



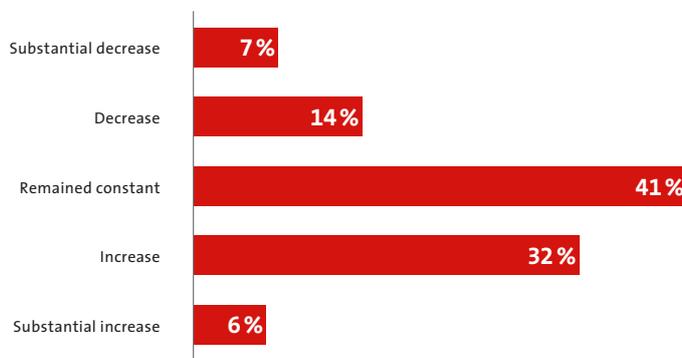
IT PROJECT MANAGEMENT 2015

IT projects map the innovation potential of organisations. A current survey by Maturity shows that business innovations in the digitalisation environment have the highest priority at the moment. But there are also many barriers standing in the way of project success.

At present, hardly any topic is dominating discussions in the economy as much as digital transformation. Just like at the turn of the century, you get the feeling that no stone will be left unturned once the disruption has finally reached a sector. But even if some visions are most certainly exaggerated, it is obvious that changes are afoot in every company.

Consequently, the focus has returned to the subject of IT projects, which is above all due to the compulsion towards business innovations. A recent survey by Maturity conducted among 152 IT managers from the DACH, UK and Nordic regions shows that, on average, IT project budgets have mainly risen. Expenditure for IT projects has only been cut in every fifth company recently, and project budgets have at least remained stable in 41 percent of companies.

IT project budget change in recent times

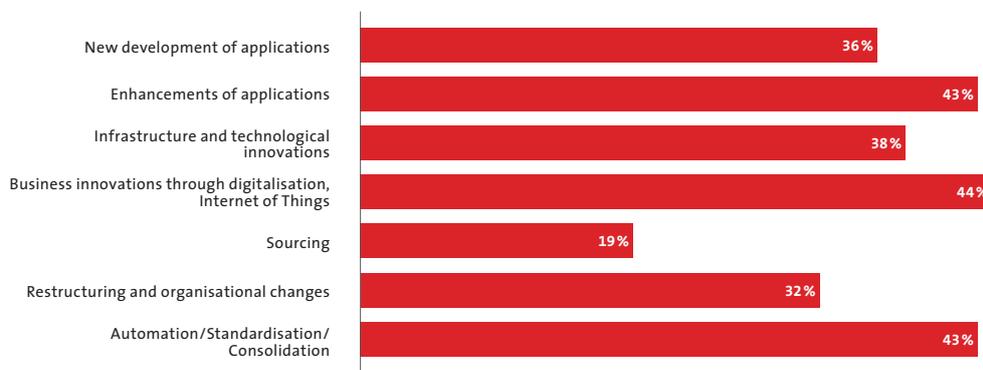


Maturity Survey, September 2015, n = 152

Top priority for projects is assigned to business innovation in the hyped-up fields of digitalisation, the Internet of Things and Industry 4.0. The permanent discussions and reports about them in the past years have therefore made an impact. Nonetheless, basic issues

such as IT projects for automation, standardisation and consolidation are also just as frequently on the agenda. Enhancement of applications, which can signify both standardisation and innovation, is also considered important by 43 percent of those surveyed.

IT projects with the highest priority



Your direct contact person for UK and international inquiries:

Jeremy Smith, Director
+44 (0) 20 7868 1901
+44 (0) 7802 175 436

Maturity UK Ltd.
68 Lombard Street
London EC3V 9LJ

jeremy.smith@maturity.com

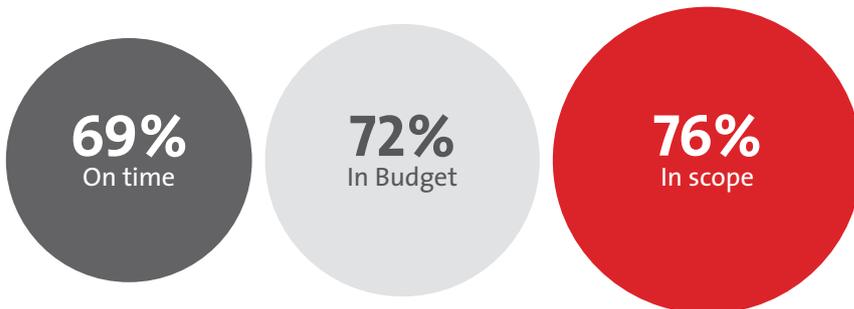
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Sourcing projects are relegated to last place when it comes to priorities. Mind you, freely formulated answers to the question mentioned outsourcing again. It is possible that the topic of sourcing is only at the tail end of the list because it is no longer perceived as being an independent project. These days, discussions with suppliers and service providers about IT services have become an integral part of daily business dealings.

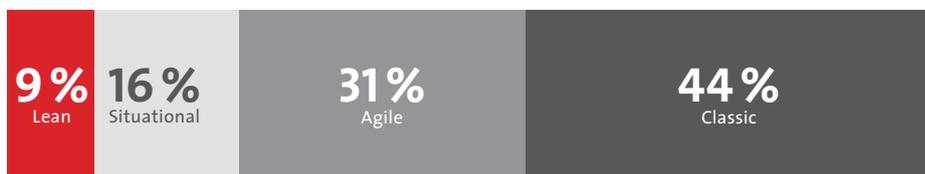
By contrast, the project nature of the other freely formulated answers comes across as more accentuated, for example in the case of a data centre migration or fulfilment of regulatory requirements. Without any particular project area having been named, all projects that generate revenue were given priority on the IT agenda.

In most cases, decisions in favour of IT projects are reached jointly by representatives of the IT and specialist areas, regardless of the makeup of decision-making bodies in individual cases. However, in more than every third company it is the top management that says which projects are to be implemented. According to statements by IT managers, 69 percent of all projects are completed within the set time frame. So, by deduction it can be said that completion of almost a third of projects is delayed. A slightly greater proportion of projects is completed within the financial scope and, in turn, a few more fulfil all requirements (in scope).

Percentage of IT projects completed ...



Methods for managing IT projects



Standards for IT projects



Who makes the final decision about IT projects in your organisation?



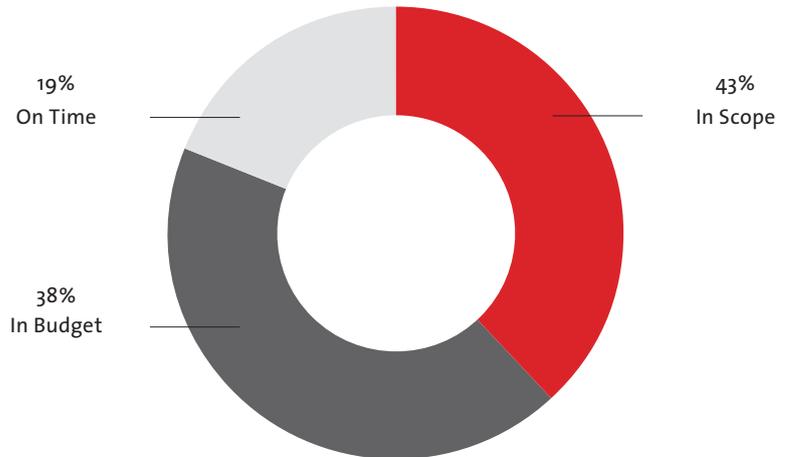
When it comes to implementation of projects, the classic method (by planning, phase-orientated, by deduction) dominates with a 44 percent share. Agile project management accounts for 31 percent and 16 percent of respondents name a situational approach, in which the choice of the method is based on the context. At nine percent, the lean method with integrated project phases and value orientation lands in a distant fourth place. As far as standards are concerned, Scrum is the clear favorite at 36 percent, followed by PMI, Prince2 and IPMA.

When asked about project success evaluation “primarily”, respondents first mention conformity with the scope, i.e. the requirements. This is followed by compliance with the project budget and – trailing far behind – completion of a project within the planned time. In European IT, perfectionism is still pursued, and functionality has priority over the time schedule in project evaluation. The Pareto principle is apparently applied only rarely in IT projects.

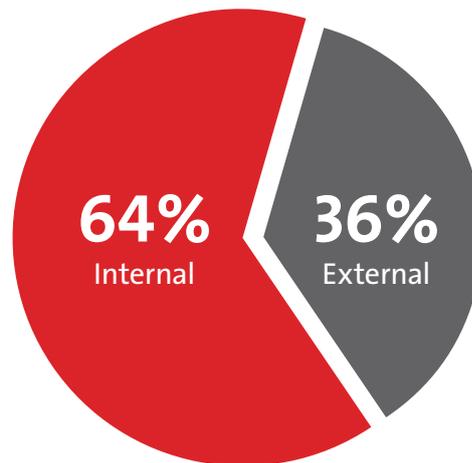
The miscellaneous answers to this question particularly stood out. In this case, 15 managers all concurred that all three criteria are or should be used to assess project success. Moreover, there were also voices that mentioned attainment of business success and implementation of the business case as the most important criterion for a good project.

Of those questioned, 59 percent stated that changes in ongoing projects are the greatest challenges to the success of projects. The complex requirements process follows just slightly behind, which makes sense in terms of content. The diverse nature of projects is also right up at the front, and this topic is also taken up in the freely formulated answers to this question. Here, key words are the complexity of the application

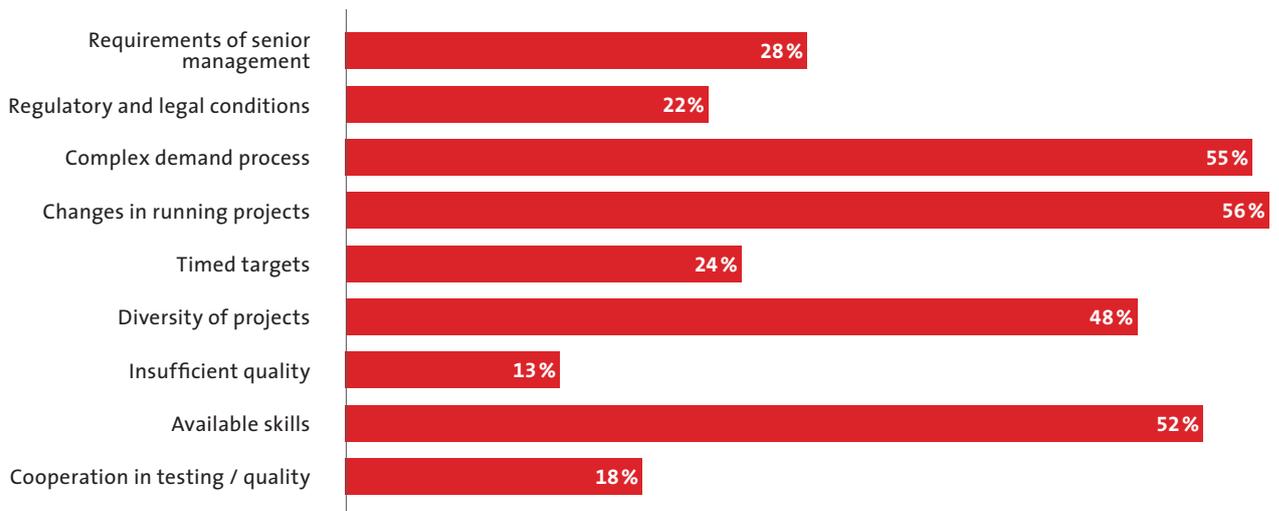
How do you measure and rate project success?



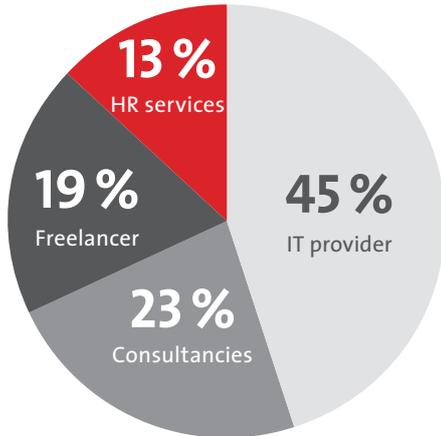
Proportion of external resources in IT projects



Biggest challenges for IT projects



Split of external resources



landscape and multi-project management. Moreover, unrealistic budgets in the decision-making process, the enterprise structure and a lack of backing by managers of specialist areas are mentioned. By contrast, respondents do not consider general legal conditions and ambitious timing targets to be as grave as is generally made out.

IT projects stand or fall with project managers and staff. At 52 percent, availability of the required skills is one of the top challenges. In the freely formulated answers to the ques-

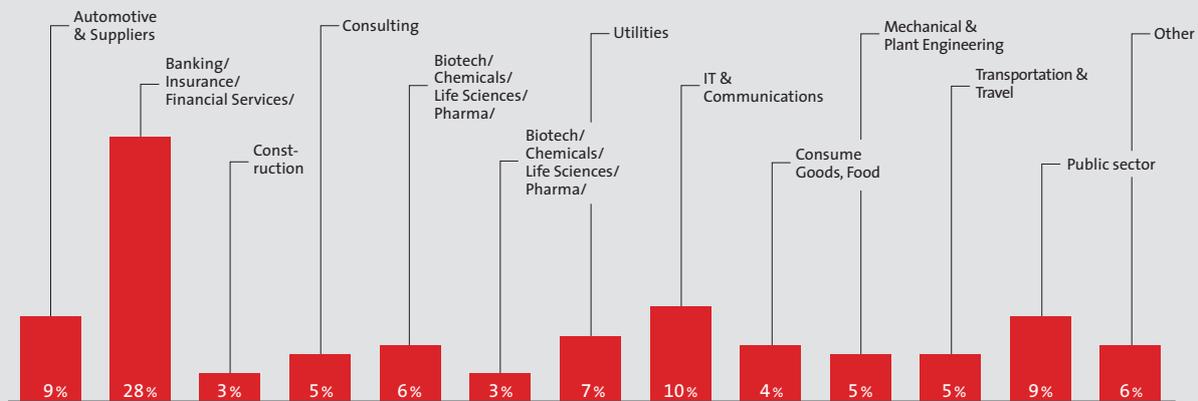
tion, this is in line with the frequently criticised point of lacking personnel capacities, i.e. so-called resource bottlenecks, and also the large number of parallel projects. It is also for these reasons that many IT projects are staffed with outsiders, their average share accounting for slightly over a third. The range in the answers extends from zero to 90 percent. Almost half of external specialists come from IT service providers, 23 percent are from management consultancies, every fifth outsider is a freelance and personnel service providers contribute the remaining 13 percent.

DEMOGRAPHIC DATA OF THE SURVEY

Number of Employees



Industry Sector



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