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IPMA Research Project: “Advancing Projectification of Society through the IPMA Member Associations”

The purpose of this research project is to analyze the projectification of society in selected countries, with their respective actors, strategies, and advancement of projectification. The research project focuses on five countries and thus enables a comparison of the projectification at the level of society between these countries, which can later be extended to other countries. The research results are valuable for key actors because they can be used to derive recommendations for action and specific measures.



Croatia



Germany



Kazakhstan



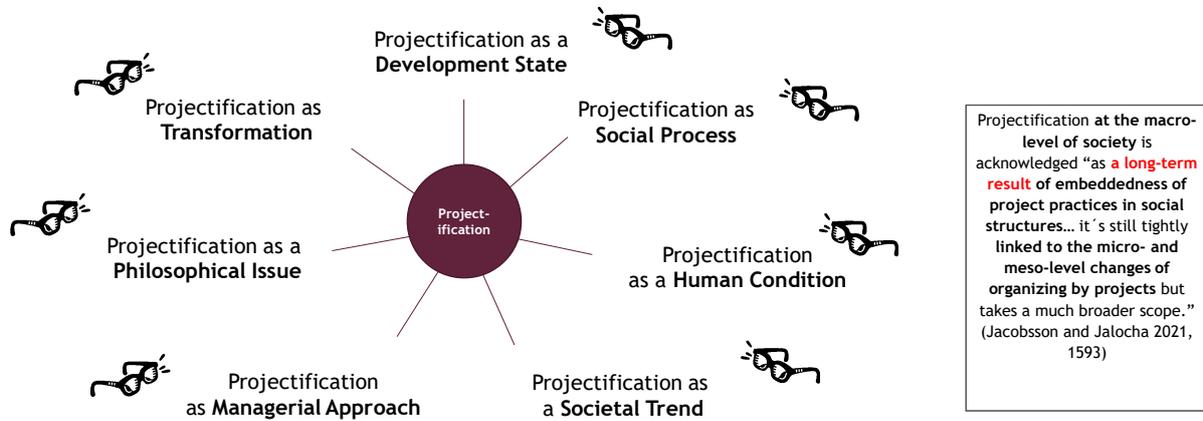
Peru



South Africa

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Projectification? A multi-faceted phenomenon...



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Drivers for Projectification - the example of Germany

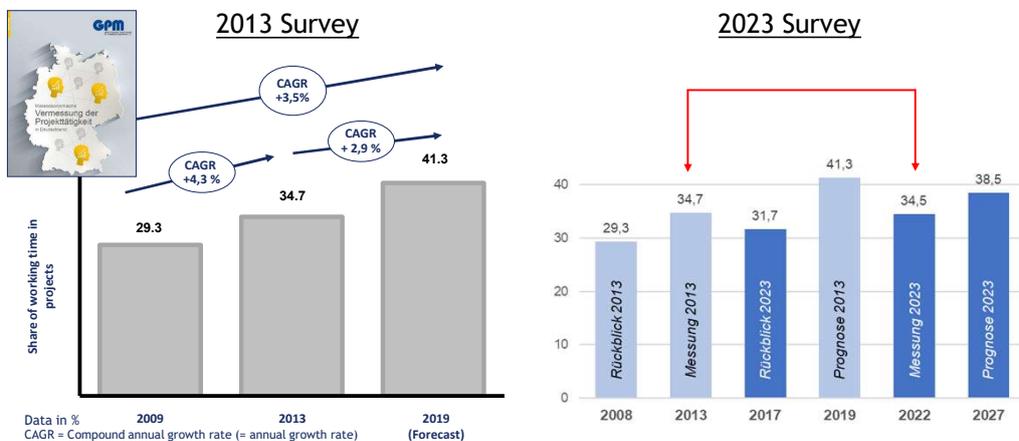


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GPM 's Projectification Studies in 2013 and 2023...



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Projectification in German Economy...

- Projectification is well advanced in the German economy and, with a share of > 34% of working time, is nowadays part of everyday work in many companies.
- However, GPM 's 2023 survey shows that the expected growth didn't materialize during the last few years, and the question is, what generally causes the projectification to in- or decrease or stabilize?
- Small & medium-sized enterprises ("Mittelstand") dominate international comparisons. They focus on specific services, organize their realization in a decentralized manner, and are significantly more cooperative.
- The public sector in Germany clearly lags the economy in terms of projectification; it lacks the capabilities to successfully implement projects, which repeatedly leads to cost increases and delays, i.e., in infrastructure projects (Fiedler and Wendler 2015).
- Still unclear whether and how the projectification will grow in the future ...



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Projectification in Kazakhstan - Contrasting Institutional Logics in comparison to Germany



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Projectification in Croatia

Radujkovic, M.; Misić, S. (2019): Projectification of economy in a smaller country: A case from Croatia. The International Journal of Business Management and Technology, 3(2)

Projectification trends	Past	Current	Future
Croatia 2012-2022	27%	33%	40%
Germany 2009-2019	29.3%	34.7%	41.3%
Norway 2010-2020	27.1%	32.6%	33.8%
Iceland 2009-2019	25.0%	27.7%	31.5%



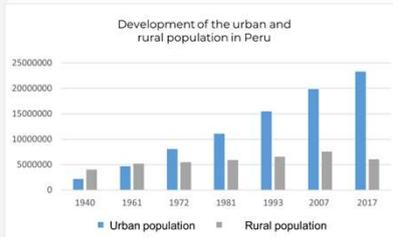
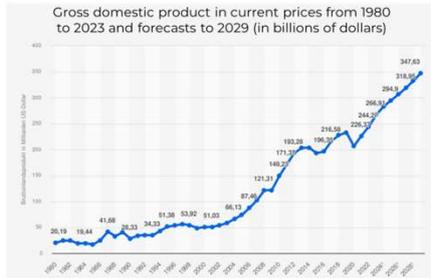
- Croatia has achieved a level of projectification in economy comparable to that in Germany and other Western European countries that were analyzed. However, the economic level and structure is quite different.
- It is striking that public administration is much more projectified than in Germany.
- EU funding makes state intermediary agencies an important supporter of the projectification in Croatia.
- Statutory regulations, including the requirement that project managers of public projects must hold a recognized certificate, promotes projectification.
- Close cooperation between government agencies, educational institutions and project management associations fosters projectification.



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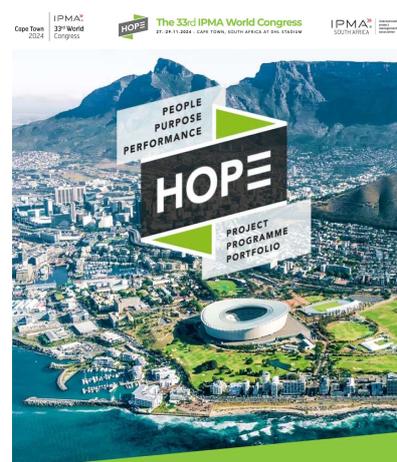
Projectification in Peru



- There are striking differences between the state and trajectory of projectification in public, private and education sectors. Rural regions are lagging the urban regions significantly...
- Corruption affects the ability to manage projects professionally and leads to de-projectification. Political instability affects projectification in a negative way.
- There is a noticeable willingness from all stakeholders to improve the projectification for the whole society through cooperation (e.g., PPP Projects) and learn from each other.
- In the area of informal businesses project management skills are self-developing.

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Projectification in South-Africa



- In the past, projectification has already experienced high phases in South Africa, but corruption in recent years has led to a de-projectification.
- A new unity government is trying to advance South Africa's development, particularly through a large number of infrastructure projects, but also in the public sector (see the example of the city of Cape Town).
- There are many grassroots movements, including in the townships, that advance projects, particularly in the areas of education and small businesses.
- There are several PM associations active in South Africa, but in recent years they have all had little influence on development.
- Project management education has been strong for many years but has been (too) closely linked to engineering and is less understood as a social theory.

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Projectification in South-Africa: Sectors

Lagging



Leading



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Projectification in South-Africa: Past, present & future

“People’s view on projects is changing”



Professionalization of PM



Common Vision



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Projectification in South-Africa: Institutional Dimensions

Lighthouse examples in both public & private sector



Moving from the lighthouse to embedding normative drivers with cultural cognitive aspiration & leadership



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Projectification in South-Africa: Strategies & Activities

Implicit strategic drivers of projects, collaboration



Doing things differently/our own way



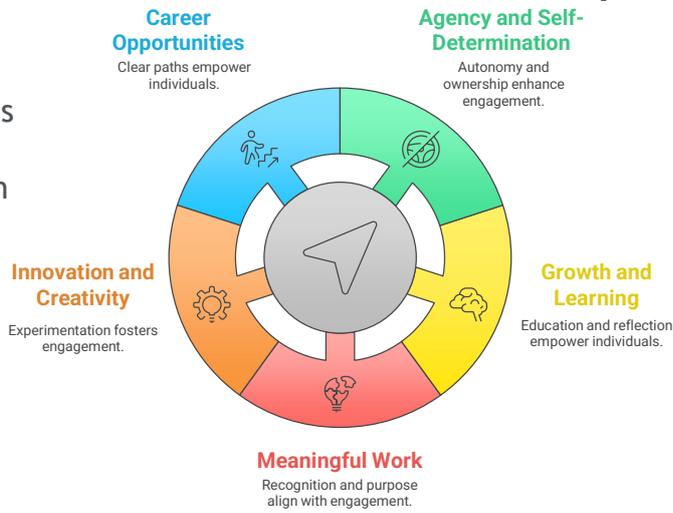
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Projectification in South-Africa: Underpinned by Ubuntu?

Ubuntu presenting as self actualisation



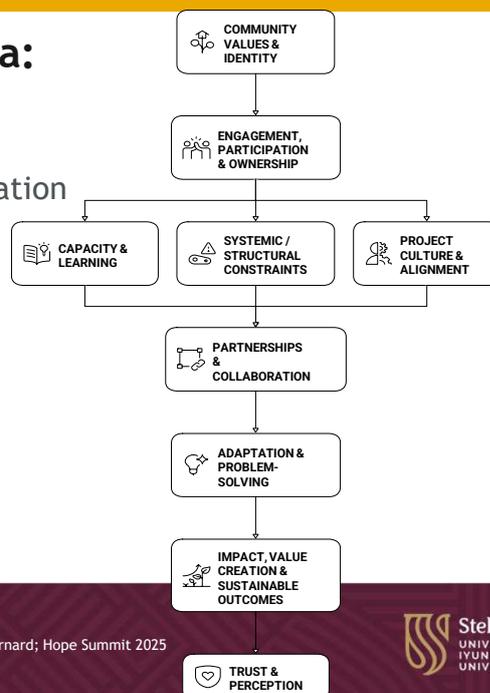
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Projectification in South-Africa: Underpinned by Ubuntu?

Ubuntu presenting as community actualisation



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Key takeaways...

- **Challenges, change, and continued development fuel the projectification** of society.
- **Projectification affects all levels** of society from micro levels up to the societal level.
- **Activities are increasingly performed by projects**, which require competences and a transformation of strategies, structures, processes, cultures, etc.
- Through the lens of institutional theory, **projectification is enacted by regulative, normative, and cultural-cognitive activities, depending on prevailing institutional logics.**
- While **professional associations** are not the key actors, they can **support the projectification through cultural-cognitive activities and by fostering collaboration among the actors.**
- While projectification is still observed (or perceived) to grow, **there seem to be phases of de-projectification and transitional periods**
- **Projectification positively correlates with economic growth but requires investments.**

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How to advance projectification?

- **Education, education, and education!** From pre-school to post-graduate levels.
- **Research** to analyze the current state and future trends, the process with actors and logics.
- **Collaboration between key actors across society and countries**, e.g., through public-private-partnership (PPP) projects avoiding the “iron cage of isomorphism.”
- **Project Management Associations** could act as moderators, accelerators, incubators and narrators - based on cultural-cognitive institutional activities.
- **Leaders** in all sectors of society should high-light the role of projects, project management, and projectification for their organization, put it on their own agenda, the strategic vision of their organization, and support projects proactively
- **Our profession** should focus more on overall project success and less on management / methods.

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Happy Projectification!



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**Thank you
Enkosi
Dankie**

Photo by Stefan Els