



Portfolio Management in Copenhagen Airports

- Learnings from implementing Portfolio Management while expanding Scandinavia's busiest airport

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Agenda

- Intro to Copenhagen Airports
- Need for Portfolio Management
- Current status
- Next step
- Lesson Learned



**Northern Europe's biggest hub
for air traffic and air cargo**

Copenhagen Airports



Copenhagen Airports → Numbers and facts 2016



29 mio. (+9,1%)

Passengers passing through the airport



165 destinations

Direct from Copenhagen Airports



116 mio. GBP

2,4 BN investment in expanding CPH from 25 to 40 mio. passengers



423.000 tons

Measured on value transport of 32% of Danish export as air freight



EXPANDING CPH

THE GATEWAY OF NORTHERN EUROPE

→ **We are expanding CPH...**

From 25 mio. to 40 mio. pax

Facts – CPH's project portfolio

- Annual investment of 116 mio. GBP annually
- Approximately 140 simultaneous projects
- Complexity from box in/box out to New Pier E
- Approximately 60 internal Project Managers
- 55-60 Steering Group members across the organisation

A need for Portfolio Management

- Identified as a key enabler for optimising project and portfolio execution
- CAPEX as only prioritisation parameter
→ Resources, Risk, NPV, Strategic fit
- Expected to increase volume of the portfolio with +50% and complexity
- Supporting CPH journey to become a more mature project organisation

Complexity

Volume

of FTEs





→ Current status

→ 98% performance reports YTD

→ Resource Management topic of the year

→ Cross functional prioritisation

→ Enables better planning and execution

→ Empowered Investment Boards & Steering Groups

→ Empowered Steering Groups

→ Simulation of portfolio scenarios

→ Next steps

- Improved cross functional portfolio delivery (2017)
- Improved pipeline management (2017)
- Portfolio level risk management (2018)
- Portfolio level benefits management (2018)



→ Lessons Learned

- Do not underestimate change management when implementing portfolio management
- Active and visible senior leadership commitment is key
- Implementation takes time – more than estimated
- Stay flexible and adjust while implementing

THANK YOU

