



Resource planning at weekly level  
MS Office document integration  
New cost control tools  
Smart templates  
New reports

New!

## Thinking Portfolio® White Paper

# Project Portfolio

## CONTENTS

- 1** Project Portfolio - A tool for strategic management
- 2** Strategic Portfolio Management
- 4** Thinking Portfolio® Main Views
- 5** Project Pages and Widgets
- 9** Timesheet
- 10** Resource Planner
- 12** Task planner
- 12** Portfolio snapshots
- 13** Reporting
- 15** Customization
- 16** Implementation and Use

# Thinking Portfolio®

## – A tool for strategic management

Thinking Portfolio® is a practical tool for strategic management. The portfolio management model supports business-driven planning and decision-making based on a firm overall grasp.

The starting points for the development of the concept have been project work and international frameworks for portfolio management such as PMBOK.

An organization implementing Thinking Portfolio is well-equipped for fast decision-making, agile change management, enhanced business drivenness, and risk management.

Thinking Portfolio's straightforward visual presentation method and browser-based user interface speed up its adoption. The use of the

system requires no special training or manuals.

Thinking Portfolio has been developed by utilizing the latest Web technology. The browser interface work with the latest versions of Internet Explorer, Firefox, Safari, and with leading tablets.

The technical solution facilitates the implementation of various portfolio management applications.

The portfolio application presented here is a strategic level management tool for development projects.



# Strategic Portfolio Management

## – Ideas, projects and assets

**Using portfolios as a management tool is growing in popularity. Its purpose is to bring consistency, efficiency and transparency to management and decision-making.**

### Why is portfolio management necessary?

The management of wide-ranging and multifaceted organizations is often complicated by the discrepancies between customer demands and expectations, problems with the flow of information, and a shortage of skilled professionals. This results in projects, overlapping and competing for the same resources, whose timing or content has not been optimized in any way; the link between practical execution and the core business strategy is often unclear.

Portfolio management is an operations model that attempts to alleviate the problems associated with fast-paced and multidimensional management. It creates operational prerequisites that at their best boost the efficiency of advance planning, decision-making, and implementation (Figure 1).

Portfolio management consists of

knowledge, processes and roles. Portfolios are a specified way to pinpoint the resources and projects that will enable an organization to implement its strategy. There are three main types of management portfolios (Figure 2):

1. The Development Portfolio contains descriptions of the development proposals, ideas, and scenarios (for example development programs) aiming at the organization's future.
2. The Project Portfolio contains projects and their sub-projects that are planned, underway, or completed.
3. The Asset or Resource Portfolio contains, for example, applications, skills or processes that the organization has obtained for its use through development projects and investments.

The portfolios are interconnected; project proposals from the Development Portfolio are imported to the Project Portfolio. The Project Portfolio generates an asset. Diminished property assets or poor performance generate development needs, and so forth.



Figure 1.  
Project portfolio management principles

Common concepts and a common management model  
Process and framework  
Tools

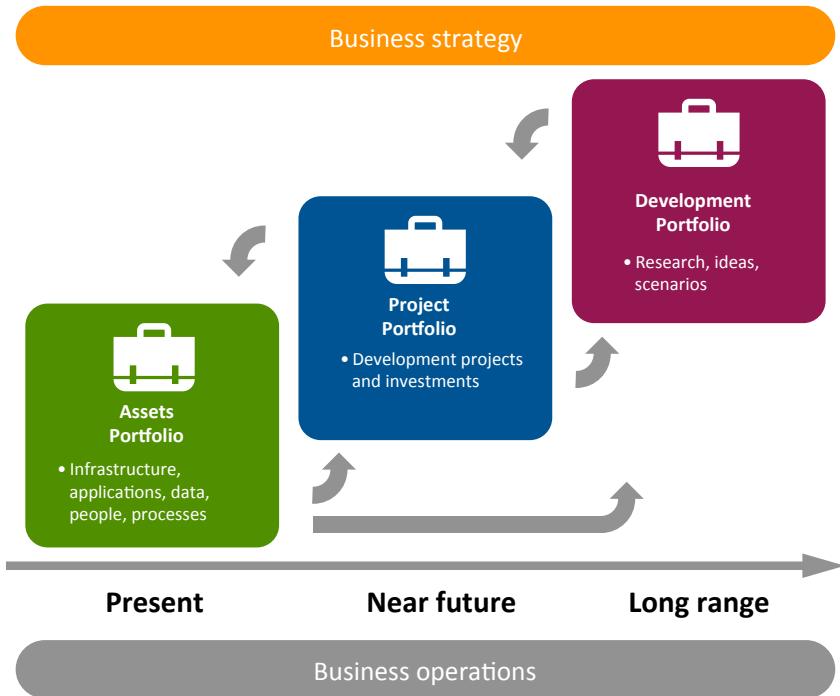


Figure 2.  
The strategic portfolios

## The management principle

At its simplest, portfolio management is a question of managing and balancing earnings, investments, and risks. Earnings can be, for example, cost savings, a growth in productivity, the acquisition of new custom, or increased net sales. Investments also include the use of time and money; these include project work, training, start-up and maintenance.

There are many project risks, but also risks related to existing property, for example, the scalability of an ICT application or system in the growth or contraction of business operations.

## Portfolios' connection to strategy and architecture

The portfolios are intermeshed through the organization's strategic criteria and classifications. Senior management defines the strategy's success factors and key results that are then described in the portfolios as separate criteria that are used to evaluate an idea, project, or application strategically.

Within the portfolios, identifying the equivalency between a project or property and its business, information, application and

technology architecture is essential. For example, a certain new custom information system could adequately support an organization's strategy, but it might be incompatible with current application and technology architecture.

## Success factors

The adoption of portfolio management can be a project, but its integration as part of an organization's daily operations requires a focused commitment and examples set by management. Portfolio management must become a part of the organization's leadership, for example, as part of the executive group's work.

An organization's level of maturity has significance if portfolio management is to succeed. If there are substantial deficiencies in leadership skills or project operations, portfolio management will remain without a basis. The portfolios will be worthless if an organization lacks the ability to function according to their requirements.

Portfolio management requires tools for its support. Here as well, the tools are not the solution, but they support changes in ways of thinking.

# Thinking Portfolio®

## – Main views

### Directories

The Project Directory, an overview of the Project Portfolio (Figure 3), shows the projects, for whose applications the user has viewing or editing rights. Color-coded fields indicate at a glance, for example, if a project's time schedule is late or its budget has been exceeded.

The header row helps in arranging or filtering according to selected criteria. Projects can be displayed, for example, by criticality or budget size with a single click. Users can also filter the results to display only the projects they are interested in viewing according to several simultaneous criteria.

The selections remain effective even if the user exits the application temporarily. The portfolio view can also be hierarchical, in which case, for example, projects and their sub-projects appear in the directory.

### Quality

Thinking Portfolio's quality page uses color codes to indicate the status of projects' recorded information:

- Has the necessary information, such as the budget and time schedule, been specified for the project?
- Has a risk analysis been carried out?
- Which product information has not been updated within a month?

### Time

The Time View is a project directory that displays the applicable projects' time schedules as a line graph on separate lines. The project's stages and decision points are clearly indicated.

### Timesheet

Timesheet is a personal view for recording and reporting work hours used on projects.

This screenshot shows the 'Strategic Project Portfolio' view. The main area is a grid of projects. Each project row contains the following columns from left to right: Project Name, Project Owner, Project Manager, Organization, Type, Phase, Budget k€, and Status. The status column uses color coding to indicate project health. A sidebar on the left lists categories like Program, Project, and Task. At the bottom, there are links for 'Latest product updates', 'Thinking Portfolio - Innovative Simplicity', 'Contact support', and version information 'sem, v.3.0.22'.

This screenshot shows the 'Timesheet' view. It features a grid where each row represents a task and each column represents a day of the week. The columns are labeled: Mon 5.1, Tue 6.1, Wed 7.1, Thu 8.1, Fri 9.1, Sat 10.1, Sun 11.1, and Total. The rows include tasks like Travel, Planning, Reporting, Concepting, and others. A sidebar on the left lists categories like Project, Task, and Description. At the bottom, there are links for 'Latest product updates', 'Thinking Portfolio - Innovative Simplicity', 'Contact support', and version information 'sem, v.3.0.22'.

This screenshot shows the 'Strategic Project Portfolio' view. It includes a timeline bar at the bottom of each project row, indicating progress over time. The columns are: Project Name, Phase, Budget k€, Actual k€, Status, and a timeline bar. Projects listed include Multiplex, Edition 12, SuperCell Launchpad, Designer 2016, Improve Experience, Sandstorm, Development Customer Surveys, EBIT, High Five, and others. A sidebar on the left lists categories like Program, Project, and Task. At the bottom, there are links for 'Latest product updates', 'Thinking Portfolio - Innovative Simplicity', 'Contact support', and version information 'sem, v.3.0.22'.

This screenshot shows the 'Strategic Project Portfolio' view. It includes a timeline bar at the bottom of each project row. The columns are: Project Name, Budget, Schedule, Billing, By focus, and Report data. Projects listed include Multiplex, Edition 12, SuperCell Launchpad, Designer 2016, Improve Experience, Sandstorm, Development Customer Surveys, EBIT, High Five, and others. A sidebar on the left lists categories like Program, Project, and Task. At the bottom, there are links for 'Latest product updates', 'Thinking Portfolio - Innovative Simplicity', 'Contact support', and version information 'sem, v.3.0.22'.

Figure 3.

Main portfolio views: Project Directory, Timesheet, Timeline, and Quality

# Project Pages and Widgets

## – The project-specific information

### Widgets

So-called widgets are Thinking Portfolio's building blocks. Currently, there are around 500 different widgets in our library. Following are examples of some of the most frequently used widgets.

### Project risks

The risks widget (Figure 4) facilitates a quick analysis of the risks associated with investments and development projects. Risks are assessed according to a project's implementation and its commercial viability.

Identifying the operational and technology risks makes it possible to define the project's risk level, determine the acceptable commercial risk level, and easily assess the effects of any interruptions or incomplete work on business operations.

### Project resources

Thinking Portfolio visualizes the key resources required in different project stages, as well as their degree of workload in specified sub-projects (Figure 5). The objective is to optimize the utilization of valuable resources and coordinate the right human resource skills with the right stage.

Balancing the portfolio between the resources required by future and active ongoing projects is one of the most important objectives of sound portfolio management. Thinking Portfolio illustrates the optimal staging of plans and projects in relation to currently available resources (Figure 6).

The required development investments are specified according to the project's scope, staff needs, and direction.

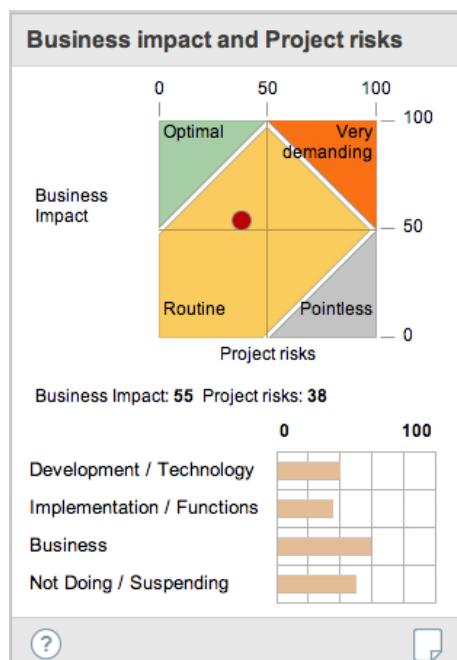


Figure 4  
Risk evaluation

Phases and status		
Current phase: G3 -> Closing		
Gate	Start date	Status
G0	2.10.2014	Completed and app
G1	6.10.2014	Completed and app
G2	1.5.2015	Preparations begun
G3	4.5.2015	
G4		
PE		

Figure 5  
Time schedule and key resources

Estimated Key Resource Demand				
Key Resources (days)	G0-G1	G1-G2	G2-G4	
Hochwasser Saskia	5	5	5	
Skog Anders	5	5	5	
Bell Trevor	5			
Lipshutz Steven	20	30	10	

Figure 6.  
Key resource allocation

## Log / Diary

The Log Widget is a simple way to record a project's history information, such as the decisions made in meetings regarding changes in the project objectives' tracking data, in a memo-like format (Figure 7).

The Project Log can contain links, for example to intranet pages or project documents.

The Project Log is printed out as a Project Charter document, like the information from all other widgets.

## Budget

The Budgeting Widget presents the project's costs (Figure 8). The approved budget is entered at the start of the project. It can contain internal work as well as procurements/investments.

The project manager updates the actuals, for example, monthly. The project manager assesses the budget's implementation with "traffic lights" from the reporting dates to the project's completion.

## Financial calculations

Financial widgets depict profitability calculations such as:

- Cash flow calculation
- Discount rate
- Internal interest rate
- Payback period
- Financing plan

The cash flow calculation is a table-like presentation of a project's earnings and expenses from its early and operational periods (Figures 9 and 10). The presented figures are current values.

The cash flow calculation presents the cash flow during the first five years after a project's start-up. If the calculation period is longer, the figures for the final years are presented as a summary in the last column.

The screenshot shows a list of project log entries in a memo-like format. Each entry has a delete icon (red X) and a pencil icon to its right. The entries are:

- Project Meeting 5.5.2014
- Progress Summary 4.1.2014
- Progress Summary 1.4.2014
- Initial meeting
- Project Plan Approval

Figure 7. Project log

Projektiin budjetti, toteuma ja ennuste				
Sisäinen työ €/h/p:	265	Budjetti	Toteuma	Ennuste
Sisäiset henkilötöpäivät (hpt)		6,0	7,5	6,0
Sisäinen työ (€)	1 590		1 979	1 590
Ulkiset henkilötöpäivät (hpt)		6,0		6,0
Ulkiset kustannukset (€)				
<b>Yhteensä (€)</b>	<b>1 590</b>		<b>1 979</b>	<b>0</b>
				1 590

Figure 8. Project budget, actuals and prognosis

Budjetti kvartaaleittain									
Vuosi	Q1		Q2		Q3		Q4		Q1 - Q4 Yhteensä
	Budjetti €	Toteuma €							
2014	234	30	40	38	49		50	373 €	68 €
2015	267		50		50		50	417 €	0 €
2016	123		50		50		50	273 €	0 €

Figure 9. Project budget realization by quarters

Years of econ. value:	Payback period:
IRR %:	
First year: 2015	
« » Business case (k€)	
Investments	
External costs	
Internal costs	
Savings	
Profits	
Maintenance	
Total cash flow / NPV (k€)	

Figure 10. Project's business case cash flow calculation

## Financing plan

The plan or project's financing situation and brief description of its financing plan can be presented in its own widget.

## Calculations and other appendices

Thinking Portfolio presents financial calculations as summaries. More detailed itemizations and explanations are generally recorded in separate documents, for example, as Excel charts. The links to the appendices in question are entered in the document field.

## Commercial effects

Thinking Portfolio's Business View Widgets are organized according to commercial allocations and investments (Figures 11-14). The portfolio's views are organized and visualized regarding, for example:

- Scope of utilization
- Degree of development
- Anticipated benefits and implementation methods
- Effects on development areas

## Scope of utilization

When specifying the scope of utilization, the starting points are the company's operations and their interconnected processes. The operations and processes are determined according to the needs of the customer's organization at the portfolio management implementation stage.

## Degree of development

Determining the degree of development will depend on whether the project is related to organizational innovation, expansion, or replacement. Developmental opportunities often relate to the facilitation of new business opportunities, or the growth or strengthening of current operations.



Figure 11. Score card focus

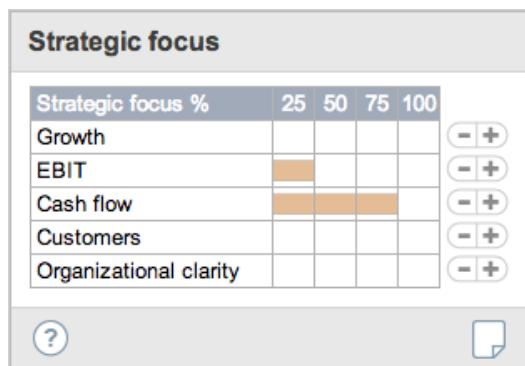


Figure 12. Project's support to strategic goals

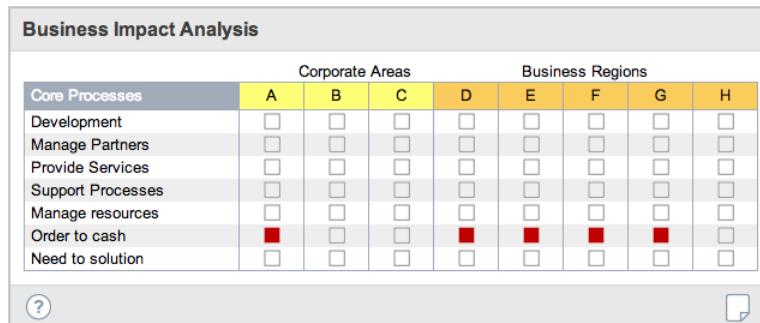


Figure 13. Project's impact on business processes and business areas/units

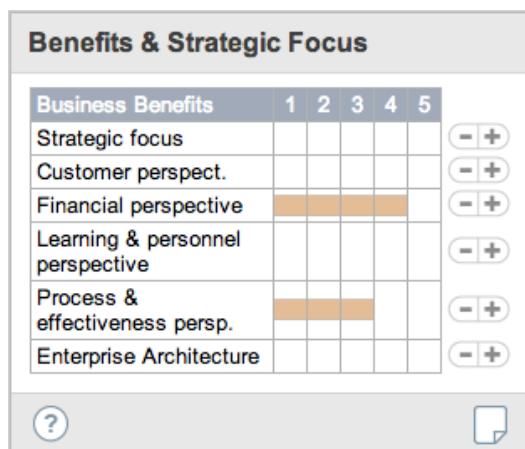


Figure 14. Project profiling based on strategic focus areas

## Business architecture compatibility

The proposed plan or project can modify or support changes in the business architecture (Figure 15). An assessment of the business architecture expresses a position on the following levels:

- Enterprise architecture
- Information architecture
- Application architecture
- Technology architecture

Implementation methods and developmental focus areas (Figure 16) can be:

- Management
- Processes
- Expertise
- Information management
- Technology solution
- Productional solutions

## Strategic Enablement

The effects on development areas are organized according to the strategic objectives defined by the organization (Figure 17). Possible development areas are, for example:

- Profitability
- Growth
- Customer satisfaction
- Process efficiency
- Learning

## Office Integration

Thinking Portfolio allows the opening MS Office documents from the portfolio, editing them locally, and saving back. The service is based on Webdav technology.

## Smart Templates

Smart Templates are Office document templates that can be opened in the portfolio for local editing.

Enterprise Architecture	Supports	Differs	Not supported	N/A
Business Architecture	●	○	○	○
Information Architecture	●	○	○	○
Application Architecture	●	○	○	○
Technology Architecture	●	○	○	○

Figure 15. Effect on business architecture

Means
Management
Processes
Competence
Information management
Technology solution
Productive solution

Figure 16. Means of development

Strategic Enablement				
Profitable growth				
Security				
Satisfied customer				
Customer centric				
Cost effective				
Capacity				
Environment				
Employees				

Figure 17. Project's strategic alignment

# Thinking Portfolio® Timesheet

## – Recording and reporting resource use

Thinking Portfolio S3 project portfolio offers an easy-to-use solution for recording working hours on a project. The user fills in completed hours in a weekly timesheet (Figure 18). The new design is based on user feedback we received on previous versions. The hours can be recorded on projects and respective tasks for one calendar week at a time.

The timesheet shows -in a handy tooltip window- hours used during the last week, month, and year.

The administrative user can modify the task types of the timesheet. The tasks can also be linked to on-going development and maintenance operations. This makes it easier to steer and control an individual's work distribution.

The person hours recorded on Thinking Portfolio can be reported using several reporting templates. If needed, the list can be exported as an Excel spreadsheet for tailored reporting needs.

The timesheet reports are useful if the organization needs to invoice based on hourly fees, internally or on client projects. We can also create a client-specific interface for transferring data into a resource management or invoicing system.

We can set up specific rules for recording hours. For example, the system can allow users to input hours only to the projects where the user role has a specific role. Furthermore, we can permit a project secretary or a project manager to input hours for other users if necessary.

Figure 18  
Project hours weekly recording

Timesheet												
Project	Task	Description	Mon 8.12	Tue 9.12	Wed 10.12	Thu 11.12	Fri 12.12	Sat 13.12	Sun 14.12	Total	Save	
											«	8.12.2014
CRM	✓ Planning	✓ Tarkennus P3247	6	3							9	✗
Bank of Tomorrow	✓ Idea screening	✓		1	3						4	✗
eReceipt	✓ Tuotekehitys	✓				3					3	✗
Gateway	✓ Meeting	✓		1	3	2					6	✗
eProcurement	✓ Testing	✓	1,5	1	1,5	2					6,0	✗
Total hours			7,5	6	7,5	7					28,0	

# Thinking Portfolio® Resource Planner

## – Resource allocation planning

Versatile project resource management is a standard feature of Thinking Portfolio. It starts off by defining key resources that are needed for each project task (Figure 19). During the first, idea phase a resource is typically role-based. This enables resource planning at key task level.

During the next project stage (definition or planning) a resource can be a named person. Before moving into the realization phase, a resource can be a fixed for the whole duration of the project, or for one month at a time. After binding a person to the whole project duration the resource plan can be approved e.g. for the coming three months.

Resource planning automatically calculates and takes into account a named resource's assignments on other

projects. Each person can even have an individual quota of line operation hours that cannot be used for projects.

Project resource management visualizes the resource statuses of employees with traffic lights. This helps in getting a quick overview of the efficiency of resource management at a certain point in time, or in the future.

There are many standards reports available for resource management (Figure 20). In addition, we can define client-specific reports. It is also possible to export resources data as an Excel file.

In short, Thinking Portfolio allows the balancing of resource capacity based on demand, and the identification of the most critical roles and resources at any given moment.

Figure 19. Resource Planner page of a project

Resource planning													
Appr.	Person and / or role	« »	10 / 2014	11 / 2014	12 / 2014	1 / 2015	2 / 2015	3 / 2015	4 / 2015	5 / 2015	6 / 2015	Total	
<input type="checkbox"/>	Davis Mark	<input type="button" value="▼"/>	Project Manager	<input type="button" value="▼"/>	9   2	9   2	5	5	5	5	5	8	x
<input type="checkbox"/>		<input type="button" value="▼"/>	Developer	<input type="button" value="▼"/>		5	5					10	x
<input checked="" type="checkbox"/>	Cooper Eva	<input type="button" value="▼"/>	Tester	<input type="button" value="▼"/>			5					2	
<input type="button" value="+"/>	Total approved days											2	
	Total days				2	7	5					20	

Figure 20. A Resource Report Excerpt

Planned project resource demand (1.1.2014 - 31.12.2014)

High Five	Planned project resource demand (1.1.2014 - 31.12.2014)												Total	
	Appr.	All	Appr.	All	Appr.	All	Appr.	All	Appr.	All	Appr.	All		
Frank Harry, (Developer)					4	20	20	20	20				0	84
Lindblom Lassi, (Programmer)					18	18	17	10	10				0	55
Moli Karl, (Developer)					4	20	20	20	20				0	84
Olson Peggy, (Project Manager)	3		5	5	10	5	5	5	5				0	38
High Five, Total days	3	5	13	68	62	55	55						0	261
Paper machine nr 1	1/2014	2/2014	3/2014	4/2014	5/2014	6/2014	7/2014	8/2014	9/2014	10/2014	Appr.	All	Total	
	Appr.	All	Appr.	All	Appr.	All	Appr.	All	Appr.	All	Appr.	All		
Programmer											23	23	23	
Tester											1	0	1	
Paper machine nr 1, Total days											23	24	23	
TOTAL	0	3	0	5	0	13	0	68	0	62	0	55	0	285

# Thinking Portfolio® Task Planner

## – Monitoring portfolio progress

Thinking Portfolio offers a flexible and easily modifiable management of tasks and supports the creation of diagrams, e.g. GANTT charts. The graphical presentations visualize task dates, durations, and milestones (Figure 21).

Individual tasks can have owners, priorities, and statuses (Figure 22). If required, linkages between tasks can be presented and they can be even defined to other projects. Tasks can be connected to a project phase and which allows live project progress reporting.

Milestones can signify certain financial events, e.g. points of cost control or payments to subcontractors.

Each task can have descriptive, free form text, and hyperlinks to documents contained in a document management system.

Project task planning generates reports that make communicating of project status easy and visual.

Figure 21. Task planner page

Phase	Title	Type	Priority	Start	End	Owner	Status	Description
1	G0 -> Preparation	Valmistelu työpaja	Task	Normal	8.1.2015	13.3.2015	Blom Peter	Ready
2	G1 -> Planning	Projekti-suunnitelman hyväksyntä	Milestone	High	14.3.2015		Barrault Sam	Open
3	G1 -> Planning	Suunnittelutyö aja	Activity	Normal	23.4.2015	24.4.2015	Barrault Sam	Open
4	G2 -> Execution	Projekti kickoff aineistot	Activity	Normal	6.5.2015	22.5.2015	Barrault Sam	Open
5	G2 -> Execution	Projektiin julkaisu intraan	Task	Normal	21.5.2015	23.5.2015	Blom Peter	Open
6	G2 -> Execution	Projektiin wrapup kokous	Milestone	Normal	16.7.2015		Blom Peter	Open
7	G3 -> Closing	Loppuraportti	Milestone				Frank Harry	

Figure 22. Milestones Page and GANTT chart (© PMO Institute)

Phase	Task or Milestone	Status	Date	2015											
				1	2	3	4	5	6	7	8	9	10	11	12
Idea	Idea screening kokous	Ready													
Preparation	Suunnitelman alustava valmistelu	Open	6.1.2015 - 17.1.2015												
Planning	Projekti-suunnitelman laadinta	Open	28.1.2015 - 3.2.2015												
Execution	Toteutusvaiheen kickoff ja töiden aloitus	Open	3.2.2015 - 16.4.2015												
Execution	Ensimmäinen sprintti	Open	1.4.2015 - 15.1.2015												

# Thinking Portfolio® Snapshot

## – Monitoring the development of the portfolio

A snapshot is a record of all the data of a portfolio at a given moment.

Administrative users can save and manage snapshots on the Management menu (Figure 23).

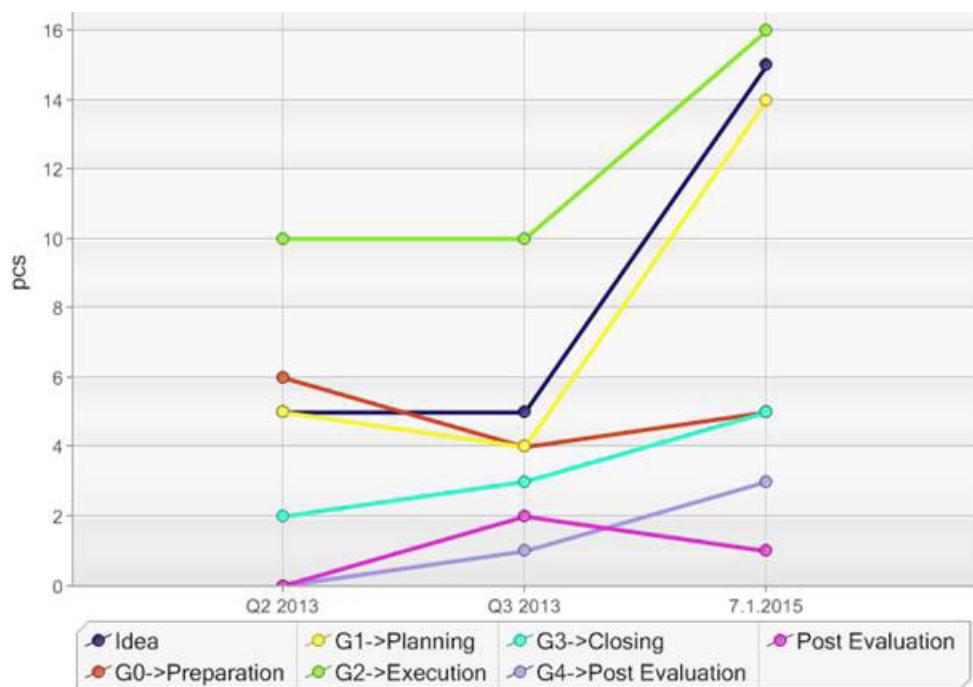
When a snapshot is activated the user sees the portfolio as it was at the moment of the snapshot. The contents are in read-only mode.

When there are more than one snapshots available you can create trend reports from the data (Figure 24).

Snapshots			
Name	Created by	Creation date	Trend reporting
EMG 4/2014	Esa Toivonen	4/14/2014	
Maaliskuun salkkujohtryhmä	Esa Toivonen	3/26/2014	
Maaliskuun salkkujory	Esa Toivonen	3/16/2014	Yes
Oulu Jory	Esa Toivonen	3/13/2014	
Paroc Jory	Esa Toivonen	2/14/2014	
Helmiikuun salkkujory	Esa Toivonen	2/5/2014	Yes
December	Aarni Heiskanen	12/19/2013	
H2/2013 Tilannekuva	Esa Toivonen	12/3/2013	Yes
Marraskuun salkkujory	Esa Toivonen	11/22/2013	Yes
Q3 2013	Esa Toivonen	9/30/2013	Yes
Q2 2013	Esa Toivonen	6/30/2013	Yes
Q1 2013	Timo Gunst	3/31/2013	Yes

Kuva 23. Snapshot catalog

Kuva 24. A quarterly trend report on the number of projects in the portfolio



# Reporting

## – Views to the portfolio

Thinking Portfolio's reports crystallize the situation and future for the executive management (Figures 24-30). The reports' view and presentation method depend on their functional purpose, and are defined customer-specifically.

A so-called Project Charter generated for every project contains, in a single report, all the information entered from the project into the system. Examples of other possible reports used in portfolio management:

- Developmental focus areas
- Project risks
- Anticipated benefits related to goals
- Effects on development areas
- Budget forecast – target vs. actuals
- Development investments
- Time schedule

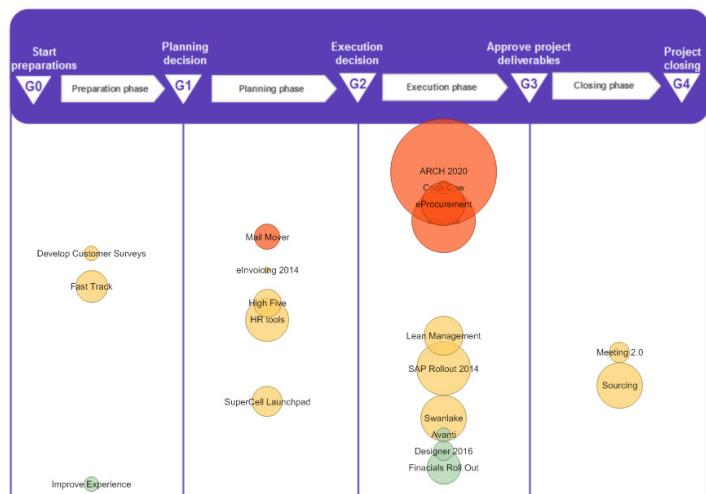


Figure 24. Project gate and ROI reports

**Thinking Portfolio test**

Date: 27.6.2013 /

**Project description**

This is test project

**Status**

● Red (Error)  
● Yellow (Warning)  
● Green (OK)

**Costs (k€)**

560 000k€	Budget
66 500k€	Forecast
	Actual

**Time (Hours)**

500h	Budget
500h	Forecast
350h	Actual

**Schedule**

5/2013	7/2013	9/2013	11/2013	1/2014	3/2014	5/2014	7/2014	9/2014	
Preparation 28.05-	Planning 20.09-			Execution 30.01-	Closing 30.05-29.09				Planned

**Latest achievements**

Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

**Next actions**

Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

**Risks**

**Project expectation & Focus**

Scope  
Cost  
Time

Environment/Energy  
Safety  
Technology  
Customer

Figure 25.  
A one-page project report

# Reporting Examples

## Valittujen projektien kassavirtaraportti (taulukko)

	2014	2015	2016	2017	2018
Rahoitustarve €	1,432,000	500,000	200,000	100,000	0
Käyttökulut €	473,000	363,000	200,000	0	0
Tuotto/säästöt €	2,720,000	2,800,000	2,250,000	2,500,000	0
Kassavirta €	815,000	1,937,000	1,850,000	2,400,000	0

## Valittujen projektien kassavirta



Figure 26. Project cash flow diagram

## Budget of selected projects by strategic focus

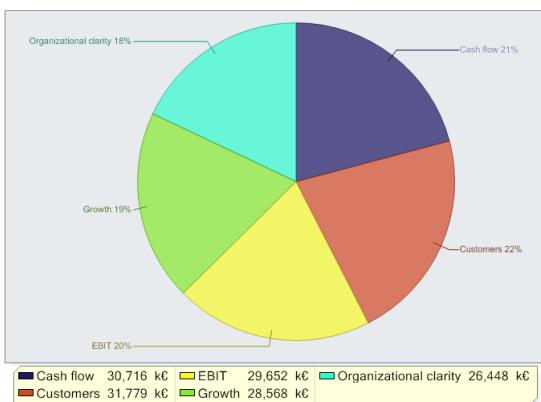


Figure 27. Portfolio's budget distribution by strategic goals

## Business Impact of selected projects

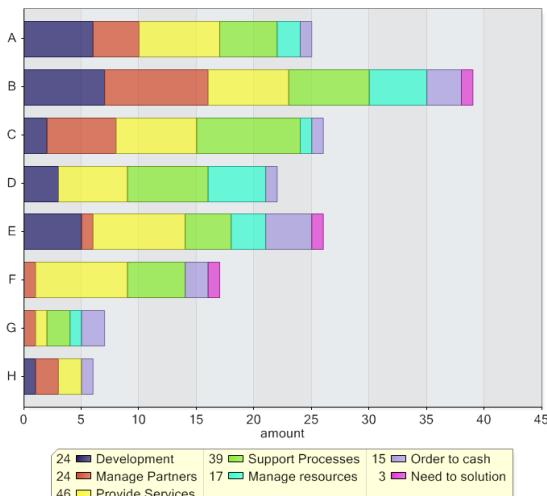


Figure 28. Portfolio impact on business areas

## Reported hours by employee

User	Approved	Open	Total
Aarni Heiskanen	13	20	33
Bank of Tomorrow	0	2	2
High Five	0	18	18
Sandstorm	9	0	9
Ake Montin	42	33	83
Develop Customer Surveys	0	4	4
eInvoicing 2014	0	9	9
High Five	0	8	8
High Rise 50	6	9	23
Improve Experience	0	3	3
Sandstorm	36	0	36
Anita Fjäll	0	5	5
Financials Roll Out	0	5	5
Charles Wilson	22.5	13	35.5
Acusto	4	0	4
Bank of Tomorrow	0	1.5	1.5
EBIT	0	2	2
Edifice 12	0	5	5
Grand Palais	10.5	4.5	15
High Rise 50	4	0	4
Sandstorm	4	0	4

Figure 29. Resource report by employee



## Project Progress Report

Project name:  
eProcurement

Page: 1

Project ID:  
234234

Reporting Date:	10.1.2015		
Project manager:	Planning start date (G1):	Execution start date (G2):	Closing date (G4):
Hochwasser Saskia			
Phase:	Hours of phase:	Readiness (%) of phase:	Project management class:
G2 -> Execution			
<b>1. Overall situation</b>			
Status	As planned	Some changes	Big problems
Budget	G		
Schedule		Y	
Scope	G		
Resources			R
Management support		Y	
Overall status		Y	
Short description of overall situation ① sfdgjdfgj			
<b>2. Scope management</b>			
2.1 Results achieved ①			
2.2 Results not reached / Deviations ①			
2.3 Scope and other change requests ①			
<b>3. Schedule management</b>			
Phase	Planned start	Forecasted	
G0 Preparation phase			
G1 Planning phase			
G2 Execution phase			
G3 Closing phase			
G4 Project closing			
3.1 Proposed actions ①			
<b>4. Costs and Resources management</b>			
Hours of phase	Readiness (%) of phase		
Short comment on progress ① dfsdfsdf			
Key resource	G0 - G2 hours	G2 - G4 hours	
Bell Trevor	10	5	
Petterson Karl		5	
Cooper Martin			
Bell Trevor			
Costs (kEUR)	Budget	Estimate	Actual
Internal work	300,0	300,0	35,0
External work	56,0	157,0	20,0
Investments	500,0	500,0	250,0

Figure 30. Project progress report

# Customization

## Customization

Thinking Portfolio is customized to meet the customer's portfolio needs, as well as portfolio management processes and concepts. The user interface can be in the Finnish, Swedish, English, or Dutch languages (Figure 31).

Conceptual independence and parameterization have been the starting points for the design of Thinking Portfolio's database structure. Customers can personally modify the tool facilitating the maintenance of the directory fields visible in different user interfaces.

## Different portfolio models

Thinking Portfolio's basic components – the widgets – facilitate the construction of various portfolio models. The widgets' content can be parameterized according to the concepts used by the customer.

The application's database solution has designed for maximum flexibility; customer-specific customization requires no structural modifications in the database.

Thanks to its structural solution, customizing the application customer-specifically for Proof of Concept use is rapid.

The figure consists of three vertically stacked screenshots of the Thinking Portfolio software interface, each showing a different project model or analysis screen.

- Top Screenshot (High Five Model):** This screen shows a project named "High Five" with various details like Must-Win-Battles (Cash flow), Project ID (B-345), and Project manager (Olson Peggy). It includes sections for Goals, Scope and Results, Project Classification and Risks (with a matrix diagram), and Business Impact Analysis (with a grid for Corporate Areas and Business Regions).
- Middle Screenshot (Business Impact Analysis):** This screen focuses on the "Business Impact Analysis" section, which includes a grid for Core Processes across Corporate Areas (A-H) and Business Regions (A-H). It also shows Enterprise Architecture and Means, listing various architecture types and their supports.
- Bottom Screenshot (Post Evaluation (PE)):** This screen shows the Post Evaluation (PE) section for the "High Five" project. It includes a Cash Flow Analysis table for years 2014-2018, a summary of cash flow analysis, and a Calculations section.

Figure 31. Exemplary project pages

# Implementation and Use

## User interface

Thinking Portfolio is a completely browser-based application functioning with the latest versions of IE (7 or later), Firefox, and Safari, as well as with iPad browsers.

## User management

The specification of Thinking Portfolio's access control is role-based (Figure 32). With the Project Portfolio, the roles can be, for example, a member of the board of directors, a member of a steering group, project manager, and so forth. The role nomenclature is determined customer-specifically.

The portfolio application has one or several administrators who have extended rights, for example, the right to establish new projects. An administrator can be designated for the entire application, or for example, for the portfolio of a certain business area.

Project-specific work progress models describe each user's role and access to certain stages of a project. After logging into the system, the user can, depending on his or her

designated project role, either browse, report, edit, or approve the results of a project stage.

## User identification

The application supports two different access control methods: Windows identification, and internal user ID and password identification.

In Windows identification, the system's user name is the same as in the ActiveDirectory. Traditional user identification can be used, for example, when external Internet users are accessing the applications.

## Connections to external systems – ThinkLink

Thinking Portfolio facilitates the construction of connections to external systems such as, for example, project management software or a document management system. Solutions are implemented with Web Services technology (SOAP Interface).

The URL addresses written in the application's text area fields, for example, on documents, automatically change into hyperlinks.

46/46										
Username	Name	Organization	E-mail	Role in own organization	Role in other organizations	Administrator	Archived	Logins	Last	
aapeeak	Reed Ann	Service Area	aapee.akkula@yritysoy.fi	Full access	Read only					
aarnih	Grass Art	Frontside	aarni.hei@yritysoy.fi	No access	No access					
aarniheiskanen	Barrault Sam	Frontside	aarni.heiskanen@me.com	Full access	Full access	Yes		1	10/11/2013 5:11 PM	
anikan	Mondo Ben	Frontside	ani.kangas@yritysoy.fi	No access	No access					
anitakangaspeska	Fjäll Anita	Thinking Portfolio	anikangaspeska@gmail.com	Full access	Full access	Yes		21	3/3/2014 9:31 AM	
annaan	Grant Ellen	Frontside	anna.annala@yritysoy.fi	No access	No access					
asadadad67865	Testuser Test	Aidis	tagunst@gmail.com	No access	No access					
bobipl	Pilkkarainen Bobi	Frontside	bob.i.pikkarainen@yritysoy.fi	No access	No access					
cmpg	Skog Anders	Thinking Portfolio	per.hagstedt@cmpg.se	Full access	Full access			1	4/12/2012 12:40 PM	
erikdk	Kooter Erik de	Thinking Portfolio	erik.de.kooter@pmoinstitute.com	Full access	Full access			16	10/30/2013 12:26 PM	
esatoiv	Johnson Will	Frontside	esa.toivo@yritysoy.fi	No access	No access					
johntaja	Bell Trevor	Union	Jaakko.johntaja@jokin.fi	No access	No access					

Forname Surname E-mail  
Ann Reed aapee.akkula@yritysoy.fi

Username Organization  
aapeeak Service Area

Administrator  Archived

Base-load %: 50

Save Remove Send username and password to user User access report

Figure 32.  
User management

## **Our service model**

Thinking Portfolio provides a convenient hosting solution in cooperation with Crescom Oy. In that case the customer does not have to install any application as a part of their IT environment, and the most up-to-date version of the application is always available.

Use and maintenance are managed over secure connections. Limiting the use to certain IP addresses is also possible.

The service model includes telephone and e-mail support for the customer's administrative user.

## **Proof of Concept**

We recommend the implementation of our fast Proof of Concept project (PoC) with the customer. After a few meetings, we will customer-specifically implement an application that can be accessed from our server for a trial period of 1 month.

# **Contact Information**



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