

# Elevating Project Portfolio Management in Global Operations

*In a world with ever-increasing demands on efficiency and effectiveness for companies, improvement projects are vital for any operations organization. However, the lack of insight on what drives success in this area and where to set one's focus inhibits organization development.*

Project portfolio management (PPM), being the simultaneous management of the whole collection of projects as one entity, has become increasingly important for organizations looking to not only survive but thrive in today's competitive environment. With highly limited research on portfolio management specifically in regard to an organization's operations department, increasing efficiency and effectiveness based on best practices is nearly impossible. Axis operations is one of the organizations that fit into this description, resulting in more and more resources being put into investigating the PPM structure, with this master thesis being one of those resources. Five key success factors for PPM were found, based on analysis from a literature review, interviews with key stakeholders, and other case studies;

1. *Organizational structure*
2. *Resource management*
3. *Strategic alignment*
4. *Governance*
5. *Project management*

What this means for operations organizations is the importance of having the right organizational structure, an understanding of how and where the resources are utilized, ensuring strategic alignment, meaning employees are heading in the right and same direction, governing key activities and processes, and implementing an efficient project process and methodology. An important factor, where operational improvement projects differ from R&D projects, the most researched and applied PPM area, is the complexity of the projects. Operational improvement projects are seldomly very similar in nature and requires more flexibility and organizational adaptability.

The study resulted in several recommendations related to the five key success factors, namely implementation of a project portfolio management office, a clarified and structured project methodology, documentation of key resources, implementations of a visualization tool, and a project and portfolio measurement and evaluation strategy.

Any major company should be interested in increasing its operational efficiency and effectiveness. By effectively managing the improvement project portfolio, the development of the organizations is accelerated. This can be done by considering and implementing the above key success factors and its related improvement implications. Simply stated; effectively managing your operational project portfolio results in an efficient organization.