

PROJECT
one

**Portfolio prioritisation
in extraordinary times**

Portfolio prioritisation

COVID-19 is bringing previously unseen levels of change for everyone, at a pace and scale which dictates both a rapid adjustment and response, as well as a comprehensive re-evaluation of business priorities

At times like these the fundamentals of portfolio management are still crucial, but need to be applied at a faster cadence and be considerate of different criteria.

There are five main aspects to focus on, execute them in unison and at pace, and it will serve your organisation well:

- Review your criteria and reset your planning horizon
- Manage in days and weeks, not weeks and months
- Define clear measures, targets and reports
- Lift approval levels and empower sponsors
- Run operational and investment changes as one portfolio



Our Project One team are:

- Experienced consultants, used to dealing with difficult, stressful situations, with lots of ambiguity
- Calm, structured thinkers, who break problems down and provide practical solutions
- Used to working remotely, orchestrating virtual teams working in different (often global) locations
- Trusted to step in at a senior level
- Easy to engage and can be mobilised quickly to support you for as long as you require

Five areas to focus on

1

Review your criteria and reset your planning horizon

Identify new investment criteria (both emerging and enduring)

Re-evaluate and re-prioritise portfolio using new criteria

2

Manage in days or weeks, not weeks or months

Challenge conventional reporting cycles for critical projects

Manage, measure and govern in short, sharp cycles

3

Define clear measures, targets and reports

Set clear, focused financial and operational KPIs and targets

Report comprehensively yet simply to present key MI

4

Lift approval levels and empower sponsors

Critical projects need strong sponsorship to stay on track

Empower high-level sponsors to take key delivery decisions

5

Run operational and investment changes as one portfolio

Provide a single view of constrained costs and resources

Identify successes or slippages swiftly and adapt accordingly

Our portfolio prioritisation experience

Single Change View

Global Engineering Company

- Delivering a consistent, high-value service, focused on optimising portfolio and programme delivery
- Designing and building Enterprise Portfolio Office service framework and governance structure
- Implementing standard processes and tooling to embed ways of working
- Coaching and supporting Product Managers and their teams

Enterprise Portfolio

Global Investment Company

- Shaping and leading an Enterprise Portfolio Office across a £200m-pa change budget
- Supply and demand modelling, analysis and prioritisation
- Defining PMO processes and roles
- Implementing robust portfolio governance
- Lead interim role for planning and reporting and PMO analyst service

Programme Control

Global Defence and Aerospace

- Design of the IT shared service portfolio and project management (PPM) function
- Maturity assessment and future state operating model design
- PPM role definition and core process design
- Developed and mobilised a two-year transformation plan
- Periodic maturity assessments to guide focus and internal priorities

Who we are

We are a leading, independent consulting business specialising in change

- We are change experts; we make the complex simple
- We have extensive global experience and bring insight across all industries and sectors
- We support large organisations with complex change and ambitious businesses undergoing transformation
- We provide a comprehensive set of change services to accelerate and de-risk your change investments
- We work in close partnership with our customers, focusing on clear outcomes and building your in-house capability
- We build long lasting partnerships, based on trust

PROJECT one



Rolls-Royce **BAE SYSTEMS**



**SHOP
DIRECT**



AstraZeneca 

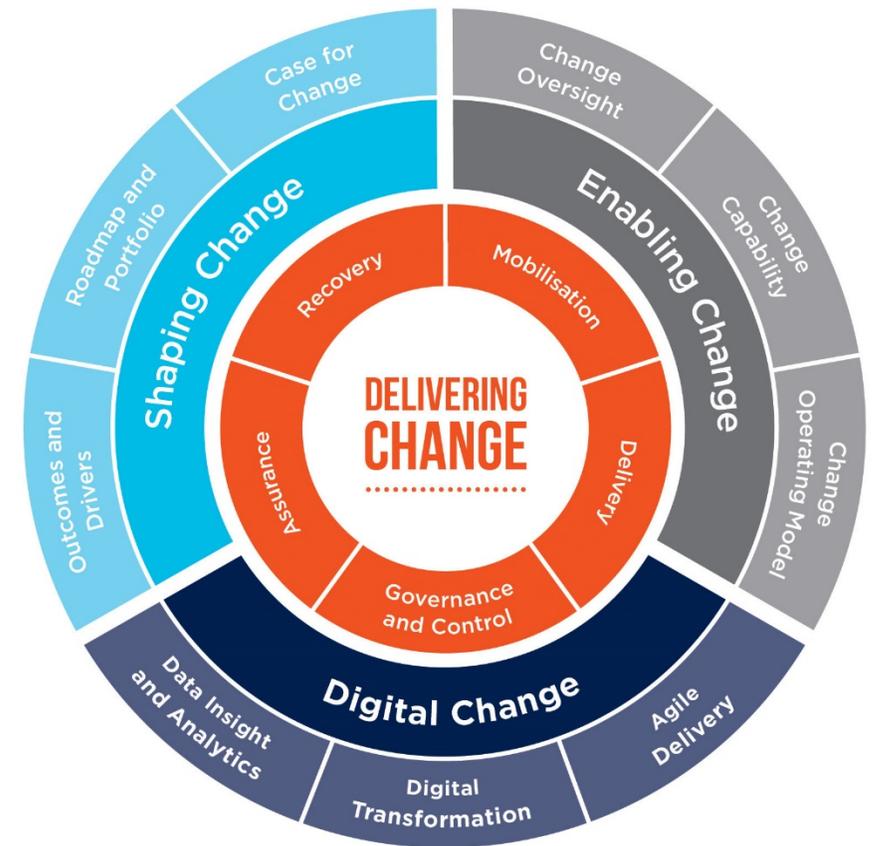
**We support organisations across all sectors,
working both in the UK and internationally**

What we do

We help ambitious organisations to change, thrive and grow

As specialists in change and transformation, we offer an end-to-end service, working alongside you at every stage of your journey.

- Shaping Change: translating strategic ambitions into clear change plans
- Delivering Change: ensuring change remains on track, delivering the required business outcomes
- Enabling Change: improving your own organisation's change capability
- Digital Change: delivering the foundations that will drive your digital strategy



External recognition



Special recognition for:

Digital Transformation and Organisation and Change

Voted by our customers and peers.



Recognised as a:

A UK Best Workplace

Centre of Excellence in Wellbeing

Independent accreditation via anonymous employee survey.



Ranking in 3rd place:

Fastest International Growth

Independent comparison of 200 mid-market organisations.



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