

Multi-Project Management Benchmarking Study 2020

Triple-A portfolio management

Especially in this time of crisis, effective project portfolio management is a key competitive advantage to enforce the right priorities and react flexible to changes in the environment.

Triple-A portfolio management is ...

Agile: Not only individual projects but also the portfolio decision-making processes must become more agile

Ambidextrous: Ambidexterity means simultaneously exploiting existing innovation positions and building up new innovation potentials

Adaptive: Projects create a long-term but still unknown future. Therefore, strategic flexibility, the use of new emerging strategic paths, and the thinking in options are required.

Your benefits of participation



Individual benchmark report with comparison to top and low performers



Analysis of proven **success factors** of project portfolio management



Analysis of the focus topics: Triple-A portfolio management & MPM in times of crises



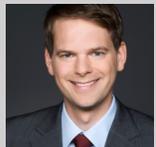
Free participation

Register now at
multiprojectmanagement.org

We are pleased to present you the **9th multi-project management benchmarking study** and would like to invite you to participate! For **more than 15 years**, our research group at the TU Darmstadt and TU Berlin has been investigating the critical success factors of the management of project landscapes within the framework of regular benchmarking studies. In previous studies, we have analyzed more than 700 companies with a combined portfolio volume of more than 150 billion Euros. Join us this year to explore what successful triple-A portfolio management looks like in times of great uncertainty. Compare your performance with top and low performers and discuss the results with us at the user conference at the Darmstadtium (or virtually if required). We are looking forward to your participation and hope that your multi-project management will benefit from our benchmarking.



Prof. Dr. Alexander Kock



Prof. Dr. Alexander Kock is the head of the Department of Technology and Innovation Management at TU Darmstadt. For his research on project portfolio management, he received the IPMA Research Award together with Prof. Gemünden.



Prof. Dr. Dr. h.c. Hans Georg Gemünden held the Chair of Technology and Innovation Management at TU Berlin until 2015. He has been researching in the field of project management for more than 20 years and was awarded the IPMA Achievement Award.

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Target group

Large and medium-sized companies with at least 20 projects to be managed simultaneously. The addressees are **project portfolio coordinators** (portfolio managers, program managers, PMO managers) and **portfolio decision-makers** from business, division, and departmental management.

Your contribution

Three different questionnaires that can be conveniently **completed online** by different groups of people (1 coordinator, 1 decision maker, optionally three project managers). The total effort per portfolio is 3-4 person hours.

Schedule of the study



Launch of the survey



User conference on 19./20.11.2020

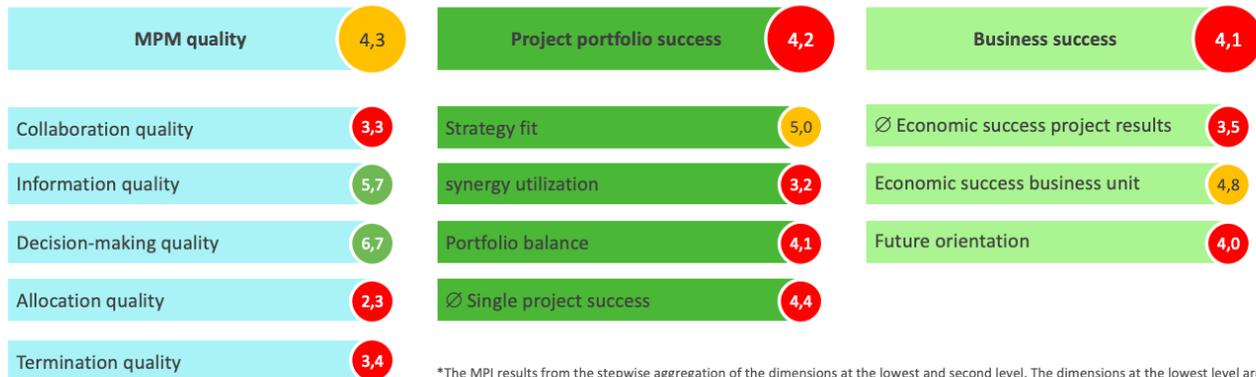
Exemplary extract from an individual report

Management Summary: Your individual MPM performance

Your company belongs to the group of mid performers.

Multi-Project Management Performance Index*

4,2



*The MPI results from the stepwise aggregation of the dimensions at the lowest and second level. The dimensions at the lowest level are each based on 3-5 individual questions, which were evaluated by both the decision-maker and the coordinator on a scale of 1 to 7 (47 questions each). Top performers have an average MPI of 5.3 and low performers of 3.7.

Your individual characteristics: ● like top performer ● like average ● like low performer

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As a participant you will receive an **individual benchmarking report** that compares your portfolio with the top and low performers.

If you have participated in a previous study, you will receive a **comparison of your current to your previous performance**.

Structures and roles

A clearly structured and accepted decision-making process is a necessary basis for successful PPM.

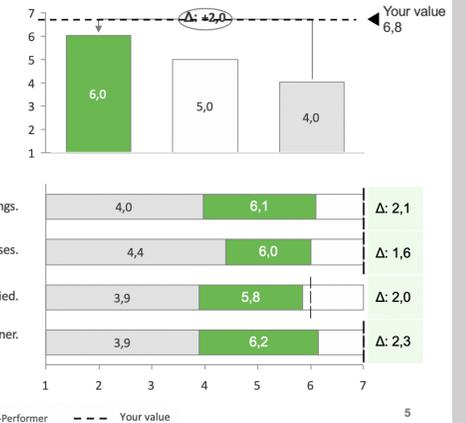
Process formalization

Central project decisions are made within the framework of fixed portfolio meetings.

We divide our portfolio management process into clearly defined phases.

Our portfolio management process is precisely specified.

Overall, we conduct our portfolio management process in a very structured manner.



MPM PROJECT-PORTFOLIO BENCHMARKING STUDY

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Extract from previous participants:

3M ESPE | ABB | Airbus | AXA | Axel Springer SE | Bayer | Beiersdorf | BeOne Hamburg GmbH | Biotronik | BMW | Bombardier | Bosch Rexroth AG | Bundesagentur für Arbeit Nürnberg | Bundesamt für Landestopografie swisstopo | Citibank | Claas | Coca-Cola | Continental | Daimler | DAK | Deutsche Bahn | Deutsche Bank | DFS | Deutsche Lufthansa | Deutsche Telekom | Dr. Acel & Partner AG | DZ Bank AG | E.ON | E.R. Capital Holding GmbH | Evonik | F. Hoffmann-La Roche Ltd | Federal-Mogul Sealing System GmbH | Flughafen Zürich AG | Giesecke&Devrient | Gothaer Versicherung | GPM Deutsche Gesellschaft für Projektmanagement e.V. | Hamburger Sparkasse | Harting Electronics GmbH & Co. KG Heidelberger Druckmaschinen AG | Helbako GmbH | Helsana | Henkel | HP | Hochtief | Huber Suhner AG | HUK-Coburg | Investitionsbank Berlin | Inselspital Bern | KfW Bankengruppe | Kistler Instrumente AG | KKH-Kaufmännische Krankenkasse | Krankenhaus der Barmherzigen Brüder Trier | LogicX GmbH | Lufthansa Cargo AG | MAN | Mann + Hummel | Media-Saturn Holding GmbH | Motorola | Novartis O2 | Otto Bock | Paul Hettich | Parexel | PepsiCo Deutschland GmbH | Putzmeister | Robert Bosch | RWE | SAP | SBB | Schaeffler | Schreiner Group | Siemens | skyguide | STADA Arzneimittel AG | Stadtparkasse München | Standard Life Versicherungen | SV Sparkassenversicherung | Swissport International Ltd. International | Symrise AG | TARGOBANK AG & Co. KGaA | Thurgauer Kantonalbank | Thyssen Krupp | Trumpf | Union Investment | Vattenfall | Volkswagen | WILO SE | Wittenstein | Zurich Group | Zürcher Kantonalbank

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