



# The Role of Project Management for Digitalisation in Retail Industry in the Countries of the Western Balkans

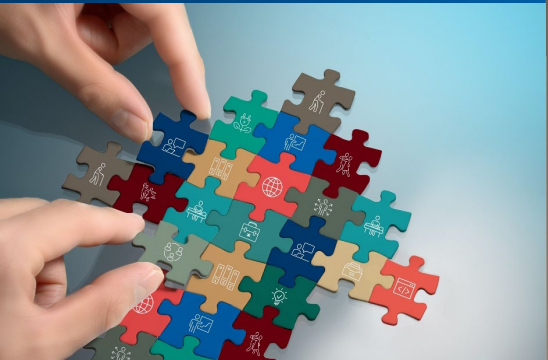
Ivan Protega



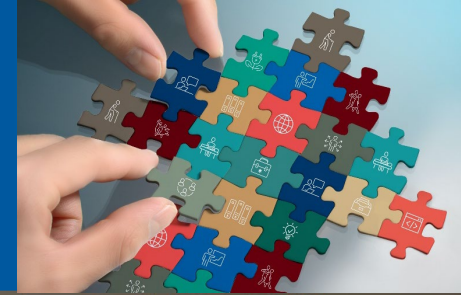
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## Agenda

- Introduction
- Hypothesis
- Research questions
- Results
- Conclusion



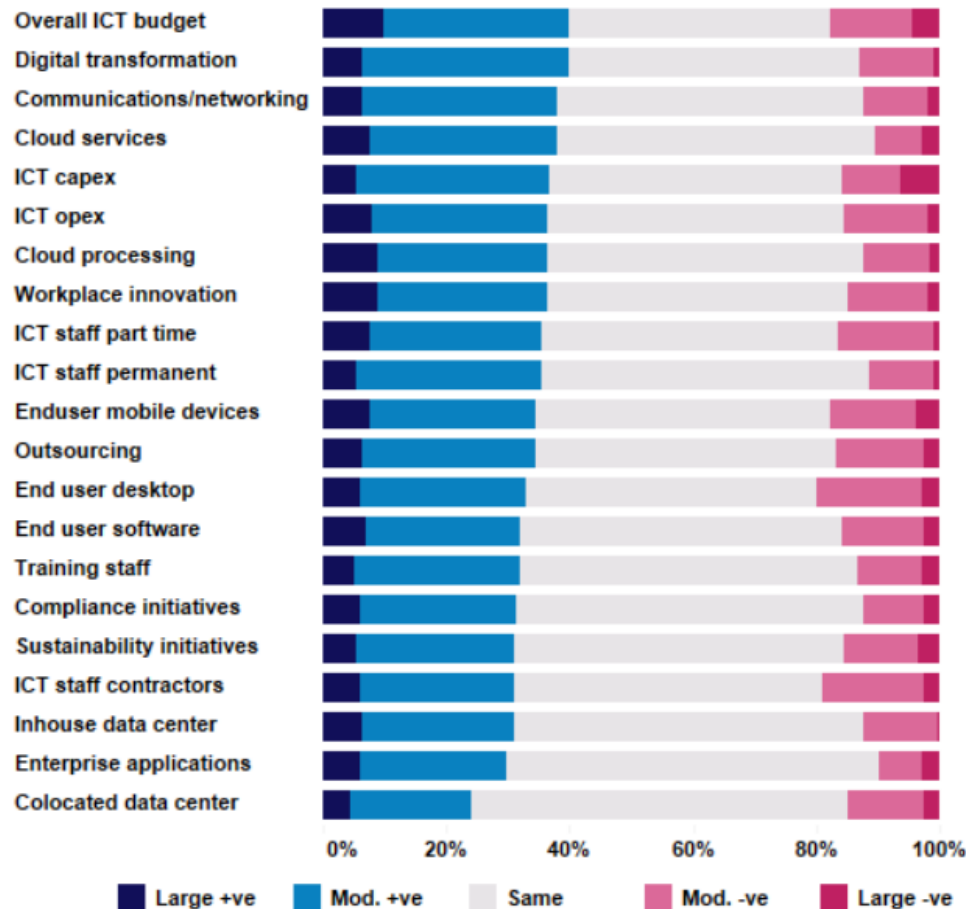
# New digital era



The business world steps in a new digital era (Brynjolsson and McAfee, 2014). It arrives with a large number of new technologies with extraordinary features. This digital era is an excellent opportunity to enhance competitiveness in any sector, to create a new business or to improve current operations (Schwab, 2016). Digitalisation has an important impact in organisational performance (Guo et al., 2017) and it has significance as a source for value creation (Amit and Zott, 2001). However, it is also a threat to several economic activities and it brings new challenges to each organisation (Sommer, 2015). Then, the introduction and implementation of these new technologies in organisations, business and operations become a necessity that organisations must include in their agendas (Ghobakhloo, 2018) but unfortunately, managerial procedures to guide this quest are still rare (Moeuf et al., 2018)



# „Times are tough, but retail ICT budgets are generally increasing.”



Times are tough, but many more Retail organizations are predicting an increase (**39.8%**) in their **overall ICT budget** than are predicting a decrease (17.9%). Increases greatly outnumbered decreases in every area of budget expenditure.

Other major areas of increase include **Digital Transformation (39.8%)** and communications and networking (37.8%).

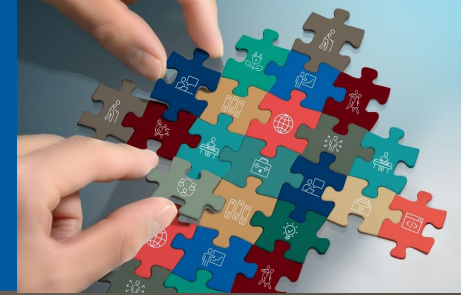




***„The retail market is extremely fluid  
and many important technology trends  
are to be felt.”***

*(2020 DataDriven, Global Retail Industry, Digital transformation trends)*

# Hypothesis



- There is relation between **project success** and **experience** of project manager in **Digital Technology**
- There is relation between **project success** and **experience** of project manager in **Project Management**
- There is relation between **project success** and experience of project manager in both, **Project Management and Digital technology**



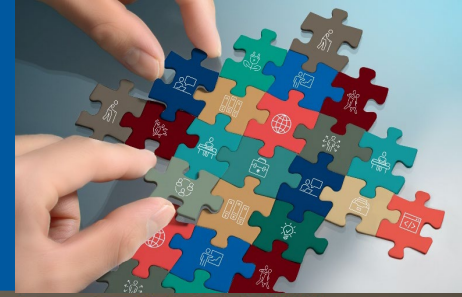




***What is success of projects within scope of digitalisation managed by project managers experienced in PM and in digital technology?***



# Methodology



- Survey was made during week 9
- Interviews with structured questionnaire
- 4 big multinational retail companies from Western Balkan countries (Slovenia, Croatia, Bosnia and Herzegovina and Serbia)
- Interviews with board members who has relevant data
- 29 projects and 10 different project managers





# Questionnaire



- 1      **Name of company**
- 2      **Country**
- 3      **Is project within scope of digitalisation?**  
*Yes/no*
- 4      **What was size of project?**  
*1-7 (compared with other projects in your company)*
- 5      **How many years of experience had Project Manager in field of project management?**
- 6      **How many years of experience had Project Manager in field of digitalisation?**
- 7      **Did Project Manager have a certificate?**  
*IPMA or similar*
- 8      **How did project success meet the set goals?**  
*1-7*



# Results



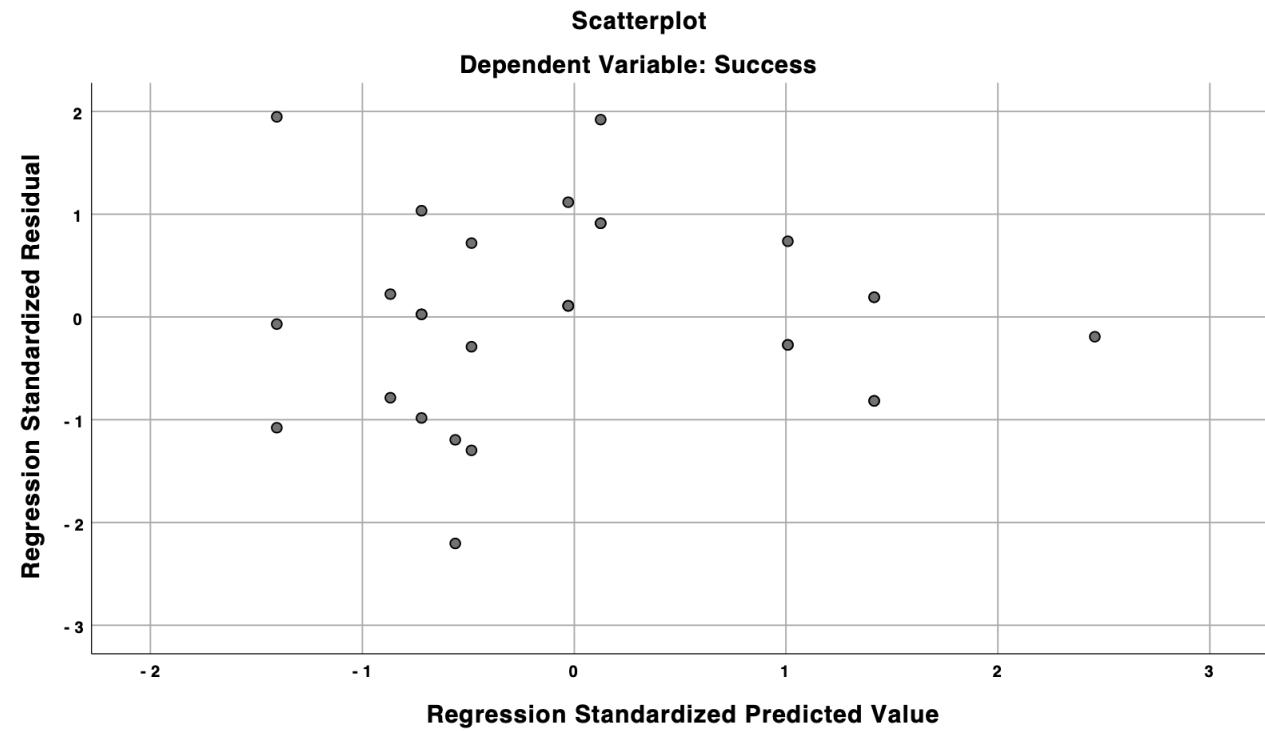
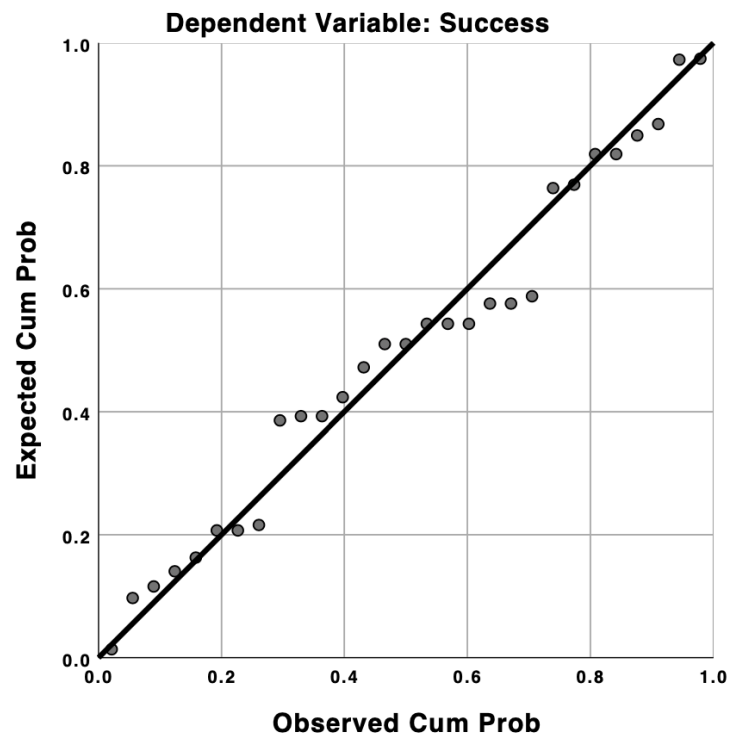
## Descriptive Statistics

|           | Mean | Std. Deviation | N  |
|-----------|------|----------------|----|
| Success   | 3.93 | 1.624          | 29 |
| Exp._PM   | 8.93 | 6.886          | 29 |
| Exp._Dig. | 2.97 | 2.291          | 29 |
| Cert.     | 1.86 | .351           | 29 |





Normal P-P Plot of Regression Standardized Residual



# Results



## Correlations

|                            |                  | Success | Exp._PM | Exp._Dig. | Cert. |
|----------------------------|------------------|---------|---------|-----------|-------|
| <b>Pearson Correlation</b> | <b>Success</b>   | 1.000   | -.026   | .700      | -.456 |
|                            | <b>Exp._PM</b>   | -.026   | 1.000   | .360      | -.108 |
|                            | <b>Exp._Dig.</b> | .700    | .360    | 1.000     | -.806 |
|                            | <b>Cert.</b>     | -.456   | -.108   | -.806     | 1.000 |
| <b>Sig. (1-tailed)</b>     | <b>Success</b>   | .       | .447    | .000      | .006  |
|                            | <b>Exp._PM</b>   | .447    | .       | .028      | .289  |
|                            | <b>Exp._Dig.</b> | .000    | .028    | .         | .000  |
|                            | <b>Cert.</b>     | .006    | .289    | .000      | .     |
| <b>N</b>                   | <b>Success</b>   | 29      | 29      | 29        | 29    |
|                            | <b>Exp._PM</b>   | 29      | 29      | 29        | 29    |
|                            | <b>Exp._Dig.</b> | 29      | 29      | 29        | 29    |
|                            | <b>Cert.</b>     | 29      | 29      | 29        | 29    |

# Results



**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | -2.444                      | 2.099      |                           | -1.164 | .255 |
|       | Exp._PM    | -.102                       | .031       | -.431                     | -3.286 | .003 |
|       | Exp._Dig.  | .910                        | .156       | 1.283                     | 5.836  | .000 |
|       | Cert.      | 2.462                       | .955       | .532                      | 2.577  | .016 |

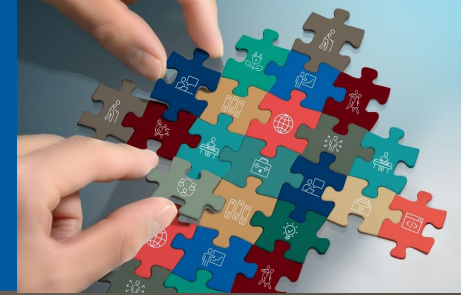
**Coefficients<sup>a</sup>**

| Model |            | Correlations |         |       | Collinearity Statistics |       |
|-------|------------|--------------|---------|-------|-------------------------|-------|
|       |            | Zero-order   | Partial | Part  | Tolerance               | VIF   |
| 1     | (Constant) |              |         |       |                         |       |
|       | Exp._PM    | -.026        | -.549   | -.379 | .776                    | 1.289 |
|       | Exp._Dig.  | .700         | .759    | .673  | .275                    | 3.632 |
|       | Cert.      | -.456        | .458    | .297  | .313                    | 3.199 |

a. Dependent Variable: Success



# Conclusion



- Project management skills play important role in Retail industry within projects with scope of digitalization
- PM certificates are just one more proof
- To improve project success, Retail organizations have to find way how to add additionally digital knowledge/experience to PM









thank you!



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