

# Transformation of Project Portfolio Management

*The one who stops being better today will not be good enough tomorrow*

## The focus of the 11<sup>th</sup> MPM Benchmarking Study

Project portfolio management must be adaptable in order to meet the demands of today's world.

The 11<sup>th</sup> MPM Benchmarking Study addresses the **transformation of project portfolio management** through **artificial intelligence, agility** and **sustainability**.

**Smart.** How do artificial intelligence and agile methods affect your project portfolio management?

**Sustainable.** How can you align your interests with your environment, your team, your customers and partners?

**Successful?** What makes your project portfolio management successful and ensures your future success today?

## The benefits of your participation



**Individual benchmarking report** including a comparison of your position to the top and low performers



Analysis of the **transformation capability and future viability** of your project portfolio



Transparency about your strengths today and necessary development needs **for a successful future**



**Free and anonymized participation** - survey starts in mid-August 2024

# The 11<sup>th</sup> MPM Benchmarking Study examines the transformation of Project Portfolio Management through AI, Agility and Sustainability – Are you ready for the Change?

For 20 years, our research group has been analyzing the **critical success factors** of project portfolio management in ongoing benchmarking studies. Over **900 companies** have already been analyzed as part of the MPM study. Over 200 scientific articles and 12 successful doctoral theses have emerged from the study.

We offer you the opportunity to benchmark the success of your project portfolio free of charge and make a contribution to scientific research! Register [here](#). The survey will begin in mid-September 2024. We look forward to your participation and hope that your project portfolio management will also benefit from our benchmarking.



*Alexander Kock*

Prof. Dr. Alexander Kock



*Hans Georg Gemünden*

Prof. Dr. Dr. h.c. Hans Georg Gemünden



## Our target group

**Large and medium-sized companies** with at least 20 parallel projects.



## Your contribution

Answering the respective questionnaire with the following items:

- **Portfolio coordination** (e.g. portfolio management, PMO head, 1 person)
- **Portfolio decision** (e.g. business/department management, 1 person)
- **Project management** (optional from 3 persons)

The work is done online. The total time required per portfolio is 2-3 person hours on average. Comparative participation with several portfolios is possible.



## Your contact



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# You receive an individual final report that compares your portfolio with the top and low performers.

Summary | MPM Study | Strategy | Culture | Roles | Processes | Structuring | Steering | Sustainability | Project Managers

The MPM Cockpit: each participant receives a personal summary of each success factor and score in comparison to the benchmark.

*Example of individual benchmark*

**Strategy**

- Entrepreneurial Orientation
- Strategic Clarity
- Strategic Adaptiveness
- Customer and Technology Sensing
- Willingness to Cannibalize

**Culture**

- Innovation Culture
- Risk Culture
- Servant Leadership
- Organizational Support
- Voice Behavior
- Agile Acceptance

**Roles**

- Promotor Support
- Role Clarity
- Top Management Support
- PMO Support
- Team Continuity
- HR Integration

**Processes**

- Single Project Maturity
- Formalization
- Iterative Processes
- Process Adaptiveness
- Agile Portfolio Principles

**Portfolio-Structuring**

- Benefits Mapping
- Strategic Buckets
- Roadmapping
- Vertical Strategy Integration
- Portfolio Innovativeness

**Portfolio-Steering**

- Portfolio Adaptiveness
- Real Options Reasoning
- Business Case Control
- Lessons Learned
- Strategic Monitoring
- Emergent Strategies

**Sustainability**

- Social Success
- Ecological Success
- Sustainability Strategy

**Project Managers**

- Top Management Commitment
- Sustainability Measures
- Sustainability Awareness
- Career Paths
- Qualification
- Fringe Benefits
- Personnel Selection
- Communities
- Participation

Correlation: 0.0 0.1 0.2 0.3 0.4 0.5 0.6 0.7

Correlation with the MPI / success relevance. The fuller a Harvey Ball is, the higher is the according factor's correlation with the MPI. Your individual score for that factor as compared to the mean: ● Like Top Performers ● Like Mid Performers ● Like Low Performers ● Score not available

You can click each success factor to go to the according page in the report.

MPM PROJECT-PORTFOLIO BENCHMARKING STUDY

Summary | MPM Study | Strategy | Culture | Roles | Processes | Structuring | Steering | Sustainability | Project Managers

Top Performers consciously take risks with their projects and see a daring, aggressive attitude in their environment as necessary.

*Example of individual benchmark*

**Definition**

Companies with a high Entrepreneurial Orientation use resources to discover and exploit opportunities at an early stage. Entrepreneurial Orientation consists of Innovativeness, Proactivity, and Risk Propensity (shown here).

**Relation to success**

Correlation MPI: 0.2  
 $\Delta$  Top / Low Performers: 0.7

**Comparison**

Portfolio type average:  
 Industry average:

**Entrepreneurial Orientation (Risk Propensity)**

**Implications**

Top Performers ...

- ... have executives with a strong propensity for very risky projects (with the prospect of high returns).
- ... see daring and far-reaching steps to achieve the company's goals as necessary in their environment.
- ... see a daring, aggressive attitude in their environment as necessary to maximize the likelihood of taking advantage of potential opportunities.

MPM PROJECT-PORTFOLIO BENCHMARKING STUDY

\*This question shows ...

Legend: Informant: Decision-Maker, Coordinator, Project Managers; Span: Between the averages of Low and Top; Minimum / Maximum; Average

[Register now!](https://multiprojectmanagement.org)

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## Excerpt from previous participants:

Airbus | AirPlus International | ASTRA | Atmos Medizintechnik | AXA Konzern | Bahlsen | Basler Versicherungen | Berliner Verkehrsbetriebe | Biotronik | Boehringer Ingelheim | Bosch Rexroth | BRITA | Brose Bundesamt für Zoll und Grenzsicherheit | CARIAD | Continental | Daimler Truck | Deutsche Bahn | DekaBank | Deutsche Telekom | DFS Deutsche Flugsicherung | DHL Hub | DZ Bank | Elektrobit Automotive Evonik Nutrition & Care | Flughafen Berlin-Brandenburg | Flughafen München | Fresenius Kabi | Fresenius Medical Care | Generali Versicherungen | Hella | Helvetia Versicherungen | Hohenstein Institute | HUK-COBURG | Infineon Inselspital Bern | IT-Systemhaus der Bundesagentur für Arbeit | Jungheinrich | KfW Bankengruppe | Klinikverbund Südwest | Krankenhaus der Barmherzigen Brüder Trier | Kronos | Lufthansa | Merck | Molkerei Alois Müller ÖBB | Oerlikon | OSRAM | PHOENIX Group | PwC | Pilatus Flugzeugwerke | Raiffeisen-Landesbank | Rhein-Main-Verkehrsverbund | Rehau | Robert Bosch | SBB | Schaeffler | Schunk | Siemens | Siemens Healthineers STADA Arzneimittel | Stadler Rail | Stadtsparkasse München | Swissport International | TARGOBANK | Thieme Gruppe | traffiq | TRUMPF | TÜV Nord Mobilität | Union Investment | Vaillant Group | Vattenfall Europe VHV Vereinigte Hannoverische Versicherung | Viessmann Elektronik | Volpi | Volkswagen | Volksbank | Webasto | WILLO | WITTENSTEIN | Wüstenrot & Württembergische | ZF Friedrichshafen | Zurich Versicherung





# Transformation of Project Portfolio Management

Efficiency People Environment

Resilience

Agility

Exploration

Crisis Resilience

Digitization

Customer Community

Stakeholder Management

Sustainability

Future Viability

Balance

Portfolio

Exploitation

Innovation

Dynamic Artificial Intelligence

Value Chain

Conflict of Objectives

Change

Resource Management

Ambidexterity

Collaboration

Smart.

Sustainable.

Successful?

Benchmark your project portfolio!  
Anonymous and free of charge

