

# A Portfolio Prioritisation Approach

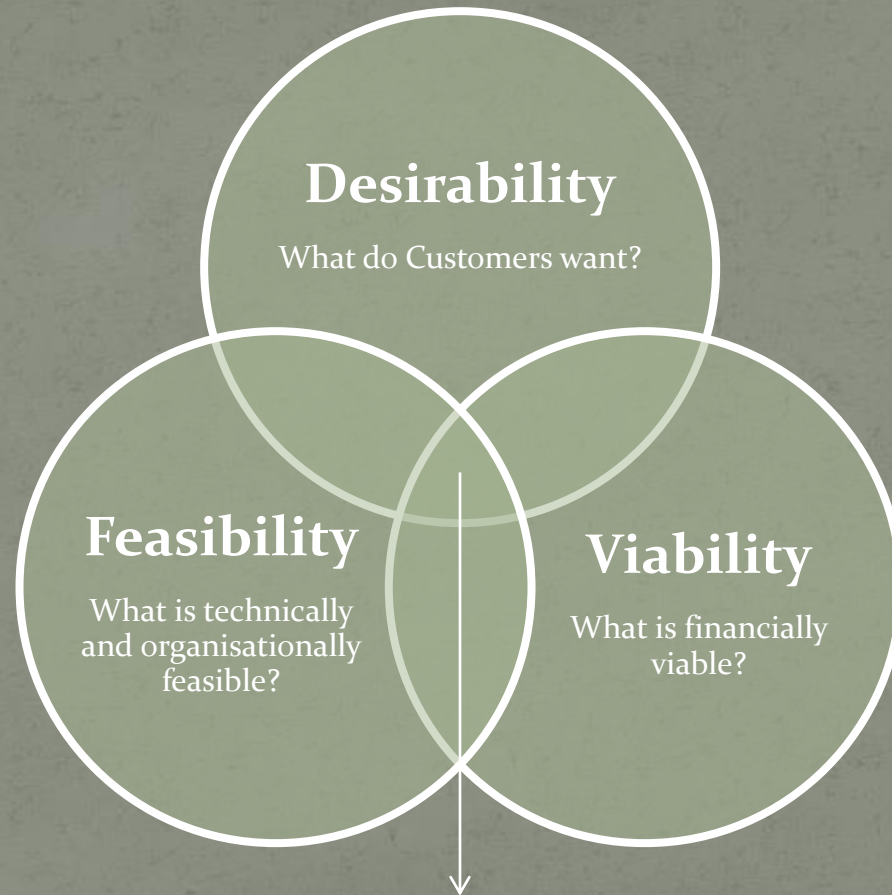
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Ensure Effectiveness as well as efficiency at Portfolio Level

# Background

A consensus view on the right things to work on at the right time.

# The Sweet Spot



Solutions that emerge at the end of Human-centred design should be Desirable, viable and Feasible

# Objectives

## 1. Optimise Benefits

Maximise both Customer and Business Value

## 2. Clear and Transparent Vision

A consensus & transparent view of Priority

## 3. Enable Business agility

Continuously assess all new and in-flight ideas and trade-off.

## 4. Encourage Speed-to-market

Avoiding waste and over-commitment. Rapid submission, test and learn and Minimum Viable Product

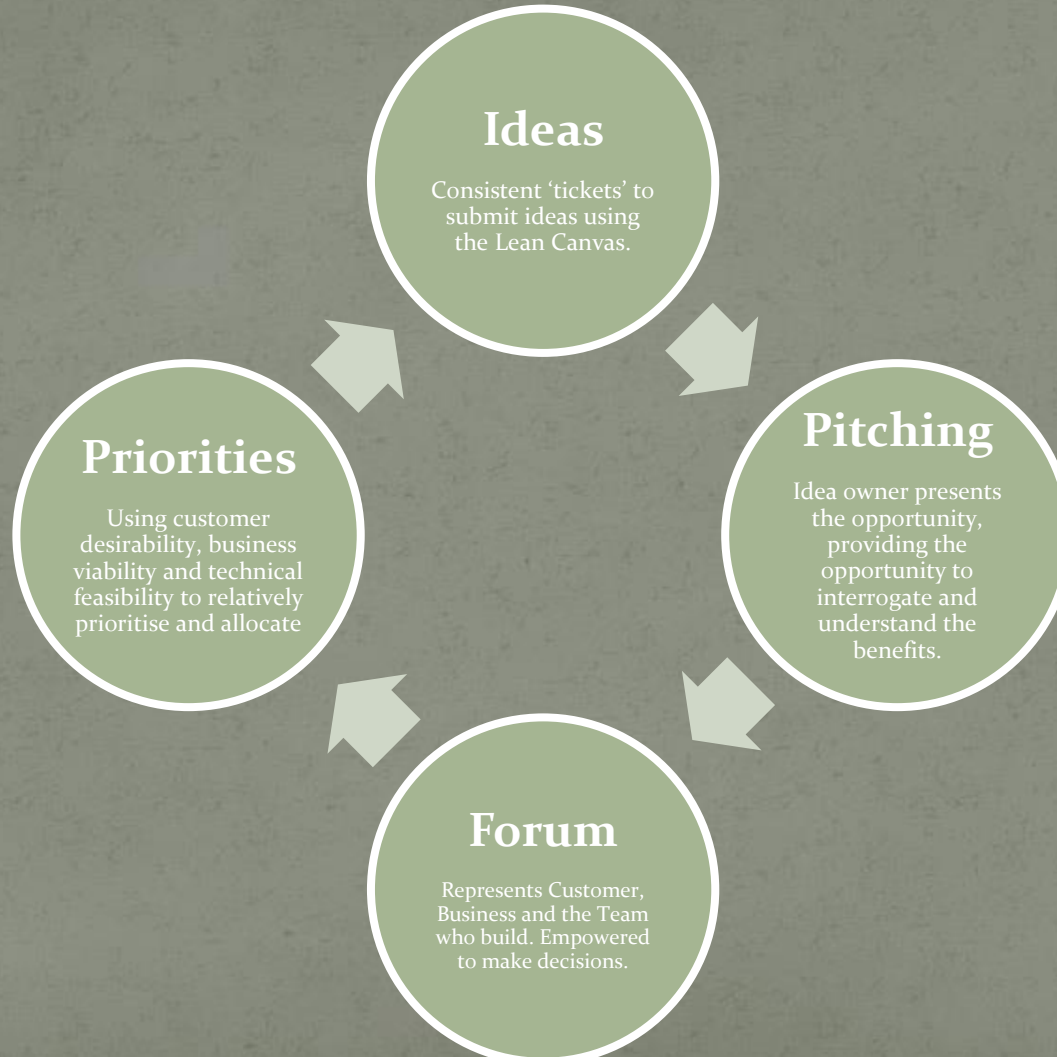
## 5. Objectivity over Subjectivity

Remove emotion from decision-making

# Principles

1. **Give the Customer a voice**  
Ensure your product will compel Customer to come
2. **Be Transparent**  
Let people see what is committed to and what is emerging
3. **Reduce Overhead**  
Avoiding elaborating too early or too late
4. **Make Smaller Bets**  
Break down large initiatives into MVPs and invest less in more high value ideas
5. **The Right People**  
Ensure those accountable have a vote, e.g. Desirability, Viability and Feasibility

# The Four Elements



# 1. Ideas



Problem	Solution	Program Model	Target Audience	Customer Segments
What is the problem? How is it defined? What are the key stakeholders? What are the key drivers? What are the key constraints?	What is the solution? How is it defined? What are the key stakeholders? What are the key drivers? What are the key constraints?	What is the program model? How is it defined? What are the key stakeholders? What are the key drivers? What are the key constraints?	Who is the target audience? How is it defined? What are the key stakeholders? What are the key drivers? What are the key constraints?	Who are the customer segments? How are they defined? What are the key stakeholders? What are the key drivers? What are the key constraints?

## Funnel

*What ideas do we have?*

## Think

*Why do it?  
Who for?  
Is it worth further investment of time?*

## Shape

*Is this the right thing to build?  
How to build it?  
How much will it take?  
Who else are we dependent on?*

## Frame

*What are we building exactly?  
How are we building it?  
Which team(s) can build it?*

## Plan

*Can we do it?  
When can it be delivered?*

## Build

*Are we going to meet our delivery goals?  
Are we still building the right thing?*

## Learn

*Have we done it?  
Are our customers using it?  
How is it performing?*

Just-in-time investment. Progressive Elaboration. Increasing commitment.

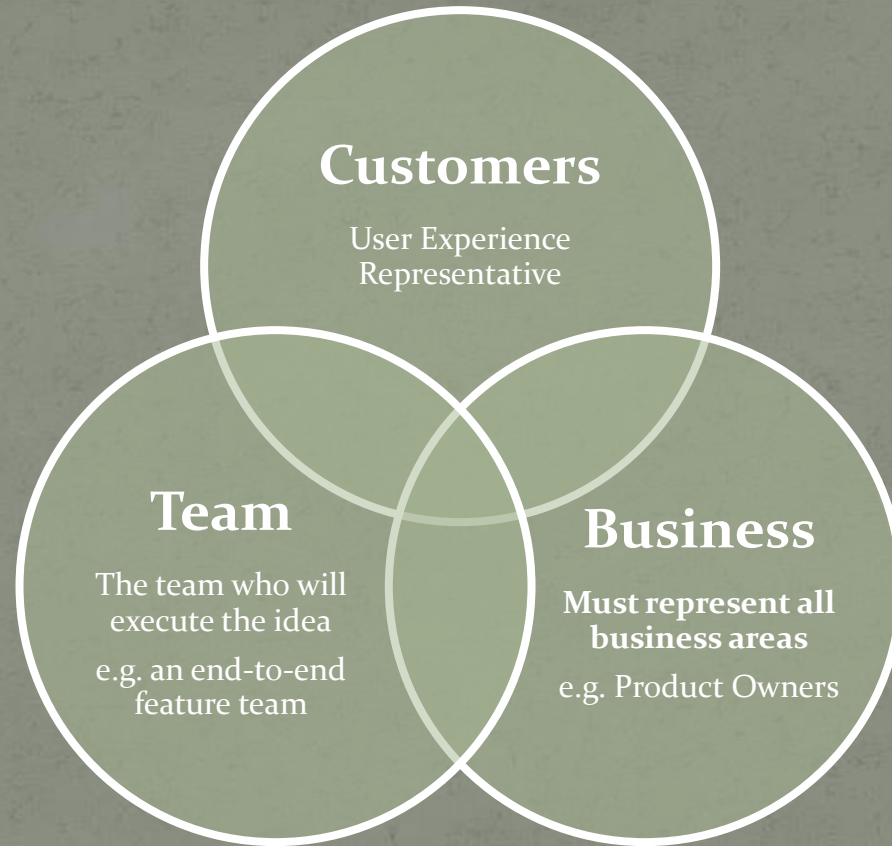
## 2. Pitching

<p><b>Problem</b></p> <p>Need to know how to use a number of different third part services and build integrations with all of them e.g. payment processors, analytics...</p> <p>Need to move data between different third party services.</p> <p>Have to log in to several places to see customer information.</p>	<p><b>Solution</b></p> <p>Integrate third party services</p> <p>Keep master copy of customer information and push out to the third party services.</p> <p>Cross reference and report on customer information</p>	<p><b>Unique Value Proposition</b></p> <p>Allow online businesses to coordinate their customer and prospect information across the variety of third party services they use (for example Mailchimp, Paypal, Google Analytics, Helpdesk)</p>	<p><b>Unfair Advantage</b></p> <p>Reputation</p> <p>No Adwords</p>	<p><b>Customer Segments</b></p> <p>Customer is technical founder of small online businesses.</p> <p>Users include the employees and partners of the founder and virtual assistants.</p> <p>Early adopters are likely to already have one or more products (understand the problem) and are beginning a new product (lower risk)</p>
<p><b>Key Metrics</b></p> <p>Set up account</p> <p>Integrate with 3rd party</p> <p>Number of prospects / customers</p>			<p><b>Channels</b></p> <p>Word of Mouth</p> <p>Blogs</p> <p>Social Media</p> <p>No Adwords</p>	
<p><b>Cost Structure</b></p> <p>\$6000 per month</p> <p>Break even at 355 paying users</p>			<p><b>Revenue Streams</b></p> <p>Free trial at \$19 per month</p>	

An open conversation to challenge, test and refine in order to inform assessment.

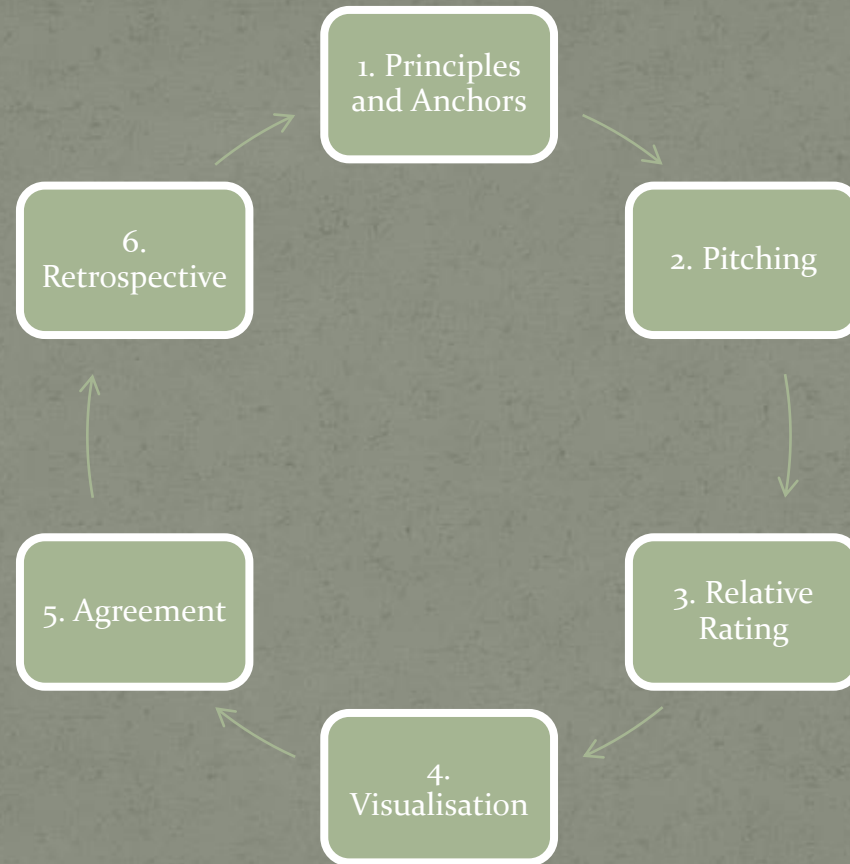


# 3. Forum - Members



Trained in the Prioritisation Framework. Independently facilitated.

# 3. Forum - Agenda



Principles guide scoring, collaboration drives consensus

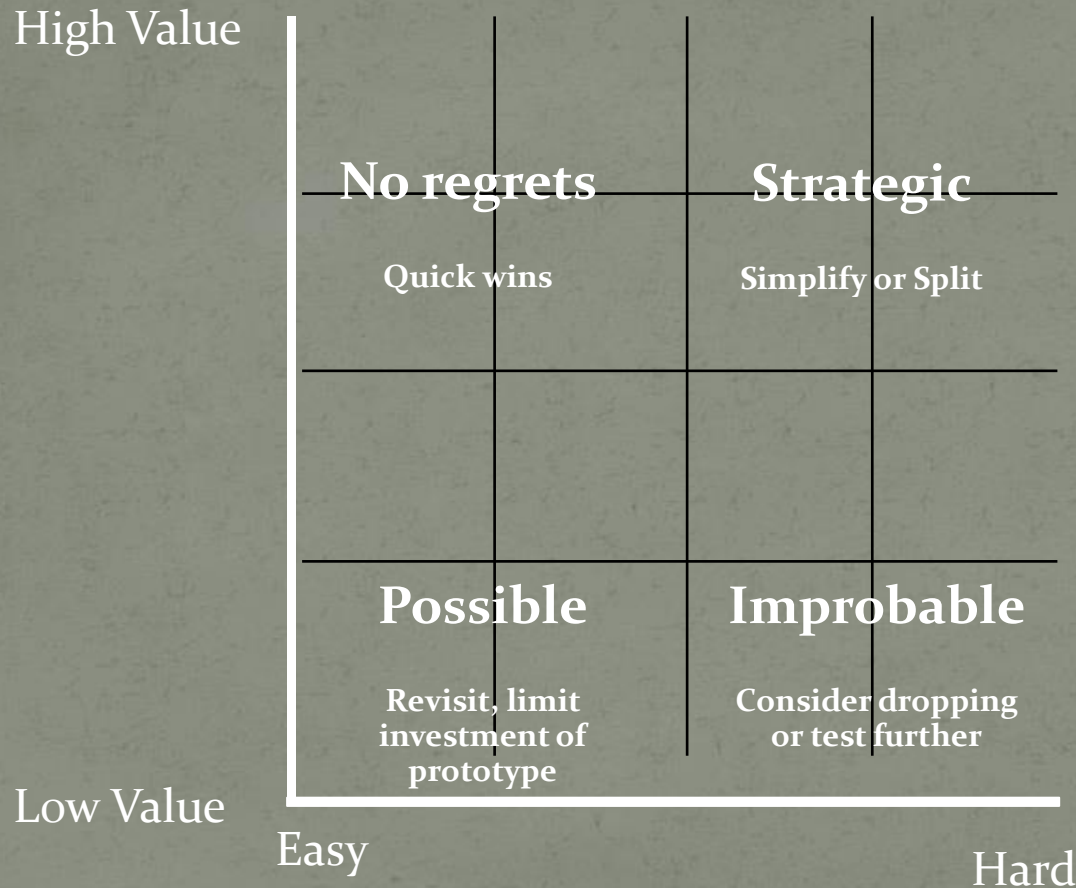
# 4. Relative Rating

Relative prioritisation using objective economics assigns a relative score for Viability, Desirability and Feasibility.

0	1/2	1	2	3	5
8	13	20	40	100	?

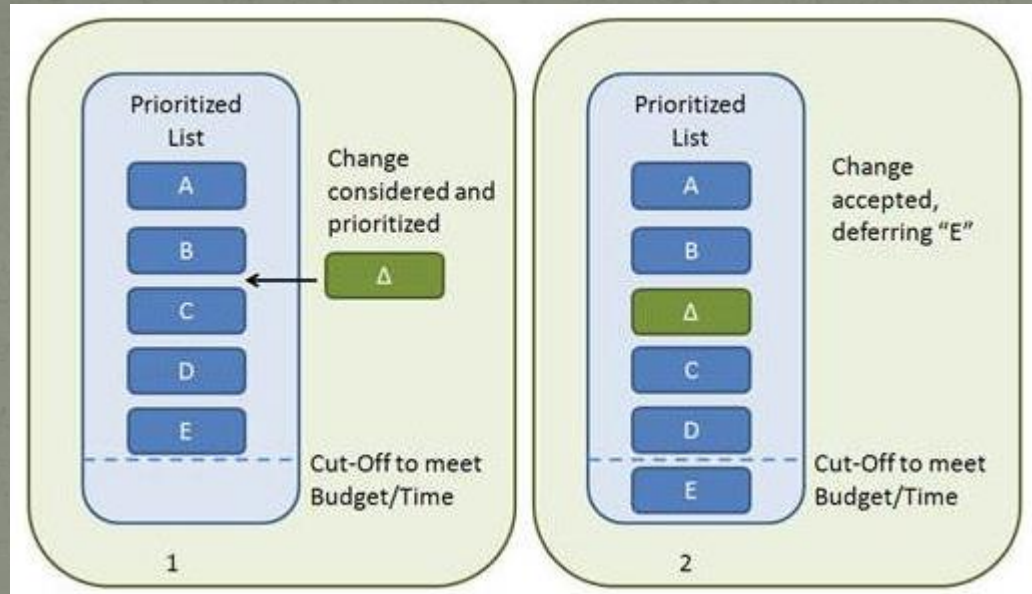
Bang for Buck = (Viability \* Desirability) / Feasibility.

# 4. Visualisation



Visualisation enhances objective scores with 'gut feel'

# 5. Agreement



How many ideas go forward? How much will be invested at each phase? Who will work on them? Commitment.

# 6. Retrospective

- What did you like – what worked?
- What did not work or could be improved
- How do we get more lean?
- Next Steps

Continuous Improvement is built in.