

# Continuous Portfolio Management in Large-Scale Agile

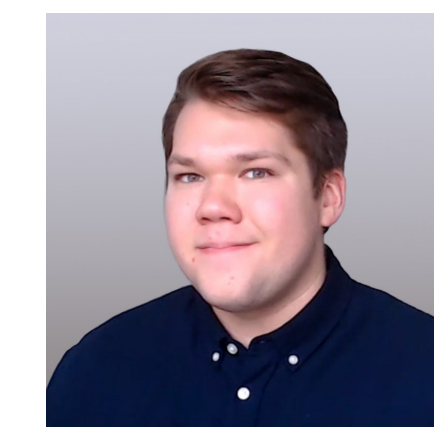
Initial directions and ideas for a multi-disciplinary research topic



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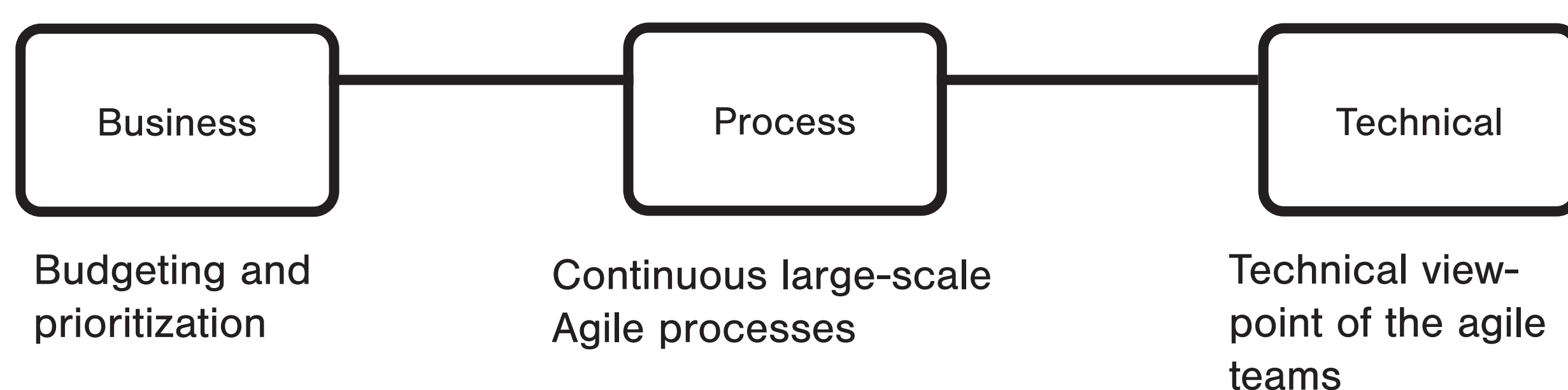
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## Introduction

- Portfolio management: allocation of development resources between product initiatives
- Current portfolio management practices largely from industries outside of software e.g. the stage-gate process [1]
- Continuous: shift from project-based to resource-based funding with frequent releases
- Towards better flexibility and integration with Agile values and ways of working

## Motivation of Research

- Lack of empirical research – mainly unvalidated advice from consultants available e.g. SAFe Lean Portfolio Management [2]
- What is done in practice does not seem to reflect what is prescribed in the current models [3]
- Models need to evolve: organizations need actionable advice and information about the applicable context
- Digitalization of services – e.g. public sector organizations are becoming software houses, such as Yle [4] and NAV [5]



The research topic combines viewpoints from multiple disciplines

## Research Questions

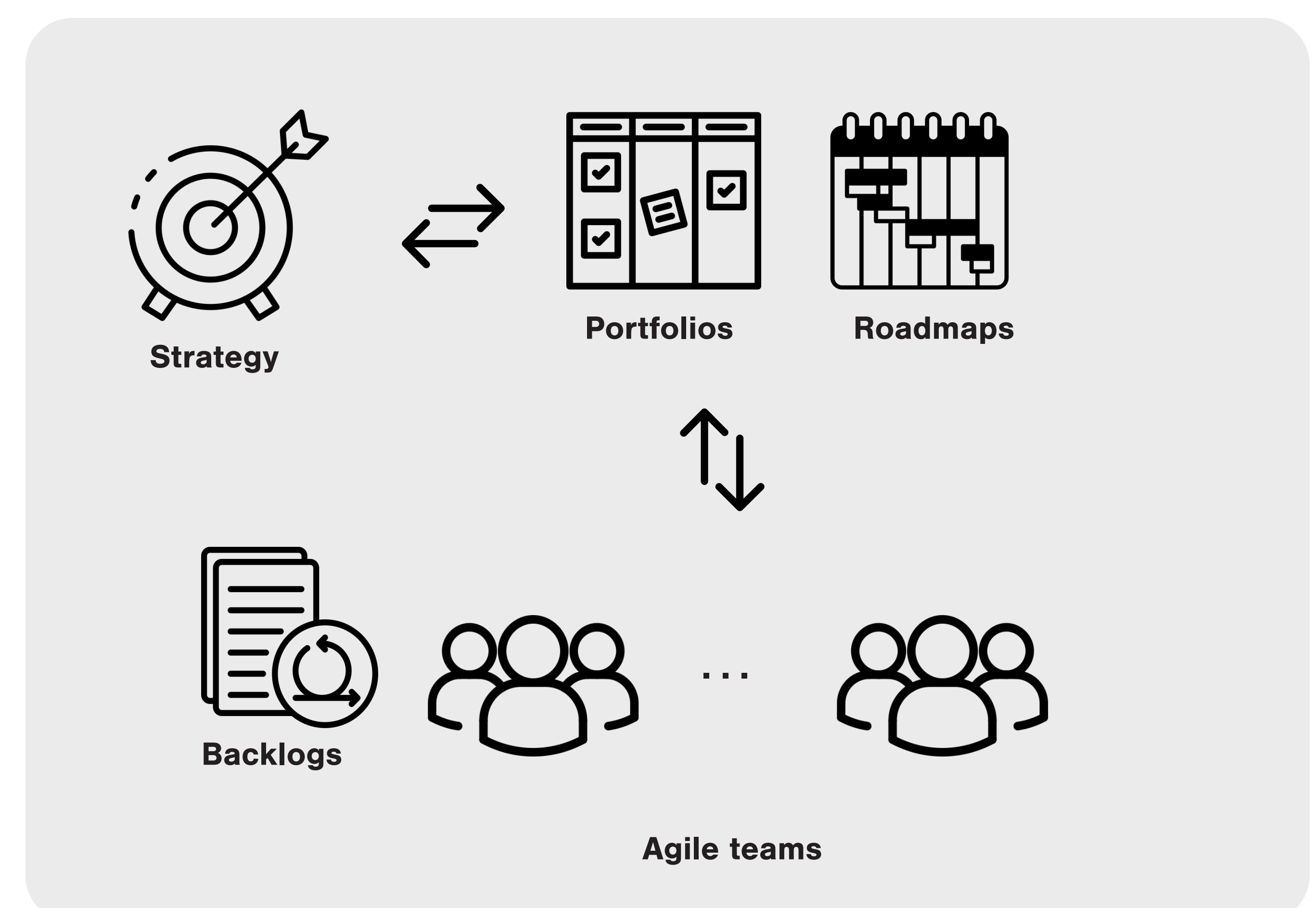
- How can portfolio management be related and tightly integrated with the ideas and concepts of large-scale Agile development?
- Which large-scale Agile development activities, agents and decisions are involved in this integration?
- What effective and efficient approaches and practices can be identified, and in what contexts do they apply?

## Methodology

- Case study
  - Semi-structured interviews
  - Document inspections
  - Observations?
- Systematic literature review?
- Industry survey?

## What is happening currently?

- Document inspections in collaboration with a large public sector organization ongoing
- Interviews with the large public sector organization starting in September or October
- Talks with a large global company about a case study



The topic examines the activities, agents and decisions involved in the integration of large-scale Agile and continuous portfolio management. Icons from Flaticon.com

## Expected Results

- A snapshot of the current literature and state of industry?
- In depth contextual descriptions of portfolio management and emerging success factors in such contexts?
- Identification of the key activities, agents and decisions involved in the integration, and where, when and how those elements affect portfolio management?
- A grounded theory of portfolio management in large-scale Agile development?

## References

- [1] R. G. Cooper, "Stage-gate systems: a new tool for managing new products," *Bus. Horiz.*, vol. 33, no. 3, pp. 44–54, 1990.
- [2] R. Knaster and D. Leffingwell, *SAFe 5.0 Distilled: Achieving Business Agility with the Scaled Agile Framework*. Addison-Wesley Professional, 2020.
- [3] C. J. Stettina and J. Hörz, "Agile portfolio management: An empirical perspective on the practice in use," *Int. J. Proj. Manag.*, vol. 33, no. 1, pp. 140–152, 2015.
- [4] M. Laanti, R. Sirkiä, and M. Kangas, "Agile portfolio management at Finnish broadcasting company Yle," in *Scientific Workshop Proceedings of the XP2015, Helsinki Finland, May 2015*, pp. 1–7. doi: 10.1145/2764979.2764980.
- [5] P. Mohagheghi and C. Lassenius, "Organizational implications of agile adoption: a case study from the public sector," in *Proceedings of the 29th ACM Joint Meeting on European Software Engineering Conference and Symposium on the Foundations of Software Engineering, Athens Greece, Aug. 2021*, pp. 1444–1454. doi: 10.1145/3468264.3473937.