

The Oliver Wight Public Course Portfolio

# Product & Portfolio Management Course

## Detailed Description

This highly interactive course positions Product and Portfolio Management as an integral part of an organization's business strategy, its customer and financial objectives, and the demand planning and supply chain management processes; fully integrating it with the Oliver Wight Integrated Business Planning process so that you can win the innovation race.

Imagine the possibilities. Realize the potential.



# Product & Portfolio Management Course

## Course Overview

This course covers best-practice approaches to Product and Portfolio Management and how you can apply the fundamental elements of running a good product and portfolio process. Your portfolio must be actively managed to optimally exploit the latest market conditions and mitigate the impact of your competitors' strategies, now and in the future. The portfolio drives both your Demand Management and Supply Chain operations and helps achieve financial targets and customer satisfaction.

From ideation to product launch and in-market performance, the product portfolio must be aligned with a clear strategic direction and directly linked to the Integrated Business Planning process. Participants will learn the vital importance of the Product Management Review and how it integrates with the Demand Plan and the Supply Plan. A structured Product and Portfolio Management process allows you to reliably convert winning ideas into viable new products. Managing product life cycles and meeting the demand for a greater variety of products and services require a disciplined approach to product and portfolio activities. Managing performance with a clearly defined set of measures visible to the entire organization is critical.

## Who is this course for?

The course is designed for those who drive the success of the product portfolio within your company: including the senior leadership team, vice presidents, marketing directors and managers, supply chain, R&D, innovation stage and gate managers, category, product, and brand managers, project and program managers, new product development directors and engineering design directors, Integrated Business Planning (IBP) leaders and coordinators, and Product Management Review owners and coordinators.

Oliver Wight educators are all industry experts. We transfer best-practice knowledge directly to your team to help you develop your own Integrated Business Planning Model to manage the core processes of your business: product portfolio, demand, supply, and finance.

## Why you should attend

Focusing ideation and innovation efforts on a prioritized set of opportunities will trigger deployment of resources for the most productive solutions that satisfy both your business and your customers' objectives. All stakeholders involved must be fully engaged and aligned, creating an environment where innovation can thrive and drive value. Understanding portfolio attrition will enable an understanding of how many ideas are needed to keep the portfolio healthy and what your required level of ideation capability needs to be.

The instructors will show you how to position Product and Portfolio Management so that it fully integrates with the Oliver Wight Integrated Business Planning Model. You will learn the vital importance of linking your product portfolio to strategy and to clearly identify and manage the critical resources required to execute your plans. Using extensive visuals, media, simulations, workshops, discussions and idea-sharing among participants, you will receive the education and practical application knowledge needed to effectively respond to market, customer, and competitive developments.



### Other public courses available from Oliver Wight

Integrated Supply Chain Management

Demand Management

Integrated Business Planning (Advanced S&OP)

Demand Labs

Master Scheduling

Robert Hirschev  
Lead Instructor



## Course Content Overview and Perspective

The key focus of this course is on the integration of Product and Portfolio Management with the Integrated Business Planning process, and the integration of people, processes, and tools in pursuit of increasing the customer value experience.

### Strategy Driven Product Portfolio

Inherent in Product and Portfolio Management is that all plans and actions are aligned and driven by strategy. Using market and customer driven strategies for portfolio planning allows the creation of road maps that define the journey and provide guidance to portfolio activities.

### Portfolio Management

Ultimately, the aim is to create and sustain a winning portfolio. This requires ongoing portfolio analysis to ensure the appropriate mix and value during the product life cycle. Business filtering is critical to prioritize and allocate resources for the best product portfolio performance. Portfolio analysis and visualization, sufficiency, rationalization and measurement will be covered.

### Project Management

Experience shows that companies often mistakenly believe that they are already using best-practice project and program management. This section will focus on helping practitioners organize to “do the right projects right.” Your instructors will cover the basics of the Stage-Gate process and how critical project management practices are to its success. They will also cover the importance of appropriate statusing and measurement to guide resources and manage constraints.

### Resource Management

In addition to project management, companies need to understand the workload of their critical development and commercialization resources throughout the

strategic horizon. We will discuss the use of aggregated resource requirements planning to create feasible plans with adequate and optimized resource loading. Resource implications and linkage to both product and demand plans will also be discussed. A key outcome is to eliminate crisis hiring and/or outsourcing and extended or missed product launches.

### Application Workshop

This hands-on activity applies the concepts of strategy alignment, portfolio management, project management, and resources management via a case study. This simulated preparation for a Product Management Review leverages these concepts and uses problem-solving to reinforce the learning.

### Aligning With the Integrated Business Planning Process

This section focuses on how Product and Portfolio Management processes support the Product Management Review element of the Integrated Business Planning process. This process ensures the visibility required by the leadership team to the health and vitality of the portfolio to achieve strategic goals and the business plan, a self-assessment of your organization’s position relative to Product and Portfolio Management best-practice process characteristics and maturity.

### Performance Measures

This section briefly covers the importance of measuring product and portfolio results as well as process capability. Examples of performance measures will be discussed with recommendations on “where to start.” We will also discuss the importance of using post-launch reviews to continuously improve Product and Portfolio Management activities.

### Improvement and Change Management

Wherever a company finds itself in terms of Product and Portfolio Management capability, there is always the need to continuously

improve – both to more effectively and efficiently deliver results, but also to create and maintain competitive advantage. A well-executed Product and Portfolio Management process implementation and/or continuous improvement is critical to success. The Oliver Wight Proven Path is a reliable method to business process transformation that has been applied and evolved for nearly 50 years. We will also discuss the basics of change management in both businesses and individuals and what could be some of the factors helping or hurting change in your organization..

### What you will take away from this course

- The ability to develop a strategic approach to how new products are selected, reviewed, and evaluated. Insights on how to assess the health and vitality of your portfolio and its balance of reward and risk, as well as visual mapping to check how well product and portfolio projects are aligned and timed relative to strategy
- Ways to ensure that you have the right projects in your pipeline at the right time and the necessary resources available to execute them
- The ability to drive more value and more productivity out of your portfolio by optimizing your development resources.
- The knowledge to be able to align your product portfolio with the organization’s Integrated Business Planning process, including how to integrate product and portfolio activities with Demand and Supply.
- Exposure to performance measurements that can be used to track and improve the performance of your Product and Portfolio Management processes.
- How your current Product and Portfolio Management process stacks up against best-practice characteristics.

## About Oliver Wight

At Oliver Wight, we believe sustainable business improvement can only be delivered by your own people. So, unlike other consultancy firms, we transfer our knowledge to you; knowledge that comes from nearly 50 years of working with some of the world's best-known companies.

The Oliver Wight Class A Standard is recognized by organizations and industry commentators, as the definitive measure of business excellence. We have a long-standing reputation for innovation; we continually challenge the industry status quo, so you get the latest in fresh thinking around core business processes and their integration with people and technology.

Your Oliver Wight partners will coach, guide, and inspire your people to drive change throughout your organization, allowing you to create a culture of continuous improvement and innovation that simply becomes for you

'the way we do things.' We call our approach to change management the Proven Path; it's a proven, sustainable approach that will transform your business performance and deliver results straight to the bottom line.



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