



The relation of sustainable development strategy to corporate project management system in organisations

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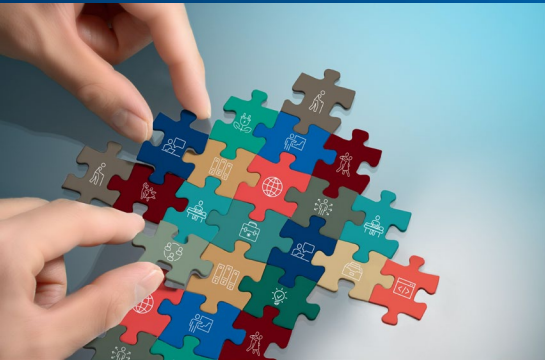


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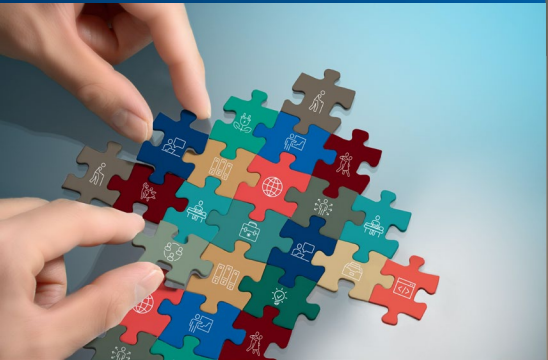
Presenter

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Sustainable project management



Definition

Sustainable (or green) project management is proposed to understand such a management, which achieves a balance of economic, environmental and social effects, both at the current time and in the long term from the point of view of the interests for future generations.

The purpose of the research

Many organizations nowadays consider the sustainable development concept in their everyday activities as well as in executing the projects. The aim of the paper is to present the relation between the sustainable development strategy in the organizations and corporate project management system.

The purpose of the research is to study the relation between the sustainable development strategy and the corporate project management system of the organization.

The objectives of the research

- *To study the practice of sustainable (green) project management in the strategy of sustainable development*
- *To define the impact of the SD strategy on the project portfolio of the organization*
- *To define the contribution of the projects to the SD strategy realization of the organization*

Methodology

The methods used are content analysis, comparative analysis, case study. The GRI reports of the leading Russian companies have been analyzed and the results are going to be presented in the paper.



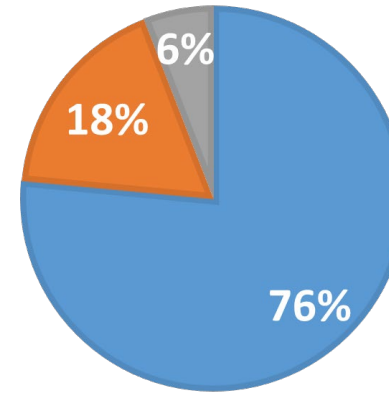
Sustainable development strategy of the organization and its impact on the formation of project portfolio



Many companies set their strategy for sustainable development.

Benefits:

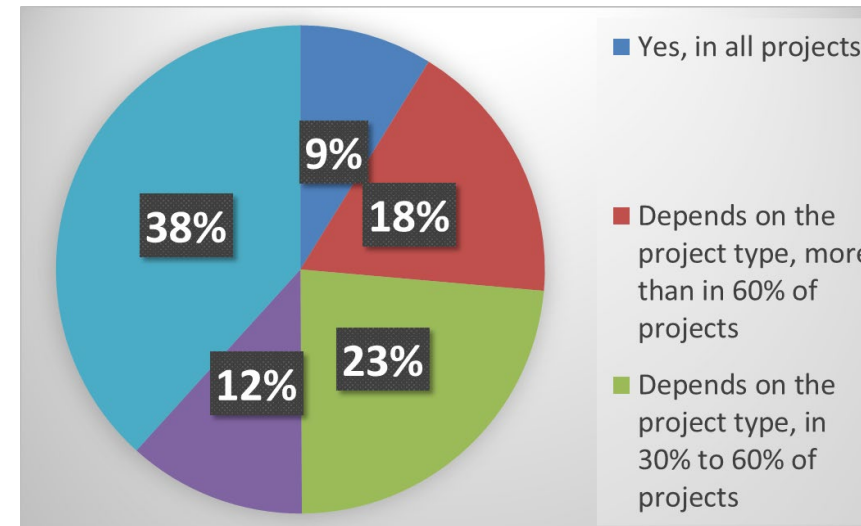
- improvement of the company's image and reputation;
- increase in the value of the company;
- coverage of the company's activities in the media (indirect advertising);
- sales growth and market position improvement;
- staff satisfaction growth;
- reduction in undesirable turnover of personnel;
- increase of labor productivity;
- facilitating access to investment;
- tax benefits, etc.



Has your organization developed a strategy (plan) for sustainable (long-term balanced) development?

■ Yes

Do you set economic, environmental and social objectives in projects at the same time in your projects?



■ Yes, in all projects

■ Depends on the project type, more than in 60% of projects

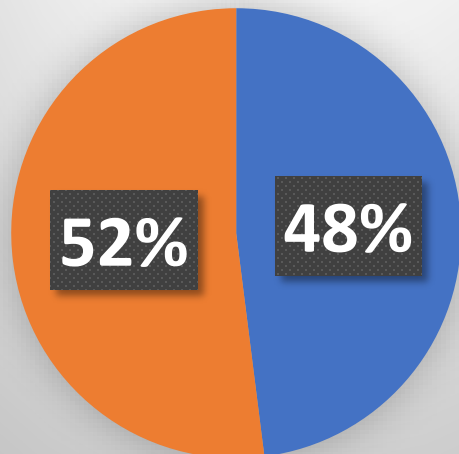
■ Depends on the project type, in 30% to 60% of projects

Do you use such goals and objectives and corresponding KPIs in project management?

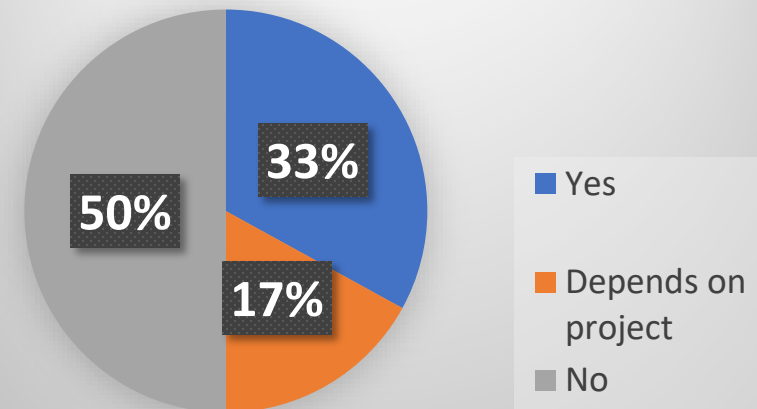


91 % of enterprises named economic goals as priority
68% of enterprises recognized their projects as economically sustainable
The vast majority of enterprises (about 65 %) use **mandatory economic key indicators** such as: return on investment, net present value, cash flow, job creation, market share, taxation.

Social



Environmental



Case study



Russian register of Sustainable Development Reports, 2019:

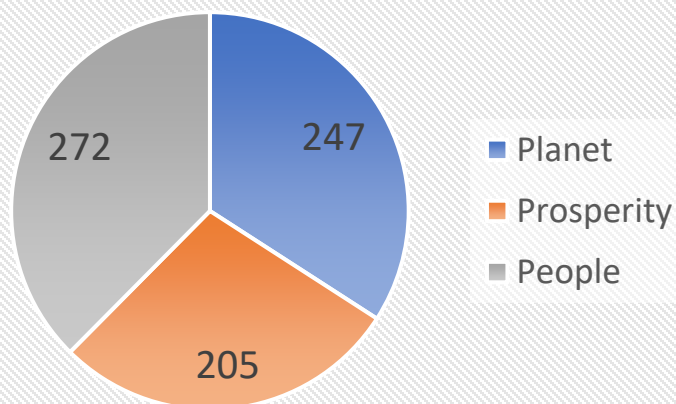
- 105 total
 - 33 Integrated reports
 - 8 Corporate Social Responsibility reports
 - 8 Environmental (Ecological) reports
 - 1 Branch report
 - 49 SD reports (16 industries), almost 50%
- Telecommunication companies – 5 SD reports, 3 largest were analyzed
Tele2, MTC, Beeline



Findings

- Company 2 report shows it's more mature in SD strategy implementation in projects and programmes
- Company 3 is more mature in CSR aspect of the SD strategy
- All companies are not mature in project management; term "portfolio" is used for products or bank/finance meanings

Sustainable Development Aspects on the Basis of Content Analysis



Companies:		№1	№2	№3
№	Words and word combinations	Number	Number	Number
1	Project	48	224	111
2	Programme	13	146	54
3	Portfolio	0	0	1
4	Corporate Social Responsibility	7	73	2945
5	Sustainable Development	68	248	99
6	Strategy	25	80	69
7	Ecology	21	101	56
8	Environment	7	47	15
9	PLANET: Ecology and Environment (total)	28	148	71
10	Economy, finance	34	126	45
11	Prosperity	0	0	0
12	PROSPERITY: Economy, Finance, Prosperity (total)	34	126	45
13	People	5	1	25
14	Personnel, staff	15	75	22
15	Human being	37	67	25
16	PEOPLE: People, Personnel, Staff, Human being (total)	57	143	72
17	Project management	0	1	0



Discussion

- Sustainable development strategy of the organisation should be integrated not only into the business processes and operations but corporate project management system
- Project portfolio should be structured according to the principles of SD strategy
- Projects portfolio should contribute to the SD strategy realization of the organisation

