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The main purpose of the work was to develop a concept of project portfolio management from the perspective of the process of implementing the strategy of FMCG companies. This goal was achieved by developing a proposal for a project portfolio management system to support the implementation of the business strategy. It consists of three dimensions: functional, structural and instrumental.

The functional aspect defines the project portfolio management process, which has been divided into 8 stages:

1. Create a portfolio strategy.
2. Submitting project initiatives.
3. Evaluation, selection and prioritization of projects.
4. Analysis of dependencies between implemented projects.
5. Balancing the project portfolio.
6. Implementation and control of active projects.
7. Control of the effects of closed projects in relation to the implementation of business goals.
8. Drawing conclusions for the entire portfolio of projects.

Great attention was paid to elements related to continuous improvement and adaptation to changing conditions. This is a key aspect from the perspective of a dynamically developing industry, with a very large fragmentation of the market share of individual entities. In addition, the individual steps of the portfolio management process are described in detail.

The structural dimension describes the organization of project management offices. They were divided in terms of their function into strategic, tactical and operational. This solution ensures the cascading of strategic goals to lower organizational levels and the control of their implementation. Attention was also drawn to the need to position the project management office high in the hierarchy, which is to ensure, among others, proper flow of information from the board down the organization, as well as quick adaptation of activities, depending on business results and changes in the organization.

In the instrumental dimension, various tools, business indicators and methods for tracking them have been proposed. It is an important element of the entire system, which is designed to ensure the measurement of portfolio effectiveness, drawing conclusions, introducing improvement actions and adapting to changing internal and external conditions.

In the course of the research, it was found that companies cling to unprofitable projects. It was also concluded that the decisions taken are often the result of the clash of opposing interest groups. The proposed model eliminates these barriers by introducing clear decision-making criteria.

It should be noted that the introduction of such a comprehensive project portfolio management system requires a lot of commitment from top management. Leadership is a key factor for the successful implementation of the strategy using the project portfolio.

Another element of the project portfolio management concept is the developed organization maturity model. It allows you to assess the current state, determine the target state and define the steps that separate the company from the target state.