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Innovative Project Management Practices for Enhanced Business Performance: Case Insights

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Abstract. We conducted the research as a case study in a selected company. The Slovenian company employs between 300 and 350 employees, of which 100 work in management. The first significant step in the Automotive industry occurred at the beginning of 2018 when the first important project was acquired, representing 1/3 of the annual turnover of EUR 30,000,000. Constant growth and, as a result, an ever-increasing number of new projects demanded the reorganisation of the company and the formation of a separate and independent project office for the needs of the Automotive industry. As part of the research, we explore the research problem: effective management of projects or project resources from the point of view of the company's business performance. Through systematic work and the vision of the company's management, we showed the increase in efficiency of the project team's reduction of costs, which means better competitiveness in the global market for the future.

Keywords: Business management, Cost management, Human resources management, Project development, Project management.

1. IDENTIFICATION OF THE PROBLEM OF THE RESEARCH AND THEORETICAL BACKGROUNDS

We conducted thorough research within the selected company, which was designed as a case study. It employs between 300 and 350 skilled workers, of whom 100 are at the core of the breathing team.

Significant historical developments related to this company occurred in early 2018. At that time, an opportunity was reached, representing the first significant step in the automotive industry. This step materialised through acquiring a large-scale project with a prominent role. This project represented as much as a third of the total annual turnover, which amounted to EUR 30.000.000. With this achievement, the company is on track to establish itself as a key player in the automotive industry while helping to strengthen its position in the market.

However, this story goes beyond the past, as it is also an excellent starting point for understanding the present and future of the company. The first step laid the foundations for continuous growth and development. The company has created ever-increasing work opportunities and growth opportunities by developing competencies, gaining experience and building relationships in the automotive industry.

The steady growth and subsequent increase in the number of new projects also required the reorganisation of the company and the formalisation of a separate and independent project office for the automotive industry's needs. The transformation and integration of the enterprise into the new sales programme of the automotive industry, and consequently the transition from the existing way of working to a more intensive industry, has brought about profound changes in the corporate governance approach, in particular project management, monitoring and use of project resources. Revenue for 2023 is planned at EUR 50.000.000, and a total of 500 employees, of which the automotive industry represents 2/3 of its turnover. There has also been an increase in requests from the initial 3-4 to 12-15 per year; given the increase in new projects, project resources needed to be monitored more systematically, using a data model and analysis to identify potential weaknesses and advantages. Appropriate reporting to management, however, constitutes the basis for optimising resources on projects and the company's viability.

The acquisition of resources, the primary financial resource and human capital, and their control is a core task of managing each company (stone, Cox and Gavin, 2020, p. 13). Companies' performance over the last 15 years is characterised by a flexible and less stable inflow of funding through various national and international projects (Boss & Krauss, 2022, pp. 5-6). This is why knowledge of project management concepts is one of the pillars of corporate viability. Each project is complete with its micro-business model (objectives, duration, financial resources, human capital, project products) and must be organisationally integrated into the company's business model and contribute to its performance (Stare, 2011, p. 38).

2. ORGANISATION'S BUSINESS MODEL AND STRATEGIC APPROACH TO MANAGEMENT OFPROJECTS

Project management is an end-to-end project management process(Heerkens, 2002). This includes planning, organising, managing and controlling all project elements to ensure completion in line with customer requirements and within the limited time and financial frameworks (Chelladurai & Kim, 2022). This may also include knowledge management, communication, monitoring of progress and monitoring of costs. To better understand the difference between a project and project management, it is first necessary to look at the definition

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of the project and the basic project management structure (Crawford, 2021).

"By definition, the project is a one-off, forward-looking and cost-bound and targeted complex process of logically related activities to create products or services in line with IATF standards of quality and buyer requirements" (Dajsuren and van den Brand, 2019).

2.1. Assessing Corporate Viability

In this section, we present why monitoring and analysing performance is important based on various findings from the literature. Our research found whether performance analyses can vary depending on the company's activity and what performance criteria can be used.

The literature offers different definitions of business performance. In essence, it can be argued that this is each company's primary objective, which is reflected in an increase in profitability in the long term. Analysing and monitoring performance is, therefore, crucial for the company.

In determining the company's viability, the basic principle of management should be taken into account, namely how to achieve the best possible result by minimising investment. Management performance is measured using the management performance indicator and is calculated as the ratio between management objectives and means to achieve goals (Pučko & Rozman, 2012):

The company's commercial success is defined as the primary purpose and purpose of the company's existence and functioning. A distinction can be made between a company's commercial and economic success. Business success is a financial statement demonstrating an enterprise's performance over a shorter period. The length of the period may affect the credibility of the entity's reported performance. The economic success of the business can be determined through the value of equity capital. It is calculated as the difference between the market value of equity at the beginning of the business period and the market value of equity at the end of the financial period (Pučko, 2004; Englund & Graham, 2019).

Monitoring the firm's performance as a difference in value at the end and the beginning of a shorter period is inappropriate. A company's long-term success is often different from its short-term success. Therefore, in analysing the company's operations, it is best placed to draw on its business performance, which has been established by accounting, and correct it to bring it closer to its actual economic success (Pučko, 2004).

It is, therefore, crucial for the company that the company's viability is assessed and monitored. Different comparative bases can be used for this purpose. The monitoring of the company's performance by comparing performance with the performance achieved in the previous period, with the average success of companies within the same industry, with the performance of a related company and the planned success of the company are only some possible benchmark bases (Pulp, 2004).

2.2. Evaluating Organizational Effectiveness

Monitoring an undertaking's performance is necessary to achieve the objectives set by the company in its annual business plan, such as increasing revenues and profits. Various authors similarly define the importance of monitoring the company's operations (Pučko, 2004).

Monitoring a company's performance can be defined as measuring profit or loss. The prudential accounting rules define profit or loss as identifying the difference between turnover and expenses related to sales (Due Diligence Accounting Rules, 2018).

Accounting indicators are the relative numbers obtained when comparing two categories. They may be presented as shares, coefficients, or indices. An entity may choose which indicators to use to measure the viability of its operations. The use of indicators is regulated for the preparation of the annual financial report (Slovenia Institute of Audit, 2018).

Analysing a company's business performance is important in monitoring and assessing its performance and identifying deviations between planned and achieved objectives. Based on the findings from the analysis of business performance, the company must take specific measures to eliminate the differences between objectives and those achieved (Pučko, 2004; Ansoff et al., 2018).

2.3. Projects as Catalysts for Strategic Change

Strategic planning and project management are two processes that help achieve a company's long-term objectives. Strategic planning helps a company set guidelines and objectives for the future. This includes analysing the current situation, identifying opportunities and risks, and planning the changes needed to achieve the objectives (Kerzner, 2022).

Strategic project management, however, focuses on managing projects relevant to achieving the company's objectives. This includes aligning project objectives with the company's objectives and planning, implementing, and controlling projects to achieve the company's objectives (Hopkin, 2018; Wideman, 2022).

Strategic planning and project management are interlinked, as the strategic plans set out the company's objectives to be implemented by the projects(Luthans & Doh, 2018). Effective strategic planning and project management are key to the company's success and the achievement of its objectives in the long term (Veršič, 2018).

The changes, strategies and projects relate to the company's wants and how it will implement them. The company's strategy is a plan to achieve its objectives in the long term. Projects are specific activities undertaken by a company to achieve the objectives of its strategy. Strategic project management focuses on aligning projects with the company's strategy and effectively implementing projects to achieve the company's objectives (Mahapatro,2022; Hitt, Ireland and Hoskisson, 2019).

It was often said that it is the most difficult to manage projects involving change management.

It shows the four essential inputs needed to develop the project management methodology. Any change in a company's organisation has a so-called 'human' side, which may require people to change if the company wants to achieve its strategy (Brown, Bessant, and Jia, 2018; Thomas & Mengels, 2008).

3. EMPIRICAL PART

The research examined the research problem of practical project management/project resources from the company's viability perspective.

As part of our research, we examined the effective management of projects or project resources from the point of view of the company's viability. The fundamental purpose is to understand the data monitoring processes in project resources for decision-making and successful management of the selected company.

We have prepared the research to design and present an appropriate model for monitoring and controlling project resources in the selected company's business context. The model should allow for systemic support for projects in a selected company, allowing for significant data analytics and thus verifying various project performance and effectiveness indicators. In this context, we examined how the systematic monitoring of the allocation of resources to projects and proper reporting to management allows for greater efficiency of the work on projects and contributes to a more efficient operation of the whole company, which is also reflected in the efficient planning of resources for the acquisition of new projects.

The objectives we set for the research are:

1. Study literature and research in the field of project management,
2. Examine the company's organisational regulations, standard IATF 16949 regarding monitoring, management and control of the use of project resources;
3. In the selected company, compare the monitoring of resources on projects before and after implementing the new data model and identify the strengths and weaknesses of the old and new project resource consumption monitoring model.

3.1. Key Research Questions and Study Limitations

The qualitative research aims to understand data monitoring processes in project resources, which will help with decision-making and the successful management of the selected company (case study).

The research sought to answer the following research questions:

- How can resources be optimised through the different phases of the projects to accomplish all tasks?
- How does the new resource management approach affect the work of the project manager?
- How do we design reporting for the company's management as a basis for decision-making?
- How do the results of the data model affect employee satisfaction?

Our research is already restricted by the fact that we selected a case study, and the research results must be understood in the context of the selected company's operating conditions. Several methods and stakeholders have been chosen to make the results more objective.

The assumptions made in our research assume that employees are made aware, before the pilot project's launch, of the pilot project's purpose, objective, and duration, as well as the monitoring of resource consumption on automotive projects. Earlier studies and training have been conducted to use and enter the data model. The assumption is that employees enter the data model in real terms of hours spent on projects. Stakeholders only see their table of hours spent and enter data for the current month; the head hides the previous month at the beginning of the month. The analyst and the results are presented on quarterly reports by the head of the project office. In order to better show and use the data, we reduced the monitoring of the use of resources to three projects that took place simultaneously in 2021 and 2022, which were comparable in scope and complexity.

3.2. Research methods

We used the methodology of a qualitative approach to the research, namely a case study of the selected company. When entering the world of the automotive industry, the company under consideration was forced to change how projects are managed, adapt to the buyer's requirements, and work according to the IATF (International Automotive Task Force) standard. This has resulted in the collection, processing, analysis, monitoring and ongoing monitoring of the use of project resources.

In the context of the case study, we used different models, namely:

- Analysis and interpretation of the data model (old and new system),
- Interviews with the company's management;

- Survey questionnaire for project managers; and
- Survey questionnaire among staff.

Qualitative data have been processed using substantive text analysis and open coding. Quantitative data are provided using descriptive statistics. We included 4 project managers and 30 employees in the automotive industry in the sample; the survey questionnaire was drawn up in the 1KA application. We used arguments on a simple scale and a 5-step Likert scale in our questionnaire. The introductory part of the survey contained demographic data. The resulting data were processed and interpreted using MS Excel and displayed in tables and charts. The data were analysed using descriptive statistics (frequency distribution, arithmetic mean, standard deviation) and reference statistics.

3.3. Case Study as a Research Methodology: Design and Execution

We conducted the research as a case study at the selected company using qualitative and quantitative approaches. We decided to use a comprehensive methodology, including qualitative and quantitative approaches. Combining these two methodological approaches allowed us to gain a deeper understanding and comprehensive insight into the research problem.

The qualitative approach allowed us to conduct an in-depth analysis of the undertaking's specific aspects and context. This enabled us to explore employees' and management's subjective opinions, experiences, and views. Qualitative interviews, observation, and documentation analysis allowed us to understand the broader context in which the reorganisation and project changes occurred.

However, the quantitative approach provided an empirical basis by allowing the collection of quantitative data to verify the statistical relevance of our findings. Analysing figures, data on productivity, costs and other quantifiable factors has provided an objective picture of the effectiveness of business change and reorganisation.

Our key method was a case study focused on the selected company. This allowed us to deepen our understanding of a realistic life case, analyse it from several angles, and gain insights into its complexity through the research question. This brought together the advantages of the two methodological approaches and can provide a comprehensive understanding of the research problem and its impact on the company's operations.
In the context of the case study, we used different models, namely:

- Analysis and interpretation of the data model (the 2021 comparison and the upgrading of the data model in 2022);
- Interviews with the company's management;
- Survey questionnaire for project managers,
- Survey questionnaire among staff.

Qualitative data have been processed using substantive text analysis and open coding. Quantitative data, using descriptive statistics, where we checked the reliability of the sample using the reliability method Cronbach's alpha. This method assesses how consistent and reliable the different measurement units (e.g. survey questions) relate to the same concept or arrangement. Cronbach's alpha measures internal consistency, i.e. how well individual units are linked to other units on the same scale. A higher coefficient alpha value usually indicates that the measurement is more reliable. Typically, alpha values range between 0 and 1, with higher values showing better internal consistency (Adenama, 2019).

We included 4 project managers and 30 employees in the automotive industry in the sample; the survey questionnaire was drawn up in the 1KA application. Our questionnaire used the arguments on the 5-step Likert scale and the classical 5-step scale. Before the primary survey was carried out, we conducted preliminary testing of the survey questionnaire. This step was crucial to ensure the quality and relevance of the questionnaire, allowing us to identify potential problems in good time and improve the issues before inclusion in the final study. We conducted pilot testing on a small sample of potential participants, reflecting our survey's target population. This allowed us to obtain valuable feedback on the different aspects of the questionnaire. Participants were given the opportunity to assess the comprehensibility of the questions, the clarity of the selection responses, and the experience of completing the questionnaire. Based on the results of the pilot testing, we made the necessary adjustments to the questionnaire to ensure that filling is as convenient, simple and reliable as possible for participants. This allowed us to use a high-quality and appropriate questionnaire in the final survey, which provided reliable and valid results.

The resulting data were processed and interpreted using MS Excel and displayed in tables and charts. They were analysed using descriptive statistics (frequency distribution, arithmetic mean, standard deviation) and reference statistics.

3.4. Data Summary and Analytical Interpretation

The essential purpose of the task was to understand the data monitoring processes in the area of project resources for decision-making and effective management. In particular, we asked how systematic monitoring of the allocation of resources to projects and proper reporting to management enable greater efficiency in the work on projects and contribute to a more efficient business as a whole, which is also reflected in the efficient planning of resources for the acquisition of new projects.

As part of our research, we sought to answer four research questions through a survey of 30 automotive industry employees, 4 project managers, and half a structured interview with the chairman of the company's management board.

R1: How can resources be optimised through the different phases of the projects to accomplish all tasks?

The staff survey suggests that it is slightly in favour of newcomers, 54 %, which can help improve efficiency and innovation through new ideas and unburdenedness. However, experienced employees, with a share of 37 %, do not know how to conclude projects successfully. Optimisation results from the staff's experience correlating their operations under project management. 60 % of project managers replied that they had been in this position for more than ten years and, as a whole, integrated the use of project resources in weekly reporting to management. It is apparent from the interview with the management that they were primarily led to reorganisation and opt-in by a purchaser who wished to know the situation about the capacity and management of the projects. The initiative to set up a project office is also reflected in the staff reply to question 6, where 34 % consider that the company has neither been effective nor ineffective in implementing the projects over the last three years. 32 % of respondents agree on occupancy, and 31 % on motivation and satisfaction. 51 % of the employees surveyed consider the development of technological progress to be effective.

All project managers saw the new model for the utilisation of financial resources as better; two considered the new model for the utilisation of time resources and estimated human resources to be significantly better. The effectiveness of the utilisation of human resources is also demonstrated by staff responses, where 71 % consider communication within the project team to be the most important. The good work done by the project managers shows that 54 % of staff believe that the project leader's and its management's work is vital. Nor can we ignore that 49 % of employees consider updating skills within the project team very important.

Optimising resources in a project is crucial for accomplishing all tasks. To achieve this, several steps can be taken throughout the different phases of the project. During the planning phase, it is important to identify resource needs and allocate them appropriately across various project stages. In the organisation phase, the team and resources should be arranged to complement each other effectively. Supervision involves controlling resource use and monitoring the project's progress to ensure efficient utilisation. Adaptation is essential for addressing any changes in the project by adjusting resources as necessary to maintain alignment with the original plan. Effective communication is vital, as problems often arise during the project, and resolving these issues requires strong communication between the team and resource managers. Finally, the evaluation phase reviews how the project was executed and how resources were utilised, providing valuable insights for improving resource management in future projects.

R2: How does the new resource management approach affect the work of the project manager?

The staff survey and the survey for project managers show that the firm has the right mix of experienced employees and young staff who can quickly and successfully integrate the new approaches to project management and the nature of the work. The Project Office consists of 4 project managers, three of whom have more than 10 years of work experience in the field and are formed by managers. This information is also confirmed in the Leaders' Survey, where the three managers completed more than five projects.

The project manager's work is also influenced by the employee's opinion on managing the project manager. As a result of the staff survey, 60 % replied that the head had consulted the project members and then decided. 29 % have experience with a head who chooses and divides the work among colleagues and supervises the work. The management's interest also influences the work of project managers in mobilising specific resources. One project manager replied that there is a medium interest in using time resources, and two, there is a medium interest in utilising human resources. Three think that there is a strong interest in using financial resources. However, an interview with management shows that efforts are being made to contain all three indicators: financial, time and human resources. According to the answer, the company aims to make the projects more complex by managing all three pillars. This is very effective in the area of accountability after assessing the factors affecting the effectiveness and efficiency of project management by the two project managers. The three leaders consider accurate planning, communication, change management and quality management practical factors.

The whole set of factors affecting the management and work of project managers leads to results that directly demonstrate the characteristics of a good project manager and the achievement of objectives. The management also shows this to business partners as a reference for security, quality, and capacity to attract new projects.

The new resource management approach can significantly impact the work of a project manager in several ways. It enables better organisation, allowing project managers to allocate and arrange resources more efficiently, which leads to improved workflow. Enhanced supervision becomes possible as the new approach provides tools for more effective resource use and project progress monitoring, contributing to a smoother implementation. Improved communication is another benefit, fostering better collaboration between project managers, team members, and resource managers, which aids in resolving problems and enhancing project outcomes. Additionally, the approach facilitates better monitoring, enabling project managers to adapt resources as needed and ensuring that project goals are met efficiently. Finally, it supports a more thorough evaluation by providing insights into how resources were utilised and how the project was executed, offering valuable lessons for optimising resource management in future projects.

However, it is crucial that new approaches are selected and adapted to the specific needs of the project and team and that the project leader become aware of and trained to apply new methods.

R3: How do we design reporting to the company's management as a basis for decision-making?

Given that the company developed, adapted, and restructured over its years of operation on the global market in various programmes, as reflected in the response to the company's management interview, a rethinking of the method of reporting to management was necessary.

The replies from the survey with project managers show an assessment of the utilisation of project resources over the last three years, where progress was made in increased transparency and a practical demonstration of model management and, thus, project resources. Management points out from the interview that input data from project managers' reports has taken an important step towards motivating staff. Integration of key performance indicators (Ms The KPI's – Key performance indicator) aims to reward staff and set monitoring criteria for all three pillars (financial, time and human resources pillar) to set objectives and potential for new projects for buyers.

It is important to note that staff motivation and performance are established from peak to machine line employee. Through vertical promotion and knowledge of the causal results of the company's operations, each employee impacts the effectiveness and efficiency of project management.

Preparing reports for company management involves several key steps to ensure effective decision-making. First, it is essential to identify the target audience and determine the type of information they require. Next, the key data in the report must be identified and classified based on their relevance to management. To enhance clarity and comprehension, suitable graphs and tables should be selected to display the data. The report must also include an analysis and interpretation of the data to help management understand important trends and make informed decisions. Additionally, management should clearly outline key measures or actions based on the data and analysis. The method and frequency of reporting must also be specified to keep management updated on progress and enable timely decisions. Finally, the report should be tested with a sample audience and adjusted before being presented to company management.

The report must contain relevant, accurate, and up-to-date data to help the company's management make decisions that will benefit the company.

R4: How do the results of the data model affect employee satisfaction?

As management, the data model was essentially designed to allow a better overview of the entire project team's operations, monitoring, control and fairer incentives. This implies increased satisfaction for project managers and staff. This is also evidenced by the responses to the staff survey questionnaire, as satisfaction with the project management organisation has increased after the data model's implementation. 49 % of staff are satisfied, and 26 % are delighted with the changes in project management over the last three years. 60 % are satisfied. The change had positive effects across the board.

A systematic approach results in the effectiveness of project management and the influence of the individual through the different phases of the project through better communication, accountability, accurate planning, and change management: transparency of the data model increases trust and employee satisfaction.

The results of a data model can impact employee satisfaction in various ways. By improving operational understanding and management, a data model can enhance efficiency, allowing employees to work more productively and with less effort. This increased efficiency often leads to greater job satisfaction. Additionally, the model can boost motivation by enabling employees to monitor their performance and achieve improved results, fostering a sense of accomplishment. It also enhances employees' sense of control over their tasks, contributing to greater satisfaction. Furthermore, a data model can strengthen the sense of belonging by fostering a deeper connection between employees and the company, positively influencing their overall satisfaction. Lastly, it can increase confidence in the company and its management, creating a more trusting and supportive work environment and enhancing employee satisfaction.

4. CONCLUSION

The research results show that managing project resources (cost, time, human) and thus increasing staff efficiency and management's satisfaction is a key indicator of the company's good performance. Optimising and planning project resources based on the historical results of data models and knowledge of the buyer's requirements, norms and standards lead to better resource planning for new potential projects and increases competitiveness on the global market and, thus, the company's survival, which affects employees' satisfaction, their security and stability in building a career within a company. It represents a perfect starting point for optimising costs, working hours, human resources, progress in the valuation of calibration models, and preparing more competitive offers for new buyers. However, the satisfaction of employees, which is a key resource for managing efficient processes, should not be neglected. Staff members are satisfied with their work on the projects when the work is organised, within the planned time frames and when the project has good administrative support. The project manager, his management mode, and communication within the project team should not lose sight of the culture within the company.

The automotive industry is specific and highly sophisticated regarding its project phases and individual

milestones, which are intermediate stages of project maturity and safeguards for escalating processes. A timely reaction to the deviation is key to achieving the common objective, representing large-scale production in the automotive industry, or as expressed in the English SOP—start of production.

The research aimed to optimise existing resources regarding project transparency, occupying staff and setting cost limits (budgets) for future projects in the automotive industry. The research results clearly show that managing project resources, including costs, time, and human resources, is crucial. This approach raises the level of performance of employees while at the same time strengthening management's satisfaction, which represents essential performance indicators for the sustainable performance of the firm.

Optimal exploitation and planning of project resources, based on past data model outputs and compliance with customer requirements, norms, and standards, has proven crucial in improving resource planning in future projects. This approach contributes to raising the company's competitiveness in the global market, affecting its long-term viability and enabling growth and progress.

At the same time, the fundamental impact on employee satisfaction should not be neglected as they are a key driver of efficient processes. Employees are satisfied when projects are organised and implemented within the planned timeframes while also contributing to adequate administrative support for projects.

The role of the project manager is of utmost importance, as its management mode and the ability to communicate within the project team influence project performance. We must also consider the company's general culture, which is key to creating a working environment where employees reach their best potential.

The research results provide a solid basis for optimising processes, paying particular attention to reducing costs, better using working time, properly managing human resources, and upgrading evaluation models. This opens up opportunities to create more attractive offers for new customers, leading to sustainable growth in the long term.

The master's work results have important application value. At the level of the selected company, the results contribute to improving the project management model, which increases the company's efficiency. In addition, the results are helpful for other stakeholders involved in project management who wish to make improvements in similar cases in their companies. Their use of results allows for better resource management, reduced costs, and improved project management results.

The expected benefits and contributions of our research are multifaceted. On a practical level, our work has enabled the company to improve the model of monitoring and management of project resources, which will help to increase the efficiency of project management and, as a result, improve the company's operations. By establishing an important data analytics system, the company will be able to monitor key performance and efficiency indicators for projects, allowing for better decision-making and optimisation of resources on projects.

At the scientific level, our research contributes to understanding the processes for monitoring data on project sources and their impact on the company's performance. Our research complements existing knowledge by focusing on practical implementation and results in the selected company. This contributed to developing scientific knowledge in project and resource management and their impact on company performance.

Our research contributes to scientific literature as a case study, which provides insight into the practice and concrete application of a project resource monitoring and management model. This helps to spread scientific understanding and knowledge transfer in project management.

Overall, our research has practical value for the selected company, as it will improve the project management model and the efficiency and effectiveness of operations. At the same time, it will provide scientific input by broadening the resource management knowledge of projects and their impact on company performance.

An additional possibility of upgrading the task is opened in the area of the linkage and optimisation of resources also in serial production and after the end of the serial production, where, due to the need for spare parts for 15 years after the conclusion of the latter, each supplier contractually commits to 10 % of the annual serial quantity, which represents a significant potential and, at the same time, a bottleneck for new projects.

4.1. Original Insights for Professional and Theoretical Advancement

The original contribution to this research's disciplines and theory follows an approach combining practical experience and theoretical research in the context of the selected enterprise. By conducting a case study, we have gained insights into the complexity and challenges faced by a company that employs between 300 and 350 people, of which 100 are in storage. A significant milestone in early 2018 was particularly noteworthy when a key project in the automotive industry was successfully acquired, accounting for as much as one-third of the annual turnover of EUR 30.000.000. This achievement catalysed further growth, which led to the reorganisation of the company and the creation of a separate project office focused on the automotive industry.

The research focused on a fundamental research challenge: managing projects and project assets effectively and how this affects the company's overall viability. These issues relate to creating robust theoretical foundations but have been tested and confirmed in a real business case. We have achieved several important outcomes by combining systematic work and a vision of company management. We have increased the project team's efficiency, reduced costs and acquired additional projects by redesigning how we work and allocating tasks. These new projects have increased business volume and brought the company's competitiveness to the global market.

The integrated approach of this research thus contributes to the profession through both practical insights

and a theoretical basis by combining the company's concrete experience with an analysis of the impact of effective project management on business performance. This opens the door for further research and practice and helps develop guidelines for successfully managing projects in complex business environments.

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