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IMPLEMENTATION OF PROJECT PORTFOLIO MANAGEMENT AT THE CORPORATE LEVEL
REGARDING STRATEGIC CHANGE MANAGEMENT PROJECTS; LESSONS LEARNED FROM
DLR**Abstract**

How did portfolio management helped the Strategy department of DLR to evaluate existing projects, handle new strategic initiatives and set up new strategic projects?

The audience will learn how the Strategy and Alliances Department of the German Aerospace Centre (DLR, Deutsches Zentrum für Luft- und Raumfahrt) achieved an increase of its success rate for strategic initiatives on a corporate level.

Two years ago the Department of Strategy and Alliances at faced the challenge that a lot of strategic and change projects have been initiated but weren't finished in a appropriate manner or without achieving the desired strategic result.

The aim was in a first step to improve the quality in initiating, execution and the delivery of strategic change management projects deriving from the corporate strategy of DLR. Therefore the Portfolio Manager together with the propject Management Office (PMO) transferred the experiences and knowledge gained in the third party funded projects for change management projects that are used to implement the corporate strategy. Together with the PMO up a project management environment was set up. In a second step the following question was addressed: Are we doing the right projects? This could not be solved with a project management approach. Therefore the method of portfolio management was introduced in order to solve this more strategic question. Looking at the different options and the selecting of initiatives with direct links to the corporate strategy are the main characteristics for these tasks.

In the presentation the way of implementing, outputs and the lessons learned of implementing portfolio management at the corporate strategy level will be shown.