



# Projectification of Society in Germany - Evolution, situation and prospects

Reinhard Wagner, Alma Mater Europaea

# Introduction



- Projectification as an increasing field of interest in project-related research
- In this context the impact on work, organisations and society is of interest
- Research particularly builds on social, organizational and societal theories
- My doctoral thesis applies Institutional Theory to projectification of society, explores the impact of institutions in general and of GPM German Project Management Association as a key actor on the projectification of society

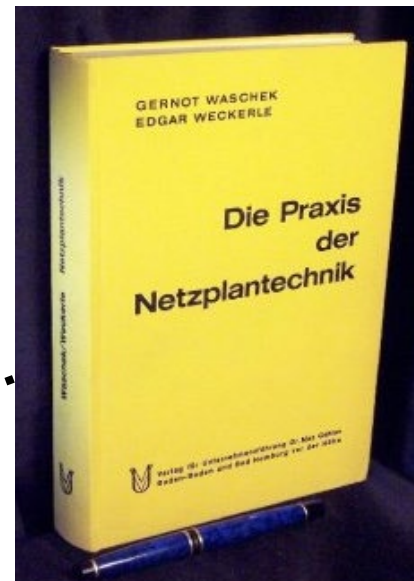
# Projectification in Germany – Evolution



Johann Heinrich Gottlob von Justi (1761): „All people are project makers”



Waschek/Weckerle (1967):  
Network Planning Techniques  
for Engineering Projects



Deutsche Bank Research (2007)  
Scenario of a project economy,  
based on specialized firms that  
cooperate – about 15 % of the  
GDP is affected



In Germany, about 35% of  
the GDP is performed  
through projects and  
trends indicate a further  
growth (GPM, 2015)

# Projectification in Germany – Situation (1)



Survey “The role of institutions on the Projectification of Society” (18.01. - 26.02.2021)

<b>RQ 1</b>	<b>What is the state of projectification at the societal level in Germany?</b>		
RQ 1.1	How does this state develop over time?	H1	The projectification of society is increasing in Germany
RQ 1.2	Which state of projectification has been reached in the different sectors of society?	H2	The projectification of society in Germany has been most advanced in the economy
<b>RQ 2</b>	<b>Which impact do institutions have on the projectification of society in Germany?</b>		
RQ 2.1	Which institutions have the most impact on the projectification of society?	H3	Normative institutions (e.g. PM Standards) have the most impact on projectification
<b>RQ 3</b>	<b>Which impact do actors have on the projectification of society in Germany?</b>		
RQ 3.1	Which actors have the most impact on the projectification of society?	H4	Project management associations have the most impact on projectification
<b>RQ 4</b>	<b>Which impact does the GPM has on the projectification of society in Germany?</b>		
RQ 4.1	Is GPM doing enough to foster the projectification of society in Germany?	H5	GPM has so far not done enough to foster the projectification of society
RQ 4.2	In which way can GPM have the most impact on the projectification of society?	H6	GPM can have the most impact on projectification via cultural-cognitive institutions

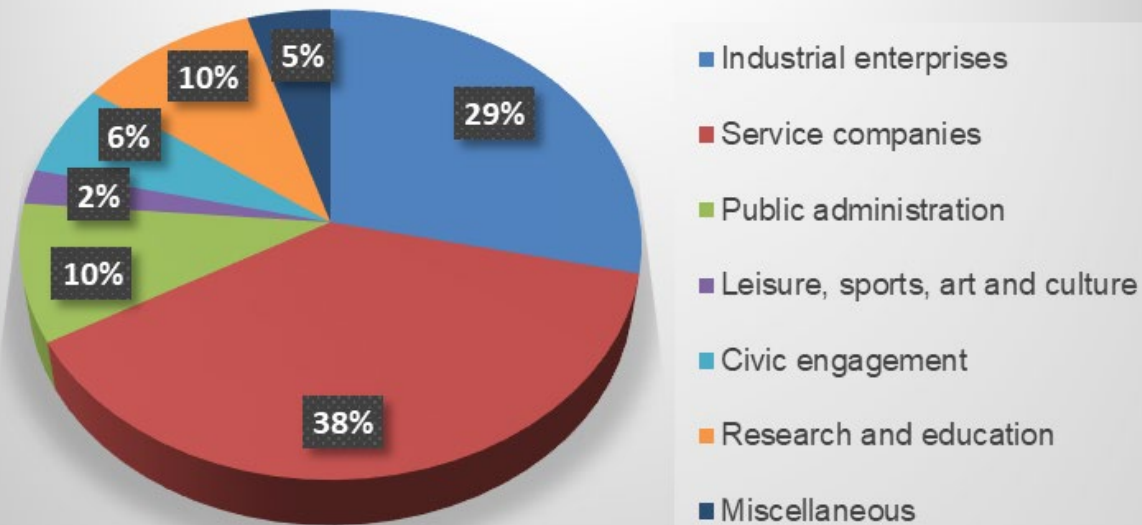


# Projectification in Germany – Situation (2)

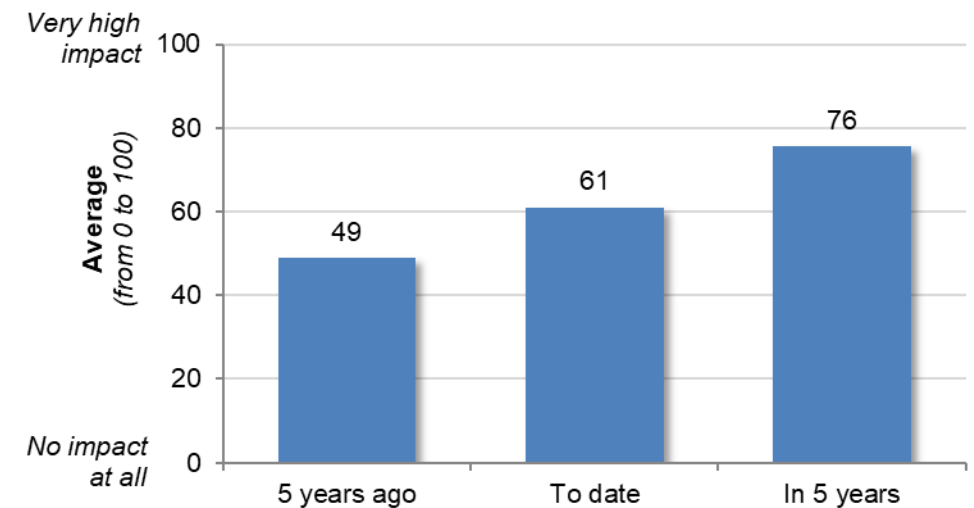


Survey “The role of institutions on the Projectification of Society” (18.01. - 26.02.2021)

Fields of activity of the participants (n=194)



Impact of projectification on society over time

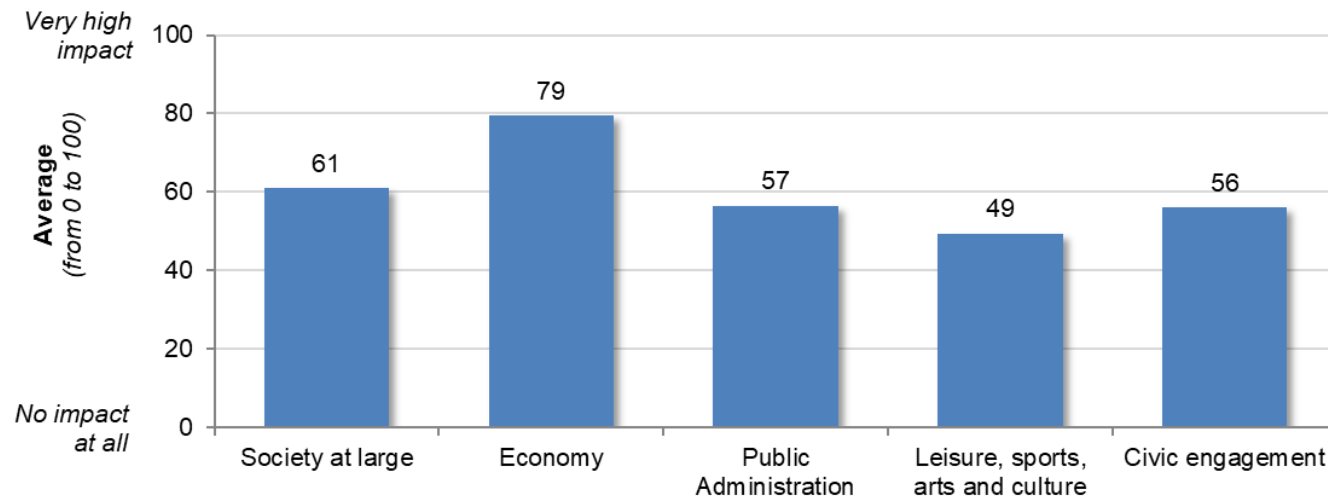


# Projectification in Germany – Situation (3)

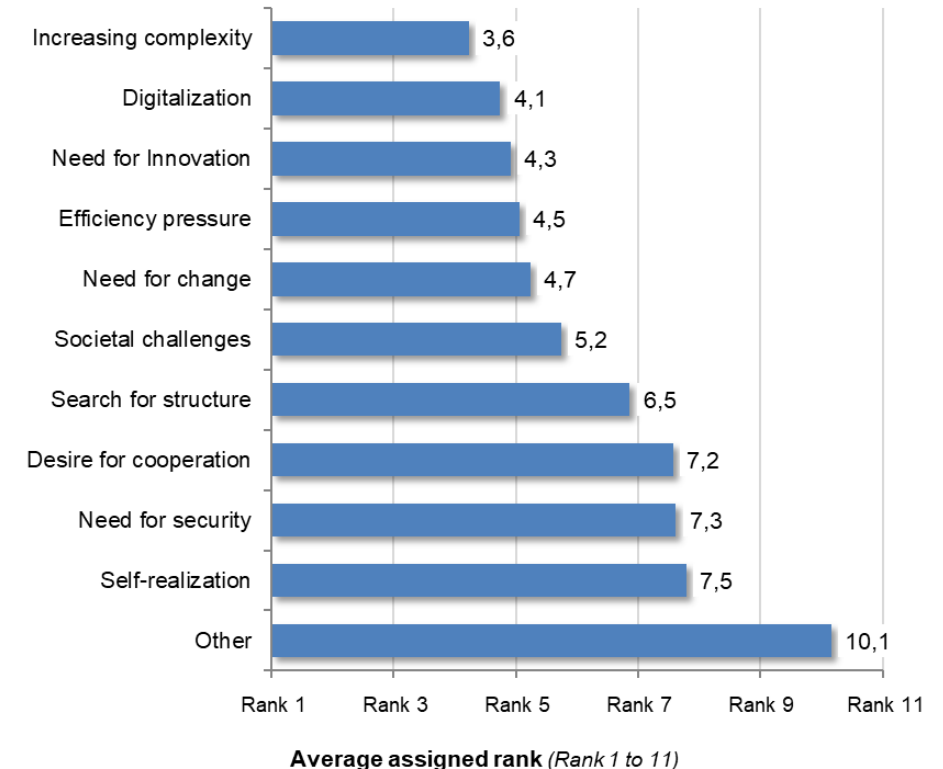


Impact of projectification on various sectors... and... the main reasons...

Impact of projectification on various sectors of society in Germany



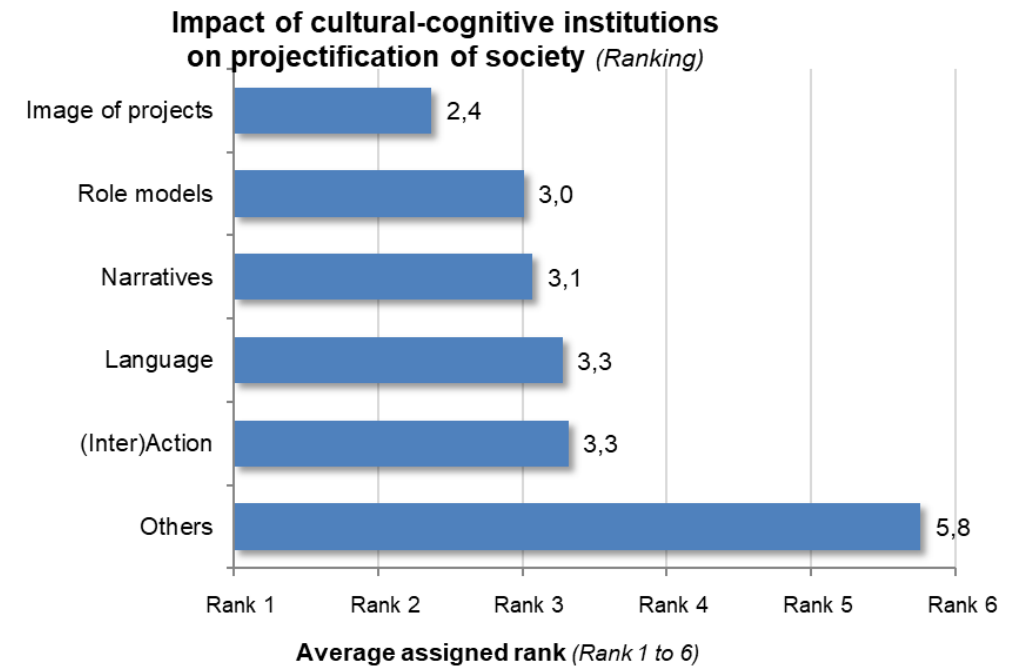
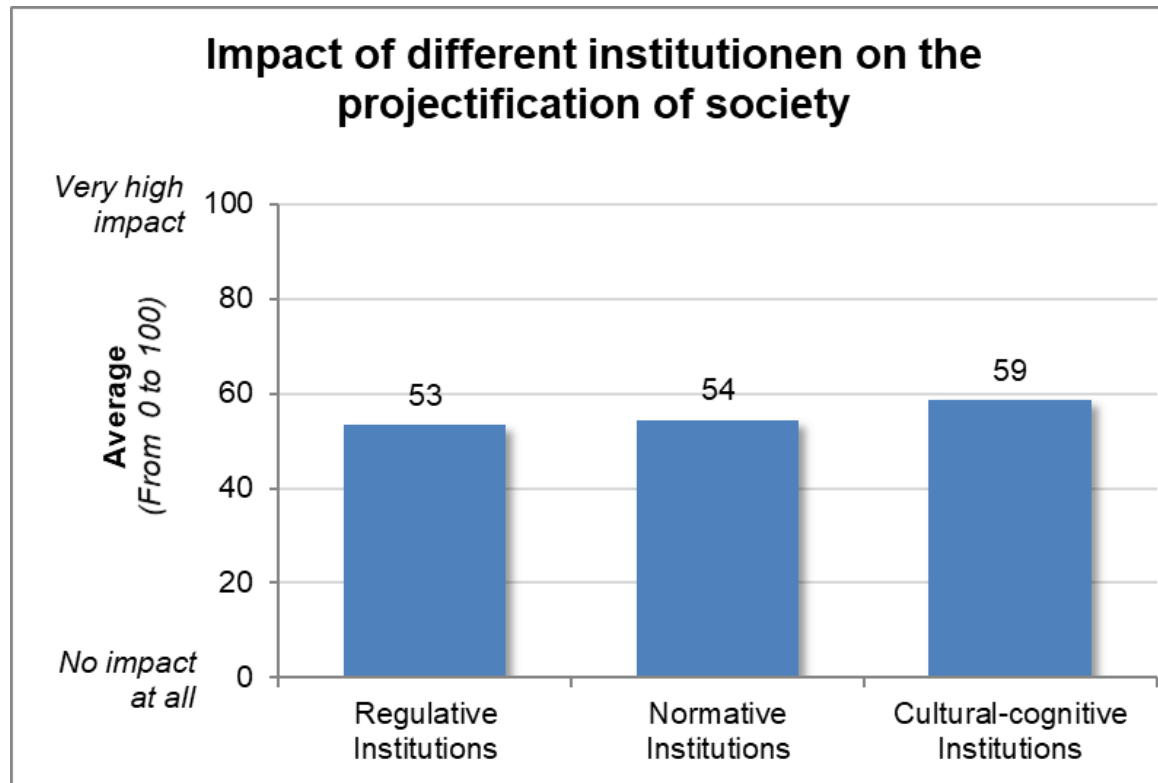
Main drivers of the projectification (Ranking)



# Projectification in Germany – Situation (4)



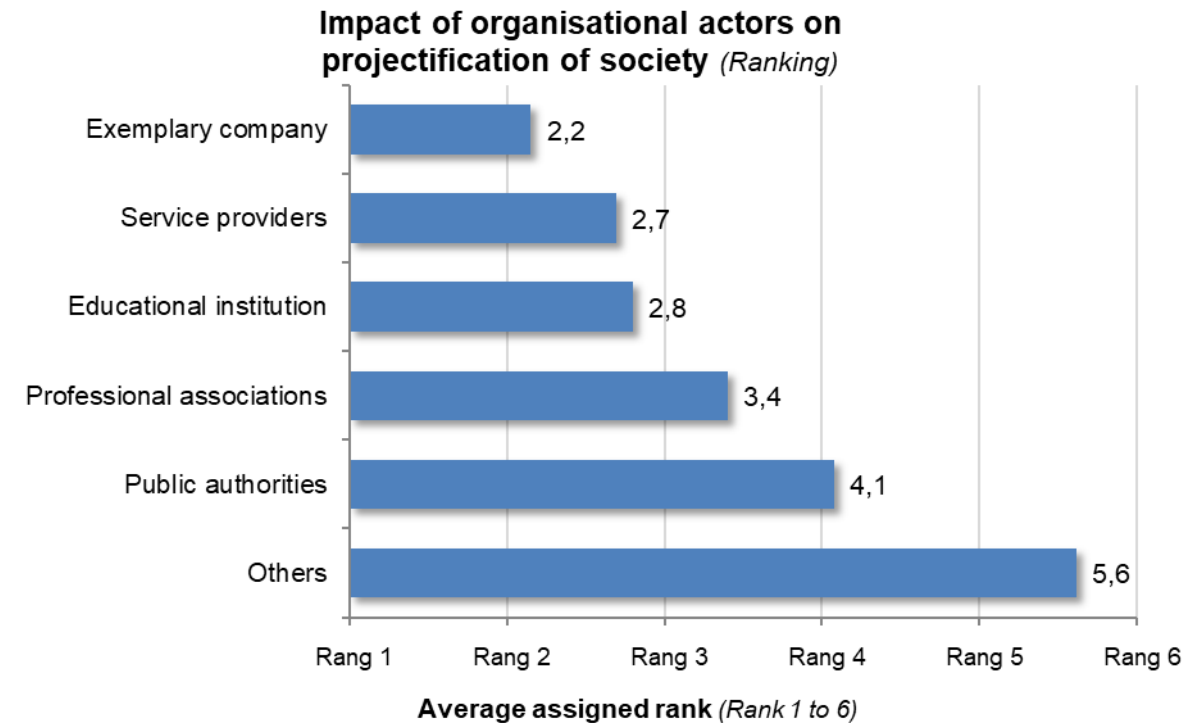
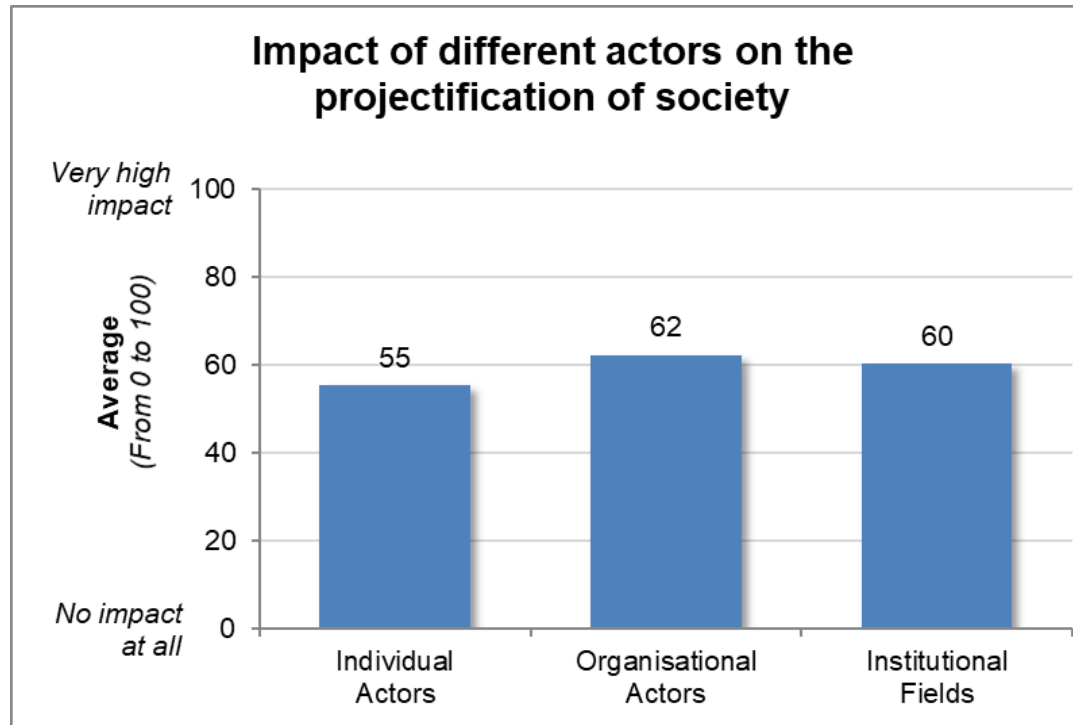
The impact of institutions... and the special role of “cultural-cognitive” institutions



# Projectification in Germany – Situation (5)



The impact of actors... and the special role of “organisational” actors

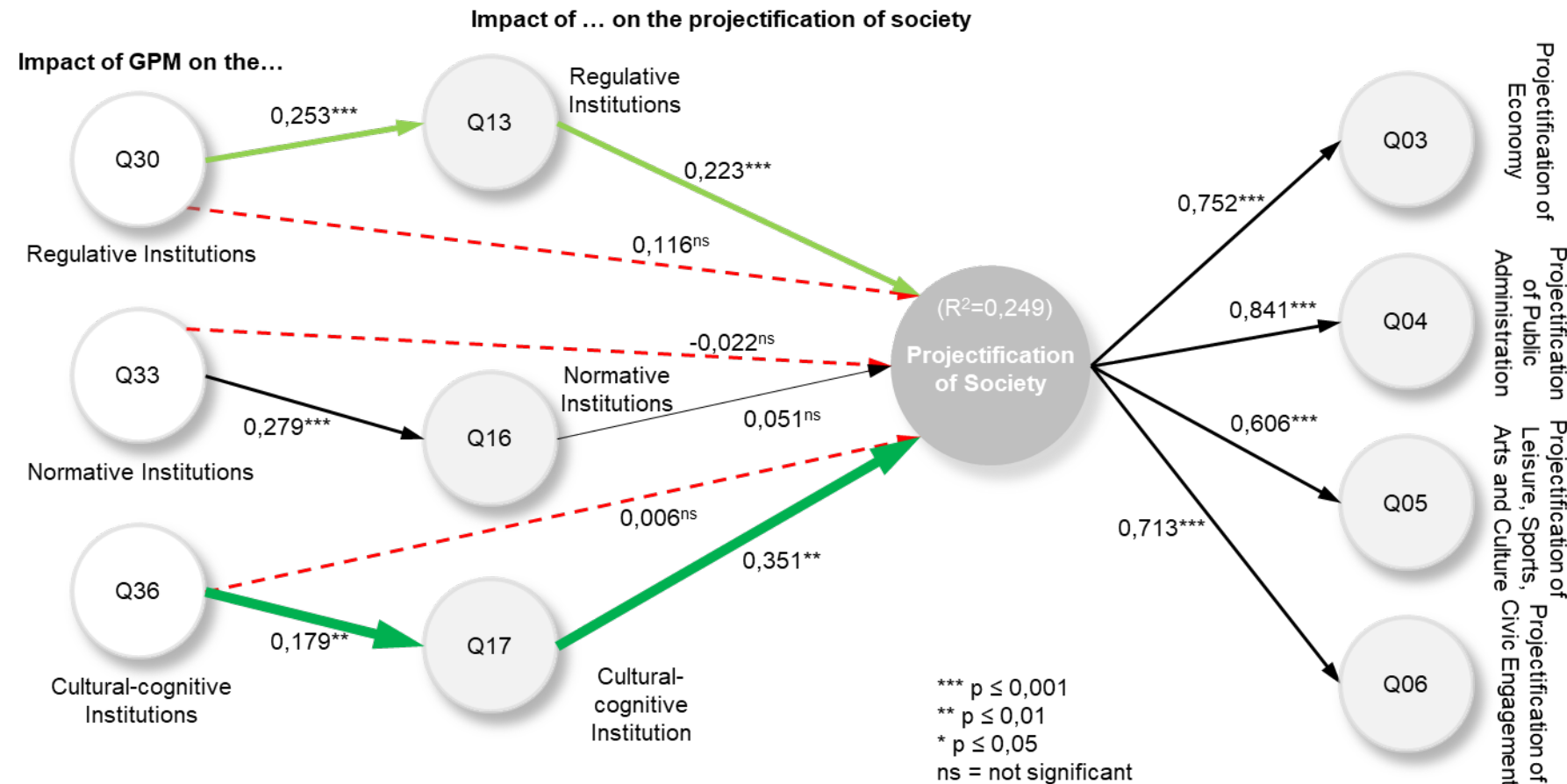




# Projectification in Germany – Situation (6)



## Structural Equation Analysis for testing correlative interrelations



As the degree of determination ( $R^2$ ) indicates, the quality of the model is good, with the 3 institutions explaining about 25% of the variance on the projectification of society... which was composed of the four sectors as “2<sup>nd</sup> Order” construct... regression coefficient Beta (0.35) for cultural-cognitive institutions highest

# Projectification in Germany – Prospects



## Prospects for the future:

- Projectification of society will continue to grow. There is room for improvement in all sectors beyond the corporate world
- Cultural-cognitive institutions (e.g., image of projects) have the greatest impact on the projectification of society, yet they need more attention and orchestration
- Organisational actors such as industrial organisations, service providers and educational institutions exert the greatest influence on the projectification
- The project management associations should exert more influence on cultural-cognitive institutions and focus strategically more on the societal developments
- More research necessary, e.g., an international comparison and more in-depth analysis of the processes involved

# Summary and conclusions



- Projectification of society is an interesting research arena and the application of institutional theory helps to better understand the processes and actors involved
- In the past, the German Project Management Association focused (too) much on the corporate world and supported the professionalization of project management there
- A strategic re-orientation towards supporting society is required, basically through the cultural-cognitive institutions and utilizing corporate and entrepreneurial role models
- Finally, this field demands more research focus, e.g., an international comparison and in-depth analysis of processes and the roles of various actors on the projectification

**Thank you for your interest. Do you have questions?**