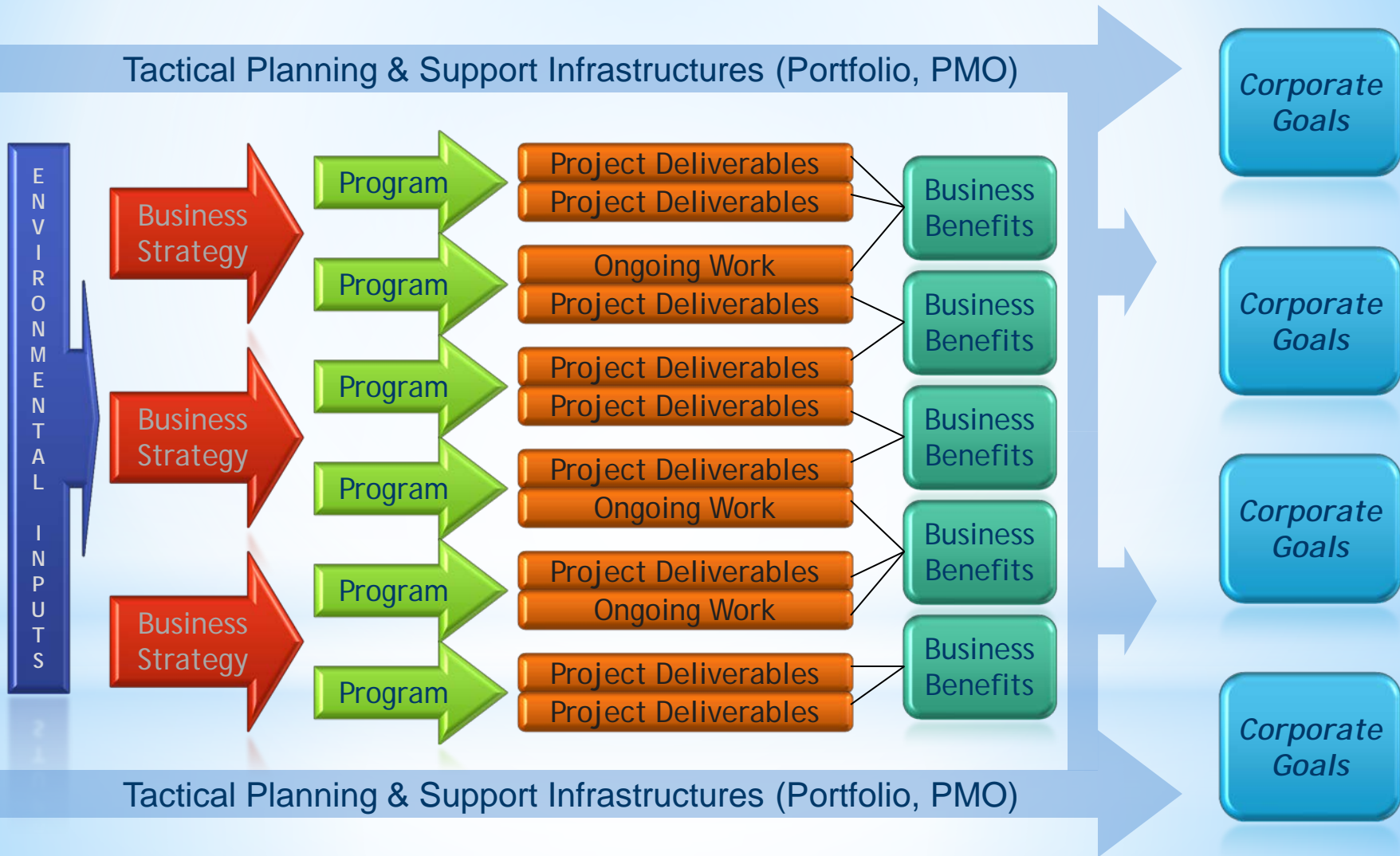
The Business-Savvy Project Manager – Gary R. Heerkens (McGraw-Hill)

Examples

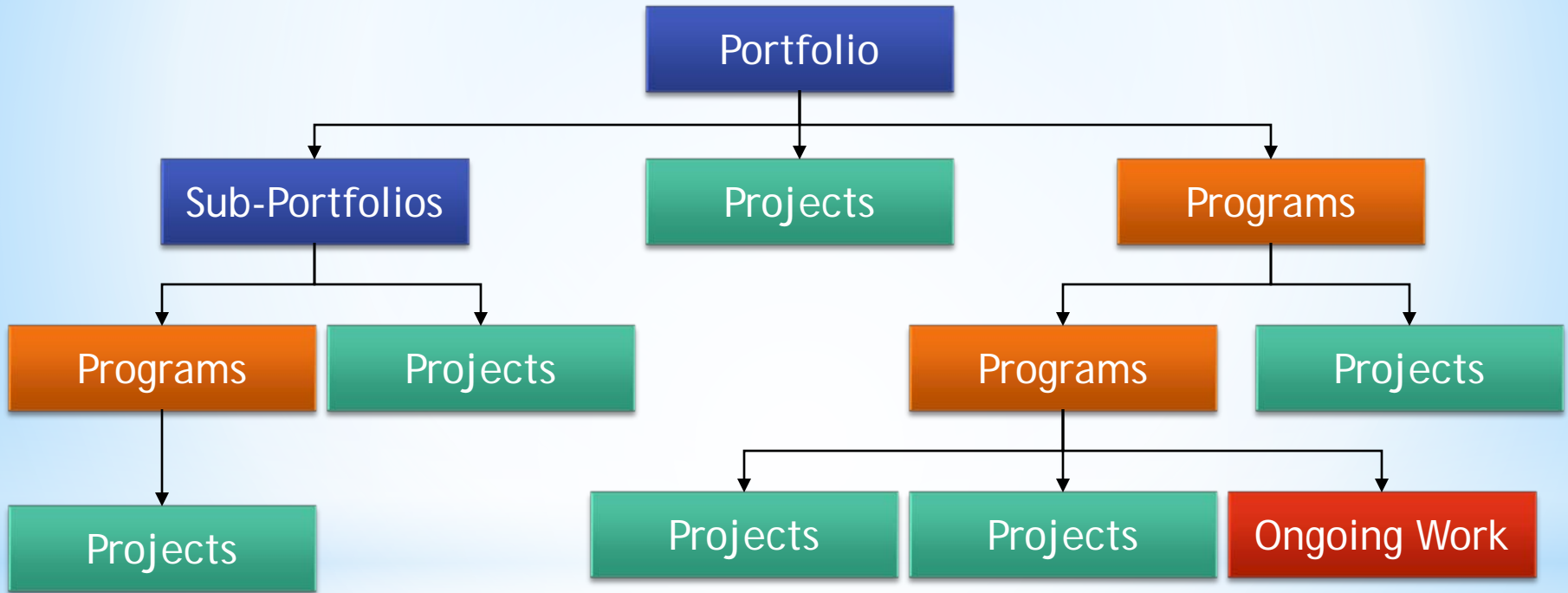
- ✓ A new website or software system
- ✓ Upgrade existing mail server
- ✓ Build a dog house
- ✓ Send a rocket to Mars

*PMO Strategic Framework

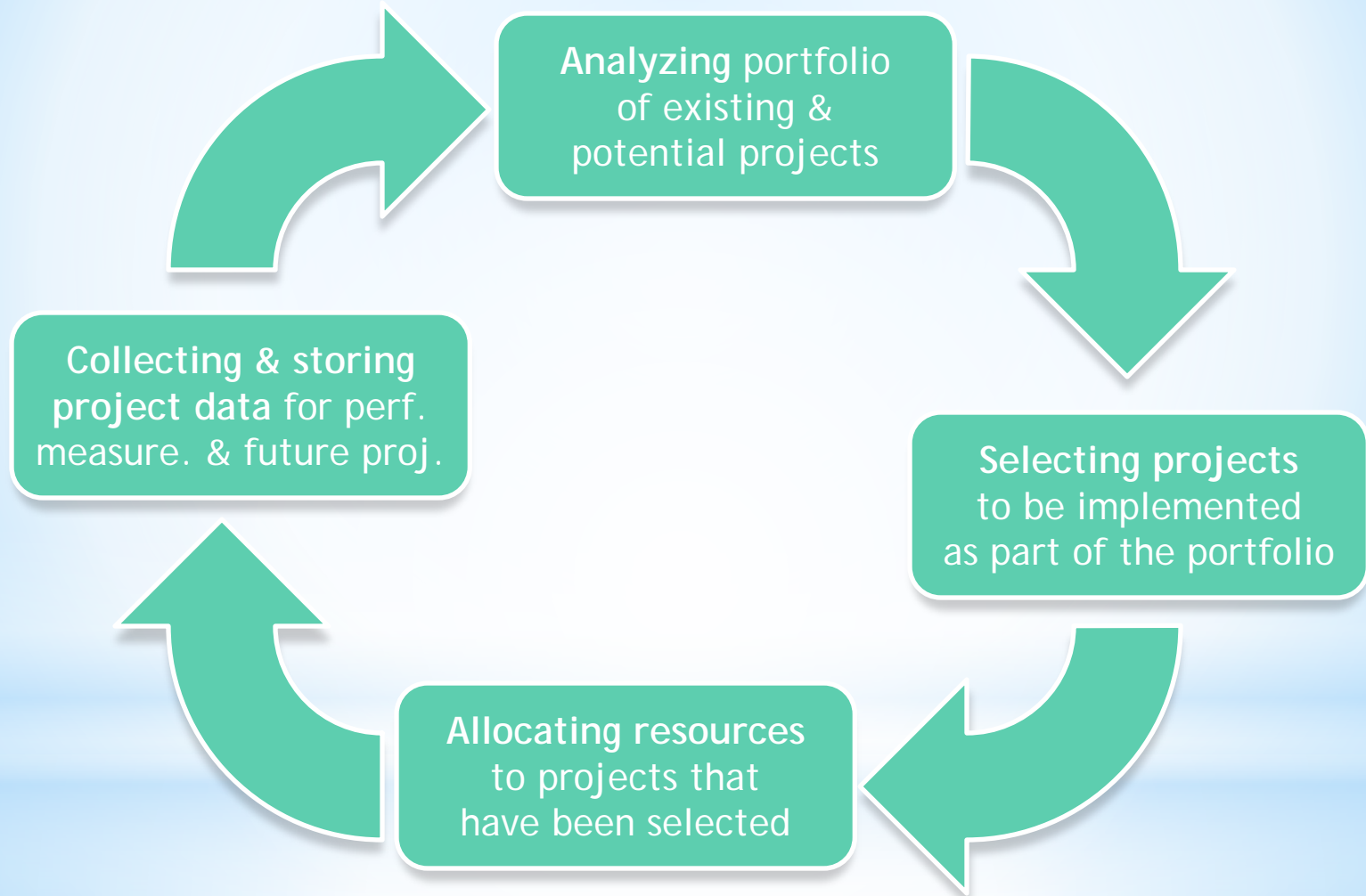
CORPORATE STRATEGY



* Putting it Together



*Managing the Portfolio



* Why do we need a PMO

- It is a means to advance strategic goals through the use of Project Management principles
- Applying standard practices, controls and performance metrics (CSF/KPI) for all projects
- Integration of strategic initiatives and ongoing operational work
- Business and technical strategy integration
- Improve project, program and company wide team collaboration
- A unified view of all **strategic** endeavors by monitoring the health of the **portfolio, programs and projects**

* PMO as The Binding Force

