



# Portfolio Management SIG

*Conference - 17<sup>th</sup> May 2018*

## Workshop:

*Disruptive projects in the portfolio – leading edge thinking, approach and practice*

[Portfoliosig@apm.org.uk](mailto:Portfoliosig@apm.org.uk)

THE **CHARTERED BODY** FOR THE  
PROJECT PROFESSION

# Introduction and Agenda



- Introduction and agree session goals (5 mins)
- Overview of disruptive projects (15 mins)
- Hands on exploration using a scenario (25mins)
- Reflection and take-aways (10mins)



Paul Morgan



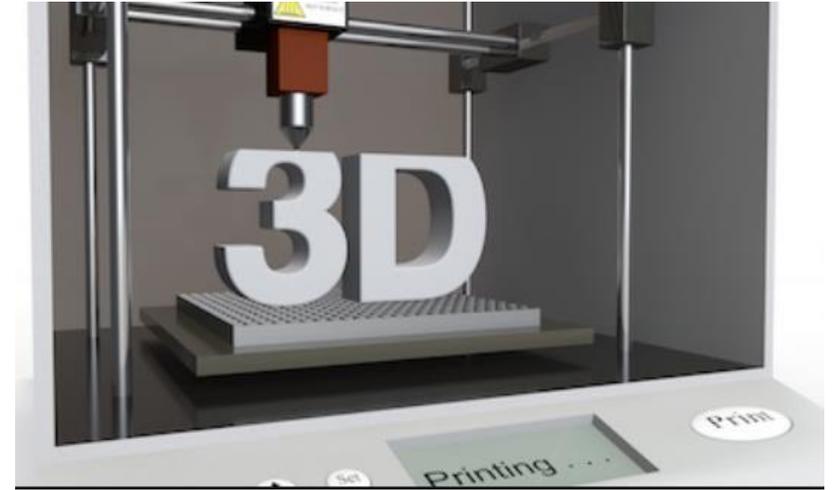
Simon Darby

# Session Goals

## Purpose:

1. To **gain an understanding** of the key **concepts behind disruptive** projects.
2. To **explore implications** these may have on Portfolio Management to **better equip Portfolio Managers** in a rapidly changing future.

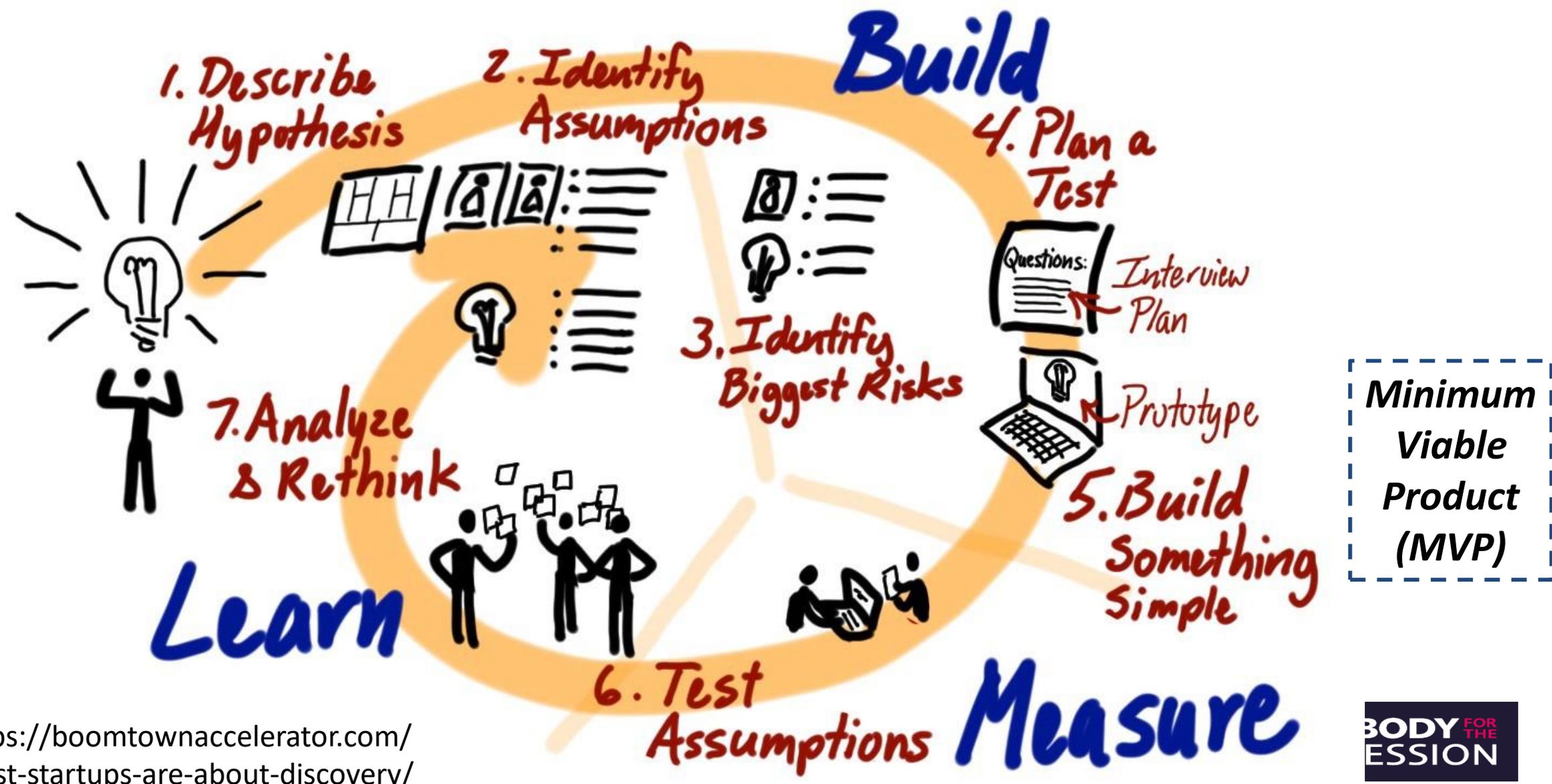
# What do we mean by Disruptive?



## What do we mean by Disruptive?

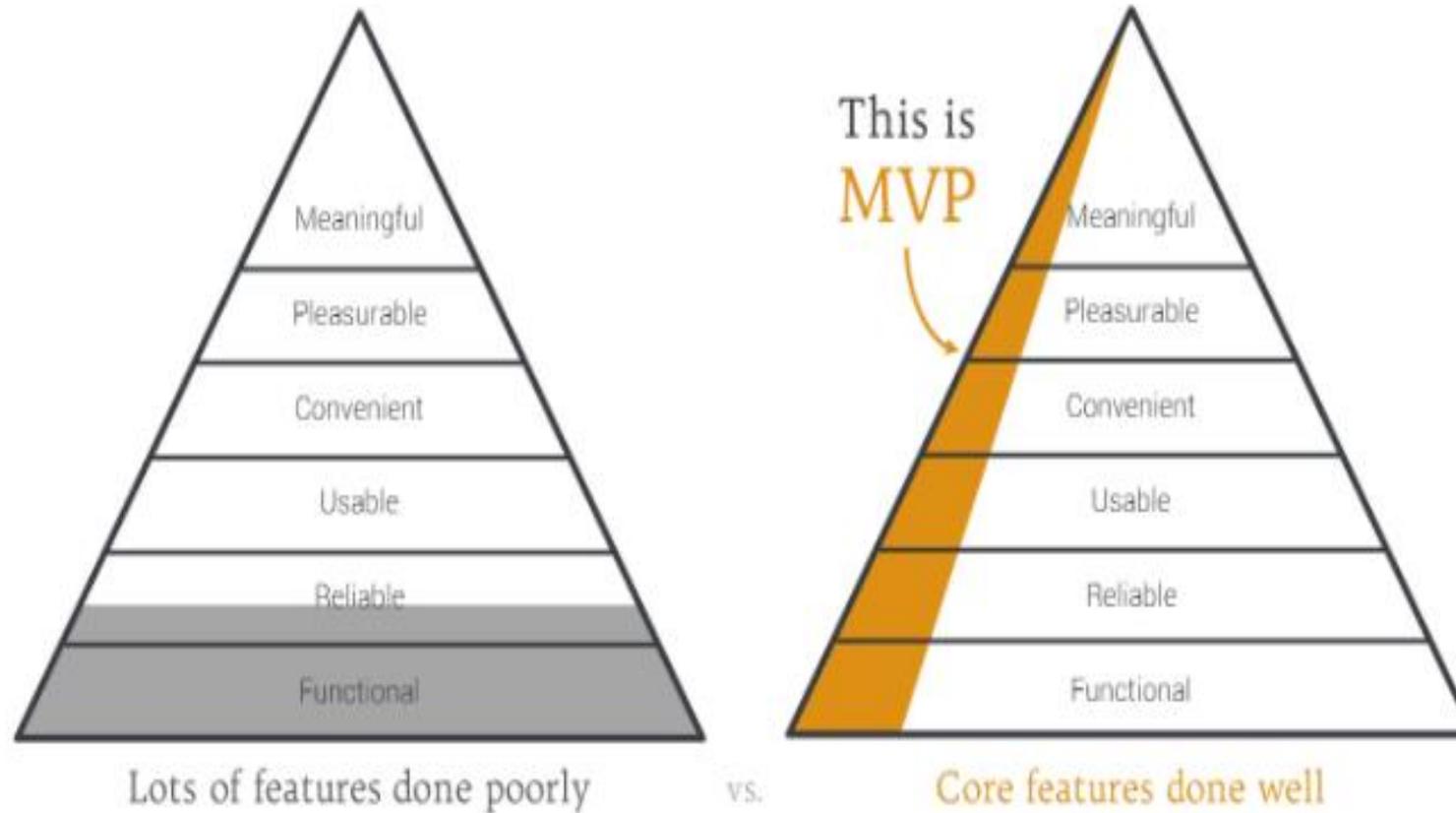
- Dramatically reduce cost for the end user
- Radically simplified/enhanced user experience
- Capability to transform at scale

# Build, Measure, Learn FEEDBACK LOOP

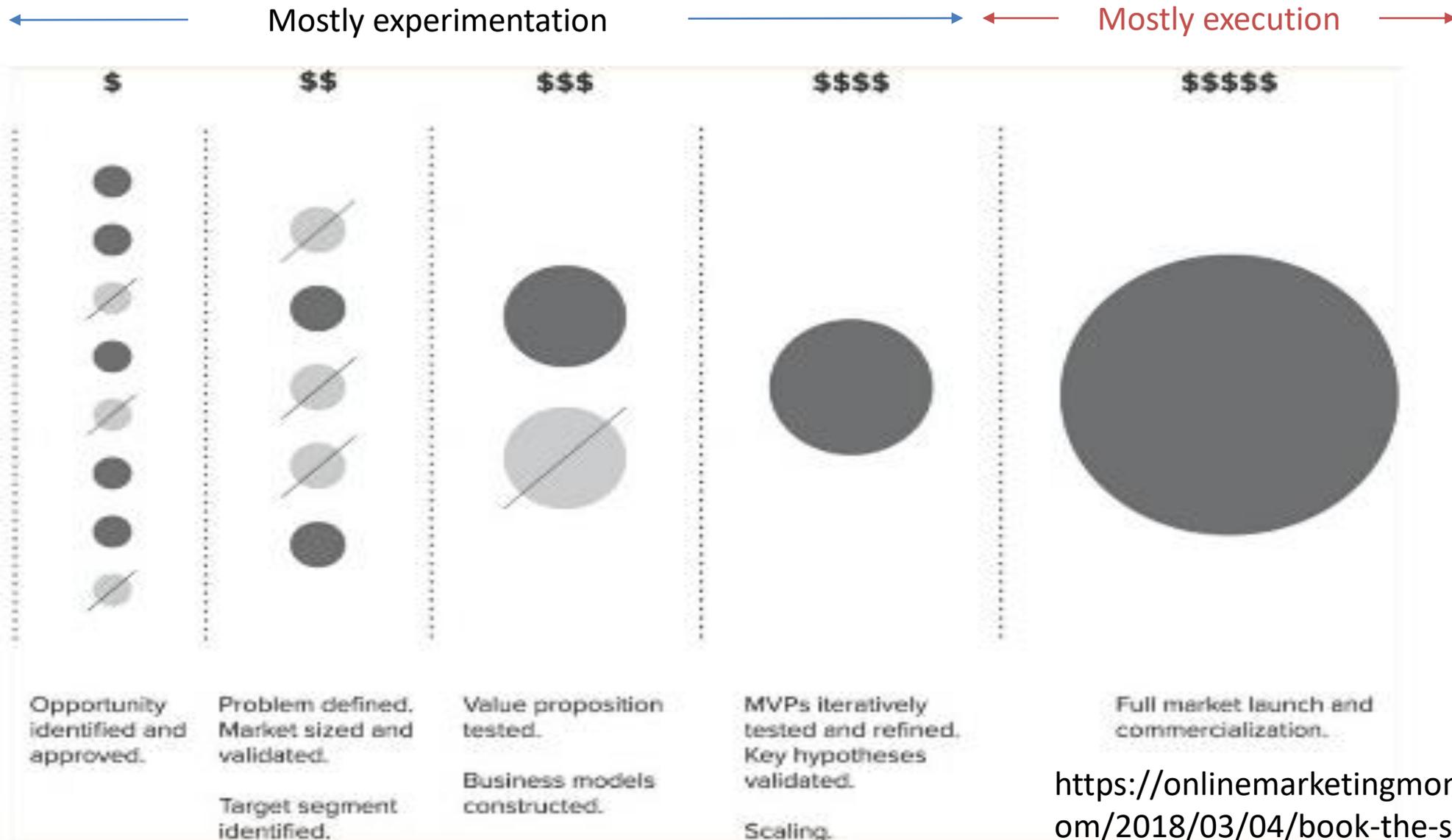


# Minimum Viable Product (MVP)

## Minimum Viable Product



# Metered Funding: treat initiatives like VCs / start ups



# Scenario



- Break into groups
- Read the scenario
- As a team explore the following:
  - Mars Colony
    - 1. Come up with assumptions you need to test
    - 2. Propose ~3 MVPs that will test these assumptions
    - 3. What could be the leading indicators? How would you know you are learning
  - Present back to Elon...what are the criteria you would consider when you are trying to prioritise this portfolio alongside other projects?
    - (Hint – consider disruptive criteria)
- Time: 25mins

# Reflection

- What did you learn?
- What changes would you like to make within your organisation?

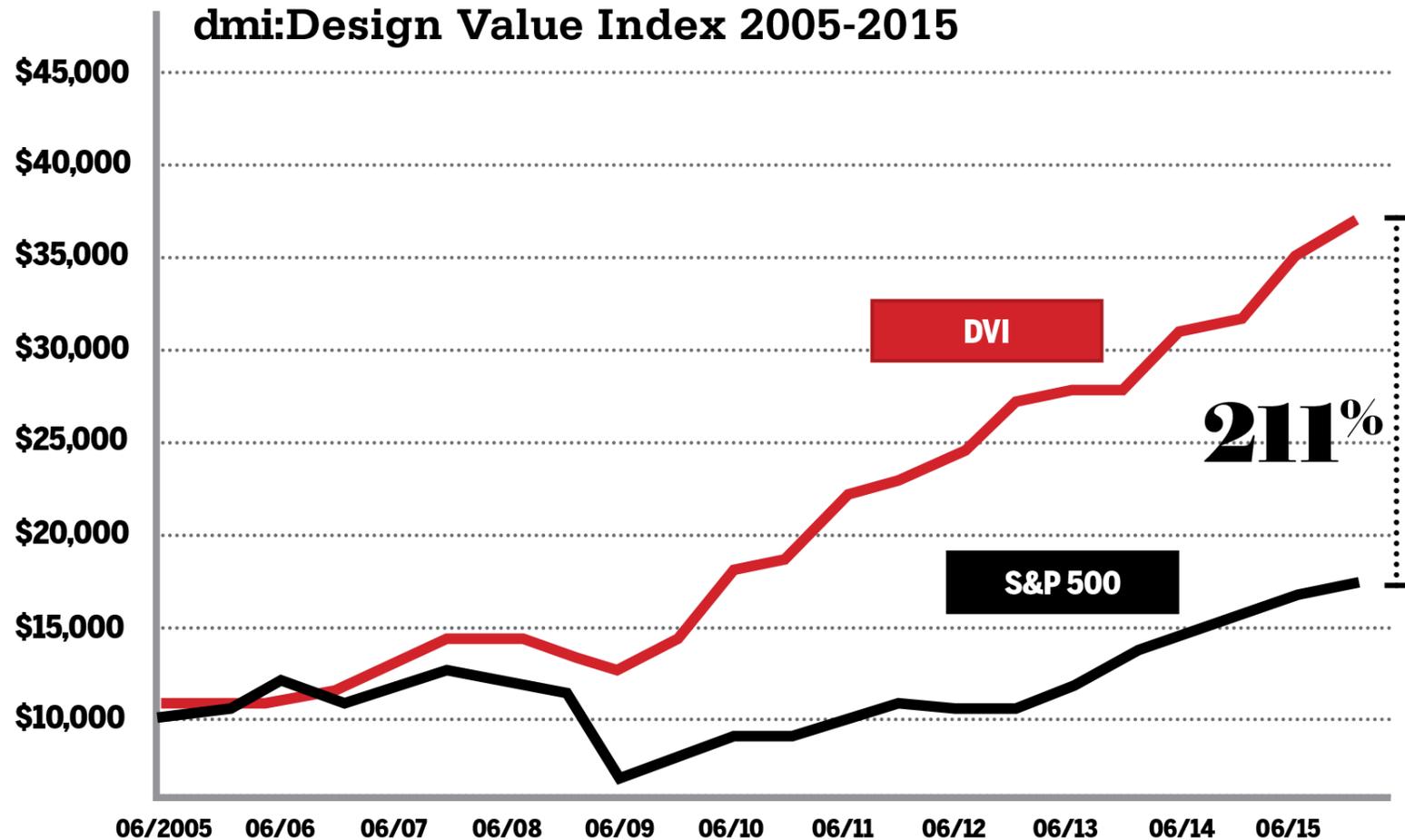
## Next Steps

- Collate thoughts, ideas and examples
- Organise into good practice
- Check other sources
- Summarise in an APM Project Magazine article

# Thank you

# Proven results – a real differentiator!

- DESIGN-CENTRIC COMPANIES:**
- APPLE
  - COCA-COLA
  - FORD
  - HERMAN-MILLER
  - IBM
  - INTUIT
  - NIKE
  - PROCTER & GAMBLE
  - SAP
  - STARBUCKS
  - STARWOOD
  - STANLEY BLACK & DECKER
  - STEELCASE
  - TARGET
  - WALT DISNEY
  - WHIRLPOOL



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# Disruptive Projects - summary

From	To
Understanding the problem	Understanding the customer
Short term results focus	Long term results focus through continuous innovation
Experts in specialised functional silos, work moving through stage gates	Cross-function teams serving customers through highly iterative processes
Portfolio of big, expensive, slow programmes	Portfolio of rapid experiments that contains the cost of failure and invests more in the ones that work
Prioritises projects based traditional indicators e.g. ROI	Maximise probability and scale of future impact using leading indicators
Failure is not an option	Failure = Learning

Principles largely taken from these books...

