

Project portfolio management

Approach and practice in Vodafone Italy

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What *project* (portfolio) means

RELAX

Vodafone
Passport

Vodafone Smart PASS

Vodafone
YOU
È normale sentirsi speciale.

Products, tariff plans, promotions, services

1200 projects per year

Mainly intangible



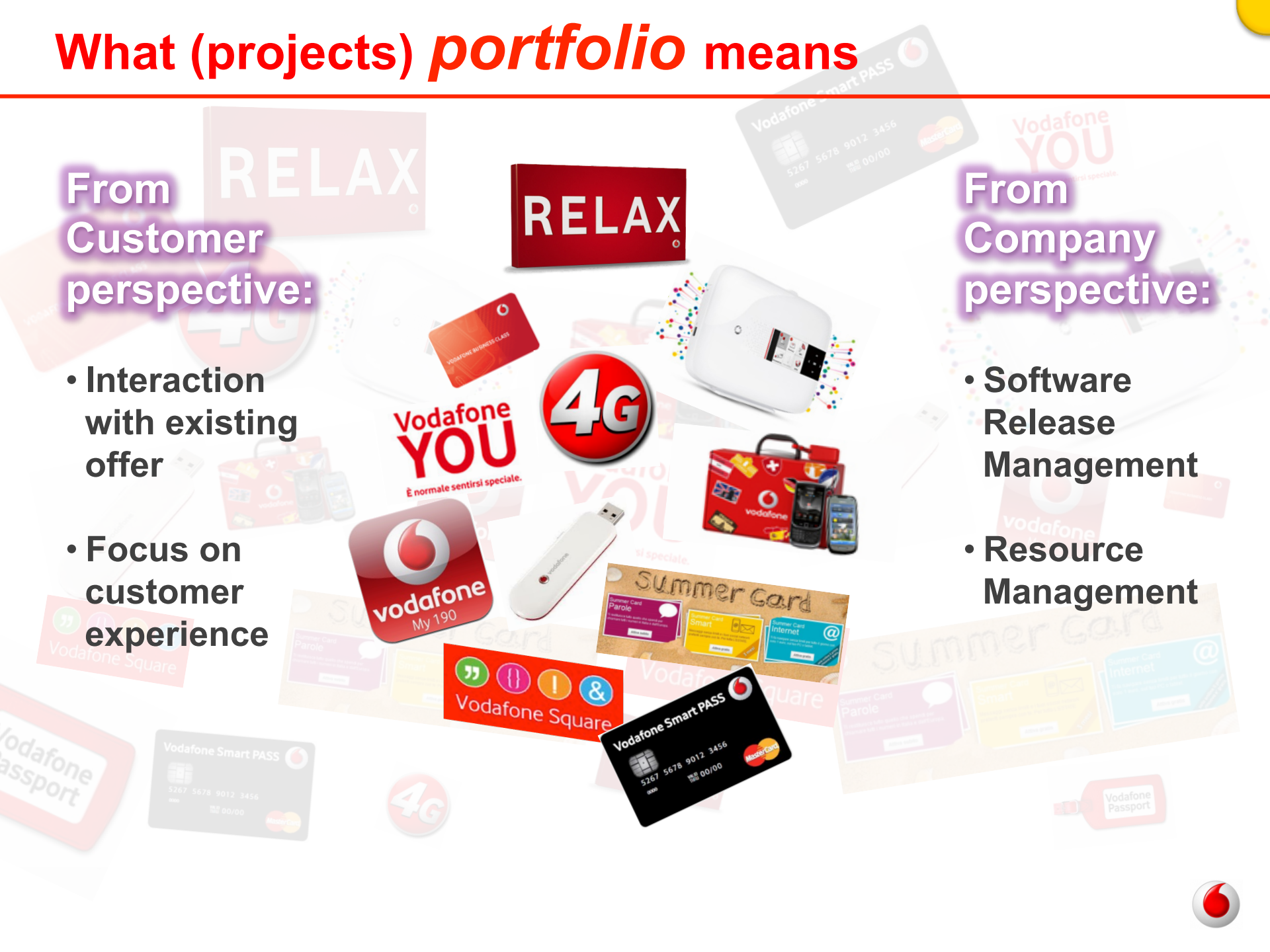
What (projects) *portfolio* means

From
Customer
perspective:

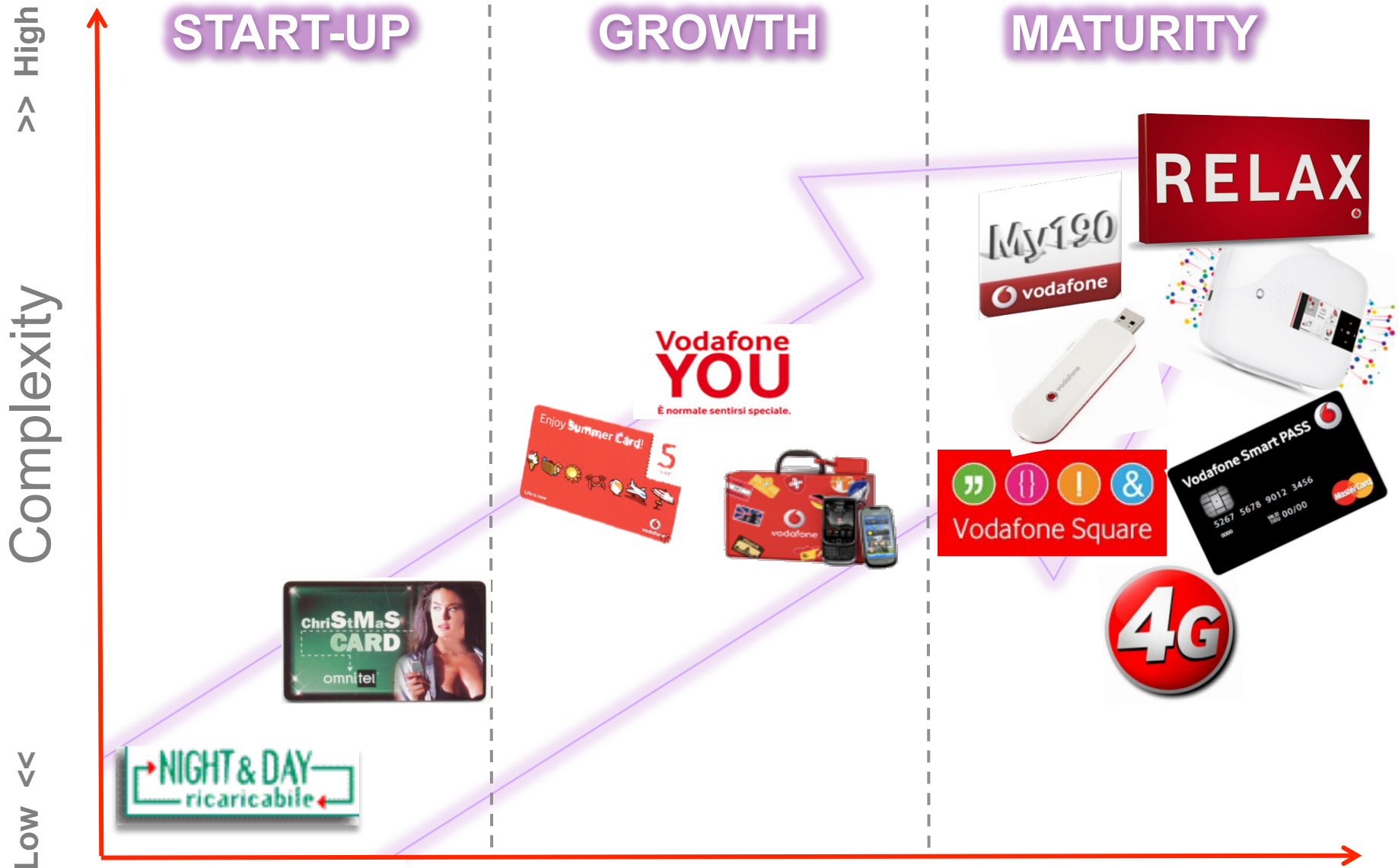
- Interaction with existing offer
- Focus on customer experience

From
Company
perspective:

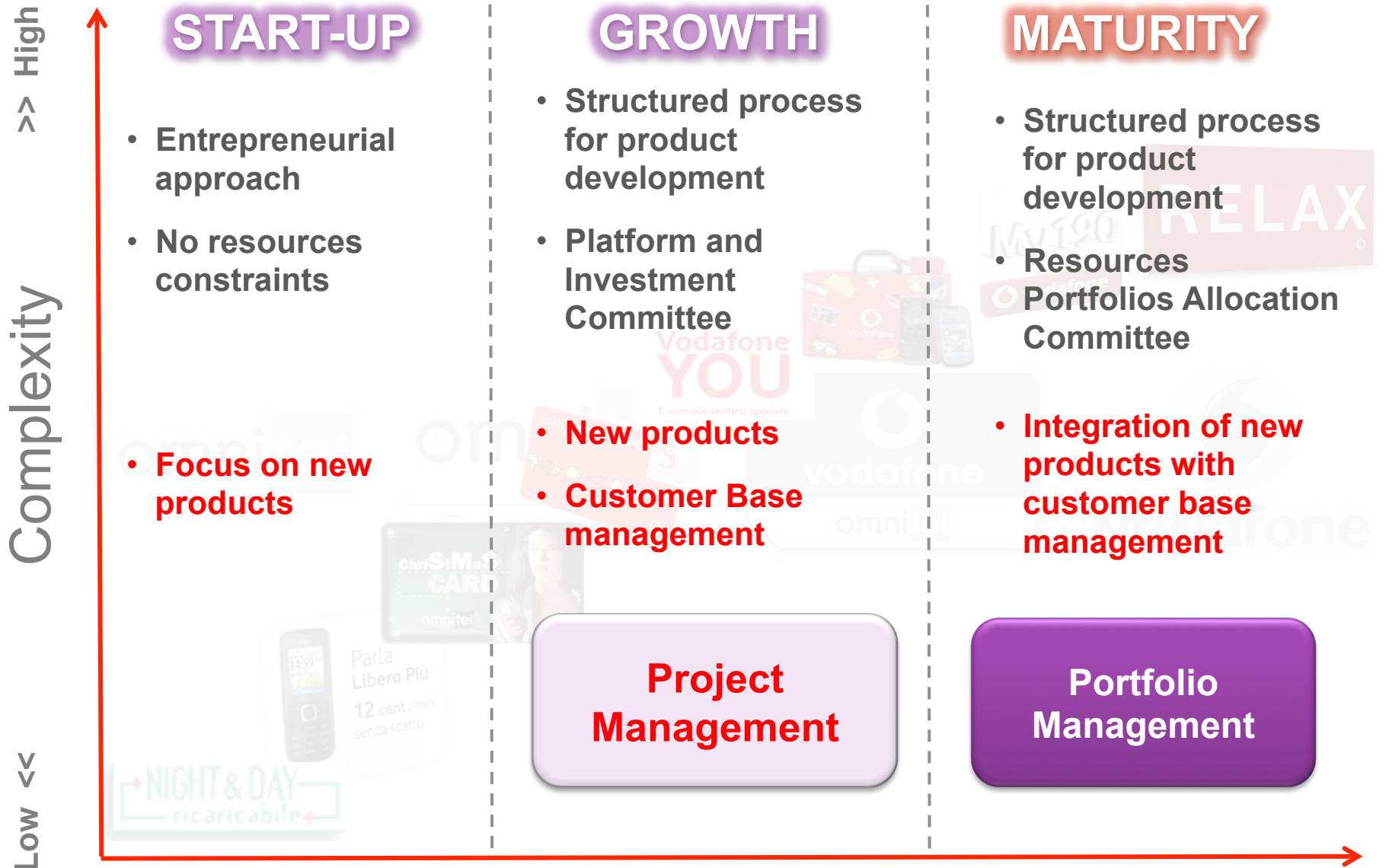
- Software Release Management
- Resource Management



Project portfolio evolution



Project portfolio evolution



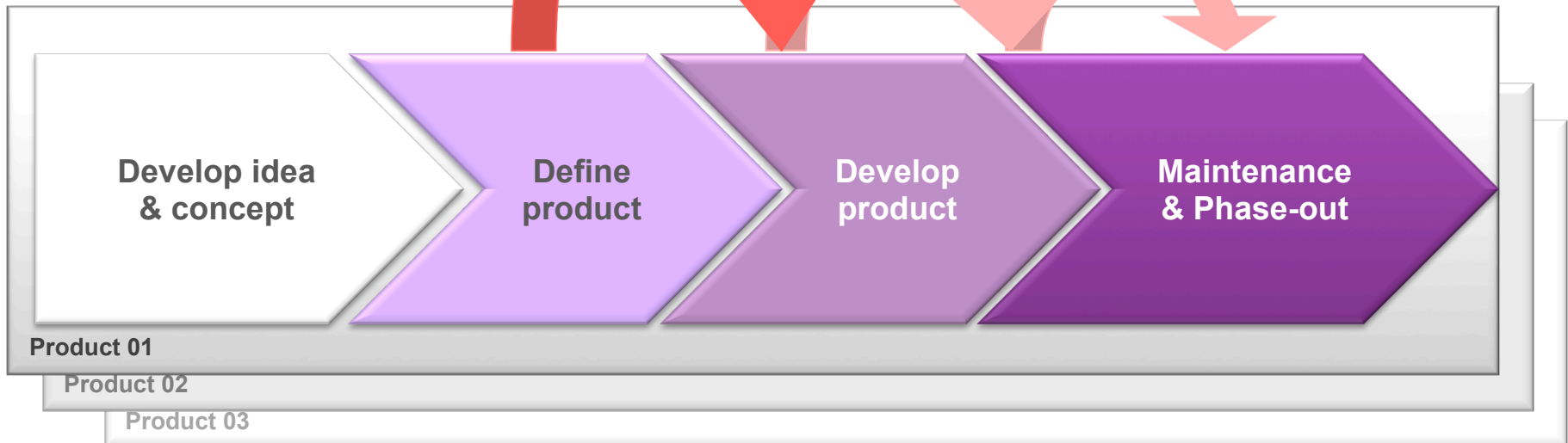
Product development process and portfolio management

Project Management

LOOP 1 – Resource Planning

LOOP 2 – Development Control

LOOP 3 – Performance Measurement



Go/no go investment decisions

Projects Portfolio

Few Trade-Offs



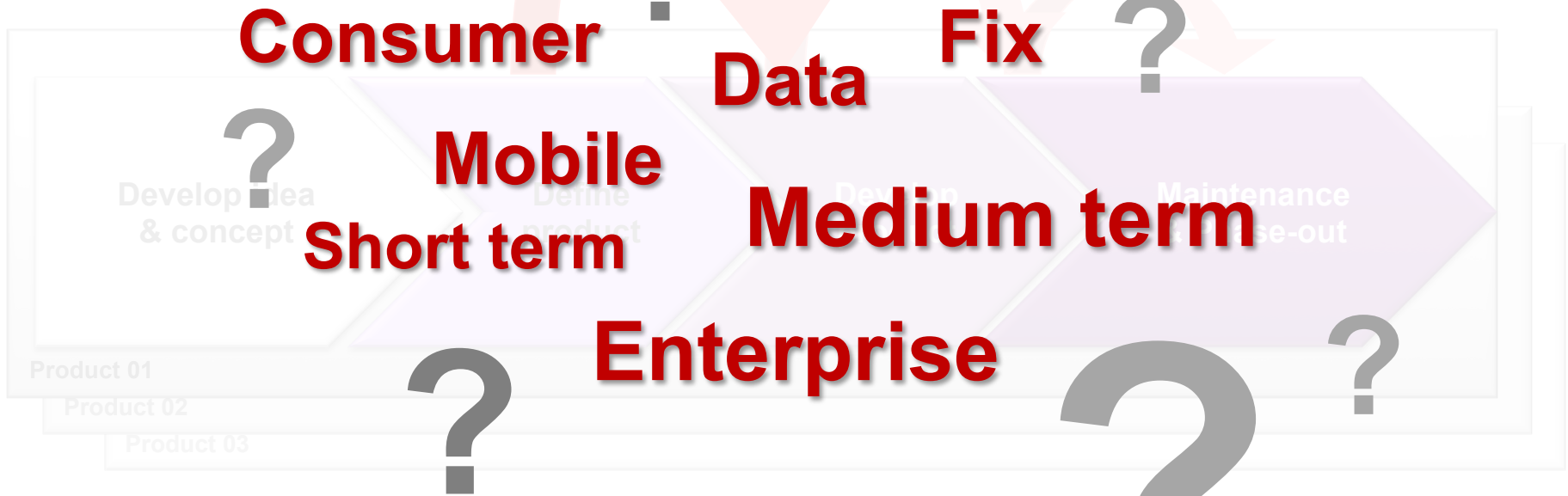
Product development process and portfolio management

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Resources allocation

Portfolio Management

TOP-DOWN
Financial criteria



Portfolios



BOTTOM-UP
Business criteria

SHORT term

Product 01
Product 02
Product 03

MEDIUM term

Product 01

Emergency

Product 01

Accountability to business departments for short term investments

Strategic focus guaranteed

Risk management

CFO/CEO ownership



What are the challenges we are facing with?

TOP-DOWN

Financial criteria

Limited resources



SHORT term

Product 01
Product 02
Product 03

Quick cost estimates



Re-use



Portfolios

MEDIUM term

Configuration VS Requisition

Product 01

Design-to-cost

Time To Market



BOTTOM-UP
Business criteria

Emergency

Product 01

End-to-end portfolio responsibility

