

***Ten Years After:
The Evolution of Projectification in Germany,
Norway, and Iceland***

Andreas Wald

IMaR Conference, April 18, 2024, Reykjavik

Outline

- A. Projectification: What does it mean and why is it important?
- B. The evolution of projectification 2013-2022
- C. Further questions

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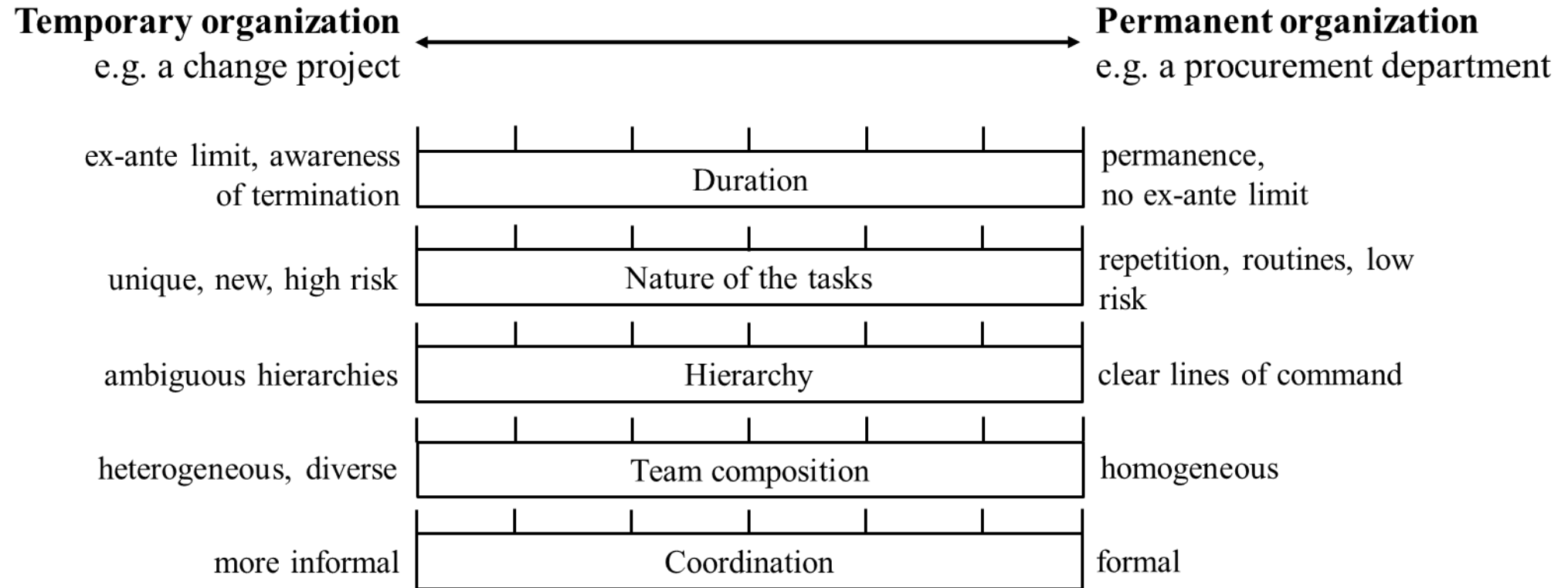
Projectification: What does it mean and why is it important?

C. Midler (1993): “*L'Auto qui n'existait pas ...*”

“Popular conventional wisdom tells us that the prevalence of projects is on the increase, and everyone can observe that the society that surrounds us is already ‘projectified’, (...).” Lundin and Söderholm, (1998: 13)

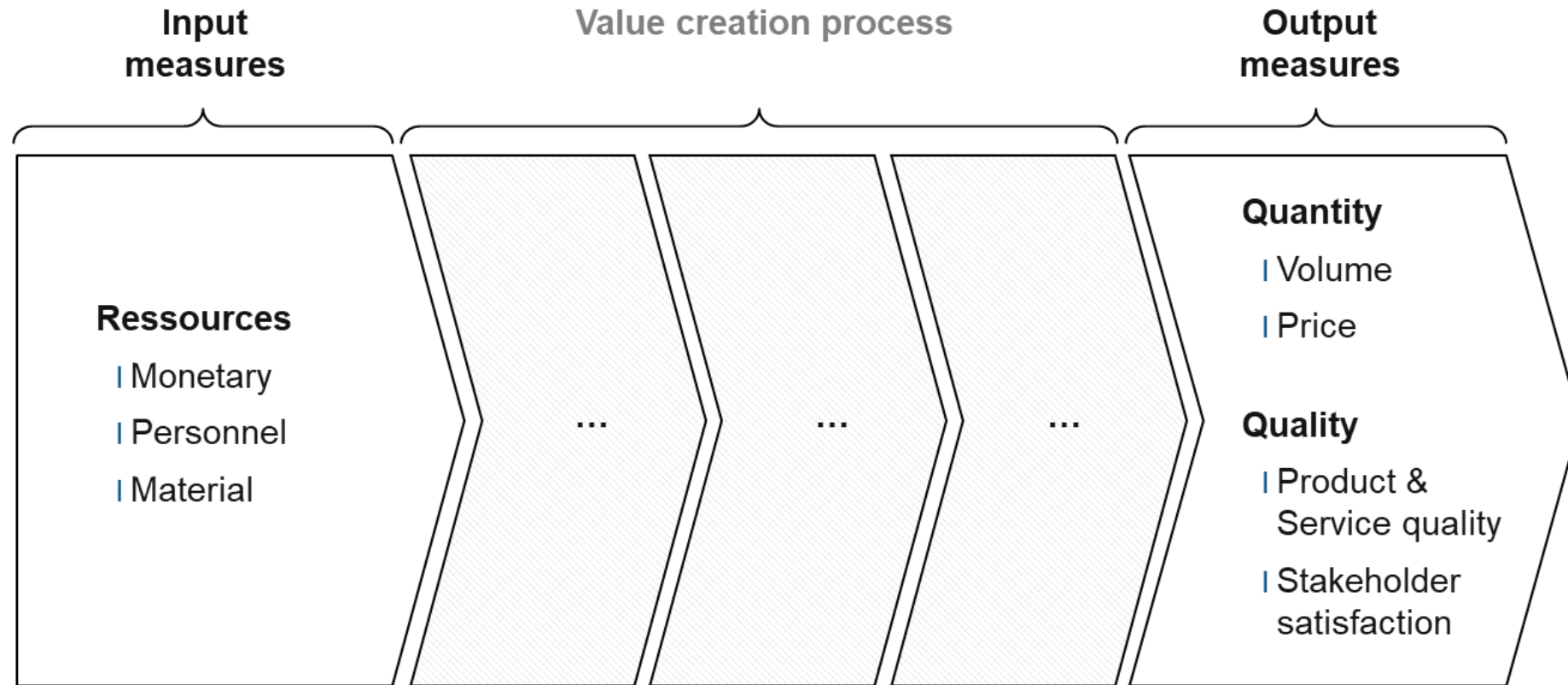
“The projectification of business and working life is ongoing and strong.” (Lundin et al., 2015: ix)

The qualitative dimension of projectification



Source: Henning and Wald, 2019: 808

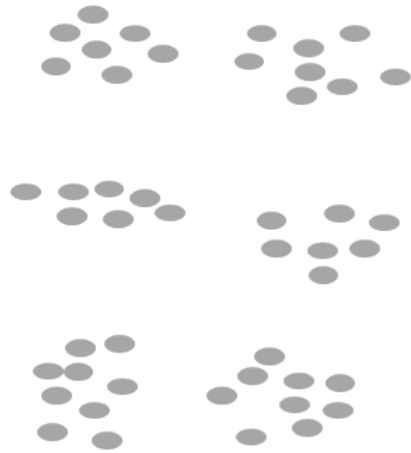
The quantitative dimension of projectification



Source: Wald et al., 2015: 23

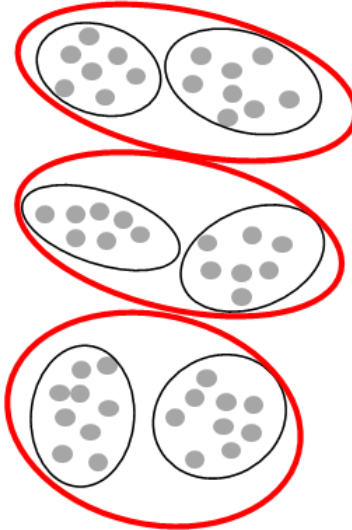
The quantitative dimension of projectification

Organization



Measuring projectification as share of project work on total work (in working hours)

Sector



Calculation of mean values for each sector

Economy

NACE	Sector	Share on GVA
A	Agriculture, forestry and fishing	0.9 %
B-E	Manufacturing industry	26.1 %
F	Construction	4.6 %
G-I	Retail / transport / hospitality / tourism	15.6 %
J	Information and communication	4.7 %
K	Financial services & insurance	4.1 %
L	Real estate	11.1 %
M-N	Corporate service providers	10.7 %
O-Q	Public sector, education, health	18.1 %
S	Other service providers	4.1 %
	Total	100.00 %

Sum over all sectors weighted by the sector's share on total GVA

Source: Wald et al., 2015: 26; Schoper et al., 2018: 74

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The project landscape

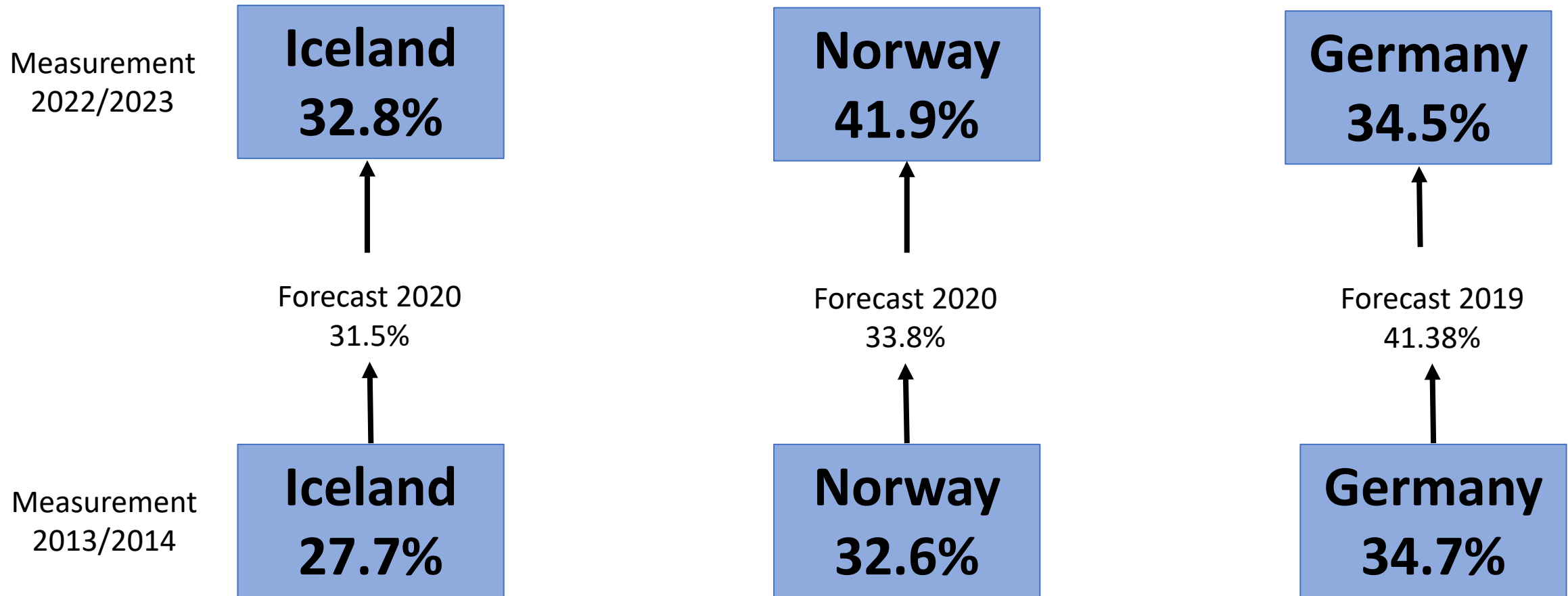
		Internal projects					External projects	
Year	Country	Organizational/HR	IT	R&D/NPD	Marketing/sales	Infrastructure	Commissioned projects	n
2013	Germany	17%	20%	13%	22%	13%	16%	500
2022		17%	19%	15%	17%	11%	22%	730
2014	Norway	14%	16%	18%	16%	14%	23%	1412
2022		15%	17%	17%	16%	14%	22%	287
2014	Iceland	16%	19%	17%	17%	18%	13%	142
2022		16%	17%	17%	19%	16%	15%	102

Source: Wald et al., 2015; Schoper et al., 2018, Wald et a. 2023

The project landscape: Industries and project types

Germany 2022	Internal Projects					External Projects	Number of cases(n)
	Organizational / HR projects	IT projects	R&D/New product development projects	Marketing / sales projects	Infrastructure projects	Commissioned projects	
Agriculture, forestry and fishing	16%	19%	18%	17%	11%	19%	30
Manufacturing industry (excl. construction)	14%	15%	20%	17%	9%	24%	280
Construction	15%	14%	13%	12%	12%	35%	50
Retail / transport / hospitality / tourism	19%	22%	8%	22%	13%	17%	63
Information and communication	16%	21%	13%	17%	10%	22%	50
Financial services & insurance	20%	26%	11%	18%	14%	11%	49
Real estate	19%	18%	12%	13%	18%	20%	50
Corporate service providers	19%	19%	9%	20%	7%	26%	50
Public sector, education, health	21%	23%	11%	13%	17%	15%	58
Other service providers	20%	21%	10%	20%	10%	19%	50
Total	17%	19%	15%	17%	11%	22%	730

The evolution of projectification 2013-2022



Source: Wald et al., 2015; Schoper et al., 2018, Wald et al. 2023

Projectification of industries (example Germany)

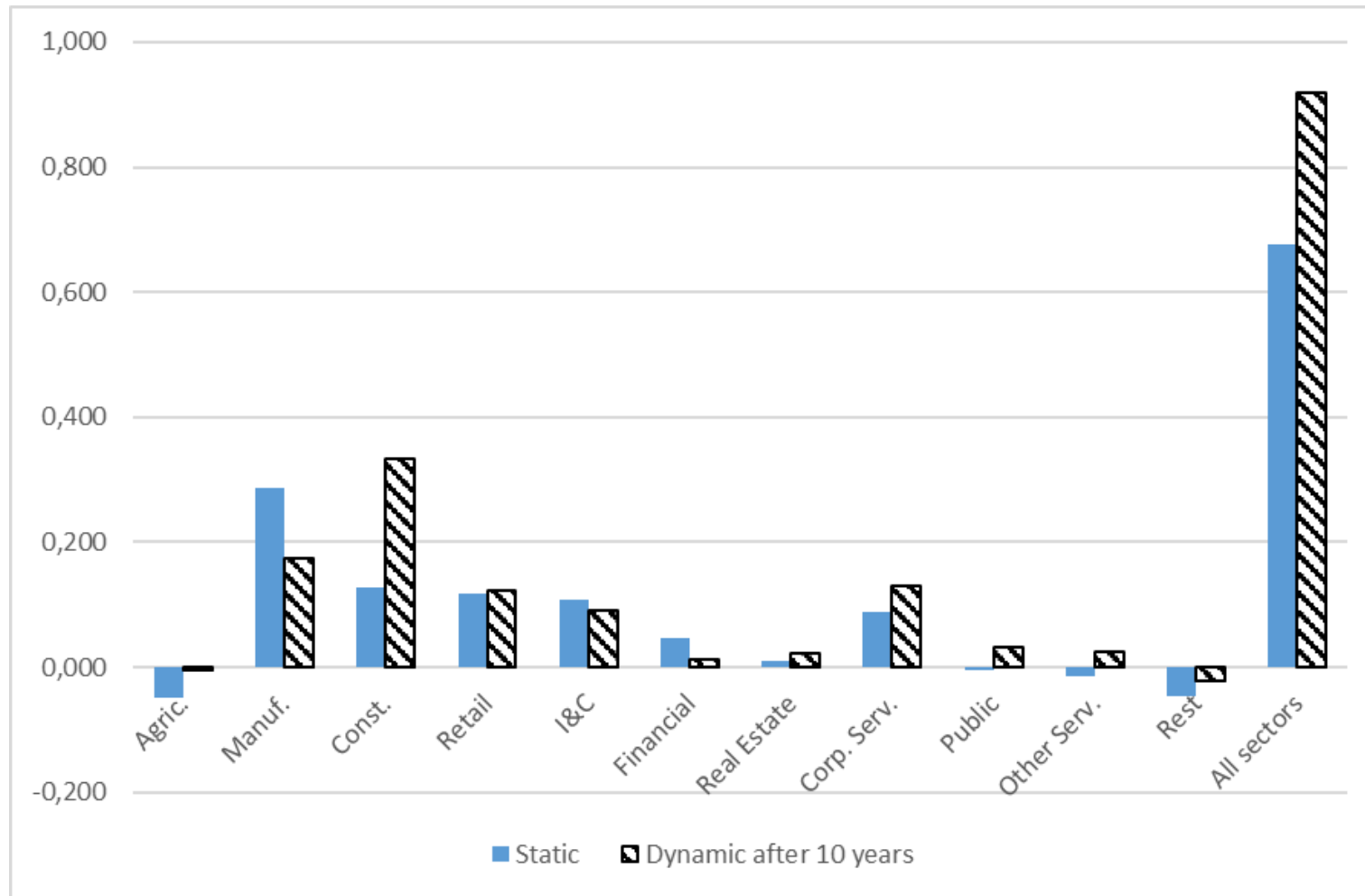
Sector	Share of project work 2022	Share on GVA 2022	Share of project work 2013-2022
Agriculture, forestry and fishing	20,5 %	1,3 %	
Manufacturing industry (excl.construction)	38,8 %	23,4 %	-3,1 %
Construction	55,0 %	6,0 %	
Retail / transport / hospitality / tourism	20,9 %	17,1 %	-21,1 %
Information and communication	46,4 %	4,9 %	8,7 %
Financial services & insurance	19,2 %	3,6 %	-3,8 %
Real estate	45,3 %	10,0 %	
Corporate service providers	42,5 %	11,5 %	-17,5 %
Public sector, education, health	24,5 %	18,8 %	6,7 %
Other service providers	37,6 %	3,6 %	14,6 %
Total	34,5%	100,00%	-0,2%

Source: Wald et al., 2015; Schoper et al., 2018, Wald et al. 2023

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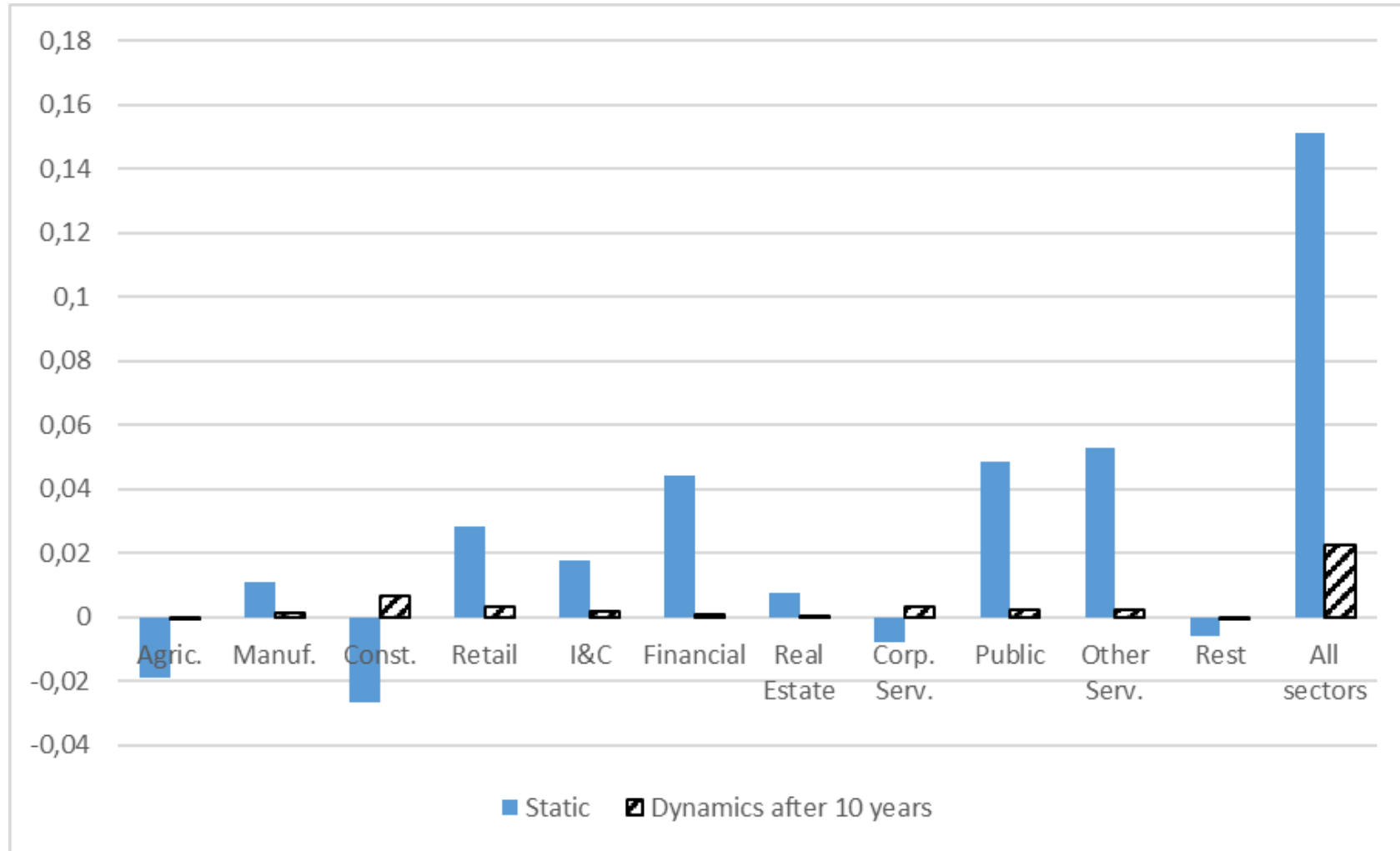
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Macroeconomic effects: Production (innovation)



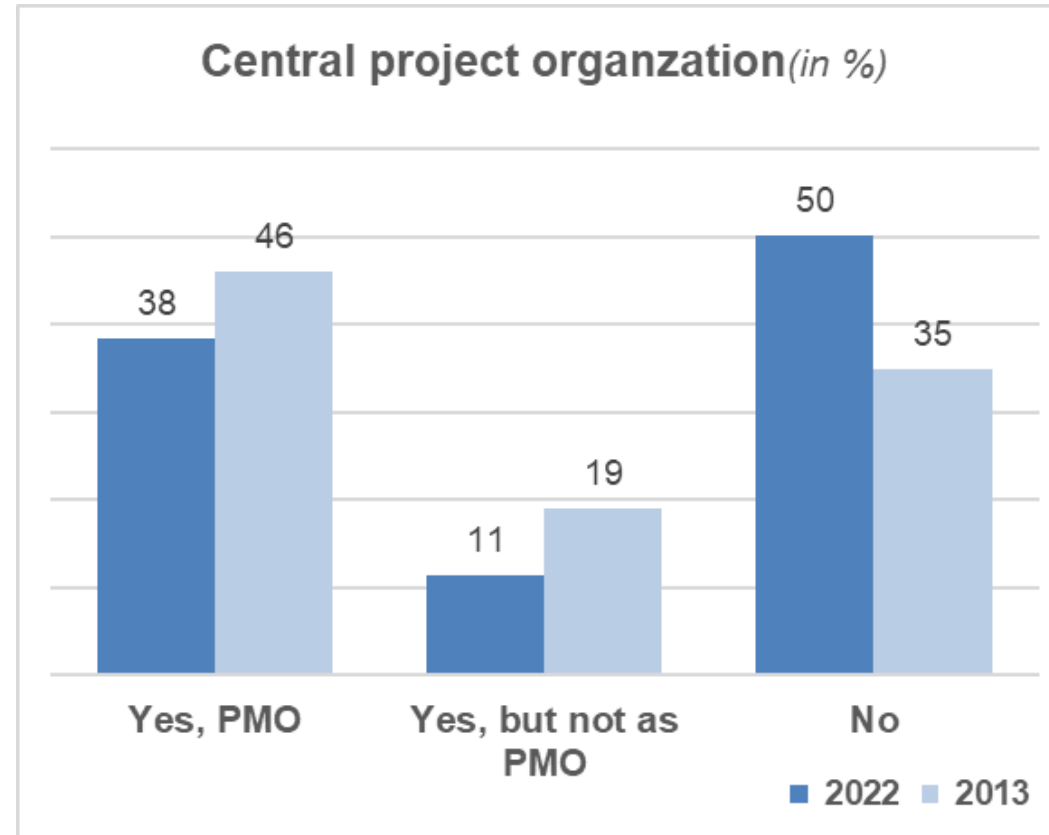
Source: Henning and Wald, 2019: 814

Macroeconomic effects: employment



Projectification, institutionalization and professionalization

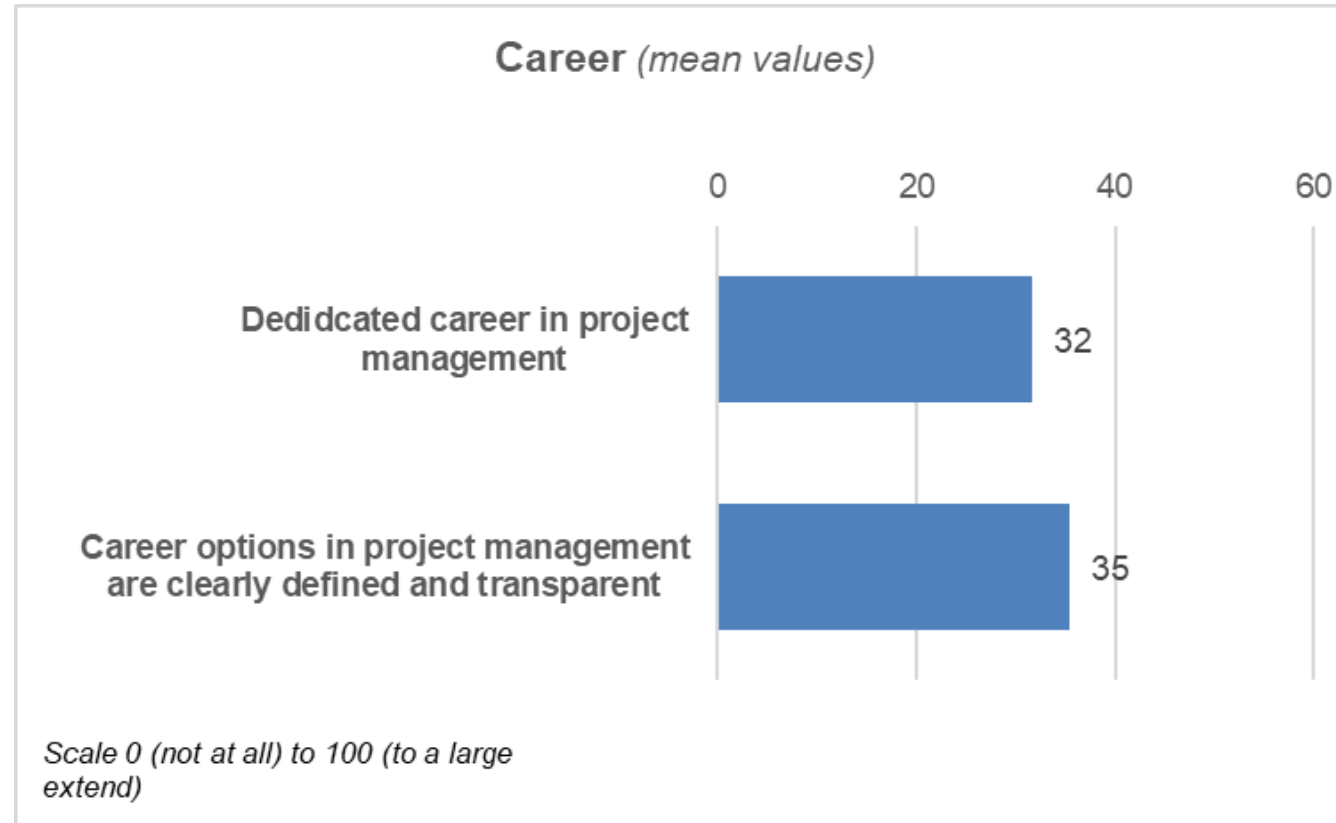
Central project organization (Germany)



Source: Wald et al. 2023: 41

Projectification, institutionalization and professionalization

Project career (Germany)



Source: Wald et al. 2023: 42

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Project definition

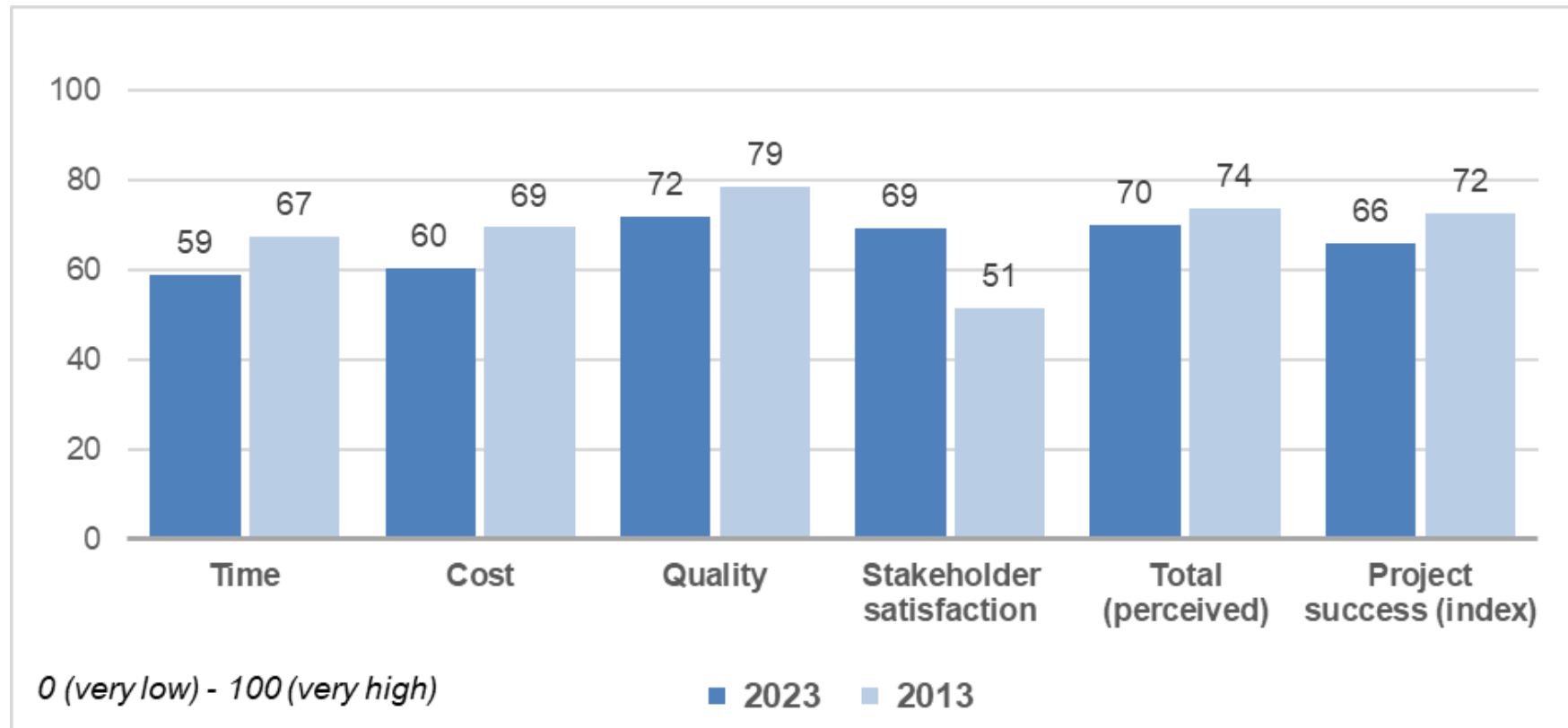
A **project** is an undertaking largely characterized by the uniqueness of the conditions in their entirety, i.e.,

- A **specific target** has been defined for the project.
- The project is **limited in terms of time** (start and end).
- The project requires **specific resources** (e. g. financial, staff, ...).
- An **independent process organization** exists, which is defined as different from the standard organization in the company.
- The projects work on **non-routine tasks**.
- The project has a **minimum duration of four weeks**.
- The project has at least **three participants**.

Source: Wald et al. 2015: 24

Projectification, institutionalization and professionalization

Project success (Germany)



Source: Wald et al. 2023: 42