

Program and project management in a fast-paced luxury e-commerce company

Bruna Xavier Fonseca

Master's Dissertation

Supervisor at FEUP: Prof. José Pedro Coelho Rodrigues

Supervisor at FARFETCH: Cláudia Ferreirinha



Master in Industrial Engineering and Management

2022-07-11

Abstract

As a result of globalization and the growth of luxury e-commerce, FARFETCH (FF) has faced rapid growth and therefore growing pains. Some of these growing pains are related to the amount of different initiatives happening simultaneously. For that reason, FF is a company that has, for example, numerous projects being developed per semester. Regardless of this fact, there are different teams at FF which are responsible for project and program management, and even within each team, the way projects/ programs are managed is not standard, documentation is at times scarce, and overall visibility on projects' execution is low. Thus, some problems inherently arise.

This dissertation focuses on creating recommendations to improve program and project management in Creative Operations (CROPS) Strategy, which is a key support area to FF's CROPS department, responsible for providing all the content to the platform. CROPS Strategy is responsible for evolving how CROPS discusses and decides the future, aligning how to achieve it, and coordinating its implementation. Notwithstanding, this work also considers wider recommendations that could be applied to other departments at FF, based on an in-depth literature review and best practices from both traditional and disruptive methodologies, such as agile and lean. The inherent challenge is in balancing the necessary standardization of the way to do program and project management and the flexibility required by the fast-changing culture at FF.

The basis of study for this work was the FPS Enterprise Level program. This program was developed with a focus on internally improving the CROPS teams, processes, tools, and ways of working (WoW) to support the expected growth for the FARFETCH Platform Solutions (FPS) business unit based on this business unit growth vision.

FPS is a business unit founded in 2015 in which FF sells its capabilities and technology expertise directly to brands to provide them with a world-leading platform and end-to-end commerce solutions.

After four months of analysis of the project and program management operation in the CROPS Strategy team and doing an intensive literature review, a list of improvements was developed, which immediately began to be implemented. The output was grouped into four streams: 1) documentation, 2) program life cycle, 3) project life cycle, and finally, 4) project management office.

The framework used allowed to understand the process's main weaknesses, provide guidance to improve the process and plan the path for FF to achieve this huge improvement potential.

Keywords: program management; project management; fast-paced context; agile.

Resumo

Como resultado da globalização e do crescimento do comércio eletrónico de luxo, a FARFETCH (FF) tem enfrentado um crescimento rápido e, portanto, dores de crescimento. Algumas destas dores de crescimento estão relacionadas com a quantidade de iniciativas diferentes que acontecem ao mesmo tempo e, por essa razão, a FF é uma empresa que tem, por exemplo, muitos projetos em desenvolvimento por semestre. Independentemente deste facto, existem diferentes equipas na FF que são responsáveis pela gestão de projetos e programas e mesmo dentro de cada equipa a forma como os projetos/ programas são geridos não está padronizada, a documentação é por vezes escassa e a visibilidade geral sobre a execução dos projetos é baixa. Assim, alguns problemas surgem intrinsecamente.

Esta dissertação centra-se na criação recomendações de melhoria para melhorar a gestão de programas e projetos na equipa *Creative Operations* (CROPS) *Strategy*, que é uma equipa chave de apoio ao departamento de CROPS, a área responsável por fornecer todo o conteúdo à plataforma. CROPS *Strategy* é área responsável por evoluir a forma como CROPS discute e decide o futuro, alinhar a forma de lá chegar e coordenar a sua implementação. Não obstante, este trabalho também considera recomendações mais amplas que poderiam ser aplicadas a outros departamentos da FF, com base numa profunda revisão bibliográfica e nas melhores práticas tanto das metodologias tradicionais como das metodologias disruptivas, tais como *ágil* e *lean*. O desafio inerente está em equilibrar a padronização necessária na forma de realizar gestão de programas e projetos, e a flexibilidade exigida pela cultura em rápida mudança na FF.

A base de estudo para este trabalho foi o programa FPS *Enterprise Level*. Este programa foi desenvolvido com foco na melhoria interna das equipas, processos, ferramentas e formas de trabalho de CROPS, a fim de apoiar o crescimento esperado para a FARFETCH *Platform Solutions* (FPS), com base nesta visão de crescimento da unidade de negócios.

FPS é uma unidade de negócios fundada em 2015 na qual FF vende as suas capacidades e conhecimentos tecnológicos diretamente às marcas para lhes fornecer uma plataforma líder mundial e soluções comerciais de ponta a ponta.

Após quatro meses de análise do projeto e da operação de gestão do programa na equipa CROPS *Strategy*, bem como de uma revisão intensiva da literatura, foi apresentada uma lista de recomendação de melhorias, que começaram imediatamente a ser implementadas. O *output* foi agrupado em quatro fluxos: 1) documentação, 2) ciclo de vida do programa, 3) ciclo de vida do projeto, e finalmente, 4) departamento de gestão do projeto.

A *framework* utilizada permitiu compreender os principais pontos fracos do processo e fornecer orientações para melhorar o processo e planear o caminho para FF alcançar este enorme potencial de melhoria.

Palavras-chave: gestão de programas; gestão de projetos; empresa; contexto rápido; *ágil*.

Acknowledgements

First of all, I would like to thank my parents and my sister for believing in me no matter what and for doing everything possible to support me in every step of this beautiful path that I went through.

Then I would like to thank my supervisor Prof. José Pedro Coelho who supported me and believed in my potential and was always there to help me throughout the project.

Next, I would like to thank FARFETCH and especially the CROPS Strategy team for receiving me so warmly and for the indescribable support. Especially, I would like to thank Cláudia for all her patience in reading all my versions of the thesis and for always being there, but also for being a super caring and humble person; Inês for always being there and for all her patience in explaining over and over again the complex structure of FF, and for being such a determined person. Finally, to Tiago for being an inspiring, calm leader who cares about people. Above all, for the human beings they are and what they have taught me.

Then I would like to thank my friends for supporting me and for all their patience during these five years and for all the special moments during this journey. Special thanks to Mario and Roque, for reading my thesis and a special thanks to Gustavo for supporting and motivating me during the difficult times of this journey.

Thank you all.

*"Now to Him who is able to do exceedingly abundantly above all that we ask or think, according
to the power that works in us"*

Ef 3:20

Contents

1	Introduction	1
1.1	FARFETCH Presentation	1
1.1.1	FARFETCH Platform Solutions	2
1.2	Motivation and Project Description	3
1.3	Project Scope	4
1.4	Methodology	4
1.5	Dissertation Structure	5
2	Literature Review	6
2.1	Luxury and E-commerce	6
2.2	Project Management	8
2.2.1	Traditional Project Management	8
2.2.2	Agile Project Management	12
2.3	Program Management	14
2.3.1	Traditional Program Management	15
2.3.2	Lean Program Management	18
2.4	Benefits Management	20
2.5	Final considerations	22
3	Problem Description	23
3.1	CROPS	23
3.1.1	CROPS Strategy	24
3.2	Project and Program Management	25
3.2.1	FPS Enterprise Level	26
3.2.2	Program Management	28
3.2.3	Project Management	29
3.3	As-Is Critical Analysis	31
4	Proposed Changes	34
4.1	Documentation	35
4.2	Life Cycle	38
4.2.1	Program Management	38
4.2.2	Project Life Cycle	41
4.3	Project Management Office (PMO)	45
4.4	Evaluation of Recommendations	46
5	Conclusions and Future Work	49
5.1	Project Conclusions	49
5.2	Future Work	50

A	Project Kick-off Template	58
B	Program and Project Status Update Template	63

Acronyms and Symbols

BAU	Business As Usual
CROPS	Creative Operations
FF	FARFETCH
FPS	FARFETCH Platform Solutions
IT	Information technology
KPI	Key Performance Indicator
OKR	Objective Key Results
PlatOps	Platform Operations
PMO	Project Management Office
PS	Partner Success
SME	Subject Matter Expert
WoW	Ways of Working

List of Figures

1.1	Gantt chart followed throughout the project	4
2.1	Social commerce penetration in US and China (% share of total); Source:Amed et al. (2022)	7
2.2	Agile Principles; Source: Rothman (2016); Manifesto (2022)	12
2.3	Agile Project Management Life Cycle; Source: Wysocki (2019)	13
2.4	Program roadmap; Source: Wysocki (2019)	17
2.5	Project Status; Source: Brown (2008)	18
2.6	Benefits Management; Source:Sowden and Office (2011)	21
3.1	CROPS teams	24
3.2	Project Management life cycle used to update the CROPS Portfolio	30
4.1	Proposed Program Management Life Cycle; Source: Project Management Institute (2017b)	38
4.2	Example of a Benefits Management Map for the project A II)	39
4.3	Proposed Project Management Life Cycle; Source: Project Management Institute (2021)	41
4.4	Support to choose the project management approach; Source: Wysocki (2019); Project Management Institute (2021, 2017a)	43
A.1	Front-page of the Kick-off template	58
A.2	Agenda for the Kick-off session	58
A.3	Overview of the project and how it emerged	59
A.4	Objective, scope and benefits of the project	59
A.5	Advantages of the project for the team	59
A.6	Project stakeholders	60
A.7	RACI Matrix for the responsibilities of the project	60
A.8	Project Routines	60
A.9	Project Approach	61
A.10	Project timeline	61
A.11	Risk log	61
A.12	Next steps and agreements from the meeting	62
B.1	Front-page of program status update template	63
B.2	Status update	63
B.3	Front-page of project status update template	64
B.4	One-pager project status update	64

List of Tables

3.1	Projects that compose the FPS Enterprise Level program	27
4.1	KPIs for measuring the implementation of the documentation	47
4.2	KPIs for measuring the implementation of life program/project life cycle	47
4.3	KPIs for measuring the implementation of the PMO	47

Chapter 1

Introduction

Over the past few years, e-commerce has proven to be a growing trend, and, not surprisingly, the global pandemic was just one of its accelerators (Goldberg, 2022). Thus, staying on top of e-commerce becomes a necessity rather than an option, as it was a few years ago (Hung, 2022).

Companies continue to innovate following different principles, as a new game has emerged and is being played by the new rules of the digital age. Innovation, in this run, can reshape any product as well as challenge the industrial-age dynamics of competition. A car is not only a car anymore. A shop is no longer just a shop. It is worth noting that this new type of product is not only the result of new technologies but technology associated with a new type of service, which requires new management capabilities, such as a passion for providing customers with a new value (Denning, 2021; Prahalad and Krishnan, 2008). FARFETCH's (FF) approach within this context is to play this new game by gathering the luxury industry together with the e-commerce opportunity that is on the rise (Lund et al., 2021).

This thesis, concerning a work performed in the FF's Creative Operations (CROPS) Strategy team, arose from the rapid growth of the company and the resulting need to create a structure to coordinate the many unique projects that FF operates. Therefore, to explore this opportunity, the focus of this thesis is on how to balance disruption and standardization while managing programs and projects. In what follows, first, in section 1.1, FF will be presented, then in section 1.2 different motivations behind this project are presented, as well as the project description and objectives. Later, in Section 1.3, the project scope is stated, in section 1.4, the methodology used throughout the work is presented, and in section 1.5, the structure used in this dissertation will be presented.

1.1 FARFETCH Presentation

FF is a global platform for luxury fashion that is growing fast, according to its report (Faccioli and Sheehan, 2021; FARFETCH, 2022c). The company was founded by José Neves in 2007, and in 2008 the e-commerce marketplace for luxury boutiques was launched. After 14 years, FF's Marketplace has more than 1400 brands, boutiques, and department stores being delivered in

more than 190 countries. Today, the company has more than 5000 employees across 14 locations (FARFETCH, 2022a).

This Portuguese unicorn is a customer-centric platform that links orders to physical inventory at various locations, offering services such as production, logistics and customer service. Besides the marketplace, FF turned into a group in 2015 after acquiring Browns and launching the white-labeled solutions to brands, formally called FARFETCH Platform Solutions. In 2018 the group continued growing and the brands Stadium Goods, New Guards Group, Luxclusif and Violet Grey became part of the group. Later in 2021, FF launched with New Guards Group its own fashion brand There Was One.

The company became publicly listed in 2018. In 2021, for the first time, FF's revenues grew 35 percent to \$ 2.3 billion, demonstrating higher sales in the FF market as well as sales from Off-White's parent business, New Guards Group (Mcdowell, 2022). In addition, two of FF's largest competitors, Alibaba's group Richemont, invested \$1.1 billion in the company in 2021, helping to boost its value (Abboud, 2021). In addition, FF secured pivotal agreements with major labels including Gucci, Chanel, and Harrods.

FF has a complex business model that allows the company to have a great diversity. Firstly, FF consists of an online marketplace that works on a commission basis, but also a win-win situation for both FF and its partners. Additionally, the company has no stock, since the product is bought through the platform, but the partner is the one who has the product and ships it directly to the customer, this being one of the biggest differentiators, compared to its competitors, such as YOOX Group (Eckert, 2019; Hayes and Youderian, 2013). In short, it has low operating costs and a extensive network of partners.

In addition, FF also has fulfillment services, in-store shopping, wholesale distribution, and a white label solution, formally known as FARFETCH Platform Solutions (FPS), which will be explored next.

1.1.1 FARFETCH Platform Solutions

The platform, originally called Black & White, was born in 2015 from the actions of FF experts in the luxury industry. FPS is a technology-driven department that builds white-label digital infrastructure for brands and retailers and provides them valuable tools and expertise to help drive their growth, based on FF's core capabilities and technology. The technology used is based on the marketplace and provides a wide range of services, from global payments to China-based services. In 2021, FPS reached 23 clients among which the brands Harrods and Thom Browne and started being profitable (FARFETCH, 2022b; Mcdowell, 2021).

The great advantage of FPS lies in the fact that e-commerce is on the rise, and hence, many luxury brands are looking to create their own online businesses. Therefore, FF uses its capabilities, offering modular solutions to give wings to the customer's request.

FPS is one of the strategic pillars of FF House and ultimately has two main objectives. First, it is governed by the fact that it has the potential to be highly profitable since the solutions offered are highly customizable, but also because of the market in which it competes. The reason for this

is that software-as-a-service requires further development as the business expands, and in-house technology is indeed a costly investment for these customers. FF has the capabilities to help and ensure such investment will provide sufficient return. The more competitive the environment and the more successful their rivals are, the more likely they are to invest in FPS to be able to compete (Mcdowell, 2021). Moreover, it helps strengthen FF's position compared to other luxury digital retailers.

Given the importance of the platform, numerous teams, from operational to commercial teams, have been created with a focus on the platform rather than the marketplace.

In summary, FPS is about excellence, i.e., superior quality translated into premium pricing, but consumer perceptions also define it. For this reason, FF offers fully customized experiences (Paladino, 2021; Dauriz and Tochtermann, 2013; Johnson and Vigneron, 2004). Moreover, it helps companies incorporate Information technology (IT) and capitalize on the e-commerce market on growth.

1.2 Motivation and Project Description

As mentioned in the previous section, FPS provides competitive advantage for FF and is being exploited for growth.

Within that context, FPS has an ambitious long-term growth roadmap (period equal to three years), which would require support from various areas of the organization, including CROPS. Therefore, a program was launched by CROPS Strategy in 2021 to identify the critical gaps in CROPS that could lead the department to fail to support the three-year growth strategy defined for FPS. In 2021, the next step began with translating these gaps into a concrete program of projects and initiatives to be adopted and ensure their effective implementation.

Several gaps were identified. The most urgent ones were selected to be addressed in the first half of 2022 (H1'22), giving rise to seven projects that were grouped into three different streams:

- A. Strategy and Performance which holds three projects;
- B. Tech Developments which includes two projects; and
- C. Service Guidelines and Catalogue which holds two projects.

The purpose of this thesis is to understand best practices in managing and implementing large/transformation projects and/or programs and apply this knowledge to how FF manages and implements the Creative Operations (CROPS) roadmap to support the long-term strategy of FPS and to further programs managed by this team.

This project is being managed by CROPS Strategy, which is a team that belongs to the CROPS department. CROPS is the department behind most of FF's customer-related content. The department consists of over 800 people and comes from a variety of backgrounds, from creative styling and design to pure data analysis. Regarding the CROPS strategy, this team is the trusted advisor to the CROPS leadership in a way that the team helps plan and execute the strategy.

1.3 Project Scope

To improve project management practices in the CROPS Strategy team, two main objectives were defined for this project. First, to increase the quality of program and project management to optimize the way it is performed, bringing in practices that can be applied and that can bring value to FF.

The second goal is to balance the necessary standardization of project management practices, in order to make it more efficient, with the flexibility that the company needs because of its context and culture, so that improved and adequate practices start being used.

The main result expected from this study is a list of actions that will make project management more accurate and scalable. Some initiatives will be of immediate execution focusing on improving the existing process, while others depend on a more general and larger change, and therefore cannot be tested during the time period of this thesis.

1.4 Methodology

The schedule followed for the development of this work is shown in Figure 1.1.

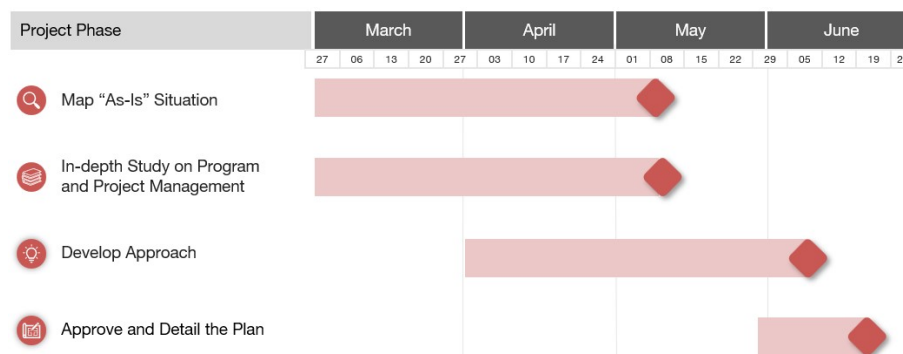


Figure 1.1: Gantt chart followed throughout the project

This project began by defining the dissertation's main objectives, as well as mapping the current situation of the company and understanding the context of the company, such as its culture.

Simultaneously, the topics of program and project management were studied in-depth in order to understand the theory behind each topic and to find what recommendations could be made based on literature and examples from other companies.

Thus, the "As-Is" situation was mapped and an in-depth study of the way program and project management was carried out in the CROPS Strategy team was performed, including assessing its needs, so that problems could begin to be identified. Qualitative data was gathered through observation of these processes, through discussions with the program manager, from which some conclusions were drawn, and some gaps were detected, through some informal interviews conducted with the CROPS Strategy team, through the collection of some information of internal records, and through an informal interview with the head of the Operations PMO team, who are

the pioneers in standardizing project management practices at FF. The soft data gathered provided an understanding of practices on CROPS, as well as on other FF teams by building a perspective mainly focused on a program manager's point of view.

Next, opportunities for improvement were evaluated. In other words, alternative courses of action began to emerge, and a "To Be" scenario was developed and proposed based on the theory. The potential of the improvement actions was validated weekly with the program manager and, therefore, the knowledge turned into potential actions to be validated later with the head of the CROPS Strategy team and the head of Operations PMO team.

Finally, the plan was approved and detailed to validate the proposed changes and to detail how to achieve the potential with the head of the team, and later with the team who are the primary users of the framework proposed as a result of this work. The improvements regarding FF as a whole were shared with the Operations PMO team in order to be developed and incorporated into their structures and practices.

The implementation of most of the proposed changes and improvements then started. Since the time of execution of this work was insufficient to implement all changes proposed, the initiatives that were quicker to implement, such as standard documentation and some program and project management best practices, were implemented. However, the more structural proposals, such as changing the life cycle of programs and projects and creating a project management office (PMO), were started but did not reach their full potential. Nevertheless, if these proposals continue to be worked on, it is expected that they reach their potential shortly.

1.5 Dissertation Structure

This dissertation has six chapters that are structured as follows.

Chapter 1 presents the company, its background and business model. Then, a brief description of the project, its motivation and scope will be presented. In addition, the methodology is described to allow an understanding of how this work was carried out.

Chapter 2 presents the theoretical background of this study. This chapter begins with a description of the luxury e-commerce environment where FF operates. This is followed by an exploration of the main topics covered in this project: project and program management.

Chapter 3 starts with a contextualization of the team where this work was carried out. Next, it describes how project and program management is carried out in the team, using the example of the program that was followed in the realization of this work, and to finish the chapter, a critical analysis of the "As-Is" situation with a focus on limitations will be presented.

Chapter 4 materializes the course of action of the different initiatives that were considered and taken to mitigate the limitations encountered.

Finally, Chapter 5 concludes the dissertation by presenting a summary of the work, the main improvements to be made, the expected accomplishments for the future, and a number of other ideas that could be examined in future projects.

Chapter 2

Literature Review

This chapter is separated into four sections and contextualizes the essential topics addressed in this thesis. The first includes a definition of the luxury e-commerce business and its characteristics, as well as a broad overview of the industry where the company is included. The second section discusses different project management approaches, from the most traditional to the most disruptive. Then, two approaches to program management are also presented. Finally, the benefits management approach is presented to get the best out of the projects and programs.

2.1 Luxury and E-commerce

While fashion is a highly impulsive and volatile style that is quickly changing the nature of its trends, luxury is the craftsmanship that brings products to life through creativity, culture, and innovation. Moreover, it is excellence on behalf of excellence in any process or product (Paladino, 2021). The Dauriz and Tochtermann (2013) states that the luxury goods industry rests on four pillars: superior quality and a timeless nature; a strong brand associated with an exquisite lifestyle; premium price; and elegant and out-glamorous design (Dauriz and Tochtermann, 2013). Essentially, luxury is defined by consumer perception and driven by culturally influenced interpersonal factors (Johnson and Vigneron, 2004).

Because luxury firms have been resistant to incorporating technology into their business strategies, luxury e-commerce has a shorter history than e-commerce in other sectors.

Over the past two decades, countless companies have incorporated IT within their customer service, marketing, and retail. This market has been growing and tripled in less than 20 years (between 1995 and 2013) (de Montgolfier et al., 2020, 2021). Nevertheless, the luxury industry is one part of the economy that has been resisting the most to adopt and use IT (Okonkwo, 2009; Bjørn-Andersen and Hansen, 2011). The reason is that, although in many industries, growth is being boosted by e-commerce, some leading luxury brands such as Rolex and Chanel do not consider the customer's shopping experience to be the same online as in a physical store. Despite investing in digital marketing and online content, they believe the real shopping experience should be in a physical store (Faccioli and Sheehan, 2021). Although e-commerce is driving development

in several industries, 40–50 % of luxury companies refuse to adopt online sales (D'Arpizio, 2013; Berger, 2012).

Digitalization in retail is believed to be one of the most significant opportunities for growth in 2022, and in China and US, e-commerce is believed to continue to grow, as can be seen in Figure 2.1.

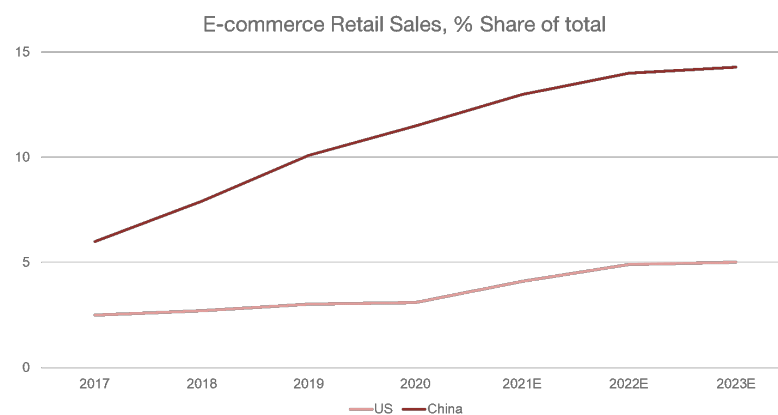


Figure 2.1: Social commerce penetration in US and China (% share of total); Source:Amed et al. (2022)

As a result, luxury companies have recently shown a will to innovate by investing in web-based technologies and to engage in online sales (D'Arpizio et al., 2014). The fastest-growing channel was Online, expanding by 50% and nearly tripling its share of global luxury sales to 23% by 2020. This channel affected 85% of global luxury transactions, and 40% to 50% of purchases were made digitally (de Montgolfier et al., 2021).

In this sequence, according to Bain & Co., it is believed that one-third of luxury product purchases by 2025 should take place digitally, and the e-commerce penetration could reach 25% (Moore, 2021; Wyman, 2019). According to Faccioli and Sheehan (2021); Amed et al. (2022), digitalization success has three drivers. Firstly, the demand of the luxury consumer is notably increasing due to the flexibility brought by e-commerce. On one side, this is the result of the pandemic. On the other side, it results from the growing relevance of younger consumers (Generation Z and Millennials) in selling these types of goods. Then, the second factor is related to China's rising share in luxury sales and emerging opportunities regarding new geographic tendencies and alliances among leading players in luxury e-commerce. The third and final factor is the partnerships between major players (Amed et al., 2022; Mcdowell, 2021; Faccioli and Sheehan, 2021).

Understanding luxury products and how to deal with the Internet and digital technologies in today's competitive market and challenging economic climate are the indicators, tactics, and general principles that will enable luxury e-Business to progress. In its current state and as it continues to evolve, the Internet is a critical source of value to drive luxury brands to an advantageous position, which should continue to be adopted.

2.2 Project Management

Project management is affected by context and, therefore, by the rapidly changing marketplace, rapid time-to-market cycles, new technologies, corporate culture, and other factors. (Thesing et al., 2021). The ability to balance planning and flexibility is crucial in a fast-changing environment. Although companies need flexibility, they also need standard methodologies that allow them to be more effective in achieving benefits such as creating more realistic plans, better communication, and greater customer satisfaction (Kerzner, 2014).

Developing a relatively flexible and standard technique that covers most of a company's projects and, at the same time, is widely recognized is a daunting challenge. The most challenging part may be ensuring the model supports the corporate culture and management's goals since a methodology that involves not meeting the organization's adopted culture cannot be embraced (Kerzner, 2009, 2014).

As there are several approaches to project management, the approach used should be adapted to the context and the project to be more efficient and accurate. Moreover, different projects may need different models to be followed to be successfully completed. Having a model means having a structure and, therefore, a standardized project management methodology. (Thesing et al., 2021).

2.2.1 Traditional Project Management

Traditional project management presupposes that event will unfold in a predictable way and that all tools and approaches are well-understood and put into practice. It is also anticipated that completed stages would not be revisited while going through the individual process steps (Kerzner, 2014; Parente, 2018; Smite et al., 2010).

Projects are described in Project Management Institute (2021) "to be temporary endeavours undertaken to create a unique product, service, or result". A project, according to (Wysocki, 2019), is a complex chain of unique and interrelated activities that share a goal and should be accomplished within a determined set of time, budget and specifications.

Different definitions of project can be found although being all similar in their basis. Shigenobu (2005) summarizes projects' characteristics as 3 primary attributes: the uniqueness, owing to the fact that each project derives from a vision and has a unique mission, even if the project's outcome may not appear to be distinctive; the temporary aspect, by having a start date and an associated end date; and, the final characteristic is the uncertainty linked to a project such as unexpected changes and risks, that should be accounted for when planning the project (Project Management Institute, 2021).

Project management involves the coordination of group activities, with management planning, organizing, directing or controlling to accomplish an objective within time, cost, and resources restrictions. It is fundamentally a mixture of art and science. The art of getting things done by and with people formally arranged in groups, while the science of processing data to plan and monitor projects in a way that the project length and expenses are balanced and disruptive demands on limited resources are minimized (Moder and Phillips, 1970).

In a fast-changing environment, project management should be practical and efficient so that execution does not become a full-time job. The project management activity is designed to be a structure that aids in the entire value creation endeavour. In this sequence, project management, defined by Project Management Institute (2021), is the “application of knowledge, skills, tools, and techniques to project activities to meet project requirements, so refers to guiding the project work to deliver the intended outcomes”.

One important role of project management is gap analysis and gap closing (overcoming), which require an efficient application of project management tools. Gap analysis is used to increase company’s competitive position by closing the identified gaps. Projects are formed to take advantage of best practices and lessons learnt from previous projects, allowing gaps to be closed (Kerzner, 2014).

Generally, project success is determined not only by the project’s achievements or results but also by how these are measured. This metric is frequently based on the project’s managers’ or clients’ expectations. It is also critical to encourage those who play a key role in determining project’s success to get involved and take credit for new ideas and concepts that improve the project. This motivates the decision-maker to participate actively and, as a result, creates an atmosphere that maximizes the chances of project success (Cleland and Gareis, 2006). The final criterion for project success is value. Value, as well as the benefits that contribute to it, can be quantitatively and/or qualitatively characterized (Project Management Institute, 2021).

As for project management success, it can be perceived as fulfilling the project objectives within time, cost, by product and quality, using the allocated resources effectively and efficiently, and by the degree of customer satisfaction (Wysocki, 2019; Project Management Institute, 2021; Kerzner, 2009), i.e., the alignment with more technical requirements (Kerzner, 2009; Baker et al., 1974). Furthermore, Baker et al. (1974) add that for the project to be successful, it must fulfil its mission.

Regarding the people who participate in the project management activity, there are many roles and three that should be highlighted: project manager, project sponsor, and stakeholders.

The project manager is the individual assigned by the company to lead the project team in charge of achieving the project’s objectives. Project managers must have a unique balance of hard and soft skills and play several roles, including assisting the project teamwork in reaching the deliverables and managing the processes to achieve the intended results (Project Management Institute, 2021; Wu, 2020). Moreover, one of the critical elements in winning project teams is to establish a common understanding among all team members about why the team is needed and the goals it must achieve. Before making such a commitment, it is critical to have a clear, well-understood vision of the project’s objectives or mission. Thus, the project manager must be a true leader who communicates the vision evangelistically and who inspires and encourages team members to follow (Cleland and Gareis, 2006; Meredith et al., 2019).

The project sponsor(s) usually comes from the executive level and provides support and guidance for the project (Kerzner, 2009; Project Management Institute, 2021). Also, the sponsor is usually the bridge between the project manager and the client, in other words, should ensure

that the correct information reaches the project manager and that the correct objectives and vision are set for the project, allowing for guidance in the right direction (Kerzner, 2009). The sponsor also secures the project at the highest level and so s/he should have the influence to communicate effectively with the CEO and key stakeholders. Finally, the sponsor should have accountability for the project and in particular, for the performance of the project (Harvard Business Review, 2013).

A stakeholder is the person that can be favourably or unfavourably affected by the project, whether because of the decisions taken during the project or due to the outcome of the project (Kerzner, 2009; Project Management Institute, 2021). As such, stakeholders might influence the direction of the project and project managers should cope with them (Kerzner, 2009). Usually, the stakeholders should be mapped comparing their power and their level of interest in the project (Kerzner, 2014).

A Project Management Office (PMO) is department that standardizes project-related processes and promotes the sharing of resources, tools, and methodologies in order to be a centre of excellence in project management (University of Minnesota, 2016; Project Management Institute, 2021). The main advantages of having a PMO lie in the fact that it facilitates project management to provide tailored approaches to the organization's project needs in terms of scheduling or other aspects, sometimes providing project management itself, but also support in planning and execution or monitoring (Harvard Business Review, 2013; Project Management Institute, 2021; University of Minnesota, 2016; Wysocki, 2019). In addition, PMO has emerged with the potential to align each project with the organization's strategic goals through collaboration with stakeholders, developing talent and realizing value (University of Minnesota, 2016; Harvard Business Review, 2013; Project Management Institute, 2021). Finally, PMO can also conduct training in project management, which is valuable for the project manager to be prepared for dealing with challenges and change, instead of gaining experience through a trial-and-error approach (Wysocki, 2019).

Regarding the project management life cycle, there are several approaches such as that proposed in Harvard Business Review (2013), which defines a project as having 4 main phases: planning, build-up, implementation, and closeout. Similarly, the main entities regarding project management, namely PMI, Prince2, and ISO 21500:2012, agreed on an approach that describes the project management life cycle as having 5 phases, including an initiation phase before planning, which will be analysed in the next paragraphs (Stern, 2017; Project Management Institute, 2021).

In the first phase, called Initiation, projects are selected and structured, considering the available resources. In addition, there is an analysis of the project benefits, preparation of documents required, and a project manager is assigned to the project. The stakeholders are also identified, and a first version of the project charter should be developed (Wysocki, 2019; Project Management Institute, 2021; University of Minnesota, 2016).

Then, in the planning phase, the scope, the objectives, and the path to achieve the project's objectives are defined. At this stage, an exhaustive plan is developed with all the activities and milestones needed to achieve the project objective, a risk analysis, budget (Harvard Business Review, 2013), and the team being assembled. In short, the work requirements and resources

needed to carry out the project are outlined. There are several tools that should be developed in this phase, such as the work breakdown structure, risk diagram, Gantt charts, or responsibility matrix (Heldman, 2003; Wysocki, 2019; University of Minnesota, 2016; Project Management Institute, 2021).

After everything is planned, execution begins by initiating the tasks outlined in the project plan to fulfil the requirements. Usually, this phase begins with a kick-off meeting where the schedule and routines should be discussed in order to align the team in question and the due dates are determined to be feasible and realistic (Harvard Business Review, 2013). It is crucial to lead and manage the work efficiently while working together with the project team to work towards improvement. In short, project execution is coordinating resources and executing the plan (Wysocki, 2019; Project Management Institute, 2021).

The kick-off meeting should involve the project manager, but also the key players that can provide input into the planning, such as subject matter experts (SME), sponsors and/or project team. The main points to take into account at the kick-off meeting are the scope and objectives of the project, the definition of its success, the roles and responsibilities, but also other issues regarding resources, costs or deadlines (Kerzner, 2009, 2010).

At the same time that execution takes place, the monitoring and control phase begins. This phase aims to track, review and know what is being performed and how it is being performed, in order to understand if the execution follows the plan and also to ensure compliance with the plan. The performance of the project can also be tracked and areas, where changes to the plan are needed, can be identified. At this stage, it is important to hold recurring meetings and have reports and status updates frequently. The project manager should be prepared to deal with unforeseen problems that may arise during the project and should be open to making necessary adjustments (Kwak and Ibbs, 2002).

At this stage, the efficiency of the meetings is very important. Cleland and Gareis (2006) shows that there are four pillars that are crucial for excellence in project management which are effective communication, cooperation and teamwork, and also trust in the work.

Finally, in Closing phase, there is a handover of the deliverables and project results. The project should be evaluated in terms of performance, and a closing session should also be held for two major reasons: to close the project and share that the main objective was accomplished, but also for learning purposes for future projects. Some of the tools used are post-evaluation reports or Lessons learned (Heldman, 2003).

The gathering of lessons learned is very important to share the knowledge that is gained during a project and take advantage of it. This meeting should include best practices and ways to improve results or even identify threats (Levin, 2013; Project Management Institute, 2021). This session is a formal part of the closing and is held by the PMO, when it exists in a company (Harvard Business Review, 2013).

Projects are affected relative to context and may be unique with respect to dynamic elements such as the organization itself, its channels, its customers, and even its environment. For these

changes and continuous learning, project teams may use or develop new methods or approaches to achieve success (Project Management Institute, 2021).

2.2.2 Agile Project Management

Agile is a methodology for projects developed within fast-changing, complex and uncertain markets that required agility and speed (Wysocki, 2019). It was created as a reaction to traditional ways of managing projects, aiming for adaptability to the changing business environment and improvement (Rigby et al., 2020; Manifesto, 2022). Agile methodologies were found to be more result-oriented, trustworthy, and scalable than traditional project management approaches (Ouriques et al., 2018).

In fact, Agile project management introduces different techniques that share values and principles (Basil and Turner, 1975). According to Project Management Institute (2017a), the Agile Manifesto rests in four values in which individuals and interactions, customer collaboration, and responding to change should be highlighted. From those values, 12 principles emerged to guide the agile approach and its practices, which are disposed in Figure 2.2 (“Agile Manifesto” n.d.; Rothman 2016).

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Figure 2.2: Agile Principles; Source: Rothman (2016); Manifesto (2022)

According to Thesing et al. (2021) and in contrast to the more traditional project management methodologies, agile project management sets the project goals or vision with less detail and a tighter planning timeframe of usually two to four weeks, which points to reduced commitment. This approach rests on an iterative process where feedback is crucial in order to improve the work as well as allow convergence to the most accurate result bearing in mind the initial request. Moreover, this process also promotes incremental development, as when a cycle finishes another attempt is run if needed.

One of the biggest advantages of this approach is that the customer contributes up front to build the team's perception, which makes for strong visibility, reliability, and influence. Having side line deliverables ensure a quicker payback because the work with the highest value is delivered first.

In an agile project, the project manager's position is slightly less clear. On one hand, some views believe that a project manager is no longer required since self-organized teams have taken up the project manager's former tasks. On the other hand, another perspective is that project managers may bring great value in a variety of settings, according to pragmatic agile practitioners and companies (Project Management Institute, 2017a). However, there can be a lot of complexity in initiatives developed within highly changeable environments, which can be challenging for just one person to handle. Cross-functional teams, on the other hand, manage their job while collaborating with the project owner (project manager). Project managers shift from being the heart of an agile project to supporting the team and management. Project managers in an agile setting are servant leaders, focusing on mentoring those who want to help, creating more team cooperation, and harmonizing stakeholder demands. Project managers should be servant leaders in the sense that they support delegating authority to team players, i.e., the people with the necessary expertise to carry out the tasks (Project Management Institute, 2017a).

As defined in Wysocki (2019), agile is one of the models of projects where the goal is clear and the solution or how to produce is not.

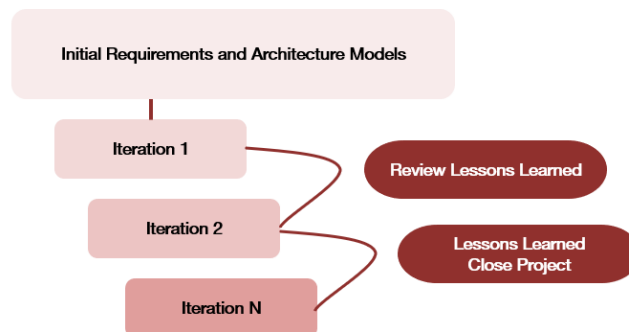


Figure 2.3: Agile Project Management Life Cycle; Source: Wysocki (2019)

In Figure 2.3, the agile project management life cycle is schematized. Similarly, to the most traditional approach of project management, in the agile approach, the life cycle starts with an initial phase, called scoping, where the project's scope and objectives, as well as the work requirements are defined (Wysocki, 2019).

Then, in the planning phase, a high-level plan is built with low detail in order to perform the first iteration. This first iteration can be performed for a longer period of time than the following ones, as within that iteration the basis of the project's outcome will be developed (Wysocki, 2019). The reason for this is that teams that follow this approach do not plan everything right away, but rather plan little and deliver, and then learn and re-plan as more information becomes available. The biggest difference between this phase in the traditional approach and in agile, is that the

planning phase is not as exhaustive. Similarly, to the traditional phase, the schedule to deliver the work is estimated, the resources needed are assessed, a risk management plan is done and the project plan is documented (Project Management Institute, 2017a).

The execution phase is performed through the iterative ongoing cycles (Wysocki, 2019). These iterations call for feedback which allows for the project to be incremented with value each time an iteration happens (Wysocki, 2019), until the desired result is achieved. Each iteration contains closure criteria, but these only apply to the results of the iteration cycle (Wysocki, 2019).

The Closure phase of the model is similar to the traditional project management (Wysocki, 2019), where the requirements specified by the customer must be satisfied as so for the specifications defined in the planning phase. The main difference is that the project may come to an end and there may still be things missing from the solution. These are mentioned in the final report and will be taken into account when the next version of the solution is commissioned. Lessons learned take on an additional dimension.

There are generally two approaches to fulfilling agile principles. First, a more formal, planned, and proven agile strategy might be used to attain the necessary goals. In this case, before modifying project management approaches used to include agile methodologies or before implementing agile methodologies, time to study and adapt to those methodologies is needed. The second method is to only adjust some project practices based on agile principles, in a way that is appropriate for the project setting in order to make progress on a fundamental value or principle. The aim is not to be agile for the sake of being agile, but to offer a constant flow of value to consumers while improving business results (Project Management Institute, 2017a).

The agile methodology is usually applicable to software development. However, nowadays it has been evolving and many benefits can be obtained of using it in a non-software context, such as collaboration and transparency within the project team, more productivity, further customer interaction, and a better understanding of the goals and requirements for the projects (Sutherland and Altman, 2009; Denning, 2015).

In (Denning, 2015), the introduction of the agile principles such as a customer-centric approach and short-period planning brought the company higher productivity and collaboration as well as quality and speed, through the feedback that is constant in this approach.

A project may not be suitable for this method if there is no decomposition available for the global outcome into individual results, or if a more iterative method of solution is not feasible (Thesing et al., 2021).

2.3 Program Management

As project management began to be extended to more challenging projects and to the management of numerous interconnected projects for strategic advantage of companies, the limitations of the most traditional project management methods emerged. This revealed the failure of the most traditional approach to be responsive to upcoming and ambiguous situations, as well as the lack of integration between strategical goals and project outcomes among different interrelated

projects (Partington, 2000). This results from the fact that, even if a collection of projects is sufficiently aligned to the broader strategy of a company, they may progressively misalign when each project accomplishes its specified objectives, but the entire organization does not, i.e., an alignment gap develops over time (Levin, 2013). From these new needs and the natural evolution of project management, program management has arisen as a unique field (Thiry, 2015).

Similarly, to project management, Lycett et al. (2004) argue that the approach to program management should be equally flexible and adaptable to changing contexts and add that it should be relationship-based.

2.3.1 Traditional Program Management

A company's long-term success depends not only on its strategy but also on its appropriate businesses, and therefore projects', execution and realization. Towards this end, program management becomes a crucial business integrator, assisting in the coordinated use of all resources (of different projects) for maximum outcomes. Therefore, to enable the strategy to become action, the vision must be broken down into actionable goals, which have to be specified and supported by focused efforts in different projects. To be fully effective, program management must be firmly embedded across the business (Levin, 2013).

In accordance with Project Management Institute (2017b), a program is a set of inter-related projects that are coordinated to achieve benefits that would otherwise not be obtainable if they were handled separately. Moreover, Williams and Parr (2004) state that a program allows projects that have, for example, comparable impacts or important dependencies, to be grouped together and managed in an integrated way, contributing for a larger picture (Kerzner, 2009; Wysocki, 2019).

According to research from Gartner (2022) provides a more tangible definition of program management, as the orchestrated planning, management, and execution of many diverse connected projects aimed at the same strategic, business, or organizational goals. More than a collection of comparable tasks, program management is a form of art. Effective program management ensures that teams are concentrated and cooperate to realize a shared strategic vision.

In practice, Project Management Institute (2017b) mentions that program management follows high-level planning that tracks project interactions and progress. That is, program planning serves as a reference for planning at the component (project) level, i.e., for planning in depth.

Programs are the way to align projects with the organization's strategy (Partington, 2000; Ruth et al., 2000) and as an emerging trend (Maylor et al. (2006) call it "Programmification"), there is a need to understand how well it is being executed. The measure used to evaluate the success of a program is its willingness to deliver the benefits to the organization and how efficient and effective that delivery is.

In accordance with Project Management Institute (2017b); Sowden and Office (2011), the performance of a program can be evaluated from the value generated and lessons learned. In this case, benefit is defined as the measurable improvement that results from an outcome that a stakeholder perceives as advantageous (Sowden and Office, 2011). During a program, a chain of benefits should be realized, where the benefits realized at the start of the program provide funds,

personnel, resources, and justifications for pursuing the later benefit. This process is repeated until all benefits are realized and all program objectives are met (Sowden and Office, 2011).

The success of the program must be defined according to the expectations and requirements of key stakeholders. At the same time, it must ensure that the program is aligned to achieve the greatest potential benefits (Project Management Institute, 2017b). In addition, a strategy for realizing the benefits should be established, the benefits that the program should produce to meet the strategic objectives should be identified, and success metrics, i.e., the benefits targeted by the program, should be defined (Thiry, 2015).

Two other factors must be considered: context (Engwall, 2003) and leadership (Brown, 2008). This comes with the fact that the program manager is responsible for judging the execution so that it is improved in a way that allows. Their role can be complex, as their responsibilities can vary at the most operational level (Brown, 2008). They monitor the progress of program components to verify that overall program objectives, timelines, budgets, and benefits are met, and to coordinate the activities of program components (Project Management Institute, 2017b). In short, program management helps organizations bridge the gap between strategy and actual project execution in actionable steps (Levin, 2013). A note is that (Project Management Institute, 2017b) also states that a program manager should run one program at a time.

Programs guarantee that projects within a company are aligned with its strategic goals and targets, ensuring that benefits are realized (Project Management Institute, 2017b). Program life cycle management takes place over the course of the program, contributing to and integrating with the other program domains as well as supporting program operations (Project Management Institute, 2017b). Programs are conducted in three or four phases to properly bring advantages to a company, comprising program definition, delivery, and closure and some authors isolate the planning.

In the first phase, Program Definition, the program is created based on a vision, based on which a high-level goal plan is developed. The program is then structured in order to determine how it will deliver the intended benefits, and in this way meet the intended objectives (Project Management Institute, 2017b; Levin and Green, 2013). In addition, teams involved, and their expectations are established, a program manager is designated, and an initial assessment of, for example, costs, resources, risks, and responsibilities is made (Project Management Institute, 2017b; Levin and Green, 2013). In this way a first version of the program plan emerges. Next, the measurement criteria for the success of the program are defined and a kick-off meeting is conducted (Project Management Institute, 2017b; Levin and Green, 2013).

The kick-off meeting usually includes the main stakeholders in order to align the goal and objectives. Also, the measures of success can be aligned (Thiry, 2015).

Regarding the program plan, it should be open and adaptable to accommodate unexpected changes. It comprises the strategic plan and the activities that will constitute the plan (Project Management Institute, 2017b).

The next step is the Program Delivery phase, where actions are taken to achieve the expected objectives of each component (project) in accordance with the program management plan (Project

Management Institute, 2017b). On the one hand, there is adjacent planning, which focuses on the outcomes and benefits of the program to ensure that the benefits are realized, carried forward, and sustained (Project Management Institute, 2017b; Levin and Green, 2013). A detailed plan is then developed, based on the high-level plan from the previous phase, with information such as budget, schedule, etc., that describes the program infrastructure (Project Management Institute, 2017b; Levin and Green, 2013). In addition to planning, there is also execution, where projects are initiated, planned, executed, monitored, and closed, and benefits are delivered, carried forward and maintained.

Simultaneously, monitoring and control are continually reviewing project benefits and objectives, but also timelines and resources to see if they are being met properly (Project Management Institute, 2017b; Levin and Green, 2013). This phase includes the activities necessary to coordinate and manage the actual delivery of the program.

Two of the most important tools used in this phase are the program's roadmap and benefits management map.

On one hand, program benefits management sets the framework that outlines the way projects will deliver the skills and results needed to fulfill the program's goals (section 2.4 explain this in further detail).

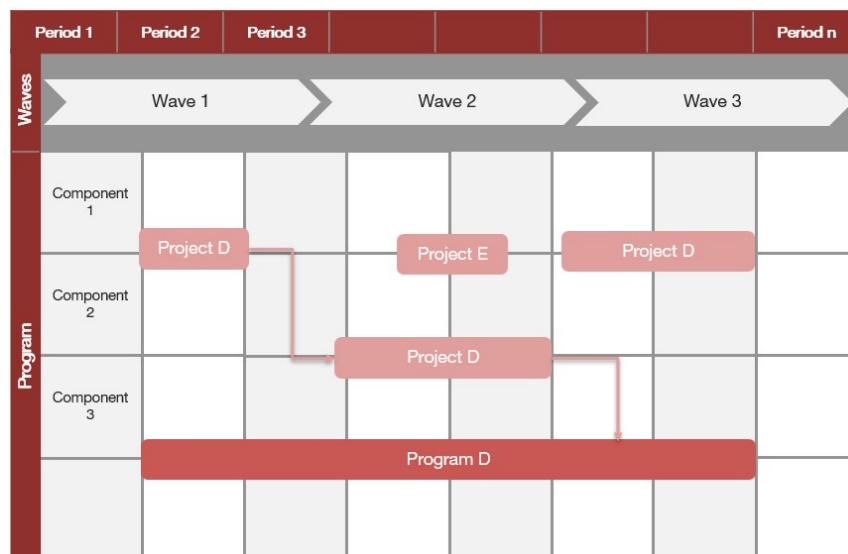


Figure 2.4: Program roadmap; Source: Wysocki (2019)

On the other hand, the program roadmap (can be seen in Figure 2.4) identifies linkages and defines the structure of the projects, explaining how the program will evolve over time, including how incremental benefits will be delivered (Project Management Institute, 2017b). As a graphical depiction of the interdependence among the key landmarks and decision points that represent the bridge connecting the business strategy and the program activities. This is a useful tool for managing a program's organization and determining how quickly a program is progressing toward reaching its benefits. The program roadmap may be used to indicate how benefits are attained at important phases or milestones to better enable effective program governance; however, it can

also include the specifics of components, their durations, and expected contributions to benefits. To establish and maintain advocacy, a roadmap is an excellent approach to convey the overall strategy and advantages to stakeholders (Project Management Institute, 2017b).

Finally, there are several activities, issues, action items, and dangers within a program. The purpose of the status procedure is to inform program workers who need to know about something with the least amount of effort (Brown, 2008). specifies some of the best practices of status reporting for a more effective management. First it is important to ensure consistency regarding the measures of success of the projects and regarding the status process for larger and smaller projects. Then, it should be as simple as one page per project with details as needed, as suggested in Figure 2.5, and it should be public so that everyone could be aware of the information provided.

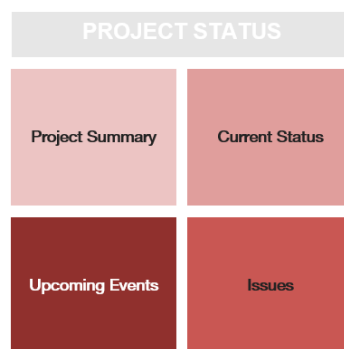


Figure 2.5: Project Status; Source: Brown (2008)

The last phase is Program Closure, which occurs when the projects have delivered the outputs and the program begins to deliver the desired benefits (Project Management Institute, 2017b). In this sense, closure should occur to review the performance of the program, execution of the transition and closure of all program plans and components, but also to gather lessons learned and best practices from the program (Levin and Green, 2013). The program can end when project deliverables are delivered or according to its timeline. If a project does not deliver its results on time, this project can move on to another program.

It is very important at the end of a program to have not only solid documentation of the program, but also the lessons learned from it or best practices (Levin and Green, 2013). For this, an overall analysis of the health and performance of the program should be performed. Next, the knowledge gained should be compiled covering both stakeholder information, risks, or even communication. The main objective is to obtain a report with inputs that can be used in other programs (Project Management Institute, 2017b).

2.3.2 Lean Program Management

Companies are being forced to discover more efficient and adaptable methods to manage issues and fulfill consumers' ever-increasing expectations and demands as global competition grows. Lean is a methodology that empowers organizations to make them more competitive allowing the

increase of efficiency without sacrificing effectiveness (Motwani, 2003; Monden, 1981; Null et al., 2020).

Lean is a production practice that focuses on eliminating waste from all sections of the value stream and, therefore, on being highly responsive to the customer. The ideas behind this methodology started with Toyota Production System with mass production in the car industry (Womack et al., 1990).

Womack and Jones (1994), in this regard, present a definition of Lean, referring to the methodology as an approach to find and remove waste by continuously improving, steering product towards customer pull to perfection.

Furthermore, Lean can be seen both as a management approach and a sociotechnical method to deliver value to customers (Bicheno, 2004; Hines et al., 2004; Shah and Ward, 2007; Taj and Morosan, 2011; Bhasin and Burcher, 2006).

Project Management Institute (2017a) argues that agile is a methodology that derives from lean thinking, sharing concepts such as focusing on value delivery, being respectful of people, reducing waste, being transparent, adjusting to change, and continuously improving.

On one hand, this approach focuses in eliminating waste (Chen et al., 2010; Hines et al., 2004; Shingo, 1989; Karlsson and Hlström, 1996). It usually starts with an analysis of the activities of the value stream in order to see whether they add value or not. If not, and it can be found in many ways such as waiting in projects, over-production, defects or underutilized people (Bhasin and Burcher, 2006; Rothman, 2016), those activities are considered waste and are to be removed (Worley and Doolen, 2006).

On the other hand, continuous improvement is another of the foundations of Lean (Karlsson and Hlström, 1996). This is because continuous improvement focuses on eliminating waste to reduce cost and then to improve to enlarge customer satisfaction (Chen et al., 2010).

According to Nave (2002); Snee (2004); Rothman (2016), there are seven principles that rule this methodology:

- Eliminate waste;
- Amplify learning;
- Decide as late as possible;
- Deliver as fast as possible;
- Empower the team;
- Build integrity in;
- See the whole.

Rothman (2016) continues suggesting taking time scheduling in order for the direction to be clear, but not that much time because it is important to start delivering fast. Then to include the teams that execute and ask for their feedback on the vision and requirements of the program. It is very important for them to feel empowered by participating in the decisions and to understand everything that is being done and so understand the whole so that it is easier for them to understand their role in the bigger picture.

Project Management Institute (2017b) also refers other practices such as developing the program charter with the core team, which comes in the sequence of empowering and including the team, maintain a sustainable pace and reflect and adjust at regular intervals, and finally, simplicity in order to maximize the work done. These factors can be affected by communication problems, lack of information or resources, delays of tasks, availability of stakeholders, what can mean waste (Levin, 2013).

However, Jones and Womack (2003) refer to five core principles:

- Define value, through the eyes of the customer;
- Identify the value stream, with the value added and non-value added tasks;
- Make value flow, since the value stream is defined and value too, it is easy to identify waste;
- The customer is the one who pull the flow, so the value is delivered when the customer request it;
- Nonstop striving for perfection.

Despite its origins in manufacturing, Lean Six Sigma (LSS) has now been effectively used and researched in a variety of non-manufacturing sectors (Sreedharan et al., 2018) from finance (Delgado et al., 2010) to human capital departments (Suárez-Barraza and Ramis-Pujol, 2010).

2.4 Benefits Management

As noted in the initial section about program management, programs are motivated by providing benefits to the organization (Sowden and Office, 2011). Benefits are defined by Bradley (2010); Ward and Daniel (2006), as being a positive consequence of change, from the stakeholders' point of view. Bradley (2010) includes "perception" and therefore implies awareness of the benefit to be gained through the change (Badewi, 2015).

The Standard for Program Management (Project Management Institute, 2017b) states that benefits are gains of the organization and stakeholders resulting from program outcomes. Such benefits are also defined to be measurable improvements in some form, either tangible or intangible, financial or non-financial (Sowden and Office, 2011; Barlow et al., 2017).

Benefits management or Benefits Realization Management (Levin, 2019) emerges from the performance domain (Project Management Institute, 2017b) and is one of the main reasons for program creation as it measures the ability to add value to the organization (Didinsky, 2017). In a practical sense, Project Management Institute (2017b); Minney and Parris (2019); Jenner (2014) define benefits management as the domain that defines, generates, maximizes, and distributes program benefits. It aims to provide a framework for measuring strategic program value. This is built on four main steps which are to identify, define, analyze and realize benefits (Barclay and Osei-Bryson, 2009; Badewi, 2015). There is also a phase mentioned by some authors such as Ashurst and Doherty (2003); Ashurst et al. (2008); Ward and Daniel (2006); Ward and Peppard (2002), which is the process of reviewing the realization of benefits.

A tool was developed to translate strategic objectives into benefits, which is called the benefits breakdown structure. The approach proposed by Project Management Institute (2017b); Sowden and Office (2011); Jenner (2014) is schematized in figure 8. To better understand the approach, some definitions should first be explored (Sowden and Office, 2011; Levin, 2019).

- Output which is the deliverable(s) of the project;
- Capability that is the completed set of project outputs;
- Outcome which is the new operational state achieved after transition of the capability into live operations;
- Benefit which is the measurable improvement that results from an outcome perceived as an advantage by one or more stakeholders and which contributes towards one or more organizational objective(s).

First, the corporate objectives create a vision for the program, which in turn gives rise to a blueprint for the future organization. Then, the plan defines what the projects need to create in order to achieve the output that create capabilities. These in turn are transformed into outcomes which in turn enable benefits to be realized. The benefits are then realized and contribute to the achievement of corporate objectives (Figure 2.6).

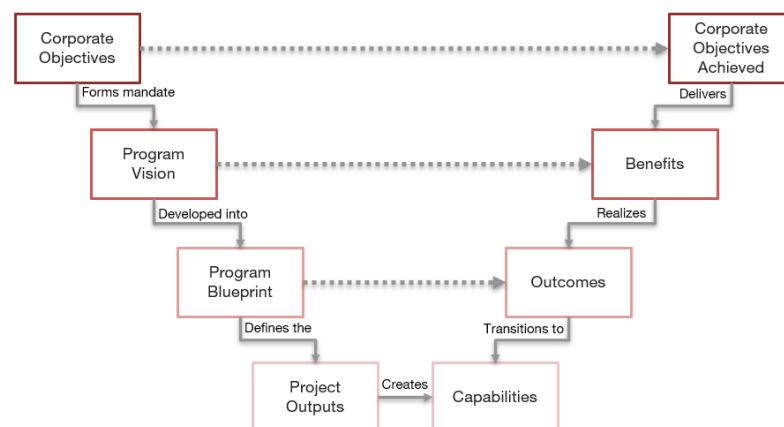


Figure 2.6: Benefits Management; Source:Sowden and Office (2011)

While project success is directly related to achieving objectives within existing constraints, successful programs are considered complete when the expected benefits are delivered to the organization (Maylor et al., 2006) or when they ensure that the necessary capabilities have been implemented and the life cycle of benefits realization has been successfully initiated (Serra, 2017). Furthermore, projects are generally measured for their efficiency in producing an outcome. Programs, on the other hand, are investments that over a timeframe expect a leveraged return on investment. This entails the delivery of new capabilities, in addition to the possibility of organizational transformation, and the realization of the expected benefits Sopko and Demaria (2013).

After the outcome has been achieved, the benefits need to be measured or reviewed. A more sporadic approach concerning when to measure benefits can be taken. Regardless, there should

be a plan that communicates the timing of benefits measurement activities, reporting, and taking corrective or proactive action (Serra, 2017).

Program management and benefits management are strongly linked, because they are highly capable of aligning strategy and implementation (Barclay and Osei-Bryson, 2009), but also because they allow assigning responsibilities for benefits realization in the organizational structure (Badewi, 2015). In addition, each program activity is leveraged for its coordination to benefit objectives and so the activities which support the benefits are identifiable and the impact of each project on program value can be plotted (Sopko and Demaria, 2013).

Thus, the value that benefits management can bring to a company must be understood. Proper implementation in program and project management can bring improvements in project success rates and help them achieve their optimal performance (Barlow et al., 2017).

2.5 Final considerations

There are several dimensions to this thesis that need to be considered simultaneously. Naturally, the corporate culture conditions all decisions, namely the rapidly changing environment in which FF is inserted. At the same time, the rapid growth that the company has seen in recent years that requires a scalable structure, and finally the demanding market in which it is inserted and the level of quality that is required to meet customer expectations.

It is about balancing the standardization required by the company's growth, and therefore its size, with the flexibility required by the company's culture. Regarding FPS, this flexibility is an even more determining factor, due to the fact that it is a distinct business that follows more the definition of luxury, as it is fully customizable, and thus requires even more dynamism and flexibility than the FF Marketplace.

In this way, the methodologies described in this chapter seem adequate to meet the challenges, but also to create a suitable solution for program and project management at FF, taking into account not only the context of the company, but also the team where this thesis was developed.

Chapter 3

Problem Description

In this chapter, the CROPS Strategy team is initially contextualized within FF, and the dynamism associated with the working environment is also highlighted. Afterward, follows an explanation of the complexity and diversity of projects, and a practical example of the FPS Enterprise Level program, followed during this thesis period, will be presented. Next, the current status of the program and project management in the CROPS Strategy team is presented. This explanation will allow for an easier understanding of the limitations evaluated during the thesis, which are described at the end of this chapter.

3.1 CROPS

CROPS is a department within Operations, which comprises more than 800 people. It is where traditional operations and business management collide with creativity, art, and inspiration. The work involves building copy, which comprises all the written content such as product and brand descriptions, translations, and newsletters, and data and visual assets, which encompasses the production of photos, virtual reality, and videos for the many partners of the Platform.

This department is divided into 4 core areas (Figure 3.1):

- Content Development focuses on building a cohesive vision of content, in other words, translating the brand into content;
- Content Creation focuses on the delivery of the content produced and the value provided to both the brand and the client;
- Service Design & Development focuses on designing and developing the FF service catalogue, but also accelerating the time to market for new solutions and services;
- CROPS Performance Management with the primary goal of planning and coordinating the launch of new solutions or services and monitoring the performance of all CROPS activities.

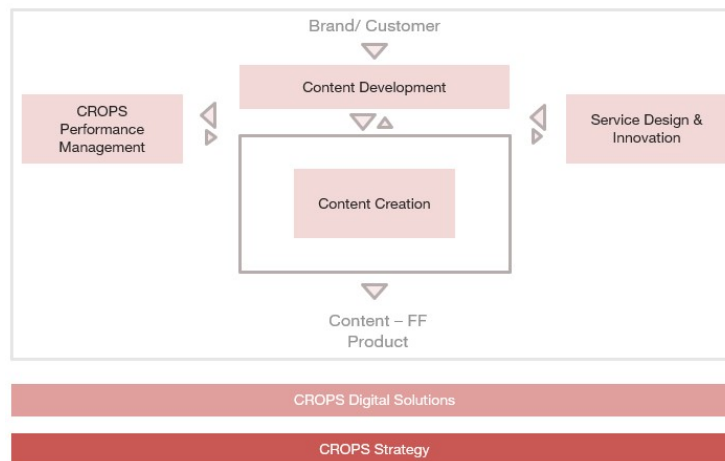


Figure 3.1: CROPS teams

In addition to these four core areas, there are two support areas: CROPS Digital Solutions, which links CROPS with all tech-related areas at FF, and focuses on the developments of our systems and tools and CROPS Strategy, which defines CROPS strategy and plan, and helps on its execution, as detailed next.

3.1.1 CROPS Strategy

The CROPS Strategy team is the trusted advisor for CROPS and is divided into two strands, one for strategic planning and another for strategy execution, which provides project management support for strategic projects within CROPS.

Due to the scope of this work, the focus will mainly be on the strategy execution part since those are the elements which either manage critical projects for CROPS or provide support to CROPS teams on general consulting projects.

The projects managed by this team are managed from the execution support side and usually involve several different departments, meaning that they tend to be cross-functional. This is because CROPS Strategy team mainly works with strategic operational projects that can go from FF Marketplace to FPS and can also belong to a wide range of topics, from internal improvements within operations to FF product innovation projects. These are often linked with the CROPS key objectives for the semester.

As in the general FF context, the CROPS Strategy team has its own ways of working (WoW) to manage programs or projects. Inside the team, the methodology used for program/project management often depends on each program/project manager and their previous experience and lessons learned from similar projects. That then leads to the fact that there is no standardized documentation for all projects. Thus, at times, the knowledge remains with the project managers without being documented and without being easily accessible to the entire team or company. Furthermore, the project management tools used by each department and even within the team can be different. In practice, what exists is usually the creation of documents based on previous projects.

Regarding team routines, there is already some effort in standardizing the approach and providing visibility into the overall CROPS Strategy Execution vertical. For the internal team, there are two weekly meetings: one to plan the week when each team member shares their top topics for that week, and another to close the week where achievements and highlights are provided regarding the same topics.

Moreover, to provide high-level visibility to CROPS Leadership on the evolution of the CROPS Portfolio of projects, which includes key programs and projects directly linked to the departments' critical results for each semester, there is also a routine established. Monthly, the feedback from each project manager on the status/stage/outcomes/risks/next steps of their project(s) is gathered (through a shared Google file) and compiled by the CROPS program manager. That information is shared first with CROPS Leadership and lastly with the remaining Operations areas, through their Program Manager, in a routine for that purpose.

Recently, a new monthly routine, proposed by the Operations PMO team, was implemented. This routine gives visibility to one project in detail per team. The audience of that meeting is other project managers from other teams and the Operations PMO team.

Finally, a bi-weekly routine, named Ops PMO Community Working Session, emerged in April to define and standardize some procedures regarding project management. To this routine, only one person from each team of Operations that performs project management participates – the appointed area Program Manager. This person is responsible for actively participating in the discussions, learning, and sharing the knowledge acquired with their respective department. This is a clear sign that FF realizes that it has no standardized way of managing projects. Furthermore, FF realizes that to be efficient and be in the best possible place to address all of the challenges from this fast-paced environment, the teams should share best practices and adhere the most possible to a standard way of doing projects.

3.2 Project and Program Management

The FF Group is a company in the luxury sector that is growing, following the drivers mentioned in section 2.1, namely the focus on millennials and Generation Z, the focus on the Chinese market, and new partnerships with highly recognized brands (Amed et al., 2022; Kalish, 2022). For this reason, FF must be ready to power and support growth and therefore scale its entire business, from the FF Marketplace to FPS. Consequently, from the organization's point of view, gaps must be closed, operations must run smoothly, and therefore, some processes must be standardized as far as possible, consistently accounting for the flexibility required by the organizational culture.

To review the alignment between the projects/ programs and the vision, Objective Key Results (OKRs) are defined every six months, and these OKRs, for each team, are the ones who allow ensuring this alignment. While in a traditional and more mature company, those objectives are usually defined annually, at FF, they are set every six months because of the fast pace of change, e.g., a goal could become meaningless if it was set for the year.

As a big enterprise with a start-up mindset, the projects can rise from multiple places - such as top-down direction from the Executives, business priorities committed with some partners, need to develop tools to keep supporting the business, innovation products that arise from the market.

Generally, everything starts with a vision and strategy for the semester being established by top-level leadership. Then the key expected results for the semester are defined at the global level for the company (OKRs). The OKRs are then translated into goals for each department, in this case, CROPS, which are later broken down into team-specific goals for each department's verticals. The CROPS Strategy OKRs are these team-specific goals that depend on the support that is going to be given to the other CROPS teams and hence, are dependent on the definition of CROPS team-specific OKRs.

An OKR can be directly the result of a program or project, or it can translate the vision behind it, so it is not necessarily the starting point for creating a program or project. The "FPS Enterprise Level" program (which will be presented in 3.2.1) is an example of an OKR that is the program itself.

Overall, the projects can be divided into Tech and non-Tech related projects. Tech-related projects correspond to a new capability development or tech tooling integrations or developments and hence are highly dependent on the Tech team's capacity to support. Consequently, and in addition, given that the number of requests is always higher than what they can support, a process was assembled to decide which projects move forward every semester based on an evaluation of a business case – which considers benefit against the cost for implementation.

Once there is visibility of the full roadmap, some projects can be grouped into a program and managed as such if they have the same goal. Notwithstanding, some programs are identified as part of the roadmap, for instance, coming from a strategic priority, and only after a few discussions about scope, priorities, and resource capacity are these split into projects - the latter scenario was the case of FPS Enterprise Level.

3.2.1 FPS Enterprise Level

The FPS Enterprise Level program was allocated to the CROPS Strategy team to manage because it is a cross-cutting and strategic project for both CROPS and FPS as a business unit. The basis for what this program is today was set in 2020 when the FPS Team started to have discussions around the vision and strategy for the future of the platform. After those initial discussions, in 2021, four main characteristics were defined for the FPS to have by 2024. Based on those, a three-year growth vision and several key objectives were identified and shared by the FPS Commercial team with the remaining teams at FF with which they cooperate. These key objectives gave rise to several key initiatives to be implemented in that three-year timeframe.

CROPS is one of the teams that FPS cooperates with, acting as a service provider to FPS. Thus, CROPS wanted to ensure that it would not be a blocker of this growth vision. Hence, from CROPS side, a program was created to understand what CROPS needed to develop to be able to support FPS's growth ambition and to make sure that they would not be a blocker.

For the FPS Enterprise Level program, the OKR developed for H1'22 was to identify the gaps blocking growth and build the three-year roadmap for FPS.

Following this, after defining where FPS should be in the future, a first phase was defined and was to identify the current gaps on the CROPS side that were blocking the platform from achieving that vision. Brainstorming sessions were held with different functional areas such as all CROPS main areas (Content Creation, Content Development, CROPS Performance Management, Service Design & Development, Digital Solutions), Commercial FPS, and Tech. From there, and once identified all the gaps that were blocking from getting to the established vision, six were prioritized, with the help of the team, and were chosen to be considered for the roadmap in this semester.

The next step was to design the detailed roadmap for the first half of 2022 (H1'22), prioritizing and defining the scope. Additionally, ownership and teams were also defined to ensure the support capacity and monitor the program's execution.

The gaps prioritized, which were the ones considered more urgent or that would take longer to be solved, were chosen to be addressed throughout the semester, while the others were put on hold to be replanned from H2'22 onwards. Gaps were aggregated into three streams to clarify the objectives and ownership. An important note regarding the projects is that the start date of some projects was prior to the start of the program since they were already running as separate initiatives. However, these were grouped since they all follow the same vision.

The projects in this program are very different and unique. The stream and a brief description of each project that makes up the FPS Enterprise Level program can be found in Table 3.1. Henceforth, the projects will be identified by the stream and number.

Table 3.1: Projects that compose the FPS Enterprise Level program

Stream	Project
A - Strategy & Performance	I) Improve internal communications
	II) Optimize production to improve efficiency
	III) Improve accuracy when controlling costs
B - Tech Developments	IV) Build business cases for tech
	V) Improve the capabilities that tech offers
C - Service Catalogue & Guidelines	VI) Improve strategy of service catalogue
	VII) improve the service catalogue

The first stream, Strategy & Performance, includes three projects. Project A I) aimed to improve internal communications between CROPS and another team from Operations department. Through discussions about ownership of interactions with Partners, the project aims to ensure those teams' responsibilities and WoW are scalable, thus supporting the growth of the FPS operation. This project had iterative planning since there was no clear path to achieve the goal. The project manager had a supportive role. In other words, the brainstorming sessions had light

guidelines on how it could proceed, but the team involved in the project was the one that was actually discussing and that was making decisions on what should be done. The project manager challenged the team and supported and documented some decisions made by the team.

Then, A II) aimed to optimize the production through the studios' reorganization to improve efficiency and decrease costs. The project had a clear path to follow. Both A I) and A II) involved more than three different teams and therefore followed a formal approach.

The last project of stream A, project A III), was to improve accuracy in costs and revenues of FPS partners and monitor them. This project was smaller since it was transitioning to BAU, so it was in its last phase. Before, it involved more teams, but in this final phase, it had only one person responsible for continuing what was done in the project, so the management in this final phase was ad-hoc with fewer formalities. Nevertheless, the path to delivering the reports, which were the deliverables, was clear.

In the second stream related to Tech Developments, two projects were defined to improve the capabilities offered by Tech. The first, B IV), was to identify and prioritize Enterprise Level tech gaps and deliver the business cases necessary to submit the tech-related projects to further consideration, as described in section 3.2. The second, B V), was to deliver many tech capabilities to drive the Tech roadmap and develop more capabilities to deliver to the partners. This project was already in execution because the business case that should be submitted before starting a tech project was already approved. Therefore, the project was already on the roadmap.

Regarding this stream, two particularities should be highlighted: first, there was less involvement from the CROPS Strategy team, as there are no project managers from the CROPS Strategy side, but they are from the team CROPS Digital Solutions; second, one of the projects did not have a project manager due to prioritization of other projects, and therefore no people were available to manage this project.

Finally, in the Service Guidelines and Catalogue, there are two projects to improve the FF service catalogue. Project C VI) was to define general guidelines on strategy for CROPS services according to partner type for FPS. Project C VII) aimed to create a CROPS Service database and define and prioritize specific use cases and formats for teams across CROPS.

The following subsections present a detailed analysis of program and project management practices assessed with examples based on the program and the projects that compose the program.

3.2.2 Program Management

Projects that share the same vision and can give the most significant benefit to the organization are grouped to create a program. The projects may or may not be tech-related. Moreover, the projects that make up the programs may be projects based on the OKRs that are not from the current semester if they were not completed by the deadline and are essential to be delivered. This was the case with the seven projects that make up the FPS Enterprise Level program.

The program is assigned to the team responsible for delivering the program, in this case, the CROPS strategy team, which is responsible for assigning a program manager based on expertise in the field and availability.

The program manager and the program owner(s) initially define the team responsible for moving the program forward. Next, the program manager makes a non-exhaustive first draft of the plan with the charter and timeline, milestones, routines to follow, responsibilities, and resources needed to carry out the program. Next, this first draft is discussed with the program sponsor, and then this alignment is presented in the program kick-off meeting. This meeting usually marks the beginning of the program, but not necessarily the beginning of the projects, due to the previously mentioned fact that projects may start before the semester or program begins.

At the kick-off meeting, all of the above topics are discussed to refine and make the entire program execution plan more realistic. The FPS Enterprise Level kick-off meeting of the program included only the owners of the three streams of the program and the program manager because most of the projects had already started.

After the kick-off meeting, the projects begin, and the program manager monitors the project status from a high-level perspective to ensure their alignment with the program strategy. It is important to note that in the CROPS Strategy team, the program manager may also be the manager of some projects.

At FF, the planning tends to be more superficial due to its rapidly changing environment. Besides, there are many projects where planning cannot be exhaustive because the path to the desired outcome is not entirely known.

A program review is conducted at the end of each semester if the program is designed for the long-term (more than 1 year). In this review, some projects may be re-evaluated, and others may be removed if they are not a priority for the semester and are not aligned with the vision or new OKRs. Conversely, new projects with the same vision and higher priority may be added to the program.

3.2.3 Project Management

Projects designated to be on the roadmap for the semester are assigned to a team whose OKRs are affected by the project. A project manager is assigned by the team manager, according to their availability and knowledge in the field, since their responsibility is to coordinate the project and solve problems on a daily basis. Once a project manager has been assigned, starts preparing the kick-off meeting, suggests which teams should be involved, and then validates with the project sponsor. Then, the project manager develops a non-exhaustive plan to present and discuss at the kick-off meeting.

While planning is not generally exhaustive in any case, it was found to follow one of two approaches. Project A I) was planned more iteratively because there was no clear path to achieve the goal since this project was focused on WoW between teams, and its outcome was hard to measure. Then, project A II) had a much more straightforward path to follow, and its outcome was measurable.

Projects A I) and A II), generally involved more than three different teams. Therefore, a more structured approach was followed, with regular meetings and more project documents. Conversely,

A III) involved only one person, so the management of this project was more ad-hoc, which meant fewer formalities and less documentation.

At the kick-off meeting (which may include the whole team or just the sponsors), the schedule, deliverables, routines, and responsibilities may be defined. As a result, a slightly more thorough plan is created, considering the opinions of those responsible for executing the project. With this meeting, the project officially begins. The kick-off of project A I) involved the project manager, who was also the program manager, and the working team, which was defined based on high-level assessment. The meeting did not include the workers directly affected by the changes that might occur but only later when the course of action was defined.

Subsequently, the execution begins, and the project manager starts to monitor and control if the deadlines are being met, if the routines are happening as expected and if the plan is being followed. Two different situations were found regarding the project manager's role and involvement. In project A I) the project manager was a servant leader, supporting the execution, so s/he was always present supporting the brainstorming sessions and creating team cooperation. On the other hand, the project manager in project A II) was more of a traditional manager. Thus, the role was to monitor the execution instead of supporting and participating in the execution.

The project can be considered completed in two situations. First, if it meets the expectations and accomplishes what was expected. Alternatively, if the project suffers a delay and so it could not be completed within the semester, it can be replanned to continue into the next semester if it follows the established vision.

Projects that meet expectations may require ongoing work. Therefore, the project manager will handover to the team responsible for the project and ensure that the project continues on business as usual (BAU). Project A III) was almost finished, so the necessary process and tool had already been developed. Hence, the handover began so the project manager could ensure that the responsible team continued the project at the BAU.

CROPS projects have general guidelines on how they should be managed. However, the guidelines are mainly used to update the portfolio. As shown in Figure 3.2, the process is based on five phases, which will be briefly explained next.



Figure 3.2: Project Management life cycle used to update the CROPS Portfolio

First, in the Problem Definition, the main goal is to clearly understand the problem to address and who should be involved. Questions such as “What?”, “Why?” and “Whom?” should be answered.

Next, in the Solution Design & Evaluation, the feasibility of the project is assessed and whether it should be undertaken, and which approach should be followed to answer the question “Does it make sense?”.

Then, the Planning Execution phase typically begins with breaking down the main objectives into a roadmap that everyone will follow, with clear accountability, answering the question “Do we have an achievable plan in place?”.

Next, in the Execution phase, the project results are developed and completed.

Finally, in the project Closed or/and in BAU, the project is completed, either when it becomes BAU or not.

3.3 As-Is Critical Analysis

After understanding how BAU is performed in the CROPS Strategy team and how program and project management is planned and executed, some gaps were found.

Vision

OKRs are intended to be the basis behind a program or project and should show why each project or program should be performed. At FF, some OKRs are not the aim but how it is done. In other words, some OKRs are the programs or projects themselves, as seen in the example of the FPS Enterprise Level program, where the OKR is "identify the gaps that were blocking growth and build the three-year roadmap". This OKR does not translate why the program is being performed and what drives it, but rather the path to do this. I.e., first “identify the gaps that were blocking growth” and then “build the three-year roadmap”.

Two main points can arise from this approach. First, measuring the program’s or project’s success becomes difficult. The only possible measure, and the one currently in place, is whether or not the program or project delivers what it has to deliver, rather than measure how well it delivers value to the company. On the other hand, the vision tends not to be clear enough, which makes decision-making harder because of the lack of guidance. This happened in the FPS Enterprise Level program since the vision did not clearly say the strategy behind FPS.

Planning

At FF, due to the fast-paced environment and the high number of projects running each semester, the project manager usually focuses more on executing than planning in detail. This low level of planning in some projects exacerbates the fact that people are allocated to tasks that may not add value, and subsequently, the schedule tends not to be followed.

The lack of planning also causes roles not to be clearly established at the beginning of the program or project. Therefore, this leads to the team going to the program manager with more operational problems, which should be solved at the project manager level.

Prioritization

There are some challenges at FF regarding what to prioritize, i.e., defining which projects to accomplish during the semester.

Often, special and confidential projects arise in the middle of the semester. One example was the new partnership that occurred during the semester of this work, whose project was of great importance. This caused other internal improvement projects to be dropped, despite their importance for obtaining structures to support growth. This implies that sometimes work is done to deal with the immediate rather than to create a structure that allows work on multiple projects more structured way. On the other hand, within the FPS program, project A I) was a priority because it was a project that a top leadership sponsor requested.

The lack of people to run the projects that are not prioritized can be the reason for the situation. Some impacts can emerge, such as making the schedule more unrealistic, as projects with less importance are delayed or sometimes not completed on time due to a lack of resources. Deadlines are not directly monitored, nor are they interpreted based on the other ongoing projects. A practical situation was the delay caused by project C VI), which should have started at the beginning of February and did not start until mid-May. The delay occurred due to a dependency on project C VII), which stayed on hold because there were no people available to manage the project.

Standardization

Regarding standardization, it is one of the most significant limitations that FF has. Projects are managed differently from team to team, as each has its own WoW.

Although there is a life cycle for projects in CROPS, it is mainly used to update the CROPS portfolio. The structure may not fit each team's needs, so this may be the cause for its non-use.

In addition, there is no communication channel or project management tool that all FF program/project managers commonly use. Therefore, each program/project manager uses the tool that makes the most sense for themselves or the team and ultimately contributes to the lack of visibility and similar lack of documentation by not being able to access other teams' projects. For example, CROPS Strategy team manages its programs and projects through the CROPS Portfolio in Google Slides and additional PowerPoint presentations, while Operations PMO uses the software "Monday".

Moreover, even though CROPS Strategy team fought to have formal training for the whole team, in the general context of FF, program and project managers do not have the same knowledge about project management since there is no formal training. Thus, this leads to a non-scalable program and project management structure and practices. In addition, it exacerbates the fact that there is no clear distinction between the role of program manager and project manager. It also means that the program manager does not have access to some specific knowledge to perform the role.

The lack of standardization decreases efficiency since, in each project, the manager must rethink which structure and practices to use, negatively impacting quality and consistency..

Documentation

At the project level, benefits and objectives become challenging to track and control because of the lack of documentation and management system. This is because objectives are not recorded,

processes and results are not mapped, and therefore this path is not conducive to learning and growth. For example, comprehensive planning is not carried out, a detailed stakeholder list is not exhaustive, and lessons learned are not documented.

In addition, the information learned from the project can get lost, making it challenging to deliver the project. A very practical example was the departure of the program manager (A) of the FPS Enterprise Level program during the dissertation period and the arrival of a new one (B). As a result, during the last month of work, program manager A had to convey as much information as had and gained through experience to B since the knowledge was not documented.

Sharing

In general, there is little knowledge about programs and projects developed by other departments or teams. In this way, similar projects may be underway or projects that could be used as a reference for others, which are not because they are unknown. For example, as was performed in the FPS Enterprise Level program, to identify gaps that could block the platform's growth, another team (Service Design team) was also tasked with identifying blockers to the growth of the entire FF, not just CROPS. Another example is that before starting the A I) project, no analysis was performed to understand if another similar project has already been done or how communication works between other teams to gain some insights.

Even within a program, there are no routines with all project managers to check the alignment of projects with the vision or to instill the vision. In the "FPS Enterprise Level" program, only the kick-off meeting with the program manager and the three sponsors was held this semester and none with all project managers. This can lead to duplication of functions and, therefore, raise issues related to unnecessary resource allocation.

In addition, the lack of sharing and visibility leads to limitations in learning from the projects.

Finally, the fact that there is not enough documentation on the projects difficult this lack of sharing.

Chapter 4

Proposed Changes

Project management is essential for FF to develop new products and solve new problems as they arise.

For program and project management to be successful at the FF Group, it should be ensured that it meets the needs of the teams in charge of their execution and has a scalable structure.

From the limitations identified during this work, not only in the FPS Enterprise Level program (which was the scope of this dissertation) but also in other projects that were followed, opportunities for improvement were found to mitigate the limitations mentioned in the previous chapter.

In order to validate the solutions proposed within the FF context, weekly validations were carried out with relevant stakeholders for the program FPS Enterprise Level. Then, validations with CROPS Strategy team and with an external team, Operations PMO, which was starting the implementation of project management practices in the context of FF Operations, were also carried out. In this regard, the primary outcome of this thesis is a set of improvement recommendations and a new way forward for project management to proceed at CROPS Strategy team. A practice is also suggested for FF as a whole.

The new process and improvement recommendations will be presented in a sequential logic from a micro level, corresponding to the implementation within the CROPS Strategy team, to a macro level, which may mean implementation in a global context for the whole organization. Two types of improvement opportunities will be presented, the quick ones of immediate implementation, and the structural ones, of slower implementation.

In subsections 4.2.1 and 4.2.2, suggestions for structural improvement will be presented, in the sense that it is proposed to change the life cycle of program management and project management, respectively. However, these subsections will also present some best practices and suggestions for quick improvement and immediate implementation.

Most of the suggestions for improvement presented in this chapter were implemented throughout the semester. However, although all of them have been validated with the stakeholders previously mentioned, some improvements are structural in nature and, therefore, could not be implemented within the timeframe of this thesis.

According to Cleland and Gareis (2006) project management efficiency can increase considerably if adequate standard project plans are used. Thesing et al. (2021) mention that there is no "one-size-fits-all" recipe. Also, project management depends on internal and external conditions. Therefore, the proposal should focus on a general methodology that can balance standardization with flexibility to increase the efficiency of project and program management efficiency while keeping an openness to adapt to the different project and program contexts.

4.1 Documentation

Standardization is of great importance for increasing efficiency (Toney and Powers, 1997; Cleland and Gareis, 2006). However, it must be balanced with the company culture so that it is flexible enough to be used effectively. According to Levin and Green (2013), a best practice is to develop program and project management standard practices and structure to promote efficiency and consistency. The creation of templates can help not only to address the issue of lack of documentation that was encountered during the course of this work but also to standardize how the team performs program and project management. Templates can also help with value delivery and mitigate the loss of information.

Having proper documentation will help accelerate the project management maturity process, provide support to all levels of management, and significantly improve project communications, which will be clearer and more effective. In addition to being a tool that provides guidelines, it encourages the systematization and storing of useful documentation. Templates should have guidelines for the program or project manager to place the most relevant information that should be shared in each document (Kerzner, 2014, 2010).

Templates were developed for kick-off sessions, status updates, closing sessions, and a master plan to hold all the essential information and be a guide to understand the projects better. The previously existing templates were already developed but were outdated and not used. New templates were developed according to the guidelines in the literature and based on the needs of the team. All templates have been developed, validated with the team, and implemented in April.

A. Kick-off

This template is intended to help the program/ project manager plan and think about the initiative's impacts on the organization. The program or project manager will be motivated to think about the vision and benefits management, as well as the distinction between agile and traditional projects, which will be explained in section 4.2. Having a model to distinguish between the planning needed at the program and project level should also be an advantage in clarifying the respective roles, expectations, and outcomes (Wysocki, 2019). One of the Kick-off templates developed is in Appendix A.

Although it is not mandatory to include all these points, the suggestion includes:

- An overview of the project with details such as how it emerged and what is the vision behind it (Kerzner, 2009, 2010);

- Definition of success (Kerzner, 2009; Thiry, 2015);
- The main goal and the benefits it can bring to the company;
- The benefits it can bring to the program/project team;
- Program/project team and responsibility matrix, and it is very important to distinguish the role of the program manager and project manager for the team to be aware (University of Minnesota, 2016; Project Management Institute, 2021);
- Roadmap, timeline, and milestones (Harvard Business Review, 2013);
- Expected program/project routines (Harvard Business Review, 2013);
- A risk analysis, which can bring possible blockers, since a deep risk analysis is not adequate in the context of FF (Harvard Business Review, 2013);
- Budget, if adequate (Kerzner, 2010; Harvard Business Review, 2013);
- Next steps.

The responsibility matrix, usually called RACI, is a chart that defines the roles of the stakeholders that participate in the project. This chart can establish the communications plan by specifying it. There are four types of responsibility (Friedman, 2008):

- Responsible: Person who executes the tasks in hands;
- Accountable: Person who needs to make sure the subject is handled and gets resolved;
- Consulted: Person who is communicated with regarding the decision-making process and specific tasks;
- Informed: Person who is updated on decisions and actions during the project.

B. Status update

The status update template can provide visibility on what is being performed in the Program/project. In addition, it can avoid unnecessary meetings if the level of detail is presented in the proper form regarding the audience it is being presented to. One of the principles of Lean methodology is to eliminate waste, so avoiding unnecessary meetings is a good start because it liberates managers' time for other tasks that may be more relevant for the project execution (Nave, 2002; Snee, 2004; Rothman, 2016).

Furthermore, (Brown, 2008) specifies some of the best practices of project status reporting for more effective project management. First, ensure consistency regarding the measures of success of the projects and the status process for larger and smaller projects. Then, it should be as simple as one page per project with the right level of detail, depending on the audience, and it should be public so that everyone could be aware of the project's progress. The Status update template developed for programs and projects can be found in Appendix B.

The topics suggested for this template are:

- Project Summary, with the purpose of the project and the alignment with the company's strategy and objectives;
- Current Status, which communicates the status of the project and should have an indicator telling if the project is: "on track", in other words, within the initial timeframe; "at risk", if

the schedule is not being followed, but it is not delayed yet; or “not on track”, if the project is delayed;

- Next Steps, with the planned activities and major milestones for the short term;
- Issues, that are important to identify, as well as the way to overcome them.

After starting using this template, fewer meetings were held because of the clarity framework used.

C. Closure / Lessons learned

This template can help to document lessons learned during the program/project, which can help to avoid repeated mistakes, but also to document lessons that can be valuable to the following programs/projects within the team. Therefore, it is essential to motivate program and project managers to start doing this and share it with all FF in order for the organization not to perform the same mistakes.

Another lean principle is to amplify learning. When a lessons learned report is launched and shared with the whole organization, many problems can be avoided according to Nave (2002); Snee (2004); Rothman (2016). After the closure of the program or project, the lessons learned should be shared in the closure of the week meeting with all the team.

The main objective is to obtain a report with inputs that can be used in other programs (Project Management Institute, 2017b).

The topics suggested include:

- Overall health of the project:
 - Green, if the project was always within time;
 - Yellow, if the project was at times within the timeframe, at times late;
 - Red, if the project was always delayed compared to the initial timeframe;
- Timeline and deliverables;
- Lessons learned, about the process, stakeholders, etc.;
- Open issues and the action to mitigate them;
- Handover details, such as the person responsible and the routines needed to make sure the project continues, when it is supposed to continue.

D. Create a Master Plan for the project

As was mentioned before, at FF, time and people are valuable; therefore, they should not be wasted. In this sense, creating a Master Plan can help in the handover or onboarding of new team members but also help people to look for relevant information inside a project (PMC, 2021). It will also contribute to documenting.

The Master Plan should be built by the project manager from the beginning of the project and should be updated on a daily basis since it will work as a project diary with the most critical information. The Master Plan should be accessible to the project manager and the other team members as it has valuable lessons learned that could be helpful. Knowing how to deal with

stakeholders, how to work with a particular team or to understand an issue that was not solved during the project, are some examples of the lessons that can be documented. Also, it can be helpful for other teams.

The main points suggested to be included in the Master Plan are:

- Relevant documents and what to find in those documents;
- Relevant links;
- Project team;
- Project timeline;
- Relevant meeting notes;
- Lessons learned and improvement opportunities, for the project team, but also for the project managers from CROPS Strategy.

4.2 Life Cycle

A program/ project management methodology must not be a rigid application. Alternatively, it should be a support for the management activity. Having a methodology helps outline the four main variables of project management (tasks, timing, resources, and responsibilities) and define measurable milestones and review requirements.

Moreover, methodologies are designed to support the organizational culture, not the other way around. Thus, this reinforces the point that standardization can only be established by balancing it with the flexibility required by the company.

Some enhancement opportunities among these initiatives have already started in June, as they are practical and easy to implement. In contrast, the initiative to change the program management life cycle and the project management life cycle are structural changes, so more time is needed to put them into practice. Notwithstanding, the CROPS Strategy team is expected to start using these methodologies in H2'22 (the second half of the year 2022). One reason is that the frameworks were previously validated with the team, the head of the team, and the head of the Operations PMO team. This motivates the team to implement these changes because they took part in creating the structure.

4.2.1 Program Management

The program management life cycle was divided in three phases as can be seen in Figure 4.1, based on Project Management Institute (2017b) approach.



Figure 4.1: Proposed Program Management Life Cycle; Source: Project Management Institute (2017b)

Definition

In the program definition phase, a program emerges from a high-level vision based on the strategy for the semester (Project Management Institute, 2017b). The expected results are then defined as OKRs, which are later translated into objectives for the department and decomposed into more specific objectives for the team.

The program is assigned to a team that should be responsible for delivering the program, and a program manager is assigned based on knowledge and availability.

Then the program is structured to determine how the expected benefits will be delivered to meet the intended objectives (Project Management Institute, 2017b; Levin and Green, 2013).

The first change proposed would be to define the OKRs before the program. The OKRs should not be the plan to reach the benefits, as was exemplified before with FPS Enterprise Level in subsection 3.2.1 but should be a corporate objective such as “reduce productive costs”. Hence, the program manager should create a benefits management map to deeply understand the changes and impacts of the program in the company, decomposing the OKR into product outputs. An example is presented in Figure 4.2 with a benefits management map.

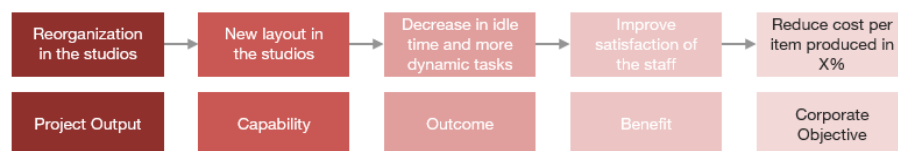


Figure 4.2: Example of a Benefits Management Map for the project A II)

Changing the way OKRs are defined and adding a benefits management map can help to:

- Measure the success of the program/project in a more tangibly, measuring how well they are accomplished, instead of the current procedure of evaluating programs by whether or not they deliver the projects;
- Create a clearer vision behind the programs/projects, which can lead to better decision-making and to be easier to share the vision with the program/project team so that they understand better the impact, the purpose and aim of the project;
- Better alignment between the program/project and the strategic vision and objectives of the company.

The program manager chooses a team with the program sponsor and then sets the expectations of the team (Project Management Institute, 2017b). Then, an initial version of the program plan and the measures of success should be defined (Project Management Institute, 2017b; Levin and Green, 2013) to be later validated with the stakeholders.

The plan should include an overview vision behind it and a benefits management map, with the primary goals and the benefits it can bring to the company. Furthermore, the plan should include a roadmap with timeline and milestones, program team and responsibility matrix, program routines, risk analysis, which can bring possible blockers since a deep risk analysis is not adequate in the context of FF, and budget (Project Management Institute, 2017b).

At the kick-off meeting, all the topics referred to above are discussed to make the entire program execution plan feasible. The Kick-off template described in section 4.1 A should be put into practice. This meeting should include the program team, sponsor, and stakeholders so that the vision shared is understood in the same way by all invitees so they can concentrate and cooperate to realize a shared strategic vision (Gartner, 2022). Moreover, this is the first opportunity for the program manager to set the team's expectations and to encourage and motivate them as the program manager has the role of following another Lean principle, "Empower the team".

Delivery

After the kick-off meeting, the Program Delivery phase begins, where the projects start. The program manager monitors the projects from a high-level perspective to ensure their alignment with the program strategy (Project Management Institute, 2017b). At the same time, there is also ongoing monitoring of project benefits and objectives, timelines, and resources to guarantee that they are being met as they should be (Project Management Institute, 2017b; Levin and Green, 2013). The Status update template explained in section 4.1 B should be used.

A best practice that should be implemented is integrating more waves when planning the programs. This means splitting the roadmap of a program into more phases to avoid so much anticipated planning and, since the programs are longer in terms of duration, having more gates between the phases can reduce their complexity (Levin and Green, 2013).

Another best practice is keeping a register of the stakeholders and other relevant information about them as they are identified (Levin and Green, 2013). This list can be defined in the Master Plan explained in section 4.1 D.

During the delivery, a routine should be implemented to constantly reinforce the vision and share relevant issues and opportunities within the program. Program manager, stakeholders, and project managers should be part of it.

Closure

The program's Closure occurs when the projects have delivered the outputs and the benefits expected from the program start to emerge (Project Management Institute, 2017b). In this sense, closure should occur to review the program's performance Project Management Institute (2017b), start transitioning to another program or BAU when continuation is needed, and close all program plans and components. Also, lessons learned and best practices learned from the program should be gathered (Levin and Green, 2013), which should be included in the Master Plan referred to in section 4.1 D.

At the end of a program, it is imperative to have solid documentation about the program and the lessons learned from it or best practices (Levin and Green, 2013). For this, an overall analysis of the health and performance of the program should be performed. Next, the knowledge gained should be compiled, covering stakeholder information, risks, or communication. The main objective is to obtain a report with inputs that can be used in other programs/projects (Project Management Institute, 2017b). The closure phase should have a lessons learned report

and/or meeting feed a repository with knowledge and best practices (Levin and Green, 2013; Wysocki, 2019; Project Management Institute, 2021). Moreover, it should be guaranteed that the requirements specified by the customer (which can be internal) in the specifications defined in the planning phase must be satisfied.

The program may end, and things may still be missing from the expected outcome. These should be mentioned in the final report and considered when the following program is commissioned. If a project does not deliver its results on time, this project can move on to another program.

The program can also end when project deliverables are delivered or according to its timeline.

4.2.2 Project Life Cycle

The framework suggested by PMI, Prince2, and ISO 21500:2012 (Project Management Institute, 2021; Severn, 2010), in subsection 2.2.1, is used as a basis for the analysis of potential improvements in project management. According to these entities, the project management life cycle is divided into five stages, as schematized in Figure 4.3.

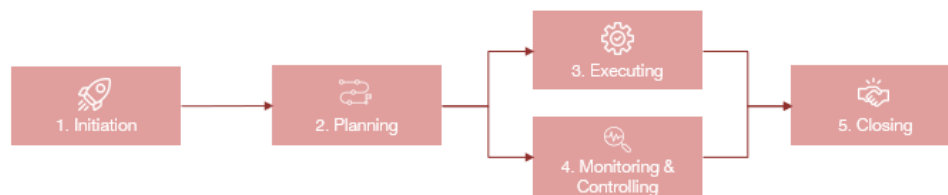


Figure 4.3: Proposed Project Management Life Cycle; Source: Project Management Institute (2021)

Initiation

A high-level vision for the company is established based on its strategy for the semester, and accordingly, the expected results are defined as OKRs. These OKRs are later translated into objectives for the department, which are then decomposed into more specific objectives for the team. From the latter projects emerge (Project Management Institute, 2021).

The initiation phase starts when a project is ready to be started, in other words, when the resources are available and if it is essential to be executed. The project is assigned to a team whose team-specific OKR is impacted. Afterward, the head of the team assigns whom s/he thinks is a match for the role of project manager.

The first change proposed would be to define the OKRs before the project. The OKRs should not be the plan to reach the benefits, as was exemplified before with FPS Enterprise Level in subsection 3.2.1 but should be a corporate objective. From here, the project manager should create a benefits management map to deeply understand the changes and impacts of the projects in the company, decomposing the OKR into product outputs. The advantages were referred to in subsection 4.2.1.

Planning

Afterward, the planning phase starts with the project manager proposing the team needed to deliver the project and developing an initial plan to be validated with relevant stakeholders. The initial plan should include the vision, the scope, benefits management map, timeline and milestones (Harvard Business Review, 2013), project team and responsibility matrix (Project Management Institute, 2021; University of Minnesota, 2016; Wysocki, 2019). Furthermore, the plan should include the expected project routines, a risk analysis, which is expected to bring possible blockers as a deep risk analysis is not adequate in the context of FF (Harvard Business Review, 2013), and the budget (Harvard Business Review, 2013).

According to an analysis performed about the projects at the CROPS Strategy team, a distinction between two types of projects makes sense to help determine the necessary level of planning. The distinction is between projects needing a more traditional project management approach and projects needing a more agile project management approach. One of the principles of Lean methodology is "Eliminate waste". Therefore, planning should focus on eliminating the unnecessary activities that typically emerge from lack of planning and allocate people/time unnecessarily. In other words, only the predictable path will be planned, i.e. in the case of the traditional approach, all steps should be planned, but, in the case of agile, only the steps that are known to be necessary should be planned, i.e., shorter planning cycles.

Distinguishing which type of project management approach to use, ensure that two other Lean principles: "Decide as late as possible" and "Deliver as fast as possible" (Nave, 2002; Snee, 2004; Rothman, 2016) are followed. In the case of the agile approach, unnecessary planning is postponed, and more are delivered by the shorter planning cycles.

It is essential to understand that the methodologies are used as necessary and in an adequate way for the projects of CROPS Strategy.

According to Project Management Institute (2021), project management should be practical so that execution does not become the entire job. As referred to in section 3.3, planning is not exhaustive at FF. According to Manifesto (2022), one of the agile principles is that simplicity is essential - the art of maximizing the amount of work not done. The central idea is to eliminate waste by planning, which leads to what needs to be done being more refined (by planning ahead).

The characteristics of the Traditional Approach are:

- Have a well-defined path, i.e., that is predictable (Kerzner, 2014; Smite et al., 2010; Parente, 2018);
- Have a well-defined scope, therefore a predictable output;
- Project manager has a manager role coordinating, but not performing.

The characteristics of Agile Approach are:

- Iterative planning which will include only the phases and milestones that will for sure not change;
- Have a flexible scope and continuous planning that depend on feedback (Project Management Institute, 2017a);

- Less detail with a tighter planning timeframe which points to reduced commitment (Wysocki, 2019);
- Project manager has a role of support (Project Management Institute, 2017a).

To identify whether a project should follow a Traditional or an Agile approach, a diagram was developed and is schematized in Figure 4.4.

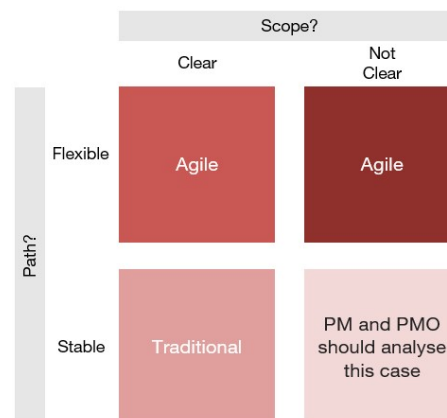


Figure 4.4: Support to choose the project management approach; Source: Wysocki (2019); Project Management Institute (2021, 2017a)

- Stable Path and Clear Solution: the most typical case for a traditional approach. The path is predictable and will not change, and the solution is clear;
- Flexible Path and Not Clear Solution: the most typical case for an agile approach. The path is not predictable or can change, and the goal is clear, although the scope can be flexible;
- Flexible Path and Clear Solution: the approach should be agile, so after an initial release, increments are made to achieve a complete solution;
- Stable Path and Not Clear Solution: in this case, the PMO and project manager should choose the best approach for the particular project in order to address the project properly.

Project A II) is an example of the Traditional approach since the scope and the objectives were clear to decrease idle time costs and improve staff satisfaction. Moreover, the plan was clearly defined with two main stages: reorganization of the studios and financial assessment. Inside each stage, there are clear steps to be taken, such as layout changes for the business unit to be able to work for any shooting. The project manager ensured the team's coordination, and the plan was completed within time.

Project A I) is an example of a project needing the Agile approach because the scope was flexible. In other words, the project's goal was to have a plan for coordinating relationship management with the partners. However, the final result or the solution was not known. Besides, before starting the brainstorming sessions, there was no clear path. In the second brainstorming session, the "to be" scenario for communications was intended to be mapped, but instead, the "As-Is" was mapped. The only step established was that brainstorming sessions should be held. The

project manager had a supportive role in guaranteeing that the brainstorming sessions were held and that some topics were discussed.

After the initial draft of the plan is completed, it should be discussed with the project sponsor to check its alignment with the vision. Next, a kick-off meeting should be held with project team members to share the project's scope in the same way, but also to get Subject Matter Experts (SME) feedback to turn the planning into a more realistic tool (Harvard Business Review, 2013). One of the critical elements in winning project teams is to establish a common understanding among all team members about why the team is needed and the goals it has to achieve (Meredith et al., 2019; Cleland and Gareis, 2006). This kick-off meeting is focused on working on those elements.

After the kick-off meeting, according to (Kerzner, 2010), one of the best practices that should be used is to schedule Project Milestones in the stakeholders' calendars. This was put into practice in project A D), resulting in a schedule that followed more precision.

At this stage, the project manager should start building the Master Plan, which works like a project diary and will be a guide for exploring the project. The most relevant information will be in this document.

Execution

Then execution starts, where communication is critical. Therefore, it must be effective and efficient. Since this company is highly dynamic and fast-changing, several projects are happening simultaneously, many of which involve the same high-level people. This leads to chaotic agendas, and many initiatives are conducted toward saving time. In this sense, unnecessary meetings should be avoided; therefore, the reports and status updates should be accurate and adequate to the people who will see the update.

One of the twelve agile principles, cited by Manifesto (2022), is the importance for the client and the developers to work together daily during the project. This principle can be translated into FF atmosphere where the project manager should work next to the team daily, but also next to the client of the respective project, even if it is an internal client, such as another department. Another principle is regarding welcomed changes, which can apply to the FF context, where change is constant. Therefore, the project manager should be open to acquiring a competitive advantage.

During execution, the project manager should also follow another Lean principle, "Empower the team". It is also critical to encourage those who play a key role in determining project's success to get involved in to motivate the decision-maker to participate actively and, as a result, creates an atmosphere that maximizes the chances of project success (Cleland and Gareis, 2006).

Monitoring and Controlling

Simultaneously, monitoring and controlling take place. Therefore, the project manager should be accountable for tracking whether the expected benefits are being delivered and, if not, to be ready to act. This leads to an ability to measure the status and performance of the project and provides crucial inputs for controlling the project towards the desired results.

For Agile projects, it is essential to clarify that planning and execution phases will happen in cycles until the required output is reached. The monitoring and controlling phase will occur in parallel with these two phases.

Closing

Finally, in the final phase, a handover and lessons learned session should be held and documented. Another lean principle is to amplify learning, and as such, a lessons learned report shared with the whole organization (Nave, 2002; Snee, 2004; Rothman, 2016) can lead to improvements regarding other projects. Moreover, such meeting/report should include best practices and ways to improve results or even identify threats (Project Management Institute, 2021; Levin and Green, 2013).

4.3 Project Management Office (PMO)

Creating a PMO could help communication within a project or program by standardizing it. It would also ensure greater visibility of projects, which goes in line with the lean rule "See the whole". A Project Management Office (PMO) is a management structure that standardizes project-related processes. It facilitates the sharing of resources, tools and methodologies to be a centre of excellence in project management (Project Management Institute, 2021; University of Minnesota, 2016). In other words, it could lead to using only one channel to communicate and one channel to manage projects and programs.

A PMO should be created in order to address three main topics. First, create a structure that balances flexibility and standardization (Project Management Institute, 2021; University of Minnesota, 2016). Standardize so that the project management process is similar across all departments but flexible enough to address the peculiarities of each department. Second, share tools, resources, methodologies, and knowledge to become a centre of excellence in project management (Project Management Institute, 2021; University of Minnesota, 2016). Third, conduct equal training for every program and project manager (Wysocki, 2019).

The PMO would be responsible for creating training for all FF project managers so they could manage in the same way. As a result, the program manager and the project manager would know better the difference between their roles, and program managers would be better prepared to be good at what they should do (Wysocki, 2019).

Other advantages could arise from the fact that more experienced people can help the teams with program and project management, particularly with scheduling, prioritization, and planning. The fact that the PMO has more experienced people stems from the fact that it is composed of people who deal with many different projects and from different areas. First, a PMO team member could help the program manager create the roadmap in the program's definition phase. Then, with their expertise, they could help to create more accurate and realistic schedules. In addition, a PMO team member could also play a relevant role in the planning phase of a project. For example, both scheduling and the definition of the project approach to be used, based on

Traditional and Agile approaches, could be improved by the experience of the PMO team member. On the other hand, the PMO allows increasing visibility over projects. Thus, projects such as benchmarking or internal improvement could have multiple uses to avoid duplication and thus not occupy people/time unnecessarily. A practical case was the case of the FPS Enterprise Level program, in which gaps were analyzed for CROPS, while another team identified similar gaps in all FF teams. Finally, other similar projects in different departments could be a starting point for planning, such as internal improvement projects like the A I).

In general, this recommendation is highly focused on the principle of "Amplifying learning" - According to Nave (2002); Snee (2004); Rothman (2016).

Midway through this work, through the H1'22 semester, the Operations PMO team was created to be the PMO at FF. The Operations PMO team started this work by trying to standardize project management practices. The CROPS Strategy team was actively involved in that process. Because of the importance of having a PMO, one should continue to promote its alignment and awareness and establish the responsibility of analyzing and looking for ways to improve.

Since this improvement opportunity is a structural change, which started in the middle of this semester, this change should be progressive to be accepted by all operations teams. In other words, the standardization being created must not take away the project manager's freedom of operation and guarantee equilibrium between standardization and flexibility (Kerzner, 2009, 2010). Moreover, implementing the new methodologies must be staged and built upon the involvement of the different people and teams affected to create a sense of ownership.

4.4 Evaluation of Recommendations

A KPI is a metric that will measure the organisation's operational, tactical or strategic performance of activity critical to the organisation's current and future success of the organisation (Kerzner, 2014). Sowden and Office (2011) states that Key Performance Indicators (KPI) are fundamental to help avoid creating unrealistic and unmeasurable expectations. Expectations and satisfaction are two crucial factors for successful project management (Kerzner, 2009) and program management (Project Management Institute, 2017b).

The success of programs and projects should mean that the methodologies used are appropriate. In this regard, this evaluation should be done as it is relevant to understanding whether the proposed changes add value to the CROPS Strategy team.

An initial version of the quantitative and qualitative KPIs that could be used for each of the proposed initiatives are displayed in Table 4.1 for documentation, Table 4.2 for program and project management life cycle, and Table 4.3 for PMO.

Table 4.1: KPIs for measuring the implementation of the documentation

Type	KPI
Quantitative	Number of projects that used the proposed templates
	Number of times the templates are being used in each project management team - understand if the templates are being used and if they meet the needs
Qualitative (Based on perceptions)	Perception of the amount of documented information
	Perception on ease of handover
	Perception in the ease of onboarding a new member (less involvement by the team, more use of available documents)
	Perception on communication in updating program/project status (more or less meetings)
	Perception on learning from the programs/projects

Table 4.2: KPIs for measuring the implementation of life program/project life cycle

Type	KPI
Quantitative	Number of projects that used the proposed life cycle
	Number of programs that followed the proposed life cycle
	Number of projects that are not completed within the deadline
	Number of times a project is delayed
	Number of projects completed on time
	Number of times routines were put into practice
	Number of times the success was measured based on the quality of the delivery (and not only if they were delivered or not)
	Number of times the distinction of the projects was put into practice
Qualitative (Based on perceptions)	Perception about the contribution of the new life cycle for the development of projects (easier, more demanding)
	Perception about alignment of programs/projects with strategy
	Perception about the vision of the programs/projects being clearer
	Perception about ease of project planning with the 2 suggested approaches

Table 4.3: KPIs for measuring the implementation of the PMO

Type	KPI
Quantitative	Number of projects that are not completed within the deadline
	Number of times a project is delayed
	Number of projects completed on time
	Number of projects dropped because of not having people available
	Number of duplicated projects
	Number of projects not carried out because they were duplicated
Qualitative (Based on perceptions)	Perception about the structure of the programs/projects (if it was easier because of having support)
	Perception about the methodologies and tools used (if they were more accurate and easier)
	Perception about the allocation of resources (if it was more accurate)
	Perception about the support (if they had more support)
	Perception about the visibility (more visibility over other projects from other departments/teams)

Performance evaluation should begin to be measured later this semester based on the KPIs presented. The measurement of the quantitative KPIs can be assigned to a member of the CROPS Strategy team, who will be responsible for collecting data from the team's projects. Qualitative KPIs may be measured by a survey or interview with the other members. This will allow us to assess the initial state of the team (Michael and Pippa, 2011).

Afterward, this analysis should be done bi-annually due to the fast-changing environment. Then, it should be compared with previous figures to evaluate the initiatives' functioning and adaptability to the team's needs.

A team member should be responsible for collecting the information. Then, the results should be discussed to verify and change the course of action. This scheme can be used when implementing the proposals outside of the CROPS Strategy team at a general FF level.

Chapter 5

Conclusions and Future Work

5.1 Project Conclusions

This dissertation focused on the challenges FF faces due to its rapid growth, which has led to some growing pains. These growing pains are due to the lack of a well-established structure resulting from the start-up mentality. The rapidly changing environment of FF makes it necessary for the company to be prepared for quick responses to the challenges that arise. The complexity of the current world, and therefore its unpredictability, leads to the perception that everything that can be predicted must be structured, and what is unpredictable must have a loophole. In other words, what is predictable must be standardized, but there must be flexibility for the unpredictable and the improvements that may exist.

The work, developed in the CROPS Strategy team, was a challenge to play with standardization and flexibility. The main objectives were to rethink program and project management practices at the team and overall FF and find improvement opportunities. Therefore, it was crucial to analyze the FPS Enterprise Level program, its projects, and others that were also followed. Finally, to extrapolate these practices and introduce the knowledge of how programs and projects are managed and implemented in the CROPS Strategy team and FF.

The first output was the creation of templates to document key project events. In particular, the kick-off, status update, and closure templates proved to be key to documenting and thus improving communication between the project or program manager, the team, and stakeholders (Kerzner, 2010, 2014). These templates were also relevant to make it easier for the team to understand the sponsor's vision (Wysocki, 2019). In addition, creating a Master Plan helped document more information and organize it and was central to facilitating the delivery of the project (PMC, 2021). Further, standardizing these practices helped promote consistency (Levin and Green, 2013).

Improving the program and project management practices and life cycles was another outcome of this thesis. The existing project management life cycle was not well suited to the team's needs as it was mainly used in updating the CROPS Portfolio. The new life cycle is better suited for the needs of the team and introduced some improvements to the process that, in a very practical way (as they should as it is a fast-changing environment, according to Project Management Institute

(2021)), included the best practices studied in order to improve: the vision, making it clearer; communication, internal and external to the project; and management (Thesing et al., 2021).

On the other hand, the company is fast-paced and action-oriented due to its fast-paced environment. Therefore, dividing the project management approach into traditional and agile helped the project manager focus on the necessary planning (Thesing et al., 2021).

The creation of a PMO was the most general FF level measure. However, it was noted that it would also be an added value to share best practices, tools and knowledge with all teams performing project management (University of Minnesota, 2016; Project Management Institute, 2021). As a result, the PMO Operations team initiated this standardization process, and the CROPS Strategy team actively accelerated this process.

With the validations that occurred during the development of this thesis, namely with the team, the head of the CROPS Strategy team, and the external head of the PMO Operations team, it was possible to verify the suitability and potential of the proposed initiatives (Cleland and Gareis, 2006). Nevertheless, an evaluation of the performance of the recommended initiatives should be carried out to continually assess the initiatives' adaptability and efficiency.

The company culture was proved to be one of the most important factors to consider when creating a new form of program and project management at FF. In this case, it is essential to have standardization because it allows for greater efficiency, but only if the proposed methodology and tools are suitable for the team's work and if it is flexible enough to allow for the freedom required by the team (Thesing et al., 2021; Kerzner, 2014, 2009). In addition, it should be kept in mind that it is very important to improve the tool continuously, as it should not remain static.

In summary, this project presents promising opportunities for the CROPS Strategy team and FF.

5.2 Future Work

This new methodology has been put in place and must be followed, consistently accounting for the company's rapidly changing context and the necessary flexibility. At the same time, as initiatives become BAU, they must also be constantly questioned to improve continuously, to be suitable and adapted to the needs of the team, and in the future to FF as a whole.

During this dissertation, a limitation was encountered. Efficiency is expected to increase from what was seen in the literature (Cleland and Gareis, 2006). Furthermore, based on the interviews, the result of this dissertation meets the needs presented by the team and FF. However, the efficiency of the program and project management practices is not measured. The implementation of benefits management will allow measuring the success of programs/projects, and in turn, this can be a way to measure the overall success. Also, measuring the success of the initiatives can be a start for the team to start implementing the project management efficiency measurement at CROPS Strategy team. However, FF has a job ahead of it, not only with standardization but also with measuring success based on data which is not qualitative. The standardization of the channels to communicate and manage the programs and projects should also be carried forward.

While changes should help improve program and project management practices, this is a process that must take into consideration the culture and context of the company. In this sense, the fast-paced environment in which FF is embedded makes continuous improvement a critical factor for success. In other words, the suggested initiatives should be rethought from time to time to be a more customised and precise framework that is appropriate to the needs of the company, which are expected to change.

The team members included in this work are aware of the need for the proposed changes and know that the impact will be to make their work more efficient. Thus, their involvement helped them realise that these new practices were necessary, and they were immediately motivated to accept the change. Additionally, the change respects the WoW of the team and, therefore, was more easily accepted by the team. Project Management Institute (2017a) references and stresses the importance of people's commitment and passion for a cause. In other words, regardless of the strategy or plan, success will be governed by the people implementing the plan, so those implementing the change have to be passionate about what they are doing.

FF should focus on standardization to achieve a certain level of maturity in project and program management. It should focus primarily on measuring the success of projects and programs through the recommended method of forming OKRs, together with the benefits management map. This will allow moving from qualitative evaluation only to a more quantitative evaluation that will be necessary to scale the business efficiently.

Finally, validating the initiatives by the head of the CROPS Strategy team was very important to realise that the practices were adapted to the team and would bring promising change within the CROPS Strategy team. Furthermore, the PMO Operations team validation showed that the right path was already prepared within FF. The scale of these standardization practices and the definition of a PMO within FF was a good start for FF to start structuring and making its processes more efficient.

Bibliography

- (2021). The project management course: Beginner to project manager. UdeMy Business Course.
- Abboud, L. (2021). How farfetch prospered in a pandemic year. <https://www.ft.com/content/1277c354-1cfb-494c-a778-dd61647df7fa>. Accessed: 2022-04-01.
- Amed, I., Berg, A., Balchandani, A., and Hedrich, S. (2022). The state of fashion 2022. Technical report, Business of Fashion & McKinsey & Company.
- Ashurst, C. and Doherty, N. (2003). Towards the formulation of a 'best practice' framework for benefits realisation in it projects. *Electronic Journal of Information Systems Evaluation*, 6.
- Ashurst, C., Doherty, N., and Peppard, J. (2008). Improving the impact of it development projects: the benefits realization capability model. *European Journal of Information Systems*, 17.
- Badawi, A. (2015). The impact of project management (pm) and benefits management (bm) practices on project success: Towards developing a project benefits governance framework. *International Journal of Project Management*, 34:761–778.
- Baker, B., Murphy, D., and Fisher, D. (1974). Determinants of project success. *Boston College*.
- Barclay, C. and Osei-Bryson, K.-M. (2009). An exploratory evaluation of three is project performance measurement methods. pages 2810–2821.
- Barlow, G., Tubb, A., and Riley, G. (2017). Driving business performance. Technical report, KPMG.
- Basil, V. R. and Turner, A. J. (1975). Iterative enhancement: A practical technique for software development. *IEEE Transactions on Software Engineering*.
- Berger, R. (2012). Chinese consumer report - luxury. Technical report, Roland Berger Strategy Consultants.
- Bhasin, S. and Burcher, P. (2006). Lean viewed as a philosophy. *Journal of Manufacturing Technology Management*, 17:56–72.
- Bicheno, J. (2004). *The New Lean Toolbox: Towards Fast Flexible Flow*. PICSIE Books.
- Bjørn-Andersen, N. and Hansen, R. (2011). The adoption of web 2.0 by luxury fashion brands. International Conference on Information Resources Management.
- Bradley, G. (2010). *Benefit Realisation Management: A Practical Guide to Achieving Benefits Through Change*. Gower Publishing.
- Brown, J. T. (2008). *The Handbook of Program Management*. McGraw-Hill.

- Chen, C.-J., Huang, J.-W., and Hsiao, Y.-C. (2010). Knowledge management and innovativeness: The role of organizational climate and structure. *International Journal of Manpower*, 31:848–870.
- Cleland, D. I. and Gareis, R. R. (2006). *Global project management handbook : planning, organizing, and controlling international projects*. McGraw-Hill.
- Dauriz, L. and Tochtermann, T. (2013). Luxury lifestyle: Beyond the buzzwords 58. Technical report, McKinsey & Company.
- de Montgolfier, J., D’Arpizio, C., Levato, F., Prete, F., and Gault, C. (2020). Eight themes that are rewriting the future of luxury goods. Technical report, Bain&Co.
- de Montgolfier, J., D’Arpizio, C., Levato, F., Prete, F., and Gault, C. (2021). The future of luxury: Bouncing back from covid-19. Technical report, Bain&Co.
- Delgado, C., Branco, M., and Ferreira, M. (2010). The implementation of lean six sigma in financial services organizations. *Journal of Manufacturing Technology Management*.
- Denning, S. (2015). How to make the whole organization “agile”. *Emerald Insight*.
- Denning, S. (2021). How the digital age is reinventing (almost) everything. <https://www.forbes.com/sites/stevedenning/2021/09/05/how-the-digital-age-is-reinventing-almost-everything/?sh=ee61f25e7f32>. Accessed: 2022-04-04.
- Didinsky, I. (2017). *The practitioner’s guide to program management*. Project Management Institute.
- D’Arpizio, C. (2013). 2013 luxury goods worldwide market study. Technical report, Bain&Co.
- D’Arpizio, C., Levato, F., Zito, D., and de Montgolfier, J. (2014). Luxury goods worldwide market study 2014. Technical report, Bain&Co.
- Eckert, C. (2019). *DropShip Institute - The Book: The Ultimate Guide to High Ticket Dropshipping*. Independently published.
- Engwall, M. (2003). No project is an island: Linking projects to history and context. *Research Policy*, 32:789–808.
- Faccioli, G. and Sheehan, E. (2021). Global powers of luxury goods 2021 breakthrough luxury. Technical report, Deloitte.
- FARFETCH (2022a). About farfetch. <https://aboutfarfetch.com/about/farfetch/>. Accessed: 2022-04-01.
- FARFETCH (2022b). Farfetch platform solutions. <https://www.farfetchplatformsolutions.com/>. Accessed: 2022-05-26.
- FARFETCH (2022c). Financial news. <https://www.farfetchinvestors.com/financial-news/news-details/2021/Farfetch-Announces-Second-Quarter-2021-Results/default.aspx>. Accessed: 2022-04-01.

- Friedman, S. (2008). Roles, responsibilities, and resources: best practices in managing people. North America, Denver. Project Management Institute. Paper presented at PMI® Global Congress 2008.
- Gartner (2022). Product portfolio and program management (ppm). <https://www.gartner.com/en/information-technology/glossary/product-portfolio-and-program-management-ppm>. Accessed: 2022-05-19.
- Goldberg, J. (2022). E-commerce sales grew 50% to \$870 billion during the pandemic. <https://www.forbes.com/sites/jasongoldberg/2022/02/18/e-commerce-sales-grew-50-to-870-billion-during-the-pandemic/?sh=5202fd9c4e83>. Accessed: 2022-05-24.
- Harvard Business Review (2013). *HBR Guide to Project Management*. G - Reference, Information and Interdisciplinary Subjects Series. Harvard Business Review Press.
- Hayes, M. and Youderian, A. (2013). *The Ultimate Guide to Dropshipping*. Lulu Publishing Services.
- Heldman, K. (2003). *Project management JumpStart*. SYBEX.
- Hines, P., Holwe, M., and Rich, N. (2004). Learning to evolve: A review of contemporary lean thinking. *International Journal of Operations and Production Management*, 24:994–1011.
- Hung, P. (2022). E-commerce trends 2022: What the future holds. <https://www.forbes.com/sites/forbestechcouncil/2022/03/14/e-commerce-trends-2022-what-the-future-holds/?sh=5d370f6a58da>. Accessed: 2022-04-11.
- Jenner, S. (2014). *Managing Benefits: Optimizing the Return from Investments*. The Stationery Office.
- Johnson, L. and Vigneron, F. (2004). Measuring perceptions of brand luxury. *Henry Stewart Publications*.
- Jones, D. T. and Womack, J. P. (2003). *Lean Thinking*. Free Press.
- Kalish, I. (2022). Weekly global economic update. <https://www2.deloitte.com/us/en/insights/economy/global-economic-outlook/weekly-update.html>. Accessed: 2022-06-28.
- Karlsson, C. and Hlström, P. (1996). Assessing changes towards lean production. *International Journal of Operations and Production Management*, 16:24–41.
- Kerzner, H. (2009). *Project Management: A Systems Approach to Planning, Scheduling, and Control*. J. Wiley & Sons.
- Kerzner, H. (2010). *Project Management Best Practices: Achieving Global Excellence*. John Wiley & Sons.
- Kerzner, H. (2014). *Project Management 2.0 - Leveraging Tools, Distributed Collaboration, and Metrics for Project Success*. John Wiley & Sons.
- Kwak, Y. H. and Ibbs, C. W. (2002). Project management process maturity pm2 model. *Journal of Management in Engineering*.

- Levin, G. (2013). *Program Management A Life Cycle Approach*. Taylor & Francis Group.
- Levin, G. (2019). *Implementing Project and Program Benefit Managment*. Taylor & Francis Group.
- Levin, G. and Green, A. R. (2013). *Implementing Program Management*. Taylor & Francis Group.
- Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., and Robinson, O. (2021). The future of work after covid-19. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>. Accessed: 2022-04-04.
- Lycett, M., Rassau, A., and Danson, J. (2004). Programme management: A critical review. *International Journal of Project Management*, 22:289–299.
- Manifesto, A. (2022). Agile manifesto. <https://agilemanifesto.org/>. Accessed: 2022-05-05.
- Maylor, H., Brady, T., Cooke-Davies, T., and Hodgson, D. (2006). From projectification to programmification. *International Journal of Project Management*, 24:663–674.
- Mcdowell, M. (2021). The farfetch game plan, revealed. <https://www.voguebusiness.com/technology/the-farfetch-game-plan-revealed>. Accessed: 2022-05-20.
- Mcdowell, M. (2022). Farfetch revenue rises 35 per cent to \$2.3 billion. <https://www.voguebusiness.com/companies/farfetch-revenue-rises-35-per-cent>. Accessed: 2022-04-04.
- Meredith, J. R., Shafer, S. M., and Mantel, S. J. (2019). *Project management : A Strategic Managerial Approach*. John Wiley & Sons.
- Michael, B. and Pippa, B. (2011). *Handbook of Corporate Performance Management*. John Wiley & Sons.
- Minney, D. H. and Parris, S. (2019). *Guide to using a benefits management framework*. Association for Project Management.
- Moder, J. J. and Phillips, C. R. (1970). *Project management with CPM and PERT*. Van Nostrand Reinhold Co.
- Monden, Y. (1981). What makes the toyota production system really tick?
- Moore, K. (2021). Growth of online luxury marketplaces continues in 2021. <https://www.forbes.com/sites/kaleighmoore/2021/08/30/growth-of-online-luxury-marketplaces-continues-in-2021/?sh=63b6beba1a44>. Accessed: 2022-05-05.
- Motwani, J. (2003). A business process change framework for examining lean manufacturing: A case study. *Industrial Management and Data Systems*, 103:339–346.
- Nave, D. (2002). How to compare six sigma, lean and the theory of constraints a framework for choosing what's best for your organization.
- Null, G., Cross, J. A., and Brandon, C. (2020). Effects of lean six sigma in program management. *Journal of Manufacturing Technology Management*, 31:572–598.

- Okonkwo, U. (2009). Sustaining the luxury brand on the internet. *Journal of Brand Management*.
- Ouriques, R., Wnuk, K., Gorschek, T., and Svensson, R. B. (2018). Knowledge management strategies and processes in agile software development: A systematic literature review. Technical report, University of Gothenburg.
- Paladino, L. (2021). Luxury & fashion. Management of Fashion and Luxury Companies Course.
- Parente, S. (2018). Agile quantitative risk analysis.
- Partington, D. (2000). Building grounded theories of management action. *British Journal of Management*.
- Prahalad, C. K. and Krishnan, M. S. (2008). *The New Age of Innovation*. McGraw-Hill.
- Project Management Institute (2017a). *Agile Practice Guide*. Project Management Institute.
- Project Management Institute (2017b). *The standard for program management*. Project Management Institute.
- Project Management Institute (2021). *A guide to the project management body of knowledge (PMBOK guide)*. Project Management Institute.
- Rigby, D., Elk, S., and Berez, S. (2020). *Doing Agile Right*. Harvard Business Review.
- Rothman, J. (2016). Agile and lean program management scaling collaboration across the organization. Technical report.
- Ruth, Thiry, and Murray-Webster, M. (2000). Managing programmes of projects. *Gower Handbook of Project Management*.
- Serra, C. E. M. (2017). *Benefits Realization Management: Strategic Value from Portfolios, Programs, and Projects*. Taylor & Francis Group.
- Severn, D. F. R. (2010). Lean and agile project management: For large programs and projects. *LNBIP*, 65.
- Shah, R. and Ward, P. T. (2007). Defining and developing measures of lean production. *Journal of Operations Management*, 25:785–805.
- Shigenobu, O. (2005). *A Guidebook of Project & Program Management for Enterprise Innovation*, volume I. Project Management Association of Japan.
- Shingo, S. (1989). *A Study of the Toyota Production System*. Productivity Press.
- Smite, D., Moe, N. B., and Ågerfalk, P. J. (2010). *Agility Across Time and Space: Implementing Agile Methods in Global Software Projects*. Springer.
- Snee, R. D. (2004). Six-sigma: the evolution of 100 years of business improvement methodology. Technical report.
- Sopko, J. A. and Demaria, A. (2013). Benefits management: how siemens focuses on benefits to accelerate value delivery. PMI Global Congress 2013.
- Sowden, R. and Office, S. (2011). *Managing Successful Programmes*. Best management practice. Stationery Office.

- Sreedharan, R. V., Sunder, V. M., and Raju, R. (2018). Critical success factors of tqm, six sigma, lean and lean six sigma: A literature review and key findings. *Benchmarking*, 25:3479–3504.
- Stern, T. V. (2017). *Lean and Agile Project Management: How to Make Any Project Better, Faster, and More Cost Effective*. Taylor & Francis Group.
- Sutherland, J. and Altman, I. (2009). Take no prisoners: How a venture capital group does scrum. pages 350–355.
- Suárez-Barraza, M. F. and Ramis-Pujol, J. (2010). Implementation of lean-kaizen in the human resource service process: A case study in a mexican public service organisation. *Journal of Manufacturing Technology Management*, 21:388–410.
- Taj, S. and Morosan, C. (2011). The impact of lean operations on the chinese manufacturing performance. *Journal of Manufacturing Technology Management*, 22:223–240.
- Thesing, T., Feldmann, C., and Burchardt, M. (2021). Agile versus waterfall project management: Decision model for selecting the appropriate approach to a project. Elsevier B.V.
- Thiry, M. (2015). *Program Management: Fundamentals of Project Management*. Taylor & Francis Group.
- Toney, F. and Powers, R. (1997). *Best Practices of Project Management Groups in Large Functional Organizations*. Project Management Institute.
- University of Minnesota (2016). *Project Management from Simple to Complex*. University of Minnesota Libraries Publishing.
- Ward, J. and Daniel, E. (2006). *Benefits Management Delivering Value from IS & IT Investments*. John Wiley & Sons.
- Ward, J. and Peppard, J. (2002). *Strategic Planning for Information Systems (3rd Edition)*.
- Williams, D. and Parr, T. T. D. (2004). *Enterprise programme management : Delivering Value*. Palgrave Macmillan.
- Womack, J. P. and Jones, D. T. (1994). From lean production to the lean enterprise. <https://hbr.org/1994/03/from-lean-production-to-the-lean-enterprise>. Accessed: 2022-04-04.
- Womack, J. P., Jones, D. T., and Roos, D. (1990). *The Machine that Changed the World*. Simon & Schuster.
- Worley, J. M. and Doolen, T. L. (2006). The role of communication and management support in a lean manufacturing implementation. *Management Decision*, 44:228–245.
- Wu, T. (2020). *Optimizing Project Management*. Taylor & Francis Group.
- Wyman, O. (2019). The e-commerce upside. Technical report, Oliver Wyman.
- Wysocki, R. K. (2019). *Effective Project Management : Traditional, Agile, Extreme*. John Wiley & Sons, Incorporated.

Appendix A

Project Kick-off Template

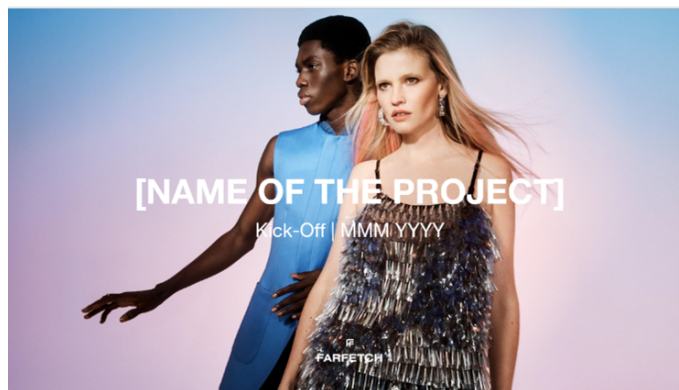


Figure A.1: Front-page of the Kick-off template

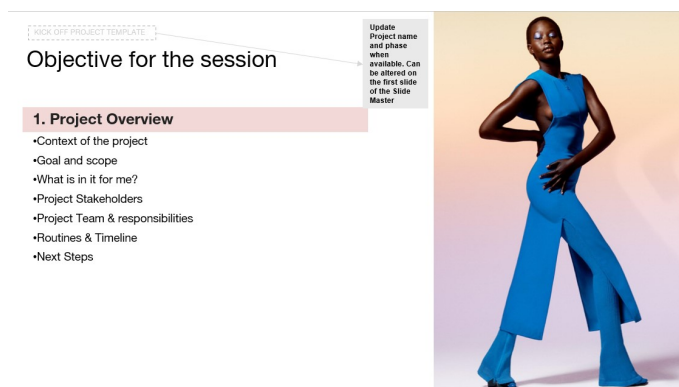


Figure A.2: Agenda for the Kick-off session

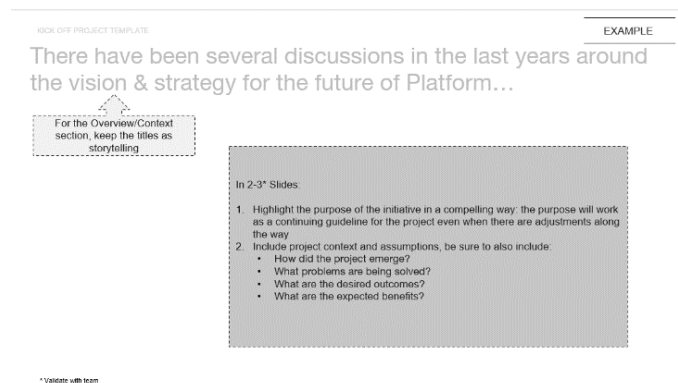


Figure A.3: Overview of the project and how it emerged

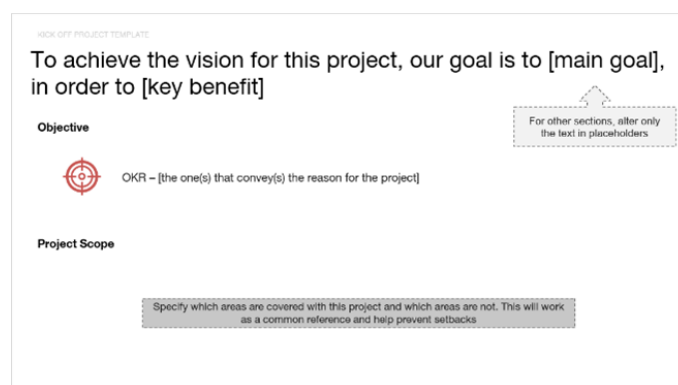


Figure A.4: Objective, scope and benefits of the project

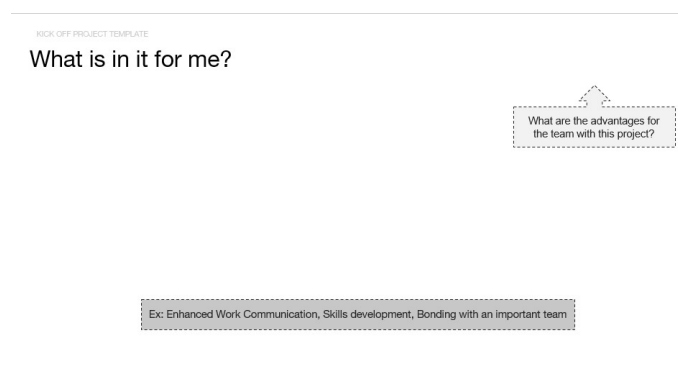


Figure A.5: Advantages of the project for the team

KICK OFF PROJECT TEMPLATE

Project Stakeholders

Keep title

Team	Stakeholders	Responsibilities
Area	(sponsor)	- Keeps up with the project progress (informed) - Approves the report
	...	- Develop ... - Contribute to (Frequency)
	...	- Share ... (Frequency) - Provides ... (Frequency)
	...	- Updates ... (Frequency) - Contributes to ... (Frequency)
Area	...	- Helps on ... (Frequency) - Manages ... - Provides ... - Participates in ... (Frequency)

Governance Sample Slide

Figure A.6: Project stakeholders

KICK OFF PROJECT TEMPLATE

RACI Matrix

	Project manager	Project Sponsor	Team X	Team X
Project Charter	R	A	C	I
Project Plan	R	A	C	I
Benefits Management Map	R	A	I	I
Other relevant activities				

R
 Responsible – who perform an activity / responsible for action / implementation

A
 Accountable – who have the power of taking a decision

C
 Consulted – Who can be consulted prior to a final decision or action is taken

I
 Informed – Who needs to be informed after a decision or action is taken

Figure A.7: RACI Matrix for the responsibilities of the project

KICK OFF PROJECT TEMPLATE

Project Routines

Routine (What)	Objectives (Why)	Attendees (Who)	Frequency (When)
Project Status Stream Status	Share project updates and status	Project Team	Monthly sessions
Steering Committee	- Analyse and approve project deliverables - Provide guidance and feedback on project progress	- Steering Committee - Project Management - Project Team	Monthly sessions
Management Forum	- Coordinate project execution - Manage risks and issues	- Project Management - Project Team	Weekly sessions

Figure A.8: Project Routines

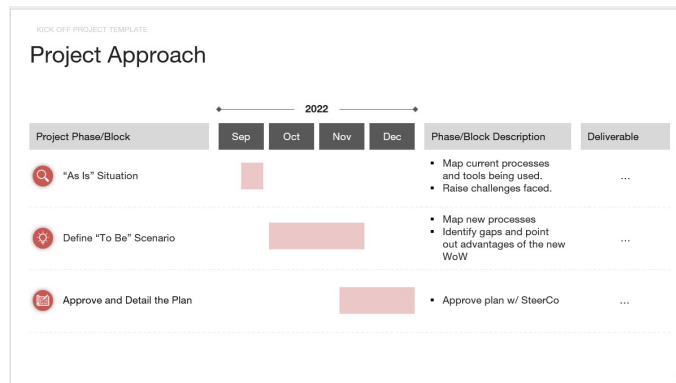


Figure A.9: Project Approach

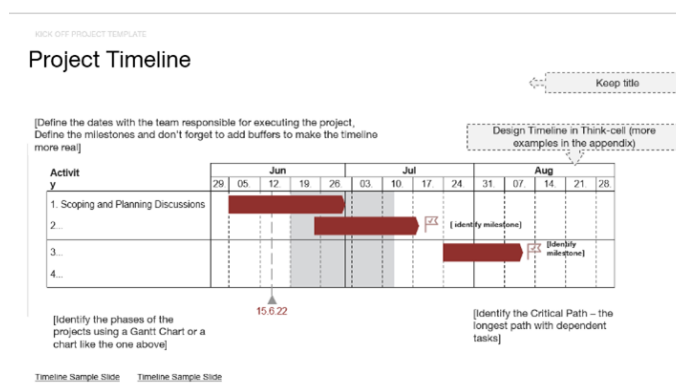


Figure A.10: Project timeline

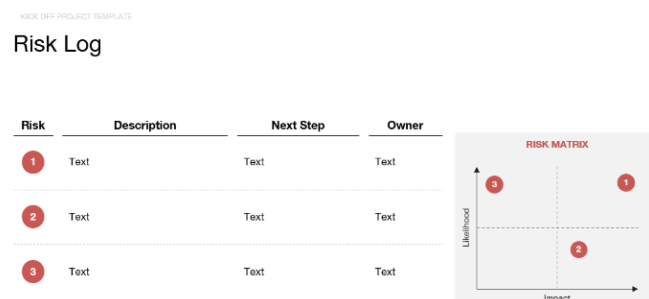


Figure A.11: Risk log

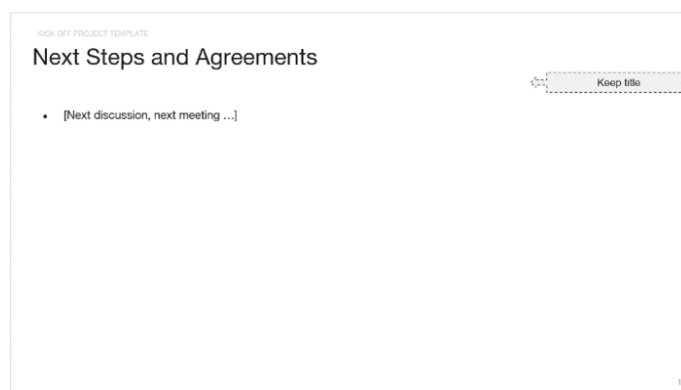


Figure A.12: Next steps and agreements from the meeting

Appendix B

Program and Project Status Update Template

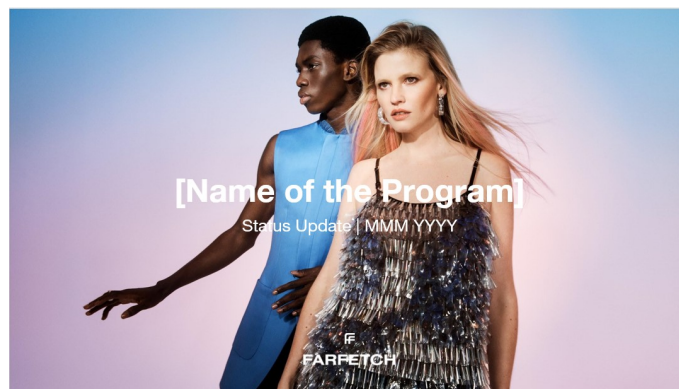


Figure B.1: Front-page of program status update template

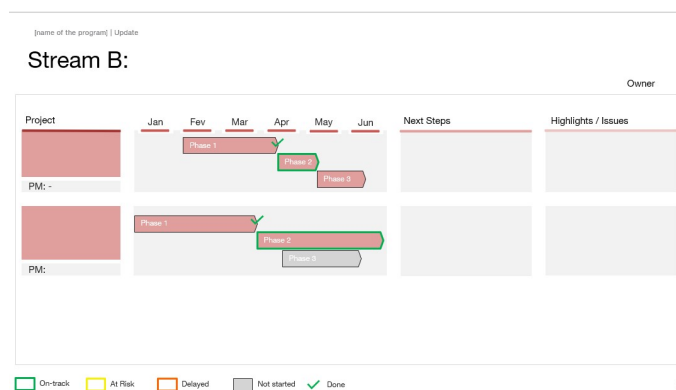


Figure B.2: Status update

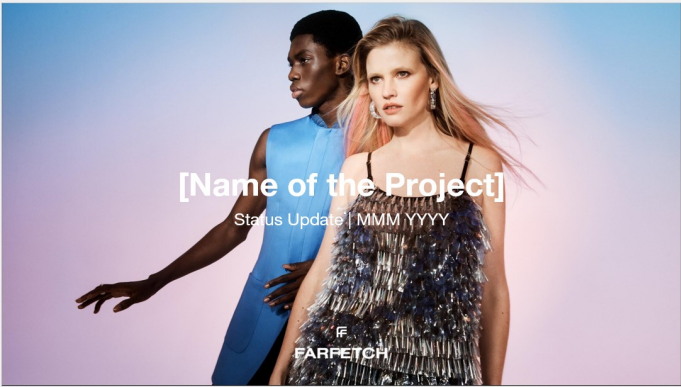


Figure B.3: Front-page of project status update template

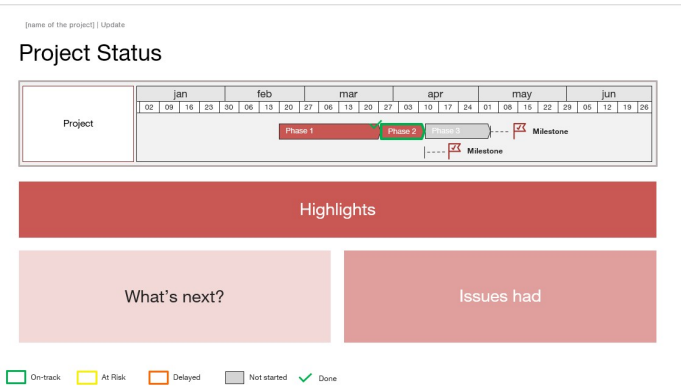


Figure B.4: One-pager project status update