

Project portfolio management in telecommunication company: A stage-gate approach for effective portfolio governance

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ABSTRACT

In today's fast-paced business environment, implementing strategies through programs, projects, and business-as-usual activities can be challenging for companies. The telecommunication industry, in particular, faces these challenges as it experiences the effects of digital transformation and fast-changing markets. It requires a flexible and adaptive approach to project portfolio management (PPM) to optimize investments and deliver value. This article presents a successful case study of a PPM process using the Stage-Gate model in a prominent telecommunications company that operates in a dynamic and fast-growing environment. The Stage-Gate PPM model comprises four stages: Proposal Selection, Selection of Nominated Demands, Prioritization, and Categorization of Projects. The model is unique as it can be adapted to different projects and incorporates elements of Agile approaches, such as Portfolio Sprint meetings and artefacts. The study demonstrates the importance of a well-defined PPM process in coordinating short-term and long-term activities and effectively allocating time, money, and resources. The Stage-Gate PPM model can potentially enhance project success rates and bring greater value to companies by ensuring the realization of suitable projects. This article contributes significantly to the existing literature on portfolio management, providing valuable insights and lessons applicable to other companies in the industry to enhance their portfolio management processes. Furthermore, this study can interest scholars and researchers seeking to explore effective portfolio management in other complex and dynamic environments.

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Upravljanje portfelja projektov v telekomunikacijskem podjetju: Pristop s stopenjskimi vrati za učinkovito upravljanje portfelja

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POVZETEK

V današnjem hitrem poslovnem okolju je lahko izvajanje programov, projektov in običajnih dejavnosti za podjetja izziv. S temi izzivi se srečuje zlasti telekomunikacijska industrija, ki se sooča z učinki digitalne preobrazbe in hitro spreminjajočimi se trgi. Za optimizacijo naložb in ustvarjanje dobička je potreben prožen in prilagodljiv pristop k upravljanju portfelja projektov (PPM). V tem članku je predstavljena uspešna študija primera procesa PPM z uporabo pristopa stopenjskih vrat v uglednem telekomunikacijskem podjetju, ki deluje v dinamičnem in hitro rastočem okolju. Model PPM z uporabo pristopa stopenjskih vrat je sestavljen iz štirih stopenj: izbira predlogov, izbira nominiranih zahtev, določanje prednostnih nalog in kategorizacija projektov. Model je edinstven, saj ga je mogoče prilagoditi različnim projektom in vključuje elemente prilagodljivih pristopov, kot so hitri portfeljski sestanki in artefakti. Študija dokazuje pomen dobro opredeljenega procesa PPM pri usklajevanju kratkoročnih in dolgoročnih dejavnosti ter učinkovitem razporejanju časa, denarja in virov. Model PPM z uporabo pristopa stopenjskih vrat lahko potencialno izboljša uspešnost projektov in podjetjem prinese večji dobiček z zagotavljanjem izvedbe ustreznih projektov. Ta članek pomembno prispeva k obstoječi literaturi o upravljanju portfelja ter zagotavlja dragocene vpoglede in spoznanja, ki so uporabna tudi za druga podjetja v panogi, ki želijo izboljšati svoje procese upravljanja portfelja. Poleg tega je ta študija lahko zanimiva za znanstvenike in raziskovalce, ki želijo raziskati učinkovito upravljanje portfeljev v drugih zapletenih in dinamičnih okoljih.

PODATKI O ČLANKU

Ključne besede:

Telekomunikacijska industrija;
Upravljanje portfelja projektov;
Pristop s stopenjskimi vrati;
Strateški cilji;
Sistem zagotavljanja dobička

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