Lean Budgeting
Why it is really important for Lean Portfolio Management

Rishi Kumar
Director, Lean Agile DevOps Transformations

CGI
What is Lean Portfolio Management?

• 1 of 5 core competencies of a Lean enterprise
• Aligns strategy & execution
• Governs the SAFe® Portfolio
Three essential collaborations

• Provide ability to execute existing commitments reliably
• Intended to bring leadership together and enable innovation
• Each of these collaborations has a set of stakeholders and responsibilities

1. Strategy & Investment Funding
   • Connect the portfolio to enterprise strategy
   • Maintain a Portfolio Vision
   • Fund Value Streams
   • Establish portfolio flow

2. Agile Portfolio Operations
   • Coordinate Value Streams
   • Support program execution
   • Drive operational excellence

3. Lean Governance
   • Forecast and budget dynamically
   • Measure portfolio performance
   • Coordinate continuous compliance
Lean Budgeting

Lean approach in funding and governance practices to decrease funding overhead
Challenges with traditional budgeting

Traditional budgeting

• Mostly based on last year projects & expenses
• Project accounting
• Rigidity, unknown future
• Spoils innovation
• Constraints in responsiveness
• Unnecessary overhead & delays
• Lower throughput & productivity
Benefits with Lean budgeting

- LOW OVERHEAD
- HIGHER MORALE AND THROUGHPUT
- FUNDED VALUE STREAMS
- CONTROL ON EXPENSES
- TEAMING MINDSET
- FOCUS ON INNOVATION
Thank you

Rishi Kumar
Director Consulting Expert
Ris.Kumar@cgi.com
+1 310-961-0420
https://www.linkedin.com/in/contactrishi/