

PORTFOLIO MANAGEMENT: In Search of Excellence

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Abstract

The purpose of this paper is to present a view of the emerging discipline of Portfolio Management through its evolution in an organizational context. The reader will be presented with a roadmap for developing portfolio management in an environment based on several criteria, including:

- **Company Culture** – How does the company culture integrate portfolio management as a core competency?
- **Executive Support** – Who is the champion and what level of understanding and support is needed for success?
- **The Role of a Project Office and a Program** – How do a PMO and a Program facilitate Portfolio Management initially and continually?
- **Project and Program Balance** – What types of projects make a portfolio successful?
- **Relevancy** – What types of projects make a portfolio relevant and meaningful to the organization?
- **Business Value** – How is the portfolio value maximized for the organization?
- **Strategic Role** – How is the portfolio aligned with the organization's strategic objectives?

Key examples and industry data are presented to illustrate the importance of Portfolio Management and best practices will be discussed to guide a portfolio from initiation to maturity.