

**The evolving mandate of project management offices:
governance, innovation, and performance, evidence from a
longitudinal case study**

António Monteiro

[0009-0002-9139-6305] amonteiro@novaims.unl.pt
NOVA Information Management School (NOVA IMS),
Universidade Nova de Lisboa,
Campus de Campolide, 1070-312 Lisboa, Portugal

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Title:

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Abstract

Purpose

This study investigates the long-term evolution of the Project Management Office (PMO) within the foundation of Organizational Project Management (OPM). It examines how the PMO's mandate, authority, and responsibilities developed in a large European organization, tracing its transition from departmental support to strategic governance and, more recently, to a central role in innovation and artificial intelligence (AI) initiatives.

Design/methodology/approach

A longitudinal single-case study design was employed, combining semi-structured interviews, internal documentation, and a follow-up questionnaire with EPMO professionals to identify PMO functions across stages and analyze mandate and authority expansion.

Findings

Three main findings emerged. First, the PMO evolved through four stages, expanding from IT support to enterprise-wide governance. This followed a layered mandate logic, where foundational functions were retained while governance and strategic roles were progressively added. Second, a decisive transformation occurred when the PMO was relocated from IT to board-level reporting, expanding its autonomy, process performance, and strategic influence. Third, the PMO was explicitly mandated to lead innovation and AI initiatives, positioning it as both a governance body and a driver of digital transformation.

Originality/value

This study provides a rare longitudinal examination of PMO evolution in the context of OPM, addressing limited empirical evidence on sustained PMO development beyond early support and governance roles. It advances the concept of the layered mandate and offers guidance for structuring PMOs to sustain stability, expand authority, and assume responsibility for innovation and AI governance.

Keywords: *Project management office; Project management; Organizational performance; Project governance; Innovation; Longitudinal study.*

1 Introduction

Organizations increasingly operate in complex and dynamic environments where the ability to align projects governance with strategic objectives is critical to competitiveness and long-term sustainability. In this context, OPM has emerged as a strategic framework that integrates projects, programs, and portfolios to ensure coherence between execution and strategy (Müller *et al.*, 2019). At the center of this structure the PMO plays an increasingly pivotal role. Once viewed primarily as an administrative support entity, the PMO has progressively evolved into a strategic mechanism responsible for project governance, standardization, knowledge integration, and increasingly, digital transformation (Müller and Wang, 2024). Foundational PMO studies document this transformation through functional typologies (Hobbs and Aubry, 2007), relational structures (Müller *et al.*, 2013), and transition patterns (Aubry *et al.*, 2010). These contributions show that PMOs adapt to contextual pressures, experience cycles of change, and may even be temporary or unstable organizational arrangements (Bredillet *et al.*, 2018). However, much of this work is cross-sectional or examines change over relatively short periods. As a result, the literature still provides limited understanding into how a PMO's mandate, authority, and responsibilities accumulate, stabilize, or transform over long time horizons. In particular, the field lacks systematic explanations of how foundational governance functions evolve as PMOs progressively integrate strategic responsibilities, influence corporate decision-making, or respond to digital-era disruptions.

Recent studies acknowledge that PMOs increasingly participate in digital transformation initiatives (Simard and Aubry, 2025) and that emerging technologies, such as analytics, automation, and AI, are reshaping project processes and organizational workflows (Vom Brocke *et al.*, 2021). Likewise, the business process management (BPM) literature highlights that AI is altering business processes through conversational, autonomous, and increasingly sophisticated mechanisms that require formal governance structures (Rosemann and Vom Brocke, 2024). Yet, despite the growing recognition of digital pressures, to the best of our knowledge, existing research has not systematically examined the role of the PMO in AI, and how these governance responsibilities

integrate with traditional project, program, and portfolio governance roles. These gaps limit current understanding of how PMOs develop authority, secure legitimacy, and contribute to long-term organizational performance, not only through traditional governance structures, but also by orchestrating digital innovation and AI-enabled transformation. To address these gaps, the present study investigates the evolution of PMO functions and mandates through a 16-year longitudinal case study of a large European organization, here anonymized as Alpha. The extended time span provides a rare opportunity to examine how PMO functions expand, contract, or become reconfigured, and how novel digital responsibilities are integrated within a broader OPM framework. The study addresses the following research questions:

RQ1: How do PMO functions evolve over time, and what does this reveal about changes in the PMO's mandate and authority?

RQ2: How can the evolution of PMO functions be conceptualized to explain the stability and strategic integration of PMOs within organizations?

Alpha established an Enterprise PMO (EPMO) in 2009 to coordinate and govern its project activities across multiple operational entities. Over sixteen years, the PMO evolved from a departmental support unit embedded in IT to an enterprise-wide governance structure reporting directly to the board. This trajectory reveals a progressive widening of scope, increasing authority, and ultimately, the incorporation of AI and innovation governance as a formal mandate.

This study advances the literature through several significant contributions. First, it provides a longitudinal explanation of PMO evolution expanded progressively in four distinct stages evolving from IT support to enterprise-wide strategic authority. Second, this evolution introduces the concept of a layered mandate of the PMO, where foundational functions were retained while new layers of governance and strategic influence were added. This demonstrates how PMOs can achieve stability and build long-term legitimacy within organizations, challenging the assumptions that PMOs are inherently temporary or structurally unstable. Third, the effects of AI are already evident within the organization, with the PMO explicitly mandated to lead AI-related initiatives marking a significant departure from traditional PMO roles. This AI/innovation mandate positions the PMO as a central orchestrator of digital capabilities, business process transformation, and as a central driver of innovation.

The paper is structured as follows. Section 2 presents the literature review on OPM, PMOs, and governance dynamics. Section 3 outlines the research methodology. Section 4 introduces the case study and presents the empirical findings. Section 5 discusses the results in relation to the existing literature. Section 6 concludes with implications for theory and practice and avenues for future research.

2 Literature Review

2.1 Organizational Project Management

OPM is a strategic framework that integrates project, program, and portfolio management to align project-related activities with corporate strategy and long-term objectives (Anantatmula and Rad, 2018). The concept of OPM has emerged from the recognition that managing projects as isolated entities is insufficient for sustaining competitiveness in dynamic environments. Establishing a structured approach to governance, OPM enhances the coordination of resources, strengthens project success, and ensures that execution is consistently linked to strategic priorities (Crawford, 2006). This evolution led to the institutionalization of OPM as a management discipline that enables organizations to achieve competitive advantage through more effective governance of projects, programs, and portfolios (Tsaturyan and Müller, 2015).

OPM improves project selection, portfolio prioritization, resource allocation, and risk management, ultimately leading to higher success rates and enhanced organizational outcomes (Kutsch *et al.*, 2015). Empirical studies further demonstrate that organizations with mature OPM arrangements exhibit greater agility, adaptability, and resilience in rapidly changing markets (Badewi, 2022; Karim *et al.*, 2022). Furthermore, OPM fosters organizational learning and innovation (Lappi, 2019). Through the institutionalization of best practices and the systematic transfer of knowledge across projects, OPM contributes to organizational memory, supports continuous improvement, and enhances decision-making (Drouin and Jugdev, 2013; Yazici, 2020).

2.2 Project management offices

A critical component of OPM is the PMO, which functions as a governance mechanism to oversee project execution, standardize practices, and facilitate knowledge transfer across initiatives (Paton, 2019). PMOs vary widely in structure and mandate, ranging from operational support units to strategic entities that directly influence portfolio decisions and corporate transformation (Monteiro *et al.*, 2024). More recently, PMOs have gained prominence in supporting digital transformation and innovation-driven change, where they act as integrators of strategy and execution (Simard and Aubry, 2025). PMOs are recognized as dynamic, strategic entities that integrate project execution with corporate strategy and adapt to organizational complexity, thereby ensuring that projects and portfolios contribute to long-term success and organizational sustainability (Kock *et al.*, 2024). This strategic and coordinating role resonates with broader organizational governance perspectives, as research on structured governance mechanisms highlights their importance in managing variability, aligning operational activities with strategic objectives, and supporting continuous process improvement (Vom Brocke *et al.*, 2014; Trkman, *et al.*, 2010). Research on BPM capability development also shows that organizations benefit when they institutionalize practices for knowledge sharing, performance measurement, and standardization (Abubakre *et al.*, 2021), concepts that are consistent with the PMO functions identified in prior project management studies. Despite their potential, PMOs are dynamic organizational arrangements whose structure and mandate evolve in line with how their role is understood within the organization, and they often face challenges such as resistance to change, ambiguous mandates, and insufficient authority (Aubry *et al.*, 2010). Mahabir and Pun (2022) stress that strong leadership and a clearly defined mandate are essential for PMO success, particularly when cultural or political barriers exist. Müller *et al.* (2013) further describe PMOs as relational entities that adapt to organizational dynamics and external pressures. Patanakul (2022) also emphasize that PMOs co-evolve with organizational routines, adjusting their roles as portfolio demands evolve. Periods of relative stability are therefore often followed by reconfiguration as the underlying rationales for existing arrangements are progressively questioned (Singh *et al.*, 2009).

This perspective challenges overly simplified layered models and recognizes that PMO responsibilities may expand or contract depending on shifting strategic needs, organizational restructurings, environmental turbulence, or external pressures. (Bredillet *et al.*, 2018).

2.3 PMO Functions

The literature highlights a wide range of functions performed by PMOs, reflecting their critical role in organizational project management and their continuous evolution in response to growing complexity, strategic demands, and the need for adaptability (Darling and Whitty, 2016). Scholars have contributed extensive empirical evidence on these functions, from the foundational typology of Hobbs and Aubry (2007) to more recent investigations (Agyeman *et al.*, (2025)). Together, these studies emphasize that PMO functions span operational, tactical, and strategic domains, with some enduring as core responsibilities while others emerge as context-dependent or evolving roles.

Table 1 provides a comparative synthesis of the functions most frequently cited across two decades of research. Functions such as developing and implementing standardized methodologies, monitoring and controlling project performance, and reporting project status to senior management consistently appear across studies, reaffirming their recognition as fundamental PMO responsibilities. These core functions underline the PMO's role in process standardization, project oversight, and effective communication with executive leadership. In contrast, functions such as facilities and equipment support, networking and environmental scanning, and vendor and contractor relationships appear less frequently. Their lower incidence suggests that these responsibilities are highly context-dependent, shaped by industry relationships organizational maturity, or environmental uncertainty.

Comparisons between earlier studies and more recent contributions reveal both continuity and change. While a foundational set of PMO functions has remained stable over time (Hobbs and Aubry, 2007), newer functions, such as managing stakeholder interfaces, communication between projects, and providing facilities and equipment support illustrate an expansion of the PMO into areas that in the past were not typically associated with its responsibility or mandate (Ershadi *et al.*, 2023; Alghaseb and Alali, 2024; Sandhu *et al.*, 2019; Arbabi *et al.*, 2020). This evolution underscores the adaptive and context-sensitive nature of PMO functions (Ichsan *et al.*, 2023) as they continue to expand beyond operational support to address broader organizational challenges.

Table 1: A Cross-Temporal Analysis of PMO Functions

Functions	# cited	References
Allocate resources between projects	6	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Alghaseb and Alali (2024).
Benefits management	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023).
Communication between projects	2	Ershadi <i>et al.</i> (2023); Alghaseb and Alali (2024).
Conduct post-project reviews	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Hans and Mnkandia (2023).
Conduct project audits	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Hans and Mnkandia (2023).
Coordinate between projects	7	Hobbs and Aubry (2007); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Develop and implement a standard methodology	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Develop and maintain a project scoreboard	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Hans and Mnkandia (2023).
Develop competency of personnel, including training	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Facilities and equipment support	2	Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020).
Identify, select and prioritize new projects	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Implement and manage database of lessons learned	8	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Implement and manage risk database	5	Hobbs and Aubry (2007); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Alghaseb and Alali (2024).
Implement and operate a project information system	8	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Manage archives of project documentation	6	Hobbs and Aubry (2007); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Manage one or more portfolios	5	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Ershadi <i>et al.</i> (2023).
Manage one or more programs	1	Hobbs and Aubry (2007).
Manage stakeholder's interfaces	3	Jalal and Koosha (2015); Aubry and Brunet (2016); Ershadi <i>et al.</i> (2023).
Monitor and control the performance of the PMO	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Arbabi <i>et al.</i> (2020); Agyeman <i>et al.</i> (2025).
Monitoring and control of project performance	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Networking and environmental scanning	2	Hobbs and Aubry (2007); Aubry and Brunet (2016).

Participate in strategic planning	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Promote project management within the organization	7	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023).
Provide a set of tools without an effort to standardize	4	Hobbs and Aubry (2007); Aubry and Brunet (2016); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Provide advice to upper management	5	Hobbs and Aubry (2007); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Provide mentoring for project managers	8	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024).
Recruit and determine salaries for project managers	4	Aubry and Brunet (2016); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Report project status to upper management	9	Hobbs and Aubry (2007); Jalal and Koosha (2015); Aubry and Brunet (2016); Sandhu <i>et al.</i> (2019); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023); Hans and Mnkandia (2023); Alghaseb and Alali (2024); Agyeman <i>et al.</i> (2025).
Vendor/contractor relationships	3	Jalal and Koosha (2015); Arbabi <i>et al.</i> (2020); Ershadi <i>et al.</i> (2023).

Source: Authors own work

2.4 PMO Mandate and Governance Dynamics in AI Contexts

The authority of a PMO is defined by its mandate and the functions it performs within the organization. Aubry and Brunet (2016) demonstrated that PMOs can be positioned along a continuum, ranging from supportive entities with limited influence to directive structures with substantial authority. The extent of this authority shapes how effectively the PMO can deliver on its mandate and contribute to organizational performance (Braun and Sydow, 2024). High-authority PMOs typically enforce compliance with organizational policies, oversee methodologies, and directly monitor project performance (Aubry, 2015). Related governance research indicates that structured coordination mechanisms enhance transparency, accountability, and cross-unit integration (Röglinger *et al.*, 2012), dimensions that are equally relevant for understanding the evolution of PMO authority and mandate. For example, PMOs endowed with portfolio-level authority can influence project selection and prioritization, ensuring that organizational resources are allocated to initiatives that best support strategic objectives (Unger *et al.*, 2012). Similarly, when empowered to mediate between senior executives and project teams, PMOs contribute to improved stakeholder management (Rabechini *et al.*, 2022) and facilitate strategic dialogue across organizational levels (Müller *et al.*, 2013).

In addition, the growing role of information technologies, particularly artificial intelligence, in shaping organizational processes further reinforces the importance of governance and coordination mechanisms in contemporary organizational arrangements (Beerepoot, 2023). As organizations increasingly embed AI into both operational and strategic processes, research on digital innovation and automation (Benbya *et al.*, 2021) offers complementary perspectives for understanding the expanding mandate of PMOs in supporting technology-enabled transformation.

Figure 1 illustrates the conceptual relationship between OPM layers, projects, programs, and portfolios, and the mandate of the PMO. The diagram positions PMO functions as a linking mechanism between executional and strategic levels, showing how these functions converge within the PMO mandate. This visual representation reinforces the view that PMO authority is not fixed but dynamic, simultaneously supporting operational execution while progressively evolving into a strategic governance entity embedded in organizational decision-making.

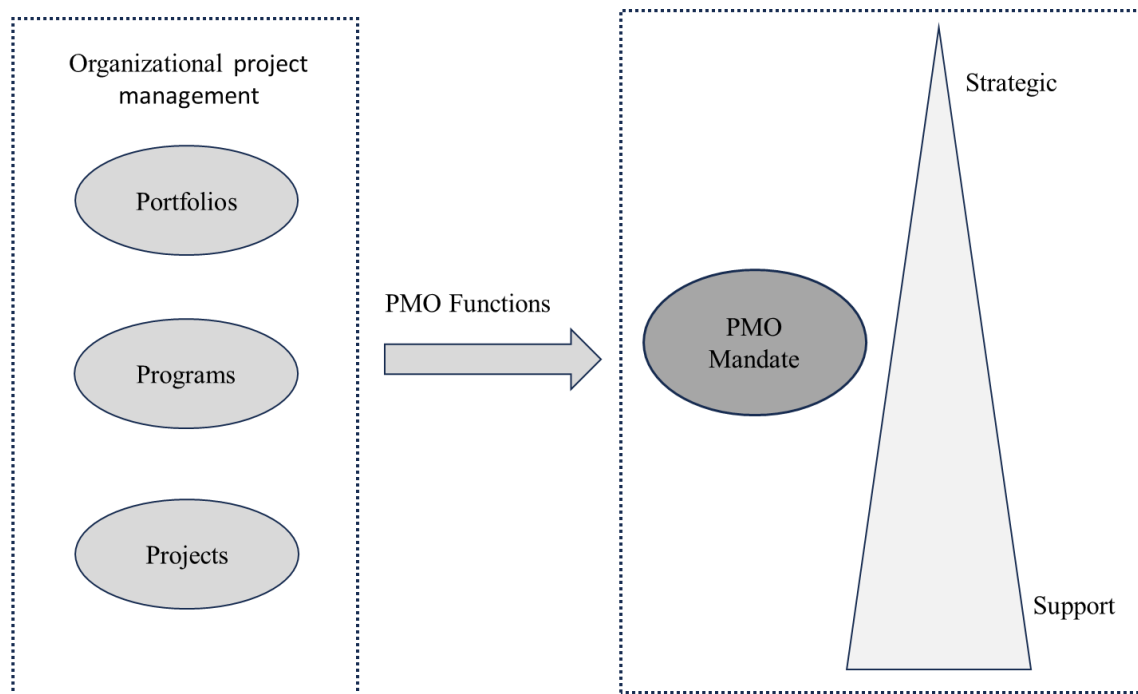


Figure 1: Conceptual Framework for the PMO's mandate (Source: Authors own work)

3 Methodology

3.1 Overview of the case organization

Alpha (a pseudonym used to preserve confidentiality) is a leading European company in asset management and hospitality, with a workforce of over 4,000 employees across multiple countries. Operating in diverse markets with different levels of maturity presents significant challenges related to standardization, communication, and knowledge integration. In response to globalization and intensifying competition, Alpha established a shared services center to consolidate several business units including information technology, human resources management, and project management aimed at supporting business and process development across the group. As part of this strategy, a PMO was established in 2009 to oversee initiatives ranging from individual projects to large-scale, complex programs. Currently operating as an Enterprise PMO (EPMO), the unit manages a diversified portfolio of approximately 70 budgeted projects each year. Most of these initiatives are strategically significant, typically characterized by medium to long-term duration, large multidisciplinary teams, and substantial financial investment. Some smaller projects are also incorporated into the EPMO's portfolio when they carry strategic relevance or interdependencies with higher-level initiatives. Regardless of whether a project is directly managed by the EPMO, all projects across the organization are subject to centralized supervision, ensuring consistency in monitoring and performance evaluation.

The EPMO comprises a Senior Board Member, a PMO Manager, and twenty-three professionals, including project managers, business analysts, process managers, and specialists in innovation and robotic process automation (RPA). To enhance internal capacity, external project managers are also contracted on a temporary basis to support project delivery. Table 2 presents the organizational demographics.

Table 2: Organization demographics

Dimension	Attribute	Details
Strategic Context	Industry	Asset management and hospitality, with specialization in private credit and real estate portfolio management.
	Geographic Scope	Operations across multiple European countries, with heterogeneous market maturity.

	Shared Services Structure	Centralized Shared Services Center supporting IT, HR, Finance, Business Development, and Project Management.
EPMO Foundation and Mandate	Year Established	2009 (initial PMO), expanded to Enterprise PMO (EPMO) over time.
	Strategic Role	Governance of cross-organizational project portfolios; integration of digital transformation and innovation initiatives.
	Project Portfolio	~70 active budgeted projects annually, including large-scale programs and strategic transformation initiatives.
EPMO Structure	Leadership	Head of PMO with oversight by a Senior Board Member responsible for strategic governance.
	Internal Team Composition	23 professionals: 1 portfolio manager, 2 program managers, 6 project managers, 2 business managers, 9 business analysts, 3 innovation/automation specialists.
	External Resources	Temporary engagement of external project managers to augment capacity and specialized expertise.
Professional Experience	Program Managers	Mean years of professional experience: 12 years
	Project Managers	Mean years of professional experience: 9 years
	Business Analysts	Mean years of professional experience: 6 years
	Business Managers	Mean years of professional experience: 7 years
	Innovation/Automation Specialists	Mean years of professional experience: 4 years
Survey Respondents	Total Respondents	23 EPMO professionals directly involved in PMO operations.
	Criteria for Inclusion	Direct involvement in PMO activities, strategic planning, governance processes, and cross-project coordination.

Source: Authors own work

3.2 Research design

A longitudinal single-case study design was employed. This approach was chosen for its ability to support in-depth examination of contemporary organizational phenomena (Flyvbjerg, 2006) and its suitability for generating new insights in emerging domains such as digital transformation (Deepu and Ravi, 2022). The case organization was selected using a purposeful sampling strategy (Patton, 2015), based on its theoretical relevance to the research questions and its suitability as an information-rich case. Alpha represents a mature PMO environment with a long operational history, multiple transition points, and enterprise-wide governance responsibilities. These characteristics render it a critical and revelatory case in Yin's (2013) typology, offering an exceptional opportunity to investigate PMO evolution in depth. A single case further allows for longitudinal analysis of the phenomenon of interest (Kozlowski, 2015), making it particularly suitable for capturing temporal dynamics.

In this longitudinal study, a European organization with an established PMO was examined to explore the factors driving PMO transitions over time. As Yin (2011) notes, a longitudinal case study enables the analysis of a single case across multiple points in time, allowing for the investigation of the evolution of specific organizational features. This case was deliberately selected to provide rich insights into the governance and functioning of a PMO in a complex, multi-project and inter-organizational context. Analyzing an organization with significant project investments operating across multiple geographies highlights the challenges of coordination, governance, and knowledge transfer inherent to contemporary PMO practice (Brunet *et al.*, 2025; Martinsuo and Ahola, 2022).

The study spans a 16-year period, enabling the observation of sequential events and organizational adaptations. Voss (2010) emphasize that extended time horizons strengthen the ability to capture dynamic processes and provide deeper insights into organizational evolution. Although reliability is not the primary goal of qualitative research (Yin, 2013), consistency was ensured through a structured case protocol that guided interviews, observation, and document analysis. Data collection involved participant observation, analysis of documents from the company's quality system, and semi-structured interviews with key informants. Preliminary findings were later presented to the PMO Director and Senior Board Member as a form of member validation, ensuring the accuracy of interpretations and reinforcing the credibility of results.

3.3 Development of data collection instruments.

Two complementary techniques were employed to obtain empirical evidence: semi-structured interviews and a questionnaire-based survey. The interviews were designed to capture detailed perspectives on PMO functions, governance practices, and management support, following the structured approach proposed by Rashidi *et al.* (2014). Interviews were conducted with two key informants: the PMO Manager and a senior Board member with direct responsibility for PMO governance. These informants were selected using a criterion-based sampling strategy (Miles *et al.*, 2014) due to their strategic oversight of the PMO and their direct involvement in decisions related to its mandate, authority, and evolution over time. In line with prior qualitative research,

both participants can be considered elite informants (Welch *et al.*, 2002), as their positions provided comprehensive visibility across all stages of the PMO's development.

The interview protocol focused on the historical evolution of the PMO, the strategic decisions underpinning key transitions, critical moments shaping its mandate, and the PMO functions associated with each stage of development. To ensure consistency and comparability, the interviews followed a standardized guide in which the same questions were asked in the same sequence (Bryman, 2016). The interview guide was reviewed by an independent researcher to assess content validity, question sequencing, and the adequacy of response prompts, thereby strengthening methodological rigor (Saunders *et al.*, 2007).

3.4 Data collection

Interviews were conducted individually and face-to-face, each lasting approximately 90 minutes. With participants' consent, all interviews were audio-recorded and subsequently transcribed verbatim. Confidentiality and anonymity were assured in accordance with ethical standards for qualitative research (Edwards and Mauthner, 2002). While the interviews provided rich insights into the evolution of the PMO and its governance arrangements, they also revealed some ambiguity regarding the precise timing and presence of specific PMO functions across different stages. To validate and refine these findings, a questionnaire was administered to all twenty-three professionals working within the EPMO, resulting in a complete response rate. Respondents were asked to indicate the presence of specific PMO functions across the previously identified evolutionary stages. This step provided an organization-wide perspective and helped corroborate the interview-based reconstruction.

In addition, respondents were encouraged to draw not only on their professional experience but also on extensive historical project documentation available within the organization. The questionnaire was developed based on functions identified during the interviews and informed by a comprehensive review of the academic literature on PMO roles and responsibilities, thereby enhancing construct validity (Guest *et al.*, 2017). Data collection took place between March and July 2024. Interviews were conducted in May 2024. Archival documentation covering the period from 2009 to 2025 was analyzed between March and June 2024. The questionnaire was

administered in June 2024 and remained open for ten days. Member validation meetings with the interviewees were conducted in July 2024. The combination of interviews, documentation, observation, and survey data constitutes methodological triangulation (Denzin, 2012), enabling convergence of managerial, operational, and historical perspectives.

3.5 Data Analysis

The analysis of PMO functions followed a structured, multi-step, and iterative process (Lundy, 2013). First, interview transcripts and archival documents were analyzed using thematic coding and temporal bracketing to identify shifts in the PMO's mandate, authority, and functional responsibilities over time. The thematic structure of the interview guide informed the definition of first-order coding categories, which were systematically applied during this phase and subsequently aggregated into higher-level analytical themes. This process enabled the identification of distinct evolutionary stages characterized by relatively stable configurations of PMO roles and governance arrangements. Second, survey data from the twenty-three EPMO professionals were analyzed to validate the presence of PMO functions within each identified evolutionary stage. Survey items were mapped to the PMO functions identified through the qualitative analysis, allowing assessment of the extent to which these functions were perceived as being in place at different points in time.

Descriptive analysis was used to examine patterns of convergence and divergence across respondents, thereby providing an organizational-level perspective on the functional configuration of the PMO. The survey results were used analytically to corroborate, refine, or challenge interpretations derived from interviews and archival data. Third, a focus group was convened comprising the PMO Manager, the senior Board member, two senior Program Managers, and the Portfolio Manager. Drawing on the survey results, historical project documentation, and their institutional knowledge (Yin, 2013), the group reviewed the preliminary mapping of PMO functions across all stages of evolution. The discussion focused on assessing the coherence, plausibility, and completeness of the identified functions for each stage, and on resolving discrepancies between data sources. The final mapping was validated through collective agreement among participants. Divergent interpretations or inconsistencies between data sources were

explicitly discussed and resolved through consensus, thereby addressing potential retrospective bias and enhancing interpretive reliability.

Appendix A documents the explicit link between interview questions, first-order coding categories, and second-order analytical themes used in the analysis, thereby enhancing transparency in the qualitative coding process. Consistent with recommendations for methodological rigor in qualitative research (Guest *et al.*, 2017), this triangulated and iterative analytical approach ensured that the classification of PMO functions was empirically grounded, internally validated, and theoretically informed.

4 Findings

The longitudinal analysis of Alpha reveals a clear trajectory in the evolution of its PMO over a 16-year period. Although this evolution can be described through four distinct stages, the findings show that the expansion of the PMO's authority and scope was driven by a limited number of underlying mechanisms. Specifically, the PMO's development was shaped by the progressive building of organizational legitimacy through demonstrated value, the structural embedding of the PMO within corporate governance arrangements, and the expansion of capabilities related to digitalization and innovation. Table 3 summarizes the PMO functions associated with each stage, while the following sections illustrate how these mechanisms manifested across successive phases of the PMO's evolution.

Table 3: PMO Functions Across Evolutionary Stages

	Stage1	Stage2	Stage3	Stage4	Maturity
Functions	(2009)	(2017)	(2021)	(2024)	(2025)
Report project status to upper management	√			√	√
Monitoring and control of project performance	√			√	√
Coordinate between projects	√				√
Identify, select and prioritize new projects	√				√
Allocate resources between projects	√				√
Provide advice to upper management	√				√
Manage archives of project documentation	√				√

Vendor/contractor relationships	√			√
Manage stakeholder's interfaces	√			√
Manage one or more portfolios	√	√		√
Develop and implement a standard methodology	√	√	√	√
Implement and operate a project information system		√	√	√
Develop and maintain a project scoreboard		√		√
Develop competency of personnel, including training		√		√
Benefits management		√		√
Implement and manage database of lessons learned		√		√
Implement and manage risk database		√		√
Recruit and determine salaries for project managers			√	√
Participate in strategic planning			√	√
Innovation and operational excellence			√	√

Note: Maturity reflects the current configuration of PMO functions (Source: Authors own work)

4.1 Stage 1: Initial PMO Structure within IT

The PMO at Alpha was first established in 2009 within the IT department, marking the organization's initial step toward formalizing project management practices. Its creation responded to the need for greater control and visibility over IT initiatives, particularly infrastructure development, software implementations, and system integrations, which were becoming increasingly complex and resource intensive. At this early stage, the PMO's authority was limited, and its role focused primarily on operational and administrative support.

The primary functions of the PMO included reporting project status to senior management, monitoring and controlling project performance, and coordinating activities between IT projects, as well as maintaining project documentation archives and providing ad hoc advice to management. Despite these responsibilities, the PMO operated as a support and coordination unit rather than a decision-making authority. Strategic responsibilities such as portfolio management, project prioritization, or benefits management were absent. Executive management retained full control over project selection and corporate-level decision-making. As the PMO Manager noted, the unit existed primarily to “*ensure that IT projects were properly controlled and reported, but the decisions remained entirely with management, we had no influence on decisions*”.

Nevertheless, the establishment of the PMO represented a critical foundation for Alpha's organizational development. It provided the first structured mechanism for consolidating project

information, improving transparency, and ensuring that IT projects were not managed in isolation. While its scope and authority were still restricted, stage 1 laid the foundation for the PMO's organizational legitimacy, creating the conditions for its subsequent expansion into broader governance and strategic roles.

4.2 Stage 2: Governance Expansion and Standardization

In 2017, the PMO began to move beyond its initial support role, transitioning into a more governance-oriented unit. A major functional expansion during this phase was the PMO's initial involvement in portfolio management. This shift marked an important increase in authority, as the PMO moved beyond performance tracking to begin influencing resource allocation across initiatives. This evolution was triggered by the organization's growing recognition that fragmented practices across projects were leading to inefficiencies, inconsistent outcomes, and difficulties in coordination. The Board Member recalled that project failures and coordination breakdowns became visible at the executive level: *"We started seeing duplicated efforts and delays. It was obvious that the PMO needed a more transversal role"*. To address these issues, the PMO introduced standardized project management methodologies, creating a consolidated approach for project planning, execution, and reporting, and reinforcing its role as a stabilizing governance mechanism.

The addition of vendor and contractor relationship management further broadened the PMO's scope, extending its oversight beyond internal IT projects to external partners. This expansion reflected the increasing reliance on external service providers and the need for consistent governance across organizational boundaries. Although its mandate remained limited compared to later stages, this phase represented the PMO's first formal step toward organizational governance, moving from operational support to a coordinating and standardizing role. According to the Board member *"this stage marks the PMO's first steps toward organizational governance, moving from operational support to a stabilizing function with growing influence"*, demonstrating the value of structured practices and reinforcing the PMO's growing legitimacy and influence.

4.3 Stage 3: Strategic Integration and Expansion

The year 2021 marked a decisive turning point in the PMO's evolution. Acknowledging the growing importance of project management as a driver of strategic outcomes, Alpha formally repositioned the PMO from the IT department to the corporate level, granting it a direct reporting line to senior management. This structural shift significantly elevated the PMO's authority, expanding its scope from departmental oversight to enterprise-wide governance. With this new positioning, the PMO acquired responsibility for strategic planning, portfolio prioritization, and the selection of new projects, giving it direct influence over investment. The Board Member emphasized the need for an organization-wide perspective: *"We needed a PMO that looked at the whole company... the previous IT-centered structure could no longer support the scale and strategic relevance of our portfolio"*.

New evaluative and control functions were also introduced, including the implementation of a project management information system, risk databases, and benefits management. These additions strengthened data-driven decision-making and governance capabilities. At the same time, the PMO institutionalized organizational learning mechanisms, including lessons-learned databases and competency development programs, promoting a culture of project excellence across the organization. This stage represents the PMO's transformation from a governance body into a strategic integrator. The PMO was no longer confined to oversight functions but had become a key structural actor in organizational transformation and long-term value creation.

4.4 Stage 4: Enterprise-Level Strategic Authority and AI Incorporation

In 2024, the PMO reached full corporate maturity, becoming an integral component of organizational governance. Its role in investment decisions and project prioritization was consolidated, confirming its authority over resource allocation. A key expansion at this stage was the PMO's assumption of responsibility for human resource governance related to project professionals, including recruitment, evaluation, and compensation. This shift positioned the PMO as the steward of project management capabilities and reinforced its legitimacy as a strategic governance actor. According to the Board Member, *"the business unit became responsible for identifying the required project management profiles and for directly recruiting these*

professionals, including the definition of their compensation and benefits packages. Earlier governance functions were further strengthened through the use of a project information system and a project scoreboard, enabling data-driven decision-making, real-time monitoring, and enhanced risk prediction.

A further expansion of the PMO's mandate occurred with the formal introduction of Innovation and Operational Excellence as a core function. Senior leadership explicitly positioned the PMO as the appropriate locus for governing AI initiatives, given its cross-organizational visibility and governance maturity. The Board Member explained *"The PMO was the only unit with enough maturity and cross-organizational view to govern the complexity of AI adoption."* The PMO Manager added, *"AI forced us to rethink processes end to end. Innovation became part of our governance model, not something separate"*.

To support this role, the PMO was reorganized to incorporate innovation specialists and business analysts, enabling the coordination of AI and automation-related initiatives across the organization. This integration consolidated the PMO's position as an enterprise-level authority, combining strategic governance with responsibility for innovation and digital transformation.

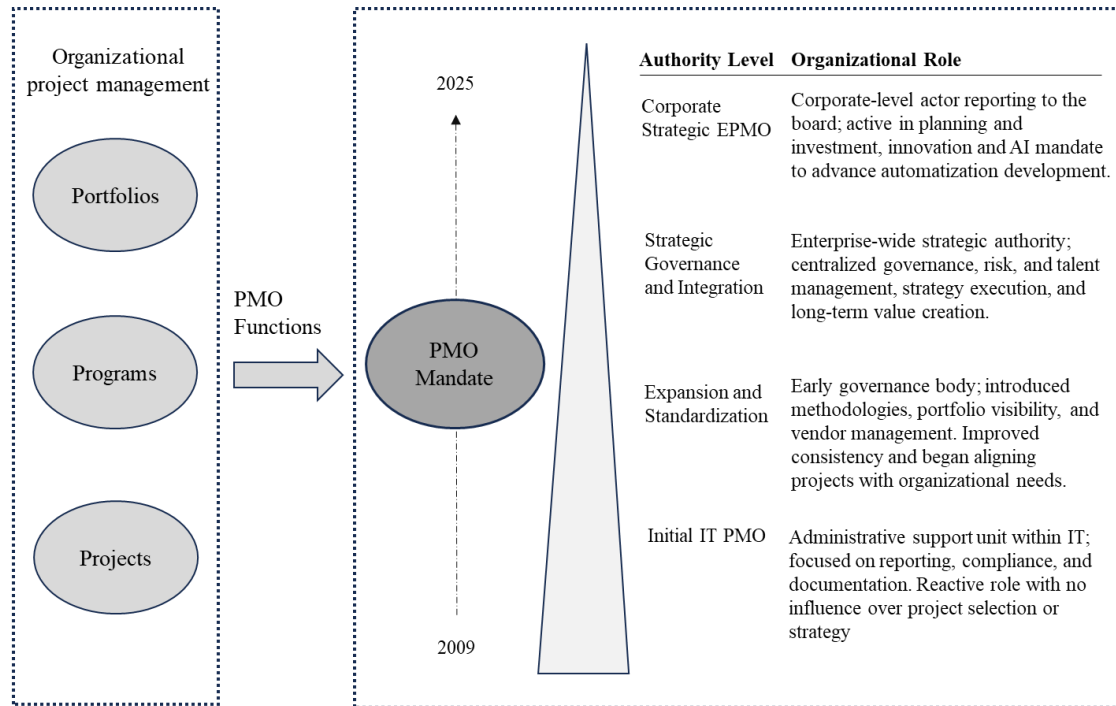
4.5 Current Stage: Maturity and Corporate Integration

The current stage reflects the cumulative outcome of the PMO's evolution across earlier phases, resulting in a mature configuration characterized by enterprise-wide authority and deep integration into organizational governance. The PMO now operates as a central governance actor across the corporate group, extending its mandate beyond the parent company to all subsidiaries and serving as the focal point for project management standards, governance, and strategic alignment.

Governance standards were harmonized across subsidiaries, ensuring consistency in processes, methodologies, tools, and reporting regardless of organizational unit or geography. As the Board Member articulated this shift, *"Today, no major project starts without the PMO. Regardless of the company or country, the PMO sets the standards"*. This evolution was supported by the progressive expansion of PMO capabilities, including business analysts, program and portfolio managers, and innovation and automation specialists. These capabilities enabled the PMO to manage greater portfolio complexity, reinforcing its authority and organizational legitimacy. Figure 2 synthesizes

this trajectory, illustrating how the PMO’s authority broadened progressively across stages, culminating in a mature enterprise-level role embedded within organizational governance.

Figure 2: Evolution of PMO Mandate within Organizational Governance



Source: Authors own work

5 DISCUSSION

This study demonstrates the evolution of the PMO mandate in a large European organization across five distinct stages over more than a decade and a half, highlighting how its role, authority, and responsibilities progressively transformed over time. The findings contribute to three central debates in the literature: (1) the long-term evolution and stability of PMOs, (2) the expansion of their mandate and authority from IT support to board-level governance, and (3) the integration of innovation responsibilities, particularly in leading AI initiatives.

5.1 Longitudinal Evolution and Stability of the PMO

The longitudinal evidence from this case suggests that PMO evolution may occur through cumulative layering rather than through cycles of replacement or discontinuity. Over a 16-year period, Alpha's PMO retained its initial administrative functions while progressively incorporating governance and strategic responsibilities, eventually assuming an enterprise-wide role. This finding contrasts with earlier characterizations of PMOs as inherently unstable organizational arrangements subject to frequent reconfiguration or dissolution (Aubry *et al.*, 2011). Instead, the results are consistent with studies indicating that PMOs can co-evolve with organizational routines as their mandate adapts in response to growing legitimacy and organizational needs (Bredillet *et al.*, 2018; Barbalho *et al.*, 2022). The case indicates that stability was associated with incremental functional expansion rather than disruptive transformation. The layered mandate observed in this study illustrates how PMOs may persist by retaining support-oriented functions while progressively extending into more strategic domains. This evolution should not be interpreted as a universal trajectory but as a context-dependent outcome shaped by organizational stability and leadership alignment. In this respect, the findings align with BPM perspectives that emphasize the alignment of organizational strategy, contextual conditions, and capabilities, and the use of targeted initiatives to further develop these capabilities and assess performance outcomes (Roseman *et al.*, 2024). This study complements existing work emphasizing reconfiguration and political dynamics (Ward and Daniel, 2013) and responds to calls for more longitudinal analyses of PMO dynamics.

5.2 From IT Support to Board-Level Authority: Mandate and Autonomy

A decisive moment in Alpha's trajectory occurred in 2021, when the PMO was repositioned from the IT department to the corporate level, reporting directly to the senior management. This shift symbolized a substantial increase in both mandate and autonomy, repositioning the PMO as a strategic governance entity rather than a departmental support function. The literature has long noted the variability of PMO authority, ranging from supportive to directive (Artto, 2011; Tshuma *et al.*, 2022). However, few studies have traced in detail the organizational conditions under which PMOs expand their mandate to reach the highest levels of corporate governance.

The findings resonate with Müller and Wang (2024) taxonomy of PMOs, which emphasizes their potential role as strategic actors embedded in organizational decision-making. At Alpha, authority expansion was directly linked to the accumulation of strategic functions such as portfolio prioritization, project professionals' recruitment, and strategic planning, functions that reinforced the PMO's legitimacy as perceived by senior leadership. This evolution contrasts with earlier views of PMOs as predominantly compliance-driven entities (Paton, 2019) and supports more recent perspectives that view them as agents of innovation (Ershadi *et al.*, 2023). The case further underscores the importance of autonomy, as direct reporting to the board conferred on the PMO the authority to coordinate across business units, allocate resources, and influence organizational priorities, responsibilities that had previously been beyond its scope.

5.3 Leadership and Professionalization as Drivers of PMO Performance

At Alpha, the PMO benefited from strong leadership and a highly professionalized team comprising project managers, business analysts, and process managers. This structure not only strengthened delivery and capability but also revealed senior management's commitment to fostering a project-oriented culture across the organization. These findings align with earlier studies that consistently highlight management involvement and team competence as essential to PMO effectiveness. Singh *et al.* (2009) showed that inadequate leadership support and lack of professionalization were barriers to PMO success. Dai and Wells (2004) similarly stressed the importance of skilled staff in securing PMO legitimacy, while Hurt and Thomas (2009) emphasized that sustainable PMOs depend on leadership capable of adapting functions to organizational needs. For project professionals, the study underscores the need to develop competencies that extend beyond traditional delivery skills. As PMOs evolve into strategic and innovation-oriented actors, project practitioners are increasingly required to operate at the intersection of technology, governance, and strategy, reinforcing the importance of digital literacy, ethical awareness, and cross-functional coordination capabilities. The Alpha case therefore reinforces the accumulated evidence, effective leadership, executive involvement, and professionalized teams are necessary foundations for PMOs to evolve into resilient and strategically relevant governance mechanisms.

5.4 The PMO as Driver of Innovation and AI Initiatives

The findings reveal a substantive redefinition of the PMO's role at Alpha through an explicit mandate to lead innovation initiatives, including AI and RPA. This evolution reflects growing organizational demands for governance structures capable of supporting digital and data-driven process optimization (Van Looy, 2020). While prior studies have suggested that PMOs may stimulate innovation in specific contexts (Sergeeva and Ali, 2020) or participate in digital transformation trajectories (Simard and Aubry, 2025), empirical evidence on this integrated role has remained limited. The Alpha case extends this understanding by showing how innovation, and AI in particular, became a core and formally recognized component of the PMO mandate, embedded within governance structures and supported by executive leadership.

The explicit linkage of AI initiatives with the PMO function illustrates how digital technologies are reshaping the scope and nature of PMO authority. Consistent with Monteiro *et al.* (2025) and Kore (2023), the findings suggest that AI-enabled project management practices are most effective when anchored within an organizational PMO capable of orchestrating cross-functional coordination, strategic alignment, and portfolio-level oversight. Beyond organizational implications, the case also points to emerging societal and policy considerations. By centralizing oversight of AI and automation initiatives, the PMO contributed to greater transparency in decision-making, clearer accountability for risk management, and more consistent application of governance standards across projects. As AI becomes increasingly embedded in project environments, PMO-led governance may offer a practical mechanism for aligning innovation with regulatory expectations, responsible AI principles, and broader societal concerns regarding transparency and control.

6 Conclusion

This study examined the longitudinal evolution of the PMO within a large European organization, tracing its trajectory from an IT support function in 2009 to an enterprise-wide authority by 2025. The findings provide new understanding of how PMOs develop authority, legitimacy, and responsibilities over time, moving from administrative support to strategic governance and, more

recently, to a central role in innovation and digital transformation. In addressing RQ1, the results show that PMO functions evolved through a layered mandate: foundational administrative roles were retained while successive governance and strategic responsibilities were added. This evolution reveals that the PMO's mandate and authority are not static but progressively constructed, enabling the office to gain legitimacy and stability. In response to RQ2, the study conceptualizes this trajectory as a cumulative process of functional layering, which explains how PMOs can achieve long-term stability and strategic integration within organizations.

It illustrates how authority, mandate, and responsibilities shift across distinct stages of development, providing detailed evidence of organizational adaptation over the long term. This development positions the PMO as a proactive driver of transformation, reinforcing its role in advancing agility and long-term value creation, and highlights a trajectory not yet systematically captured in the literature.

6.1 Theoretical Contributions

This research advances the theoretical understanding of PMOs. First, it conceptualizes PMO evolution as a layered mandate, showing how authority and legitimacy are built cumulatively through the retention of foundational support functions alongside the progressive addition of governance and strategic responsibilities. This challenges earlier depictions of PMOs as temporary or unstable entities and advances theorizing on their long-term stability. Second, the findings also reinforce the relevance of OPM as a fundamental framework within which the PMO operates. The evolution of Alpha's PMO demonstrates how projects, programs, and portfolios were progressively aligned with corporate strategy, thereby operationalizing the principles of OPM. Third, it extends the boundaries of PMO scholarship by identifying innovation and AI leadership as an emerging domain of responsibility. Documenting how the PMO was formally mandated to coordinate AI initiatives, this study provides empirical evidence of how governance structures adapt to emergent technologies, addressing an underexplored intersection between project management, digital transformation, and innovation management. Fourth, the study further highlights how the responsibilities of program and project managers evolve in technology-intensive contexts. As the PMO assumes responsibility for innovation and AI, project professionals must increasingly operate

at the interface of strategy, technology, and governance. This reinforces emerging conceptualizations of project managers as ‘innovation orchestrators’ requiring new competencies, including digital literacy, data-driven decision-making, and the capability to orchestrate cross-functional collaboration in technology-enabled projects.

6.2 Practical Contributions

This study also offers practical guidance for organizations seeking to enhance the impact of their PMOs. First, the findings show that long-term stability is achieved through layered functional growth, whereby new governance and strategic roles are added without discarding core support functions. The approach is particularly applicable to organizations at the early stages of PMO implementation, allowing them to begin with limited functions and responsibilities and progressively expand their mandate. Second, the case illustrates the importance of structural positioning. For organizations with an established PMO, transitioning from a departmental unit to a board-level reporting line significantly expanded its autonomy and influence, providing executives with a mechanism to better align projects with corporate strategy. Third, the findings provide actionable guidance for organizations seeking to operationalize AI within existing management systems. Rather than establishing separate AI structures, organizations can leverage the PMO as a governance anchor by incrementally extending its responsibilities to include AI initiatives. From a managerial perspective, this involves integrating AI projects into portfolio decision processes, assigning clear accountability for AI-related risks and benefits, and applying PMO standards to promote transparency, ethical oversight, and strategic alignment.

6.3 Limitations and Future Research

As with all case study research, this study has several limitations that must be acknowledged. First, the analysis is based on a single case within one industry and regional context, which constrains the extent to which the findings can be generalized. The evolution of PMO functions at Alpha may reflect specific organizational conditions and strategic choices that do not fully capture the diversity of PMO trajectories across other industries or geographies. Second, the data rely primarily on interviews and internal documentation, complemented by a follow-up questionnaire. While this

combination provided depth and triangulation, it remains subject to response bias and reflects the perspectives of professionals directly involved in PMO operations. Third, the study's focus on internal organizational actors may insufficiently reflect the perspectives of external stakeholders such as partners, vendors, or clients, who might influence PMO mandates in digitally transformed environments. Fourth, although it is possible to infer from the PMO's continuous evolution that it has likely contributed to the successful delivery of most projects, this study did not systematically analyze project-level metrics such as budget adherence, duration, or the distribution of project successes and failures. The absence of project performance data limits the ability to directly connect PMO evolution with measurable project outcomes.

This limitation opens avenues for future research to examine project performance longitudinally, considering critical success factors and the potential influence of PMO on project performance. Moreover, comparative multi-case studies across industries are needed to test the applicability of the layered mandate model and to examine whether similar patterns of functional accumulation and authority expansion occur in different contexts. In the context of OPM, longitudinal studies should continue to be employed to better understand how PMOs achieve stability and legitimacy over extended periods, particularly in contexts where organizations undergo continuous changes and adaptations in their business processes. In addition, the future research could build on this study by systematically mapping the evolutionary stages identified here to existing PMO typologies and maturity models, enabling a more comprehensive comparison across organizational contexts. Furthermore, the finding that Alpha's PMO assumed explicit responsibility for AI governance and innovation highlights the need for further investigation into the role of PMOs in digital transformation. Future studies could explore how PMOs coordinate emerging technologies across portfolios, balance governance with innovation, and manage the organizational risks associated with AI adoption.

Appendix

Appendix A. Illustrative Questions Used to Guide Interview Analysis

Interview Guide Category	First-Order Coding Category	Second-Order Analytical Theme	Example Interview Questions
Strategy and initial configuration	PMO creation, motivations, initial mandate	PMO legitimacy shaped by initial strategic intent Foundations of PMO authority through early functional design	How long has the PMO existed, and what was the primary motivation for its creation at the time? What were the main objectives or issues that the PMO was expected to address? What functions, methodologies, or structures were adopted during the initial phase?
Foundational outcomes and lessons learned	Captures early legitimacy-building mechanisms	PMO legitimacy built through early performance and learning Links PMO functions to perceived organizational value	During the initial phase, what feedback did the PMO receive from stakeholders, and how was it used to adjust the PMO's functions or mandate? What organizational impacts resulted from the implementation of the PMO?
PMO arrangement and operational Scope	Team size and structure, functional scope, project coverage	Expansion of PMO authority through functional accumulation Increasing organizational reach of the PMO	What is the scale and structure of the PMO team composition? What are its primary functions and key areas of responsibility? How many projects are currently under the PMO's mandate?
Evolution of roles and responsibilities	Functional changes over time	Context-driven and reactive nature of PMO evolution Transition from operational support to governance roles	For each evolutionary phase, what was the motivation, and what functions were added, modified, or removed? What are the main functions currently performed by the PMO? Are there any plans to expand the functions or scope of the PMO?
Strategic direction and organizational Goals	Strategic contribution of the PMO and future-oriented PMO role	Alignment between PMO functions and organizational strategy PMO mature toward a strategic and governance actor	What are the main challenges faced by the PMO as it matures? How is the PMO contributing to the organization's strategic objectives and decision-making at this stage? What role does the PMO aim to play in the organization's long-term success?

Source: Authors own work

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