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STATEGIC PROJECT MANAGEMENT IN VIEW OF THE PROJECT PORTFOLIO, BENEFITS AND RESTRICTIONS

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Purpose: The article analysed and recommended the projects portfolio structure and emphasized the meaning of projects connections among each other and with the organisation's strategy. The benefits resulting from the strategic approach to the project management and its limitations were discussed. The results of our own research related to the project portfolio, the benefits from strategic project management and applied methods/methodologies within the ventures management were presented.
Design/methodology/approach: An analytical method was taken into account in the literature review. In the own reseach, statistical methods were used to analyse the data, the tool for the analysis and graphical presentation of the results was the licensed application Ms Excel version 16.81.
Findings: As a result of the analysis, an economically justified selection of projects for the portfolio is recommended. It's proposed to divide projects into: independent, dependent, complement, substitute, adaptation, mutually exclusive projects, diversification.
Originality/value: Proposing a portfolio structure, identifying the benefits and limitations of strategic project management and the results of an own research are the value of this article. It's addressed to those interested in implementing strategic project management.
Keywords: strategic project management, project portfolio, benefits, limitations.

1. Introduction

Within the space of a few decades the project management evaluated from the management of single ventures (Griffin, 2000; Lock 2009; A Guide to the Project Management…, 2013) towards the autonomic sub-discipline within social sciences, which has its own terminology as well as theoretic and methodological bases (Trocki, 2011).

In initial phases of its development the project management was operational and was focussed exclusively on the issues related to effective accomplishment of single undertakings. The project managers endeavoured to achieve the project aims at the required quality level, at a strictly defined time and without exceeding of the budget. The other aspects connected with the project's effects on the organisation or the influence on other ventures were not analysed or considered in the management.

The increased number of projects revealed some weaknesses in the operational approach to the project management. These were among other: the lack of the projects connection with the organisation's strategy, the lack of the business legitimacy of implemented projects or the endeavour to optimise the activities within single ventures which give rise to "operational islands" around the particular projects.

A complication of the management problems and increasing changeability of the organisation's environment induce the need for a simultaneous implementation of many ventures (Sheffield, Sankaran, Haslett, 2021). This makes it necessary to look at the projects management not through the outlook of single projects but through their sets, i.e. the programs and project portfolios and the whole organisation and its strategy (Trocki, Sońta-Drączkowska, 2009; Moore, 2010; Roberts, 2012).

The project portfolio is a set of the projects which are realised, financed and managed simultaneously within the same organisation or its part. The portfolio's components are the programs and single projects (Kozarkiewicz, 2014). The programs are groups of projects related by the cause and effect relationships accomplished in a coordinated way for the common superior purpose which could not be achieved by the particular projects separately. Instead, the portfolio components may but do not have to be connected and dependent on each other. All projects in the portfolio compete for the same limited resources. Therefore, the Portfolio Project Management (PPM) is aimed at optimisation of the use of the organisation's resources and the choice of the portfolio elements consistent with its strategy (Trocki, 2012; Rogowski, 2013; Cabała, 2018a).

While managing many projects in the portfolio, one draws on the single projects management output but additionally considered are specific conditions of the multi-project environment (Sońta-Drączkowska, 2012). Encroached then is the strategic management area, while an effective connection of the projects with the organisation's strategy is aimed (Kaczorowska, Słoniec, Motyka, 2019; Kaczorowska, Słoniec, Motyka, 2017; Lientz, Rea, 2002).

The exclusively operational type of the project management is no longer sufficient. Apart from the issues of effective accomplishment of single ventures it should include the common planning and allocation of resources for many projects, the development and exchange of knowledge among particular ventures, assurance of the conditions for the development of new ideas, as well as the interconnection of the projects and their relation with the organisation's strategy (Moore, 2010; Roberts, 2012; Trocki, Sońta-Drączkowska, 2009; Lientz, Rea, 2002).

2. Analysis of the composition and structure of the projects portfolio

The concentration on the direct influence of the projects on the achieved financial results causes a change of the projects management optics. More and more frequently the prospects including all projects in the organization's portfolio replace a narrow look on single, autonomic projects.

The projects portfolio is often determined for implementation of the organisation's strategic plans and confirmed in result of the occurrence of at least one of the strategic factors, such as: the market demand, strategic chance, or business requirement, the recipient's order or legal regulations.

The projects portfolio comprises all active, temporarily suspended projects, as well as those which await accomplishment, in relation to which an investment decision has already been made. The portfolio's components may be both the strategic programmes and projects, and also other – situational or spontaneous projects.

A change in the optics of the project management showed the necessity to analyse the projects including their mutual relations and coherence with the organisation's main strategy (Rogowski, 2013; Levine, 2005; Collyer, Warren, 2009).

In view of the types of interrelations between the projects in the portfolio, it is recommended to single out the categories of the projects included in Table 1.

The projects in the portfolio may be economically interrelated or not, and their mutual dependence is specified by the fact that they share the same limited resources and are to accomplish the organisation's strategic aims.

The economic relationships between the portfolio projects are very important because they show how the benefits of one project affect the benefits generated by another project or the benefits obtained from the existing and continued non-project activities of the organisation.

A special case of the economic dependence is the economic complementarity. Three cases are distinguished for it. The first case assumes that the projects enter the portfolio simultaneously and they should be accomplished almost simultaneously. In the second case the projects enter the portfolio together and accomplishment of one project enables a decrease in the costs of the other project without increasing of its costs. In the third case the projects enter the portfolio together but implementation of one project requires launching of further adjustable (enforced – defined as a must) projects which do not yield any incomes directly, moreover they induce investment outlays and costs of maintenance, which may decrease the viability of the main project. Furthermore, the adaptable projects directly affect and determine the portfolio's composition but do not maximise the organisation's value. Instead, they restrict the possibility to carry out the projects which assure the commercial benefits, involving the organisation's resources. Therefore, the portfolio's composition may not be optimal according to the value maximisation criterion.

Table 1.
Types of the projects and connections between the projects in the portfolio

Type of the project – connections between the projects	Profile
Independent project	Project A is economically independent from project B if the cash flows (CF) obtained from its accomplishment were the same, no matter if project B was carried out or not. These projects may be accomplished together with other projects of the portfolio, competing with them for mutual resources; but these are autonomous projects so their expenditures, costs and benefits are not changed in case of accomplishment or discontinuation of other projects in the portfolio
Dependent project	Project A is economically dependent on project B if CF connected with it is (or is not) determined by accomplishment of project B
Complement project	Project B is called a complement project if its implementation causes an increase of the expected advantages from project A
Substitute project	Project B is a substitute project if its accomplishment contributes to a decrease in the expected profits from project A
Adaptation project	The project whose direct purpose and cause of accomplishment is the adaptation of the company's activity to changing legal regulations and mandatory standards e.g. within the environmental protection
Mutually exclusive projects	They are used for the same purpose as specified in the strategy, therefore they are mutually exclusive; we deal with them when only one of the considered projects may be included in the portfolio
Diversification project	This project is undertaken for the diversification conducted by the business activity organisation, including the diversification of the risk connected with concentration of the activity in a specified branch, country, market or its segment

Source: Own work based on (Rogowski, 2013).

Distinguishing of substitutive projects in the portfolio requires the awareness that accomplishment of one of the projects reduces the benefit from the other projects connected by this type of the dependence.

Analysis of the structure of the organisation's projects portfolio inclines to pay attention to diversification projects. We can single out three causes of choosing diversification as the investment strategy. The first is the limiting of the entire risk of the organisation's activity resulting from its diversification. This type of diversification is used by highly specialised organisations during a crisis or worse economic situation. The second cause of using diversification is the intention to get the effect of synergy by joining of several types of the conducted activities and using mutual resources for this purpose. The third argument to apply diversification is the necessity to „rejuvenate" the organisation's business nature. For example the organisation using outdated and obsolete technologies may start using new ICT (Information and Communication Technologies).

Another important aspect connected with the projects portfolio structure is the statistical correlation (dependence) which may occur between the profits from different projects. This correlation occurs in two contexts: market and time.

deal with the market context when the benefits from two or more projects depend on the same external market conditions or on the occurrence of the same circumstances. This may be exemplified by the connection of benefits from two projects with the same target market (Zarzecki, 2008).

The time context includes a distribution in time of net profits (net cash flows) of several projects. A strong negative correlation occurs when the projects are in different phases of life. Some projects in the portfolio already generate the positive pecuniary surpluses (FCF"+") assuring the organisation's financial stabilisation, while another part is in the implementation phase so it generates negative net cash flows (FCF"-"). However, such situation does not cause any direct risk for the company's financial stability. On the other hand a strong positive correlation between the net cash flows generated by the projects situated in the portfolio occurs when in the same period most of the portfolio projects are in the same implementation phase. This is because these projects generate only negative net cash flows, which in a longer outlook may be a significant hazard for the company's solvency.

The organisation's strategic plans should determine the portfolios' components hierarchy. Consequently, excluded from the portfolio may be those components which contribute in the least degree to implementation of the objectives noted in the organisation's strategy. In this way the organisation's strategy becomes the main factor according to which the projects are invested. Simultaneously, the portfolio's components, through the reports about the stage of performance and demanded changes become a source of returnable information for other programs and projects. On the other hand, the requirements of other particular components connected with the resources are communicated on the portfolios level, which favourably affects the organisational planning.

The value of the projects portfolio depends on the type of activity conducted by the organisation, and consequently defined in the strategy of the goals which are to be achieved due to implementation of the projects within the portfolio.

For the best possible use of the limited resources from the organisation's (or its part's) point of view, the projects' portfolio is subjected to the processes defined as the projects portfolio management (PPM) (Cabała, Paluch, 2020; Cabała, 2018b; Kozarkiewicz, 2012).

The current project portfolio management takes place both on the strategic and operational level. An example of the strategic decisions related to the whole portfolio may be the systematic adjustment of the portfolio's composition and structure aimed at achievement of the demanded results. Instead, the projects scheduling in the portfolio or taking the decisions related to particular projects in the portfolio are operational procedures.

One of the sub-processes of the projects portfolio management process (Trocki, 2012; Kaczorowska, Słoniec, Motyka, 2017) is categorisation during which the portfolio's components are arranged through attribution to specific categories due to similar purposes and predefined evaluation criteria (Cabała, Paluch, 2020; A Guide to the Project Management…, 2013). The article recommends the division in view of the type of the connection between the projects, acknowledging that it enables the economically justified selection of the projects to the portfolio.

3. Benefits and restrictions of the strategic approach to the project management

The strategic management of the projects uses and combines the output from the projects management areas (among other the detailed methods and tools, management of knowledge in the projects) as well as the strategic management (including the tools of the analysis of organisation and its environment, portfolio methods, principles of formulation and implementation of strategies). This approach responds to the current needs of the management practice and yields many measurable benefits. However, it seems to be more developed in theory than in practice. Therefore, the unquestioned benefits resulting from the use of the strategic management of projects are also accompanied by many doubts and restrictions. The benefits and restrictions are presented in Table 2.

Table 2.
Benefits and restrictions connected with implementation of the strategic management of the projects

BENEFITS	RESTRICTIONS
Coherence of the projects aims with the aims included in the organization's strategy	Excessive restriction of the organisation's flexibility in case of having a very detailed and formalised project management strategy
Having the project's portfolio adapted to the organisation's situation and purposes	The time horizon of the projects management strategy is not adjusted to the project's category, environmental dynamics and the period assumed in the superior strategy (organisation's strategy)
Forming the transparent and clearly communicated relations between the projects in the portfolio	A person or individual responsible for the preparation and implementation of the project management strategy
A possibility to use mutual methods, standards and tools of the project management	Unfavourable attitudes of the executive personnel, i.e. the supreme management and project managers
Assuring a uniform IT support in the whole organisation	
Facilitated exchange of the knowledge and experience	
Promotion of the choice and education of employees for projects accomplishment requirements	
Development of the project management strategy and its position in relation to the superior strategy of the organisation and other functional strategies	
Existence of the project management office	

Source: Own work based on (Lichtarski, 2013; Lichtarski, Wąsowicz, 2014; Kerzner, 2005).

The strategic project management assumes the interrelation of realised projects with the organisation's strategy and among each other. This creates two types of benefits. First, the organisation implements the projects which contribute to achievement of the organisation's strategic goals, justified in view of the conducted activity, which is favourable for the organisation. Secondly, the projects enrolled in the organisation's strategy are understood better and receive more support, which is advantageous for the project. The organisation's managerial staff should coordinate the construction of the projects portfolio and establish the priorities of particular undertakings. The aspect of projects interrelationship – sharing the resources - appears here. On the one hand, the more resources are shared among the projects, the higher the need to coordinate the activities and exchange information. On the other hand, the interdependence of resources leads to the intra-organisational fight, especially if there is too little of a given resource or it is encumbered (Lichtarski, Wąsowicz, 2014).

Having a portfolio adjusted to the organisation's situation and purposes results in searching for optimisation in the scale of the whole organisation and not only single projects. The portfolio includes then the profitable ventures. Besides, a selection of the projects for the portfolio in view of the cycle of their life is crucial, as is - consequently - the demand for the resources and generated incomes (portfolio methods).

The development – among the project teams – of complex but clearly communicated relations based on cooperation, non-destructive competition or co-option creates the values for the whole organisation. For example, due to the construction of relations using co-option, in certain areas the teams cooperate (training courses, implementation, use and development of mutual methods, standards and project management tools, which facilitates the communication and increases the efficacy of applied instruments), while in other areas they compete (e.g. gaining of resources, prestige).

Acquisition of uniform IT support not only reduces the total costs of information technology but also accelerates the process of the project portfolio management implementation. Many information systems supporting the project portfolio management are available on the market.

Uniform methods, standards and information support facilitate the exchange of knowledge and experience among the project teams and increase the functionality of applied standardised tools.

The PPM supports the selection of employees for projects accomplishment and improvement of essential competences, combined with the personal strategy.

One of the institutional symptoms of the strategic functioning of the project management in organisation is the project management office. Usually its appointment is caused by the requirement to coordinate the project management tasks. The vast spectrum of its activities comprises especially: development of the project management methods, creation of a set of the best practices, management of the documentation of the acquired experience, and conducting of training courses (Kerzner, 2005). The project management office existing on the highest level in the organisation allows to concentrate on strategic tasks instead of the activities of particular organisational divisions. This supports a better control of using the resources, coherence of the conducted projects with the organisation's strategy and strategic aims, undertaking the activities aimed at the selection of ventures in view of their profitability and mutual conformity, and implementation of uniform methods and tools.

The projects management strategy may be included in relation to other strategies in two ways. In the first one the project management strategy occurs as a separate functional strategy equivalent to other functional strategies. Such location of the project management strategy assures its relative independence, which may result in a higher level of the projects autonomy. An inconvenience of such a way of inclusion is the difficulty in coordination with other functional strategies at the stage of planning and accomplishment. The other way of including the strategy locates it as a cross-sectional strategy in relation to functional strategies. An advantage of such location is the occurrence of common areas, which on the one hand contributes to coherence and mutual support, but on the other hand it may cause conflicts at determination of the subjects responsible for implementation of the project management strategy.

The doubts connected with minuteness and formalisation of the projects management strategy are justified considering the domination of the planning school at its formulation. However, the strategy not necessarily confines the organisation's flexibility because it does not have to be in the form of a detailed plan or be based on the planning school assumptions.

In the companies which work in a variable environment where the products life cycles are short while the projects are implemented at a short time, e.g. in ICT sector, the time horizon will be shorter than in sectors of a higher stability and longer projects accomplishment time, e.g. in the building trade.

Furthermore, there are restrictions as to who is to be responsible for the design and implementation of the project management strategy: should it be the chief management, the projects managers team, or another internal entity, such as e.g. the design office. Most justified seems to be entrusting the tasks connected with preparation and implementation of the project management strategy to such entity but the research indicates that over a half of the building contractors do not have such a facility (Wyrozębski, Juchniewicz, Metelski, 2012).

Looking at the project management strategy from the planning point of view (a long time horizon, high degree of formalisation, lack of flexibility) causes scepticism and resistance of the chief management and project managers against the strategic approach to the projects. Resistance of the chief managers has its source in a failure to perceive the need to look at the organisation's project management comprehensively, and may also result from the necessity to take inconvenient decisions or firm activities, such as e.g. imposing shared methods, standards and tools on the project teams. The project managers may be less (as compared to the chief managers) adversely or sceptically disposed to the activities connected with implementation of the strategic approach to the project management in organisation. This may result from the managers' fear of the confinement of their autonomy in project implementation, central allocation of resources or uniform project management instrument imposed from above.

4. Research section

4.1. Research purpose, research methodology, research sample characteristics

The analyses presented in this section were based on quantitative surveys of enterprises and organisations.

The purpose was to explore strategic project management in organisations from the perspective of the project portfolio and its benefits.

The following research questions were posed to achieve the research objective:

1. Which project categories are distinguished in the project portfolio depending on the company's size and reach?
2. Which benefits of strategic management do respondents perceive depending on the company's size and reach?
3. If the company does not have a project portfolio, is the benefit of strategic project management perceived?
4. Do the distinguished project portfolio categories depend on the strategic management benefits?

Additionally, the frequency of use of particular project management methods/ methodologies was investigated by posing the research question:

5. Which project management methods/methodologies are most commonly used and whether their use depends on the company's size and scope?

The survey was conducted using the CAWI (Computer Added Web Interview) method and involved 300 enterprises. The research was conducted in the first quarter of 2023 in Poland, by an external organisation. Statistical methods were used to analyse the data, the instrument for the analysis and graphical presentation of the results was the licensed application MS Excel version 16.81.

The characteristics of the enterprises surveyed are presented in Table 3.

Table 3.
Survey sample characteristics for n = 300

Characteristic feature		percentage
Year of enterprise establishment in years	before 1980	10.0
	1981-1990	14.3
	1991-2000	30.7
	2001-2010	28.3
	2011-2020	15.3
	after 2020	1.4
Enterprise size	Micro	12.3
	Small	42.3
	Medium	29.3
	Large	16.1
Dominant scope of the market activity	Local	12.3
	Regional	21.0
	National	40.0
	International	26.7

Source: Own work.

Characterising the research sample, it should be noted that more than half of the enterprises surveyed (55%) were founded in the 20th century and 45% in the 21st century. 15% of the enterprises are young, established within the last 10 years. In the surveyed group, small enterprises (10-49 employees) account for the largest number (42.3%), medium-sized enterprises (50-249 employees) for 29.3%, large enterprises (more than 249 employees) for 16.1% and micro enterprises (0-9 employees) for 12.3%. Among the surveyed companies, the national market activity (in terms of turnover) is dominant (40%), 26.3% of the surveyed enterprises operate on the international market, 21% on the regional market (voivodship area) and 12.3% on the local market (district area).

4.2. Research results

The results of the answers to the first research question 1 about the project categories in the project portfolio according to the enterprise size and the enterprises' activity scope are presented in Tables 4 and 5.

Table 4.
Category structure of the project portfolio in large, medium, small or micro-enterprises, percentage

Enterprise size	Lack of a project portfolio	Investment projects	ICT projects	Research and development projects
Micro (0-9 employees)	69.7	75.7	0.0	77.0
Small (10-49 employees)	21.3	0.0	78.0	0.0
Medium (50-249 employees)	6.3	0.0	0.0	0.0
Large (over 249 employees)	2.7	24.3	22.0	23.0

Source: Own work.

Micro-enterprises overwhelmingly (almost 70% of indications) lack a project portfolio. This is understandable, as micro enterprises have few projects (limited needs and financial resources). Investment projects are most frequently conducted by small enterprises (75.7%), while research and development projects are conducted by micro-enterprises (77%). The reason for such a high percentage of R&D projects in micro enterprises may be explained by the fact that they were set up to develop or implement the founders' ideas. National and international funding for implementation projects can also be an incentive.

Table 5.
Category structure of the project portfolio in enterprises with local, regional, national and international scope, percentage

Scope of the enterprises' activities	Lack of a project portfolio	Investment projects	ICT projects	Research and development projects
Local	66.7	75.7	0.0	77.0
Regional	10.0	0.0	78.0	0.0
National	17.7	0.0	0.0	0.0
International	5.6	24.3	22.0	23.0

Source: Own work.

Investment projects are most often (75.7%) realised by enterprises with a local scope, less often by enterprises with an international scope (24.3%). However, ICT projects with a regional scope account for 78%, R&D projects for enterprises with a local scope 77%, and less frequently (23%) with an international scope. The results of the responses to the second research question are presented in Figures 1 and 2.

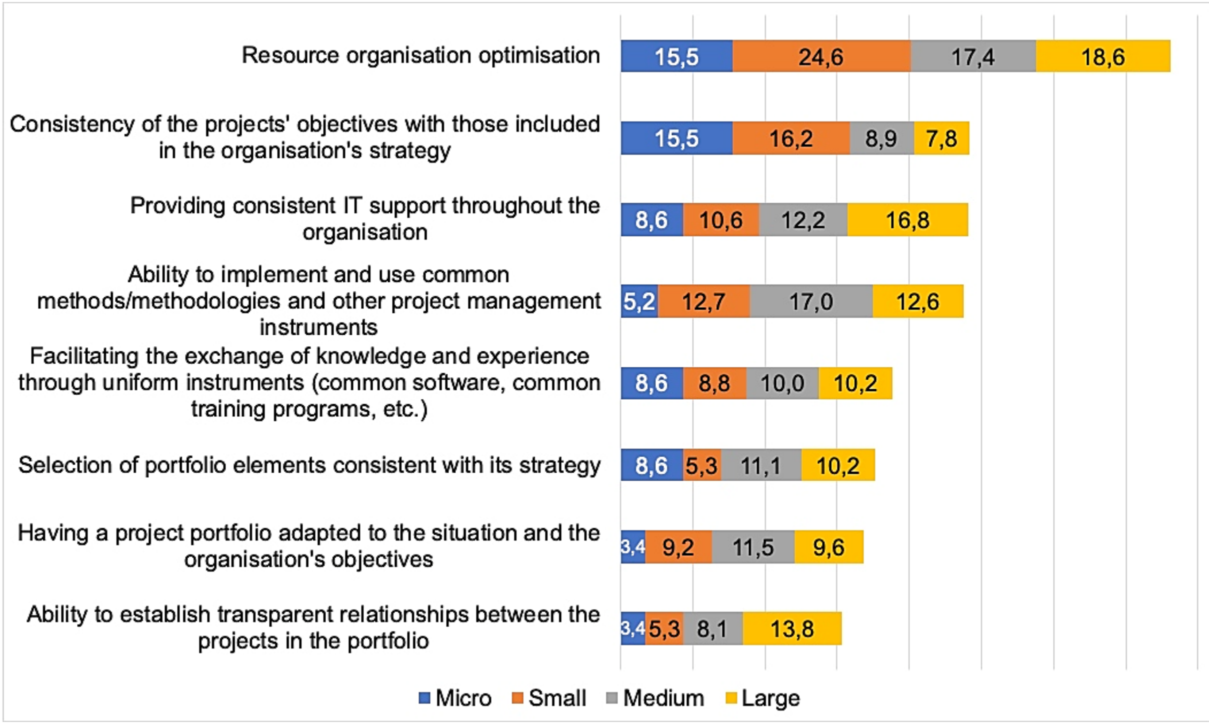

Figure 1. The benefits of strategic project management depending on the organisation's size, percentage. Note. only respondents' answers indicating benefits were included

Source: Own work.

Analysing the data in Figure 1, it should be noted that in all enterprises, organisational resource optimisation was identified as the primary benefit of strategic project management (more than 50% of indications). Other important benefits of strategic project management include the ability to implement and use common methods/methodologies and other project management instruments (over 35% of indications) and providing consistent IT support across the organisation (over 30% of indications).

In large enterprises, the most important benefits of strategic project management are the organisational resource optimisation (10.3%) and the provision of consistent IT support across the organisation (9.3%), while in medium-sized enterprises, the most important benefits are the organisational resource optimisation (15.7%) and the ability to implement and use common methods/methodologies and other project management instruments (15.3%). In small organisations, organisational resource optimisation was indicated most frequently as a benefit (23.3%). Other benefits perceived in micro-enterprises included: facilitating cooperation with partners abroad, facilitating the search for partners and reducing costs.

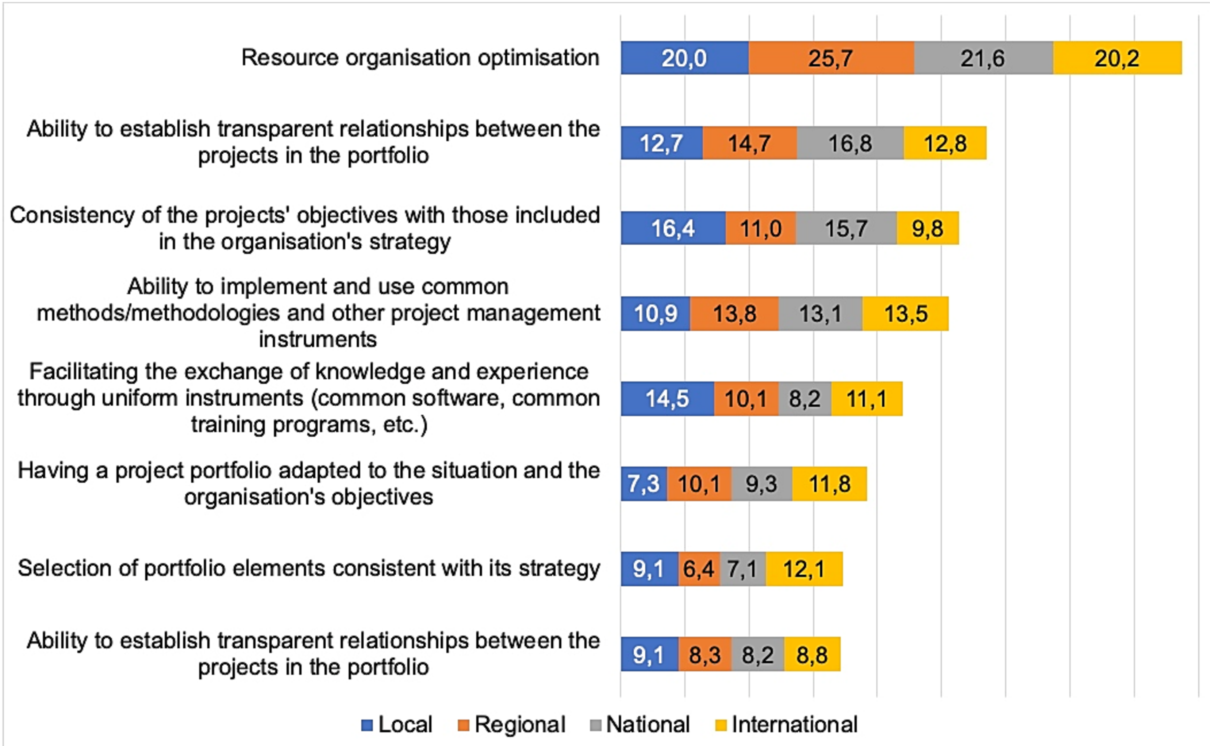

Figure 2. Benefits were included.

Source: Own work.

Assessing the benefits of strategic project management according to the organisation's scope of activity, it should be noted that the most frequently indicated benefit was organisational resource optimisation (almost 90% of respondents). Enterprises with an international, national, regional and local scope indicated especially this benefit most frequently.

To address the third research question, Pearson correlation coefficients were determined between the benefits of strategic project management and the individual project portfolio categories. The determined coefficients are presented in Table 6.

Table 6.
Pearson correlation coefficients

Benefits of strategic project management / Project portfolio categories	Consistency of project objectives with those included in the organisation's strategy	Selection of portfolio elements consistent with its strategy	Optimisation of the organisation's resources	Having a project portfolio adapted to the situation and the organisation's objectives	Possibility of forming transparent relationships between projects in the portfolio	Ability to implement and use common methods/ methodologies and other project management instruments	Providing consistent IT support across the organisation	Facilitating the exchange of knowledge and experience through the use of uniform instruments (uniform software, common training programmes and others)
Lack of a project portfolio	-0.041	-0.340	-0.270	-0.377	-0.299	-0.305	-0.239	-0.309
No category	0.072	0.207	0.230	0.202	0.215	0.216	0.089	0.152
Investment projects	0.128	0.274	0.012	0.283	0.075	0.215	0.144	0.360

Cont. table 6.

ICT projects	0.048	0.179	0.056	0.214	0.166	0.096	0.015	0.219
Research and development projects	0.066	0.201	0.093	0.252	0.249	0.325	0.236	0.312

Note: Negative Pearson correlation coefficient means a negative relationship between the variables, that is, when one variable takes high values the other takes low values.

Source: Own work.

The highest Pearson correlation coefficients reach a value of around 0.3, meaning they are average. No relationship was found between the project portfolio categories and the benefits of strategic project management.

It should be concluded that if an organisation does not have a project portfolio they do not see the benefits of strategic project management (average correlation).

Additionally, the project management methods/methodologies used were examined by analysing the answers to the fifth research question. The results of this analysis are presented in Figure 3.

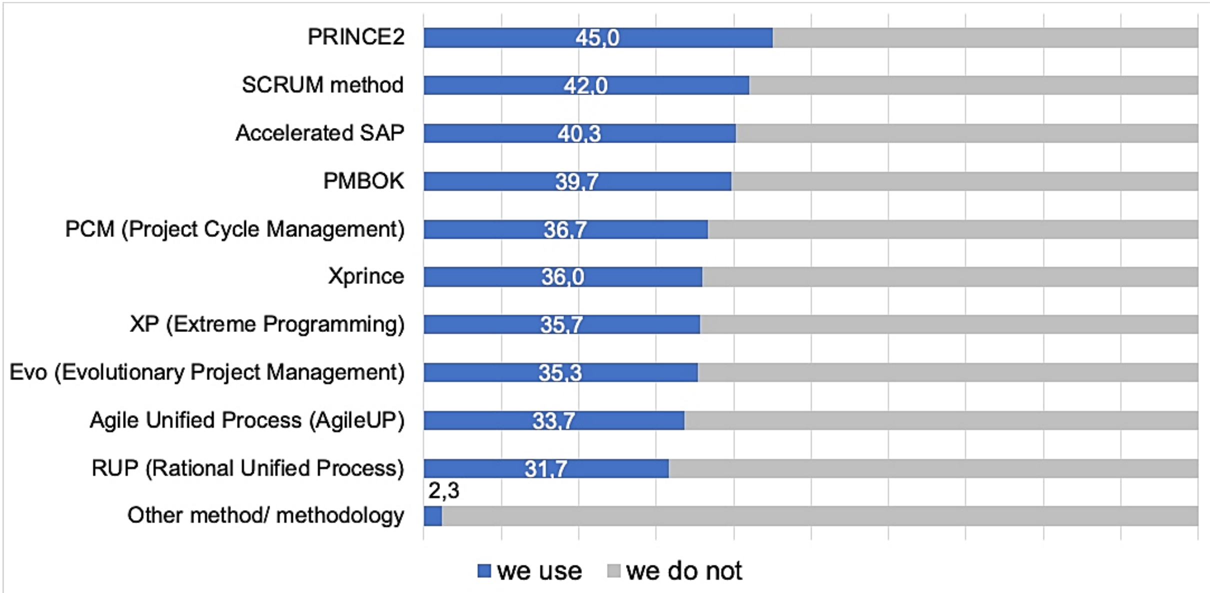

Figure 3. Most frequently used project management methods/methodologies, percentage.

Source: Own work.

The most commonly used project management methodology is Prince2, used by 45% of the enterprises surveyed. This is followed by the SCRUM method, used by 42% of enterprises, and Accelerated SAP used by 40.3% of organisations. The oldest, traditional project management methodology PMBOK is used by 39.7% of enterprises. The percentage of other project management methods used is higher than 30%. The least frequently used methods/ methodologies are: Rational Unified Process (31.7%), Agile Unified Process (33.7%) and Evolutionary Project Management (35.3%). Only 7 out of 300 enterprises used other project management methods. These include the ITDT method, Extend disk 1, SWIS methodology, Waterfall, Evo project time and other proprietary methodologies.

Further response analysis results to the fifth research question are presented in Tables 7 and 8.

Table 7.
Structure of the individual project management methods/methodologies used in large, medium, small or micro-enterprises, percentage

Enterprise size	PMBOK	PRINCE2	PCM (Project Cycle Management)	RUP (Rational Unified Process)	Accelerated SAP	SCRUM method	XP (Extreme Programming)	Xprince	Evo (Evolutionary Project Management)	Agile Unified Process (AgileUP)	Other method/ methodology
Micro	7.7	10.3	10.3	10.3	9.0	10.3	10.3	9.0	10.3	10.3	2.6
Small	11.7	13.2	9.2	8.5	8.7	11.7	9.5	10.4	9.2	7.5	0.5
Medium	10.4	11.1	10.2	8.4	12.1	11.4	8.8	8.6	9.5	9.3	0.2
Large	9.4	11.6	9.4	7.6	12.1	9.8	10.3	9.8	8.9	10.3	0.9

Source: Own work.

In micro-enterprises, different types of methods and methodologies are used to a similar extent. In small businesses, PRINCE2, PMBOK and SCRUM methods are most commonly used. Accelerated SAP, SCRUM and PRINCE2 are most frequently used in medium-sized enterprises. In large businesses, traditional Accelerated SAP and PRINCE2 methodologies are among the most commonly used.

Table 8.
Structure of individual project management methods/methodologies used in local, regional, national and international companies, percentage

Scope of the enterprises' activities	PMBOK	PRINCE2	PCM (Project Cycle Management)	RUP (Rational Unified Process)	Accelerated SAP	SCRUM method	XP (Extreme Programming)	Xprince	Evo (Evolutionary Project Management)	Agile Unified Process (AgileUP)	Other method/ methodology
Local	9.0	10.1	10.1	10.1	9.6	10.6	10.1	9.6	10.1	9.6	1.1
Regional	10.3	10.7	9.7	9.3	9.7	10.3	9.7	10.0	10.0	10.0	0.3
National	11.3	13.2	10.5	7.5	10.2	11.6	8.9	9.2	9.2	7.5	0.8
International	10.5	12.7	8.3	7.2	13.0	11.6	9.4	9.4	8.3	9.1	0.4

Source: Own wok.

Analysing the data in Table 8, it can be concluded that no project management methods/methodologies are used far more frequently by companies with a local, regional, national or international scope.

5. Conclusion

The strategic project management complies with the comprehensive look on the project implementation, assuring the projects relation with the organisation's strategy. The coherence of the projects goals with the organisation's goals guarantees realization of the projects which contribute to achievement of the organisation's strategic objectives according to its basic activity.

The advantages of the strategic project management include among other: the care of the projects coherence with the organisation's strategy and strategic goals, selection of enterprises in view of their profitability and mutual conformity, the projects portfolio management, the care of implementation of uniform methods, tools and IT systems, and providing organisational, material, personnel and information conditions for the development of new ventures.

Nevertheless the measurable profits resulting from implementation of this approach are accompanied by some restrictions. Perceiving the projects management strategy only in the planning depiction may impede implementation of the strategic project management and after its implementation it may contribute to the decrease in the organisation's flexibility.

However, the measurable profits resulting from implementation of this approach are accompanied by some restrictions. Perceiving the project management strategy only in the planning depiction may hinder implementation of the strategic projects management; after its implementation it may cause the organisation's decreased flexibility.

The strategic project management is an approach which allows, at least partly, to eliminate or counteract the indicated limitations of the operative venture management. It is an integrated and complete approach to projects administration because it is an integrated, comprehensive approach to implementation of projects in a given unit, which is aimed at an achievement of the best effects in the scale of the entire organisation.

We should assume that this approach will have a better chance of success in those organisations where the projects are common and the managers perceive the need to join the project management and strategic management spheres. More favourable conditions for implementation will apply to the strategic project management also in those organisations where the demand for a complex approach to management of many ventures realised simultaneously is noticed. The strategic project management seems to be particularly useful in those entities which realise many projects and ventures which are very important for the organisation's development and survival. Taken into account should be also the companies whose income generated by the projects in relation to Besides, taken into account should be the revenue generated by the projects in relation to the income generated from other activities is considerable.

The development of the strategic management of projects in organisation is conditioned by many factors – internal and external alike. These include: convergence (similarity) of the objectives of projects and organisation, type of the organisational structure, existence of the project management office, level of the staff's competences within the project management, style of management, type of organisational culture, support of the general management, competitiveness of superior management and environmental competitiveness. The mentioned factors, depending on the intensity, may stimulate or confine the development of the strategic management of projects (Lichtarski, Wąsowicz, 2014).

Own research concerned strategic project management in organisations from the perspective of a project portfolio and the benefits of having one. This quantitative survey was conducted using the CAWI (Computer Added Web Interview) method in the first quarter of 2023 in Poland. The research sample included 300 organisations. After analysing the data, the research questions were addressed. Micro-enterprises overwhelmingly do not have project portfolios, which is understandable given their limited needs and financial resources. Small, and locally based enterprises most often conduct investment projects, while locally based micro-enterprises conduct research and development projects. Micro-enterprises are often created precisely to develop and implement their founders' intentions and are further encouraged to implement ventures through national and foreign funding for implementation projects. The primary benefit of strategic project management is the organisational resource optimisation across all businesses regardless of category. No correlation was seen between project portfolio categories and the benefits of strategic project management. The most commonly used project management methods/methodologies are: Prince2, SCRUM and Accelerated SAP. None of the methods/methodologies are particularly readily used by organisations of different sizes and with different scopes of activity.

The strategic management of projects is an approach in a continuous stage of development and is not often used in practice. Properly implemented and used it may become a remedy for the problems connected with simultaneous realisation of many projects.

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