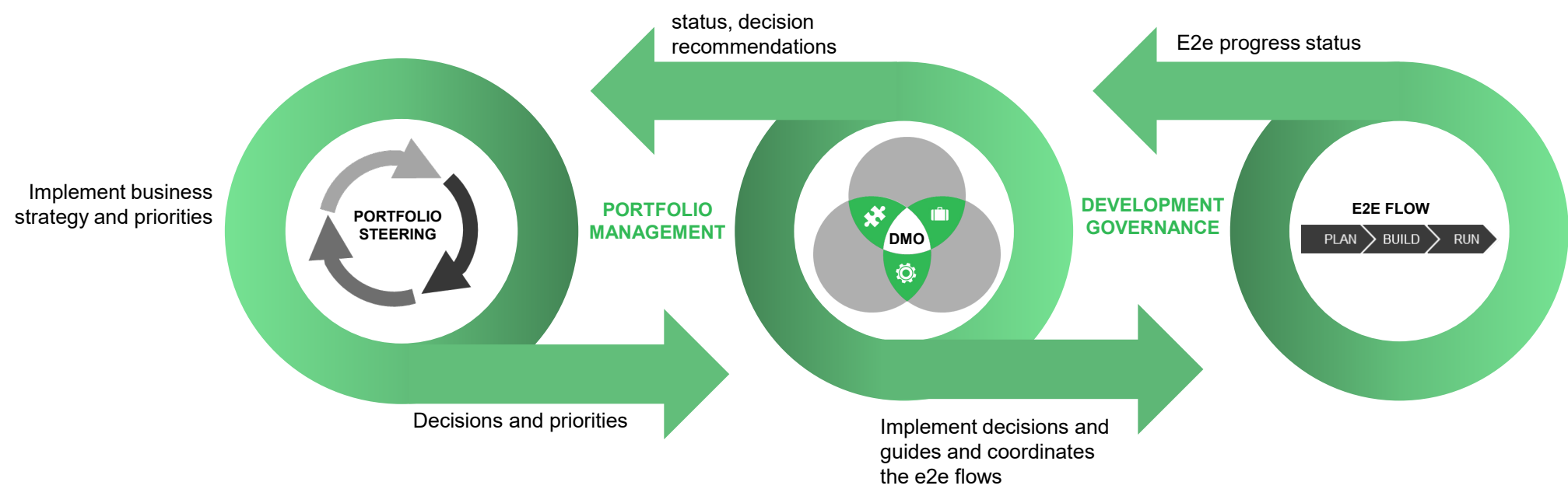


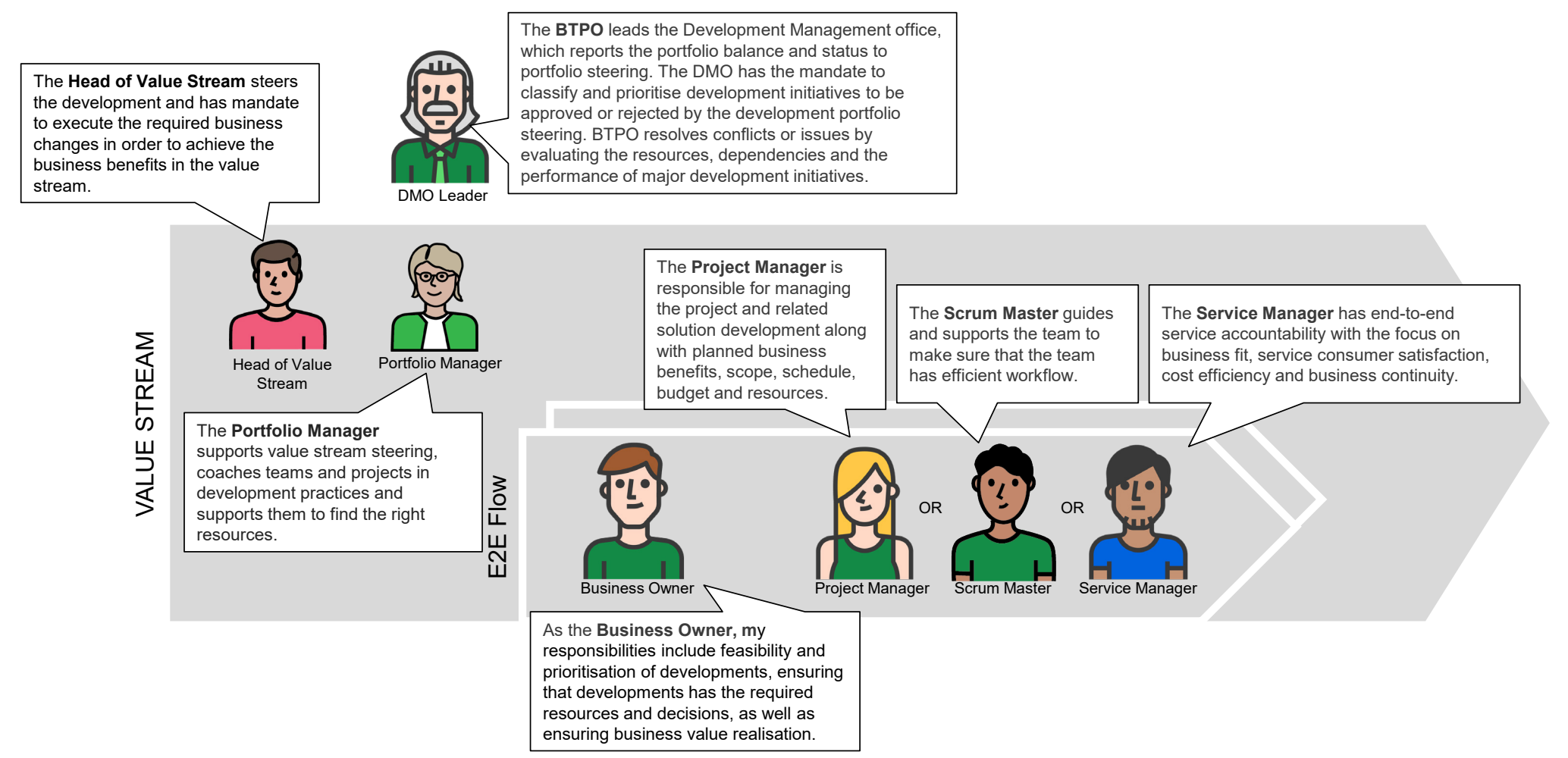
Portfolio Management and Development Governance

Portfolio Management

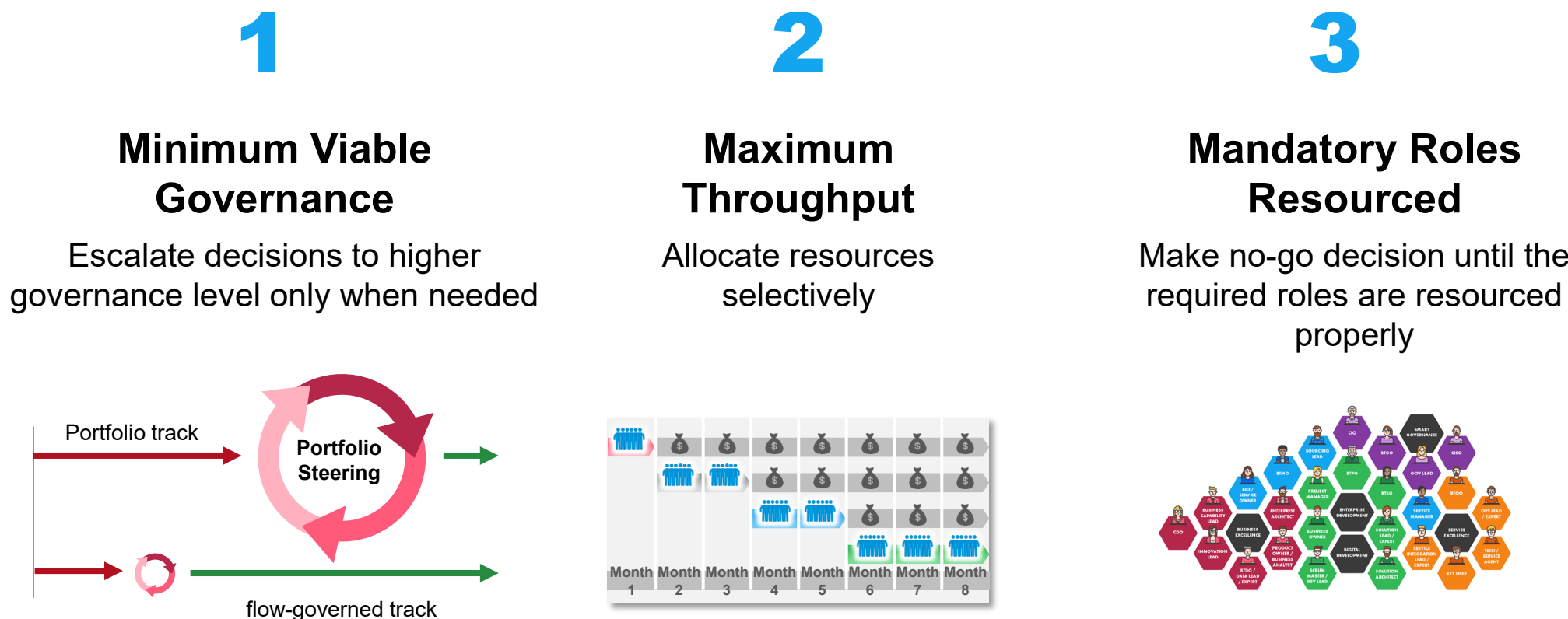


Portfolio management approves and rejects development initiatives and requests and does follow up for the business value creation in flows. Because the key measurement driver for portfolio management is business value, it requires initial business case development initiative and validated business case for the development request. Portfolio management sets priorities for investments and coordinates dependencies and resource conflicts. It has responsibility to allocate resources to flows that provides highest business value and strategic results.

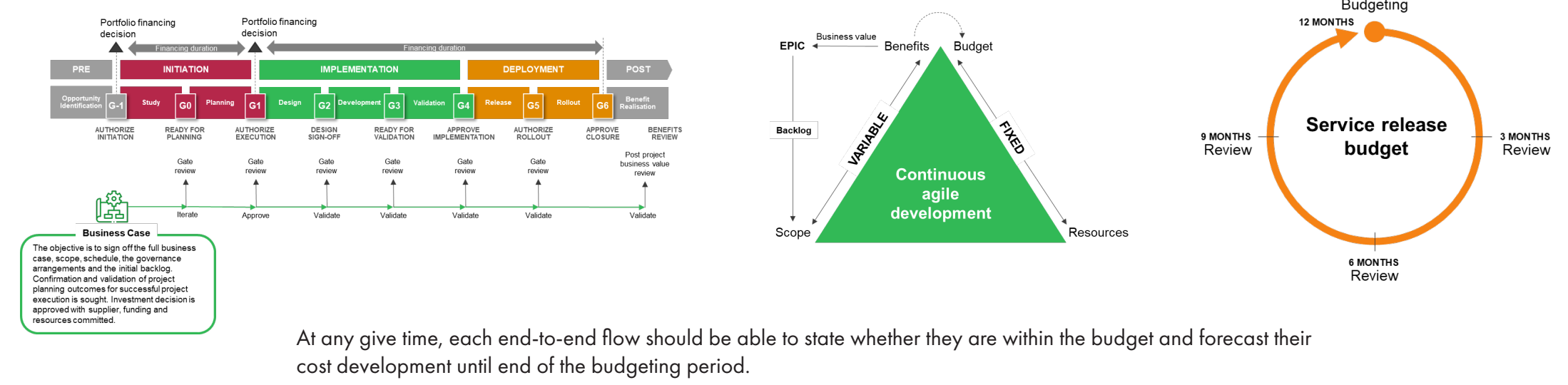
Key Roles in Portfolio Management



Portfolio Management Principles

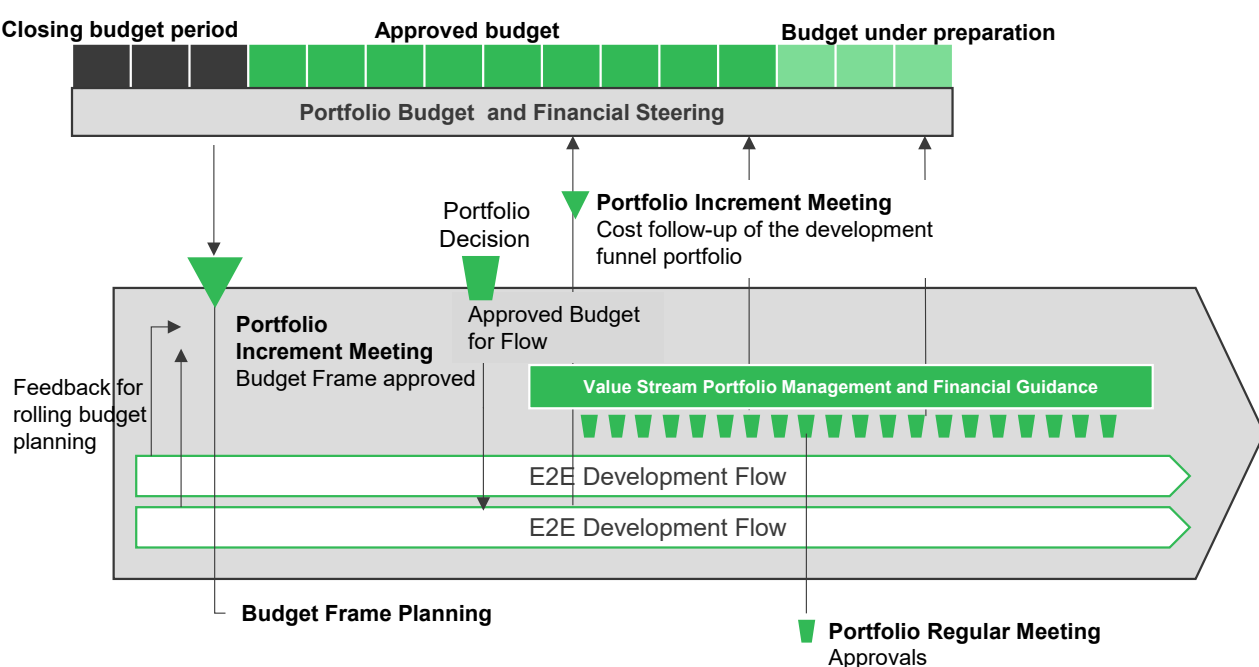


End-to-End Flow Level Financial Management

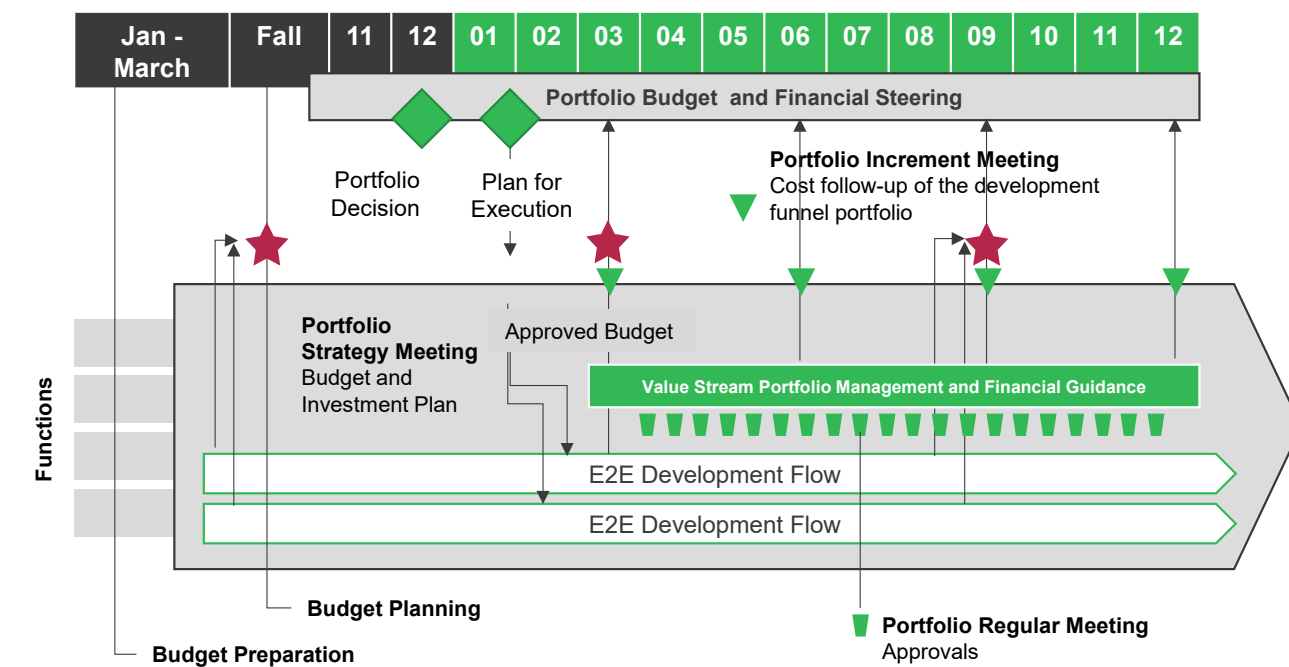


At any given time, each end-to-end flow should be able to state whether they are within the budget and forecast their cost development until end of the budgeting period.

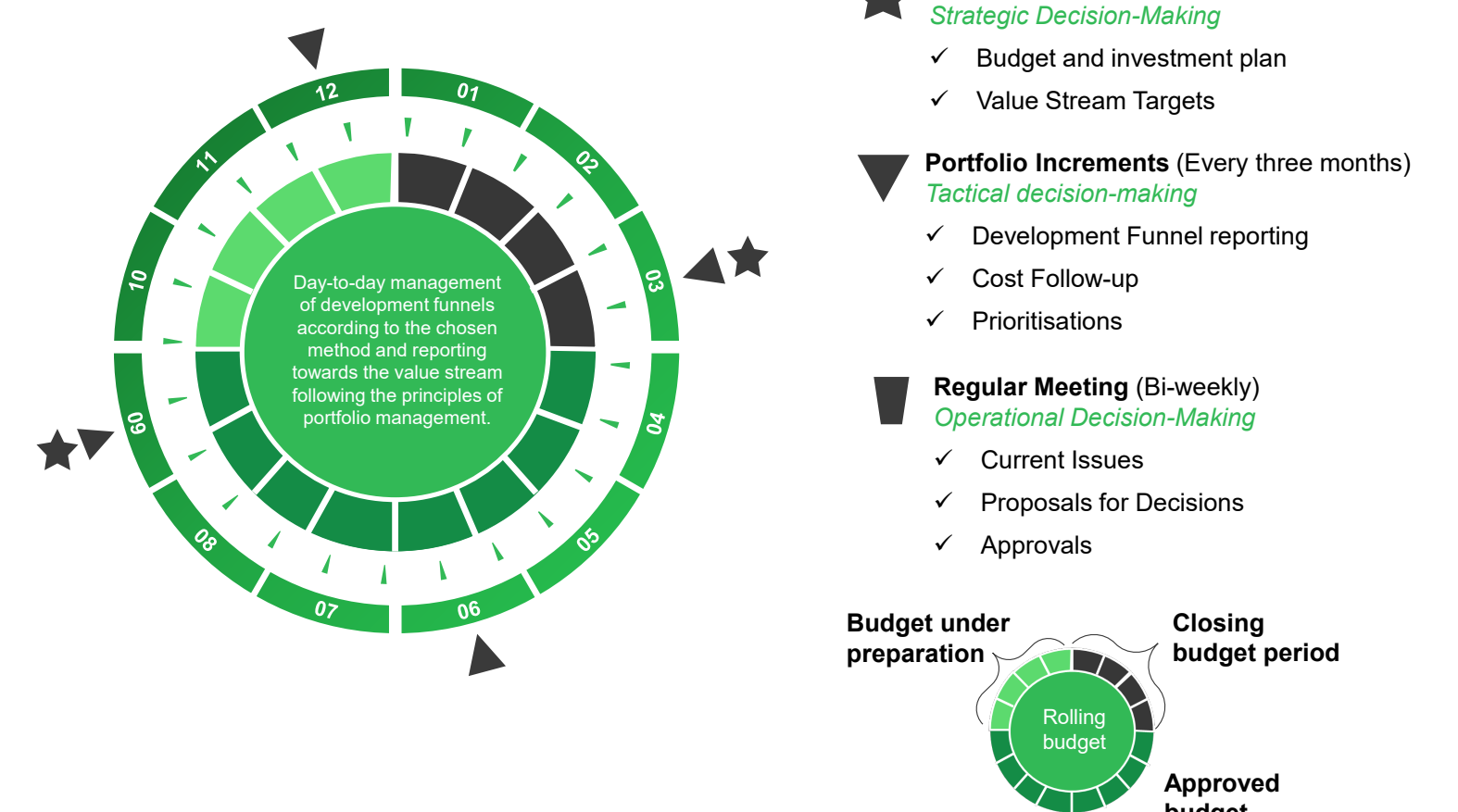
Rolling Budget



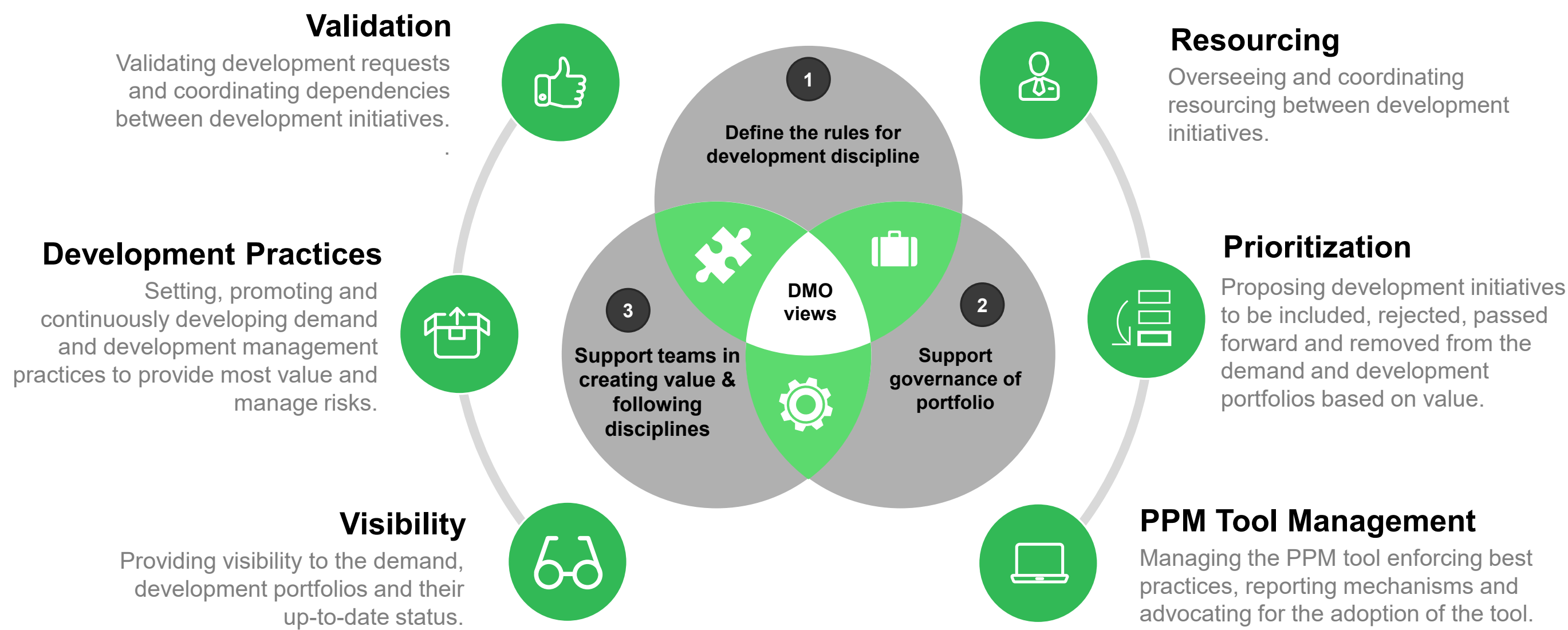
Fiscal Year Budgeting



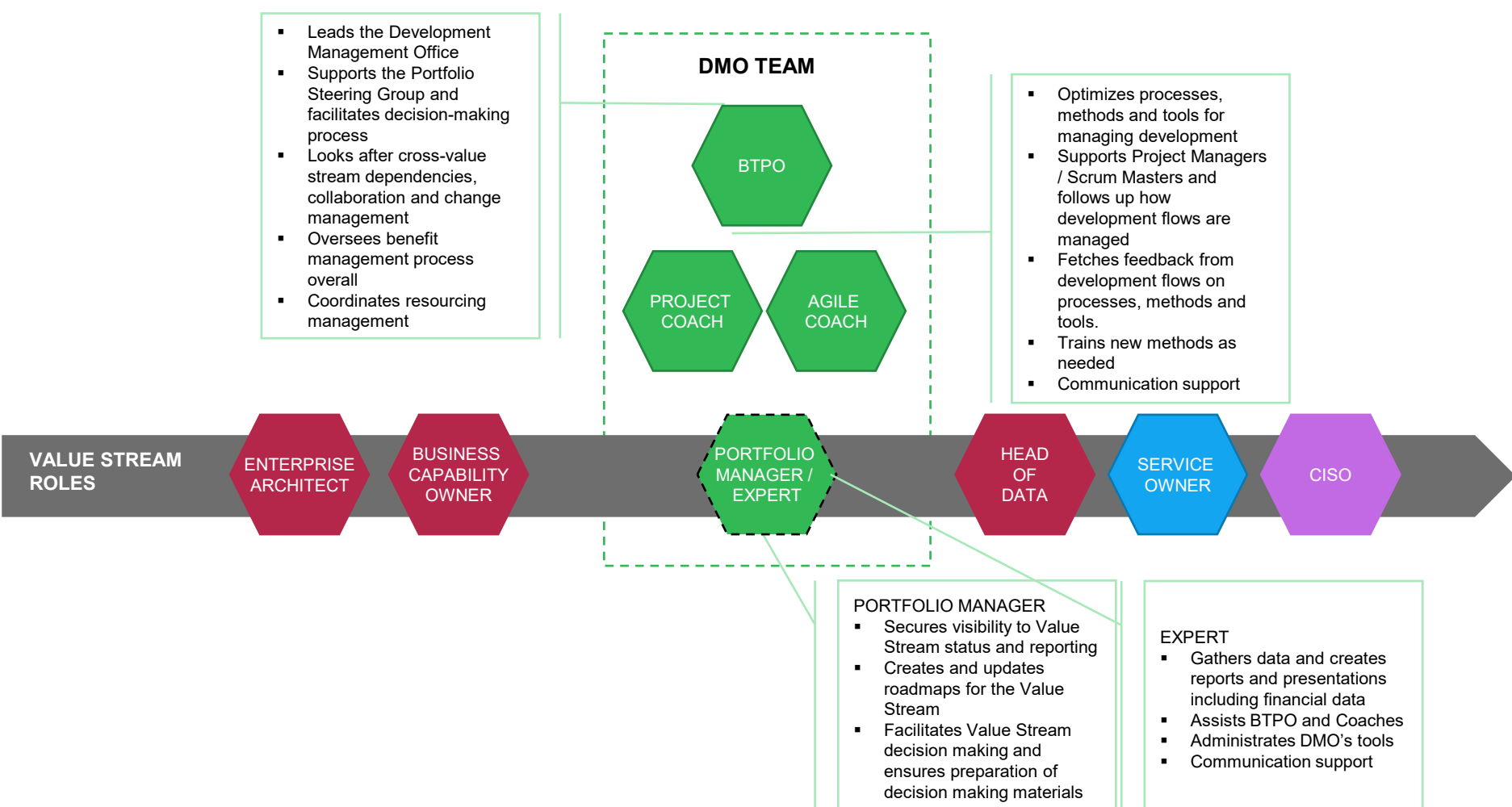
Portfolio Management Annual Calendar



Responsibilities of the DMO



Roles within the DMO



Resource Management

