

Executive report

on the development of project
management in La Rioja

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Preface

Immersed in the COVID-16 health crisis, there are many challenges that organizations, large and small, must face which require them to demonstrate their resilience and flexibility in adapting the strategic planning made at the beginning of the year to the new circumstances, full of high uncertainties, by evaluating the impact of recent events and looking for new opportunities that need to be addressed.

Different surveys in Spanish companies, such as those carried out by KPMG in collaboration with the CEOE during 2020, have highlighted the companies' strategic priorities for the coming months. Process improvements (60% of the executives surveyed), digital transformation (57% of the sample) and the launch of new products and services (45% of the organizations surveyed) are the most significant. Innovating in such variable and complex times becomes a need that has been reflected in these surveys. A commitment to innovation and disruptive technology is valued in almost one out of every three organizations, and when it comes to renewing the production model in general, two out of every three businessmen (65%) pointed out the need to increase investment in R&D.

From the Regional Development Ministry of La Rioja, through the General Direction for Reindustrialization, Innovation and Internationalization, we believe that seeking different ways of doing things is facilitated by using tools such as management by innovative projects; a battery of challenges that unleashes the imagination and opens up new work spaces and opportunities.

One of the objectives followed by this DG is to make known the tools, nomenclatures and language used worldwide in project management and how to make organizations progress towards a model of management by projects.

At this point, the need to know the level of knowledge and implementation of management by projects in the companies of La Rioja, and therefore, to know the perceptions and capacities to meet challenges as innovative projects.

We are aware that we must continue to promote good project management practices, encouraging the appropriate use of this knowledge, which has been gained from years of experience and, of course, also because of a tiny contribution from the courses and Think-TIC conferences that have made La Rioja and the APGP (Association of Project Management Professionals) a reference point in the north of Spain.

History is telling us that crises are the source of great advances. Now is the best time to rethink, reinvent, reindustrialize and regenerate the hopes and expectations from prior to the pandemic. This report is intended as a new phase for starting to reembarc on the path of continuous improvement, feel more competitive and be more efficient.

*General Direction of Reindustrialization,
Innovation and Internationalization*



01/ Introduction

1.1. Aim of the study

The General Direction of Reindustrialization, Innovation and Internationalization, hereafter called DGRII, dependent on the Regional Development Ministry of La Rioja, has among its objectives to observe the evolution and needs of production systems to adapt these to the requirements of the business fabric of La Rioja.

In that sense, the Government of La Rioja works actively on the training of professionals from the private sector as well as the Public Administration in the management of projects and promotes events of national relevance and international focus for the dissemination of good practice in this discipline, such as the Project Management Events.

In recent years, project management has taken on a growing role in the day-to-day functioning of organizations. Not surprisingly, the European Commission itself saw it as a key tool for improving management and developed its own methodology (PM²), which was launched in 2018.

In the course of the presentation of this methodology in La Rioja, one aspect that became relevant was the lack of evaluation tools on the use of project management at regional and national level. Faced with this situation, La Rioja took up the challenge and looked for ways to put this right.



1.2 Think-TIC and project management

The DGR11, through the National Centre for Training in New Technologies, Think-TIC, has been working for more than 10 years to raise awareness, spread knowledge and improve the training of project managers and, by extension, project directors in companies, consultancy firms, public administration and professionals related to this discipline.

A large number of milestones can be highlighted that have shown the way to a leadership role in the whole of the northern part of Spain in the promotion and training of companies in project management with internationally recognized methodologies such as PMP, Prince2, etc.

40% EXCEED

50% DELAY

Based on international studies, "more than 40% of projects exceed their budget and almost 50% are delayed" (PMI, 2018). This means, on a worldwide scale, the loss of "onemillion euros every 23 seconds" (Brightline Initiative, 2018). Being aware of the relevance of project management, the European Commission is promoting better performance at European level, with initiatives such as PM² (project management methodology supported by the Commission itself).



Teaching of the first Project Management Professional (PMP) course of PMI in La Rioja.

2011



Start of contacts with the Project Management Institute (USA).
Former students create the Riojan association APGP.

2012



Celebration of the first conference on Project Management.

2014



First Project Sessions

2015

The first of the milestones dates back to November 2011, with the delivery of the first preparation course for the PMP project management certification of PMI in La Rioja.

As a result of this initiative, and in response to the interest aroused among participants by the training they received, it was decided to take a second step and enable the students to be officially accredited in this methodology. In 2012. The appropriate contacts were made with the Project Management Institute (USA), one of the most prestigious institutions at an international level in project management, to hold the certification exams on the premises of the centre.

The first certification exams were held in February 2012 and, given the success of this initiative, work has continued in subsequent years and whenever there has been demand for the training-certification tandem. More than 743 professionals from La Rioja have been trained in different methodologies and tools related to project management (PMP, ACP, Scrum, Prince2, Jira, Project, etc.) in a total of 50 actions.

Another important milestone resulting from these first steps was also achieved in 2012 when a group of restless, entrepreneurial students met at the school's facilities to share their expectations which subsequently culminated

in the creation of the Association of Project Management Professionals of La Rioja (APGP) in September 2012. This association is currently the most active in northern Spain.

Significant was the organisation of the first Project Management Conference in October 2014, which brought together more than 60 people interested in the topic and which today still continues to be an unmissable event for professionals from the region. At these events, national and international experts advanced lines of action and related their good practices, describing different aspects of project management. To date, six conferences have been held with a total of 426 participants.

Subsequently, in spring 2015, given the success of the previous annual Project Management meetings and encouraged by the growing curiosity of the APGP professional association, a new, more informal event format was introduced, close to the management of the companies in La Rioja, the "Project Sessions". This type of seminar has made it possible to bring the latest trends, experiences and strategies in project management closer to the management of large and small businesses in La Rioja. A total of 5 sessions have been held with an average participation of 65 attendees, that is, more than 300 people.

More than 743 professionals from La Rioja have been trained in different methodologies and tools related to project management (PMP, ACP, Scrum, Prince2, Jira, Project, etc.) in a total of 50 activities.



II Project Sessions
2016

2016



III Project Management
2016

2016



III Project Sessions
2017

2017



IV Project Management
2017

2017

The growing dynamism in the region made it possible to identify European interest in project management. This interest was crystallized in the PM² methodology which was developed by the European Commission and presented in Brussels in February 2018. This methodology aims to be light and easy to implement in any type of project. At national scale, the presentation of the methodology took place in the Technology Centre of La Rioja premises.

The last notable milestone would be this study, promoted by the Government of La Rioja from the DGRIL, in which an evaluation of the development in the management of projects of the organizations of La Rioja.

The aim of this study is to make an initial approach that will serve as a reference for new studies and a starting point for achieving a higher profile in Europe. The intention is nothing less than to try to get to know oneself in order to set an ambitious long-term goal: "to position La Rioja among the most advanced European regions in terms of project management".



IV Project Sessions
2018

2018



V Project Management 2018
(presentation of the PM² methodology in Spain)

2018



V Project Sessions
2019

2019



VI Project Management
2019

2019

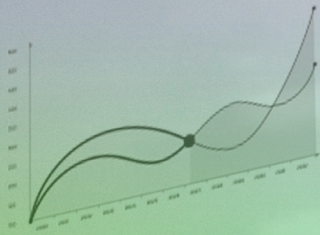


Presentation of the Executive Report on the development of project management

2020

11 events

more than 750 participants



02/ General features of the executive summary

2.1. Definitions

Project management is the set of activities of planning, organization, monitoring, assurance, and management of the necessary resources and work to deliver specific project goals and outcomes in an effective and efficient way.

A **project** is defined as a temporary organizational structure that is set up to create a product or single service within certain restrictions such as time, cost and quality. The project management approach must always be adapted to satisfy the needs of the project.

2.2. General methodological features of the selected sample

The **basic unit** of the survey to which the data should refer in each case is the establishment, i.e. the observation unit susceptible to be researched to find out the level of maturity in the project management of organizations in La Rioja is the establishment. The observation unit has been designed in this way to enable us to obtain the information closer to the location of the projects.

The **population** at which the study is targeted is divided into three distinct areas: the public sector, the private sector and non-profit institutions (NPIs).

A random sample was chosen, stratified according to the size of the establishment and division of activity, combined with a census for the largest units. All the establishments with at least one employee were also included in the sample.

For this study, a total population of **5,340 establishments** was involved, of which **772** were surveyed. 301 responses were collected, representing 39% of the sample.

All this information can be found in the annex "Survey framework and sample design" of the full report.



2.3. General features of the survey

The initial survey consisted of a total of 13 questions, of which 10 were related to project management, another two were directly linked to the management of R&D&I projects and a previous question was used to classify the establishments that had responded. This set of questions, included in the annex, was focused on the idea of obtaining a series of indicators that would allow comparisons to be made between the results collected and would constitute a reference for the interpretation of future surveys.

2.4. Selected indicators

C1 Perception of management

The perception of **project management in the organisation**, with the acronym **C1**, corresponds to the question "How would you describe project management in your organisation?"

C2 Perception of the Capacities

Perception of the **Organisation's Capabilities** in Project Management, indicator with the acronym **C2**, corresponds to the question that asks to assess the statement "My organisation has appropriate capabilities to manage projects effectively".

A1 Perception of the positive impact

Perception of the positive impact that project management has on organizations, **Attitude towards project management**, with the acronym **A1**, corresponds to the question with responses based on a satisfaction scale "I believe that project management improves the performance of my organization".

A2 Perception about the promotion of project management

Perception of the role that public administrations (from now Public Administrations) should adopt to promote the application of project management methodologies, **Attitude towards promotion by the Public Administration**, indicator with the acronym **A2**, corresponds to the question stated as "I believe that public administrations should encourage the application of project management methodologies".

I1 Use of methods and techniques

Use of specific methods and techniques, **Use of project management methodologies**, an indicator with the acronym **I1**, corresponds to the question that assesses the degree that "you use some methodology regularly to manage projects in your organization".

I2 Training

Training in project management, with the acronym **I2**, where the degree and intensity of training is assessed is established according to the question "the people who manage projects in your organisation receive / can access to specific training in project management".

I3 Organisational structure

There is a formal structure for project management. **Organizational structure**, with the acronym **I3**, corresponds to the question "Does your organization have a specific structure for project management?"

I4 Certified people

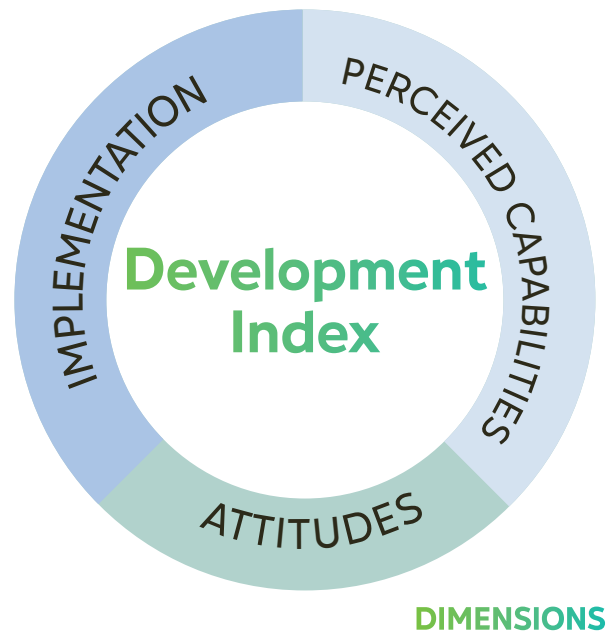
Finally, the indicator of **Certified People**, also **I4**, extracted from the question of the questionnaire "is there any person in your organisation certified in any of the project management methodologies".

2.5. Indicator of development in project management

For the analysis of results, the values of the following indicators will be taken as elements of comparison, grouped according to three dimensions of observation (perceived capabilities, attitudes and implementation).

Each of these dimensions is the arithmetic mean of the value of the indicators included in each of them.

With these dimensions we calculate the development index in project management according to the following formula where ω_1 , ω_2 and ω_3 are the weights assigned to each dimension. In other words, the degree of relative importance of each of the dimensions is weighted to balance the influence of the more subjective dimensions resulting from perceptions (perceived capabilities and attitude) against the dimension which measures the implementation of project management supported with more objective and quantifiable data.



Indicators of the dimension of perceived capabilities

The perceived ability of respondents to manage projects.

C1

Project management in the organization.

C2

Organizational capabilities.

Indicators of attitude towards project management

The attitude that is generally perceived in both private organisations and public administration.

A1

Attitude towards project management.

A2

Attitude towards promotion by the administration.

Indicators of the implementation dimension

The actual implementation of project management that allows a contrast with the previous dimensions.

I1

Use of methodologies.

I2

Training.

I3

Organisational structure.

I4

Certifications.

$$\text{Global Development Index (GDI)} = (\omega_1 * \text{Capacity} + \omega_2 * \text{Attitude} + \omega_3 * \text{Implementation})$$

Therefore, for the indicator of perception, it is assigned the value of the lowest weight ($\omega_1=1/7$) because it is constituted by personal appreciations of the respondent without a clear justification. But it is worth it, because it shows the vision that is formed of the organizational structure which is not necessarily fully in line with reality.

With respect to weight ω_2 corresponding to the attitude towards project management, understood as the attitude that allows efforts to be modulated towards improving management maturity, a higher importance is attributed to this than the capabilities perceived with a value of $\omega_2=2/7$.

And finally, for the implementation indicators, supported by more objective data than those of perception, it was considered appropriate to give this last dimension a heavier weight, $\omega_3=4/7$. This leaves a balanced formulation where the sum of the three weights corresponds to the unit, $\omega_1+\omega_2+\omega_3=1$.

The values obtained from the development index will range from 1 for the lowest value to 5 for the highest, following the same criteria as those established for all the indicators in the study.

This establishes a simple method for creating a synthetic indicator that numerically characterizes the level of development of the organizations obtained from the three dimensions that have been worked on (capability, attitude and implementation in the face of project management).

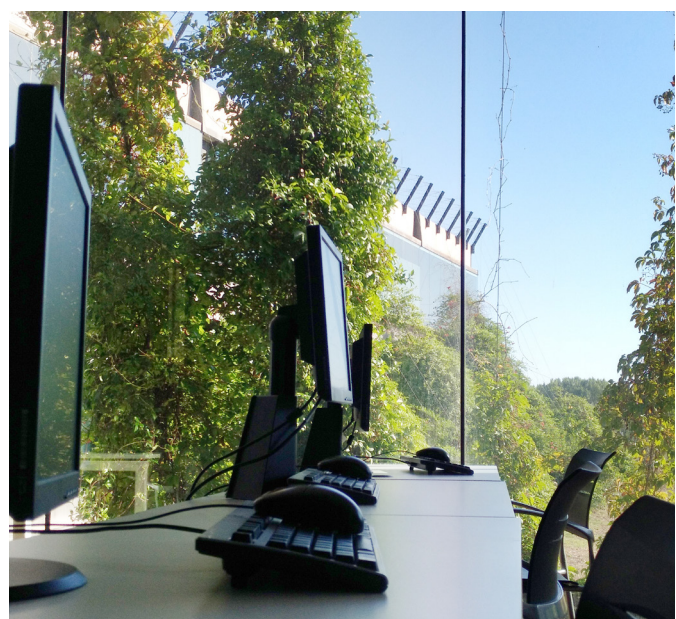
In the following figure we can appreciate the colour gradient that will serve as a legend to visualise in a more intuitive way the values represented in the summary tables of the indicators and the development index:

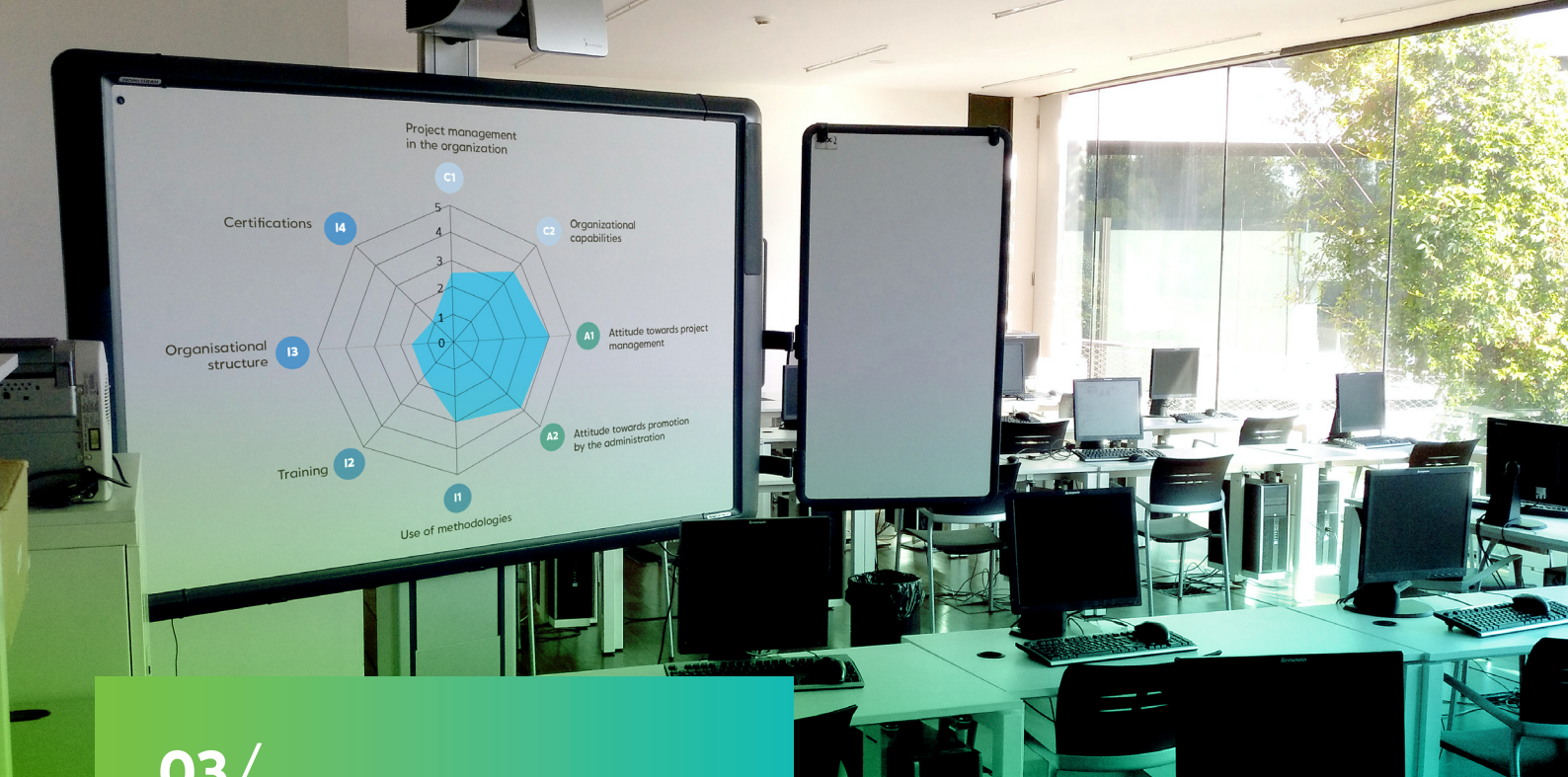


2.6. Fields of analysis for the study indicators

At the time of studying each of these indicators, the intention was to assess in more detail the influence of different aspects that can impact on the outcome of the indicators. Thus, results have been analysed from different fields according to:

- 1 The number of employees.
- 2 The sector of activity.
- 3 The type of organisation.
- 4 The role of the person answering the questionnaire.





03/ Outcome of the indicator analysis

Next, the results obtained globally are reported, and it is recalled that all the indicators present values within a limited interval between a minimum value of 1 and a maximum of 5. In general, they are shown together, with a color code that helps to visualize the differences in value and facilitates the drawing of conclusions.

3.1. Global results

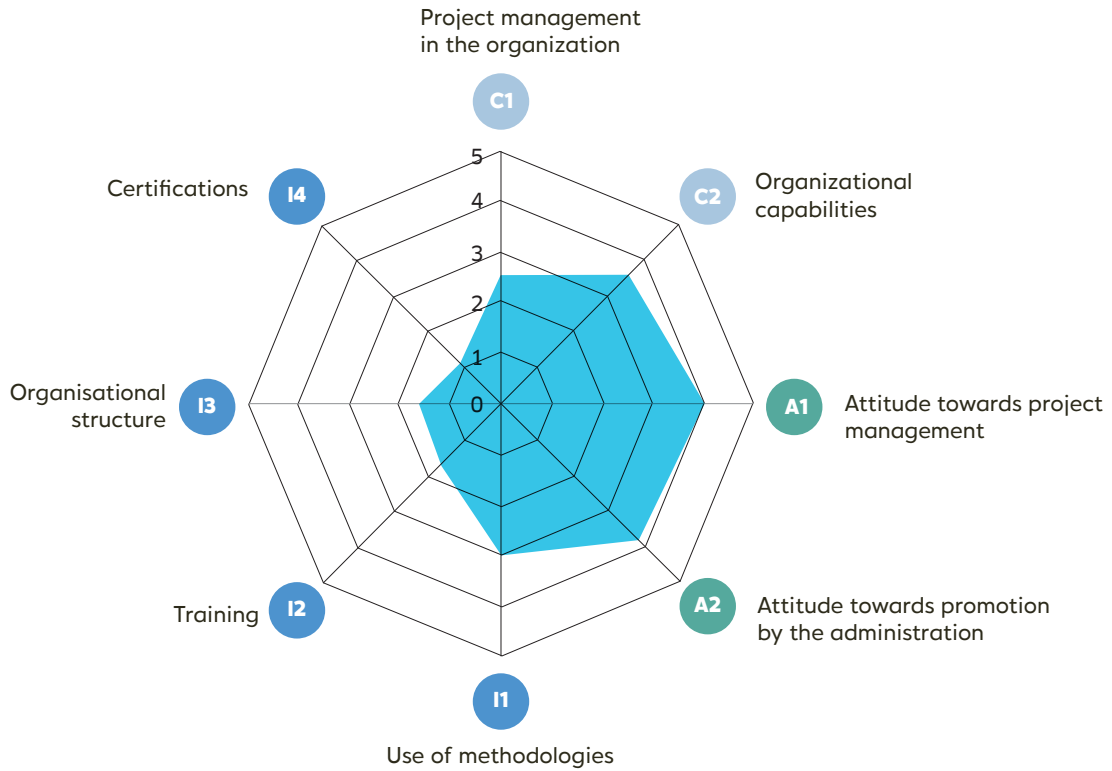
It can be seen that indicators relating to perceived capabilities are in a reasonably positive range and the attitude towards project management is mostly favourable. However, the implementation indicators show significantly lower values.

In summary, this would mean that the organisations have a reasonably positive view of their capabilities to carry out projects and have a very favourable attitude to project management. However, when these impressions and attitudes are contrasted with the efforts made in implementation, doubts arise.

With implementation levels so far removed from capabilities, it can be thought that organisations are very optimistic when it comes to assessing their level of development to cope with projects.

In the following figures this can be appreciated graphically, with an important difference in the assessment of the aspects related to the implementation.

Overall results by indicator



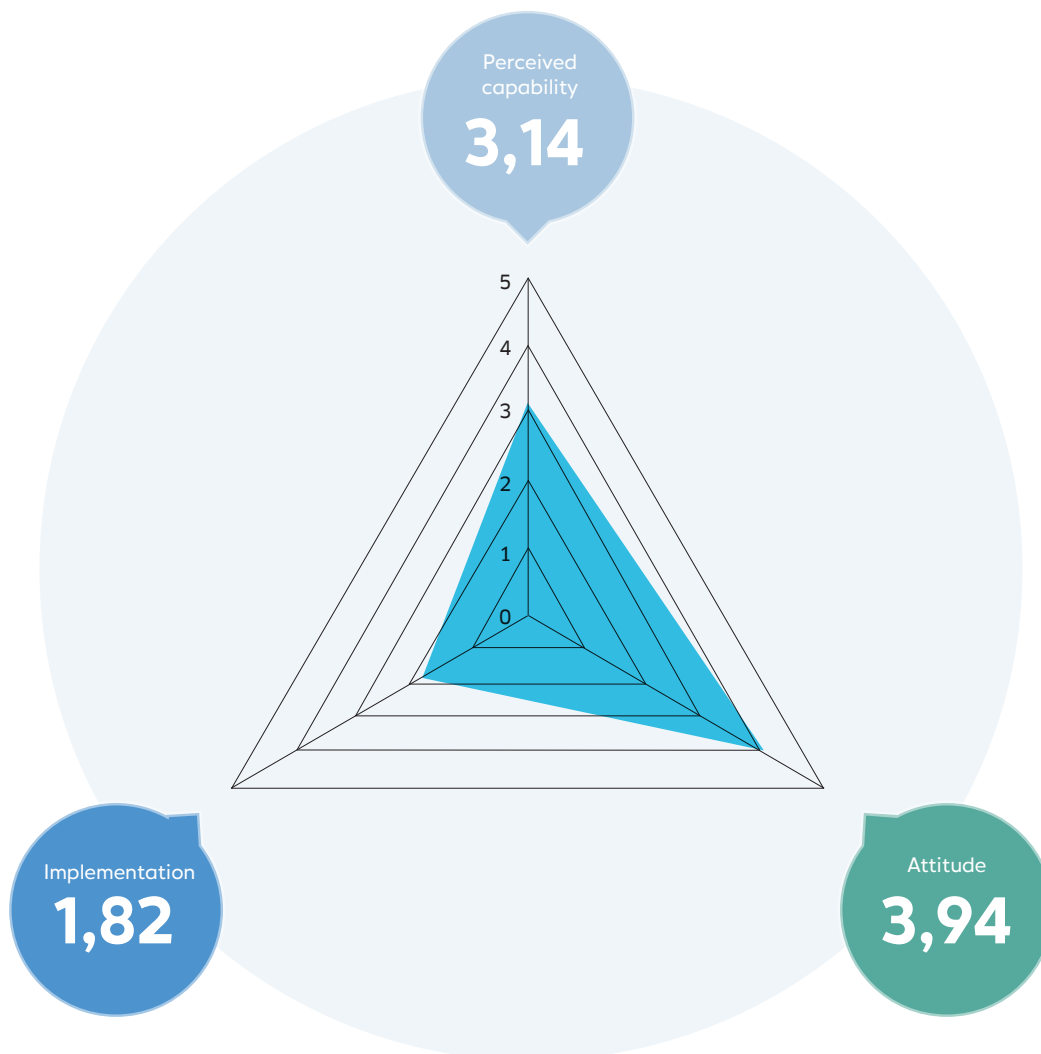
Global values by indicator

INDICATOR	TOTAL
C1. Project management in the organization	2,56
C2. Organizational capabilities	3,71
A1. Attitude towards project management	4,05
A2. Attitude towards promotion by the administration	3,83
I1. Use of methodologies	2,88
I2. Training	1,68
I3. Organisational structure	1,59
I4. Certifications	1,16



Overall results according to the dimensions

$$\text{Global Development Index (GDI)} = (\omega_1 * \text{Capacity} + \omega_2 * \text{Attitude} + \omega_3 * \text{Implementation})$$



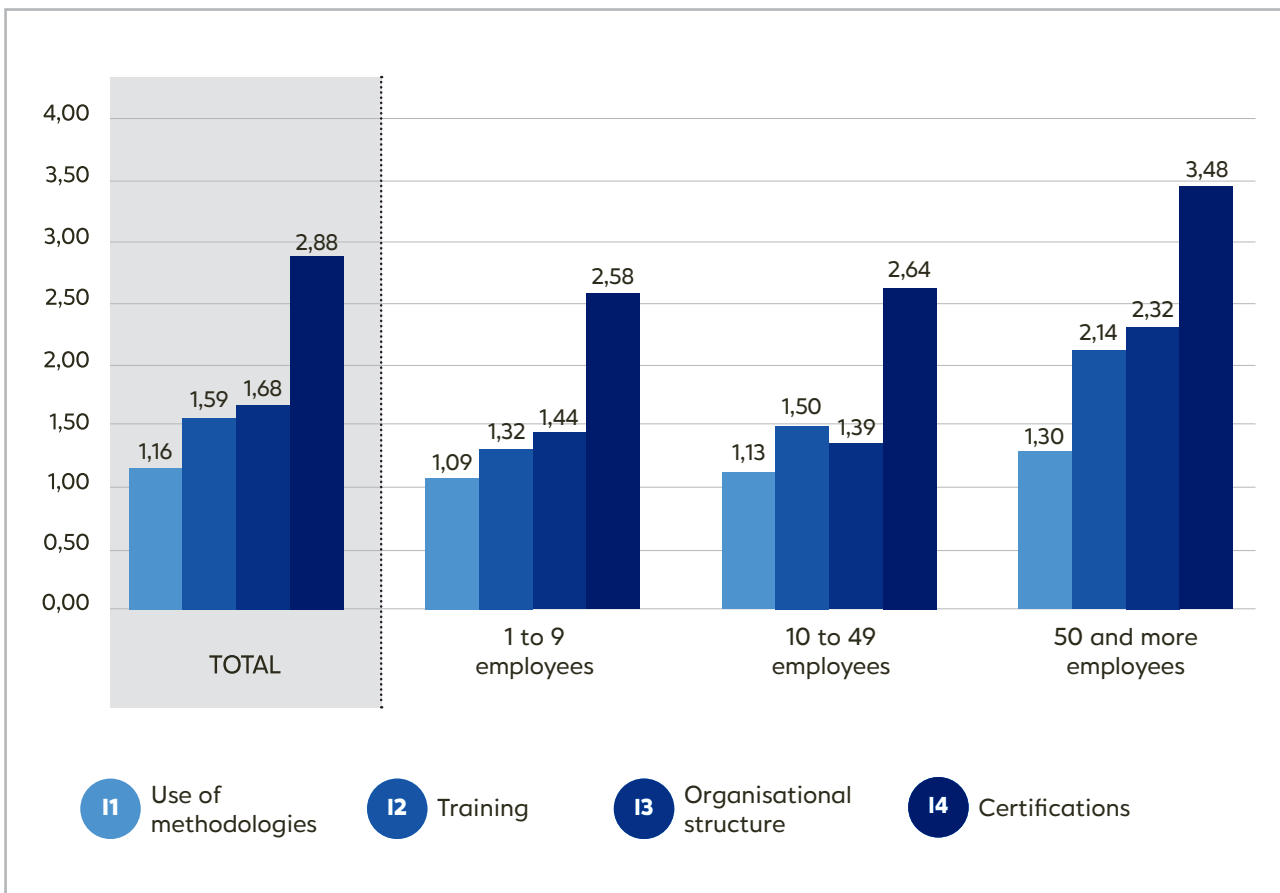
The result of the development index in project management

2,62

3.2. Results by number of employees

Results of indicators by number of employees

INDICATOR	TOTAL	1-9	10-49	50 y más
C1. Project management in the organization	2,56	2,22	2,38	3,03
C2. Organizational capabilities	3,71	3,46	3,67	4,07
A1. Attitude towards project management	4,05	3,87	4,00	4,30
A2. Attitude towards promotion by the administration	3,83	3,73	3,73	4,06
I1. Use of methodologies	2,88	2,58	2,64	3,48
I2. Training	1,68	1,44	1,39	2,32
I3. Organisational structure	1,59	1,32	1,50	2,14
I4. Certifications	1,16	1,09	1,13	1,30



Generally speaking, a positive correlation can be observed between size and the level of development of project management, with a significant leap when considering larger organisations.

Organisations of 1-9 and 10-49 employees show fairly close results, with a better assessment of the second ones in almost all indicators.

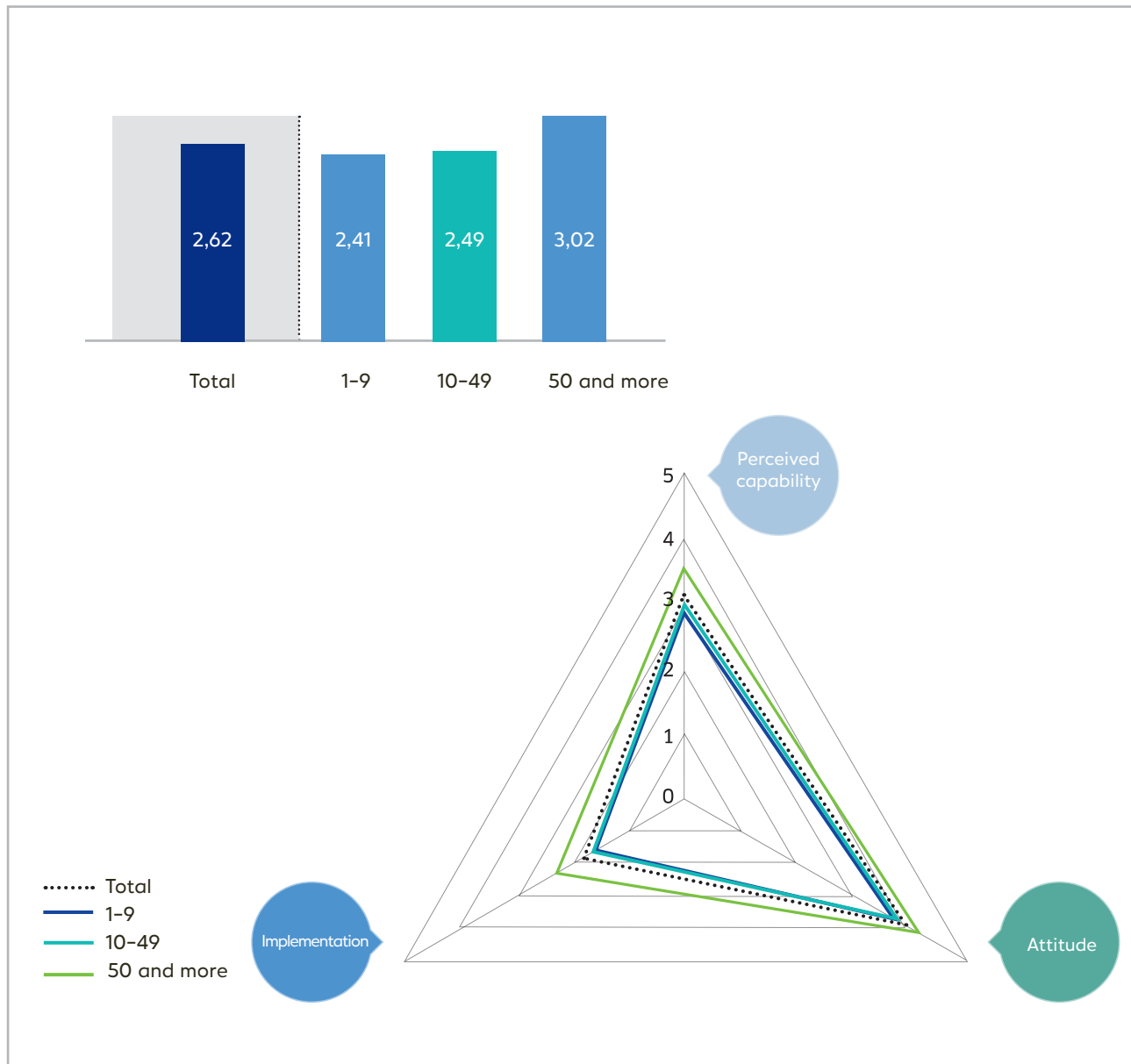
In relation to indicators and dimensions, these organisations have a significantly higher result in terms of perceived capabilities. In terms of attitudes, the differences between organisations are much more measured. And it is the aspects linked to implementation that show the greatest differentiation.

Results of the dimensions by number of employees

DIMENSION	TOTAL	1-9	10-49	50 and more
Perceived capability	3,14	2,84	3,03	3,55
Attitude	3,94	3,80	3,86	4,18
Implementation	1,82	1,61	1,66	2,31
Development index in project management	2,62	2,41	2,49	3,02



Clearly, this would mean that larger organizations are perceived to be more competent in managing projects, probably because of their greater structure and resources. They show a positive attitude towards project management, not too different from the attitude of smaller organizations. But, above all, they make a greater effort to implement project management.



3.3. Results by sector of activity

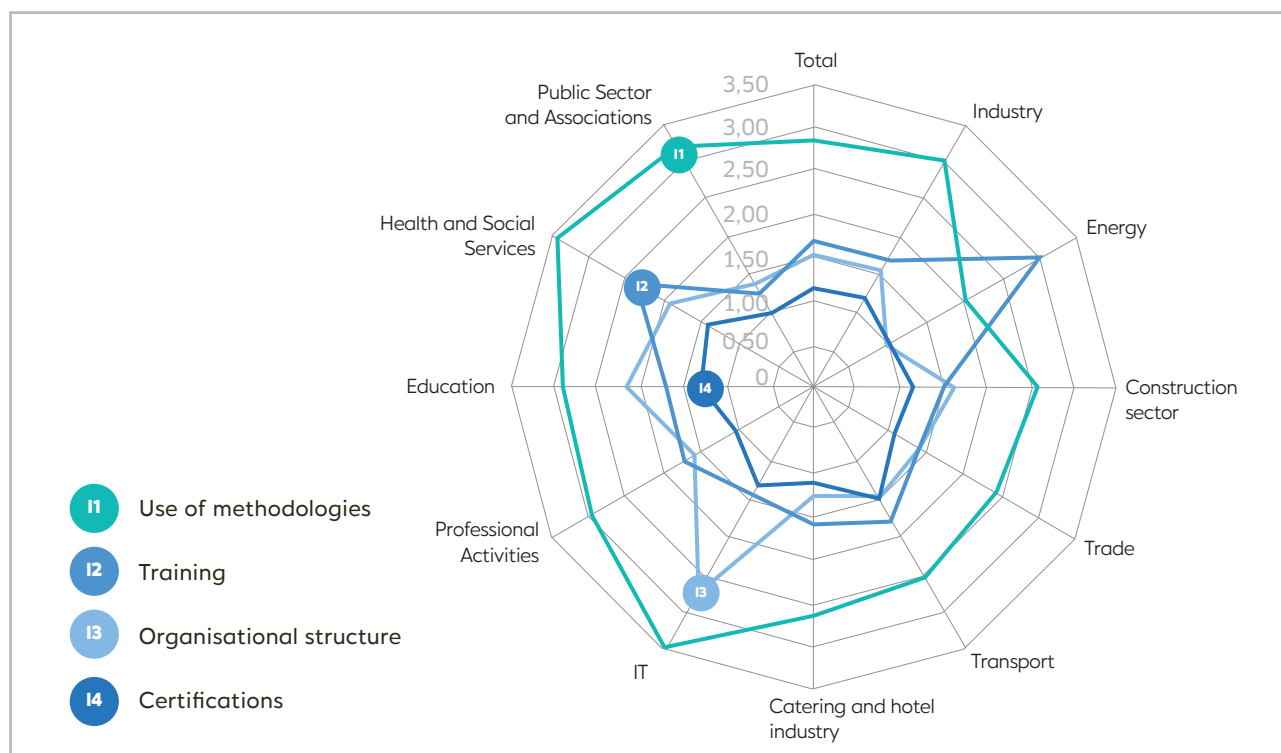
Results of indicators by sector of activity

INDICATOR	TOTAL	Industry	Energy	Construction sector	Trade	Transport	Catering and hotel industry	IT	Professional Activities	Education	Health and Social Services	Public Sector and Associations
C1. Project management in the organization	2,56	2,51	1,00	2,47	2,75	3,33	2,40	3,25	2,26	2,10	3,64	2,25
C2. Organizational capabilities	3,71	3,75	5,00	3,75	3,51	3,60	2,93	4,50	3,77	3,92	4,00	3,81
A1. Attitude towards project management	4,05	4,07	5,00	3,89	3,87	3,78	3,50	4,50	4,20	4,18	4,35	4,13
A2. Attitude towards promotion by the administration	3,83	3,81	3,75	3,80	3,83	3,50	3,19	4,50	3,82	3,82	4,21	4,22
I1. Use of methodologies	2,88	3,03	2,00	2,58	2,42	2,56	2,67	3,50	3,00	2,90	3,47	3,20
I2. Training	1,68	1,71	3,00	1,50	1,41	1,78	1,56	2,56	1,73	1,70	2,39	1,29
I3. Organisational structure	1,59	1,62	1,00	1,61	1,39	1,48	1,24	3,00	1,60	2,20	1,93	1,36
I4. Certifications	1,16	1,17	1,00	1,15	1,07	1,50	1,12	1,33	1,03	1,33	1,44	1,00

With respect to the sectors, it should be noted that the size of the survey is linked to the frequency of these sectors in the economy of La Rioja, and therefore there are significant differences in the number of organisations available.

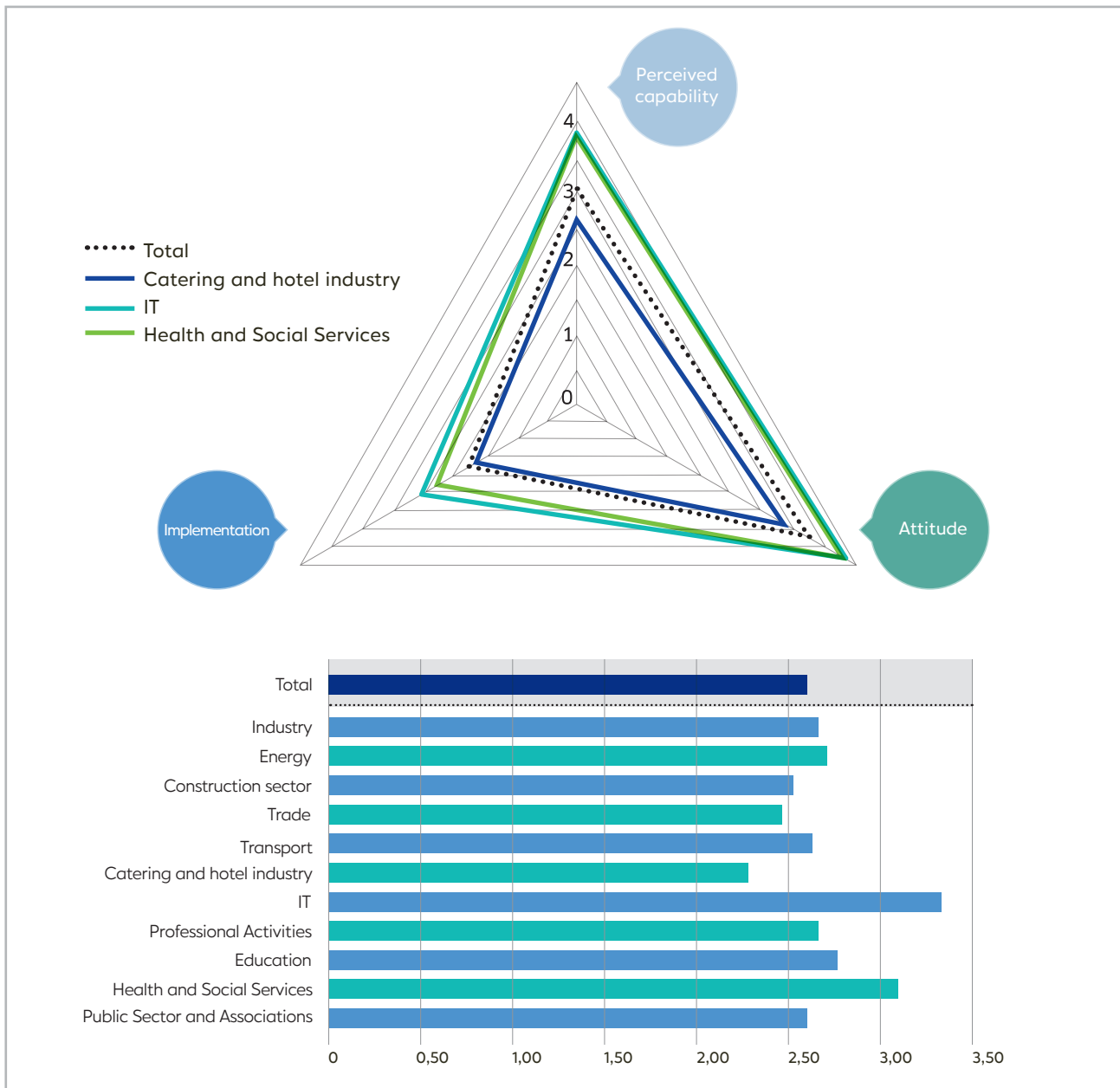
Considering this, it is possible to observe a relevant variability between the levels of project management depending on the sector. This result is logical, as projects do not have the same relevance or the same impact in all sectors.

Note: The size of the survey is linked to the number of organisations available in each of the sectors



DIMENSIÓN	TOTAL	Industry	Energy	Construction sector	Trade	Transport	Catering and hotel industry	IT	Professional Activities	Education	Health and Social Services	Public Sector and Associations
Perceived capability	3,14	3,13	3,00	3,11	3,13	3,47	2,66	3,88	3,01	3,01	3,82	3,03
Attitude	3,94	3,94	4,38	3,84	3,85	3,64	3,34	4,50	4,01	4,00	4,28	4,17
Implementation	1,82	1,88	1,75	1,71	1,57	1,83	1,65	2,62	1,84	2,03	2,31	1,71
Development index in project management	2,62	2,65	2,68	2,52	2,44	2,58	2,28	3,34	2,63	2,73	3,09	2,60

In terms of the results obtained, significantly higher levels of development can be observed in the IT and Health and Social Services sectors, which are the only ones with a final index above 3. At the opposite end of the scale is the hotel and catering sector.



3.4. Results by sector of activity

Results of indicators by sector of activity

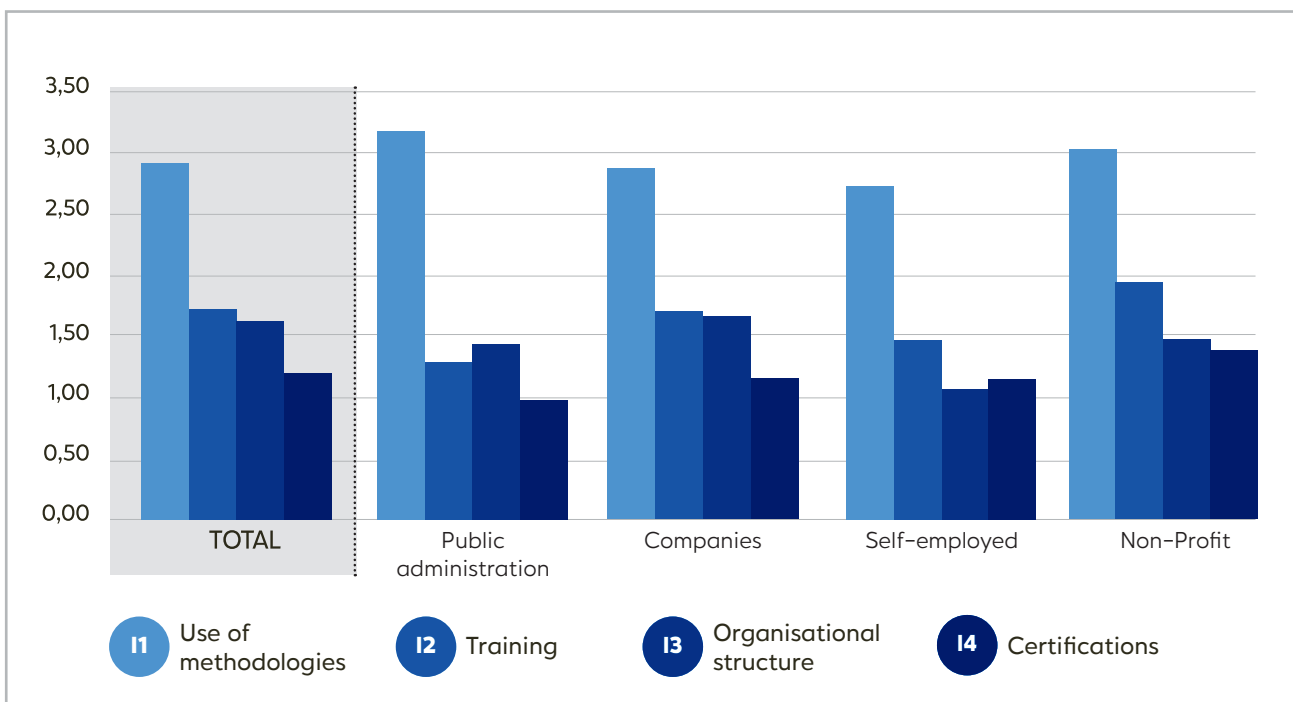
INDICATOR	Total	Public administration	Companies	Self-employed	Non-Profit
C1. Project management in the organization	2,56	2,44	3,68	2,12	2,42
C2. Organizational capabilities	3,71	3,81	3,70	3,82	3,93
A1. Attitude towards project management	4,05	4,19	4,06	3,60	4,31
A2. Attitude towards promotion by the administration	3,83	4,38	3,78	3,61	4,24
I1. Use of methodologies	2,88	3,21	2,74	2,70	3,00
I2. Training	1,68	1,33	1,52	1,44	1,94
I3. Organisational structure	1,59	1,48	1,28	1,05	1,44
I4. Certifications	1,16	1,00	1,15	1,12	1,38

There are relevant points to be highlighted. In the case of the Public Administration, it shows high values of attitude, especially in terms of promoting project management from the public sector and even the highest level of use of methodologies. However, they obtain the worst scores in Training and in Certification.

In the case of companies, these are the ones that show the lowest score in the organisation's capacity indicator and yet they are the ones that score best in terms of adapting the organisational structure.

The study also reflected how companies are slightly inclined towards sporadic use of methodologies, with values below the average for all organizations surveyed, with 38% of them "never" or "hardly ever" using project management methodologies.

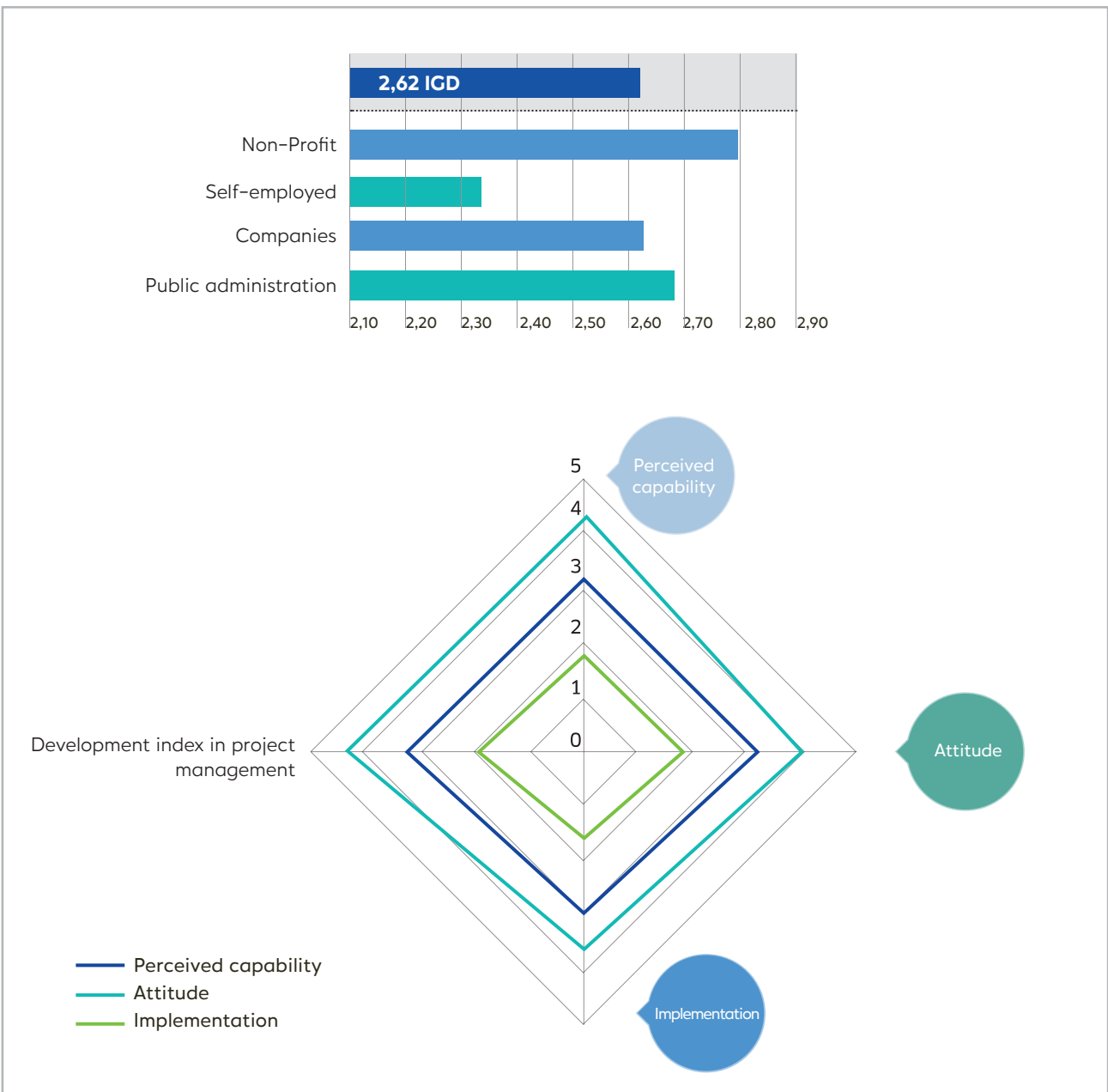
For the Self-Employed, the perception of their own capacities is surprising (only behind the Non-Profit organizations) in contrast to the generally low score of the other indicators, especially those of implementation.



Results of dimensions by type of organization

DIMENSIÓN	TOTAL	Public administration	Companies	Self-employed	Non-Profit
Perceived capability	3,14	3,13	3,15	2,97	3,17
Attitude	3,94	4,28	3,92	3,60	4,27
Implementation	1,82	1,76	1,85	1,58	1,94
Development index in project management	2,62	2,67	2,63	2,36	2,78

In terms of the values obtained according to the type of organisation, the self-employed are the ones who generally show the worst evaluation in the different dimensions. Non-profit organisations receive the highest score, some ahead of public administration and companies.



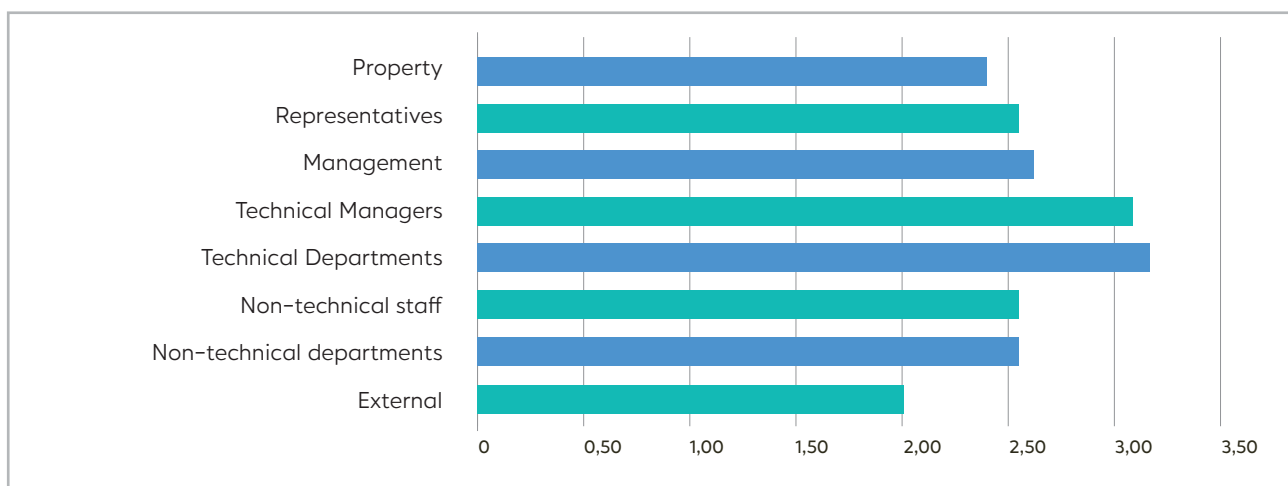
3.5. Results by position of the person answering

Indicator results by position of the person answering

INDICADOR	TOTAL	Property	Representatives	Management	Technical Managers	Technical Departments	Non-technical staff	Non-technical departments	External
C1. Project management in the organization	2,56	2,33	2,50	2,60	2,59	3,22	2,48	2,50	2,50
C2. Organizational capabilities	3,71	3,14	3,70	3,74	4,22	4,13	3,83	3,61	3,64
A1. Attitude towards project management	4,05	3,65	4,08	4,11	4,63	4,44	4,03	4,06	3,09
A2. Attitude towards promotion by the administration	3,83	3,42	4,00	3,83	4,17	4,45	3,74	3,88	3,29
I1. Use of methodologies	2,88	2,60	2,74	3,01	3,55	3,78	2,75	2,64	2,46
I2. Training	1,68	1,75	1,52	1,65	2,29	2,09	1,74	1,60	1,07
I3. Organisational structure	1,59	1,32	1,28	1,64	2,33	2,58	1,59	1,41	1,36
I4. Certifications	1,16	1,19	1,00	1,21	1,35	1,11	1,18	1,10	1,00

Results of dimensions by position of the person answering

DIMENSIÓN	TOTAL	Property	Representatives	Management	Technical Managers	Technical Departments	Non-technical staff	Non-technical departments	External
Perceived capability	3,14	2,74	3,10	3,17	3,41	3,67	3,16	3,06	3,07
Attitude	3,94	3,54	4,04	3,97	4,40	4,45	3,88	3,97	3,19
Implementation	1,82	1,71	1,63	1,88	2,38	2,39	1,81	1,69	1,47
Development index in project management	2,62	2,38	2,53	2,66	3,10	3,16	2,60	2,54	2,19



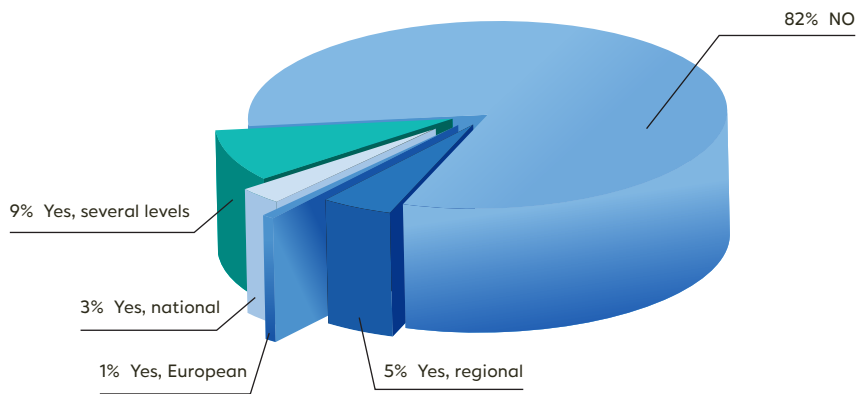
In this last section the results are presented that were seeking a more concrete analysis of the management of R+D+i projects and their funding. It can be seen that the proportion of organizations in the sample surveyed that undertake R+D+i projects (23%) is very similar to the percentage of innovative companies published by the INE in the Innovation in Companies survey for 2018, where it was 20.65% in La Rioja.

the company. As might be expected, it is the medium-sized - large companies that engage in this type of project with significantly higher values.

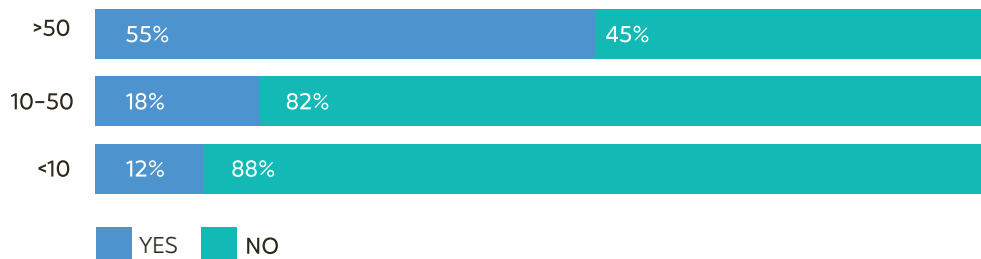
The companies that have opted for public funding for R+D+i projects do not represent more than 18% of the total companies as indicated in the figure and represent 70% of the companies that claim to do R+D+i projects.

The following figure also shows the positive relationship between the number of R+D+i projects and the size of

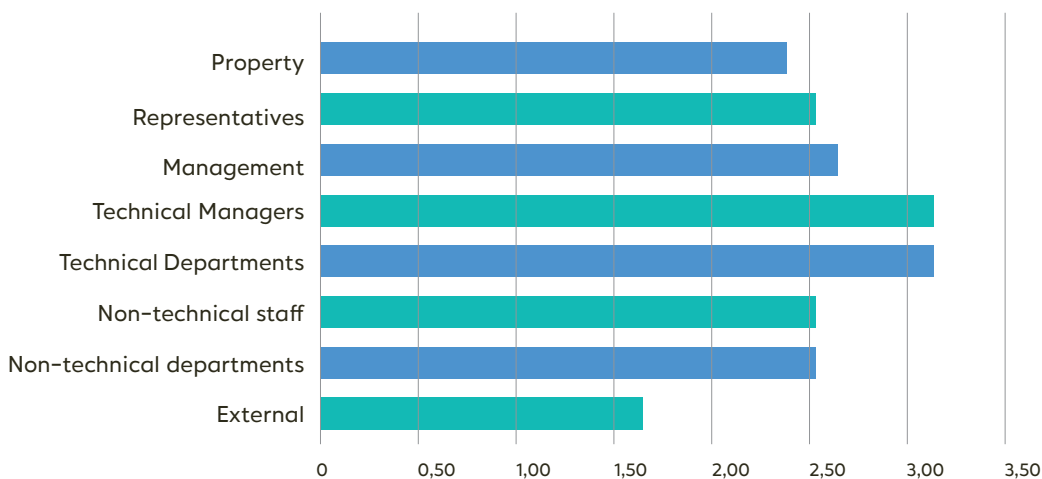
Financing R+D+i projects (not included No-Answer)



Distribution by company size (not included No-Answer)



Index of development in project management





04/ Conclusions and recommendations

This report has permitted to draw a series of conclusions and derived actions.

CONCLUSION 1: One third of participants do not recognise project management



The results of the survey show that **one third of the interviewees are unaware of or do not apply project management** in their organisation.

In contrast, two thirds of the establishments surveyed (68%) recognise project management within their organization. In contrast, more than half of these organizations (58%) are at basic levels of development with individualised solutions for each case that cannot be generalised for other projects.

With these data it is not surprising that the "global index of development in project management" presented in the study has a wide improvement margin, with a value of IGD= 2.62 for a range of 1 to 5, even when those answers "Don't know, don't respond" have been discarded.

Several practical recommendations are proposed to facilitate the implementation of project management.

It would be interesting to know in future studies the reason why the orientation towards projects is far from the activity of some organizations and thus be able to know in depth the reasons and barriers that are found from the economical point of view, the available resources and time of dedication.

Detection and dissemination of success stories involving different sectors through short training sessions. There will be cases of good practices of reference companies of similar size, independently of the sector, from other regions with similar business structure that allows comparison (Beginners' level).

Specific information through social networks, web page and other on-line media on the opportunities offered by project management within the organizations (Initiation level).

58% of establishments report basic levels of development in project management

CONCLUSIÓN 2: Imbalance between perception and implementation SME

According to organizations that say they have project management skills, they place a high value at project management, an attitude that is very favourable to its implementation. In contrast, **real implementation falls far short of the importance given to it and the skills actually acquired in project management.**

The results of the survey for Pulse of the Profession® in 2020 revealed that an average of 11.4% of management investment is wasted because of poor project performance.

The useful recommendation would be to identify good practices for the effective introduction of project management. A possible strategy would be the development of sectorial benchmarking campaigns and, by extension, competitive vigilance in order to know those leader companies as a reference point.

A recommendation for the training of the organizations would be based on strengthening those weaker aspects within the organization with specific workshops and seminars, where the pros and cons of one or another practice are shared in order to achieve an improvement in the performance of projects within the organization.

These results confirm that this Managing Director's line of work in terms of project management, through Think-TIC, has been aligned with the reality of the organizations. Furthermore, it reinforces the need to continue planning actions to continue promoting the development of project management and improving the evolution of indicators, in particular the IGD.

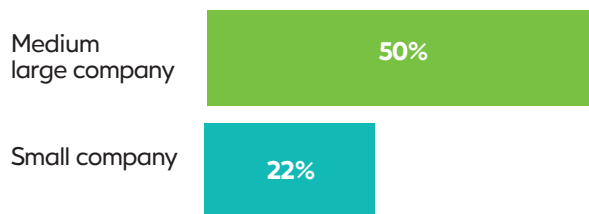
CONCLUSION 3: Smaller size shows less project management SME

Small organisations have less knowledge about project management.

Small organizations represent a large part of the productive and business structure of La Rioja, and this is one of the focuses of the training, dissemination and institutional support actions. From the experience and contact established with small establishments during the survey, was observed the different perception among small and medium-sized enterprises. Larger companies, with a greater capacity to manage projects, probably thanks to their greater structure and resources, make a greater effort to implement project management. In fact, half of the people who manage projects in larger companies receive training. This figure contrasts with specific training in project management in small companies which drops to a ratio of less than 2 out of 10.

PMI, in its 2018 Pulse of the Profession® study, pointed out that only 58% of organizations fully understand the value of project management as a key factor in implementing a business strategy. In the case of La Rioja, we could apply this result to 42% of organizations, which correspond to those that understand the importance of project management and have a higher average level of development.

Staff trained in project management:



The recommendations for this point, in addition to the dissemination and diffusion of the competitive advantages inherent in formal project management, are the methodological adaptation to the dimension of small companies, a factor that in recent years is becoming more valued in leading institutions and public administrations. The PM² initiative from the European Commission is highlighted in order to adapt the existing methodologies in project management to the characteristics of the European productive environment.

CONCLUSION 4: A long way to go in project management structure



Approximately 70% of the organisations in La Rioja do not have any kind of specific structure to help manage projects. Of the remaining 30%, only 5% recognise the role of project manager and only 4% of the organisations say they have a project management office (PMO).

In terms of the sectors of activity, the IT sector stands out, with 100% of those surveyed expressing the existence of some kind of project management structure. In second place, with a strong presence of the administration, the branches of Education, Health and Social Services stand out with a percentage which reaches 50%, and in third place the industrial sector with 36%, the rest of the sectors with significantly lower values reveal a basic level of development.

Starting from the background experienced since Think-TIC almost a decade ago, as a training centre in new technologies, when its vigilance system detected the growing interest of the ICT sector in project management methodologies. At that time, the more technological sectors had been reviewing and working as tractors of a discipline that for many years was more associated

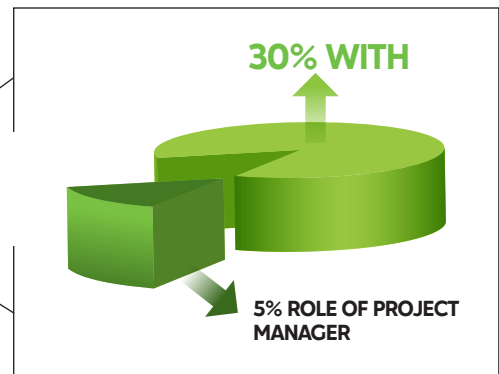
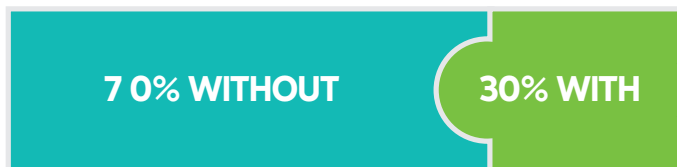
with the industrial and construction sectors. It was the disruption of computer management tools that helped the work of project management. As time goes by, computer systems and tools become more available to any small organization that wants to manage its projects. Although they are support tools, they are an interesting trigger for the development of SMEs.

For all the above reasons, the first recommendation involves practical training in implementing the project management methodology that best suits the organisation's business model.

At the same time, an analysis of the available computer tools is proposed, in which the cost, usefulness and relevance of these tools will be brought to the attention of small businesses.

The recommended methodology implies that both actions are aimed at organisations with a homogeneous level of knowledge in project management. In a first outline, we would talk about three levels: initiation, development and advanced.

Project Management Structure



CONCLUSION 5: Innovation and project management go hand in hand



In terms of innovation, there is a clear positive correspondence between companies with activities and funding in R&D&I and those organisations that have a clearer orientation towards project management.

The above result is not surprising, "projects are part of the innovation DNA". This is why organisations that are used to innovating in product, process and organisational methods are more familiar with project management.

CONCLUSION 6: There is a path forward



It is worth highlighting once again the global index of development in project management, which is GDI= 2.62, a value that can give us an idea of the wide margin for improvement that exists in the organizations of La Rioja.

IGD= 2.62

As we have seen, this indicator is composed of three dimensions that refer to capacities, attitudes and implementation of project management. The implementation dimension is highlighted as having a significantly higher potential for improvement than the other dimensions.

SURVEY CONDUCTED

What is project management?

Project management can be defined as the series of activities of planning, organization, assurance, monitoring and administration of the required resources and tasks for the delivery of the specific goals and outcomes of the project in an efficient and effective way. The focus of the chosen system of project management must always be adapted to meet the needs of the project, where project is understood to mean the temporary organisational structure which is set up in order to create a product or single service within certain restrictions such as time, cost and quality (Source PM²)

1. Indicate the range of income of the establishment concerned in this survey (euros):

- Up to 100.000
- Over 100.000 and up to 500.000
- Over 500.000 and up to 2 million
- Over 2 million and up to 10 million
- Over 10 million and up to 50 million
- Over 50 million

2. How would you describe project management in your organization?:

- Use of ad-hoc measures for project management (no specific guidelines in place)
- There are some basic project management measures, but usually at the level of the individual project.
- In the organization well defined, documented project management procedures are followed
- Standards are applied throughout the organization and common metrics are used
- Continuous improvement of consistent, integrated, established practices
- Don't know

3. My organization has the appropriate capabilities (knowledge and profiles) to manage projects effectively.

- Completely disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Completely Agree
- Don't know

4. I believe project management improves the functioning of my organization.

- Completely disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Completely Agree
- Don't know

5. I believe the public authorities should foster the application of project management methodologies.

- Completely disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Completely Agree
- Don't know

6. Do you habitually use any methodology for managing projects in your organization?

- Completely disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Completely Agree
- Don't know

7. What approach do you use for managing projects in your organization? (mark all those that apply).

- Predictive (Traditional)
- Agile
- Hybrid
- Other (specify)
- I do not use a specific approach
- Don't know

Specify approach (If you checked "Other" in the previous point):

8. ¿Conoce alguna metodología de gestión de proyectos?

- No
- Don't know
- Yes

If your answer to the previous question was affirmative, indicate the project management methodologies you know:

- PMI-PMP
- PM2
- Prince2
- IPMA
- PMI-ACP
- Scrum
- Other (specify)

Specify project management methodology (If you checked "Other" in the previous point):

9. Do the people who manage projects in your organization receive/have access to specific training in project management.

- No
- Basic training (<10 hours)
- Intermediate training (10-50 hours)
- Specific training (>100 hours)
- Specific training and also ongoing in-service training
- Don't know

10. Does your organization have any specific structure in the field of project management?

- No
- Some staff function as project manager
- The professional role of Project Manager exists
- Project Management Office (PMO)
- Don't know

11. Does anyone in your organization hold any certificate in any of the project management methodologies?

- No
- 1-25% of the staff
- 26-50%
- 51%-75%
- >75%
- Don't know

12. Has your organization carried out any R+D+i projects in the last 3 years?

- Yes
- No
- Don't know

13. Has your organization participated in R+D+i projects with public funding in the last 3 years? (mark all those that apply).

- No
- Yes, regional funding
- Yes, national funding
- Yes, European funding
- Don't know

Do you have any comments or suggestions? (for example, regarding training needs)

