

# Digital DNA and the impact on PPM

**What** will this session cover?

**About Projectum**

**Transformation and DNA**

**DNA and PPM**

**PPM and Microsoft Tools**

**Implementation**

# Facts about Projectum and me

A black and white photograph of three people in silhouette standing in a modern office with large windows overlooking a city skyline. The text 'Facts about Projectum and me' is overlaid on the left side of the image. The office has a polished floor and a ceiling with recessed lighting. The city view includes several skyscrapers and a dense urban landscape under a cloudy sky. The people are positioned near the windows, looking out at the city. One person is on the left, one in the middle, and one on the right. They appear to be in a meeting or discussion. The overall mood is professional and contemplative.

# The company and I



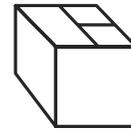
## Dedicated to Microsoft PPM

and have been since 2004



## Strong Global Track Record

from 200+ organizations



## Innovative Business Apps

for Project Online – some sold directly to Microsoft



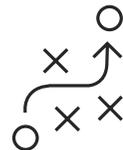
## Global Presence

with locations in the Nordics and Benelux



## Passionate PPM Consultants

with real world PPM experience



## Member of the Microsoft Advisory Council

and MVP community for Project Portfolio Management

Microsoft Partner of the Year  
2017 Winner

Project and Portfolio Management

# Peter Kestenholz

Founding and Managing Partner

**15** years with Microsoft Project and Portfolio Management tools

## #BusinessGeek

Microsoft MVP, MCP and PAC member  
IPMA, P3O, SAFE certified  
Board Member "Dansk Projektledelse"

## #Education

Master of Arts (PG)  
Innovation and Change

## #Blogs

<https://ppmblog.org>



Microsoft®  
Most Valuable  
Professional



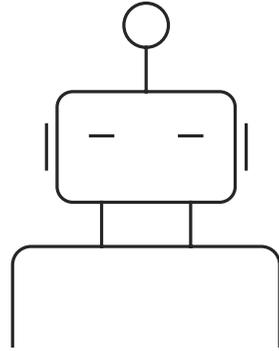
**Microsoft**  
Specialist

Managing Projects  
with Microsoft Project  
2013/2016



# **Digital Transformation and Digital DNA**

# if Digital Transformation is the answer



## then what is the question?

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How do we handle changes better

How do we get happier customers

How can we bring down time to market

How can we become a market leader



All Volvo cars must be connected for sharing risks, warnings and mitigations directly to other Volvo car and drivers



By continually **learning and innovating** we aim to put an end to fatalities and severe injuries on the roads. **Computer simulations from real-life collisions** will make us world leaders within safety

*"Our vision is that by 2020 no one should be killed or seriously injured in a new Volvo car."*

Håkan Samuelsson, President and CEO, Volvo Cars



*"Digitalization is one of the most important pieces within the future of IKEA and a continued profitability"*

Benny Svensson, CIO at IKEA Business Solutions



In super-cities like Shanghai, it could be a one day trip to get to a store. Many people prefer to shop online at times when our stores are closed. During that time our technology has to work.



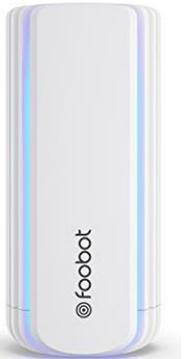
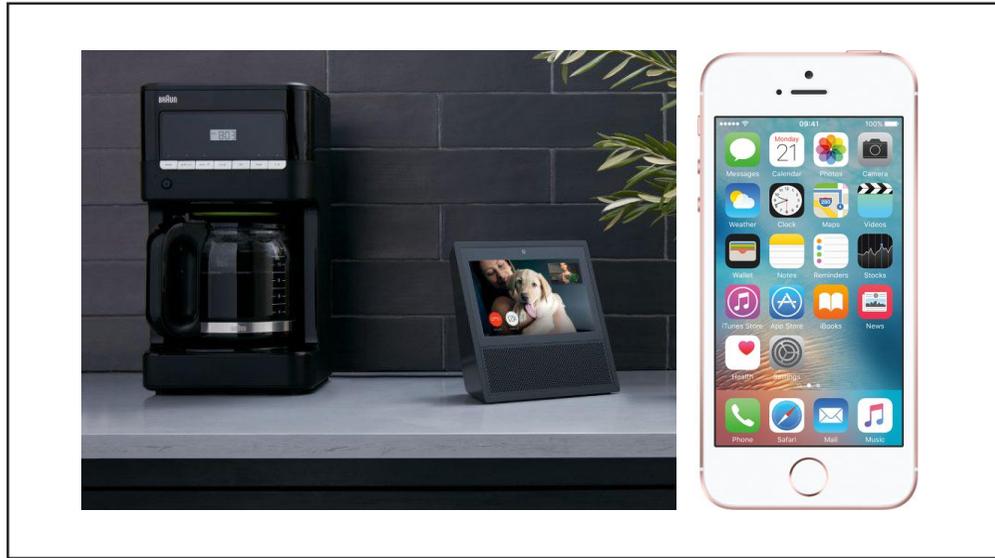


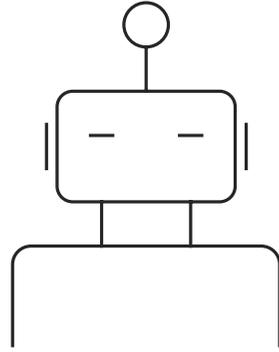


ring VIDEO DOORBELL



NETATMO





then what was the question?

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How can we reach  
all people?

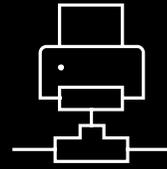


How can we avoid  
death in cars?

# Digital Transformation Readiness?

**Innovate more quickly**  
by adopting new IT  
operating model to  
empower business users  
to self service IT

**IT must partner with the  
business** to ensure  
priorities and IT  
investments are aligned  
and supporting business  
goals



## AREA

## LEGACY DNA

Adapt to change

Slow but innovating

Work style

Siloed and roles

Structure

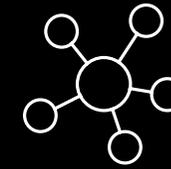
Hierarchical

Risk appetite

Cautious

Customer experience

Customer focus



## DIGITAL DNA

Fail fast learn faster

Morphing

Distributed

Exploratory

Customer centricity

REMOVE FRICTION

# What does the new DNA look like?



INDIVIDUALS AND INTERACTIONS  
over processes and tools

WORKING SOFTWARE  
over comprehensive documentation

CUSTOMER COLLABORATION  
over contract negotiation

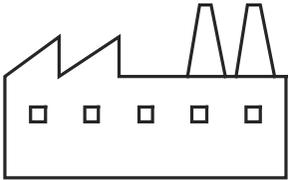
RESPONDING TO CHANGE  
over following a plan

# Digital DNA seen through a PPM lens



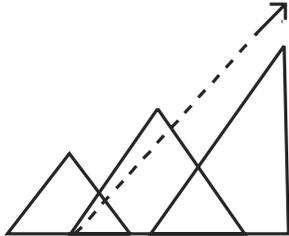
# Project, Portfolio or Digital Office?

## Traditional PPM

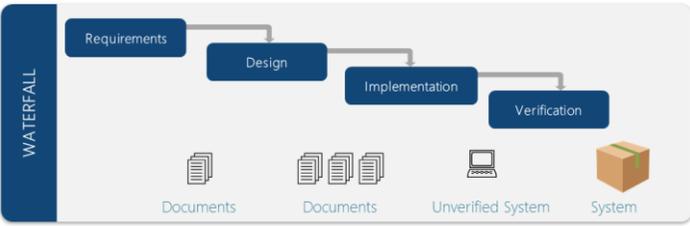


- 1. Centralized control
- 2. Project overload
- 3. Detailed project plans
- 4. Centralized annual planning
- 5. Work breakdown structure
- 6. Project-based funding and control
- 7. Waterfall milestones

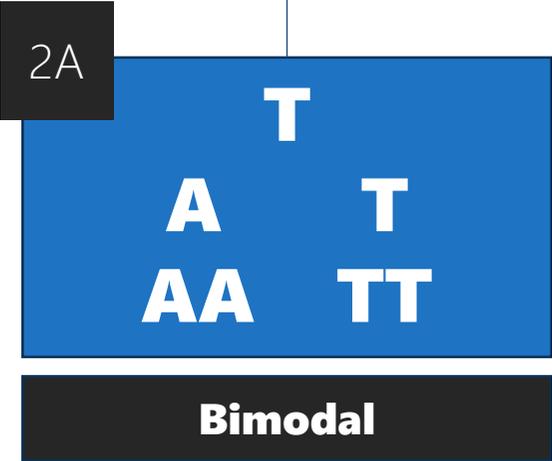
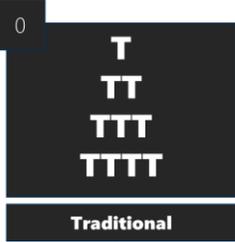
## Lean-Agile Approach



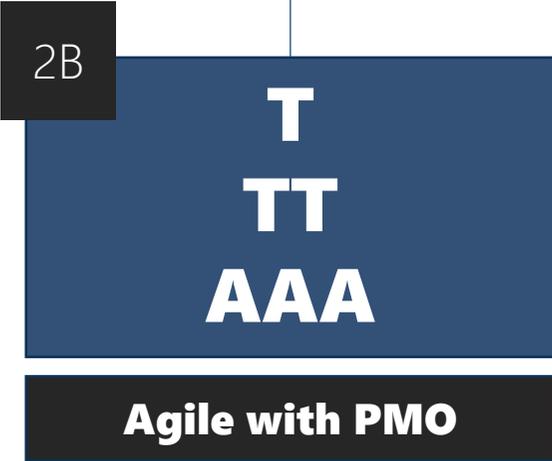
- 1. Decentralized decision-making
- 2. Demand management and continuous value
- 3. Epic only business cases
- 4. Rolling-wave planning
- 5. Agile estimating and planning
- 6. Agile budgeting and release trains
- 7. Objective and fact-based measures



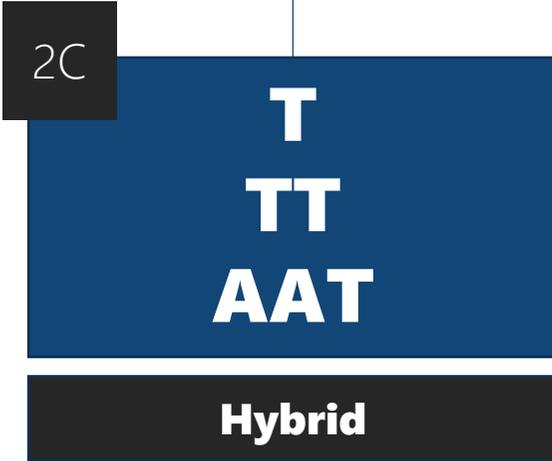
# Organizational PPM by Design



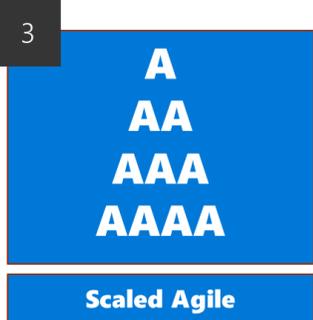
Separate portfolios for agile and traditional projects



Top down portfolio management with agile delivery teams

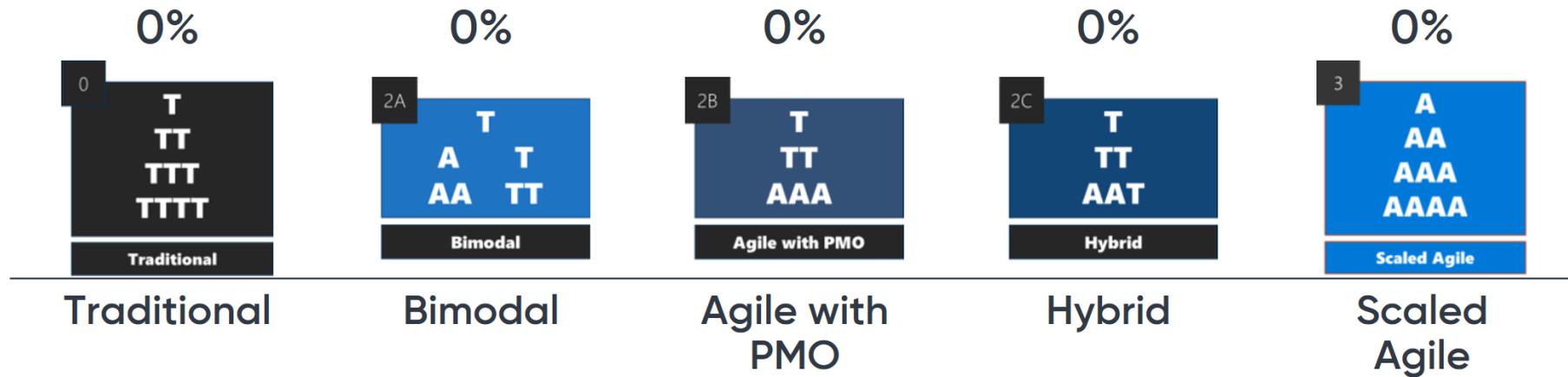


One portfolio and/or program combining agile and traditional projects

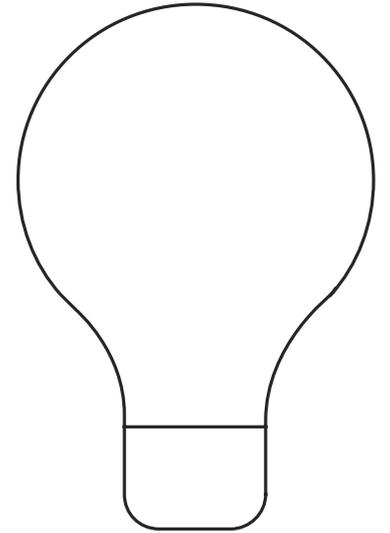


Many organizations aspire to achieve true top-to-bottom enterprise agility e.g. using Scaled Agile Framework

Go to [www.menti.com](http://www.menti.com) and use the code **79 67 64**



# Business Agility versus Portfolios



## Change the culture

From "...IT drives cost" to "...IT drives benefits and revenue streams"

Improve your ability to innovate by categorizing your projects as either **Fear**, **Fact** or **Faith** types

### BUSINESS STRATEGY

#### PORTFOLIO X

**FEAR**

..."keep the lights on"

**FACT**

..."ROI investments"

#### PORTFOLIO Y

**FAITH**

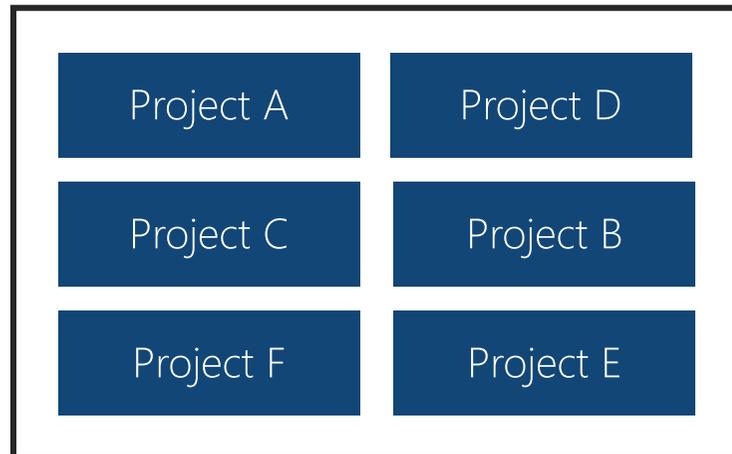
..."Intuition, Belief"

# What is it really?

## Program Management

*"...projects are created because of one overall business case and justification"*

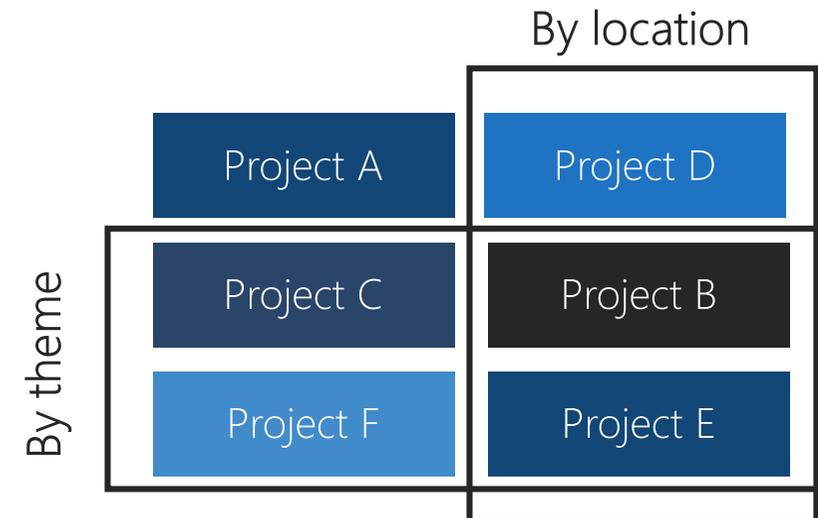
### One Business Case



*One Program*

## Portfolios and groups of Projects

*"..I would like to group selected projects of choice and know what is going on"*

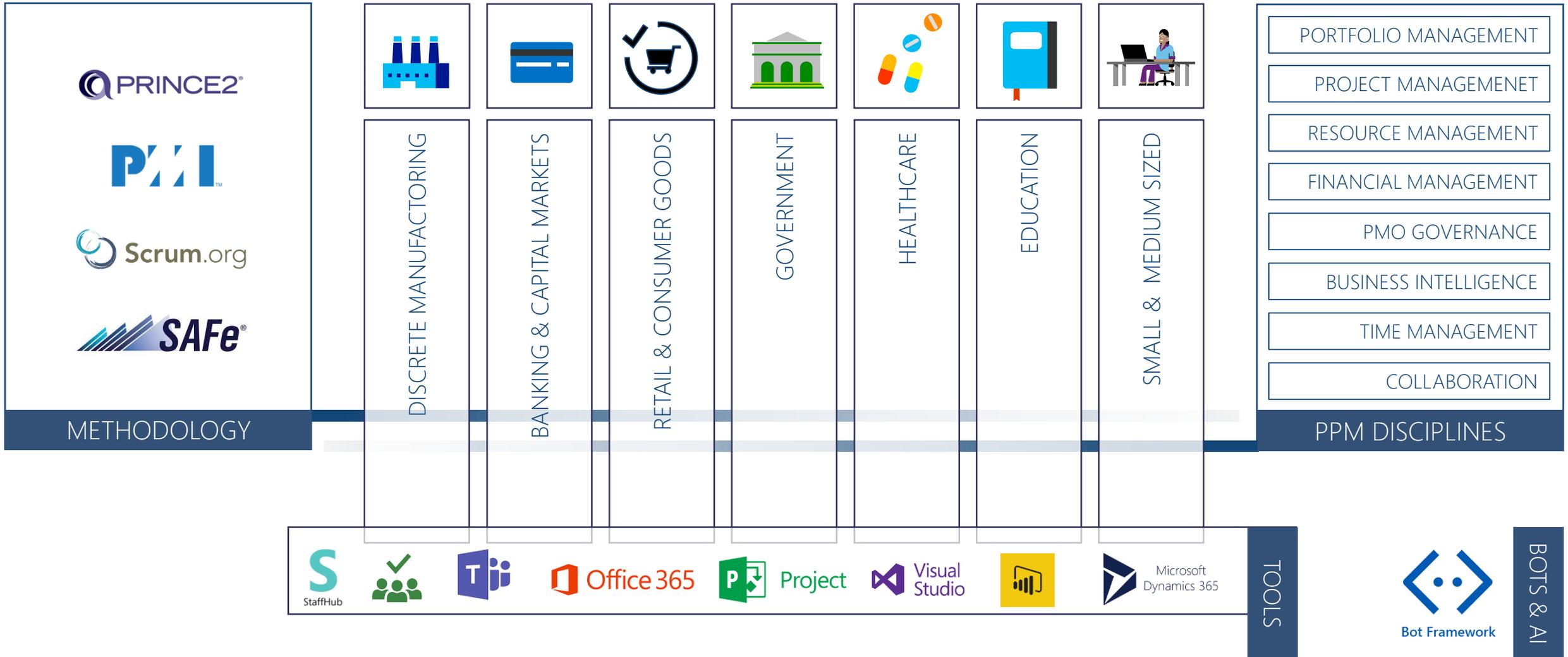


*Set of mini-Portfolios*



**Microsoft tools for the new way of working**

# Methodology and Disciplines = Tools



# The core of Project Online

## Portfolio Management



Ideation  
Demand Management  
Portfolio Selection  
Portfolio Reports

## Project Management



Traditional & Agile Planning  
Issues & Risk Management  
Project Reports  
Project Costs / Budgets

## Resource Management

Capacity Planning  
Timesheets  
Resource Engagement

## Project Collaboration



Cloud Sharing  
Co-authoring  
Project Team sites  
Team communications

## Business Intelligence

projectum

PORTFOLIO REPORTING

May 28th Ørsted, Gentofte

Microsoft Power BI

< 1 of 14 >

# Examples

## Bimodal

## Agile with Portfolio Office

## Hybrid



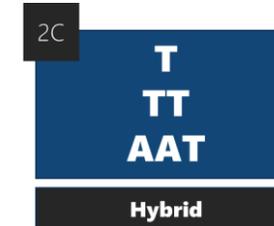
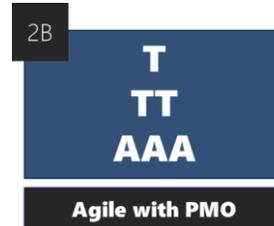
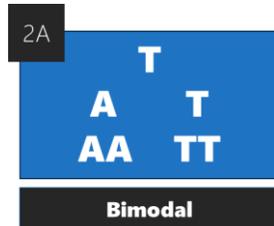
Business Intelligence



Portfolio Management



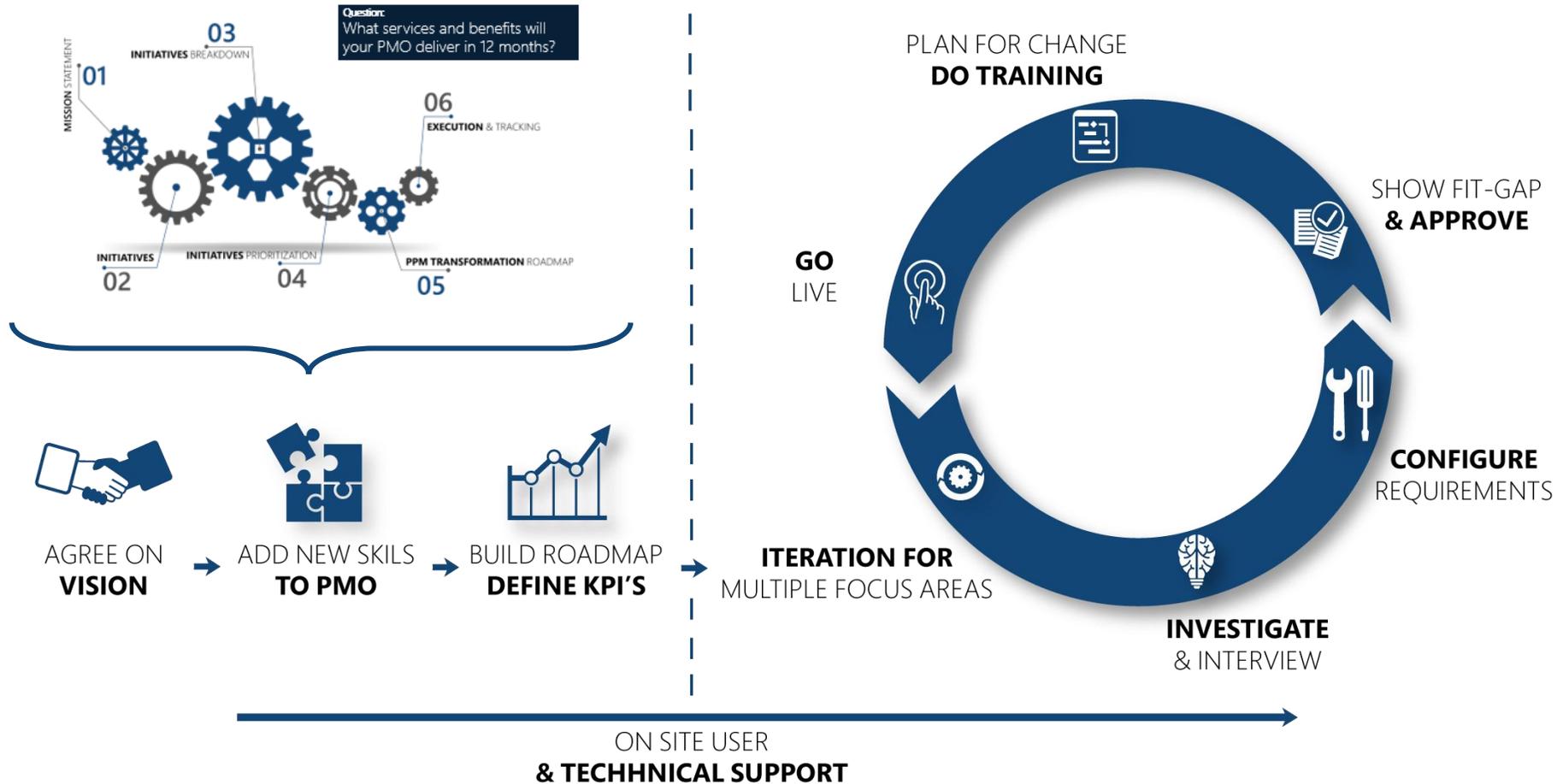
Planning and Execution



A hand holding a brass compass against a scenic background of a bay with a boat and trees. The compass is the central focus, held in a hand that is partially visible. The background shows a body of water with a small boat in the distance and lush green trees in the foreground. The overall scene is bright and clear, suggesting a sunny day.

# PPM implementation as a business transformation

# Transformative Approach



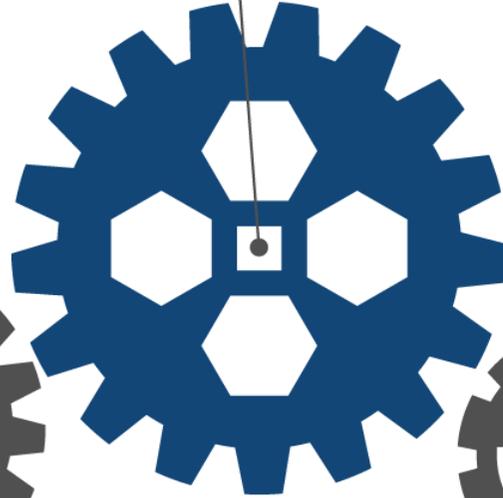
MISSION STATEMENT

01



INITIATIVES BREAKDOWN

03



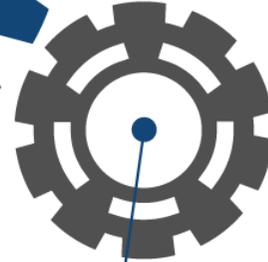
INITIATIVES

02



INITIATIVES PRIORITIZATION

04



PPM TRANSFORMATION ROADMAP

05

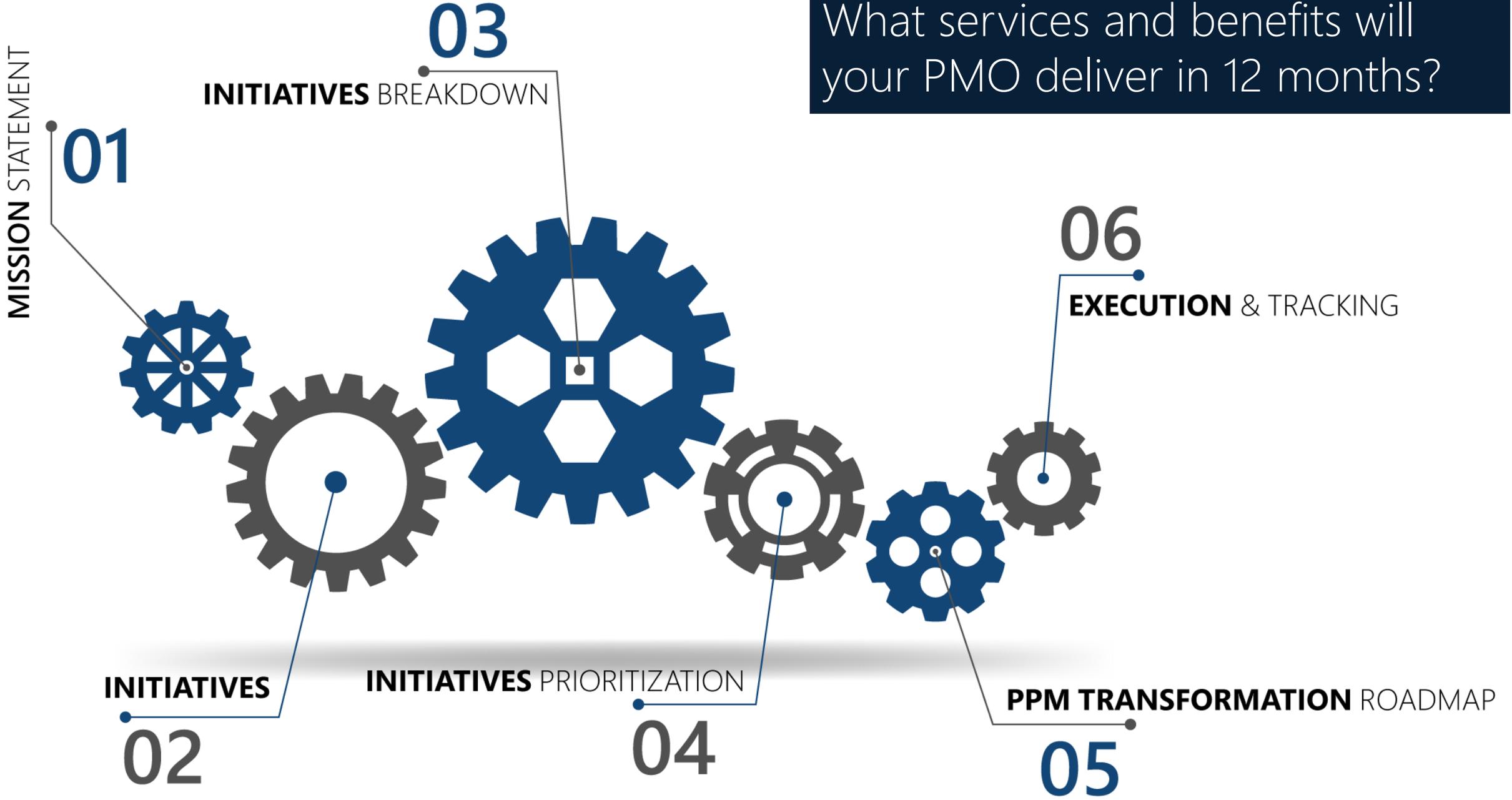


06

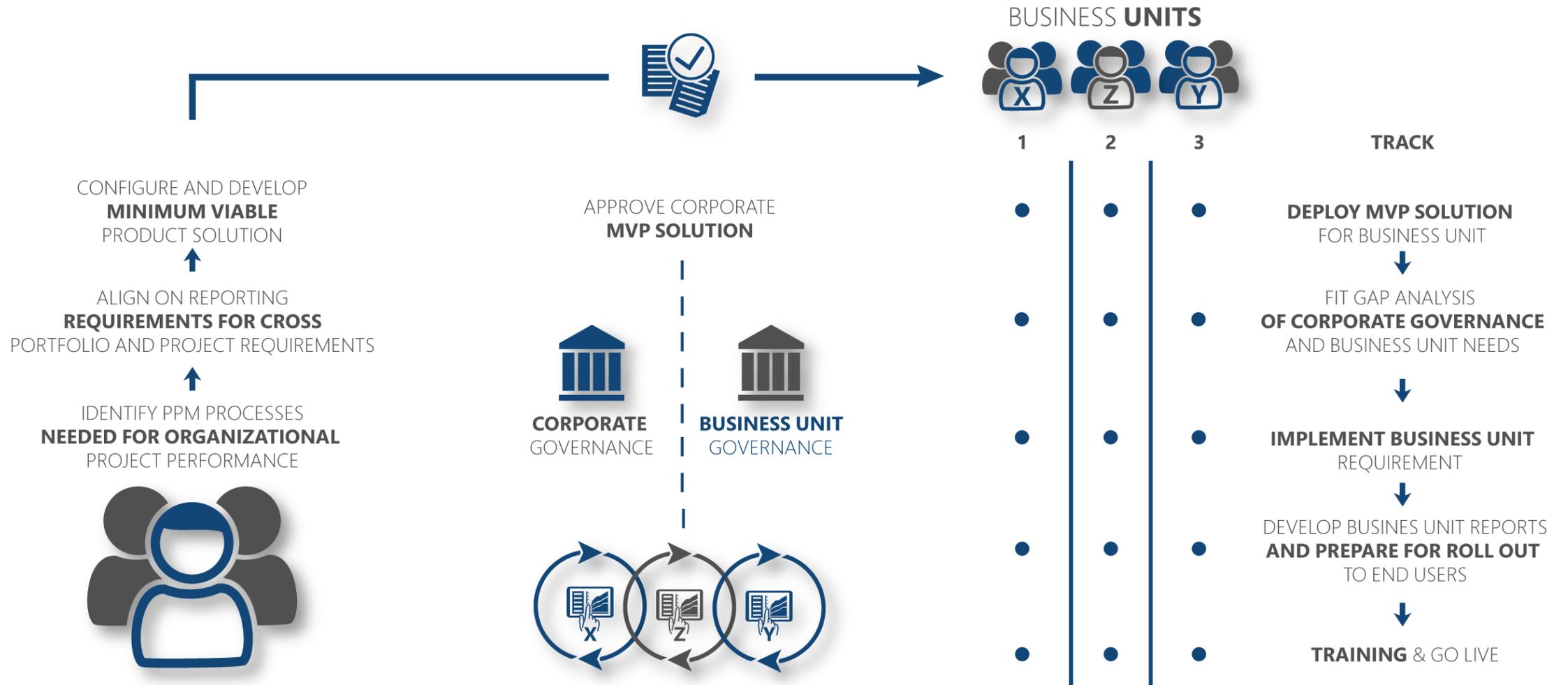
EXECUTION & TRACKING



Question:  
What services and benefits will  
your PMO deliver in 12 months?



# Organizational vs Divisional



**Q&A**