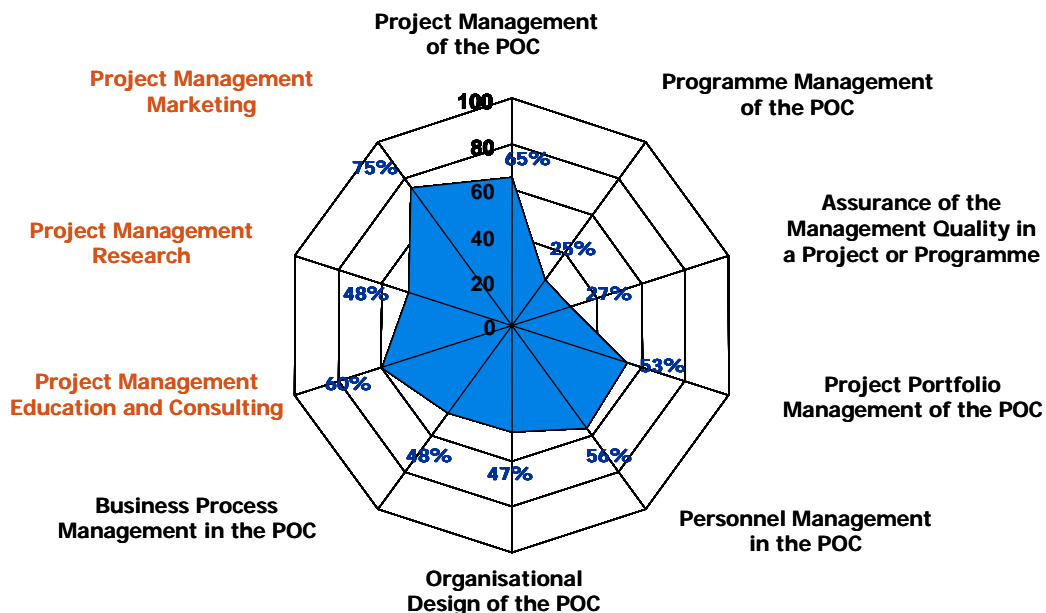


# Project: *project orientation [austria]* Summary

## Analysis of project-oriented companies and of Austria as a project-oriented nation



*Maturity of Austria as a  
project-oriented nation (July 2005)*

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For further information please visit: <http://www.poa.pmggroup.at/>

## 1. *Research project: project orientation [austria]*

Between January 2004 and July 2005 the PROJEKTMANAGEMENT **GROUP** of the Vienna University of Economics and Business Administration under the direction of Univ.-Prof. Dkfm. Dr. Roland Gareis performed the research project *project orientation [austria]*. The project was sponsored by the research grant institution "Jubiläumsfonds" of the Austrian National Bank.

The main objectives of the research project were the analysis and benchmarking of the maturities of 60 project-oriented companies, of about 5 project-oriented industries and of Austria as a project-oriented nation. Strategies and measures for the further development of these maturities were defined based on these results.

The analysis of the project-oriented companies was based on a self-analysis (questionnaire with 74 questions) and an external analysis (analysis of selected project management documents).

## 2. *Average maturities of 60 project-oriented companies (POC)*

In the maturity model the overall maturity of the project-oriented company is visualized as an area. Figure 1 shows the average overall maturity of the 60 analysed project-oriented companies of 49% and the maturities of each dimension of the POCs.

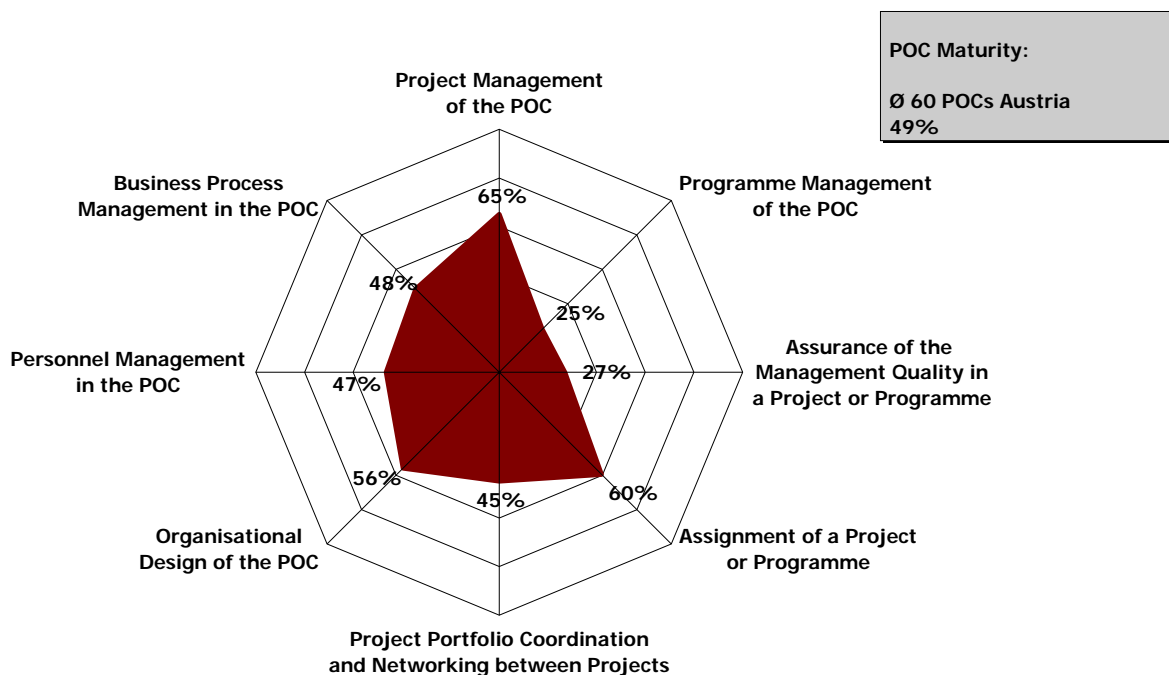


Figure 1: Average Maturity of 60 project-oriented companies

The highest maturities of the 60 POOs exist in the dimensions „Project Management of the POC“, „Assignment of a Project or Programme“ and „Organisational Design of the POC“. The dimensions „Assurance of the Management Quality in a Project or Programme“ and „Programme Management of the POC“ show the lowest maturities.

### 3. *Maturities of project-oriented companies differentiated by the sizes of the POCs*

Differentiating the maturities of project-oriented companies by large, medium and small companies (according to the number of employees) the following results are achieved:

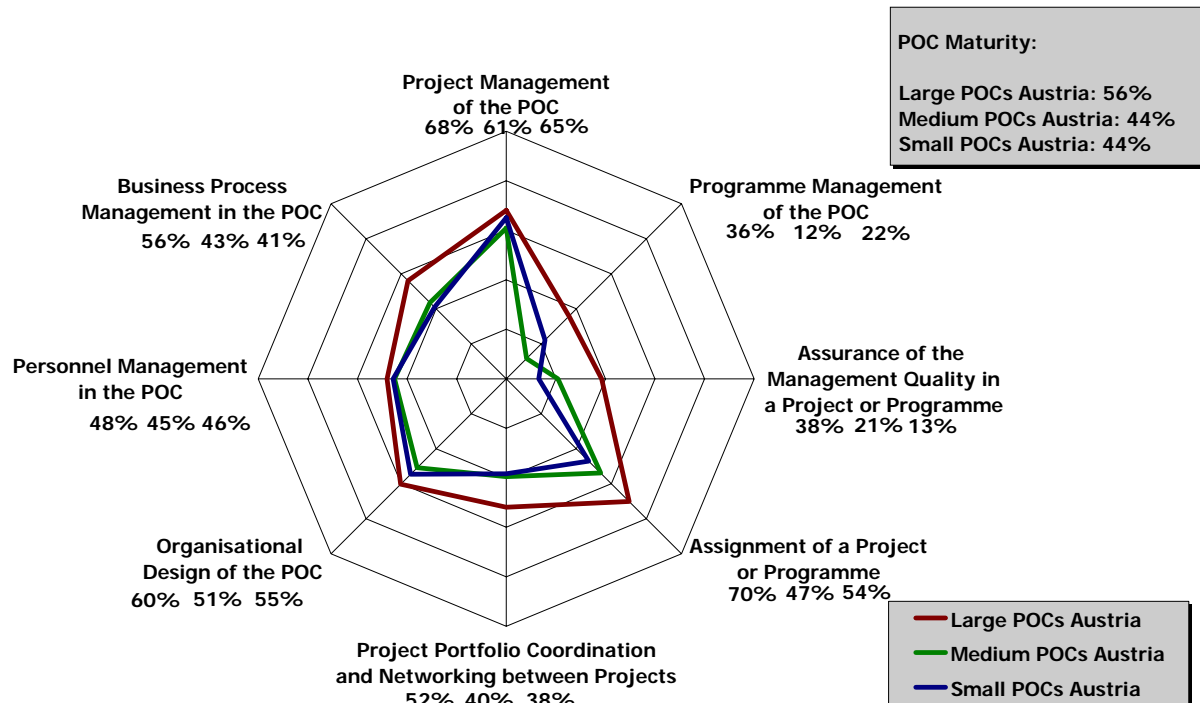


Figure 2: Maturities of small, medium and large POCs

Large project-oriented companies show in comparison with small and medium sized companies a higher overall maturity. Large companies carry out programmes and formal processes of consulting and auditing to assure the management quality of projects and programmes. They also have more possibilities regarding the organisational design (PM Office, Project Portfolio Group, etc.) and take extensive measures regarding the development of their employees.

### 4. *Benchmarking of the maturities of project-oriented industries*

In the benchmarking of the maturities of project-oriented industries the average results of the industries: ICT, research, engineering, consulting, building construction and NPO/ public sector were considered.

	Ø 6 POCs NPO/ public sector	Ø 7 POCs building construction	Ø 5 POCs consulting	Ø 11 POCs engineering	Ø 60 POCs Austria	Ø 5 POCs research	Ø 11 POCs ICT
<b>Maturity Ratio</b>	<b>39%</b>	<b>40%</b>	<b>46%</b>	<b>48%</b>	<b>49%</b>	<b>60%</b>	<b>67%</b>
Project Management of the POC	<b>58%</b>	<b>66%</b>	<b>70%</b>	<b>60%</b>	<b>65%</b>	<b>71%</b>	<b>77%</b>
Programme Management of the POC	<b>25%</b>	<b>13%</b>	<b>14%</b>	<b>2%</b>	<b>25%</b>	<b>49%</b>	<b>52%</b>
Assurance of the Management Quality in a Project or Programme	<b>21%</b>	<b>9%</b>	<b>14%</b>	<b>27%</b>	<b>27%</b>	<b>29%</b>	<b>54%</b>
Assignment of a Project or Programme	<b>65%</b>	<b>49%</b>	<b>38%</b>	<b>53%</b>	<b>60%</b>	<b>67%</b>	<b>75%</b>
Project Portfolio Coordination and Networking between Projects	<b>22%</b>	<b>25%</b>	<b>47%</b>	<b>47%</b>	<b>45%</b>	<b>69%</b>	<b>62%</b>
Organisational Design of the POC	<b>39%</b>	<b>47%</b>	<b>66%</b>	<b>56%</b>	<b>56%</b>	<b>65%</b>	<b>72%</b>
Personnel Management in the POC	<b>33%</b>	<b>40%</b>	<b>54%</b>	<b>50%</b>	<b>47%</b>	<b>60%</b>	<b>62%</b>
Business Process Management in the POC	<b>18%</b>	<b>37%</b>	<b>30%</b>	<b>65%</b>	<b>48%</b>	<b>56%</b>	<b>63%</b>

Table 1: Average Maturities of project-oriented companies in different industries

The market situation influences the maturity of project-oriented industries (strong competition in the ICT industry, formal requirements in the research industry etc.). Industries, which mainly carry out customer-related service projects (construction, engineering), generally show a low maturity in programme management. Project orientation gains in importance in the public sector and in the research industry.

## 5. *Project management- related services in Austria*

In the analysis of project management-related services in Austria different approaches regarding project management education and consulting, research and marketing were chosen. The analysis of education institutions included internet enquiries, surveys by telephone and the usage of questionnaires. For the analysis of project management research services, databases were inquired and email research was conducted. In the field of project management marketing Austrian project management institutions were asked to provide information and interviews were conducted to gather information.

Generally the maturities of providing project management-related services are high except for project management research.

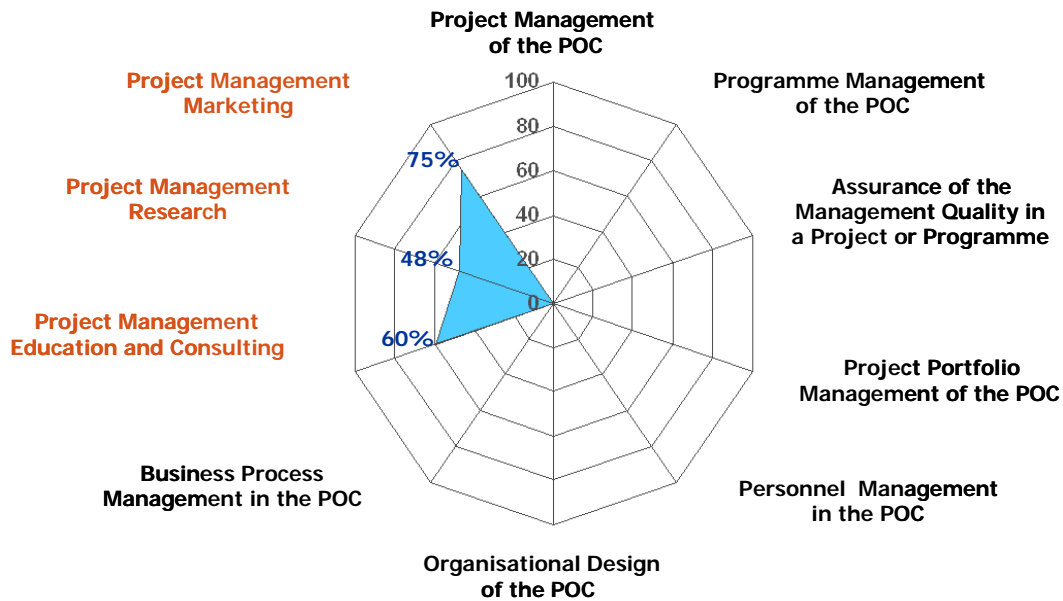


Figure 3: Maturities of project management services in Austria

Austria's project management education and consulting services have a maturity of 60%. A formal project management education programme (emphasis placed on project and/or programme management with at least 6 hours per term) is offered by trade schools and more than half of the analysed universities of applied science (9 out of 19). In contrast more than half of the universities included in the analysis don't provide project management related subjects. As universities of applied science are younger education institutions they find it easier, to adapt their curriculas to current trends. The trend regarding more intensive project management education programmes could also be observed in the post gradual sector.

The maturity of project management research in Austria is 48% and is primarily conducted by universities. One of the most important project management research events is the research conference at the pm days, which is annually organised by ROLAND GAREIS **CONSULTING** in cooperation with the PROJEKTMANAGEMENT **GROUP**.

Austria's project management marketing has a maturity of 75%. Marketing activities are mainly carried out by universities, universities of applied science and project management institutions (such as PMI Chapters and Projekt Management Austria).

## 6. Austria as a project-oriented nation

Figure 4 indicates the maturity of Austria as a project-oriented nation and includes the maturities of 60 analysed project-oriented companies as well as the project management related services in Austria. Austria as a project-oriented nation has an overall maturity ratio of 50%. The major strengths lie in the service dimension "Project Management Marketing" and in the practice dimension „Project Management of the POC“.

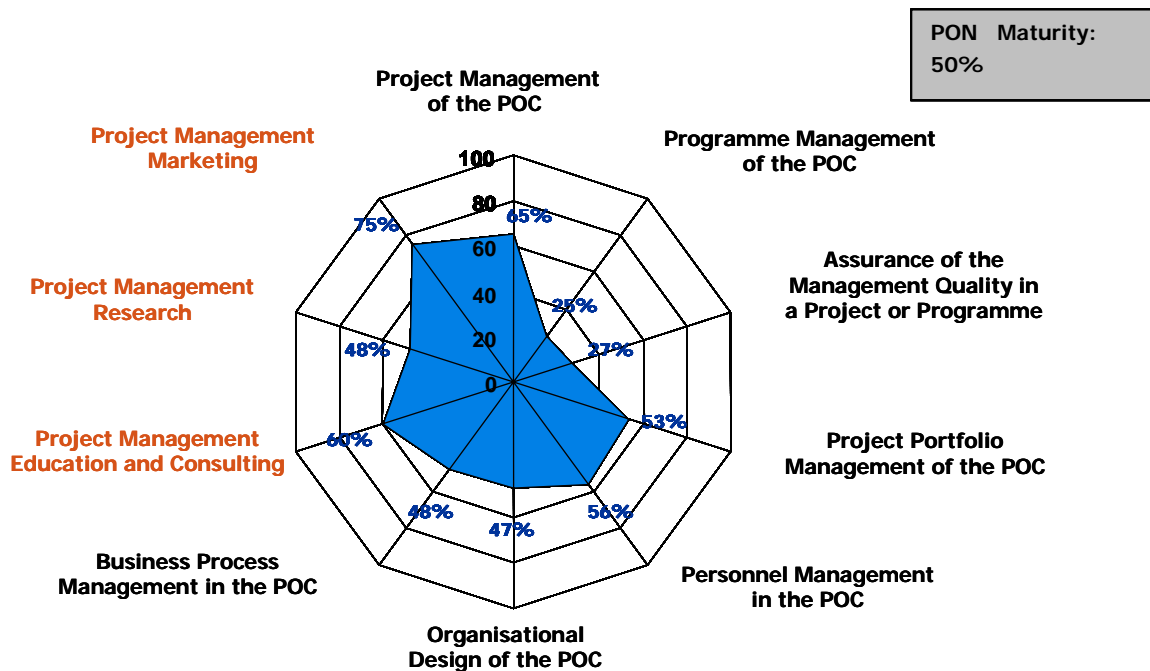


Figure. 4: Maturities of Austria as a project-oriented nation (July 2005)

The following strategies for the further development of Austria as a project-oriented nation can be defined based on the results of the research project *project orientation [austria]*:

- The consciousness of managers regarding the possibilities of the application of project management in companies has to be increased. The organisational form "projects" cannot only be used for external customer-related projects but as well for internal business processes (such as reorganisations, marketing etc.).
- For the fulfilment of a unique business process with a large scope and high strategic importance in order to e.g. realize a merger, establish a new IT-architecture, programmes should be used as an adequate organisational form.
- The assurance of the management quality of relatively autonomous projects and programmes contributes to the success of a project or programme. Relevant structures have to be established.
- The correlation between project, programme, project portfolio management and business process management has to be optimized.
- The further development of the maturities of project-oriented companies has to be organised according to the size of the company.
- Further project management education programmes have to be developed; existing programmes should be further developed. Project management should be integrated in management and technical educations.
- Project management research has to be promoted.

- Project management-related marketing activities have to be maintained. The fostering of the project management certification can be seen as a step in promoting project management as a profession.
- Project management should be considered as an independent discipline as well as a specific profession and as a general management qualification. A broad promotion of project management in schools, families, municipalities, regions etc. is necessary.
- Further analyses of project-oriented companies and a benchmarking of Austria with other nations should be carried out.

## **7. Outlook**

The follow-up research project *project orientation [austriaII]* will be conducted by the PROJEKTMANAGEMENT **GROUP** between 09.01.2006 and 15.06.2007 and is part of the research programme *project orientation [international]*. This research programme started on 10.01.2005 and will end on 09.07.2007.