Project Management in Social Enterprises

Report of a 2022/2023 survey of social enterprises across Canada

A research project led by Dr. Jennifer Jewer from the Faculty of Business at Memorial University of Newfoundland and sponsored by the PMI Research Program.

Key characteristics of the environment

Limited use of formal project management methodologies



49% of the projects are managed without a project management plan High levels of project management expertise



85% consider their organization as having at least a moderate level of project management expertise

High levels of resource scarcity



70% believe that their organization needs more resources, most importantly external funding and project staff

Projects are generally successful, but challenged to meet schedule, budget and technical objectives 84% believe that projects perform well in



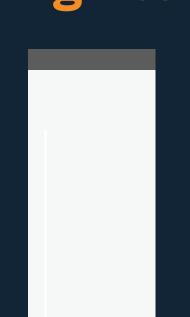
terms of meeting stakeholders' expectations and social goals, while only 52% believe that projects meet schedule objectives, and 66% meet budget and technical limits

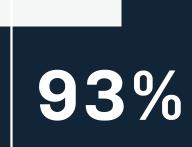
Key factors for project success



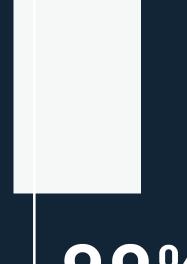
Organizations with successful projects tend to practice higher levels of bricolage and the organizations' leaders tend to be more entrepreneurial.

High levels of bricolage on projects – "making do" with the resources on hand



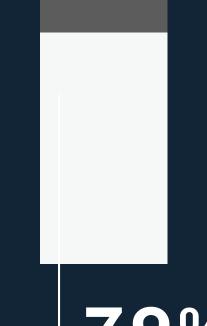


find workable solutions to new challenges on projects by using existing resources



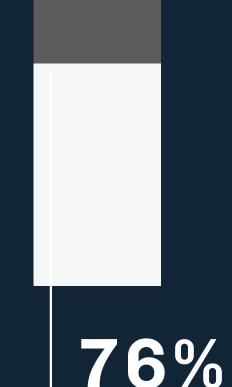
90% put together

workable solutions from existing resources



79%

combine existing resources and other inexpensively available resources deal with new problems or opportunities



take on more

challenges by combining existing resources on projects

High levels of entrepreneurial leadership from organizational leaders





How projects are managed

We generally...



partnerships & interactions 86%

collaboration,

identify and manage risks that impact projects

79%



project scope 79%



75%



required activities 63% 62%

collaboration. Increased attention is needed on the resourcing and scheduling of activities, and on managing project teams so that the competencies and interactions of team members

Routinely collect project activity data

Frequently update project plans

Project managers focus on managing risks, scope, budget, teamwork and

76%

67%

Positions of the respondents

define, resource,

and schedule



- enhance project results.
- How projects are monitored and controled

Who were

the repondents?

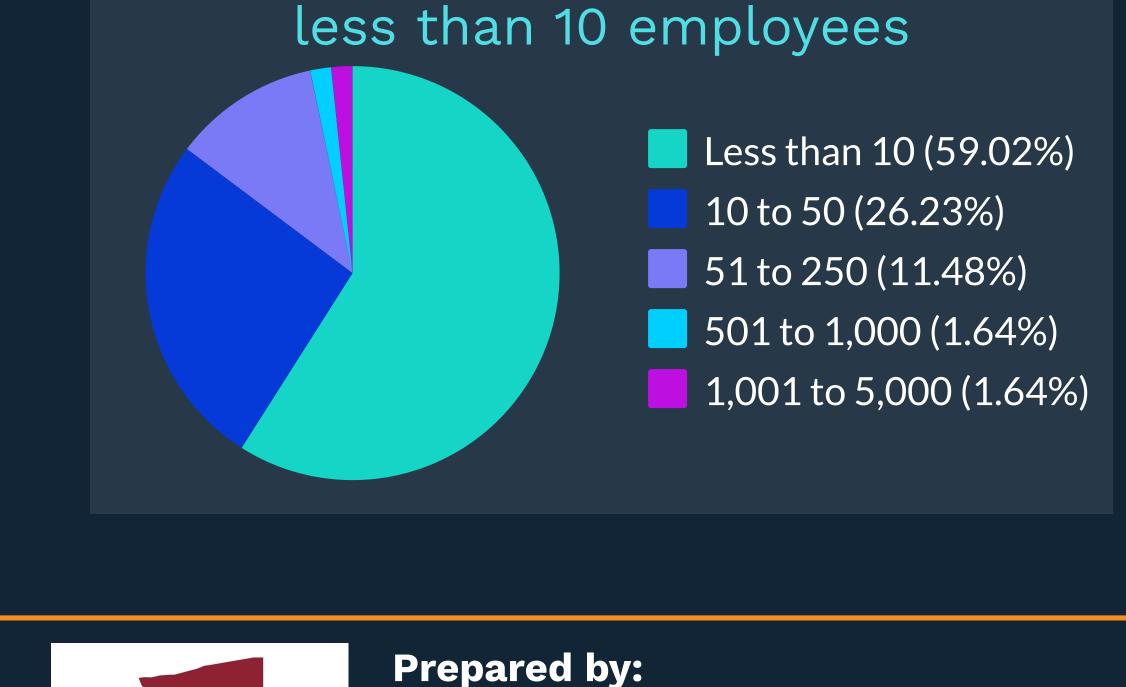
than 4 years ago

80% of respondents had worked at the

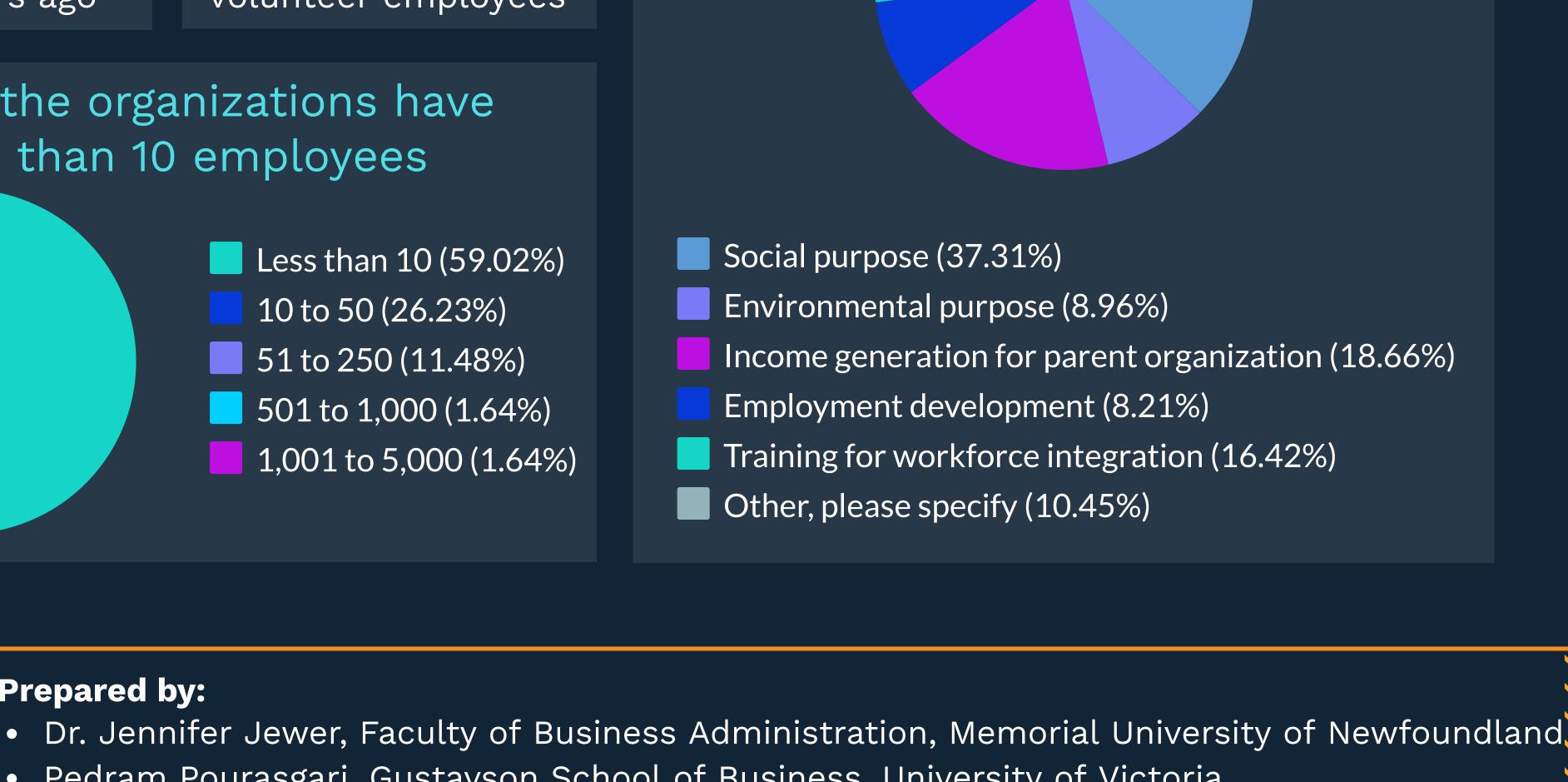
surveys were completed

Anticipate & handle potential issues 67% Collect & distribute project 62% information Apply previously documented lessons 54% learned Increased attention is needed to monitor and control projects. Who completed the survey? A short and standardized questionnaire was distributed online.

organization for more than two years. Frontline staff (4%) Less than 2 years (19.67%) Project manager (10%) 2 – 5 years (45.9%) Middle manager (8%) 6 - 10 years (22.95%) Senior manager (18%) More than 10 years (11.48%) President/CEO (34%) Board member/Chair of the board (10%) Consultant (2%) Other (14%) Demographics of the social enterprises Primary purpose of the organisation that the respondents work for. 75% 77% were founded more have less than 10



59% of the organizations have



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volunteer employees

and found to be in compliance with Memorial University's ethics policy.