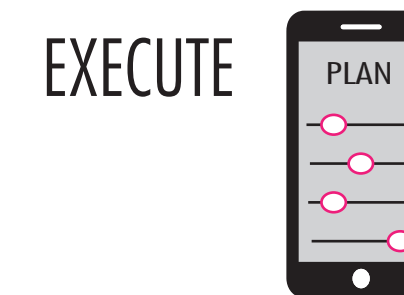
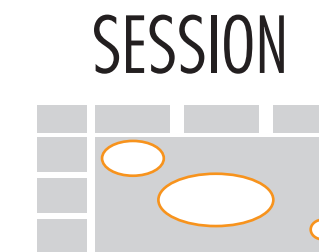


Graduation Project Brief

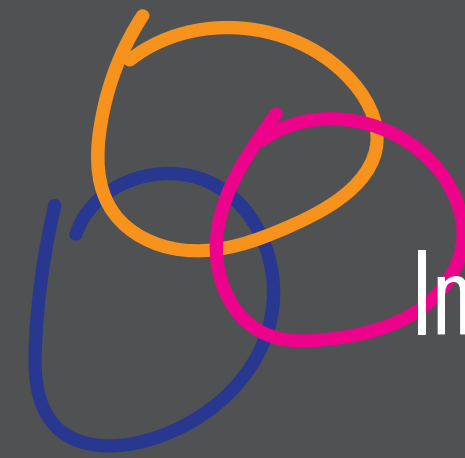
By Liselotte Bormans
Supervisory team: In collaboration with L.
Kester, P. Lloyd en P.J. Stappers

jigseye



Enhancing the process of strategic transformation
through effective Project Portfolio Management

Completing the Project Portfolio Management [SPM] process.



Introduction

How it started
SPM & Jigseye
Focus
About me as SPD designer

Topic: SPM

The field of design is changing, from making chairs to becoming the Chief Strategy Operations (CSO). To stay valuable we need to continuously adapt and change to the world around us, so also must (established) businesses.
Project portfolio management (projects from and leading to the vision) is a construct for reaching your strategy and vision (eye on the goal) [L. Kester]. Currently, there are no companies who succeed in Portfolio Mindset, Focus and Agility named as Effectiveness in the model developed by L. Kester.
Jigseye currently focusses on guiding businesses towards reaching these elements through collaborative sessions using their Strategic Portfolio Framework® methodology. The result of the collaboration is the introduction and implementation of Effectiveness and an improved project portfolio.

The start

I first heard about Project Portfolio Management through one of my elective courses where Linda Kester gave a lecture on her experience as an expert on the topic. Her presentation inspired me and made me wonder if this might be *the golden key at the heart of Strategic Product Design*. My curiosity and enthusiasm led me back to Linda Kester with whom I started this journey.

Together with Linda Kester and her partner Sonja Schasfoort we decided on 2 project proposal directions: a digital platform supporting SPM execution and a stakeholder identification tool an extension on the existing SPM model. After some thinking I had a eureka moment; Taking a step back and looking at it as a whole, I *envision them as complementary in 1 process*, extending and accelerating the Jigseye approach.

Enhancing the process of strategic transformation through effective SPM

Completing the Project Portfolio Management [SPM] process.

Focus

The goal is *enhancing the SPM method while accelerating the process*. This is attained by taking the current process and focussing the first and last step, stakeholder identification and SPM execution respectively, developing these into 2 tools. I called them *Ease in and Support out*. The result of Easing in will be used as input for the Support out tool. The development and both processes overlap allowing *parallel design approach*. (moreover on the next page)

About Jigseye

'We are strategy *accelerators*', We work with executives and their teams to build the anchor point for strategic and digital transformation while assuring the current business keeps running.
Jigseye is a consultancy firm working with executive boards (across industries and international context), focusing on Project Portfolio Management. Through their scientifically grounded *Strategic Portfolio Framework®* methodology they create insight into where a company stands now and where it should go to in changing future. They focus on strategic alignment, balance and maximal value to reach strategic excellence. The founders, Sonja Schasfoort and Linda Kester bring the business experience and scientific background. [adapted from Jigseye original website]

About me

I am a *Strategic Product Design (SPD) student* from the TU Delft faculty of Industrial design. I specialize in designing innovative and strategy-relevant outcomes by *balancing market desirability, technological feasibility and business viability*. My expertise is in design and business disciplines like branding, creativity, organisational science, service design and strategic design.
Specific for this project is my impact on the journey in the early stage of stakeholder identification and easing in problem definition which contributes to the last stage of supporting the stakeholders in the execution of the Project Portfolio Management.
In this project, I will *combine creativity with a systematic application* of methodologies to identify opportunities while engaging the stakeholders in the collaborative design process.

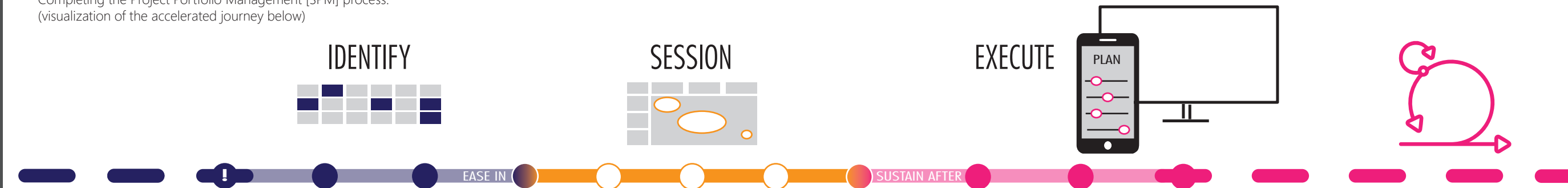


My project vision

Project context
Stakeholders
Opportunities&limitations

Enhancing the process of strategic transformation through effective SPM

Completing the Project Portfolio Management [SPM] process.
(visualization of the accelerated journey below)



Explore

The first aspect I learned from Jigseye, is that the companies that they work with already know they are doing something wrong. Therefore to support them in this first step of exploration, an identity evaluation tool is needed. The tool can provide insight into the company on where and what type of problems they might face. Second, as a follow-up, it should suggest a fitting approach/session that Jigseye offers. The identity evaluation tool is based on an existing model developed by L. Kester. The benefit of Jigseye is a direct indication of the type of approach needed for a specific company (identity type). Also, the streamlined/guided journey into their session for the clients. In other words, it will accelerate the approach towards solution creation process of SPM provided by Jigseye.

Create

This part revolves around the collaborative sessions Jigseye facilitates. In these sessions, they guide the client (management team) through their SPM method/approach. Starting with the evaluation of the strategy and all the current projects and mapping them in an overview. The overview reveals over compensation and gaps. From here an adjustment and selection process starts, finally resulting in the new SPM overview.

Implement

After establishing the new SPM it needs to be implemented, sustained and developed. For this purpose, a digital tool supporting the SPM is developed. It provides the SPM overview and allows monitoring of the development of the project simplistically and transparently. For Jigseye, I see this as easing out. They provide the client with the insights from the SPM method and the tool needed so that the business can execute the SPM. The benefit hereof is streamlining the actions needed to develop the SPM in the company. Thus, accelerating the process of reaching your strategy (after Jigseye).

Opportunities & Limitation

The main opportunity presented, is to complete the SPM process by creating a smooth introduction into the SPM method and sustain and support it afterwards. Creating the identification tool as the first step towards the collaborative session, of which the resulting SPM will be supported by a monitoring digital platform. Also, to contribute to a working concept in the real context, working with and within companies. My design contribution will have a significant impact on both Jigseye and their clients. First of all, the main focus of this project is the development of existing materials, limiting creative freedom. This is also a challenge to even so give it my twist. One always present limitation is time. It is paramount to know when you have enough knowledge to continue to the next phase. Therefore, during the project, some insights will remain undiscovered and I will have to decide which to develop and which will end in the 'Future opportunity' section.



Problem definition

Scope & solution space
Issues to be addressed



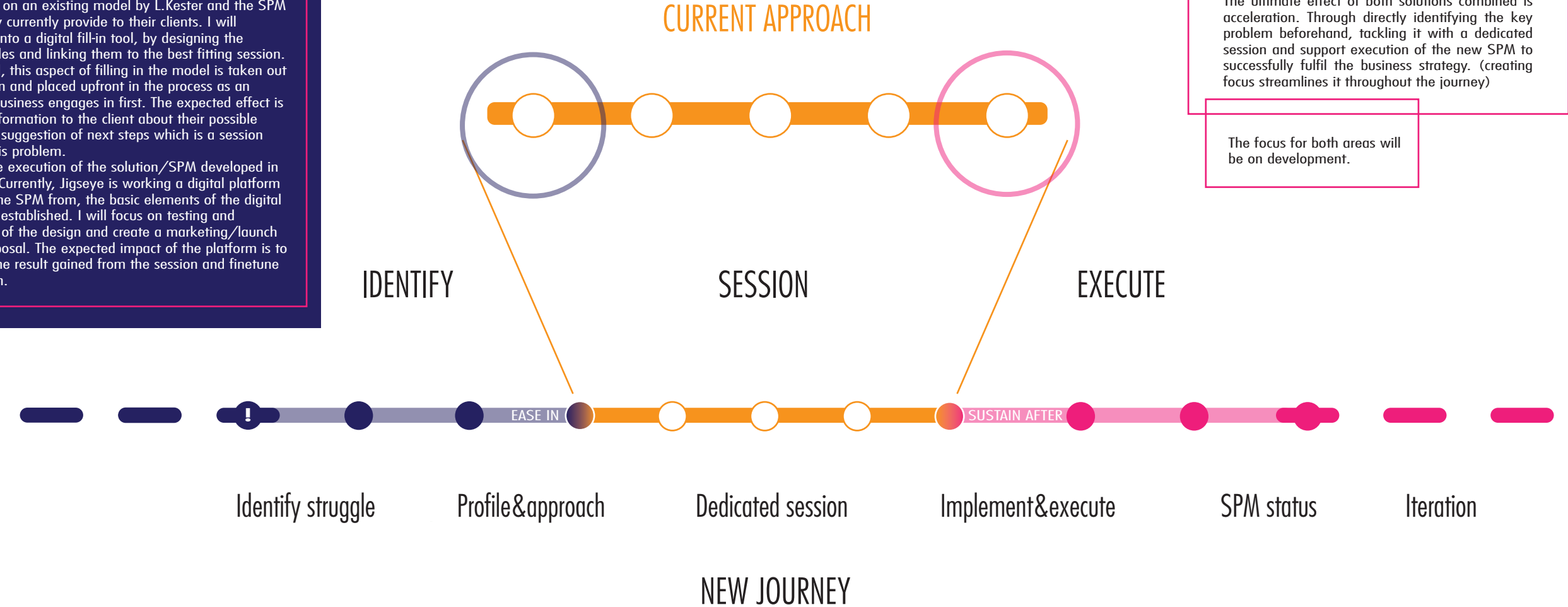
Before starting the project I created a few assumptions to base this brief and planning on. The first 2 weeks of the project are therefore dedicated to answering these assumptions and making adjustments if needed.

1. The information/research on the Jigseye model and usage are readily available.
2. The information/data from filling-in the model and the resulting problem area of previous sessions is available.
3. Jigseye offers specialized sessions for specific SPM problem area's.
4. The digital platform includes the 2 main features (SPM overview and project progress overview) and is workable.
5. There is an interactive working prototype of the digital platform with the 2 main features.
6. I can use the existing prototypes of the for user-testing.
7. Jigseye can bring me into contact with (their) clients who are willing to collaborate in user-testing with the prototypes.

Solution space

The central goal is extending the SPM method while accelerating the process.

To tackle this there are 2 area's where I will make an impact. First is the step towards the session. The identity tool is based on an existing model by L.Kester and the SPM sessions they currently provide to their clients. I will transform it into a digital fill-in tool, by designing the identity profiles and linking them to the best fitting session. With this tool, this aspect of filling in the model is taken out of the session and placed upfront in the process as an activity the business engages in first. The expected effect is to provide information to the client about their possible struggle and suggestion of next steps which is a session specific to this problem. Second is the execution of the solution/SPM developed in the session. Currently, Jigseye is working a digital platform to manage the SPM from, the basic elements of the digital platform are established. I will focus on testing and optimization of the design and create a marketing/launch strategy proposal. The expected impact of the platform is to implement the result gained from the session and finetune the execution.





Assignment

2-3 sentences what to research/design/create
What will it solve?
What kind of solution to expect/deliver



Ease in and Support after are directed towards improving the effectiveness of the SPM method. That said, the more easy to use and understand a tool is, will provide more accurate results leading to better conclusions that will add to the effectiveness. Thus, efficiency is of equally great importance to these tools. When looking at the process as a whole, through these Ease in and Support out I improve the effectiveness of the method as a whole. A second effect is that introducing these tools the process is more smooth and focused also improving efficiency. In this project effectiveness and efficiency go hand in hand.

Enhancing the process of strategic transformation through effective SPM

Extending and completing the Project Portfolio Management [SPM] process. Accelerating the SPM execution through looking at the process as a whole, by (creating the before and after) designing the EASE IN and SUPPORT AFTER.

EASE IN

EASE IN focuses on the businesses making the first step towards SPM themselves. Supporting this will be a tool that establishes a companies identity/profile overview based on the information input from a fill-in model. The model is apart of the SPM method by L. Kester, that Jigseye uses in the session to identify problem area's within the business operations.

My contribution is in transforming this model into a DIY fill-in tool for business on the Jigseye website, to design the distinctive/characteristic profiles and link them to specialised sessions Jigseye facilitates. The stakeholder identification can be used as input to specialize the SUPPORT AFTER with which they will work.

This information will mainly be retrieved by looking into case studies of client projects by Jigseye.

SUPPORT AFTER

The SUPPORT AFTER refers to a digital platform to support the management of the portfolio during the execution. Its main functions are to provide the SPM overview and project status at all times. Through this, a manager can act early on when a project is 'stalled' by for example 'a phone call the manager needs to make'.

Jigseye is currently creating this app, however only the basis is established.

My contribution is in the development and execution of this app. Major aspects involve optimization and finally a marketing/launch proposal.

The insights for optimization will be elicited from user-testing.

Design (&deliver)

New journey visualization

Basis of EASE IN identity tool:

- set of distinctive stakeholder profiles
- discription&visualization of profiles/identity tool
- overview showing link between profile and SPM session

• back gound research

SUPPORT AFTER digital platform:

- optimization proposal for digital platform (version 2.0)
- marketing/launch strategy proposal

• back gound research & insight from user tests

Final process design report

Final presentation

Design presentation poster



Motivation & Personal ambition

Why I set-up this project?
Competences to prove and learn
Personal learning ambitions
Learning objectives

Learning objectives

1. Research & analysis of the design context concerning the stakeholders (jigseye&client, inside client business) and their needs in a business.
2. Understand the complexity of the SPM model, usage and execution related to the solution design.
3. Apply design tools: learn how to use versatile design skills to connect business to strategic goal execution.
4. Design/create for implementation by providing an approach to embed the design solution in a real-life context.
5. Evaluate and argue the validness for the design from the business, user and personal point of view.

Topic

I originally was inspired by a lecture given by Linda Kester on project portfolio management. She initiated this direction by offering a GP opportunity that I intend to take. The world is changing faster than ever, digitization & technology, disruptive innovation by start-ups, users are now co-creators and products become experiences. For (established) businesses a lot is changing and they must too, to stay alive. Project portfolio management (projects from and leading to the vision) is a construct for reaching your strategy and vision (eye on the goal). Currently, there are no companies who succeed in strategic alignment, balance and value [L. Kester]. It sparked my interest because I believe it is the key to stay ahead in the competition and become an everlasting company. To me, this is the ultimate SPD challenge.



My objective

Learn more about my skills, to test their limits by putting them to the test. I want to challenge myself. I want to learn more, when I think about it there is so much I still don't know, by looking into a topic (product portfolio management) that I am not familiar with yet. Making an impact, ensuring that the effort I put into this project will be meaningful, effective and implemented either by the company or myself in future work. I want my design to create change. About the team; Their mindset aligns with my own and I believe we would be a good team. I am also convinced that having inspiring people around who push me to do my best will result in an amazing project.

Team

Overall we represent the various elements in this challenge making for a well rounded team: the context expertise on SPM, CEO business experience, SPD insight, innovation and the drive and vision to make this project a success. Linda Kester is an SPD IDE alumni, wrote a thesis on SPM and created a dedicated model. CEO and business expertise from partner S. Schasfoort brings in the real world experience. Together, founders of Jigseye, a company specializing in vision and strategy execution (product portfolio management) 'We remodel the ship as it is sailing'. P. Lloyd, chair, has experience in the field of SPD designer combined with innovation design providing an interesting mix resulting in an understanding and critical fresh view on the project. For mentor, P.J. Stappers, expert on contextmapping and research approach will advise on process, project guiding and good conversations.

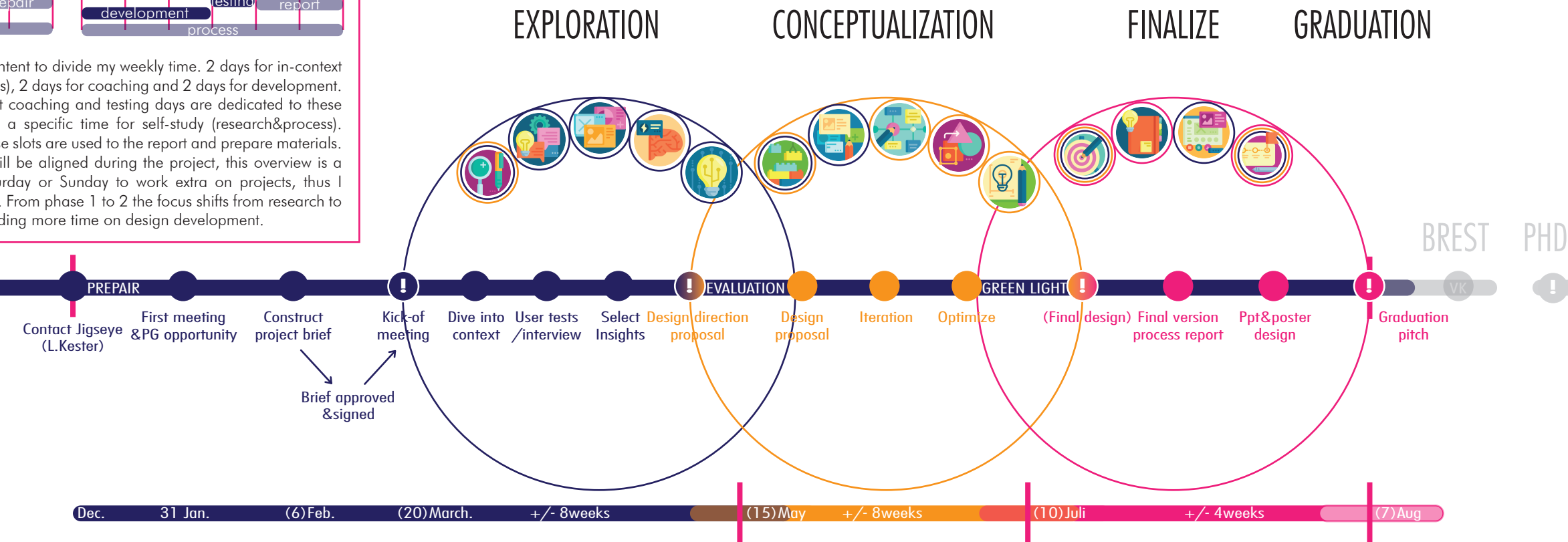
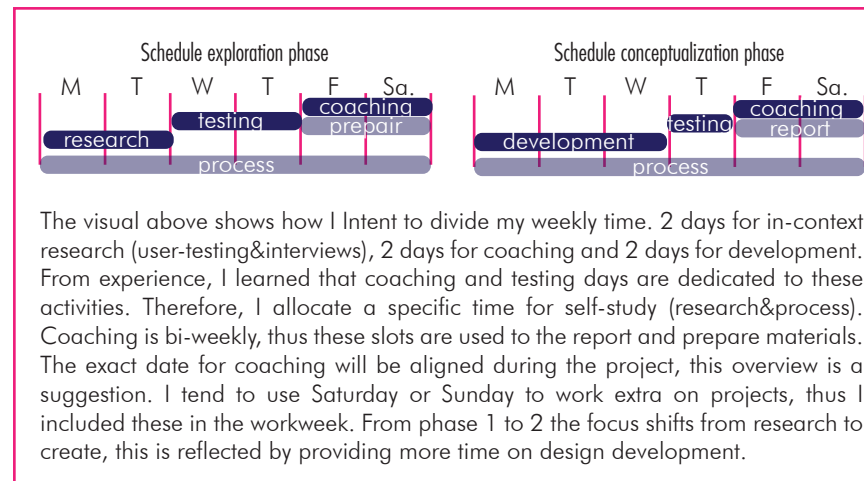
Goal & Motivation

The most interesting aspect about project portfolio management is that there is not yet a good example of a company that excels in it. Also, that SPM is business specific and takes a different shape accordingly. It seems like a simple concept, but during an elective working with SPM I found out that it is seen as a 'holy grail', but in practice, it is much more complicated. I want to contribute to improving, spreading and implementing the portfolio mindset and effectiveness.

The Plan

What is my time plan?
 What activities do I need to prepair/complete
 to accomplish my plans?
 What happens after?

Let's start #Yesterday



The plan

The GP itself is 100 day's, approximately starting in February (directly after electives) and ending at the end of June (or first weeks of July). The preparations started in Dec. contacting the company Jigseye with whom I want to collaborate. The Graduation Project (GP) proposal was established in our first meeting on 31 Jan. Based hereon the first draft of the project brief and team where composed. There are 4 main events in the GP. Starting with, handing in the project brief, getting it approved followed by the

kick-off meeting which officially announces the start of the GP. I Plan to start in February (+/- 14th) as the brief is established and only approval is required by the mentor. The Exploration phase begins, mainly a research and test period to gain knowledge and insights from literature and in-context testing. I expect through a case study of previous projects from Jigseye as the basis to establish the basis for the identity tool and to use user-testing with Jigseye clients as the main input for the digital platform. As the basic structure of the digital platform is already established the focus will be on gaining insights for further development and optimization. (Steps for identity tool: 1. literature into model usage, 2. analyse case studies based on previous projects, 3. establish distinctive profiles in the filled-in model and problem solution. For digital platform: 1. establish an understanding of existing concept 2. define testing areas and do user testing with clients 3. select most promising insights 4. optimization

proposal). These will result in the formulation of a design direction. +/- 40 days later is the midterm evaluation (+/-10 April), progress and design direction are discussed. The result of the meeting will decide whether to continue or adjust my approach to the challenge and extend the exploration phase. Based hereon the Conceptualization phase starts. The attention will shift from research to creation, focusing on the implementation of the insights into and development of the design. Some extended testing will be conducted to validate design decisions during the iterative process, mainly for the digital platform. (Steps for identity tool: 1 develop identities for discovered profiles (+visualization) 2. visualize the identity tool 3. test to validate profiles. For digital platform: 1. develop insight into concept 2.user test to validate & iterate on design 3. final design proposal) The result is the final design. The third event is the Go/No go; all ECT. (master

points) need to be accounted for, most of the challenge and progress completed and the coach & representative must agree to the final phase of the project. In these +/-20 days, I will be concluding the design phase by finishing the report and preparing the presentation (PPT) and the poster for the pitch (+/-26 June).

EVENTUALLY

I will be travelling to Brest as a contestant whit my boat in the sailing festival. I have been there before and it is an amazing experience. Meanwhile, I will start thinking about my PhD and job opportunities. I am still young, I want to take every opportunity.

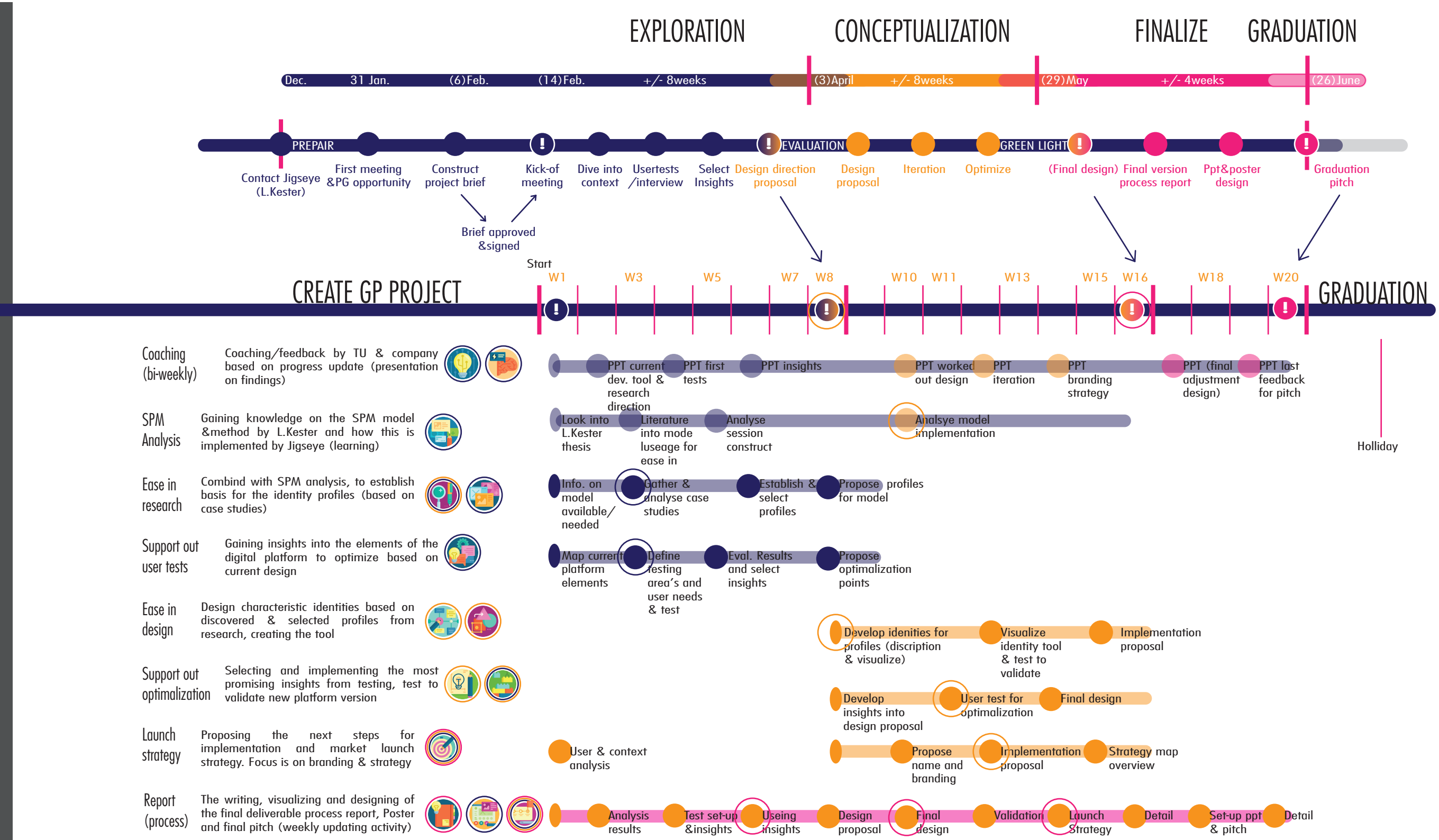


The Plan

Envisioned process
Expected tasks
Detailed overview of task
devison

My PLAN

The exploration phase is intended to gather the insights for design in the conceptualization phase. In the Finalization phase the design won't change, my focus will be on finding the deliverables like the report and preparing the pitch. The first 2 weeks are reserved for introduction and context analysis: analysing the current status and progress of the tools by Jigseye, deciding and mapping the area's I will further research. The last will be discussed in the coach meeting in W2. Ones I know more details on what information is readily available and where there are gaps I can specify/focus my research and approach to fit these. Furthermore, the development of EASE IN and SUPPORT AFTER is well suited for a parallel approach. Both are rooted in the context, the SPM method, overlapping and supporting each other.





Wrap-up

Quick summary
/conclusion



Completing the Project Portfolio Management journey

Extending and facilitating the journey of strategic transformation towards effectiveness. Accelerating the SPM execution through looking at the process as a whole, by creating the before and after) designing the EASE IN and SUPPORT AFTER.



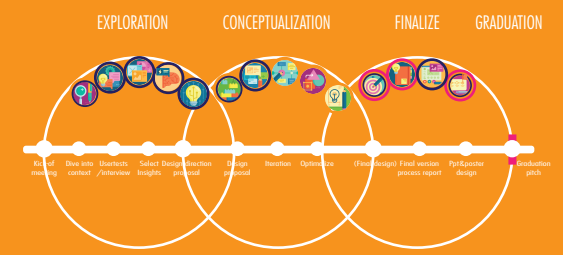
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The main opportunity presented, is to complete the SPM journey by creating a smooth introduction into the SPM method and sustain and support it afterwards. The goal is extending the SPM journey while accelerating the process. This is attained by taking the current journey and focussing the first and last step, stakeholder identification and SPM execution respectively, developing these into 2 tools. I called them Ease in and Support out. The EASE IN tool establishes a companies identity/profile overview based on the information input from a fill-in model. This is used as input for the SUPPORT OUT tool, a digital platform to support the management of the portfolio during the execution.

Project

My contribution is the envisioned new SPM journey. Designing EASE IN, transforming this model into a DIY fill-in tool, focussing on the development of stakeholder identification. The result of EASE IN will be used as input for the SUPPORT OUT tool. The SUPPORT AFTER refers to a digital platform to support the management of the portfolio during the execution. Major aspects involve optimization and finally a marketing/launch proposal.

The development and both processes overlap allowing parallel design approach. Both are rooted in the context, the SPM method, overlapping and supporting each other. The focus for both areas will be on development.



The GP itself is 100 day's, approximately starting in February (directly after electives) and ending at the end of June (or first weeks of July). The exploration phase is intended to gather the insights for design in the conceptualization phase. In the Finalization phase the design won't change, my focus will be on finding the deliverables like the report and preparing the pitch.

The first 2 weeks are reserved for introduction and context analysis: analysing the current status and progress of the tools by Jigseye, deciding and mapping the area's I will further research.


Plan

I first heard about Project Portfolio Management through one of my elective courses where Linda Kester gave a lecture on her experience as an expert on the topic. Her presentation inspired me and made me wonder if this might be the golden key at the heart of Strategic Product Design. I find that the most interesting aspect about project portfolio management is that there is not yet a good example of a company that excels in it. Also, that SPM is business specific and takes a different shape accordingly. It seems like a simple concept, but during an elective working with SPM I found out that it is seen as a 'holy grail', but in practice, it is much more complicated.

I am a Strategic Product Design (SPD) student from the TU Delft faculty of Industrial design. I specialize in designing innovative and strategy-relevant outcomes by balancing market desirability, technological feasibility and business viability. In this project, I will combine creativity with a systematic application of methodologies to identify opportunities while engaging the stakeholders in the collaborative design process. Making an impact, ensuring that the effort I put into this project will be meaningful, effective and implemented either by the company or myself in future work. I want my design to create change. I want to contribute to improving, spreading and implementing the portfolio mindset and effectiveness.



Motivation

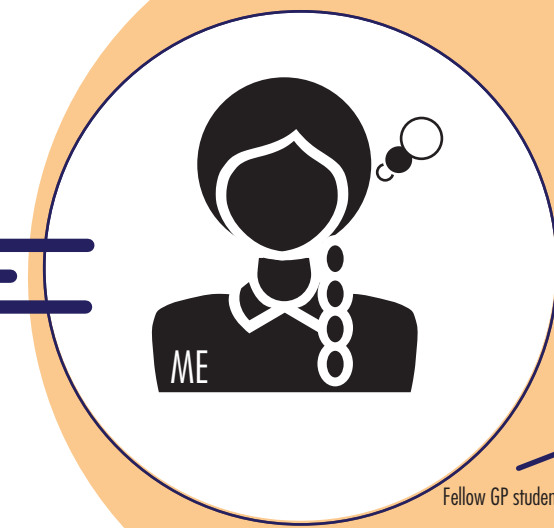


Extra material

Stakeholder map

The Stakeholders

Here shown is the network of stakeholders I envision.
 The main actors are me and the team: Chair, mentor and company mentor L.Kester. These people will be closely involved in the project and have a direct effect on its process.
 The second layer includes the TU Delft and Jigseye as a company and their clients whom I design for. Also, included are more distant connections like other students who I talk with for a fresh opinion on my work or the next generation who I share my experience with or build on this project.



Fellow GP students

Next-gen. students

NEW graduation opportunities



Company representative

Linda Kester & Sonja Schasfoort
 SPM expert and business experience

jigseye

Jigseye designers

Jigseye clients & partners

Business employees



TU Mentor

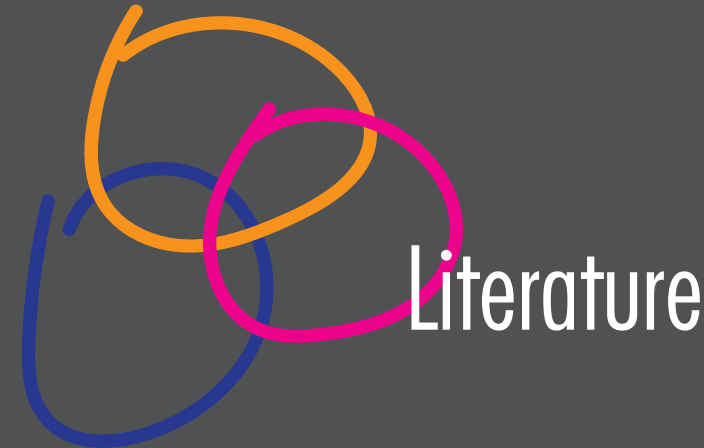
P.J. Stappers
 Contextmapping expert and process guidance

TU Professors (reference)



TU Chair

P. Lloyd
 SPD expertise and innovation



Literature

Suggested list of
literature
readings & experts for
reference material

Readings

- Kester, Linda. (2011). New product development portfolios, Identifying the antecedents and consequences of decision-making processes
.Ph.D. thesis, Delft University of Technology
- Kester, Linda & Griffin, Abbie & Hultink, Erik & Lauche, Kristina. (2011). Exploring Portfolio Decision-Making Processes*. *Journal of Product Innovation Management*. 28. 641 - 661. 10.1111/j.1540-5885.2011.00832.
- Kester, Linda & Hultink, Erik & Lauche, Kristina. (2009). Portfolio Decision-Making Genres: A Case Study. *Journal of Engineering and Technology Management - J ENG TECHNOL MANAGE*. 26. 327-341. 10.1016/j.jengtecman.2009.10.006.
- Kester, Linda & Hultink, Erik & Griffin, Abbie. (2014). An Empirical Investigation of the Antecedents and Outcomes of NPD Portfolio Success. *Journal of Product Innovation Management*. 31. 10.1111/jpim.12183.
- Sanders, Elizabeth & Stappers, Pieter Jan. (2010) Convivial toolbox
TU Delft Design guide
(digital design and UX approach from Design for interaction course)
(branding/lanch strategy approach from branding course)

Experts

- Linda Kester Project Portfolio Management
Sonja Schasfoort Practical Experience as Business CEO
P. Lloyd SPD expertise and innovation (TU Delft)
P.J. Stappers Contextmapping (TU Delft)
- Sleeswijk Visser f. Design conceptualisation and communication (TU Delft)
Erik Jan Hultink SPM (TU Delft)
Carlijn Brinkman Marketing and strategy (TU Delft)
Mark Tassoul Design for creativity and creativity techniques (TU Delft)
Guillia Callabretta SPD (TU Delft)