

# The PPM Paradise

Your path to an optimal environment for successful project, portfolio and resource management (PPM) – A concept with helpful arguments to convince decision-makers

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# 1 WHY READ THIS eBOOK?

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In 2025, TPG The Project Group celebrates its 27th anniversary. During this time, we have gained a lot of expertise and knowledge about methods, processes and tools in the project environment. This is the foundation of our offering of consulting, solutions, products and training in multi-project, portfolio and resource management (PPM) as well as PMO setup and optimization.

Our many years of experience have shown that even today many companies are struggling with challenges in the PPM environment, such as:

- » Inadequate overview of the entire project portfolio – what happens where and how?
- » Unknown resource utilization – who is doing what, and when? Short-term and long-term?
- » Outdated data as a decision-making basis – is it actually possible to make important decisions on a sound basis?

TPG has set itself the task of creating a “land of milk and honey” – meaning the “Paradise” – for project managers and all roles involved in the project environment. In this eBook, you will learn what such a “paradise for the project environment” could look like. In such a place, every role involved would have excellent support for its tasks and thus the good feeling of always having full control over the project environment – every role: in the PMO, in management, in line and project management, among project staff and in controlling.

**We have named this optimal PPM environment “The PPM Paradise”.**

## IMPORTANT ARGUMENTS FOR YOUR DECISION-MAKERS – INDEPENDENT OF THE TECHNOLOGY

We are not concerned with the technology or software of a particular manufacturer! On the contrary, this eBook will explain the concept and the benefits (in a condensed way) and what such a “paradisiacal tool world” should be capable of – **irrespective of the technology with which it will later be implemented.**

We hope you will be able to **gather important arguments for your decision-makers** based on the following pages allowing you to better communicate the benefits and thus **effect improvements in your project environment.**

In case of further questions, you can of course get in touch with us any time via: [info@theprojectgroup.com](mailto:info@theprojectgroup.com)

I hope you will enjoy the following pages and gain exciting insights.



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## 2 WHAT IS “THE PPM PARADISE”?

CHAPTER

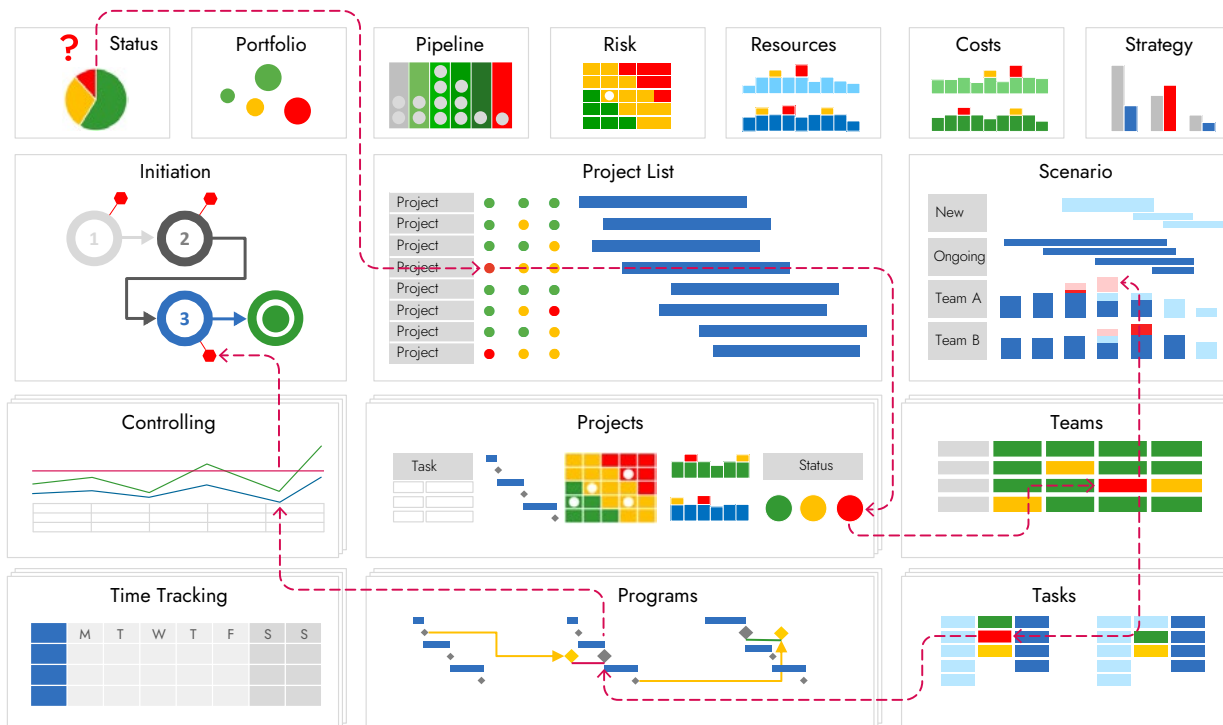
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“The PPM Paradise” is the concept of an optimal environment for enterprise-wide project, program, portfolio and resource management (PPM). This can be tailored to individual customer requirements and enables you to make sound decisions quickly in a complex multi-project environment.

“The PPM Paradise” gives all roles involved the good feeling to always have full control over the project environment: the PMO, management, the team leader, the project manager and controlling.

### The PPM Paradise

The good feeling to have always full control over your project environment.



The PPM Paradise provides a good overview of your multi-project environment with for example:

- » Status across all projects
- » Portfolios with important information on the projects
- » Project Pipeline Report
- » Risk assessment
- » Overviews of resource utilization and costs
- » Details on the strategic contribution of the portfolio

**Figure 1:** The PPM Paradise at a glance – learn the details below

### 3 WHAT ARE THE BENEFITS OF A PPM SYSTEM?

In (multi-)project, portfolio and resource management (PPM), many companies still work exclusively with Office tools for spreadsheets, text documents and e-mail attachments. In a small environment, this may still be feasible, but when the project portfolio grows, this approach quickly reaches its limits. The document you are currently reading is meant precisely for those people who detect these limits at their company.

Let us begin with the benefits.

The goal of an optimal PPM environment is that all participants in the project environment have the best possible environment to work comfortably and efficiently.

The prerequisites for this are that:

- » Decisions are made at the right time
- » The relevant data is up to date and available
- » Appropriate tools are in operation
- » Appropriate processes have been defined
- » All stakeholders participate

The optimal PPM environment gives all users the good feeling of having full control over their projects.

### 4 KEY RESPONSIBILITY IS WITH THE PMO

A Project Management Office (PMO) is a permanent organizational unit that is centrally responsible for all projects within a company or a department in the context of multi-project management. PMO functions can be for example: training, project services, methods, processes as well as PM tools. Strategic functions are also possible, as is support in project portfolio management.

A PMO is meant to improve processes in the multi-project world. If you wish to implement a “PPM Paradise” as a centralized tool environment with the appropriate processes for PPM activities at your company, **this is a task best managed by the PMO.**



#### RECOMMENDED READING

Establishing a PMO in 4 simple steps  
<https://www.theprojectgroup.com/blog/en/pmo-setup/>

Let us now look at the individual modules of “The PPM Paradise”. In each chapter, you will find information on the benefits that are meant to support you when arguing your case with your decision-makers.

## 5 MODULES OF THE PPM PARADISE

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### 5.1. IMPORTANT ARGUMENTS FOR YOUR DECISION-MAKERS – INDEPENDENT OF THE TECHNOLOGY

To maintain an overview in the multi-project environment and to exercise a controlling influence, you urgently need good project portfolio management. A portfolio dashboard **serves top management and the decision-making bodies as a tool for monitoring and controlling the project portfolio**. Using important KPIs, the status of the portfolio is clearly presented. With the appropriate tool, it is possible to zoom in on the details of individual projects from here.

The **historization of the data** enables a comparison with previous states and makes the developments visible. This is particularly important if you plan to work with **Artificial Intelligence** in the future. It allows you to feed the AI with historical data and benefit from the results for your current business.

Important components of this dashboard should be the following:

- » Overall status of the portfolio
- » Proportion of projects by status
- » Adherence to schedule and budget
- » Resource utilization
- » Quality
- » etc.

The **project status** of all projects is created from the status of the individual projects. It shows the assessment of the current portfolio based on the aggregated project progress and project statuses as of the reporting date.

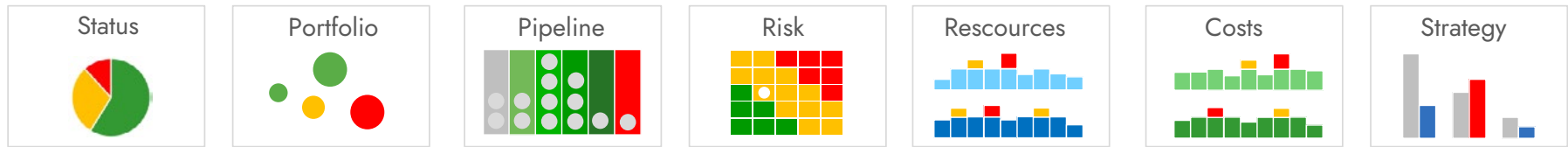
In the strategic project portfolio, a **bubble chart** makes it possible to visualize for instance the cost / benefit ratio of different projects for prioritization. This helps decide whether to start a project or not.

The **Project Pipeline** Report presents all projects across their phases in the lifecycle. This makes it possible to see the progress of the projects at a glance. If the number of new projects is too low or too high, or if there are critical accumulations in certain phases, the need for action is clearly visible.

A **risk diagram** visualizes risks according to their probability of occurrence and potential impact. The overview enables a comparison of the risks and is the basis for defining measures to minimize them.

An aggregate **resource histogram** with the utilization in relation to the project situation makes it clear if overload is imminent, when and in which team.

The aggregated **cost overview** provides an overview of the current cost situation of the entire portfolio. It also shows how far the budgets of the individual projects have already been used up.



**Figure 2:** Portfolio dashboard – key modules as an overview for good project portfolio management

By presenting projects depending on strategic drivers, it is possible to calculate the **prioritization of projects** in terms of their strategic contribution. In this way, you can show whether the most effort actually goes into the most important projects.

It might be best to stop unimportant projects identified in this way to free up resources for more important new projects.



### RECOMMENDED READING

How to Manage Your Multi-Project Landscape with Project Portfolio Meetings

<https://www.theprojectgroup.com/blog/en/project-portfolio-meetings/>

### ARGUMENTS FOR THE PPM PARADISE

In the optimal environment, you can present the following overview at the push of a button **at the beginning of each project portfolio meeting**. This serves as a basis for necessary decisions that can now be made based on current data:

- » Insight into the “health” of the portfolio
- » Which projects are in the pipeline?
- » What risks are there?
- » What is each individual’s workload?
- » How is the overall budget doing?
- » Is the strategic contribution sound, i.e., are we doing the right thing?

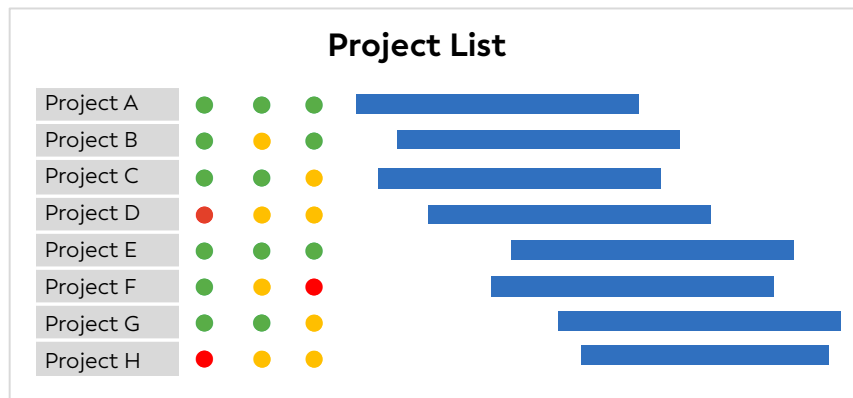
## 5.2. CENTRAL PROJECT LIST IN THE DATABASE

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As a basis for the overviews described above, you need a **central project list** at your company. This shows you all projects in the portfolio at a glance. Key information on start and finish and traffic lights for the targeted presentation of critical parameters create a transparent overview for your portfolio managers (e.g. the PMO) and the decision-making bodies.

It is essential that all this data is stored in a **central database** rather than scattered across individual files or e-mails, from which they must be compiled into an overall picture with a lot of effort. In the database, the current overview is always immediately available – provided the project managers have updated the data by the reporting date. You must ensure this with an appropriate process.



**Figure 3:** The project list from a central database is the “heart” of a successful PPM environment

### ARGUMENTS FOR THE PPM PARADISE

The **central project list** offers the following advantages for your PPM environment:

- » Standardization of projects in structure and presentation
- » Data is gathered in a database rather than in scattered files
- » There is only ONE current and correct status of the portfolio data – the Single Source of Truth
- » Historization of the data allows the identification of trends
- » Individual assignment of read and write permissions depending on the person / role
- » Basis for the integration in different systems (e.g., data exchange with ERP, CRM, work management, etc.)



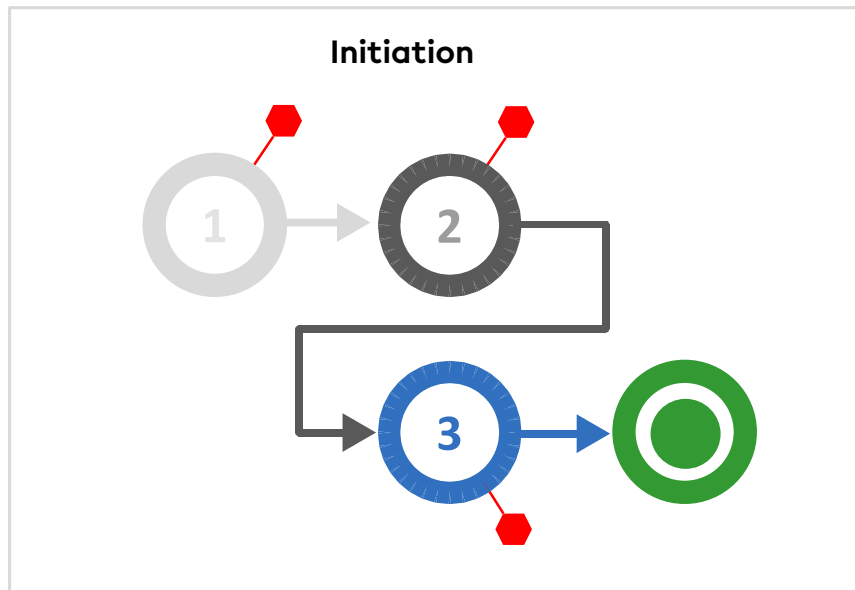
### RECOMMENDED READING

Project Portfolio Management: 7-Step Guide

<https://www.theprojectgroup.com/blog/en/implement-project-portfolio-management/>

### 5.3. STANDARDIZED PROJECT INITIATION

To populate the project list, you will need an **initiation process**. In the context of idea management, for example, it leads through various stages from the project idea to the decision as to whether to implement the idea as a project. The process ensures that the central project list will not include any project that is not desired by your decision-makers.



**Figure 4:** The initiation process ensures that only approved ideas are included in the project list

#### ARGUMENTS FOR THE PPM PARADISE

The **standardized process for project initiation** offers the following benefits for your PPM environment:

- » Central recording of ideas and project requests
- » Methodical approach with processes and workflows (small-scale / medium / large-scale project or operation?)
- » Permissions and criteria for approval steps
- » Ensuring the planning quality of new projects
- » Avoiding doomed projects



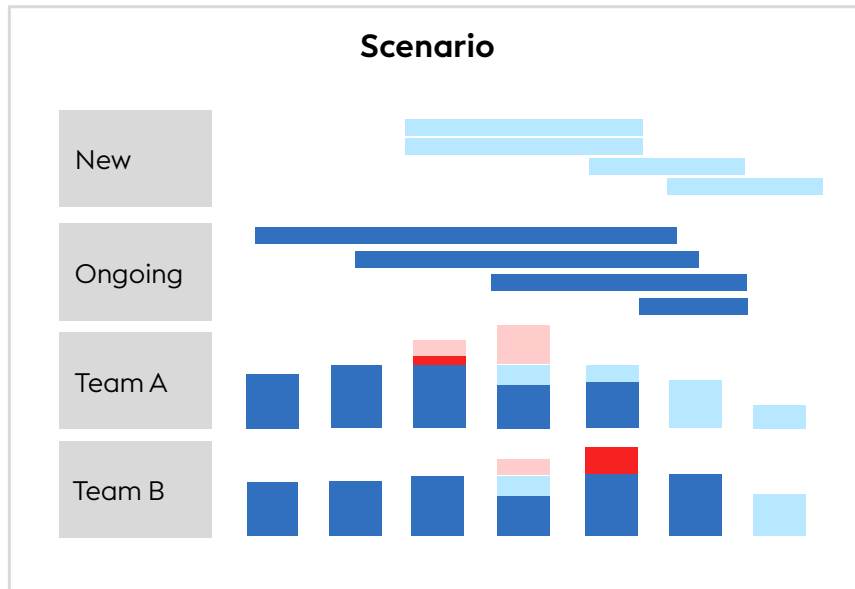
#### RECOMMENDED READING

Corporate Idea Management – Benefits and Success Factors for Implementation

<https://www.theprojectgroup.com/blog/en/idea-management/>

## 5.4. RESOURCE SCENARIOS FOR THE PROJECT START

A project has been given the green light – but **when will it be possible to start the project?** Scenario planning is a good way to determine this. As resource availability is the limiting factor in most companies, we will focus on this. Using the appropriate tool, find the answer to the following question: when will enough employees with the right skills be available to carry out your new project within the current portfolio without too much overload?



**Figure 5:** Scenario planning can be used to find the right time periods for new projects on a resource basis

When moving a project, the appropriate tool will directly show you the effect on the resource situation in the corresponding period (e.g., in monthly slices). This will make it easy to identify periods graphically

in which the (red) overload in the resource histogram is minimal or, ideally, completely eliminated. If this is impossible with the existing resources, it may be necessary to procure additional resources so that your project can start at the desired time. This can also be mapped clearly using the resource histogram.

### THE ARGUMENTS FOR THE PPM PARADISE

The possibility to map **resource scenarios** offers the following benefits for your PPM environment:

- » Creation of scenarios for the timing of projects
- » Consideration of the priorities
- » Depiction of resource requirements for running and new projects
- » Based on the actual resource availability
- » Variation of the capacity of resources and skills
- » Avoidance of the widespread “it-will- fit” mentality which definitely jeopardizes projects



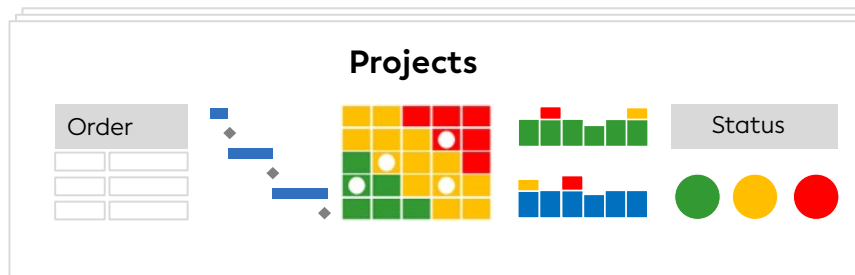
### RECOMMENDED READING

Capacity Planning in Project Management  
– 4 Important Success Factors

<https://www.theprojectgroup.com/blog/en/capacity-planning-in-project-management/>

## 5.5. PROFESSIONAL INDIVIDUAL PROJECT MANAGEMENT

Next, we move on to the **detailed planning of individual projects**. The best possible environment should be available to project managers as a prerequisite for efficient and comfortable workflows. When clicking on their project in the project list, they should find all related details directly in the central database – all documents are immediately available.



**Figure 6:** The environment for professional individual project management makes work easy and enables good data quality

An example: Project managers have to submit status reports on a regular basis for portfolio meetings. The system sends them a reminder in good time, so that decision-making bodies can always make decisions based on current project data. A centralized solution increases the professionalism of processes in the entire project environment and ensures high data quality through standardization.

### THE ARGUMENTS FOR THE PPM PARADISE

The environment for optimal **individual project management** offers the following benefits for your PPM environment:

- » Improved data quality thanks to central templates
- » All documents in one place
  - » Order, addendum
  - » Stakeholder and risk management
  - » Schedule, cost plan, resource plan
  - » Status reports with deadline reminders
  - » and much more



### RECOMMENDED READING

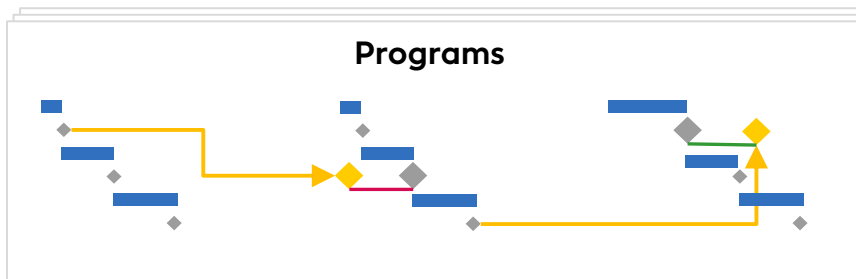
Hybrid Project Management – Combining Agile and Traditional Methods

<https://www.theprojectgroup.com/blog/en/hybrid-project-management/>

## 5.6. PROGRAM MANAGEMENT

For **higher-level control of several individual projects**, there is program or multi-project management. For this, it is necessary to summarize important information from the individual projects, such as milestones, bottom-up at the push of a button. The goal is to show the information in one easy-to-read plan.

In addition, it must be possible to display deadline dependencies between the projects and to import deadlines top-down from the program level to the individual projects.



**Figure 7:** The environment for professional program management provides transparency regarding dependencies between projects

Often, these tasks are entrusted to program management or also to a PMO that can work much better with a suitable tool for program dependencies.

### THE ARGUMENTS FOR THE PPM PARADISE

The possibility to **control programs** offers you the following benefits for your PPM environment:

- » Displaying cross-project dependencies
- » Summarizing important milestones of the projects in an overview (bottom-up)
- » Top-down deadlines from an outline plan to the sub-plans
- » Dependencies between the projects, only for (“soft”) display – without changing the plans
- » Direct dependencies between projects for (“hard”) links with shifting of tasks



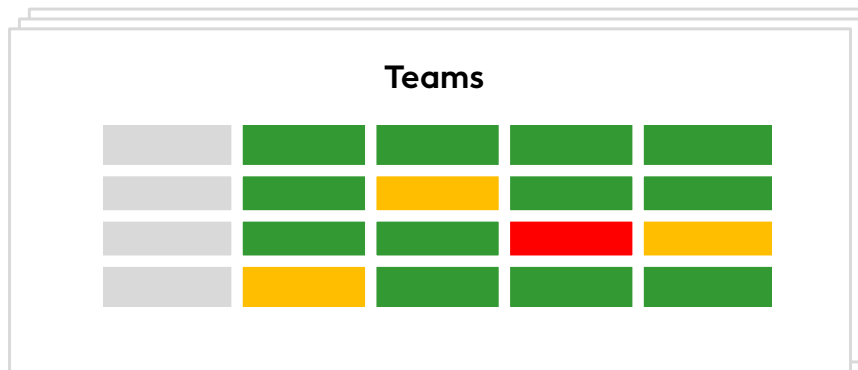
### RECOMMENDED READING

8 Tips for Successful Program Management

<https://www.theprojectgroup.com/blog/en/program-management/>

## 5.7. TEAM MANAGEMENT

It is the team leaders who will provide you with the resources you need to carry out your projects. In a matrix organization, this requires the **coordination between team leaders and project managers** (we call this “tactical resource planning”).



**Figure 8:** A tool for team leaders showing the project availability of each team member prevents overload

The challenge in this environment is that the team leader needs to know when an eligible person from the team will have time for the required tasks from the project. For this purpose, each team leader needs a complete overview of the capacity, the operations and absences of each member of their own team. Capacity minus operations minus absences then equals the person’s potential project availability. Accordingly, the person can be “loaned” to the requesting project manager during this time – without overload.

The tool for team leaders is integrated in the PPM solution and supports the process well. As a result, the team leaders are always able to respond to the project managers quickly. With Excel spreadsheets, this is not as convenient.

The database-supported solutions offer additional benefits for strategic capacity planning, e.g., reporting the utilization to the portfolio committee.

### THE ARGUMENTS FOR THE PPM PARADISE

The appropriate **resource management tool for team leaders** offers the following benefits for your PPM environment:

- » Involvement of team leaders in the planning process
- » Complete planning of all team members’ working hours
  - » Planning absences
  - » Recording all activities, also in line management
  - » Display of workload and project availability
- » Documented process support for requests and commitments between project and line managers
- » Reporting to portfolio committee for scenario calculation



### RECOMMENDED READING

Arguments for an Optimal System for Tactical Resource Planning  
<https://www.theprojectgroup.com/blog/en/resource-management/>

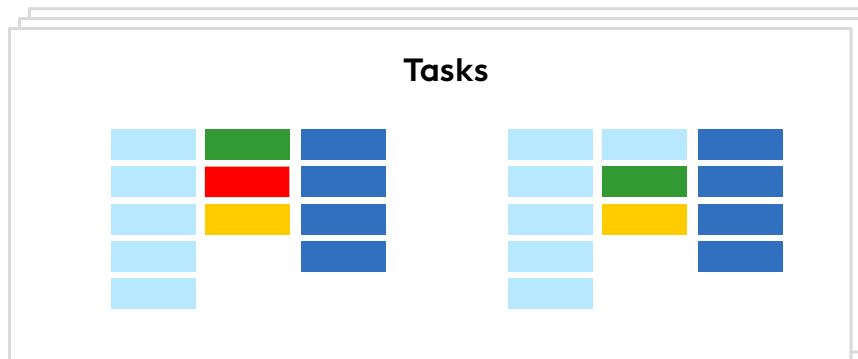
## 5.8. WORK MANAGEMENT WITHIN THE TEAM

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Team members are in the best position to **estimate the effort necessary for their tasks**. Hence, modern team management is moving more and more in this direction: team members should collaborate on detailed planning in the context of work management and, ideally, do it themselves. Moreover, they should provide detailed information on how far they have progressed with their tasks.

There are suitable tools for this that can become part of the PPM solution through integration. This makes it possible to work in the tools for work management and project management in parallel, and honest estimates for planning are conducive to project success.



**Figure 9:** Involving the team members in the tool-based planning of their tasks ensures more realistic estimates

### THE ARGUMENTS FOR THE PPM PARADISE

The **integrated tool for work management** offers the following benefits for your PPM environment:

- » Involvement of all individuals in the planning process
- » Detailed planning of all team members
- » Better estimates by the team members themselves
- » First-hand status reporting for the tasks



### RECOMMENDED READING

MS Project – Jira Integration (or Azure DevOps / TFS): 3 Use Cases  
<https://www.theprojectgroup.com/en/middleware/jira-integration>

## 5.9. RECORDING ACTUAL HOURS

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The **team members record the hours of work** they performed in the respective projects. Many tools for work management also include the option to enter actual hours for the work performed. To ensure that the data entered is as close to reality as possible, you must specify that reporting must take place as soon as possible – at the latest at the end of each week. The acceptance threshold for the application needs to be as low as possible. Pick lists and a simple structure help with that. E-mail reminders to latecomers can be of assistance.

Time Tracking							
	M	T	W	T	F	S	S

**Figure 10:** Convenient time tracking with reminder function ensures regular reporting of actual hours

### THE ARGUMENTS FOR THE PPM PARADISE

An intuitive **time tracking** interface offers the following benefits for your PPM environment:

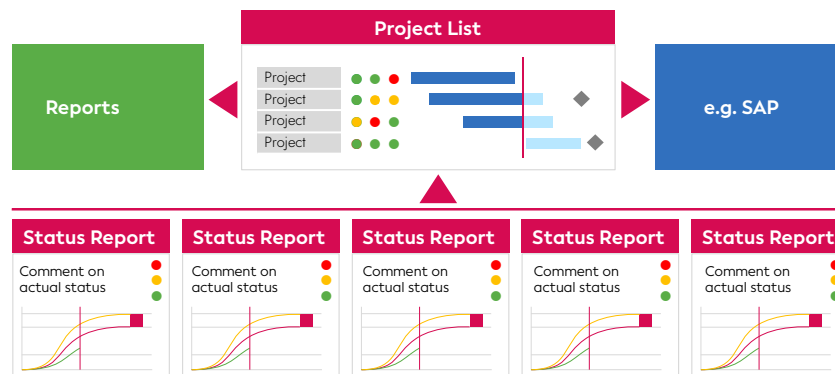
- » Central specification of the elements from planning
- » Reminder process for latecomers
- » Detailed recording and correct allocation
- » Transfer of actual data to other systems (e.g., ERP and PPM)

## 5.10. CONTROLLING AND REPORTING

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To ensure **controlling receives the data** it requires, appropriate specifications must be made (cost, project, phase structure, etc.). When implementing your PPM environment, you can have these taken into account. This gives you the basis enabling you to submit your forecast to controlling at the push of a button thanks to the integration of the ERP and PPM systems – without having to search and copy! It is also possible to forward actual costs to other departments that may need them.



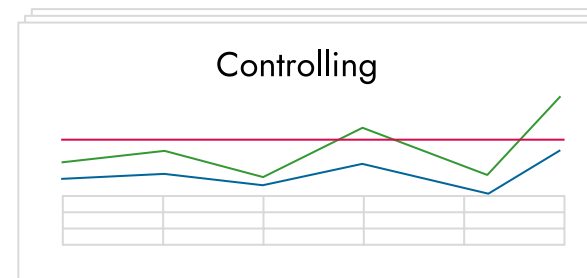
**Figure 11:** Data transfer from the project environment to your controlling department can be greatly facilitated by system integration

**Appropriate reports** and a good reporting process are the backbone of project controlling. These enable you to systematize regular communication in projects. Automated project management reports give you a repeatable format to quickly populate reports with data at the push of a button. This enables both efficient support for your entire project lifecycle and optimal control of your projects.

### THE ARGUMENTS FOR THE PPM PARADISE

For **controlling and the reporting process** your PPM environment offers the following benefits:

- » Central specifications for cost structures
- » Easy transfer of structured data at the push of a button
  - » Forecast from projects to controlling
  - » Actual hours from projects to accounting
  - » Actual costs from purchasing to project managers
- » Automated reports with the latest data at the push of a button



### RECOMMENDED READING

PMO Reports: Examples of Project and Portfolio Management Reports

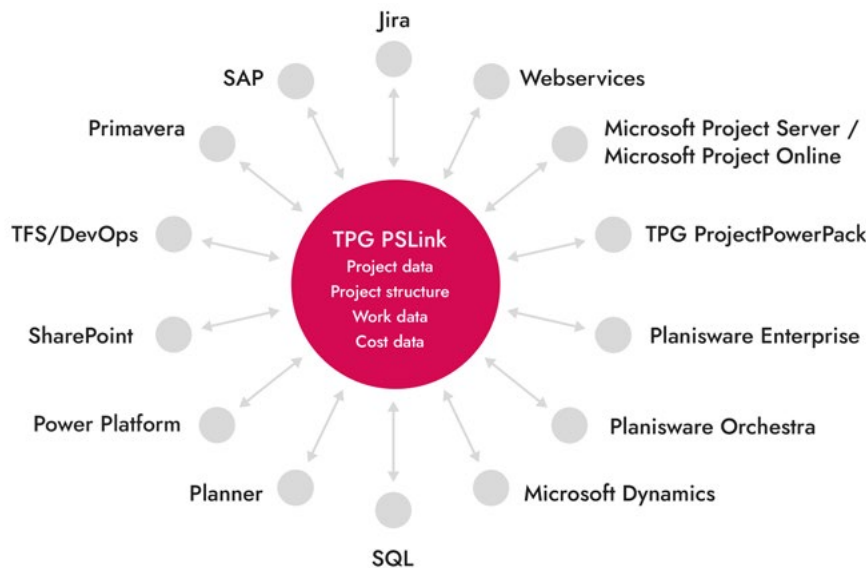
<https://www.theprojectgroup.com/blog/en/pmo-reports/>

## 6 SYSTEM INTEGRATION

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The connection of the individual modules mentioned above to a powerful and advanced PPM environment is an essential point. No PPM tool in the market offers all the described possibilities out of the box. By **integrating various tools**, which are best suited for their respective purpose (e.g., ERP, PPM, CRM, work management, etc.), you maximize the benefits of the integrated overall solution.



**Figure 12:** Bidirectional and multidirectional integration of IT systems for data exchange

### THE ARGUMENTS FOR THE PPM PARADISE

**Integrating all described modules** offers the following benefits for your PPM environment:

- » Each role works with the tool that is optimal for them
- » Current data from other systems is available to all
- » Errors in manual data transfer are avoided
- » Thus, the data is of higher quality and up to date
- » Greater efficiency in the entire process
- » Greater acceptance of the overall system



### RECOMMENDED READING

Integration Middleware

<https://www.theprojectgroup.com/en/integration-middleware>

## 7 THREE WAYS TO GET STARTED

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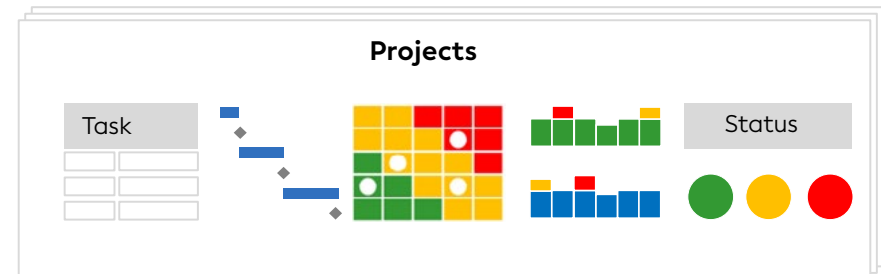
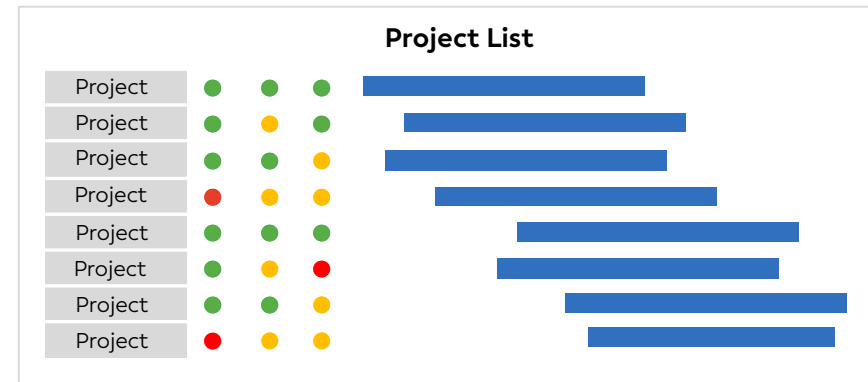
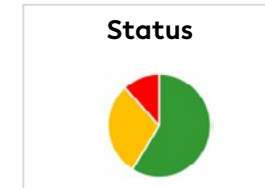
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The first step – even before you get started with one of the three possible avenues – will always be: **create a central project list in a suitable database-supported PPM tool**. With many parallel projects, this is a much better option than an Excel list that needs to be updated manually on an ongoing basis. You will not be successful in multi-project management without a central overview of all projects.

**Make sure your central project list really includes all projects. What is not on the list must not exist in the company.**

Based on this premise, there are three possible ways to further detail and improve your project management environment – via:

- » Scheduling
- » Resource management
- » Portfolio management



**Figure 13:** Minimal version as initial situation for implementing a project management environment – the central project list, minimal scheduling and project status reports

## 7.1. VIA SCHEDULING

With the **focus on scheduling**, you know the structure; you have a schedule overview; and you have a good vantage point for controlling projects. However, you will take longer to establish resource management. After all, the latter requires scheduling to be completed entirely. This is the right avenue for you, if:

- » You want to control the content and schedule of individual projects
- » You have to coordinate deliveries and services of external stakeholders rather than the individual deployment of your own resources
- » You are more likely to implement contract projects than company-internal development projects
- » Your resources are relatively easy to obtain and do not constitute a significant bottleneck

## 7.2. VIA RESOURCE MANAGEMENT

When **focusing on resource management**, you should avoid one thing. Do not take the detour via detailed scheduling by the project managers. There is a quicker way to arrive at a usable resource overview. Let the team leaders plan all their team members' activities and projects. Aim for rough but on the other hand entirely complete planning. This is the right avenue for you, if:

- » The availability of your resources is decisive for your projects
- » You are committed to optimizing the workload of your resources rather than obliged to meet deadlines
- » Detailed scheduling is less important for you than arriving at complete resource planning quickly

## 7.3. VIA PORTFOLIO MANAGEMENT

When **beginning with project portfolio management**, you first determine which projects should actually be started. Only then do you address how to optimize the execution. This is the right path if you want to achieve the following thing first:

- » Matching the desired requirements from the corporate strategy with the actual opportunities to deliver results



### RECOMMENDED READING

Project Management Implementation  
(3 Avenues to Success)

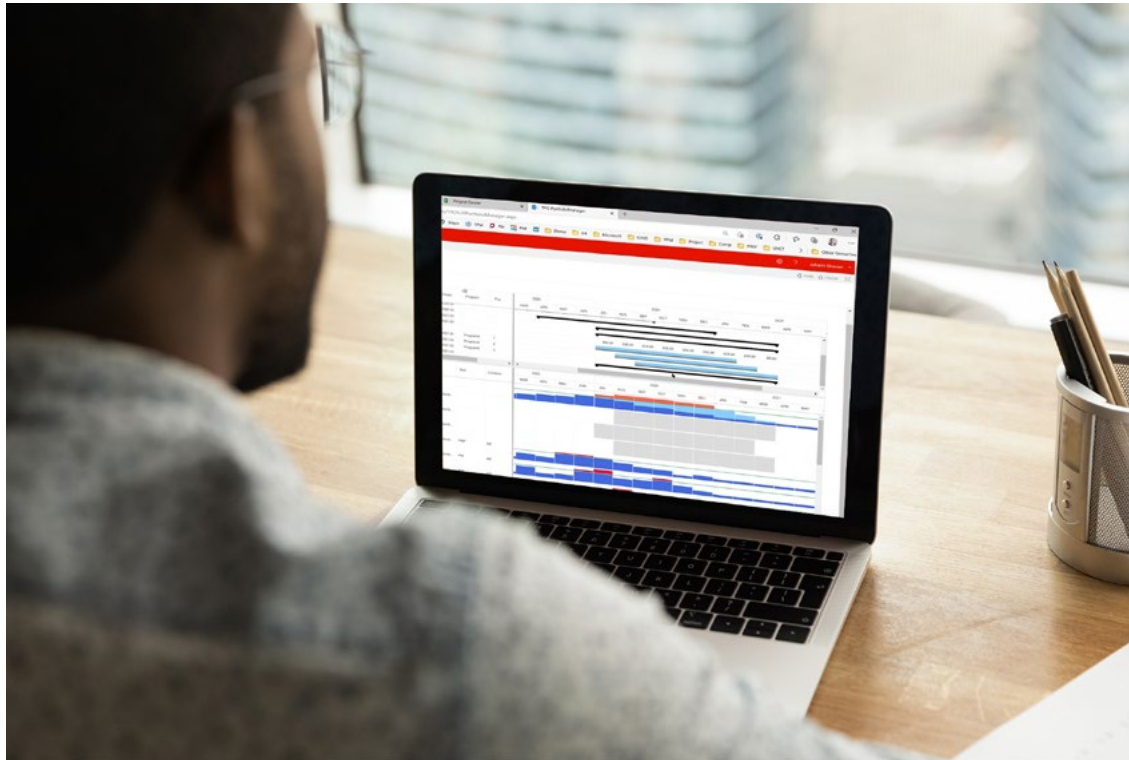
Read this article to find out how exactly to approach the three avenues and expand your system over time to arrive at the PPM Paradise:

<https://www.theprojectgroup.com/blog/en/project-management-implementation/>

## 8 TECHNICAL IMPLEMENTATION OPTIONS

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Up to this point, the PPM Paradise has been completely independent of the technology chosen. The only important thing is to **store your project data in a central database**. This ensures that there is a single source of truth rather than different versions of files over which nobody has a real overview.

Below is a brief overview of the technologies we at **TPG The Project Group can use to implement the PPM Paradise for you**. However, this does not mean that tools and technologies not mentioned in the table are unsuitable for implementing a similar PPM environment.

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Functions	Project Server/ Project Online	Planner Basic	Planner Premium (Project for the Web)	TPG ProjectPowerPack (Planner Premium)	TPG ProjectPowerPack (TPG Scheduler)
Task planning	●	●	●	●	●
Assigning people	●	●	●	●	●
Board View		●	●	●	●
Microsoft Teams integration	●	●	●	●	●
Display in the Microsoft Roadmap	●		●		
Table view	●	●	●	●	●
Gantt view	●		●	●	●
Simple task links	●		●	●	●
Complex task links	●		●	●	●
Critical path	●		●	●	●
Co-authoring			●	●	
Baselines	●		●	●	●
Calendar	●		●	●	●
Custom fields (local)	●		●	●	●
Custom fields (Enterprise)	●				●
Resource planning	●		●	●	●
Time tracking	●			●	●
Financial planning	●			●	●
Risks and open issues	●			●	●
Portfolio management	●			●	●
Program management	●			●	●
Project requests	●			●	●
Change requests	●			●	●
Lessons learned	●			●	●
Status updates	●		●	●	●
Goals, stakeholders, actions	●			●	●
Decisions, benefits, requirements	●			●	●

## 9 WHO IS TPG THE PROJECT GROUP?

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TPG The Project Group is an international provider of project management products and consulting. For over 27 years, we have been helping organizations implement and improve project management across the enterprise.

With our next-generation software and our expertise in PMO, project, portfolio and resource management, we assist our customers from all industries in making the right decisions based on data. Seamless integration into the current Microsoft platforms plays a key role in this.

We would be happy to accompany you in a long-term and trusting partnership on your path to digitalization and a higher level of maturity in your project management.

### Do you have any questions?

We look forward to hearing from you:

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### Looking for a new challenge?

We are growing and are looking for PPM consultants and new technically skilled team members for exciting customer projects.

Find all current vacancies at:  
[www.theprojectgroup.com/careers](http://www.theprojectgroup.com/careers)

