



# Case Studies



Lemminkäinen



FINNAIR



CARGOTEC



VARMA



Kuntaliitto  
Kommunförbundet



TAMPERE

LÄHITAPIOLA



SAVON VOIMA



Terveystalo

Kemira



# Contents

3	Espoo	16	Local Tapiola
5	Tampere	17	Finnish Red Cross
6	Fennia	18	HSY
7	Lassila & Tikanoja	19	Vaasan
8	Cargotec	20	Trafi
10	Raisio Oyj	21	Finnair
11	Peikko Group	22	XAMK
12	If	23	Lemminkäinen
13	Varma	24	Savon Voima
14	Turku	25	Terveystalo
15	Kuntaliitto	26	Kemira



# Thinking Portfolio playing a role in the realization of the Espoo Story

In 2013, the City of Espoo began development on the project model for the implementation of the Espoo Story. The development is aimed at creating a common model which contributes to the implementation of the Espoo Story across all sectors and units of the city. Espoo's EsPro model features processes and guidelines for the implementation of programs and projects. Project portfolio management processes are also included in the project model.

Some of the city's units have had project guidelines in place before this development project. The city-wide development spearheaded by the Espoo Story combines previous experiences with good practices from other cities. The result is a universally applicable and beneficial common model. The common model facilitates project comparison, yielding information on a project and portfolio level within and between organizational units.

Hundreds of city employees, including project managers, management teams and other project members, have already participated in training on the new project model. It takes time to permeate change within a large organization, which is why the implementation of a project of this magnitude should be approached with patience.

As a part of this development, the City of Espoo decided to pilot a Thinking Portfolio project portfolio in the spring of 2015. Program Director **Päivi Hoverfält**, who is responsible for the development of the project model, has been a part of the Thinking Portfolio definition and implementation project. The help of the additional information provided by the project portfolio application has been welcome. Hoverfält says that the city had tried to implement a project portfolio application in the beginning of last decade. At the time, however, the application was not sufficiently compatible with the city's needs, and the project culture in general was not ripe for systematic project portfolio management. With development over the recent years, the need for a project portfolio has become topical once again. Certain programs and units were utilizing Excel-based project lists. This, however, did not provide the desired visibility across projects.

## Thinking Portfolio won the tendering process with quality and cost-efficiency

With the help of previous experience, and getting to know

various applications, the City of Espoo prepared the criteria for scoring project portfolio application tenders for the tendering process. In addition to quality, another criterion was life cycle costs.

"Thinking Portfolio won the tendering process on both criteria. In addition to quality, we value cost-efficiency, a requirement which Thinking Portfolio meets with ease."

Thinking Portfolio has already proven itself useful during the pilot stage, and other city units are eagerly anticipating the portfolio's implementation. The application has been received positively among the users, who appreciate its user-friendliness and intuitiveness. Adopting the portfolio has required very little orientation. The tool provides flexibility that allows variations in the approach of each organizational unit. This, in turn, improves the flow of information, as each unit will always have access to the same information within the application, regardless of their individual procedures.

## Use expanding thanks to positive user feedback

Espoo's Thinking Portfolio project portfolio contains currently over 300 projects, programs or measures. The figure is due to grow with the implementation of the tool in other organizational units from this year's fall onwards.

"Naturally, the first step was to implement Thinking Portfolio in units and programs that had previous experience in project portfolio processes. The pilot phase was launched in the Social and health services department, and the implementation continued in the economic balancing and productivity program TATU. Projects featuring IT solutions are currently being added to the project portfolio.

"We receive requests for expanding the use of Thinking Portfolio constantly. Next up will be research and construction projects. The tool will also be made available for all employees, as the city has discovered its benefits as a channel for communicating the city's project and program activities.



### Thinking Portfolio praised for solid collaboration

Thinking Portfolio has been acknowledged for flexibility and smooth collaboration. According to Päivi Hoverfält, the next step is to further enhance features on the program level. For example, there will likely be a need for a wider range of report types as user experience accumulates.

*“The application has been received positively among the users, who appreciate its user-friendliness and intuitiveness. Adopting the portfolio has required very little orientation. The tool provides flexibility that allows variations in the approach of each organizational unit.”*

# Thinking Portfolio concretised the project portfolio processes of City of Tampere

Guided by the Group Management Unit, City of Tampere took Thinking Portfolio project portfolio application into use in November 2015. The implementation of the application was a follow-up to the development of a project management model started in 2014.

The City of Tampere project portfolio deals with all projects relating to the development of services, operations and management and all projects containing ICT development, as well as research projects. The portfolio also contains regional development programmes with their projects. Currently there are three of these programmes.

Service manager **Sirpa Kolehmainen**, who started work in the beginning of the year, has been responsible for the implementation of both the project model and the application. We acquired the application to help the realisation of the project model and project procedures. Kolehmainen is happy with the application and says it helped the personnel to internalize the project model in addition to bringing agility to managing procedures.

- Thinking Portfolio project portfolio as a tool concretises and visualises our project management procedures.
- The application tool gives the monitoring possibility to all city employees as well as to the interest groups participating in the project.

## Thinking Portfolio frees time for development

In addition to the fact that improving the visibility of projects has made it easier to implement project models, Kolehmainen is pleased that more time remains for actual development and that it is easier to make comparisons and choose right development projects into the implementation in real-time.

– For us the most important thing is the value brought by Thinking Portfolio in monitoring the realisation of project strategies.

– Thinking Portfolio also brings fluency to management group work. The visibility of the application and its ease of use enable quick adoption of information and with it the time saving virtual meetings.

## Encouraged by positive user feedback we are now training new groups

There will soon be an internal customer survey among the

users of City of Tampere Thinking Portfolio, which will gather more detailed information on the users' experiences and wishes for the application. However, the free feedback we have received so far has been positive. Project managers, amongst others, have taken to the ease-of-use of the application and the portfolio management groups to its visual informativeness.

Project managers have also been happy with the features of Thinking Portfolio project management. These include the possibility to visualise the dependencies between projects, management features of tasks as well as resources planning and hourly recording functions. Kolehmainen feels that a big leap forward has already been taken in the management and guidance of the project portfolio, but the intention is to provide further training to the users of both the project model and the project portfolio. People preparing projects are especially wanted to take part in the user group.

– With the preparatory group we can enter the information on the projects being prepared into the portfolio at the earliest stage possible.

## Interactive implementation project was a great experience

The Thinking Portfolio implementation project and co-operation with the supplier's experts went without a hitch. The project was a pleasant experience.

– This was a fun interactive project. We were able to use the application immediately and at the same time we could still fine-tune the application and make last minute changes which the Thinking Portfolio consultants realised at once.



# TAMPERE

# Thinking Portfolio making everyday project management easier in the Fennia Group

Fennia's portfolio of in-house development projects features currently around 50 projects at various stages of their life cycles, from preparation to follow-up evaluation. Previously the company had used another project portfolio management tool, but since the spring of 2015, Thinking Portfolio has been their tool of choice.

For Fennia one of the key requirements, in addition to the standard project portfolio features, was that the application had functions for managing individual projects in order to ease the workflow of project managers.

"We had followed the development of various tools and explored all of our options for several years. We had gotten to know Thinking Portfolio before, but at the time it was not developed enough for our expectation.

During the last fall's Administrator event, we saw the presentation of another company using Thinking Portfolio, and we discovered that the application had developed the functionalities we were looking for."

Add to that the good benefit-cost ratio, and Thinking Portfolio became the obvious choice as Fennia's new project portfolio management and monitoring tool.

## Good project results were key

IPMA Level A Certified Projects Director **Anne Isotalo** says that overall, the Thinking Portfolio implementation project has gone well.

"The definition workshops were productive, although the documentation presented challenges. The definition documentation finalization rounds took slightly longer than anticipated, but we felt that the optimal, finalized solution was more important than sticking to a strict implementation deadline. We were able to verify the accuracy of the implementation during the pilot stage. Fine tuning the application was done smoothly and quickly."

## Thinking Portfolio is making everyday life easier for the project manager and the department

According to Anne Isotalo, the decision to change applications has proven to be the correct one. She lists feedback received from project managers during the first six months of using Thinking Portfolio. The feedback has been very positive; the project managers have found that Thinking Portfolio is genuinely helpful in everyday work.

"Thinking Portfolio is really easy to use, and everyone can pick it up quickly without separate training and guidelines. We have been able to stop using different types of PowerPoint and Word documents, as all data is integrated in Thinking Portfolio. The project managers felt that with the old application they had to do extra work for the project department. The new application has been actually beneficial for managing their own projects."

From Isotalo's perspective, the most advantageous innovation has been Thinking Portfolio's summaries and reports. As an example she mentions the status report feature, that can provide information to several different target groups.

She also says that post-implementation collaboration with the supplier has been effortless and smooth.

"At the moment, most of our additional feature orders have been focused on reports. The additional work has been performed quickly and within a reasonable budget. We have not received much support with the application itself, but any user rights queries we have made have been addressed quickly."

## Thinking Portfolio is making work smoother

Isotalo finds Thinking Portfolio to be an excellent project and project portfolio management tool for their organization. "The tool is versatile, user-friendly, and does not take away extra time from the actual work of project managers," she summarizes.



# Thinking Portfolio is an excellent tool for managing Lassila & Tikanoja's development projects

Thinking Portfolio is an important tool in facilitating decision-making within Lassila & Tikanoja's project operations. The application has also received praise for its flexibility with regards changes in procedures.

For the fourth consecutive year, Lassila & Tikanoja is using Thinking Portfolio to help manage the company's project portfolio. When we started using Thinking Portfolio in a particular situation, we created a uniform internal project model containing the procedures necessary for both management and decision-making. We needed a tool, which was more efficient than Excel at supporting new practices. The decision to select this application centred on the fact that implementing and learning how to use the tool would be easy and relatively effortless. Ultimately Thinking Portfolio was a suitable solution for our requirements and implementing it into our working methods was a speedy process.

In the beginning the portfolio model was applied solely to IT projects, but now all our development projects are included in the project portfolio and each of them adhere to the same reporting and decision-making processes within the company as a whole. As such, we receive uniform and comparable information from Thinking Portfolio, which assists our decision-making and our ability to manage the project portfolio.

## Thinking Portfolio responds well to a need for change

A year and a half ago, Lassila & Tikanoja's project operation procedures were developed by incorporating a programme management model. The programme concept was also well suited to the project portfolio application currently in use. As a result, very little extra work was required to include programme management in the reporting procedure utilised to help decision-making.

The development manager within Lassila & Tikanoja **Markku Niinivaara** has been happy with how easy Thinking Portfolio is to use and how the application has adapted to their changing business needs.

– Thinking Portfolio has been a good choice as a tool for managing our project portfolio and it is a suitable tool for us. The application is not too complex, but it still features all the functions we need and it was easy to find the necessary solutions to support our procedural changes.

– Over the autumn, we developed the resource planning

for our project operations and we chose Thinking Portfolio to assist us with this. These operations follow the simple and easy-to-use guidelines synonymous with Thinking Portfolio, for which we have received solely positive feedback from project managers and programme managers.

## Solutions are usually easy to find

As the different developmental needs of an organisation change, the requirements for applications are also continually changing. When it is time to look for an application, we compare current and potentially new software. So far, we have always found a suitable option for the project operation requirements within the many solution options offered by Thinking Portfolio.

– The challenges involved in the management of projects and portfolios are quite similar to those of other organisations using Thinking Portfolio, so when a new need arises we always check to see if it has already been resolved in some way in the application. If ready-made solution has not been workable for us as it is, we have always managed to resolve the matter just by tweaking it a little bit.

***“The application is not too complex, but it still features all the functions we need and it was easy to find the necessary solutions to support our procedural changes.”***



# Cargotec – Development projects carried out with Thinking Portfolio PPM

Cargotec's internal development project portfolio is managed with Thinking Portfolio's project portfolio application. Currently, there are over 600 users in twenty different organisations. Most of the users come from business units in charge of load handling equipment product development projects. Thinking Portfolio has been utilised in Cargotec since 2011.

Initially the application was mainly used for clarifying the overall view of the group's project activities and budgeting the project portfolio. Currently, however, the area of emphasis has shifted towards status monitoring and strategic management of the project portfolio. The application has also improved the efficiency of monitoring the quality of project management.

## Project portfolio functionalities are undergoing upgrading at the new service centre

**Markku Toivanen** is in charge of project management in Cargotec's service centre, which is tasked with developing the IT and financial administration as well as supporting business operations. The service centre operates in all countries where Cargotec is active. Toivanen indicates that the use of Thinking Portfolio in IT administration has decreased recently due to changes in the organisation and tasks. This area has seen significant emphasis during the spring, because the new service centre organisation has an increased need for project portfolio monitoring. In fact, Markku Toivanen states that Thinking Portfolio's implementation has entered phase two, as new functionalities are implemented and new operations are upgraded.

"We have upgraded the version of the application. We feel that the visual appearance of the tool has been further enhanced. Furthermore, new functionalities, such as advanced resource management functionalities, are more conducive to our operations than before.

We were looking for additional functionalities in resource management, which we developed through the collaboration of the product development organisation and experts from Thinking Portfolio. Among the most desired new functionalities for both us at the service centre as well as the product development organisations were resource management, hour logging and related reporting.

## Key users can customise Thinking Portfolio views

Cargotec is pleased that Thinking Portfolio allows key users to customise application parameters. This enables Cargotec to implement certain changes in-house. As an example, Markku Toivanen mentions the fine-tuning functionalities, that are seen necessary to adjust to developing working methods.

"We have been implementing the new version of Thinking Portfolio while simultaneously improving our working methods. We do not organise Thinking Portfolio training, per se, but rather engage in discussion and exchange of experiences in terms of process efficiency. We reflect our experiences on Thinking Portfolio, allowing us to modify the parameters of the application according to our needs. Our admin users are able to customise views to suit our purposes.

## There is always a solution

Having established the use of Thinking Portfolio, Cargotec has also commissioned customised report views and added classification criteria. Cargotec finds it essential that as business operations have developed, it has been possible to adapt the application to new operating methods. Thinking Portfolio has been constantly developed in a positive direction from the perspective of administration and project management. Thinking Portfolio has enabled Cargotec to carry out project planning and reporting without using Word, Power Point or Excel forms separately. Indeed, Markku Toivanen expresses that Cargotec prefers handling project reports during portfolio management team meetings with Thinking Portfolio views and real-time reports.

"Our multi-layered and constantly developing organisation poses significant challenges to any application. As a small and nimble application, Thinking Portfolio is well-equipped to handle any task. We haven't had to make any compromises; there is always a solution. I would recommend the real-time functionality of the application to oth-



ers, as well. If you cannot find a suitable report view or template, you can create new ones with the help of Thinking Portfolio's experts."

Markku Toivanen gives Thinking Portfolio a grade of A+ as an application and as an application supplier. Furthermore, he believes that the significance of the application will only be further enhanced with time.

"Thinking Portfolio is an excellent tool for project portfolio management and administration. I believe we will be utilising Thinking Portfolio even more for operative portfolio management and project prioritisation in future."

*"Thinking Portfolio has been constantly developed in a positive direction from the perspective of administration and project management. Thinking Portfolio has enabled Cargotec to carry out project planning and reporting without using Word, Power Point or Excel forms separately."*



# Raisio: We are happy to have Thinking Portfolio

**Raisio's Data Administration utilises Thinking Portfolio for managing project operations. Currently, the company has around 80 IT-related projects in the portfolio. The company aims to expand the use of the application to other projects at a later stage.**

The Data Administration unit manages the partially outsourced IT services and IT projects carried out in various business units, describes Raisio's IT Manager, **Sami Halinen**, and the administrator of Thinking Portfolio, Merja Lamponen.

The company decided to procure the project portfolio application during a recent reorganisation of project-related processes. The previous, Excel-based project monitoring tool had become laborious to use. The company needed a tool that would provide an overview and status of various on-going IT projects in different business units in the company. A tool for facilitating the prioritisation of the projects was also needed.

Merja Lamponen says she first stumbled upon Thinking Portfolio on the Internet. After reading more about the application, she found it to be very suitable to the company's needs.

"Our needs had evolved throughout the years, and when Thinking Portfolio came along, we had a fairly clear picture of what we wanted."

Sami Halinen was also convinced from the very beginning that Raisio made the correct choice in Thinking Portfolio. Halinen had previous experience in working with several project portfolio applications, which is why he felt that Thinking Portfolio would be the best fit for managing Raisio's project portfolio.

## Quick benefits were a positive surprise

Raisio's primary needs in procuring the project portfolio application was to gain a better overview and facilitate project prioritisation. Raisio has had Thinking Portfolio in production use for only two months, but it is clear that goals are being reached.

Currently, the main user group consists of project managers, but there are some project owners and control group members among the users as well. The aim is to expand the user groups once the company has accumulated more experience in using the application and the implementation of related processes has advanced further.

"We have established an in-house procedure for reviewing the project portfolio with Thinking Portfolio on a weekly basis. After two months, we are happy to say that we have gained the overview of our projects, and prioritisation has

become easier as well.

Most of the challenges have been related to learning the new rules and developing our processes further. The user-friendly application, however, has ensured that the emphasis remains in the correct areas.

We were positively surprised about how thoughtfully the application was designed. We were able to implement functions without adapting them at all.

## Very smooth implementation

The application delivery receives high marks from Raisio. Both Lamponen and Halinen were pleased with the timely implementation project and user support following the implementation.

Thinking Portfolio's Administrator event, which enables client companies to share ideas, has been viewed as a very beneficial event.

"The implementation project went extremely well. We were very pleased. Everything worked like a charm. We have not needed much assistance, but whenever we have had questions, the replies have arrived almost instantaneously.

Overall, we are really happy with the procurement, and simply happy to have Thinking Portfolio

*"The implementation project went extremely well. We were very pleased. Everything worked like a charm. We have not needed much assistance, but whenever we have had questions, the replies have arrived almost instantaneously."*



# Peikko Group: Transparency and clear reports reduce project workload



Thinking Portfolio's project portfolio application was piloted at Peikko in January 2013 with the organization of internal development projects. Peikko's Project Management Office Manager Jukka Nykänen, who was in charge of the project, says that Peikko has been very pleased with both the application and its smooth implementation.

The objectives of moving projects along at a more steady pace and having a clear, real-time view of the overall project status have been reached.

Additionally Peikko has gained an easy-to-use application with an intuitive interface, encouraging everyone to utilize the tool. Thanks to its user-friendliness, the application has been introduced quickly, and is already being used in 10 countries.

- The implementation went smoothly in flexible cooperation with Thinking Business. User training was easy to carry out. We organized one-hour training via online conferences. In addition to the training sessions, the users have access to guidance through the application's Help views.

## Transparency and clear reports

Peikko's Project Management Office compiles summary reports and analyzes the project status regularly for the management. Project Managers have also found compiling monthly reports to be easy with Thinking Portfolio.

- Not only has Thinking Portfolio provided us with tools for portfolio management, it has facilitated running individual projects as well.

- We regularly create status reviews based on the project portfolio data for the management. Reports enable us to monitor project progress, select the right projects as well as their optimum implementation order.

- Two months after the introduction, 80% of the projects utilized Thinking Portfolio for monthly reports. It is likely that we will be close to a hundred per cent by next month.

## Pleased Thinking Portfolio customers

Nykänen says that previously employees had found it difficult to compare projects and form an overall view of project status, because project teams carried out projects differently. A couple of years ago, we set out to improve our practices by standardizing our project model. Procurement of the portfolio management software became necessary, as we were implementing the standardized project model.

- We ended up choosing Thinking Portfolio after meeting

several reference companies.

- Companies which had used the application felt really pleased with it, stating that Thinking Portfolio's portfolio management had significantly improved their project operations. We can now say that we share their experience.

## Reduced workload

Peikko does not have specific project manager positions, but our project managers perform several other tasks in addition to project-related tasks. Indeed, monitoring key resource load is part of the everyday use of Thinking Portfolio.

Various user groups have provided positive feedback on how Thinking Portfolio has reduced the workload.

- We can easily produce summaries for national directors, for example on product development status, with the help of Thinking Portfolio

- Project Managers are very pleased with the way the new tool clarifies internal project operations and helps discover problems

- Management is grateful for the transparency of the overall situation and the improved individual project monitoring.

Nykänen summarizes that Thinking Portfolio is a vast improvement over previous protocols and that using the tool keeps bringing up new useful qualities.

- We have noticed that the more you use the application, the more you realize its advantages.

*"Companies which had used the application felt really pleased with it, stating that Thinking Portfolio's portfolio management had significantly improved their project operations. We can now say that we share their experience."*

# If appreciates Thinking Portfolio's customer-orientedness and reliability



In the fall of 2014, If's Private Customer image001 Department decided to implement Thinking Portfolio's project portfolio application in order to improve the efficiency of the department's project operations.

The move was preceded by a mapping stage, during which several applications and suppliers were compared with one another. "Thinking Portfolio impressed with its clarity and user-friendliness, the supplier – with its flexibility," says **Anniina Palola**. Business Developer Anniina Palola operates in If's Private Sales & Services unit. Palola was part of the team that was tasked with finding the right project portfolio solution for If. She also participated in the implementation project, and she is currently the administrator of the application. In addition to being the administrator, Palola is using the application as a project manager, performing portfolio analyses.

"The supplier's ability to listen to us and reassure us that our wishes will be considered moving forward, in addition to the clarity of the application, sealed the deal for us.

Working with Thinking Portfolio's experts has been a positive experience throughout. During the definition stage, their hints were very useful, and they are being implemented along with our own, original wishes.

Following the implementation stage, Thinking Portfolio's personnel have continued to show interest in our progress with the application. We have never felt left alone with the tool. It's quite the contrary. Every query is addressed promptly every time."

## Thinking Portfolio highlights options to support decision-making

At If, Thinking Portfolio is used by project and program managers as well as steering committee members. The use of Thinking Portfolio's views has been implemented in decision-making.

Compared to the old approach of manually searching and combining Excel and other document types, Thinking Portfolio's views and reports have provided longed-for smoothness in everyday operations. This fact is constantly praised by the users. Project information is saved in Thinking Portfolio, which enables each user to prepare reports and analyses as necessary.

The tool's features have simplified the workflow and reduced the documentation workload for project managers. Decision makers are pleased with the application's ability to provide a reliable overview with little effort. Various views on the project portfolio's status are viewed as an excellent

tool, for example, for project prioritization and implementation plan preparation.

Thinking Portfolio's benefits have been noted quickly at If, resulting in a continuously increasing usage rate.

"As manual combining of reports has become obsolete, the rate of errors has also gone down. The portfolio does the preparation work for us, and we can generate reports with a simple click of the mouse.

Our users have been pleased with the user-friendliness and clarity of Thinking Portfolio.

The implementation has been successful. The training of new users has actually mainly consisted of in-house protocol and strategy. Learning the tool has happened almost by itself.

Thinking Portfolio analyses has formed a foundation for strategic decisions, as the tool elicits key facts for different options."

## Ideas and innovations

In addition to projects, If's portfolio contains ideas, although optimally the company would prefer moving these into idea processing. With this in mind, If has already taken steps to get to know Thinking Portfolio's idea portfolio, which will be discussed in detail with the application supplier in the near future.

"We are really looking forward to seeing the idea portfolio. I am also interested in other Thinking Portfolio innovations as well.

It will be interesting to hear the experiences of other Thinking Portfolio users during the Administrator event."

***"Thinking Portfolio analyses has formed a foundation for strategic decisions, as the tool elicits key facts for different options."***

# Varma Mutual Pension Insurance Company – PPM Producing Significant Benefits

The mutual pension insurance company Varma implemented Thinking Portfolio in 2014. So far, active projects as well as projects starting during the first quarter of 2014 have been added to the portfolio. The portfolio contains mostly IT projects, but there are some business development projects as well.

Development Manager and Head of PMO, **Katja Siekeli**, describes the implementation process of Thinking Portfolio as fairly uncomplicated. Varma had already utilised Excel for project portfolio management, and was familiar with the concept. Thinking Portfolio's user-friendliness and vision of how to develop portfolio management enabled an effortless implementation project.

## Clear benefits evident almost immediately

In less than two months, several users have seen clear improvements in daily work in terms of, for example, availability of data and improved reporting functionalities.

Project Managers have enjoyed the benefits of the new tool in terms of reporting and monitoring project hours. The time saved on reporting and monitoring hours can be utilised in other project-related tasks and management.

“Portfolio management executive team members are able to personally view the current status of the portfolio or individual projects with Thinking Portfolio reports and views.

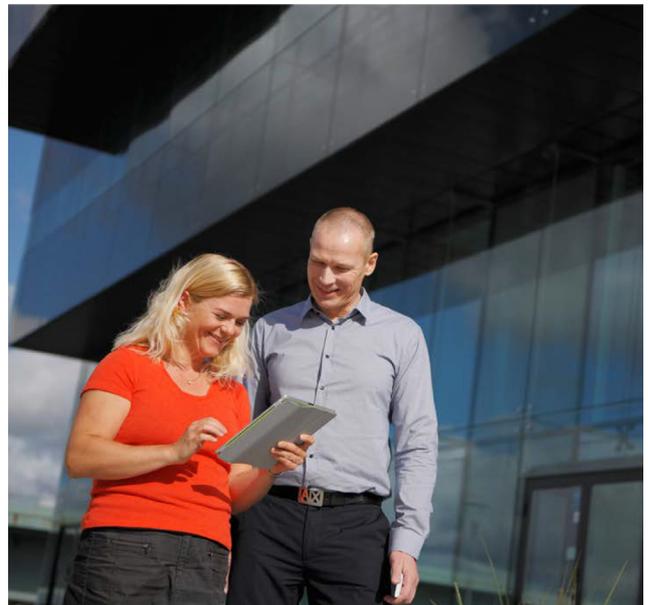
The hour logging functionality is a significant improvement over previous methods.”

The benefits extend beyond project management and the management of Varma itself; department heads are also reaping the benefits of improved resource management. Although the resource management functionalities of Thinking Portfolio are still being implemented, Varma can foresee it having significant benefits in departmental and team resource planning.

Already at this early stage of implementation, Katja Siekeli can list a number of clear benefits Thinking Portfolio has delivered to Varma. In future, she believes Varma will benefit greatly from Thinking Portfolio in terms of prioritisation of projects.

“While we are only in the early stages of implementing the Thinking Portfolio prioritisation model, we have high expectations of its benefits in annual and operations planning.

The top three benefits of Thinking Portfolio so far have been the facilitated hour logging, improved resource management and additional help in project prioritisation.



*“The top three benefits of Thinking Portfolio so far have been the facilitated hour logging, improved resource management and additional help in project prioritisation.”*

# VARMA

# Thinking Portfolio provided additional value to project management in the City of Turku

Since the beginning of 2015, the Turku City Administration has been using Thinking Portfolio's project portfolio as a tool for development project management. During the procurement stage, the supporting factors for choosing Thinking Portfolio were the tool's suitability for development programs and the organization, as well as the possibility of customizing its features alongside the evolution of the development programs.

As the responsible person in this case, Strategy and Development Director, **Jussi Vira**, has been involved in developing the city's processes, and was therefore part of the final decision-making team on the procurement of the tool. "The experiences of other Thinking Portfolio client organizations were definitely a factor," Vira says.

"Other cities had had positive experiences with the tool, and it was a solid reference for us. Organizations that had implemented the application earlier had provided positive feedback, which encouraged us."

The City of Turku manages all types of development projects with Thinking Portfolio. Currently, the city's portfolio contains around 500 operational development and IT-oriented projects.

## Clear overview has provided additional value to development operations

Portfolio managers are in charge of the accuracy of the data as well as preparing and presenting Thinking Portfolio analyses to project owners and management teams. Jussi Vira has been pleased with the immediately evident additional value that Thinking Portfolio has brought to project management.

"By using a single tool for project portfolio management, we are provided a general view of the development projects of the entire city. In my opinion, this overview has been the most critical benefit the tool has provided us with so far."

The Project portfolio has been received so positively, that the users have expressed interest in using the tool for other types of development work as well. Another planned expansion is the implementation of Thinking Portfolio as a tool for innovation.

"The users have been pleased with Thinking Portfolio. Overall, it has been great that things have progressed so quickly with the application."

Thanks to these positive experiences, we are discussing other ways of utilizing Thinking Portfolio. The next development step is to incorporate Thinking Portfolio in visualizing innovation."

## The new application is appreciated by its users

Development Manager Sari Hannila, who was also responsible for the definition and implementation project of

Thinking Portfolio for the City of Turku, states that user feedback has been positive and that the users have been pleased with the clarity of the user interface.

"One of our users got acquainted with two portfolio management applications over the summer. Based on their experience, Thinking Portfolio was definitely their tool of choice. It is easy to approach and pleasant and easy to use."

The users have been able to use TP independently after a short orientation. Any initial apprehension is cast aside very quickly.

Using the application will only get easier, as soon as we are able to match the application with our development processes."

## Thinking Portfolio gets ten points for service

Collaboration with Thinking Portfolio's supplier has been positive, although the initial stages of the definition process could have been a bit clearer.

"We were looking for a bit more clearly defined and stronger approach to the application definition process. By communicating their expectations better, the supplier would have made it easier for us to plan our resource allocation."

During the implementation stage, the supplier exhibited excellent flexibility. Their service-readiness and attitude deserve full marks."

*"Other cities had had positive experiences with the tool, and it was a solid reference for us. Organizations that had implemented the application earlier had provided positive feedback, which encouraged us."*



# Thinking Portfolio for development and lobbying activities of the Association of Finnish Local and Regional Authorities

The Association of Finnish Local and Regional Authorities is improving its lobbying activities, as well as its service and development operations by implementing the Thinking Portfolio application.

Strategic management requires up-to-date, reliable and concrete information for decision making.

**Tiina Rinne**, Program Coordinator of the Association of Finnish Local and Regional Authorities, is advocating an open, cooperation-oriented culture of development. She is hoping that new methods and tools will increase transparency while improving results and well-being. The objective is to inspire employees towards development and thereby enhance the association's ability to reform and become more productive.

- Thinking Portfolio offers structure to the implementation of strategy, enabling us to visualize measures and to determine, whether we are moving in the right direction and that the selected measures are pursuant to our strategy.

- Thinking Portfolio is a tool for development and reform. This tool increases the efficiency of our processes and practices.

Thinking Portfolio will be implemented in the portfolio management for lobbying. Lobbying activities address issues arising from EU and national policies, and they are outlined in the association's strategy. Currently, most of the processes related to lobbying pertain to the municipal reform. The Association of Finnish Local and Regional Authorities has an extensive sphere of responsibilities, and objectives are reached through projects and lobbying. It is essential that objectives can be aligned under one entity which can then be managed in a productive, strategy-oriented way.

## Information system for implementing strategy

As a cloud service, Thinking Portfolio is an easy-to-use, affordable information system, which enables comprehensive management of project-oriented activities within an organization. Kari Ahopelto, IT Manager of the Association of Finnish Local and Regional Authorities, finds that information systems are a part of unifying procedures and implementing strategy.

- The technical prerequisites have been available for quite some time. However, the possibilities provided by information technology are still surprisingly often neglected during

structural changes, implementing strategy, monitoring or management. It is also important to observe cost-efficient information management architecture.

## Thinking Portfolio enhancing openness

Implementation of Thinking Portfolio at the Association of Finnish Local and Regional Authorities begins with project status reporting, which project managers will be performing for the first time with Thinking Portfolio in August 2013. In future, the projects will be easy to monitor and compare based on saved report data.

During the first phase, the tool will be used by management, directors, project managers and personnel responsible for lobbying. Pursuant to our dedication to openness, the entire staff, and later municipal partners and other project interest groups will have viewing rights to Thinking Portfolio.

*“Thinking Portfolio offers structure to the implementation of strategy, enabling us to visualize measures and to determine, whether we are moving in the right direction and that the selected measures are pursuant to our strategy.”*



# Local Tapiola recommends wide-ranging capitalising on Thinking Portfolio

Local Tapiola is a Finnish group of companies owned by its customers, which offers life security for personal customers, companies and communities of all sizes, as well as for farms. Life security describes a method to serve customers through a lifetime and its changing scenarios. Local Tapiola invests in security, health and well-being of its customers.

Local Tapiola uses Thinking Portfolio for managing the group's development portfolio and working time tracking of Local Tapiola Services OY.

At first the intention was to design the application's structure only for managing the development portfolio, but during the specification workshops it was found that Thinking Portfolio would also be suitable for working time tracking and project management and thus the use of the application was expanded. Because of this it was possible to totally abandon the old, more complicated and expensive medium.

## Thinking Portfolio saves working hours

During the use we found time saving especially in project managers' work. One significant improvement was that we could stop using separate documents. The information about development jobs in just one medium is more systematic, reliable and more comparable with each other. Summarising and taking snapshots is smoother and takes only a fraction compared to earlier time.

## Local Tapiola thanks the supplier for being solution-oriented

Development manager **Jaana Kaskirinne** from Local Tapiola is happy with the specification work and implementations of Thinking Portfolio consultants. Although the short implementation project made her wonder at first, the surprises were only positive. She gives special thanks to how smoothly additional features, which were not originally planned, were included in the system and how well the co-operation with the supplier is still progressing.

Local Tapiola started to use Thinking Portfolio with their product information in the testing stage following the specification and thus they immediately received a better picture of the application in their own environment. It was gratifying that the data added during the development work was not lost and everything could be used while implementation took place.

– The supplier is creditably solution-oriented, and they offered great solution options when we told them about our

problems.

– We have internally received only positive feedback about the medium and the supplier. We have been able to have small changes made whenever we have seen the need for them during use.

– The service has been super-good, the attitude and service spirit are in a class of their own and the attitude is spot-on. I can recommend the supplier to everybody!

## Proffa serves in a user-friendly way

In Local Tapiola Thinking Portfolio is called Proffa.

Users like the fact that Proffa is easy to use and that the instructions are found inside the application when needed. The implementation of the application did not require big training squeeze and new users found that they could make a good start after a small introductory session.

User experiences, feedback and development ideas are collected in "Proffa Clinics", which are held regularly and which deal with timely questions relating to the use of Thinking Portfolio.

– We have theme-specific clinics; at first we dealt with things relating to the basic use and from there we have continued with clinics dealing with status reports and reports on decision making.

– However, the clinics have been rather quiet because the users have coped well with Proffa without guidance.

*"The service has been super-good, the attitude and service spirit are in a class of their own and the attitude is spot-on. I can recommend the supplier to everybody!"*



# Thinking Portfolio gives aid together with Finnish Red Cross



The development manager of FRC, Mimmu Piirto, was responsible for implementing Thinking Portfolio project portfolio at the turn of the year. She says that they were lucky, because Thinking Portfolio contacted them and offered co-operation with Pro Bono principle just as an exceptionally large amount of asylum seekers arrived into the country.

At the same time the Red Cross hired 2000 new employees, so there wouldn't have been time to implement a new application. However, they trusted the supplier's promise that the implementation project would not tie up their time from other work too much.

– This was a good decision. Thinking Portfolio held on to their promise of the time table and the amount of work and we received, with a really small investment, a good tool at the best possible time.

## Thinking Portfolio suits the organisation's character

The new project portfolio application was first implemented in the Red Cross recycling store Kontti who uses it in all projects of the chain. Kontti projects are typically those concerning the stores' restructuring and opening, but they also include change projects to the operations model. The manager of Kontti stores **Sari Nikkola** is pleased with the additional value to their project operations, brought in by Thinking Portfolio.

– With Thinking Portfolio we have been able to improve advance planning and budget management and during the implementation stage everyone knows, better than before, what to do and when. We still need to improve the finishing touches and assessment, but we are well on the way.

The application's use has quickly spread to become a tool to strategically develop almost all of our country's operations.

Because the core of the Red Cross operations is to be prepared for catastrophes, Thinking Portfolio, as an easy-to-use tool, suits the organisation very well.

The Finnish Red Cross has found that the application is also useful for project management, because Thinking Portfolio supports management group work and different user prospects are helpful in monitoring and decision making.

– Thinking Portfolio has such an intuitive user interface that in a tight situation there is no need to waste time on training. While we have trained new people for the project, they have learned to use the application at the same time.

– Previously we monitored projects in Excel, but it was really difficult. Thinking Portfolio brought new kind of

backbone to our projects whilst the insight into the projects has improved.

The application's use has quickly spread to become a tool to strategically develop almost all of our country's operations.

Because the core of the Red Cross operations is to be prepared for catastrophes, Thinking Portfolio, as an easy-to-use tool, suits the organisation very well.

The Finnish Red Cross has found that the application is also useful for project management, because Thinking Portfolio supports management group work and different user prospects are helpful in monitoring and decision making.

– Thinking Portfolio has such an intuitive user interface that in a tight situation there is no need to waste time on training. While we have trained new people for the project, they have learned to use the application at the same time.

– Previously we monitored projects in Excel, but it was really difficult. Thinking Portfolio brought new kind of backbone to our projects whilst the insight into the projects has improved.

## While in a hurry you must concentrate on the essentials

Piirto is happy with how well Thinking Portfolio has supported the projects for different operations. As an example she mentions reception operations, where, at the request of authorities, they have to, at a fast cycle, set up reception centres and also close them down. The time scale for setting up a centre project may be one week or even shorter and it must be done with small staff and a small budget. The character of immigration demands that there are comings and goings all the time and this is why closing down a reception centre must be made in a controlled way and in a fast time scale.

The possibility of copying a project makes it faster to set up and close down reception centres.

– This kind of easily adoptable tool is a fine thing because we don't need to invest in learning the application and we can concentrate on the essentials.

# Thinking Portfolio project portfolio makes environmental development projects easier in HSY

Helsinki Region Environmental Services, HSY, is a municipal federation which provides services in water supply and waste disposal as well as information on the metropolitan area and environment. HSY helps residents to act better on behalf of the environment.

HSY development projects are managed in the Thinking Portfolio project portfolio. The subjects and budgets of projects vary a lot and they are made in several lines of business and production areas, development expert **Susanna Hietanen** from HSY tells us.

We started using Thinking Portfolio less than six months ago, when the biggest projects began their lives in the portfolio. When our experience grew we realised the benefits brought by the application in the lifecycle stages of the project management as well as the planning and the whole project. This tool found to be so efficient is now being implemented to be used more widely.

- We will also enter small projects into Thinking Portfolio, because we have found that completing even a simple project in Thinking Portfolio is easier than with the other tools we have been using so far.

- When we get all projects into one portfolio, transparency with our development projects will improve even further.

The HSY Thinking Portfolio has as many as 250 users and we continuously invest in training.

- Although we receive feedback from users saying that because Thinking Portfolio is so easy to use there is no need for training, we still go ahead with training. This way we get an opportunity to share the best practices and small tricks, which could benefit everyone.

## Thinking Portfolio helps to challenge things

The most active user groups are project managers and enterprise leaders. Management groups utilise the prospects of the portfolio as a support for decision making. Management groups have given positive feedback about the ability of Thinking Portfolio to present information as well as analysed and understandable prospects.

- Information can be brought into view better than before. Thinking Portfolio supports challenging the information. For us it is also positive that the missing projects will now be noticed during reviews more easily.

## This is worth embarking on

The current development needs for Thinking Portfolio are prospects relating to reports on working hours. We need more of these, because different financiers have different wishes for these reports. Other wishes for finishing touches can also be presented better at this stage, when we have had more user experiences, Hietanen says. There is no threshold in progressing these wishes, because the co-operation between HSY and Thinking Portfolio supplier has continued smoothly after the implementation project as well.

- We are happy with the Thinking Portfolio's "blessed eternal guarantee", which means that as though all issues could not be addressed at testing stage, we can still address them in future.

- We also liked the fact that the supplier asked us separately and that we could give feedback about the project.

- To others who are thinking of doing the same I can say that this is worth embarking on.

*"We will also enter small projects into Thinking Portfolio, because we have found that completing even a simple project in Thinking Portfolio is easier than with the other tools we have been using so far."*



**HSY**

# The clarity and functionality of Thinking Portfolio convinced Vaasan Oy

Vaasan Oy and Thinking Portfolio started the implementation project of the project portfolio in specification workshops in March 2015. The application started operations in June – August. One important reason why Thinking Portfolio was chosen as Vaasan Oy project portfolio application was the possibility to implement it in a short time and benefit from its use quickly.

Strategy and development manager **Nina Tuomikangas** says that their choice became clearer during the purchasing process. Thinking Portfolio was perceived as a tool which, in addition to fast implementation, had clarity and simplified functionality on the plus-side. It was easy to start the development of project practices with an easy-to-use tool.

- We wanted to start quickly and ensure that we will not try to build a solution that is too complicated. The most important things were that the basic processes and the management process were specified.

- During reference visits it was confirmed that Thinking Portfolio has enough capacity for later on, when the maturity level in our company increases.

## The project portfolio was started with product development projects

Product development projects were entered into the portfolio immediately in the implementation stage. By managing user rights we could display the right kind of information to the project leader as well as buyers, product developers and the people responsible for project sales, supply chain and finances.

- The feedback from users has been genuinely positive and all are extremely satisfied. Special thanks are given to the fact that the same tool offers many different things and that managing overlapping information has disappeared.

- Thinking Portfolio has already been put to use in all countries taking part in product development process, i.e. in Finland, Estonia, Latvia and Lithuania.

## The project portfolio shows which way strategic projects should be managed

In addition to product development projects Vaasan Oy uses the project portfolio to manage strategic development projects. Thinking Portfolio has also well adapted to support the management of Vaasan Oy new strategic project.

- With our governance model described in Thinking Portfolio we will get good transparency, we can see where the focus points are and which we still need to invest into.

## The use of Thinking Portfolio is still being expanded

Vaasan Oy has also investigated resource planning features in Thinking Portfolio and in future we plan to implement them more widely. With wider use of resource planning we wish to improve the forecasting of resource position bottle-necks. We are also thinking of further increasing the transparency of the project situation to the management.

- Our choice was spot-on and we have been satisfied with Thinking Portfolio both as an application and a supplier. We can absolutely recommend it to others!

*“The feedback from users has been genuinely positive and all are extremely satisfied. Special thanks are given to the fact that the same tool offers many different things and that managing overlapping information has disappeared.”*



# The life-cycle of a project became clearer at Trafi with Thinking Portfolio

Since the beginning of 2016 Thinking Portfolio has been the tool for all project management at Trafi. The contents of Trafi's project include the development of customer services as well as the development of ICT and other independent initiative projects.

After the implementation of Thinking Portfolio, Trafi projects have become more transparent, their Thinking Portfolio administrators tell us.

Previously the pre-specification information was documented in according to different practices, but now that we have an application which gathers this information, the projects take shape at an earlier stage. This is a welcome change when monitoring a project's life-cycle.

Before the implementation of Thinking Portfolio, Trafi was using their own developmental operations model and the application did not require any changes to it, but the confidence in project monitoring and completion brought by Thinking Portfolio is significant. Reports have become standardised and reporting practices have become clearer, which we have welcomed.

## Seeing the projects in the application adds ability to inform

At Trafi Thinking Portfolio is used by the most active project and development managers, in addition to which the portfolio is used for reporting to several different groups and everyone at Trafi have viewing rights to the portfolio. Everyone can benefit from seeing what projects others are doing and how they have realised or are about to realise them. Currently there are 167 development tasks in the portfolio in different stages, including 55 active initiatives or projects.

Management groups will make project decisions using reports and analysis from Thinking Portfolio. There are also memo lists for decision making to help with the projects and they can also be found in the application.

People at Trafi experience the use of Thinking Portfolio pleasant and they give plenty of positive feedback.

- Thinking Portfolio shows the know-how of the people realising the projects and it is professionally designed
- The application is clear; it guides the user and does not require any separate instructions
- As a tool Thinking Portfolio enables many realisation models, so it is important that you map the requirements of your own activity. After this it is easy to edit the application to suit your requirements.

## Reaction speed is the tops with Thinking Portfolio

As a supplier Thinking Portfolio also gets a commendable grade from those at Trafi. Co-operation has worked smoothly and they feel that they have received help whenever needed. Special thanks are given to Thinking Portfolio's top-speed reaction in contacting customers.

### We interviewed the following people at Trafi:

Ilkka Toivanen, Pipsa Eklund, Taru Lahti, Virpi Kotala and Päivi Nissi

*"The confidence in project monitoring and completion brought by Thinking Portfolio is significant. Reports have become standardised and reporting practices have become clearer, which we have welcomed."*



# Finnair opens up its route to Thinking Portfolio's Project Portfolio

Finnair uses Thinking Portfolio's Project Portfolio, which currently manages its IT projects. There are plans for Thinking Portfolio to become the go-to project management application for all types of projects including procurement, commercial investigation and projects to open new flight routes. The intention of the ongoing Roadshow is to communicate information about the potential of the application for future users and various management teams.

Chief Information Officer (CIO) for Finnair, **Kari Saarikoski**, explains that prior to commissioning Thinking Portfolio, information about the organisation's different projects was compiled using Sharepoint and Excel. There were no coherent models for reporting or presenting this information and the need for a project portfolio management tool was identified quite some time ago. Over the years, a number of alternatives to the application have been surveyed and even researched.

One of the expectations for the future project portfolio involved getting all the projects neatly compiled in a single tool, thereby enabling a clear view of the various stages of the projects and the resource status as a whole. Improvements made to reporting tools would also ensure a systematic process with time savings regarding project management.

## Implementation of Thinking Portfolio was swift with a rapid roll-out

Commencement of the procurement project finally became topical last year. Using the procurement process, the implementation schedule was initiated in September – October, and the application was quickly up and running before the end of the year. Saarikoski was delighted with the fluid implementation of the application and the smooth cooperation with the supplier.

The implementation and commissioning project was carried out swiftly without excessive bureaucracy. Altogether, we took part in three workshops and from the second workshop we were given parameterised alternatives for the Thinking Portfolio functionality. Following the third workshop, the application had already been trialled and we were able to finalise the final version.

In our search for a suitable tool for managing our project portfolio, we examined a number of different applications. The majority of these alternatives turned out to be too cumbersome for our requirements. We found Thinking Portfolio

to be sufficiently slimline and data appeared to be easy to maintain.

Data maintenance is always challenging and the portfolio is only as good as the data it holds. With Thinking Portfolio, there is a correct amount of data to be maintained. I firmly believe its slimline interface will keep usage rates high.

## Decisions are clearly visible in Thinking Portfolio

Saarikoski recognises the benefits of Thinking Portfolio as being a tool that is equally useful for management as for all other departments requiring information about projects. All decisions are clearly shown in a single portfolio and despite information quality varying, it is already possible to view delays and project bottlenecks.

-Missing information is also a good indication of the challenges within a project.

-As more data is fed in, we also expect to receive a sufficiently comprehensive overview of the overall situation with resources, i.e. we can see where there is an overload and which resources are lacking.

*"In our search for a suitable tool for managing our project portfolio, we examined a number of different applications. The majority of these alternatives turned out to be too cumbersome for our requirements. We found Thinking Portfolio to be sufficiently slimline and data appeared to be easy to maintain."*



# Intensive use of XAMK's Thinking Portfolio project portfolio of equal interest to its partners

At the South-East Finland University of Applied Sciences (Xamk), all R&D&I activities are managed using the Thinking Portfolio project portfolio referred to as HanSa. HanSa has a key role as a tool for managing R&D&I operations.

Development Manager **Hanna Kuninkaanniemi** has been involved in developing HanSa since its initial integration when the Mikkeli University of Applied Sciences commissioned the system for providing structure to R&D&I activities. HanSa has established such a firm position in the organisation that Kuninkaanniemi cannot even imagine living without it, believing that project management would be simply impossible otherwise.

The merger has seen the number of R&D&I projects increase dramatically. HanSa is not only a project management tool, indeed, in addition to implementing different stages of the project, it is also a vital tool for assisting management, monitoring, assessing and managing risk.

“Thinking Portfolio, or HanSa as we call it, is a truly multifaceted tool. Once the project is opened as a concept in HanSa, any subsequent handling is examined and reported here. The R&D&I management and employees make wide use HanSa, so it is an important tool for us all and a superior tool for management. If it isn't in HanSa, it doesn't exist!”

## New users, new ideas

XAMK officially commenced activity in early 2017, but preparations for merging the two universities started much earlier. Once the new organisation was formed and HanSa was expanded, it had already become an irreplaceable tool for the R&D&I operations the year prior to the merger.

In addition to the active HanSa users, the entire organisation has access to the data it holds, thereby making it a highly efficient communications channel. With the merger, all new users have enthusiastically adopted the tool, even putting their projects on hold until they could use the tool to handle them after witnessing its benefits when collaborating with MAMK earlier on.

The new users also introduced new ideas for utilising HanSa, which have resulted in the improvement of content in the portfolio.

## Rumours circulating about outstanding solutions

The processing, presentation, assessment and approval of projects sent to financing authorities also involves use of HanSa. In fact, in its quality evaluation statement, the Finnish Higher Education Evaluation Council found HanSa to be a prime example of good practice in educational establishments.

Kuninkaanniemi states that the tool generally inspires positive interest among XAMK partners.

“HanSa has always inspired great interest in the university network, as different bodies have either seen it in practice or heard rumours about what system we use.”

*“Thinking Portfolio, or HanSa as we call it, is a truly multifaceted tool. Once the project is opened as a concept in HanSa, any subsequent handling is examined and reported here.”*



**Kaakkois-Suomen  
ammattikorkeakoulu**

# Lemminkäinen forms the foundations of its project using Thinking Portfolio

The implementation of Lemminkäinen's Thinking Portfolio was conducted at the end of the year when the application was used for monitoring and prioritising internal development projects for business operations and support functions.

The previous version of the application was in use earlier on, but back then there was no great need for a project portfolio that continued to be in active use.

"A pilot stage preceded the commissioning of Thinking Portfolio and involved implementation of the tool's debut version and we started with a clean slate", explains **Nina Sode-Carlsen**, who is responsible for the development of Thinking Portfolio at Lemminkäinen.

She adds that during the selection phase, they already had a good Excel-based template for what they required from a project portfolio.

"There has been increased cooperation between different organisations and the number of projects in the portfolio has grown to such a degree that we decided to reinstate the project portfolio application. We did consider other alternatives, but we had good experience of using Thinking Portfolio before and the functionality we needed was already in place. In addition, customising its appearance was easy."

## You don't need to read a manual to be able to use Thinking Portfolio

The training of project managers and other user groups is still ongoing at Lemminkäinen, but Sode-Carlsen states that Thinking Profile has received a favourable response from users, who praised such things as its intuitive, easy-to-use qualities.

"There is no need to read an instruction manual to use Thinking Portfolio."

## Every stage of the project can be easily monitored with Thinking Portfolio

Despite only being in use for a short time, Lemminkäinen has already witnessed how easy it is to monitor every stage of a project. Once it is more widely used, in addition to rewarding project managers, the device is expected to increase visibility and improve reporting for management.

The Lemminkäinen project portfolio can also be used for such tasks as budgeting for internal development projects

and monitoring outcomes, resource planning, hourly entries and project prioritisation.

The project portfolio also facilitates the description and monitoring of project interdependencies.

"We believe that in the future, with the assistance of Thinking Portfolio, we will be able to better manage the entire internal development project portfolio."

Thinking Portfolio saves the project manager time as previously saved data is always in use and updated as the project progresses and this same data can even be used for reporting without the need for separate documents and stages of work.

"Uniform reporting of all the projects also benefits the steering group's operations for the project as well as the reporting to management." In the future, we plan to use Thinking Portfolio as much as possible for reporting to various authorities.

*"Thinking Portfolio saves the project manager time as previously saved data is always in use and updated as the project progresses and this same data can even be used for reporting without the need for separate documents and stages of work."*

# Lemminkäinen

# Savon Voima uses Thinking Portfolio as its management and communication tool

Savon Voima, otherwise known as the Savonian energy group, concentrates on electricity sales and grid services, electricity and district heating generation, solar power solutions and versatile portfolio management services for the energy sector.

Managing Director of Savon Voima, **Arto Sutinen**, together with Development Manager and Chief Information Officer Markku Rissanen, state that development tasks have been enhanced in their organisation and are increasingly objective-focused, whilst management processes have been renewed. Under this premise, the strategic programme “Objective Development Approach” was created. One of the programme’s projects has also included the acquisition of an application tool used to increase development of the portfolio’s visibility and assist management with achieving strategic goals.

## Thinking Portfolio has everything you need

Quite a bit of time and energy has been put into researching suitable applications, but as the acquisition project really got underway, a list of requirements was made with the previously documented development activity goals providing the framework. “When invitations to tender were sent out, Savon Voima had a clear understanding of the necessary functionality”, explain Sutinen and Rissanen.

“We knew precisely what we wanted and this made it easy to choose the right application.

As a cloud service, Thinking Portfolio best adhered to our specific demands. The preparation stage for our activities was excellent, so there was no need to customise anything.

At Savon Voima, Thinking Portfolio operates as a development portfolio used to manage the company’s strategic programmes and the project contained within it, as well as various types of research and development projects. The development includes programmes such as: Carbon dioxide-free electricity generating systems, a weather-reliant electricity grid, giving definitive form to client relations, 100% self-sufficiency domesticity and zero accidents.

Markku Rissanen says that Thinking Portfolio has done an excellent job at satisfying their key requirements, which includes objective development being easy to portray in the tool, and shows that data can be quickly updated whilst creating common situation awareness. From the perspective of management, reporting capabilities need to be sufficiently wide-ranging.

“We have been very satisfied with our choice. As yet, we have not come across any necessary features that are lacking from Thinking Portfolio.

## Thinking Portfolio provides different outlooks on topics

Arto Sutinen regards the development portfolio application as a way of achieving goals within the organisation and he is satisfied with the strategic level of the project and the programmes visible within Thinking Portfolio.

“I have told management that no other reports need to be made by them, as Thinking Portfolio tells us everything we need to know about the projects. We have only just started using Thinking Portfolio, so we are still fine-tuning the way we use it. Nevertheless, we have already realised that using the different Thinking Portfolio views we are able to gain different perspectives on issues. We have also conducted a project prioritisation study based on the application views. Thinking Portfolio is primarily a management and communication tool.”

Rissanen adds that the instructions given by Arto have been easy to follow, with Thinking Portfolio being an exact representation of the logical and sufficiently simple interface sought after during the acquisition stage.

*“We have already realised that using the different Thinking Portfolio views we are able to gain different perspectives on issues. We have also conducted a project prioritisation study based on the application views. Thinking Portfolio is primarily a management and communication tool.”*



# Terveystalo achieves transparency with project resources thanks to Thinking Portfolio

By virtue of its network, Terveystalo is Finland's largest healthcare service provider. Operating nationally, Terveystalo employs over 6,800 healthcare professionals. In 2015, ten per cent of all Finland's annual visits to the doctor were made to Terveystalo.

At Terveystalo, the project managers and other project members play a part in project tasks in addition to handling their own tasks. This is why it is vital to achieve transparency with project resourcing and to get a better understanding as to how much time employees spend conducting project-based work.

Time at work should not be wasted choosing the correct tool and the main criteria should be its ease of use. Indeed, the feedback provided by its users has shown that the correct selection has been made as the application has been heralded as being an intuitive, easy to use, slimline application.

All in all, Thinking Portfolio has responded well to all the challenges Terveystalo set on the application, with resource planning currently being the most frequently used property.

Use of the project portfolio quickly expanded to different types of projects

The specification and implementation work involved in the Terveystalo project portfolio was conducted in the summer of 2016 and it was promptly commissioned in September. During the first stage, three different types of development projects were incorporated in the project portfolio: development of electronic transactions and mobile services, development of new products and service models, and the development of processes. The benefits of the portfolio were quickly realised following commissioning and it has since incorporated renovation and training projects as well as other investment projects.

Different project types are monitored in different ways, but all have the same common resources in use. Thinking Portfolio introduced the expected fluidity in the planning processes for these.

## Availability of resources for projects incorporating Thinking Portfolio

Project managers are responsible for ensuring the tool is up to date for their projects. For managers, the most important features of the application are the Thinking Portfolio reporting views that quickly show how their team has been allocated for different projects. Managers also automatically receive a resource report by email once a month. Thinking Portfolio facilitates an overall view of the project portfolio

for project proprietors and sponsors, i.e. members of the management team. This assists in project prioritising and strategic planning.

The Terveystalo portfolio currently holds a couple of hundred resources and 40–50 users working as project manager in addition to users performing other roles, such as project proprietors and sponsors. Head of PMO, Niki Kotilainen, says that an astonishing amount of resource planning has already been processed through Thinking Portfolio, including ensuring availability of resources for the project prior to approving implementation. He believes that in time the use of the portfolio will further increase.

## Fine-tuning is next for Thinking Portfolio

Kotilainen states that the next task involved in fine-tuning the portfolio is the activation of existing additional features to be used by Terveystalo. These features include such tasks as automatic dispatch of reminders to project managers regarding project update requirements and the sorting of the portfolio view according to roles.

Cooperation between the Thinking Portfolio supplier and Terveystalo has been a great success. Thinking Portfolio employees are quick to react and communication is fluent, which are matters that Kotilainen sees as being very positive in respect to maintenance and further development.

*"All in all, Thinking Portfolio has responded well to all the challenges Terveystalo set on the application, with resource planning currently being the most frequently used property."*

# Terveystalo

# Kemira visualises project and resource planning using the Thinking Portfolio project portfolio

With the establishing of the new project template, Kemira's IT and Operational Excellence Department made the joint decision that it was time to commission a tool to manage the project portfolio that would replace the Excel files and separate resource management application previously used. The more effective application should facilitate the management of the project portfolio and resources using the same interface.

A benchmark test was conducted among service providers during the acquisition stage and all the various alternatives and ultimately Thinking Portfolio was deemed to have the qualities that best corresponded with Kemira's needs. In addition to being easy to use, Thinking Portfolio was quick to implement and was highly cost-effective as a cloud service.

## Thinking Portfolio creates synergy

Kemira's Thinking Portfolio currently features IT projects in addition to various activity enhancement projects, one of which is a portfolio holding around a hundred projects. The portfolio has 350 users, 50 of which are active users with 100 time-entry users.

Free user rights have been applied to the project portfolio. This means that Thinking Portfolio operates as a communication channel for various projects and it also provides details about persons to contact who can provide more information.

The resource planning within Thinking Portfolio is regarded as being a very useful attribute.

"There is an excess of projects conducted simultaneously within the organisation and this causes timetables to overrun", states PMO Manager for Kemira IT, **Taija Turkia**.

"The resource planning attributes are flexible and they provide excellent reports."

In addition to Thinking Portfolio being an outstanding tool for visualising the situation, its high functioning resource planning also provides us with a better synergy between business and IT.

"Bottlenecks are easily visible in Thinking Portfolio", adds Turkia.

## Project managers grateful for time saved

Kemira's users also praise Thinking Portfolio's ease of use. Project managers in particular have been grateful that there

is no longer the need to do the same work several times over, which used to be the case when separate reports were used.

"Time is saved when starting and completing a project, once information is amassed in the same place and reported automatically.

The project portfolio is regularly inspected in connection with various meetings. It is a great deal easier when data does not need to be selected from different places and you can see when the data has been updated. We highly recommend it and we are in the process of making further developments."

Cooperation between Kemira and the Thinking Portfolio supplier has also been excellent following the completed supplier project.

"Implementation of the tool was also assisted by the fact that Kemira was itself clear about what topics needed enhancing", Turkia highlights.

One of the topics for further development at Kemira is the improvement of mobile use for making time entries. Furthermore, there will be an expansion of Thinking Portfolio's integration and reporting properties, which make full use of existing reports and dashboards.

"As a company, Thinking Portfolio has a flexible customer service and its employees are very service oriented. I definitely recommend Thinking Portfolio for others seeking similar solutions. It is important to note though that it is worth first getting your own processes in order in order to achieve the best possible benefits, including expertise on the supplier process during swift project implementation."

The logo for Kemira, featuring the word "kemira" in a bold, blue, lowercase sans-serif font.



# Testimonials

*“The feedback from users has been genuinely positive and all are extremely satisfied. Special thanks are given to the fact that the same tool offers many different things and that managing overlapping information has disappeared.”*

- Nina Tuomikangas, Vaasan Oy

*“The top three benefits of Thinking Portfolio so far have been the facilitated hour logging, improved resource management and additional help in project prioritisation.”*

- Katja Siekkeli, The mutual pension insurance company Varma

*“We have already realised that using the different Thinking Portfolio views we are able to gain different perspectives on issues. We have also conducted a project prioritisation study based on the application views. Thinking Portfolio is primarily a management and communication tool.”*

- Arto Sutinen, Savon Voima Oy

*“The service has been super-good, the attitude and service spirit are in a class of their own and the attitude is spot-on. I can recommend the supplier to everybody!”*

- Jaana Kaskirinne, LähiTapiola Palvelut Oy

*“Thinking Portfolio analyses has formed a foundation for strategic decisions, as the tool elicits key facts for different options”*

- Anniina Palola, If Vahinkovakuutusyhtiö Oy

*“Thinking Portfolio offers structure to the implementation of strategy, enabling us to visualize measures and to determine, whether we are moving in the right direction and that the selected measures are pursuant to our strategy.”*

- Tiina Rinne, Kuntaliitto





## Contact Us



**Esa Toivonen**

Senior Advisor, CGEIT, CISA, CRISC, yMBA

Tel. +358 40 733 6670

[esa.toivonen\(at\)thinkingportfolio.com](mailto:esa.toivonen@thinkingportfolio.com)



**Katri Harju**

Portfolio Service Advisor

Tel. +358 40 706 4354 [katri.harju\(at\)](mailto:katri.harju@thinkingportfolio.com)

[thinkingportfolio.com](http://thinkingportfolio.com)