




PROJEKTMANAGEMENT GROUP 


RESEARCH PROGRAMME:
project orientation [international]

Maturities of project-oriented Companies of about 15 project-oriented Nations

Eva Fuessinger
PROJEKTMANAGEMENT GROUP
November 2005

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Overview

- Maturity model of the project-oriented company and nation
- Research programme: *project orientation [international]*
- Research process
- Results of the research project: *project orientation [austria]*

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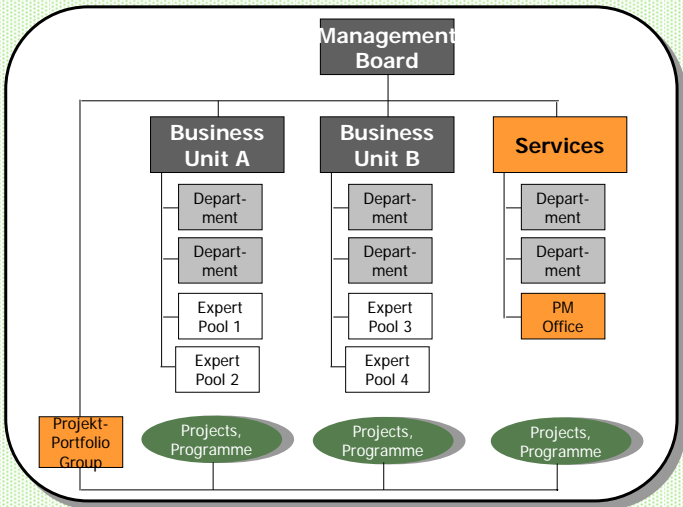
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RESEARCH PROGRAMME:
project orientation [international]

Maturity Models of the project-oriented Company and Nation

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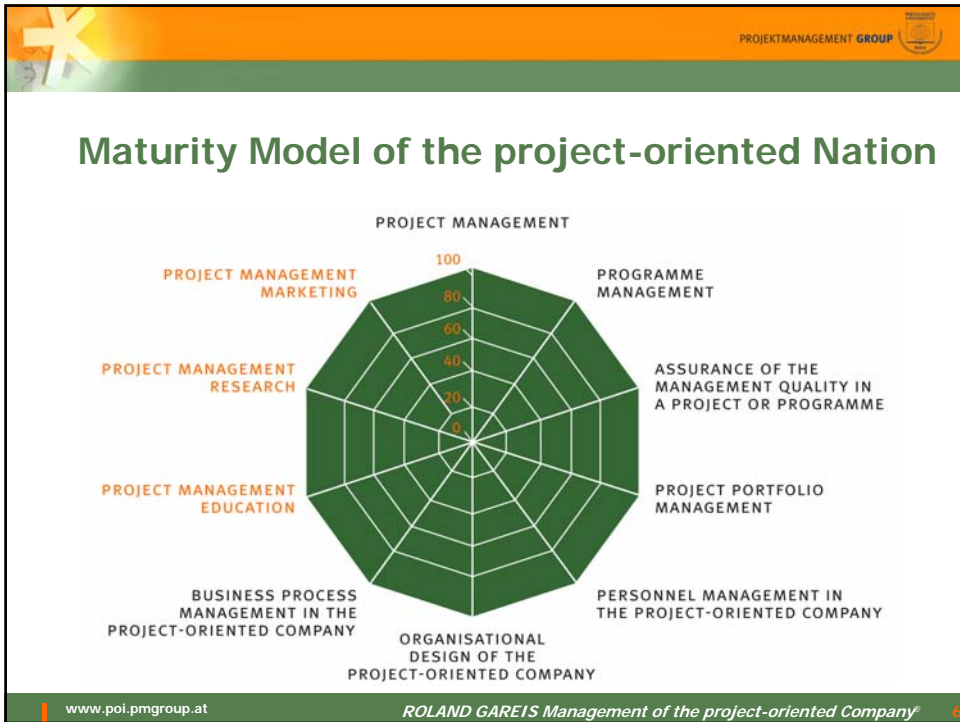
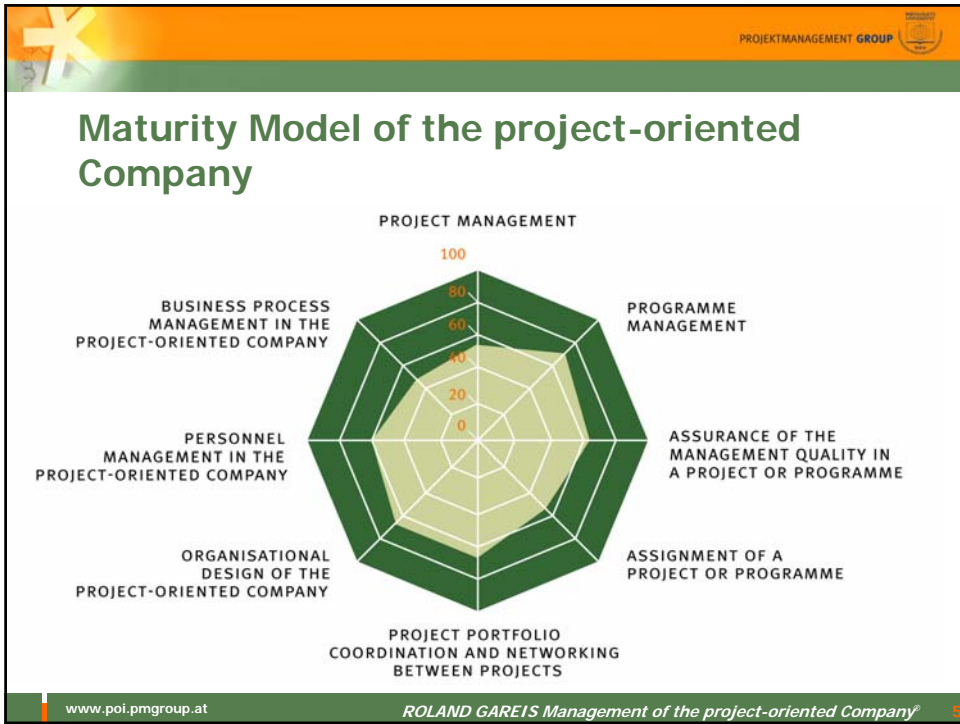
Organisation Chart: Project-oriented Company



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graph TD
    MB[Management Board] --- BU_A[Business Unit A]
    MB --- BU_B[Business Unit B]
    MB --- S[Services]
    
    BU_A --- D1A[Department]
    BU_A --- D2A[Department]
    BU_A --- EP1[Expert Pool 1]
    BU_A --- EP2[Expert Pool 2]
    
    BU_B --- D1B[Department]
    BU_B --- D2B[Department]
    BU_B --- EP3[Expert Pool 3]
    BU_B --- EP4[Expert Pool 4]
    
    S --- D1S[Department]
    S --- D2S[Department]
    S --- PMO[PM Office]
    
    PPG[Projekt-Portfolio Group] --- PPG1([Projects, Programme])
    PPG --- PPG2([Projects, Programme])
    PPG --- PPG3([Projects, Programme])
    
    PPG1 --- BU_A
    PPG2 --- BU_B
    PPG3 --- S
  
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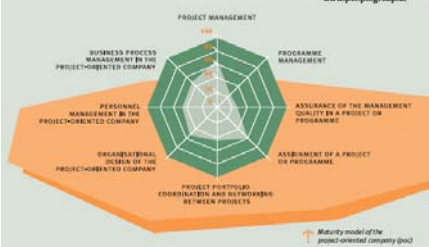
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RESEARCH PROGRAMME:
project orientation [international]

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Maturity model of the project-oriented company (pmc)

- A global research programme organised by the PROJEKTMANAGEMENT GROUP of the Vienna University of Economics and Business Administration, Austria
- The maturity models for the project-oriented company, project-oriented industry and project-oriented nation used in the research programme are based on ROLAND GAREIS Management of the project-oriented Company®
- Analysis and benchmarking of maturities of about 350 project-oriented companies and about 5 project-oriented industries
- Development of strategies for the further development of project-oriented companies, project-oriented industries and project-oriented nations

part-financed by ERDF 
Research Partner: RGCresearch

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Objectives of the Research Programme

- Analysing the maturity of about 350 project-oriented companies and about 5 project-oriented industries of about 15 regions or nations
- Benchmarking the project-oriented companies, industries and nations
- Developing strategies for the further development of the project-oriented companies, industries, regions and nations
- Further developing of the maturity models of the project-oriented company and the project-oriented nation

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Status: Agreements I (13 Countries)

- **Australia** University of Technology Sydney
- **Austria** PROJEKTMANAGEMENT GROUP
- **Finland** PMA Finland
- **France** ESC Lille
- **Germany** Nordakademie private University of applied science
University Chemnitz
- **Iran** Institute of Project- and Process Management
Aryana
- **Latvia** Latvian National Project Management Association


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Status: Agreements II (13 Countries)

- **Lithuania** International School of Management
- **Norway** Norwegian Project Management Association
- **Romania** Project Management Romania, Academy Bucharest
- **Slovakia** Project Management Association of Slovakia
- **South Africa** University of the Free State
- **UK** Human Systems, Middlesex University

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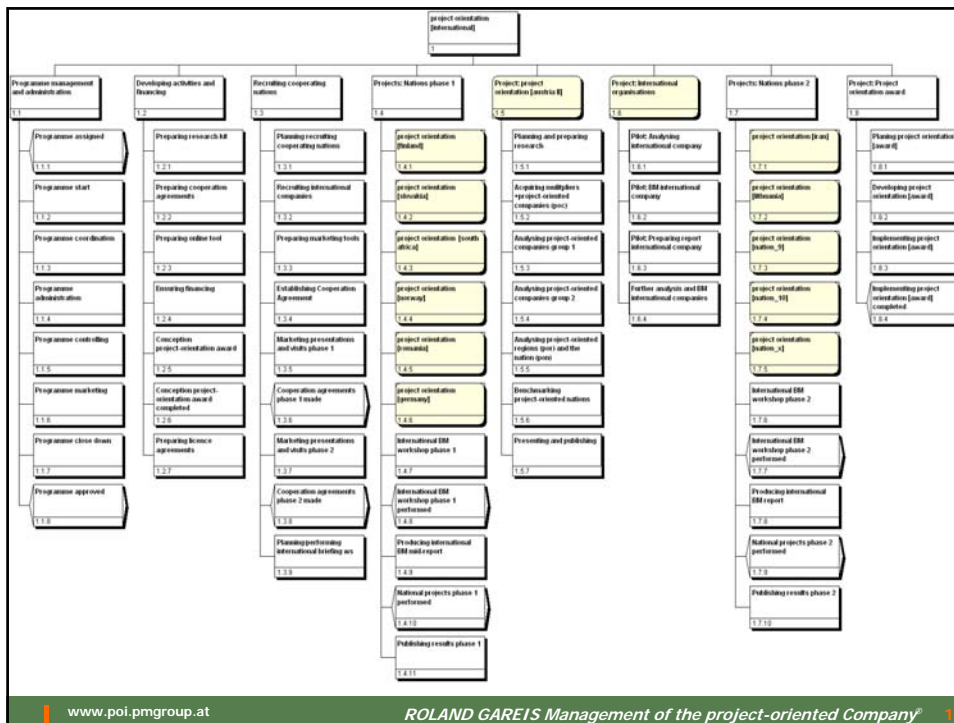
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Programme Bar Chart

PROGRAMME BAR CHART	2005												2006												2007						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
Programme management and administration																															
Development activities and financing																															
Recruiting cooperating nations																															
Projects: Nations phase 1																															
Project: <i>project orientation [austria II]</i>																															
Project: International companies																															
Projects: Nations phase 2																															
Project: <i>project orientation [award]</i>																															

Work packages
 Projects

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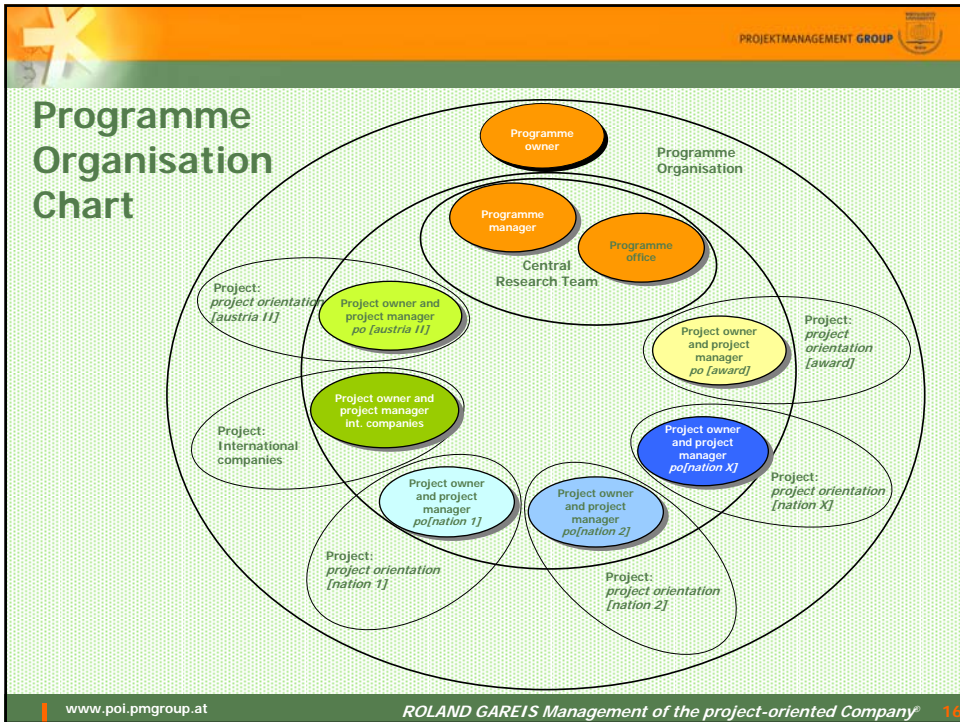
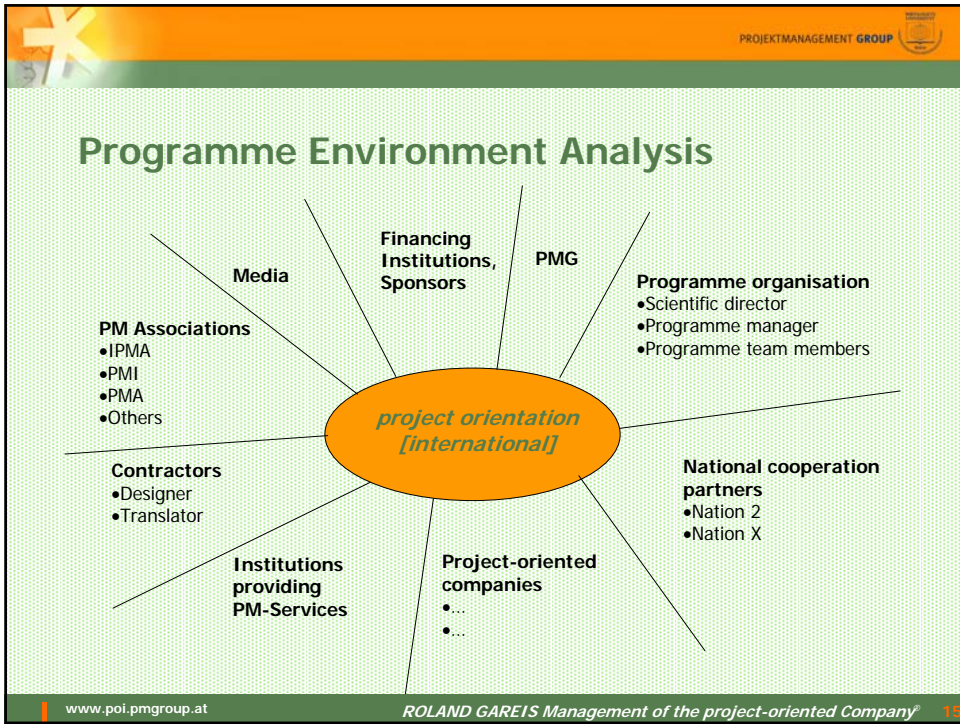
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Milestone Plan

WB Code	Milestone	Planned Date
1.1.1	Programme assigned	10.01.2005
1.2.6	Conception of <i>project-orientation [award]</i> performed	13.01.2005
1.3.6	Cooperation agreements phase 1 made	31.10.2005
1.3.8	Cooperation agreements phase 2 made	30.04.2006
1.4.10	International benchmarking workshop phase 1 performed (pm days '06, Vienna)	23.06.2006
1.4.8	National projects phase 1 performed	29.09.2006
1.7.8	National projects phase 2 performed	31.01.2007
1.7.10	International benchmarking workshop phase 2 performed	26.02.2006
1.8.4	Implementation of <i>project-orientation [award]</i> performed	22.06.2007
1.1.8	Programme approved	09.07.2007

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RESEARCH PROGRAMME:
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Research Process

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Analysing and Benchmarking Maturities of project-oriented Companies

- Briefing workshop
 - › for representatives of project-oriented companies
- Self-analysis
 - › online questionnaire with 74 questions answered by about 5-10 employees per company individually (alternative: analysis-workshop)
- External analysis
 - › analysis of documents (PM procedures, project documentations, etc.) by the national research team
- Benchmarking
 - › comparison of the company's maturity with maturities of other project-oriented companies
- Analysis report
 - › Preparation of an analysis report by the national research team
 - › Definition of potentials for the further development of the maturity of the company

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Maturity of the project-oriented company
Part A: Project management
 A 2. Project coordination process

A 2.1. In the project coordination process the following methods are used I

	Service projects	Marketing projects	Infrastructure projects	Organisational and personnel projects
Meetings between project manager and project owner	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Meetings between project manager and project team members	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Meetings between project manager and representatives of relevant project environments	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Use of project plans as communication instrument	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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Analysis of the Maturity of a project-oriented Nation


- Analysis of project management-related services in the nation
 - › Services of education-, research- and marketing institutions
 - › Internet search, documentation analysis, interviews
- Nation analysis workshop: Results of the analysis of project-oriented companies are consolidated to define the maturity of the project-oriented nation
- Definition of potentials for the further development of the maturity of the nation
- Preparation of an analysis report for the nation

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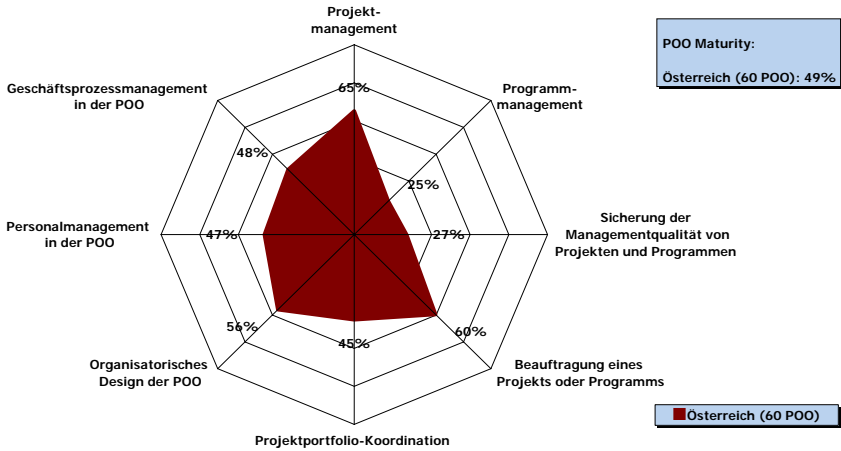
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Results of the Pilot Project: *project orientation [austria]*

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Average Maturity of 60 project-oriented Companies in Austria



Category	Average Maturity (%)
Projektmanagement	65%
Programmmanagement	25%
Sicherung der Managementqualität von Projekten und Programmen	27%
Beauftragung eines Projekts oder Programms	60%
Projektportfolio-Koordination und Projekte-Netzwerken	45%
Organisatorisches Design der POO	58%
Personalmanagement in der POO	47%
Geschäftsprozessmanagement in der POO	48%

POO Maturity:
Österreich (60 POO): 49%

■ Österreich (60 POO)

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Average Maturity of project-oriented Companies in different Industries

	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
Maturity Ratio	39%	40%	46%	48%	49%	60%	67%
Project Management	58%	66%	70%	60%	65%	71%	77%
Programme Management	25%	13%	14%	2%	25%	49%	52%
Assurance of the Management Quality of Projects or Programmes	21%	9%	14%	27%	27%	29%	54%
Assignment of a Project or Programme	65%	49%	38%	53%	60%	67%	75%
Project Portfolio Coordination and Networking between Projects	22%	25%	47%	47%	45%	69%	62%
Organizational Design in the POC	39%	47%	66%	56%	56%	65%	72%
Personnel Management in the POC	33%	40%	54%	50%	47%	60%	62%
Business Process Management in the POC	18%	37%	30%	65%	48%	56%	63%

Maturity of the project-oriented Nation

