

# 10<sup>th</sup> Multi-Project Management Benchmarking Study



## Future preparedness

Good project portfolio management must be able to cope with constant change in the economy, society, and the environment.

In the 10<sup>th</sup> Multi-Project Management Study, we therefore examine with you how companies can increase their economic, ecological, and social success through effective project portfolio management:

**Economic success** combines long-term viability with entrepreneurial orientation in the project portfolio.

**Ecological success** means not only prioritizing sustainability through specific projects but embedding it in the multi-project management system.

**Social success** means promoting key people and their cooperation and thus increasing project management competence.

## Your benefits of participation



Individual benchmark report comparing your results to the study's top and low performers



Analysis of your project portfolio management regarding the focus topic future preparedness



Analysis of established success factors of project portfolio management



Free **participation**, the survey starts at the end of June and will remain open until the end of the year



User conference on November 25<sup>th</sup>, 2022, presenting the results, best practices and expert talks

# The 10<sup>th</sup> Multi-Project Management Study is dedicated to the topic of future preparedness, and we 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 critical success factors of managing project portfolios through regular benchmarking studies. In previous studies, we analyzed over 700 companies with a combined portfolio volume of more than 150 billion Euros.

Now, you have the opportunity to contribute to the scientific study of corporate future preparedness! To do so, register for the study [here](#). The survey starts at the end of June 2022. We are very much looking forward to your participation and hope that your multi-project management will benefit from our benchmarking as many have before.



Prof. Dr. Alexander Kock




Prof. Dr. Dr. Hans Georg Gemünden



Profes. Kock and Gemünden have published more than 200 scientific articles on project portfolio management and related topics, for which they have received various Best Paper Awards, the IPMA Research Award and the IPMA Achievement Award. Twelve successful doctoral theses have already resulted from their previous multi-project management studies.

## 🎯 Target group

Large and medium-sized companies with at least 20 projects to be managed simultaneously. We address project portfolio coordinators (e.g., 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 2-3 person hours. Comparative participation of several portfolios within one company is possible.

## ✉️ Your contact



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You will receive an individual benchmarking report comparing your portfolio with the top and low performers. If you participate repeatedly, you will receive a comparison of your current to your previous performance.

Summary | MPM Study | Context | Triple A | Basics | Comp. findings | Appendix

Success factors are levers that influence MPM performance. Factors that have a high influence but are weak in your portfolio are the most relevant for you. **Example**

<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Strategic adaptiveness<sup>N</sup></li> <li>Vertical strategy integration<sup>N</sup></li> <li>Strategic monitoring<sup>N</sup></li> <li>Emergent strategy<sup>N</sup></li> <li>Market and technology sensing</li> <li>Strategic clarity<sup>N</sup></li> <li>Portfolio innovativeness</li> <li>Entrepreneurial orientation</li> <li>Willingness to cannibalise</li> </ul>	<p><b>Structure &amp; Roles</b></p> <ul style="list-style-type: none"> <li>Promoter support<sup>N</sup></li> <li>Project autonomy</li> <li>Top management involvement</li> <li>External cooperation quality</li> <li>Role clarity</li> <li>Project career paths</li> <li>PMO support</li> <li>Speed Boat Teams</li> <li>Team continuity</li> <li>Resource slack</li> </ul>	<p><b>Culture</b></p> <ul style="list-style-type: none"> <li>Innovation culture</li> <li>Servant leadership</li> <li>Risk culture</li> <li>Agile acceptance</li> <li>Individual responsibility<sup>N</sup></li> <li>Organisational support<sup>N</sup></li> <li>Action counts</li> <li>Voice behaviour</li> </ul>
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**Triple-A-Score**   ● Agility   ● Adaptivity   ● Ambidexterity

<p><b>Processes</b></p> <ul style="list-style-type: none"> <li>Portfolio agility<sup>N</sup></li> <li>Benefits management</li> <li>Road mapping</li> <li>Single project maturity<sup>N</sup></li> </ul>	<ul style="list-style-type: none"> <li>Business case control<sup>N</sup></li> <li>Process reconfiguration</li> <li>Iterative process</li> <li>Project agility</li> </ul>	<ul style="list-style-type: none"> <li>Process formalisation<sup>N</sup></li> <li>Lessons Learned</li> <li>Real options reasoning</li> <li>Strategic buckets</li> </ul>
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MPM PROJECT-PORTFOLIO BENCHMARKING STUDY

Correlation: >0 >0.1 >0.2 >0.3 >0.4 >0.5 >0.6 >0.7

\*Necessary factor

29

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Top performers have an understandable, clearly communicated and understood strategy as the basis for portfolio prioritisation. **Example**

**Definition**  
Strategic clarity means that organisations have a clearly formulated strategy and that this is communicated and understood within the organisation.

**Success relationship**  
Correlation MPI: 0.5  
Δ Top/ low performers: 1.7  
Necessary factor: ✓

**Strategic clarity**

**Implications**  
Top performers...

- ... have a written mission, long-term goals and strategies to achieve them.
- ... communicate goals and strategies in their company.
- ... have a clear and understandable long-term competitive strategy.

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. Acél & 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 | Lego | Lufthansa Cargo AG | MAN | MANN+HUMMEL | Media-Saturn Holding GmbH | Motorola | Novartis | O2 | Ottobock | Paul Hettich GmbH & Co. KG | Parexel | PepsiCo Deutschland GmbH | Putzmeister | Radiometer | Ramboll | Robert Bosch GmbH | SAP | Schaeffler | Schreiner Group | Siemens | Slagelse Kommune | STADA Arzneimittel AG | Stadtparkasse München | Standard Life Versicherungen | Swissport International Ltd. International | Symrise AG | TARGOBANK AG & Co. KGaA | Thurgauer Kantonalbank | Thyssen Krupp | Trumpf | Union Investment | Vattenfall | Volkswagen | WILO SE | Wittenstein | Zurich Group

Register now!  
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