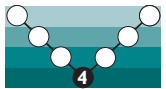




Creating Portfolios

Commitment



Time
2 hours

Link Resources with Plans for Customer Targets

Services and products follow a life cycle not unlike living systems. Once you have identified target markets, use a “sow, grow, harvest and plow” framework to see where you stand with each product or service you intend to offer. This way resources can be allocated more effectively. Set the criteria for where each product and service should fall in the cycle by referring to priority objectives. This disciplines your team to be conscious about what “crops” it is supporting. The final portfolio decisions should always be guided by your vision of who your customers are.

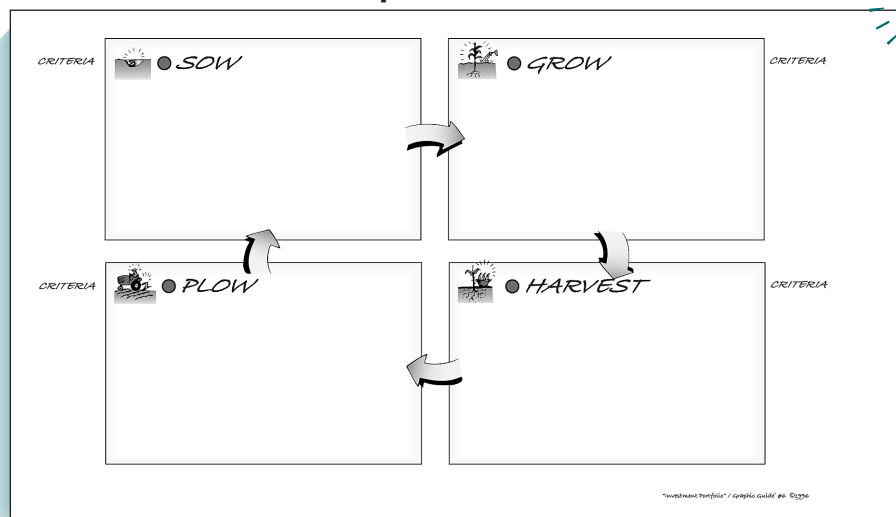
Tips

Be prepared for a challenging session. This practice demands a lot of clarity and agreement.

This practice should be followed by action planning and phasing of work.

Identify trade-offs. Further research may be needed to complete the portfolio.

Investment Portfolio Graphic Guide®



Steps

1. Post a large 2x2 matrix with the headings shown above, use The Grove's *Investment Portfolio Graphic Guide*, or create a white-board template online.
2. Identify all products and services on sticky notes or cards.
3. Discuss the criteria for each quadrant, using the vision or business plan as a reference.
4. Place the product and service cards in the appropriate quadrant.
5. Analyze the chart for balance and focus.
6. Make decisions about balance and overall work load.

See the *Investment Portfolio Leader's Guide* for detailed instructions on how to use this Graphic Guide (www.grove.com).