



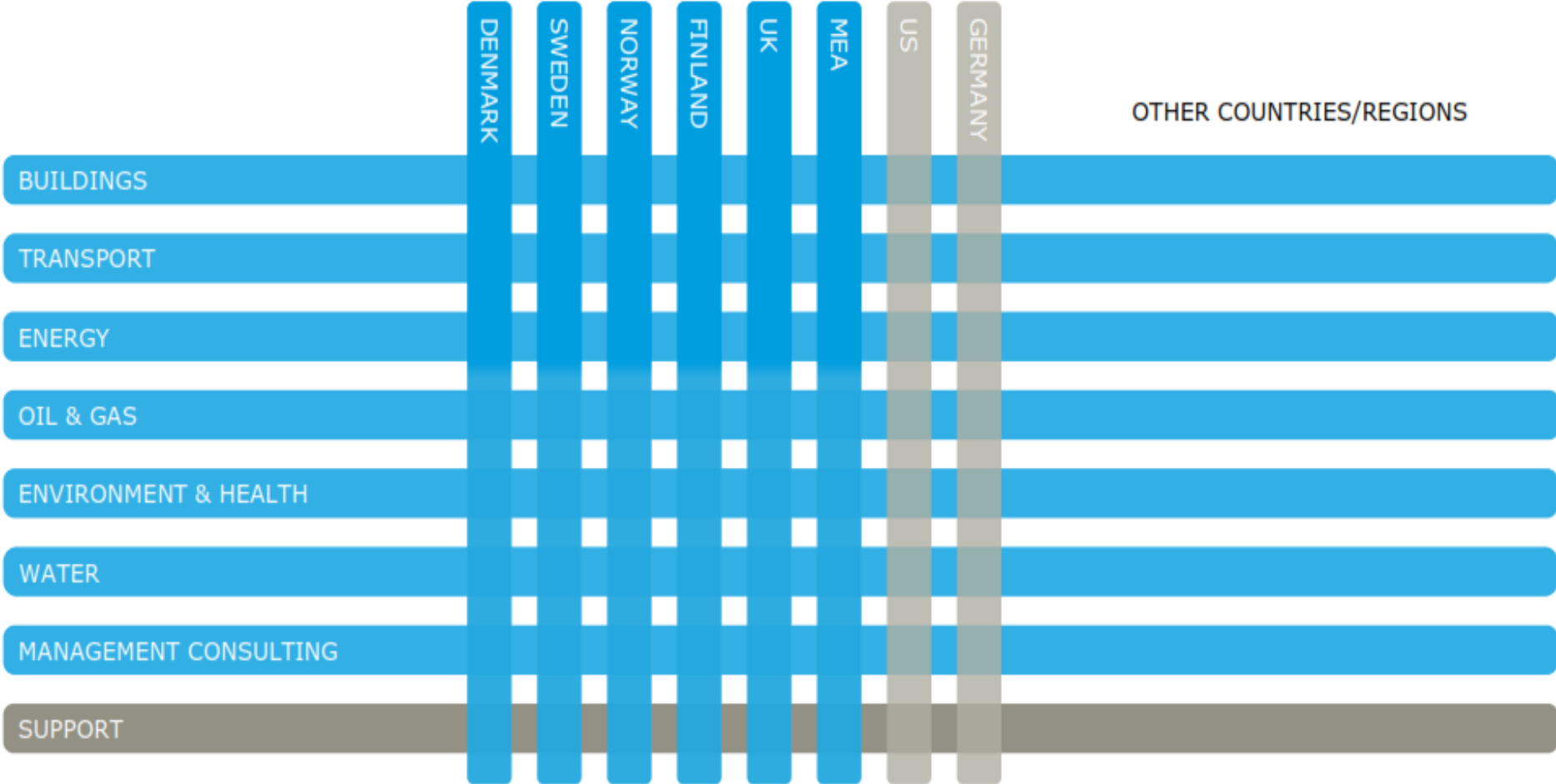
# RAMBOLL PORTFOLIO MANAGEMENT GOVERNANCE



# RAMBOLL GEOGRAPHICAL FOOTPRINT



# PROJECT EXCELLENCE ORGANISATION



BUILDING STRONG GOVERNANCE CAPABILITY



Training Academy





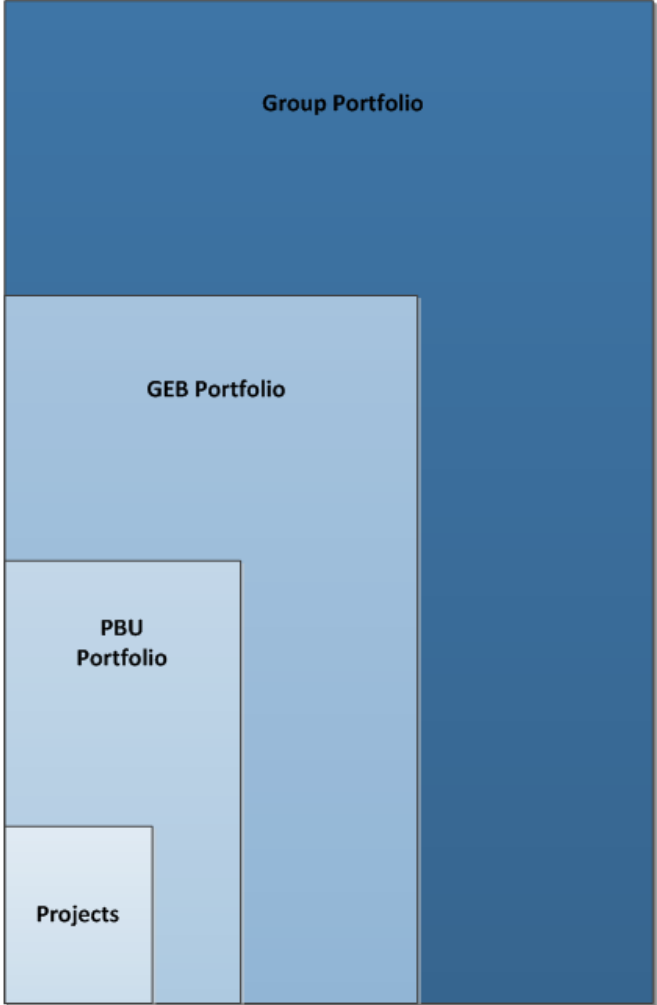
## MAJOR PROJECTS (A & B) PORTFOLIO - MONTHLY PERFORMANCE REPORT AUGUST 2017

- Not fully mature
- Portfolio focuses on RISK
- Aspiration to make more automatic and cover a bigger spread

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  - Søren Holm Johansen
    - *REN; MEA; ROG; Building (RBU); Transport (RTR)*
  - Markku Moilanen *Page 31*
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  - Steve Washburn *Page 40*
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Group Major Projects Portfolio

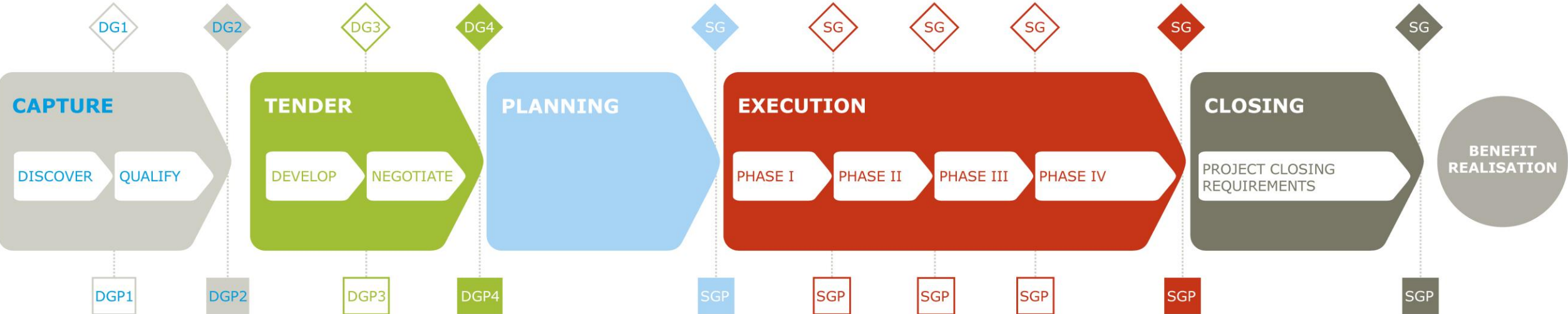


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## GROUP PORTFOLIO ANALYSIS

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# PROJECT LIFE CYCLE GOVERNANCE

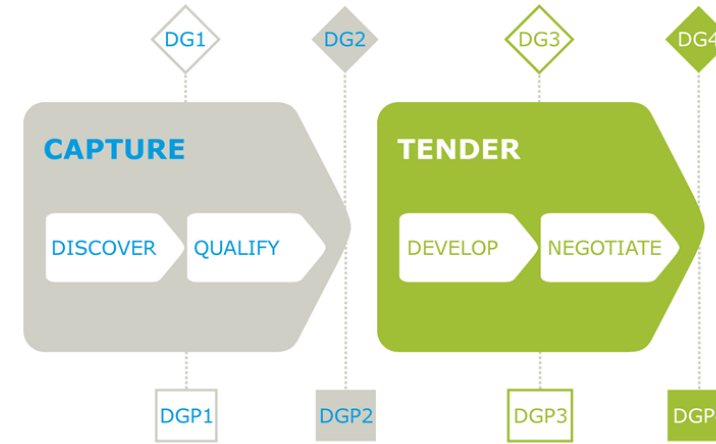


## How to manage portfolios?



# PRE-CONTRACT TOOLBOX

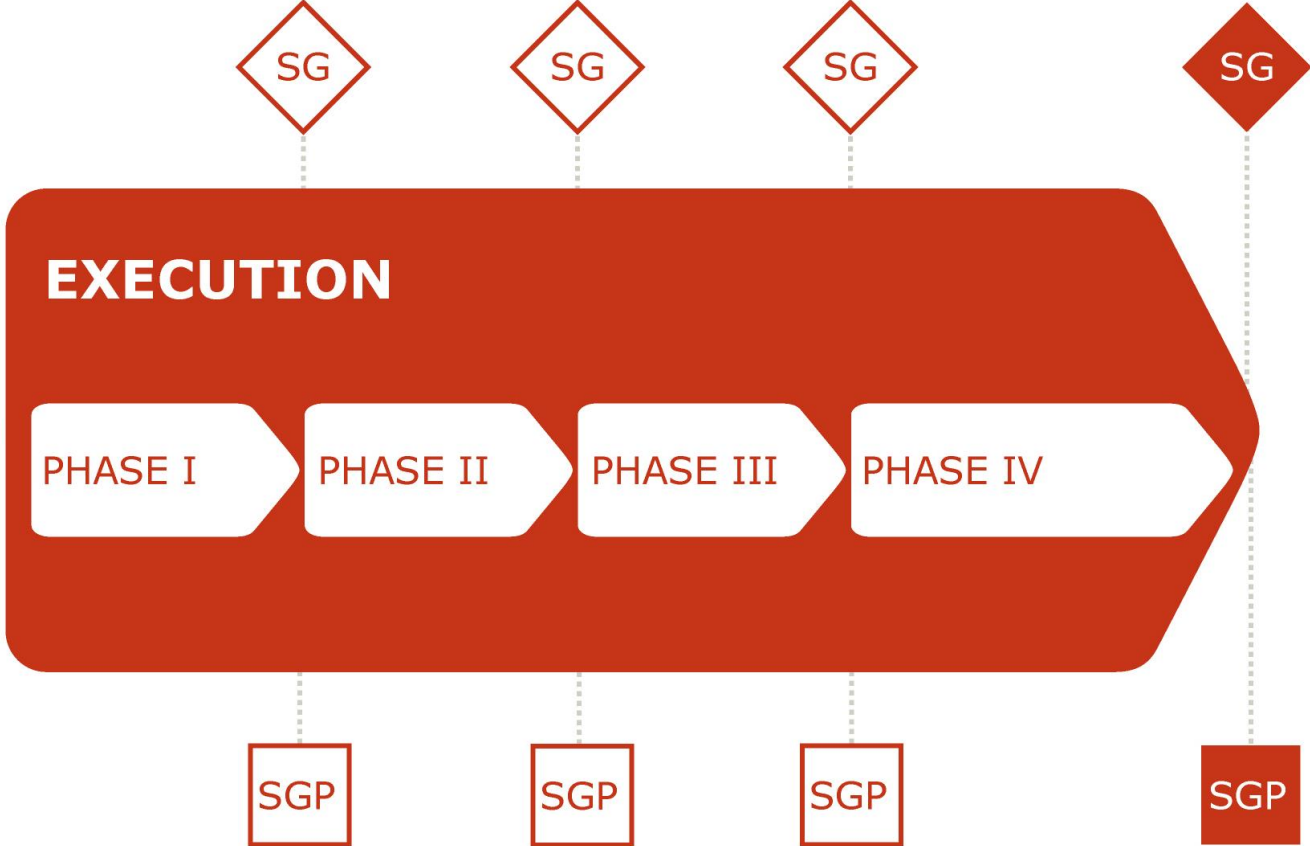
| Instruction             |     | DG1   | DG2 | DG3 | Open  | Close | Contract Terms Template(CTT) | DG4 | Risk Register |
|-------------------------|-----|---|-----|-----|---|-------|------------------------------|-----|---------------|
| DG Analysis - Mandatory |     |   |     |     |   |       |                              |     |               |
| PE Tools                |     |   |     |     |   |       |                              |     |               |
| D75                     |     |   |     |     |   |       |                              |     |               |
| = 'DG2'!D75             |     |   |     |     |   |       |                              |     |               |
| A                       | B   | C   | D   | E   | K   |       |                              |     |               |
| 2 Client Focus :        | 2.1 | Have we worked with the client before and if so do we have good client relations with them?   |     |     | Procedure needed                            |       |                              |     |               |
|                         | 2.2 | Has the credit rating been checked for a new or financially uncertain client  |     |     | Procedure needed                            |       |                              |     |               |
|                         | 2.3 | Have we identified what matters the most to our client and linked it to the solution(s) in our proposal?                                    |     |     | Procedure needed                            |       |                              |     |               |
| 3 Scope and benefits:   | 3.1 | Have we identified the project benefits for both Ramboll and the Client?  |     |     | <a href="#">Tool #01 Benefit Management</a> |       |                              |     |               |
|                         | 3.2 | Is the project in line with Ramboll's strategy and does it support the business plan?   |     |     |   |       |                              |     |               |
|                         | 3.3 | Have we identified which services/ disciplines are included in the tender?  |     |     | <a href="#">Link to scope/WBS procedure</a> |       |                              |     |               |
|                         | 3.4 | Have we identified the overall scope of works for Ramboll for the tender phase ? (and is it agreed with the customer, i.e. for D&B tenders) |     |     | <a href="#">Link to scope/WBS procedure</a> |       |                              |     |               |
|                         | 3.5 | Have we broken the project down into manageable components ? (i.e. developed a detailed work breakdown structure (WBS) for the project)     |     |     | <a href="#">Link to scope/WBS procedure</a> |       |                              |     |               |
|                         | 3.6 | Is there a clear definition/ agreement on Ramboll's scope of works and deliverables (i.e. defined ATRs)                                     |     |     | <a href="#">Link to scope/WBS procedure</a> |       |                              |     |               |
| 4 Time:                 | 4.1 | Have we identified key dates for decision gates, establishment of steering committees, submission dates, award, etc. ?                      |     |     |   |       |                              |     |               |
|                         | 4.2 | Have we made a schedule for the tender process and has this been approved by our client? (if required, i.e. for D&B tenders)                |     |     | <a href="#">Link to time procedure</a>      |       |                              |     |               |



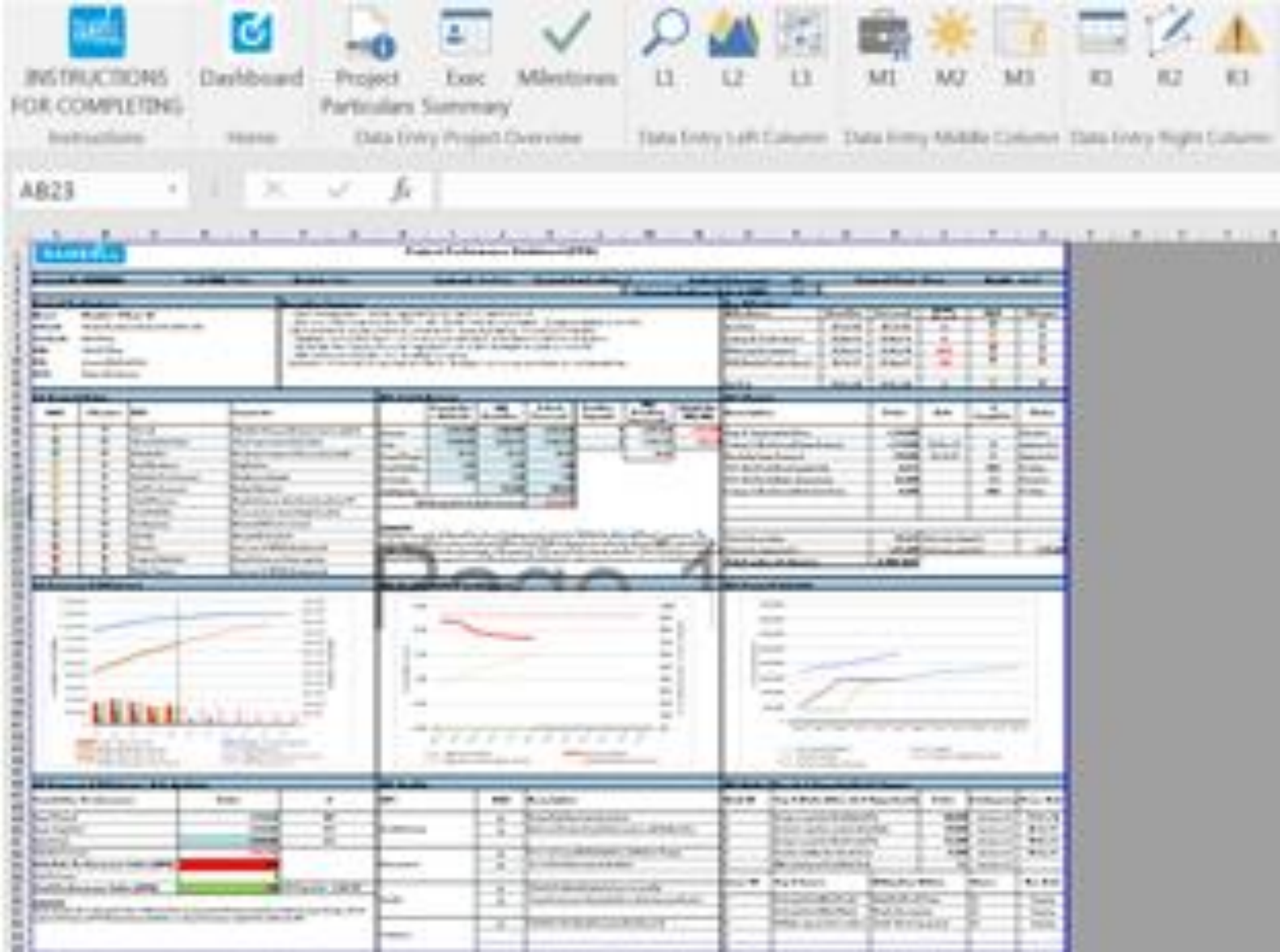
## 3 sections

- Project Information/Major Project alert
- Decisions and Signatures
- Analysis
  - DG1 – 15 questions
  - DG2 – 32 questions
  - DG3 – 98 questions
  - DG4 – 101 questions

# EXECUTION PHASE REPORTING AND FAILING FAST



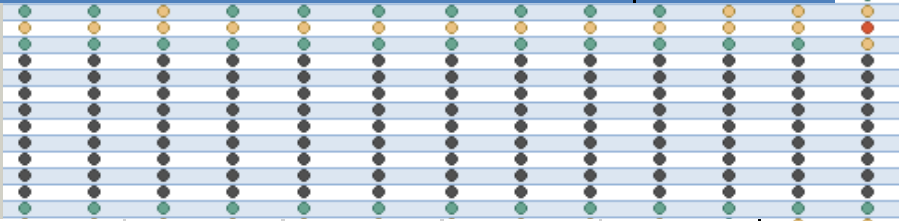
# RAMBOLL'S PROJECT PERFORMANCE DASHBOARD



# PROJECT STATUS DASHBOARD

● corrective actions  
● concern

| TC approval target date | Sub Phase | Tender submission date | Reason for removing project | Tender post submission status | Contract award date | Cumulative Scope Complete Cost (€) | Type of contract | Type of Agreement | Project Name | Client Name |
|-------------------------|-----------|------------------------|-----------------------------|-------------------------------|---------------------|------------------------------------|------------------|-------------------|--------------|-------------|
| ▼                       | ▼         | ▼                      | ▼                           | ▼                             | ▼                   | ▼                                  | ▼                | ▼                 | ▼            | ▼           |



| KPI-RAG                        |                           | Overall | Client Satisfaction | Stakeholder | Key Milestones | Schedule Performance | Cost Performance | Cost & Revenue | Profitability | Contingency | Quality | Changes | Payment Schedule | Risks / Issues |
|--------------------------------|---------------------------|---------|---------------------|-------------|----------------|----------------------|------------------|----------------|---------------|-------------|---------|---------|------------------|----------------|
| Capture Country/ City Location | Current contract value: R | ▼       | ▼                   | ▼           | ▼              | ▼                    | ▼                | ▼              | ▼             | ▼           | ▼       | ▼       | ▼                | ▼              |



# BEHAVIOURS



- Decision Gate Governance

**THANK YOU**