

STRATEGIC PLANNING AND PROJECT PORTFOLIOS

Why Project Portfolios Are the New Power Tool

3 & 4 December 2025 | Kuala Lumpur



“In an era of rapid disruption, the winners are those who turn strategy into execution with precision, speed, and measurable impact.”

Viji Abishegam - PMI Project Management Professional (PMP®) | PMI Authorized Training Partner Instructor | HRD Corp Accredited Trainer

Why Execution Matters

Today's business environment is marked by **economic volatility, regulatory demands, and digital disruption**. In this climate, strategic plans alone don't create competitive advantage—**execution does**.

Every delayed response opens the door for competitors. Project portfolios are the engine that powers strategic execution. They ensure that every initiative aligns with your vision, maximises ROI, and strengthens resilience. Without disciplined portfolio management, organisations risk:

- Wasting resources on low-value projects.
- Failing to respond to market shifts in time.
- Losing investor confidence and regulatory compliance.

For senior leaders, mastering portfolio management is no longer optional—it's a **strategic imperative** to:

- ✓ **Align investments with business priorities and goals.**
- ✓ **Optimise scarce resources while accelerating digital transformation.**
- ✓ **Build agility to pivot when disruption strikes.**
- ✓ **Demonstrate value to Boards, regulators, and shareholders with confidence.**

Why You Should Attend

Bridge the strategy–execution gap by turning plans into projects that deliver real strategic value.

Strengthen compliance and investor confidence through transparent governance practices.

Navigate digital transformation while balancing AI adoption with operational stability.

Make smarter portfolio choices despite talent shortages, budget limits, and capital constraints.

Stay agile amid disruption and respond effectively to shifting markets, regulations, and global competition.

The time to close the strategy–execution gap is now. This programme gives leaders the tools to execute with clarity, speed, and confidence

DAY 1:

The Strategic Pillars & The Art of Selection

Theme: Laying the groundwork and choosing the *right* projects.

Module 1: The Strategic Compass in a Shifting Landscape

- **The Strategy-Execution Gap:** Defining the common pitfalls (e.g., projects as "islands", lack of clear goals, resource dilution).
- **Foundational Concepts:** Distinguishing between Vision (aspiration), Mission (purpose), Strategic Goals (broad directives), Objectives (SMART goals), and KPIs (measurable key performance indicators).
- **The Modern Disruptors:** How Digital Transformation, AI, ESG (Environmental, Social, & Governance) mandates, geopolitical volatility, and agile ways of working are fundamentally changing the rules of strategic planning. These forces demand more adaptive, fluid, and data-informed portfolios.
- **Portfolio Management Defined:** Positioning the project portfolio as the primary vehicle for executing strategy and adapting to change.

Strategic Speed Dating

In pairs, participants answer: "What's the biggest challenge your organisation faces in aligning projects with strategy?" Rotate pairs twice. Quick group share-out.

Module 2: The Project Pipeline: Evaluation & Selection

The Project Proposal: Essential components of a business case: strategic rationale, expected benefits (tangible & intangible), cost estimates, key risks, and resources. Selection criteria Deep Dive:

- **Strategic Alignment:** How directly does this advance our core goals? (Use a strategic alignment matrix).
- **Financial Value:** Intro to NPV (Net Present Value), ROI (Return on Investment), and Payback Period. Emphasize that these are estimates and must be balanced with other factors.
- **Non-Financial Value:** Brand enhancement, customer satisfaction, regulatory compliance, employee morale.
- **Risk Appetite:** Does the project's risk profile match the organisation's tolerance?
- **Resource Reality:** Do we have, or can we get, the required skills and capacity?
- **Scoring Models:**

How to create a transparent, weighted scoring model to objectify subjective decisions.

Group Case Study: "NewCorp Innovations"

Groups receive 10 project proposals for a fictional company. Using a provided weighted scoring model template (Strategic Fit 40%, Financial ROI 30%, Risk 20%, Resource Ease 10%), they must evaluate and rank the top 5 projects. Debrief focuses on the challenges of applying criteria.

Module 3: The Balancing Act: Portfolio Prioritisation

- **Portfolio Diagrams as Strategic Tools:**
 - a. **Bubble Charts:** Visualising projects across multiple dimensions (e.g., Value vs. Risk, with bubble size representing cost or strategic importance).
 - b. **The Horizon Model (Run-Grow-Transform):** Allocating resources to initiatives that maintain the business, grow it, and transform it for the future. This model directly addresses the need for innovation amidst disruptors.
- **Forced Rank Prioritisation:** Techniques like MoSCoW (Must-have, Should-have, Could-have, Won't-have) or Q-Sorting to make tough trade-off decisions, especially critical in resource-constrained environments.

Group Exercise: Bubble Chart Balancing

Groups take their top 5 projects from the NewCorp case and plot them on a pre-drawn Effort vs. Impact bubble chart (size = risk). They must then adjust their portfolio based on a new executive mandate: "Focus only on quick wins and one transformational project."

Module 4: The Balancing Act: Portfolio Prioritisation

- **Identifying Constraints:** The concept of bottlenecks (e.g., specific skilled personnel, data security approval processes, budget release cycles).
- **Capacity vs. Demand Analysis:** A practical process for mapping project resource requirements (demand) against known resource availability (capacity).
- **The Outcome:** Creating a realistic, feasible portfolio that is ambitious yet executable. This is where strategic ambition is tempered by operational reality.

Exercise: The Great Resource Crunch

Groups receive a list of available project team members (with skills/FTEs) and a budget cap. They must check if their chosen portfolio from Module 3 is feasible. They must make trade-offs to fit within constraints.

Who Should Attend

This masterclass is specifically designed for senior leaders and professionals responsible for shaping strategy, aligning investments, and driving execution across their organisations. It is particularly relevant for:

- C-level Executives — CEO, CFO, COO, CSO, Managing Directors, and General Managers
- Heads of Strategy, Corporate Planning, and Transformation
- Strategic Planning Managers and Senior Managers
- Portfolio Directors, Program Managers, and Heads of PMO
- Corporate Finance and Investment Managers
- Risk, Compliance, and Governance Leaders
- Business Unit Heads and Division Leaders responsible for execution
- Change Management, Innovation, and Digital Transformation Leaders

DAY 2:

Managing, Governing, and Communicating the Portfolio

Theme: Operating the portfolio in the real world and demonstrating its value.

Module 5: Portfolio Governance & Rhythm

- **Governance Purpose:** Not to micromanage, but to enable decision-making, ensure alignment, and manage strategic risk.
- **The Steering Committee:** Who should be on it?
- **The Portfolio Lifecycle:** A continuous cycle of Strategy, Intake, Selection, Planning, Execution, Review, and Adaptation. Emphasise the "review and adapt" phase is where disruptors are addressed.
- **Meeting Rhythm:** Distinguishing between tactical project status meetings and strategic portfolio review meetings (which focus on the health and relevance of the entire portfolio).

Group Activity: The First Portfolio Review

Groups are assigned roles (CEO, CFO, PMO Lead, Business Unit Head). They receive a "Portfolio Dashboard" for NewCorp with performance data (some projects green, some yellow, one red). They prepare questions and recommendations for the review meeting.

Module 6: Risk, Issues, and Adaptation

- **Portfolio-Level Risk:** Risks that impact the entire portfolio's value or strategic objectives (e.g., a new competitor, a regulatory change, a key technology becoming obsolete, a shift in market sentiment due to ESG factors). This is different from single-project risks.
- **Managing Interdependencies:** The domino effect—how a delay in one project can impact others and the overall benefits realisation.
- **The Kill Decision:** Establishing clear stage-gates and tollgates with go/kill/hold/reprioritize criteria. Creating a culture where stopping a project is seen as a smart strategic decision, not a failure.

Case Study: "The Domino Effect"

A new, high-risk external event is introduced (e.g., a major tech shift, a competitor's product launch). Groups must assess the impact on their entire portfolio. Which projects are at risk? Any new opportunities? Can they deploy mitigation strategies?

Program Schedule	
0900	Start
1020	Morning Break
1230	Lunch
1500	Afternoon Break
1700	End

Module 7: Communication & Stakeholder Engagement

- **Stakeholder Analysis:** Mapping key stakeholders (e.g., Executives, Board, Employees) and understanding their unique information needs.
- **The Portfolio Dashboard:** Principles of effective data visualization. Key KPIs: Strategic Alignment Score, Portfolio Health, Financial Return vs. Forecast, Resource Utilisation, Benefits Realisation Tracking.
- **Telling the Story:** Moving from raw data to narrative. For example: "Although Project X is over budget, it is critical to our AI transformation goal and here's our plan to get it back on track..."

Group Exercise: Build Your Dashboard

Using data from the entire NewCorp simulation, each group must design a one-page portfolio dashboard for the executive team. They must choose the most critical KPIs and visuals to tell the story of health, progress, and strategic alignment.

Module 8: Personal Action Planning

- **Synthesising Key Learnings:** Revisiting the disruptors and the frameworks to manage them.
- **Building Your Case for Change:** Identifying a "lighthouse initiative" to apply these principles back at work.
- **Overcoming Resistance:** Strategies for advocating for a more strategic, portfolio-based approach.

Individual Exercise: My First 90 Days

Individuals complete a worksheet:

1. One idea I will stop.
2. One thing I will start.
3. One thing I will continue.
4. My first step within one week.
5. Sharing of commitments.

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- Change Management, Innovation, and Digital Transformation Leaders

The Mind Leading This Course

Viji Abishegam

PMI Project Management Professional (PMP®) | PMI Authorised
Training Partner Instructor | HRD Corp Accredited Trainer



With over **30 years of international experience** in project management, strategic execution, and corporate training, Viji Abishegam brings unparalleled depth and credibility to this programme. He has trained and coached leaders across **Asia, Europe, Africa, and Australia**, equipping organisations to close the **strategy–execution gap** through disciplined portfolio and programme management.

Viji's career spans leadership roles with **Ericsson, HP, and Semcon**, where he not only delivered high-impact training but also **developed methodologies and portfolio management frameworks** adopted globally. His expertise covers both **traditional project management** and **agile methodologies**, having supported transformations in financial institutions, technology firms, and multinational corporations.

As a **PMI-certified PMP® and Authorised Training Partner Instructor**, Viji has designed and delivered tailored training for senior executives, project managers, and R&D teams. His track record includes:

- Coaching **Ericsson R&D teams in Sweden and India** on Agile and Scrum.
- Leading **project environment maturity and compliance assessments** across Asia and Australia.
- Developing **portfolio and programme management modules** for Semcon's XLPM methodology.
- Delivering **strategic and human skills programmes** for banks, consultancies, and global enterprises including **CIMB, Bursa Malaysia, Bank Islam, Tata Consultancy, and HP**.

Recognised for his ability to combine **practical frameworks with engaging delivery**, Viji ensures participants gain actionable strategies to **align projects with business priorities, optimise resources, and demonstrate value to Boards, regulators, and stakeholders**.

Organisations Transformed Through Viji's Work

Telecommunications



Property & Construction



Financial Services



ICT



Oil & Gas



Government



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3 & 4 December 2025 | Kuala Lumpur

MANVLAKE
GROUP

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REGISTRATION FORM

Advance Registration Valid Until 31 st October 2025	Standard Rate After 31 st October 2025
RM 2595.00	RM 2695.00

*All rates are HRD Corp claimable. *Fees quoted does not include 8% SST.



DELEGATE INFORMATION

Company Name:

Delegate 1

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 3

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 2

Name :
Job Title :
Email :
Mobile :
Direct Line :

Delegate 4

Name :
Job Title :
Email :
Mobile :
Direct Line :

Authorisation (Mandatory)

Name :
Job Title :
Email :
Signature :
Date :

*Signatory must be authorised to sign on behalf of contracting organization. This booking is invalid without a signature.

Payment Method

☐ Bank Transfer
☐ Credit Card ☐ Visa ☐ Mastercard

Name on card :
Card Number :
Expiry Date : CVV :
Signature :

Email the completed form to nunez@manvlake.com

TERMS AND CONDITIONS

Privacy

All personal information provided during your registration will be collected by Manvlake Group Sdn. Bhd. and treated with the highest confidentiality. Your details will be stored in our database and primarily used to keep you informed about our upcoming programmes, events, and related services. Occasionally, Manvlake Group may share relevant information with trusted partners or event sponsors to inform you about similar offerings. If you prefer not to have your details shared, please email us with your request. Should you wish to update your information, report duplicate records, or opt out from future communications, kindly contact us at connect@manvlake.com.

Registration and Payment

Full payment is required prior to the start of the programme. Once registered, participants are responsible for settling payment within the stated terms, regardless of actual attendance. Cancellation Policy More than 30 days before the event: A cancellation fee of 50% of the registration fee will be charged. 30 days or less before the event: A cancellation fee of 100% of the registration fee will apply.

Replacement Delegate

If you are unable to attend, a replacement participant may attend in your place. Please notify Manvlake Group in advance of any replacements.

Event Changes & Unforeseen Circumstances

In the event that Manvlake Group must cancel or postpone the programme due to circumstances beyond our reasonable control (including natural disasters, war, government restrictions, strikes, or acts of terrorism), any fees already paid will be refunded, minus any non-recoverable costs incurred. This refund will represent the full extent of our liability. Manvlake Group also reserves the right to: Change event dates (within 30 days of the original schedule), relocate the event venue within the same city, or amend the event title. In such cases, no refund will be provided, but equivalent arrangements will be made for registered participants. Should the event be cancelled for reasons other than those described above, a full refund of the registration fee will be issued. We further reserve the right to update the event agenda, including replacing speakers or modifying topics, if necessary. Updates will be reflected on our website at the earliest opportunity.

Group Packages/Enrolment Privileges

For group packages terms are subject to Manvlake Group's discretion. In the case of a no-show by the group package attendee, the seat will be deemed cancelled and full payment for the original participants remains applicable. As places are limited, we strongly encourage early registration to secure participation.