



Portfolio Management in Copenhagen Airports

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

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Agenda

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



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

Copenhagen Airports



Copenhagen Airports → Numbers and facts 2016



29 mio. (+9,1%)

Passengers passing through the airport



165 destinations

Direct from Copenhagen Airports



116 mio. GBP

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



423.000 tons

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



EXPANDING CPH

THE GATEWAY OF NORTHERN EUROPE

→ We are expanding CPH...

From 25 mio. to 40 mio. pax

Facts – CPH's project portfolio

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

A need for Portfolio Management

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

Complexity

Volume

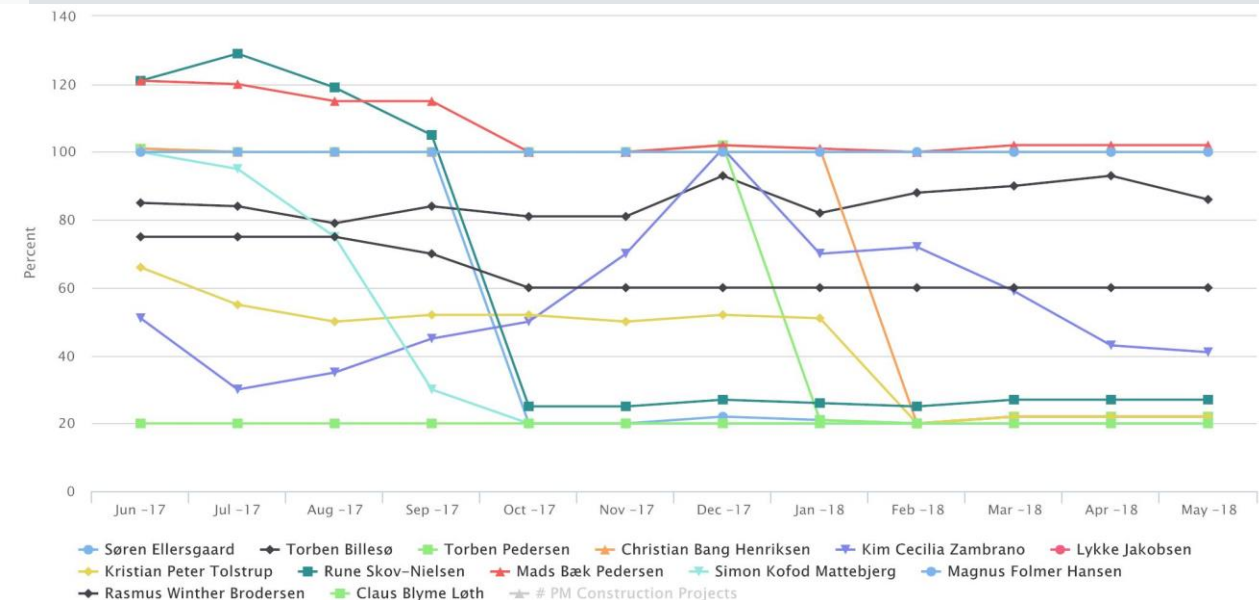
of FTEs



Antura as enabler

- ➔ Single point of entry for project and portfolio information
- ➔ Provides portfolio overview
- ➔ Provides a tool for planning and prioritising.
- ➔ Provides dashboard functions with live data
- ➔ SAP interface
- ➔ Business Case approval flow
- ➔ Joint roadmap between CPH and Antura (i.e. resources & simulation)

| Project | Status | Consolidate | Time | Cost | Quality |
|--|--------|-------------|------|------|---------|
| | | All | All | All | All |
| P-04552 Future Digital CASC (RRR) | | | | | |
| P-05355 PCP Programme 2015 | | | | | |
| P-05403 Gucci | | | | | |
| P-05408 Fine Food T3 | | | | | |
| P-05410 SAND /Poul Smith T2-01-249 | | | | | |
| P-05505 LTE T2 Etape 2, 2.sal Fleksibel kontorin | | | | | |
| P-05530 CUTE/COPS | | | | | |
| P-05533 T1 Toldsluse | | | | | |
| P-05535 T2 Airside Terminal Expansion Totalentre | | | | | |
| P-05536 T2 Airside Terminal Expansion hovedentre | | | | | |
| P-05537 T2 Airside Terminal Expansion IT-arbejde | | | | | |
| P-05570 P-04810 Tax-Free Finer B 1 år + færdiggø | | | | | |
| P-05571 TAV Group Finger D-lounge | | | | | |
| P-05580 New Stands E83 & E86 - IT | | | | | |
| P-05590 GANT T3-01-199 | | | | | |
| P-05658 AMEX to Global Exchange | | | | | |
| P-05689 Toiletkerne bagagebånd 3 | | | | | |
| P-05695 Færdigg. P-03998 3D Doc. (Con.Exellence) | | | | | |
| P-05713 Music in CASC - etape 2 | | | | | |





→ Current status

→ 98% performance reports YTD

→ Resource Management topic of the year

→ Cross functional prioritisation

→ Enables better planning and execution

→ Empowered Investment Boards & Steering Groups

→ Empowered Steering Groups

→ Simulation of portfolio scenarios

→ Next steps

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



→ Lessons Learned

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

THANK YOU

