Portfolio & Pipeline Management
Increasing Return on Innovation

An overloaded project pipeline and the need to “do more with less” requires closely monitoring investments. The ability to select winning projects and maximize resource productivity is critical. Companies can begin to address these challenges by answering these questions:

- Do our innovation investments enable business strategy?
- Will return on innovation be enough to hit our target?
- Are we confident in new product revenue forecasts?
- Do we have enough resources to staff our projects?

Pipeline Visibility and Innovation Growth

Without a clear picture of innovation investments and expected return, a business can’t be confident that revenue targets will be met. Companies won’t know if innovation teams are working on winning or losing projects. The business can’t be held accountable for delivering promised results and will not learn from the past and improve.

To drive growth, leadership must make decisions that tie development work to business strategy. With pipeline transparency and access to the right data, executives can set priorities, balance the portfolio and stop projects if needed. Innovation teams can learn from the past and incorporate market feedback to future projects and increase success.

Portfolio & Pipeline Management for New Products

Portfolio and Pipeline Management (P&PM) aligns business strategy with new product development (NPD) investments. Three processes make a closed loop cycle that promotes innovation success:

- **Early Phase Portfolio Management** fills the development pipeline with promising ideas
- **Project Portfolio Management** ensures that strategy enables development projects
- **Product Portfolio Management** links market need and reaction to the front end of innovation

A scalable and agile phase gate approach in product development links these processes. By eliminating unattractive initiatives early, we reduce wasted work. During gate meetings, development teams are empowered to ask for what they need to succeed.

Software enables P&PM processes and information, allowing on-demand data to monitor investment and resource allocation. Decision making with visibility makes sure the right work is getting done.

Kalypso helps clients make better investment decisions in product development. Highlighting the gap between target return and actual pipeline value identifies the right problems to solve. We have an adaptable and hands-on approach for process improvement and software implementation that rapidly increases return on innovation.

Figure 1: The closed loop of P&PM increases return on innovation
The Solution Vision

The vision of Portfolio & Pipeline Management is for business strategy and innovation roadmaps to drive product development processes. With good data and visibility to pipeline activity, the investment mix can be questioned and informed decisions made. There is a better understanding of the demand the pipeline puts on resources vs. what is available, and that means better and more proactive planning.

Idea management and early phase work feeds the development portfolio. In-market products often generate insights and are a good measure of future product return and success. Business strategy and innovation roadmaps must also integrate to these early phase components.

Decision making never stops in product development – so the investment plan, resource allocation and data updates must be dynamic. Portfolio and phase-gate meetings need strong facilitation and good information to drive action oriented output.

Phase-gate and launch execution process design should be scalable and agile to generate better and faster output.

Kalypso is the expert at product development P&PM process design, process implementation, decision facilitation and follow-through. We have extensive experience in software system selection and implementation. We have worked with every leading P&PM software provider and offer our clients objective information. We understand that “one size does not fit all” for our clients, so we provide solutions that are scalable and tailored to your organization.

Results are continuous and sustainable, helping you to deliver on the promise of innovation.

How to Get Started

The beginning of a Portfolio & Pipeline Management journey has many starting places. We will work with you to determine what works best for your organization.

Examples:

- **Capability Diagnostic**
  1-5 weeks depending on depth and organization size

- **P&PM Software System Strategy**
  2-4 weeks depending on organization size and involvement of solution providers

- **Educational & Learning Workshops**
  Modular half-day or full-day learning courses for executives, directors, portfolio managers or product managers

- **Pipeline Rationalization**
  4-8 weeks depending on maturity and whether focus is on development, in-market or both

Kalypso delivers Portfolio & Pipeline Management capabilities based on your unique needs. With better practices in place your organization can align business strategy and innovation roadmaps with development investments to maximize return on innovation.

About Kalypso