



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

PMO as the integration agent in Product Lifecycle Management: bridging the gaps across the phases of products lifecycles.

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PMP

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Lessons from my journey



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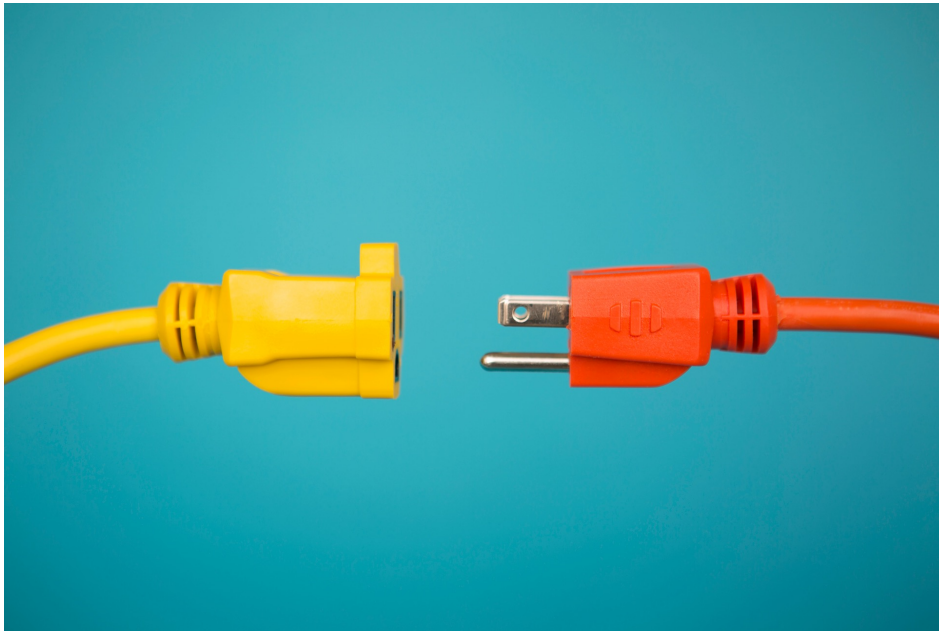
Product Management

Project Management Office





Lesson 1: Downstream Disconnection



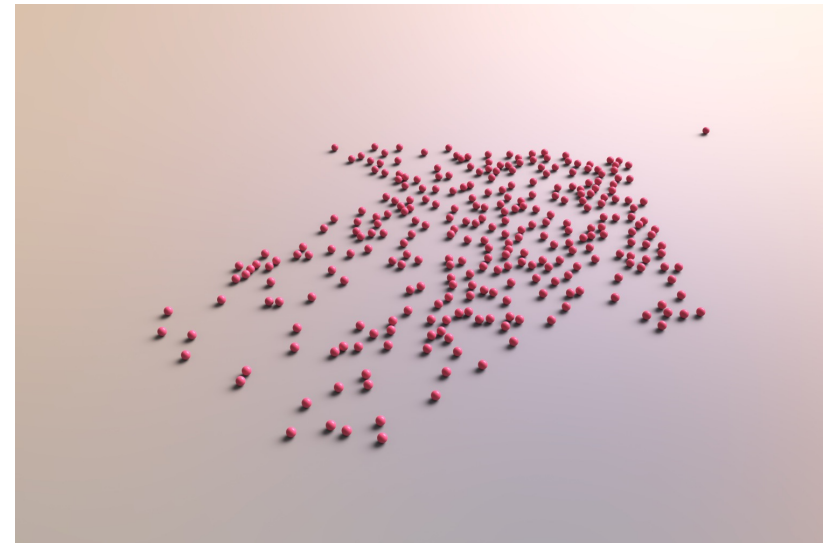
- My early “good intention”.
- Systemic gaps in cross-functional coordination.
- Lifecycle orchestration is chronically deprioritized, with culminating weakness in product discontinuation.¹

Lesson 2: Upstream Clarity



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- Light project management without slowing innovation.
- Cross-functional alignment of strategy with technology development before project approval.



Familiar Roles in New Product Development



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Product Manager

Oversees all product needs throughout its lifecycle from birth to death, consistent with organization strategy²



Project Manager

Oversees all project needs through assigning so as to achieve project completion on time, in budget, and in specifications²



Symptoms of Integration Problems



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- Product roadmaps with invisible execution capacity.
- Upstream technology: *What is R&D working on?*

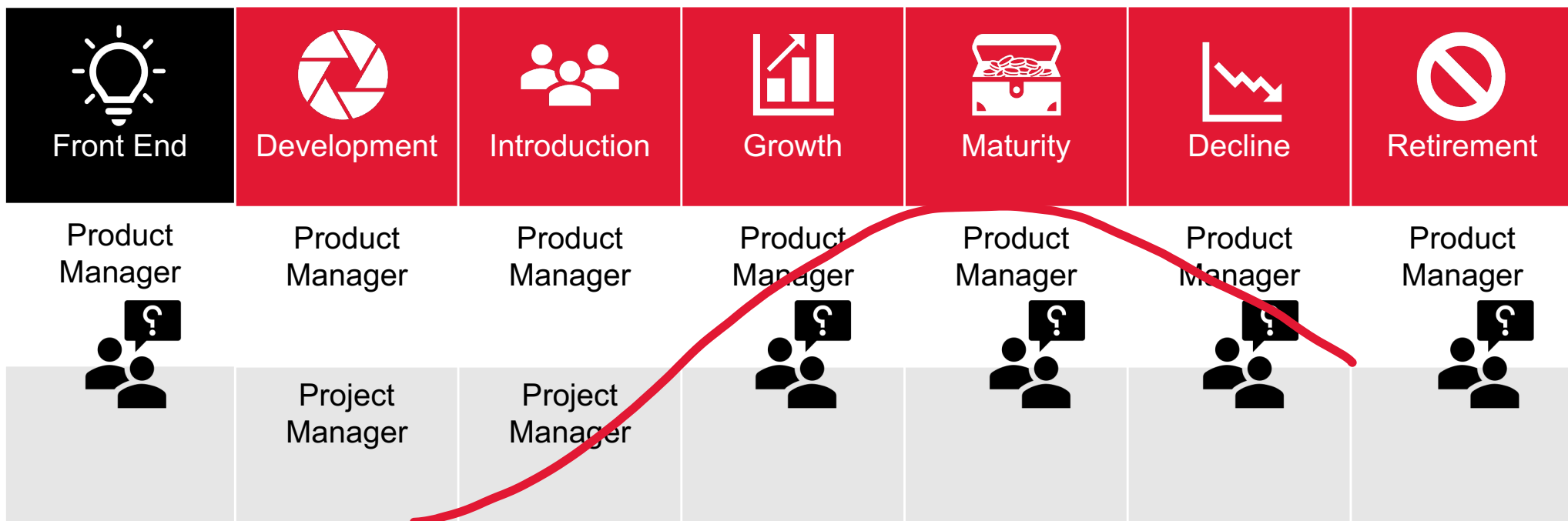


Product Lifecycle



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“The progression of sequence of stages that products go through from development, introduction, growth, maturity, decline, and retirement.”²



Product Lifecycle based Project Management Model



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- Configuration of projects according to the product life cycle stages.³

Development	Introduction	Growth	Maturity	Decline	Retirement
New Product Project	Product Uplift Project / Operational Work	Product Uplift Project	Product Uplift Project	Product Discontinuation Project	Product Discontinuation Project

PMO Services and Integration⁴



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Tactical

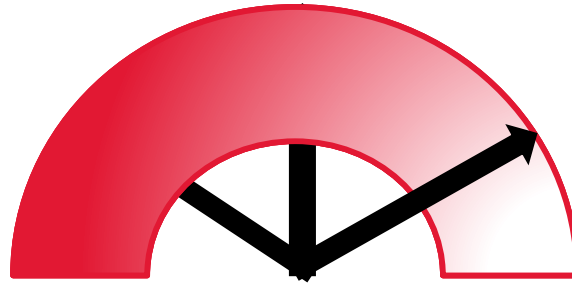
Strategic

Operational

Dialing Services for Integration



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Integration in Development Phase



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Tactical



- Process
- Resource
- Training
- Systems and Tools

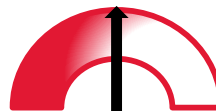


HIGH

Strategic



- ▣ Portfolio
- Benefit Realization
- ▣ Impact
- Decision making



MED

Operational



- Day-to-day management
- Milestones
- Data Analytics
- Documentation

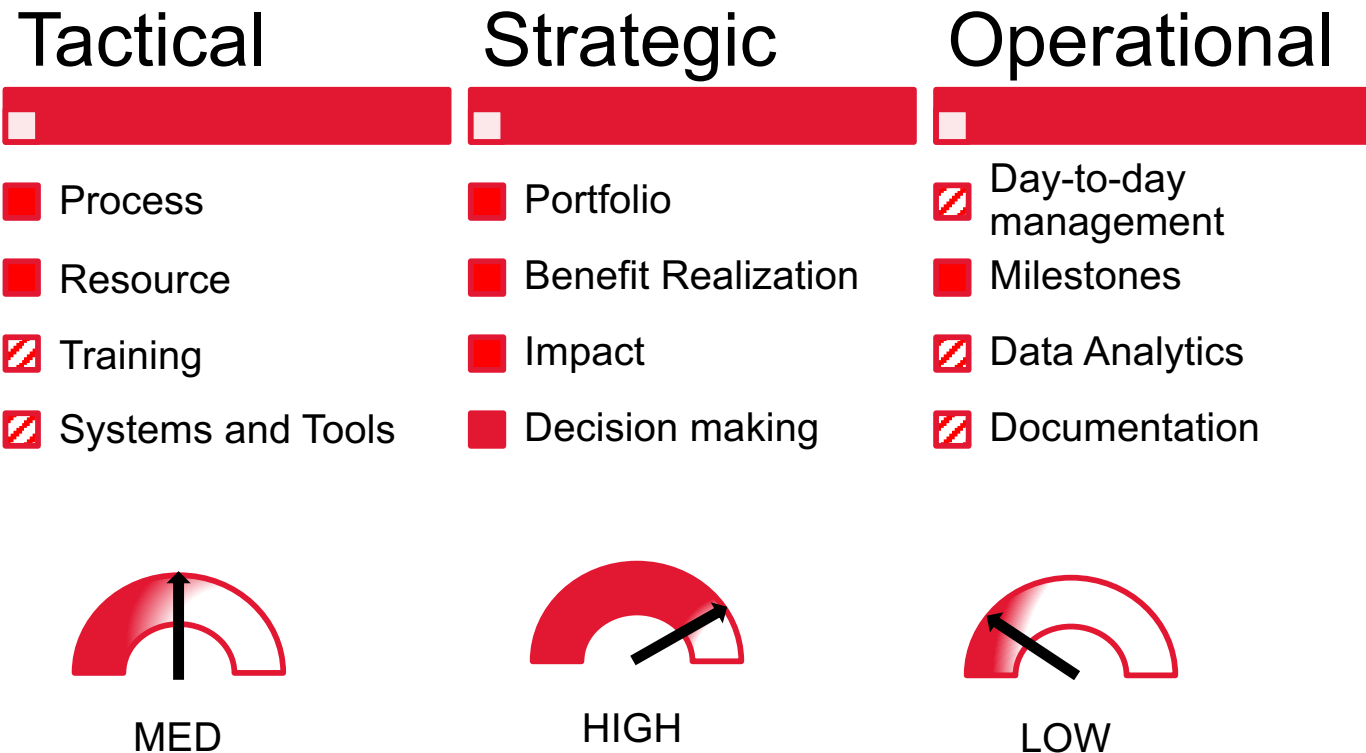


HIGH

Integration during Front End Phase



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Google Glasses: Upstream Gaps



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- Technology was ready, but the market was not.
- No integrated view of customer, market, and societal impact.
- The price tag exposed the lack of a market or positioning strategy.



PMO Integration at the Front End



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MED

Tactical

- Risk assessment
- Feedback loops



HIGH

Strategic

- Portfolio fit
- Executive decision with integrated impact assessment
- Market readiness



LOW

Operational

- Cross-functional alignment

Integration during Decline Phase

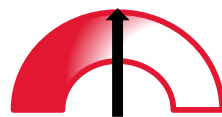


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Tactical



- Process
- Resource
- ▣ Training
- ▣ Systems and Tools



MED

Strategic



- Portfolio
- Benefit Realization
- Impact
- Decision making

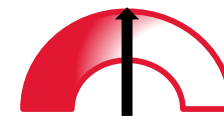


HIGH

Operational



- ▣ Day-to-day management
- Milestones
- ▣ Data Analytics
- Documentation



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- [illegible]

PMO Integration in Discontinuation



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MED

Tactical

- Standardized discontinuation plans
- Impact assessment



HIGH

Strategic

- Portfolio review
- Defined End-of-life
- Customer support approach



MED

Operational

- Milestones and documentation for cross functional alignment and execution
- Customer migration path

Conclusion



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High-performing PMOs operate as integrating agents:

- **94%** continuously align initiatives and KPIs to strategic objectives.⁵
- **92%** standardize and tailor methods for different projects and teams.⁵



Call to action



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- Start with one stage of the lifecycle.
- Identify the dial that needs to shift.
- Measure the outcome.
- Raise visibility for your PMO as the integrator that will keep strategy and delivery aligned from idea to retirement.





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Questions & Evaluation

Evaluate Session:



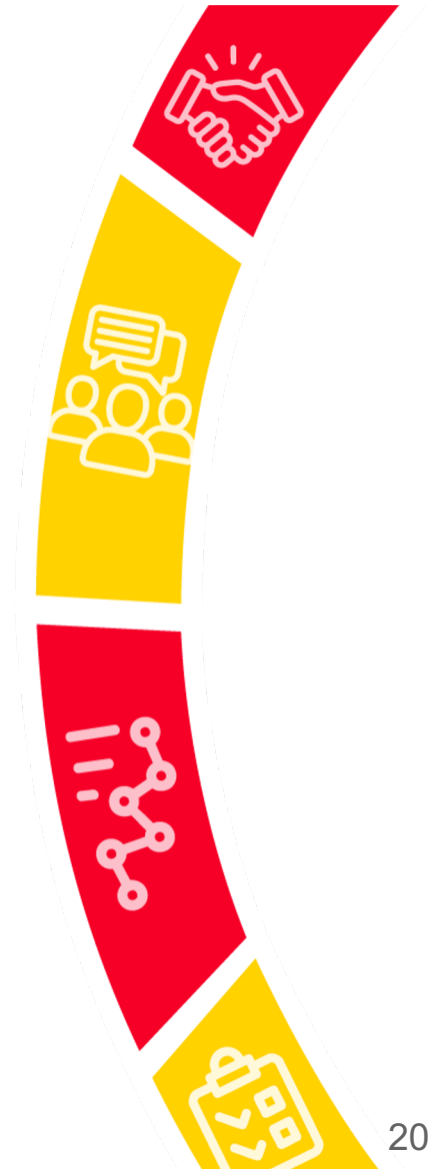
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Websites coming soon



References



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