

Case study – Project Prioritization due to OPEX Target Limitation

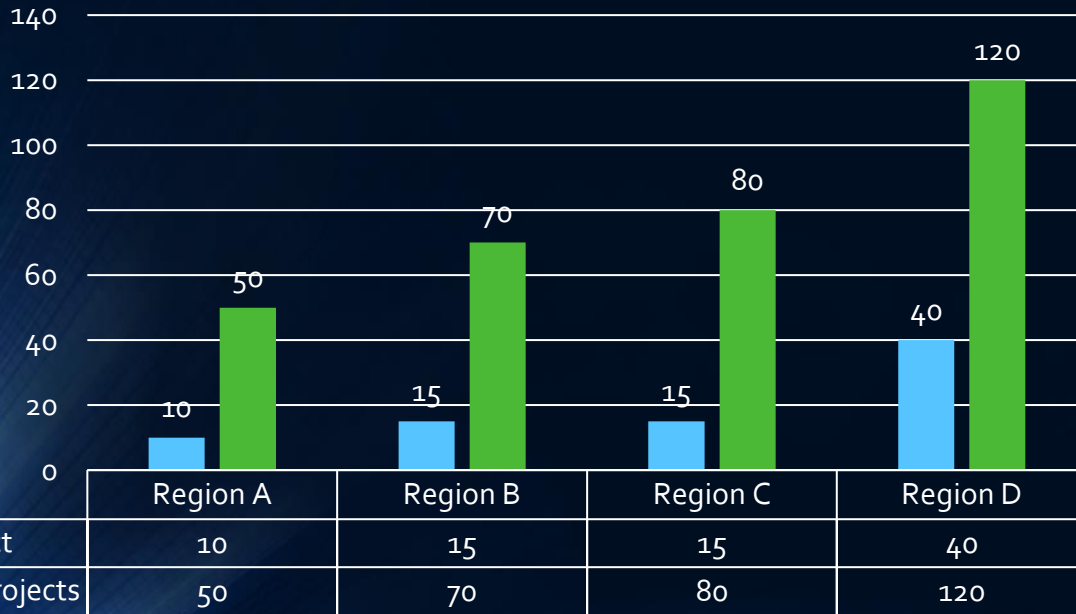
ROXANA GURGULESCU
OCTOBER 10TH ,2023

1. Strategic Prioritization

Project Portfolio Analysis Results

- 150 Projects cross 40 Countries and 5 Regions
- OPEX requirement EUR 400 mn (EUR 80 mn New Projects; EUR 320 mn Ongoing Projects)

OPEX demand split



■ New Project ■ Ongoing Projects

Case study - 10th of October - Roxana Gurgulescu



Target OPEX: EUR 200 mn



Evaluation Criteria

Strategic Alignment

ROI and Financial Impact

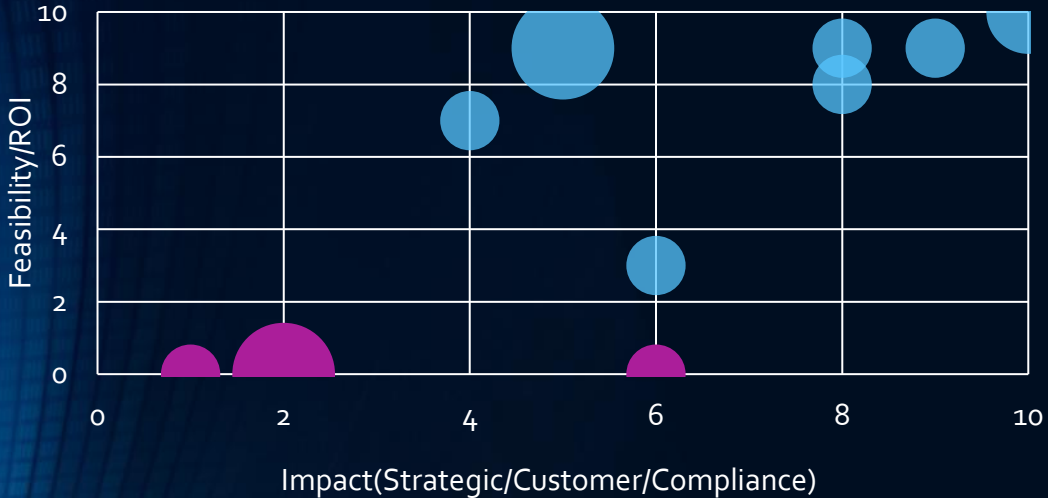
Risk and Compliance Adherence

Resource Availability and Constraints

Customer Impact and Market Necessity

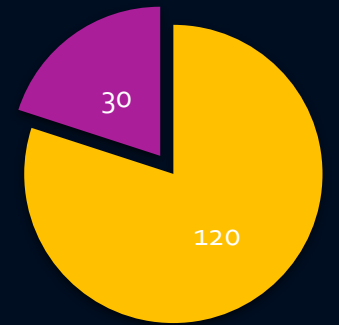
2. Must have and quick wins

Feasibility vs. Impact



1. Strategic-Operational Balance: Our revised project is focused on high-value, strategy-aligned projects while also maintaining necessary operational initiatives.

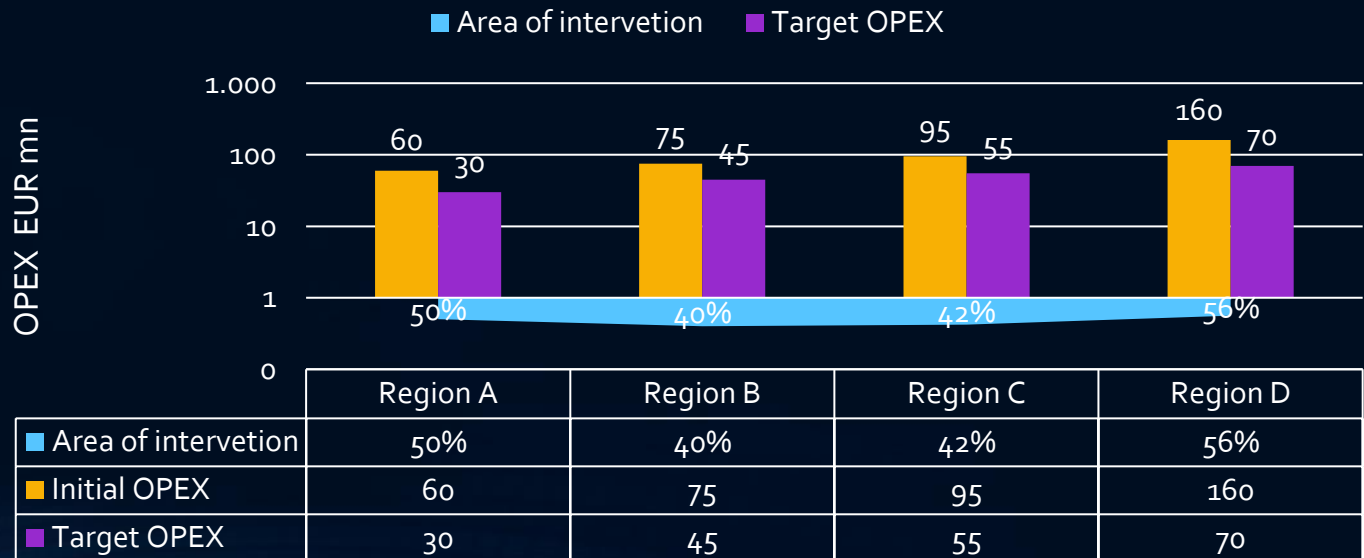
2. Resource Optimization: Despite a 50% OPEX reduction, prioritization ensures 80% of projects aligned with critical strategic goals and high customer impact are retained and optimally resourced.



■ Must have and quick wins
■ Re-evaluation

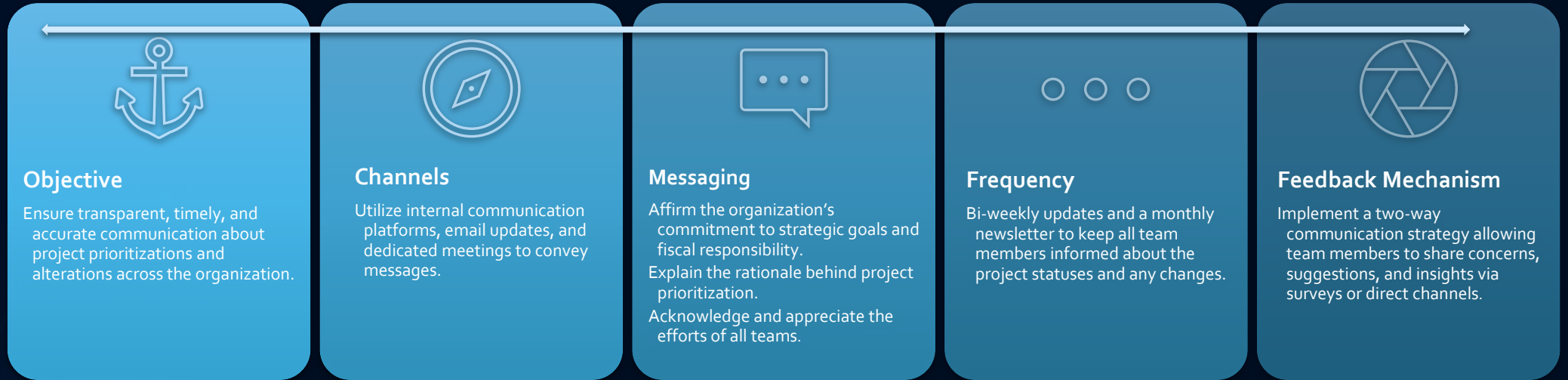
3. Risk Mitigation: Preserving key compliance and risk-management projects ensures we safeguard the organization from potential regulatory penalties and maintain our market reputation.

Target OPEX per Region



3. Communication & Stakeholder Engagement Plan

Communication Plan



Stakeholders Engagement Plan



Key takeaways:

Transparency is Paramount: Upholding an open dialogue about project shifts, respecting contributions, and explaining decisions are crucial for maintaining trust and morale.

Adaptive Collaboration: Encouraging and facilitating cross-functional collaborations can unveil new opportunities and enhance resource utilization amidst project changes.

Continuous Engagement: Regular check-ins and updates will ensure stakeholders remain informed and involved, fostering a proactive organizational culture.:

Thank you!