



the CoRe lab  
PÉCSIKÖZGÁZ



# Understanding project management within the Business Services Sector

## ABS L Hungary Business Outlook Survey Research Report Q3 2024

## **This report was conducted by**

ABSL Hungary – Association of Business Service Leaders in Hungary

UPFBE the CoRe lab – University of Pécs Faculty of Business and Economics the CoRe lab Consumer Research lab

IFUA Horváth – International Consulting Company

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# ***The purpose and background of this research***

The research introduced in this report aimed to gather key insights into project management practices within the Business Services Sector in Hungary both locally and globally.

The research also highlights the types of projects currently being run, the role of Project Management Offices (PMOs), and the challenges and strengths in delivering projects in the BSCs.

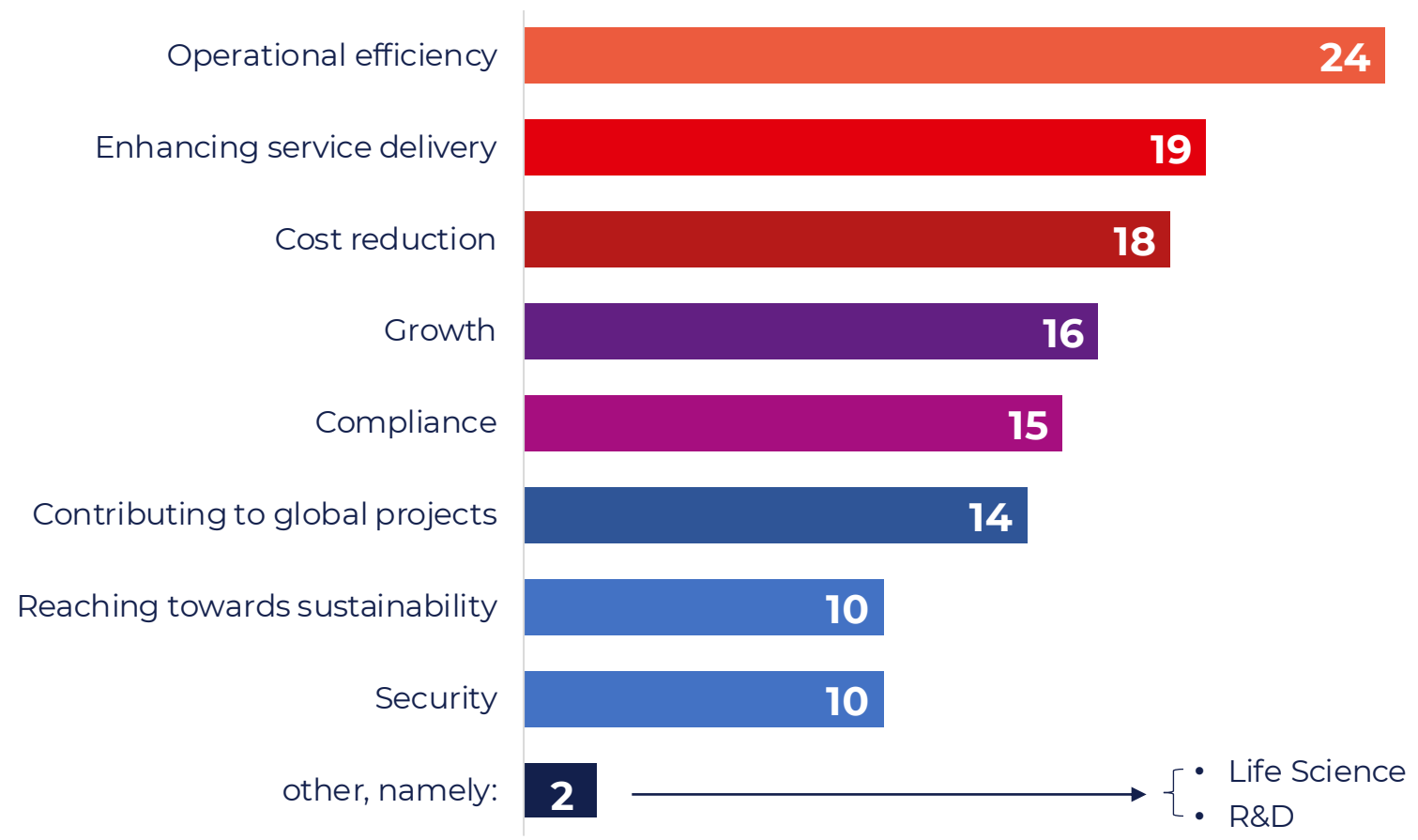
To reach the goals of our research, a **survey** was conducted with the participation of **25 executive-level** respondents from centers located in Hungary.

Our **fieldwork** took place from October 2024 to November 2024.



# ***Results***

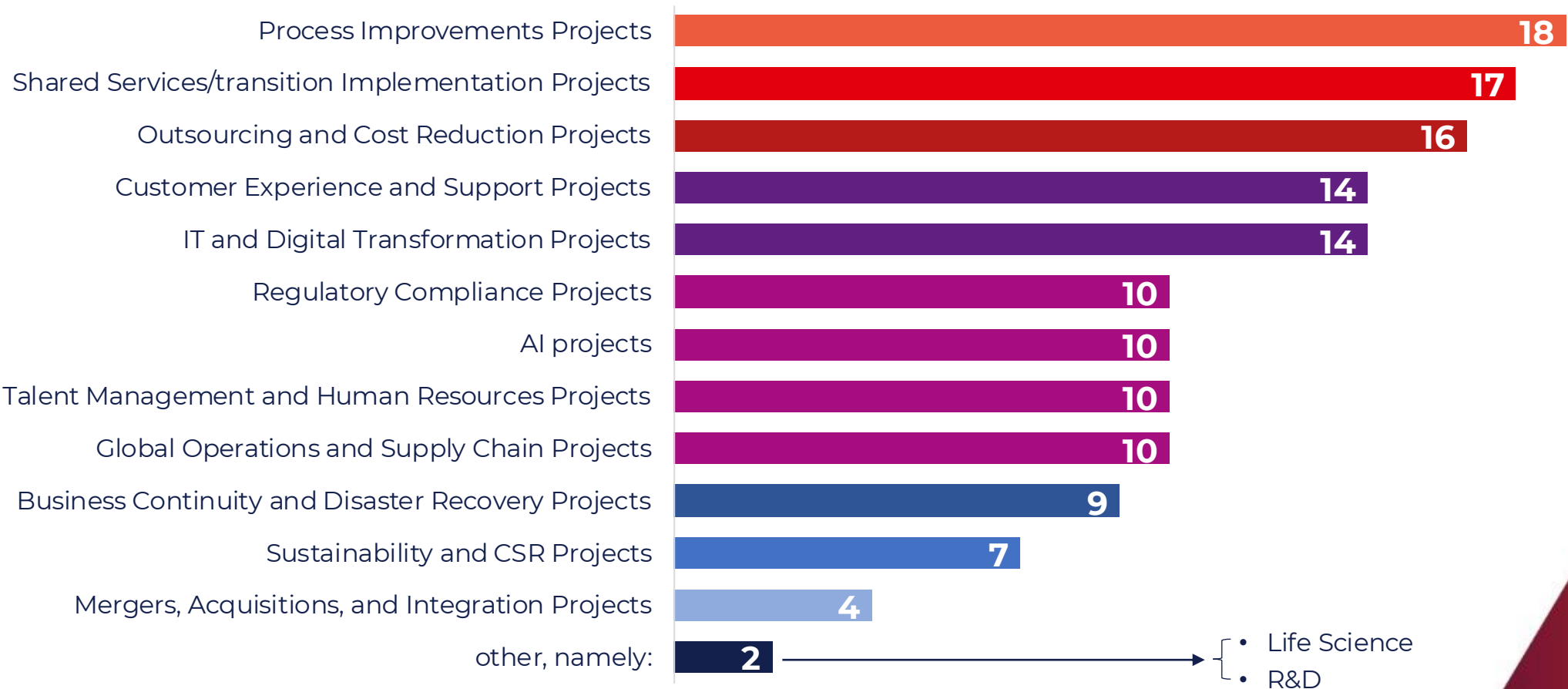
# *Operational efficiency* is the most common goal conducted in the BSCs



out of 25 respondents

What are the most common goals conducted in your BSc?

**Process Improvements, Shared Services/Transitions Implementation, Outsourcing and Cost Reduction are the main projects currently running in the respondent BSCs**



out of 25 respondents

What types of projects are currently running in your BSc?



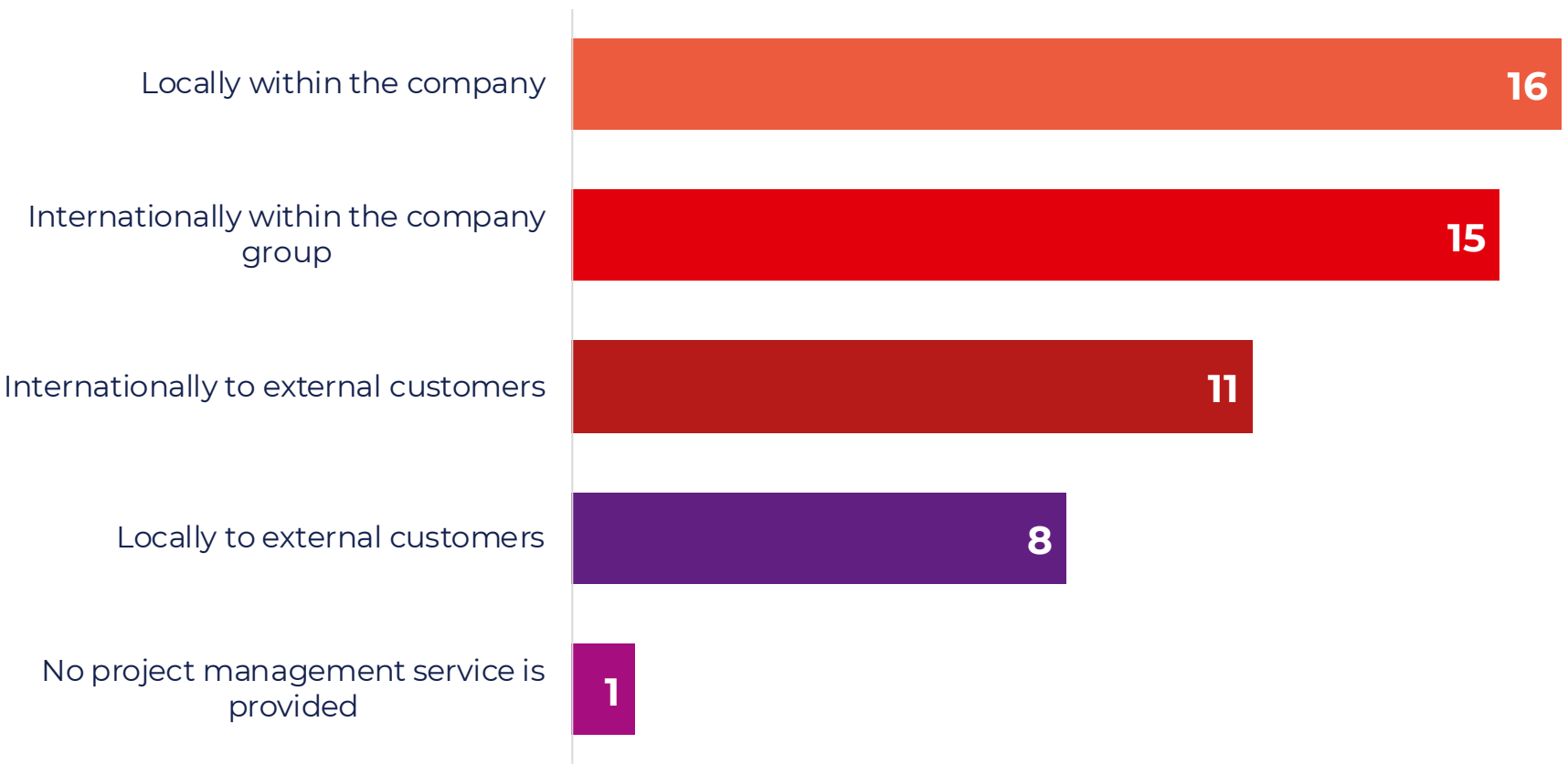
**12 (48%) of the respondent BSCs have *global*, 4 (16%) have *local*, 7 (28%) have PMO *both local and global* PMO within the organization**



out of 25 respondents

Do you have PMO within the organization?

# The most common project management services provided *locally within the company* and *internationally within the company group* among respondents

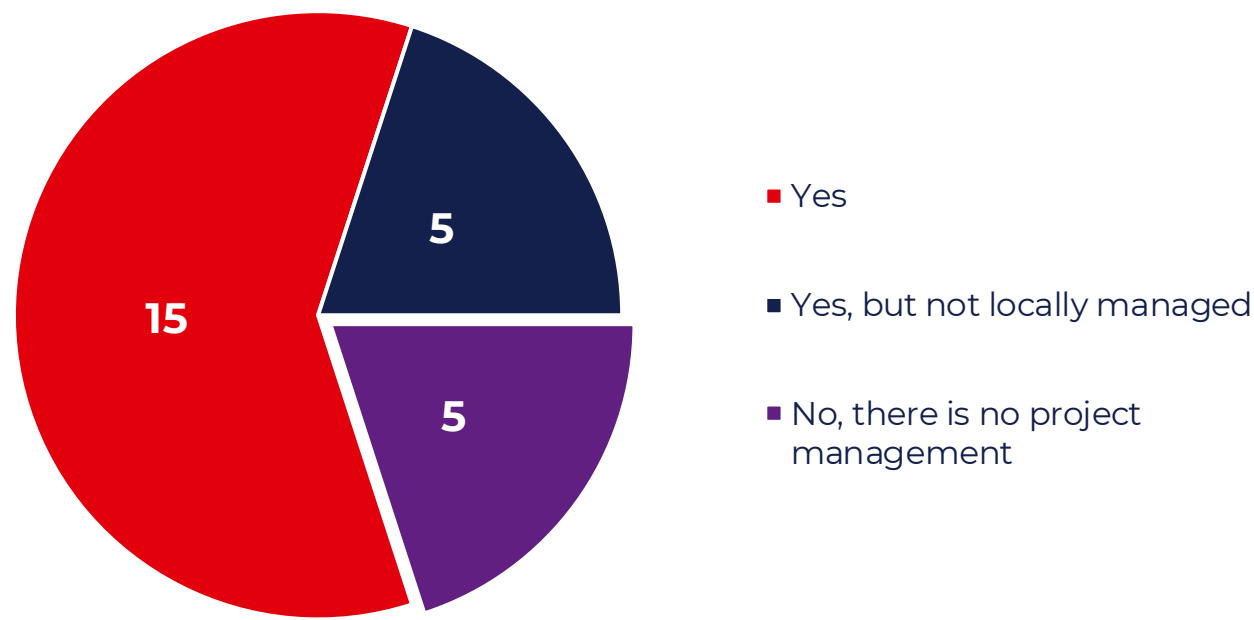


out of 25 respondents

What type of project management service is provided by your organization?

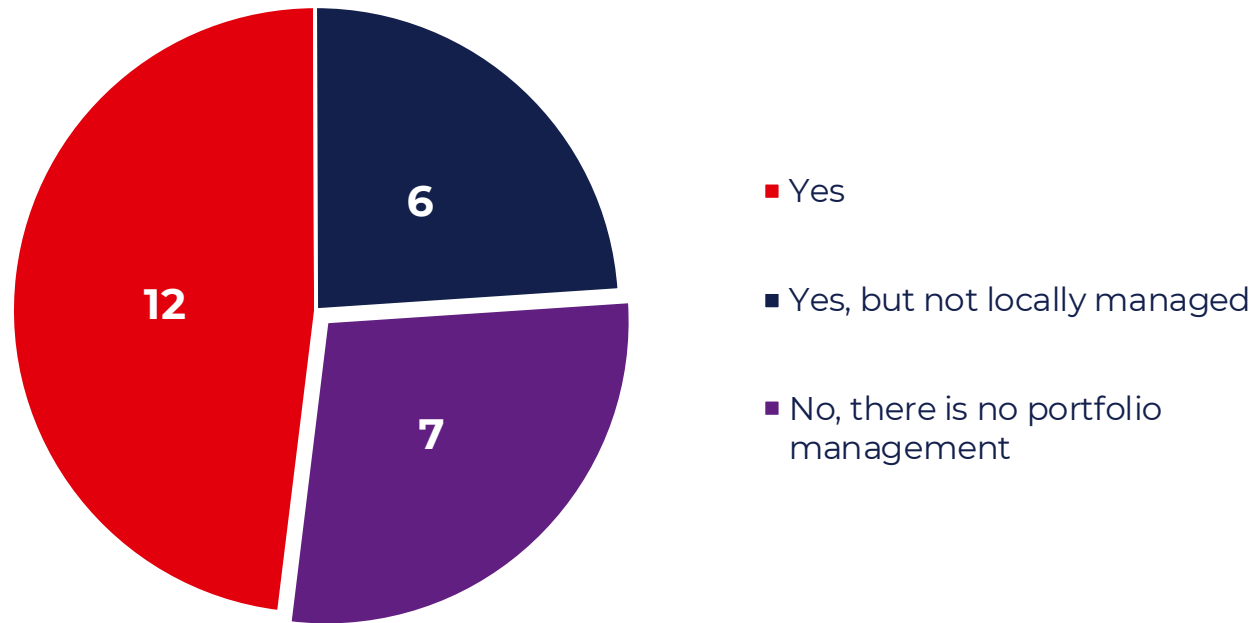


**15 (80%) of the respondent BSCs have a project management organization in their local BSC, but 5 (20%) of them are not locally managed**



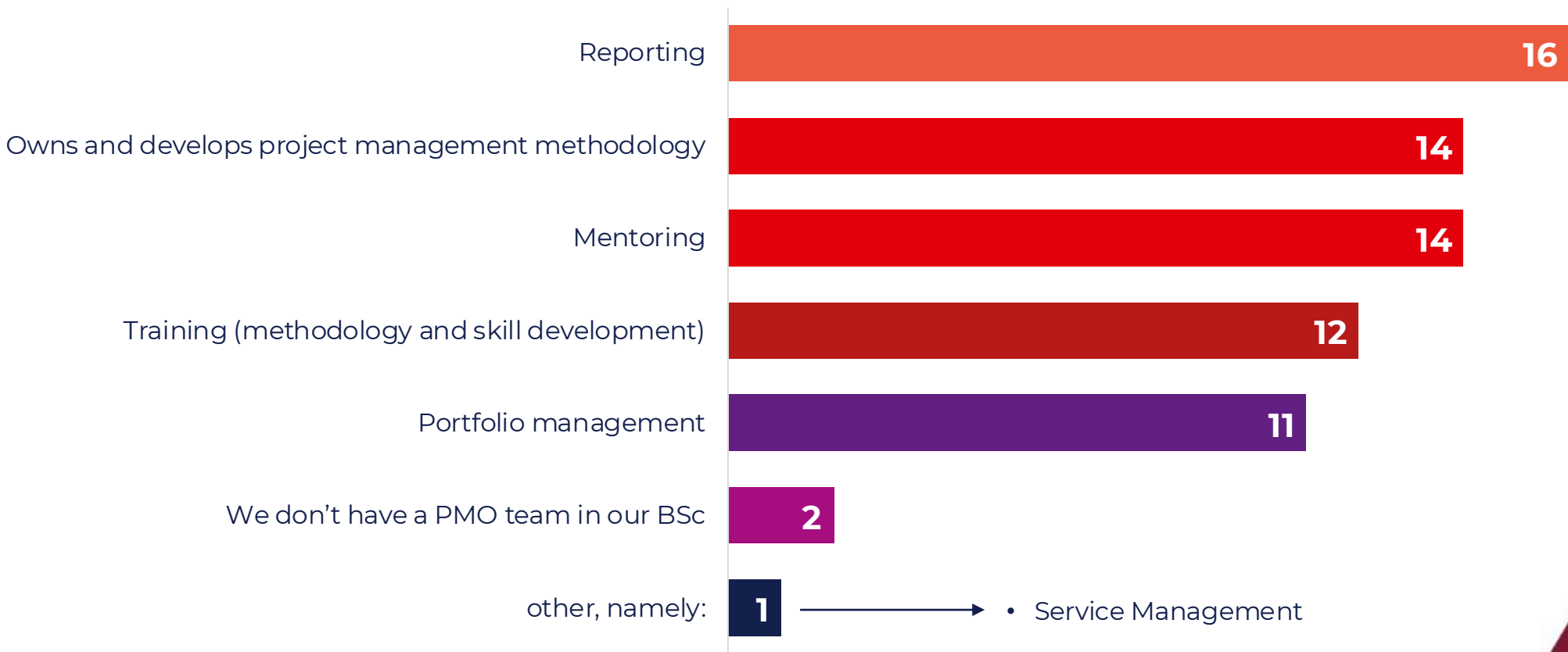
out of 25 respondents

# 12 (72%) of the respondent BSCs have a portfolio management organization in their local BSC, but 6 (30%) of them are not locally managed



out of 25 respondents

**Reporting, Mentoring, Project management methodology owning and developing** are the main responsibilities of the PMO/project management at the respondent BSCs

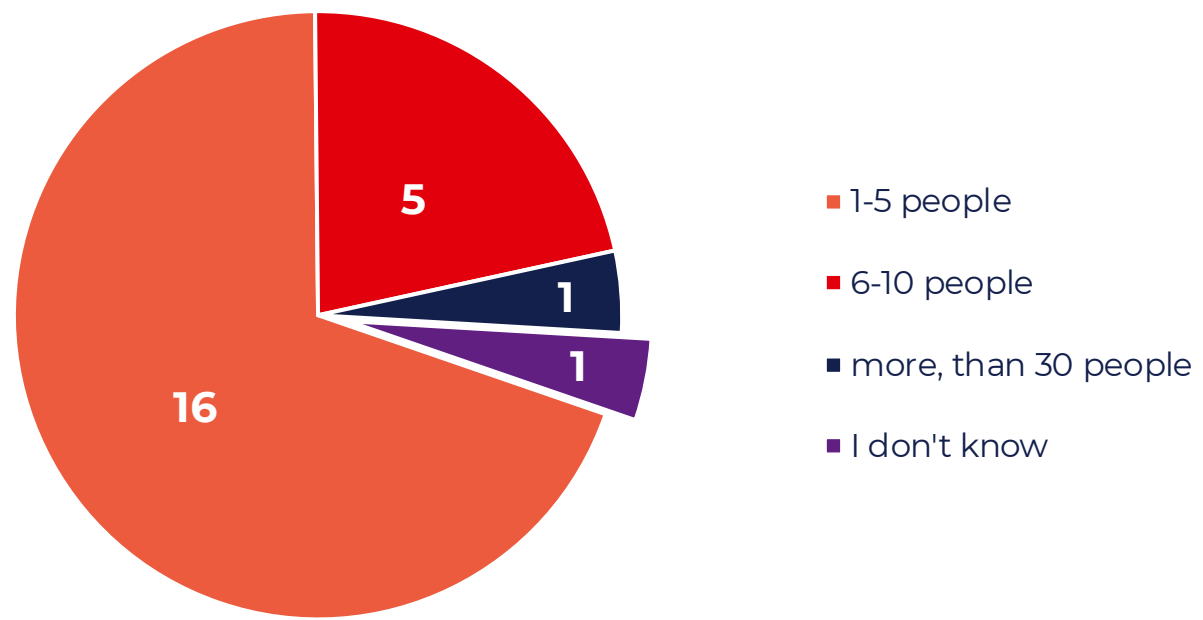


• Service Management

out of 25 respondents

What are the responsibilities of the PMO/project management team?

**In 16 (70%) of the existing PMO teams there are 1-5 people, in 5 (22%) there are 6-10 people, and there is 1 BSC where more than 30 people works in the BSC's PMO team**



out of 23 respondents

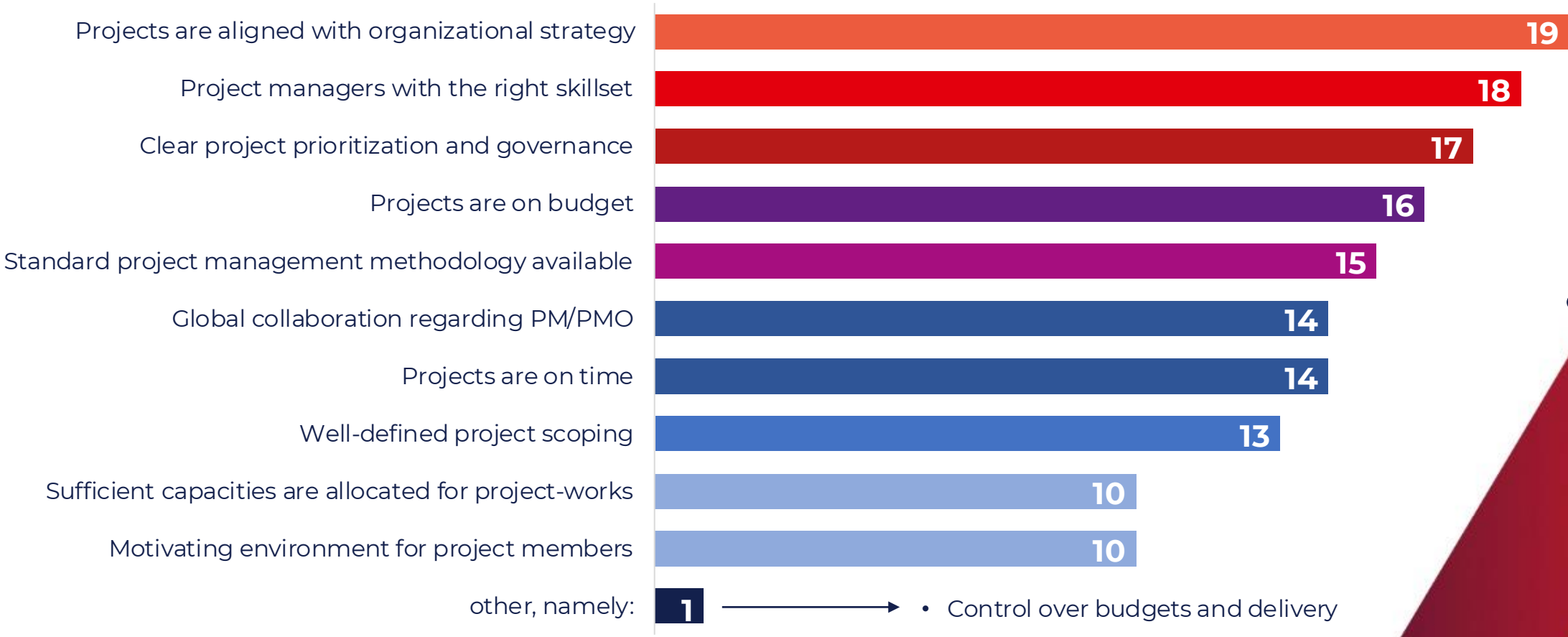
# Concerning projects, allocating team members and capacities is the most common decision-making right that the BSCs have locally



out of 25 respondents

What decision-making rights do you have locally, concerning projects?

# In delivering projects, most BSCs consider *aligning projects with organizational strategy*, and *project managers with the right skillsets* as their strength



out of 25 respondents



What do you consider to be your strengths in delivering projects in your global service centers?

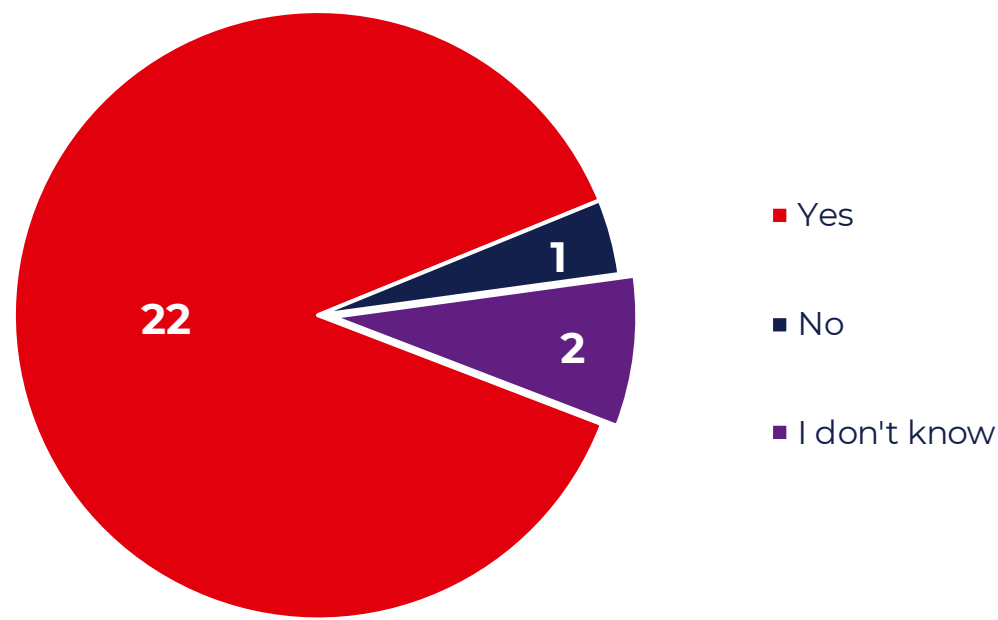


# The biggest challenge what BSCs face in delivering projects are the *continuously changing business requirements*



What are the biggest challenges you face in delivering projects in your global service centers?

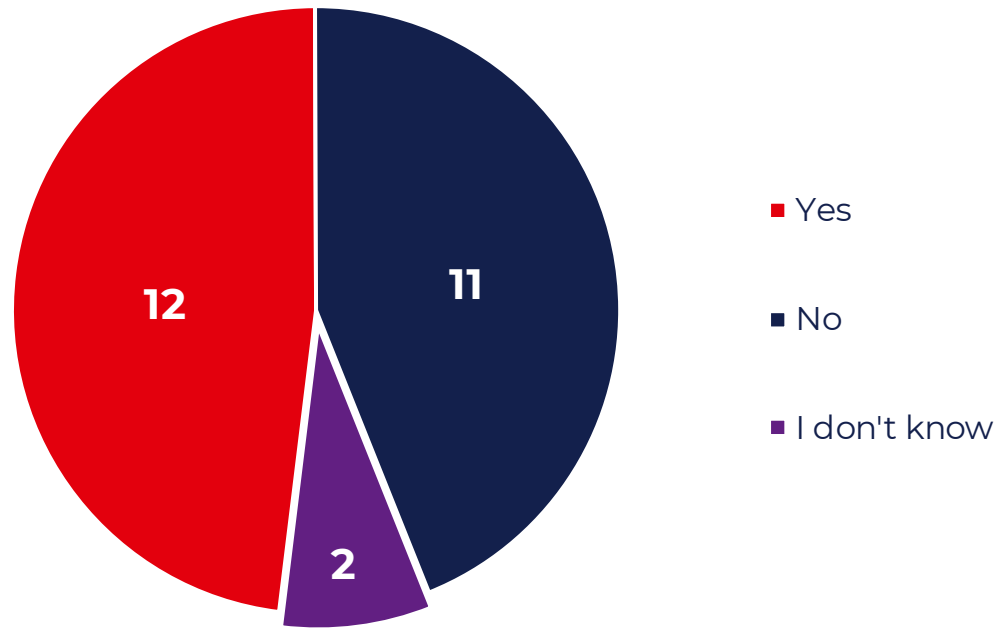
# In 22 (88%) of the respondent BSCs there are standard project management processes



out of 25 respondents

Are there standard project management processes within your organization?

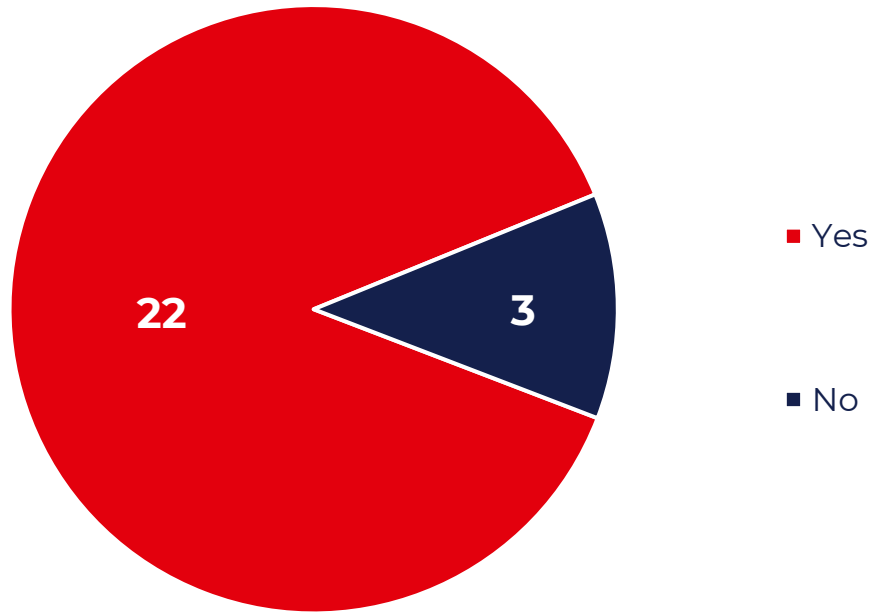
**12 (48%) of the respondent BSCs have local project management methodology, while 11 (44%) don't**



out of 25 respondents

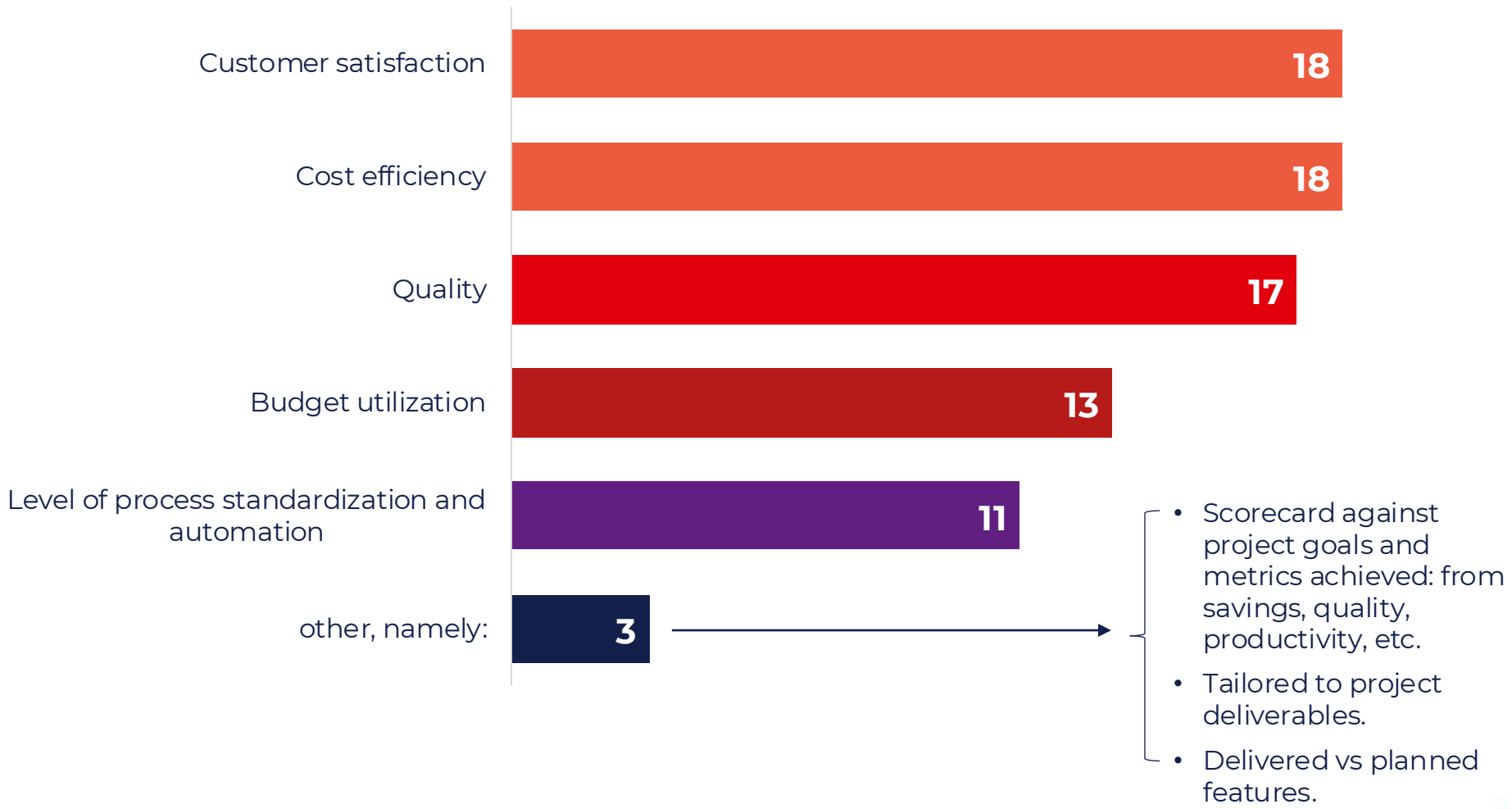
Do you have local project management methodology?

**22 (88%) of the respondent BSCs evaluate the success of projects, 3 (12%) do not.**



out of 25 respondents

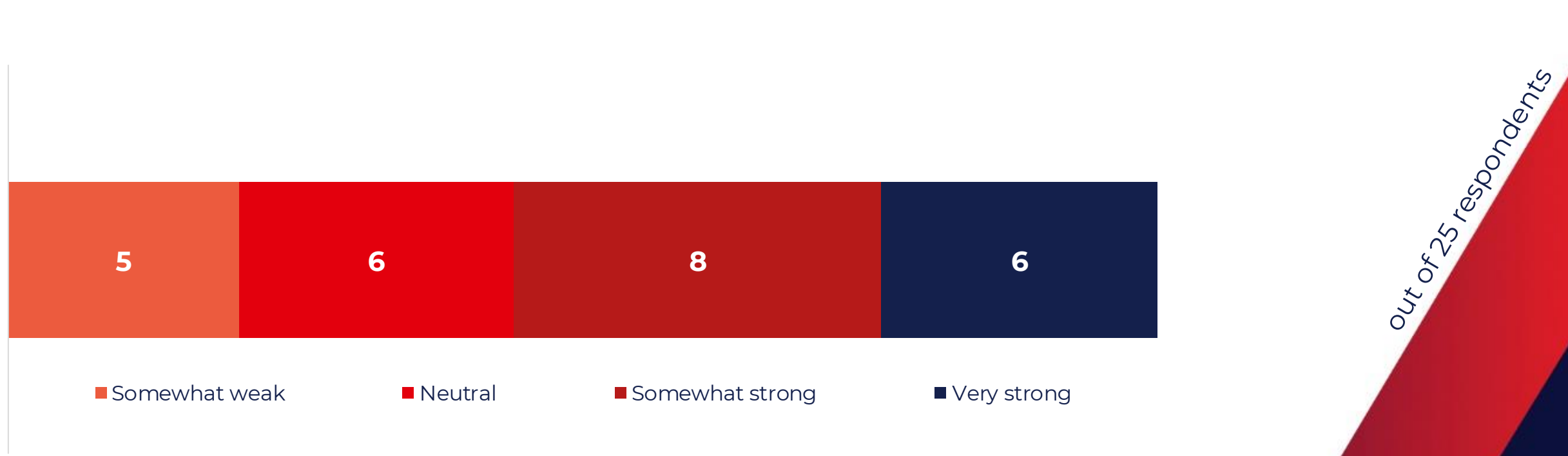
**Customer satisfaction, cost efficiency and quality are the metrics that are mostly measured to evaluate the success of a project among respondents**



out of 25 respondents

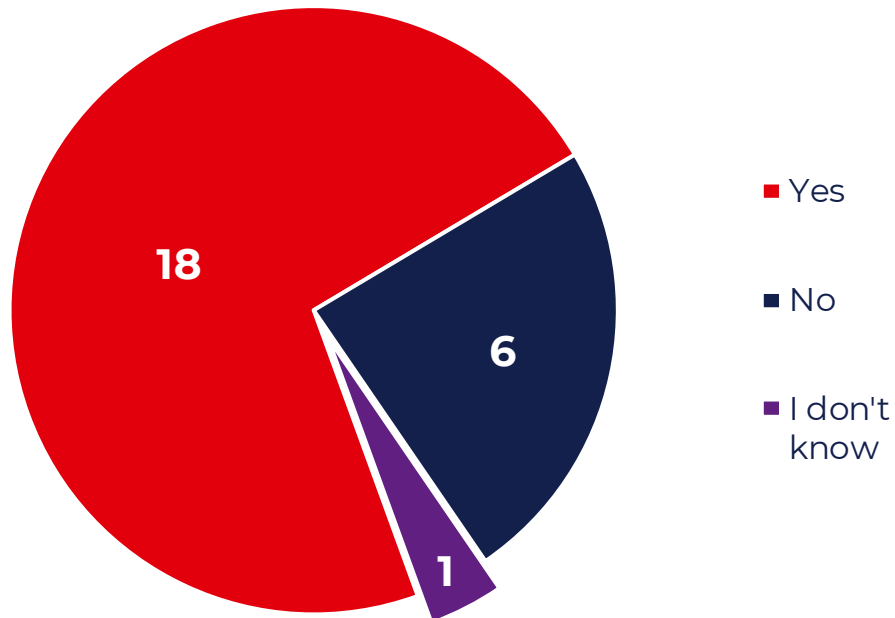
Which metrics do you measure to evaluate the success of the project?

# Respondents considers the project management culture rather strong in their BSCs



How strong is the culture of the project management in your organization?  
Please mark from 1 to 5, where 1= very weak, 5= very strong.

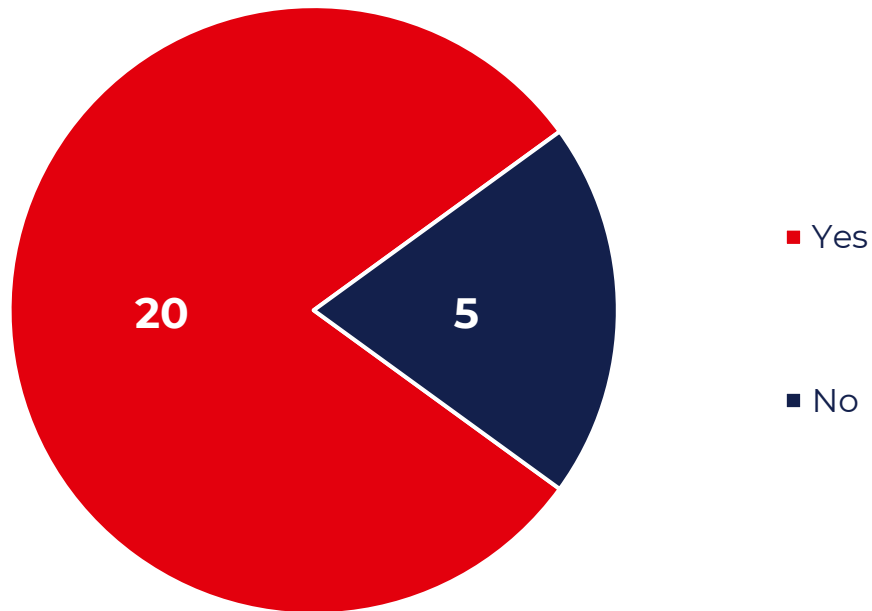
# In 18 (72%) of the respondent BSCs there are requirements regarding the qualifications of the project managers



out of 25 respondents

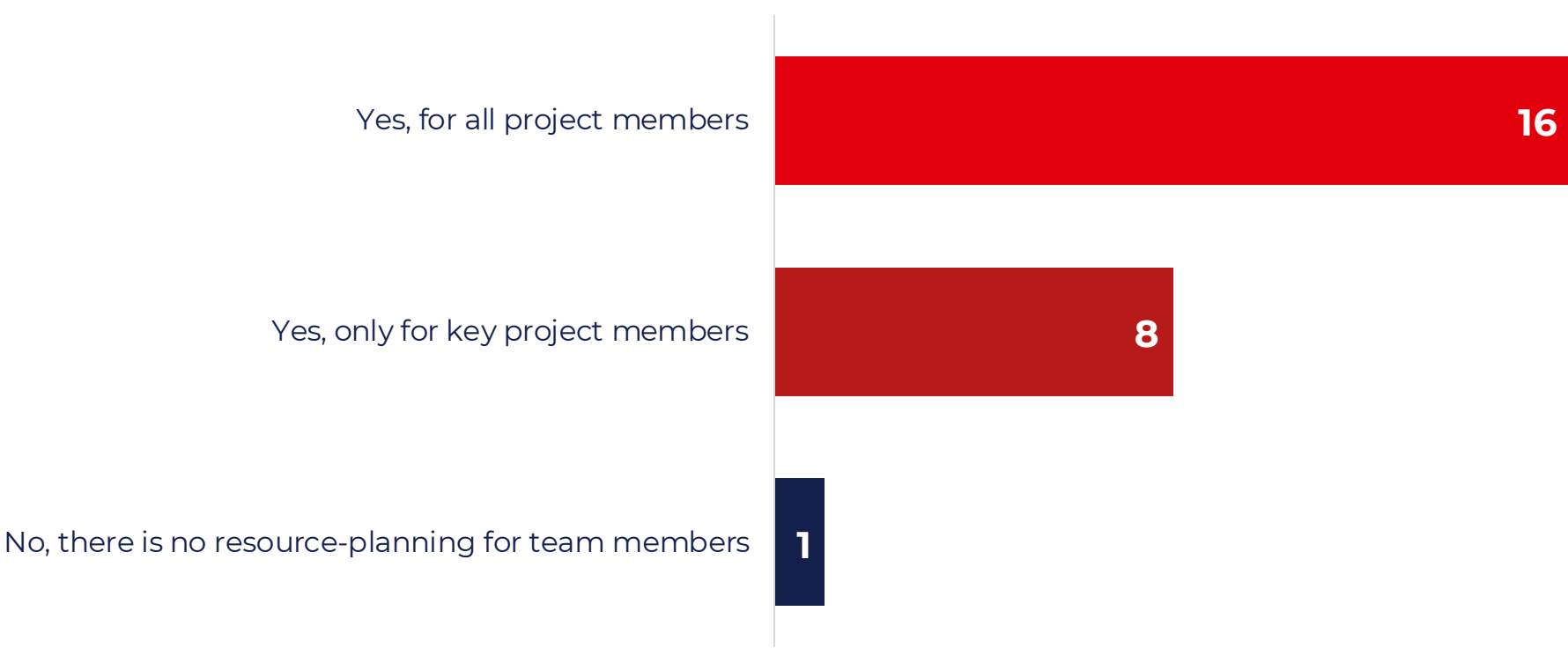


# In 20 (72%) of the respondent BSCs there are requirements regarding the qualifications of the project managers



out of 25 respondents

**In the bigger portion of the respondent BSCs, there is resource-planning in place for all project members working on projects**



out of 25 respondents

*Is there resource-planning in place for team members working on the projects?*

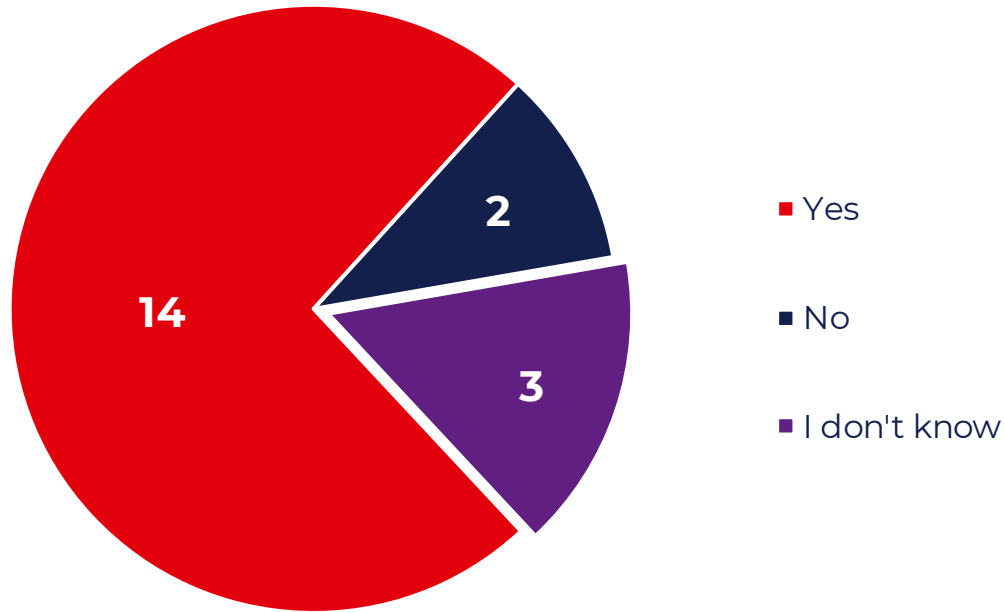
**In 10 (40%) of the respondent BSCs, the time spent on projects is monitored and documented, in 9 (36%) BSCs it is only monitored**



out of 25 respondents

Is time spent on projects are monitored and/or documented for team members?

**Among those BSCs where the time spent on project is monitored, in 14 (74%) organizations there is an escalation process in place when team member capacities are over utilized in a project**



out of 19 respondents

*If it is monitored, is there an escalation process in place for when team member capacities are over utilized in a project?*

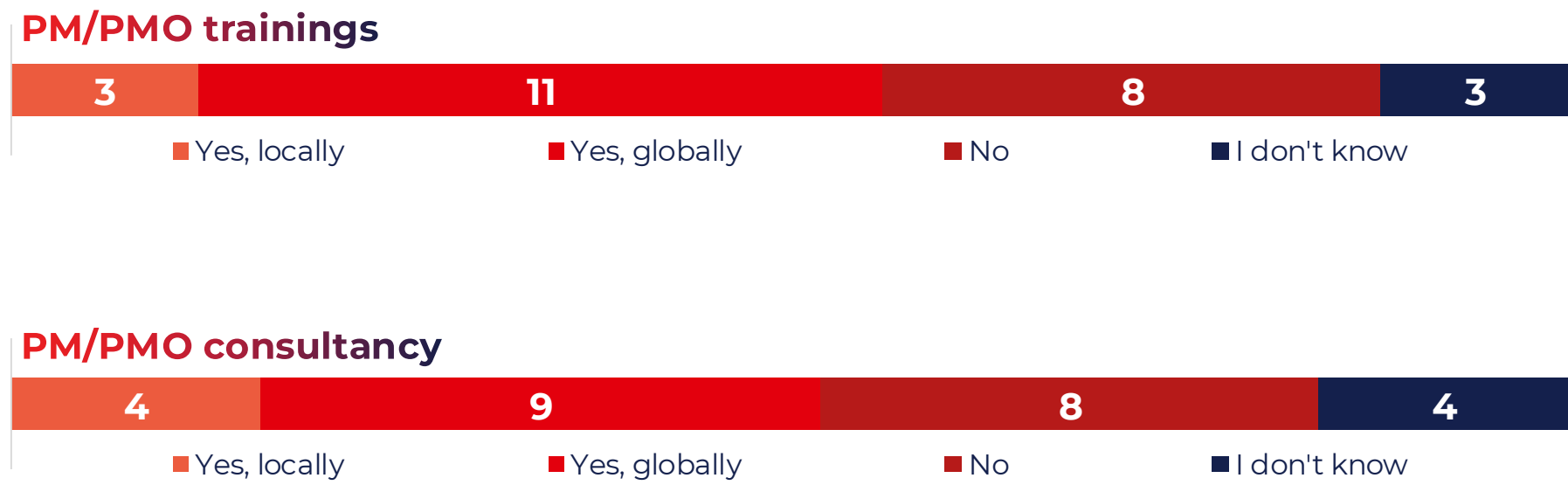
# Bigger portion of the respondent BSCs don't utilize PMaaS or PMOaaS, while IT contracting globally is more common



out of 25 respondents

Do you utilize the following service: PMaaS (Project Management as a Service)?  
Do you utilize the following service: PMOaaS (Project Management Office as a Service)?  
Do you utilize the following service: IT contracting?

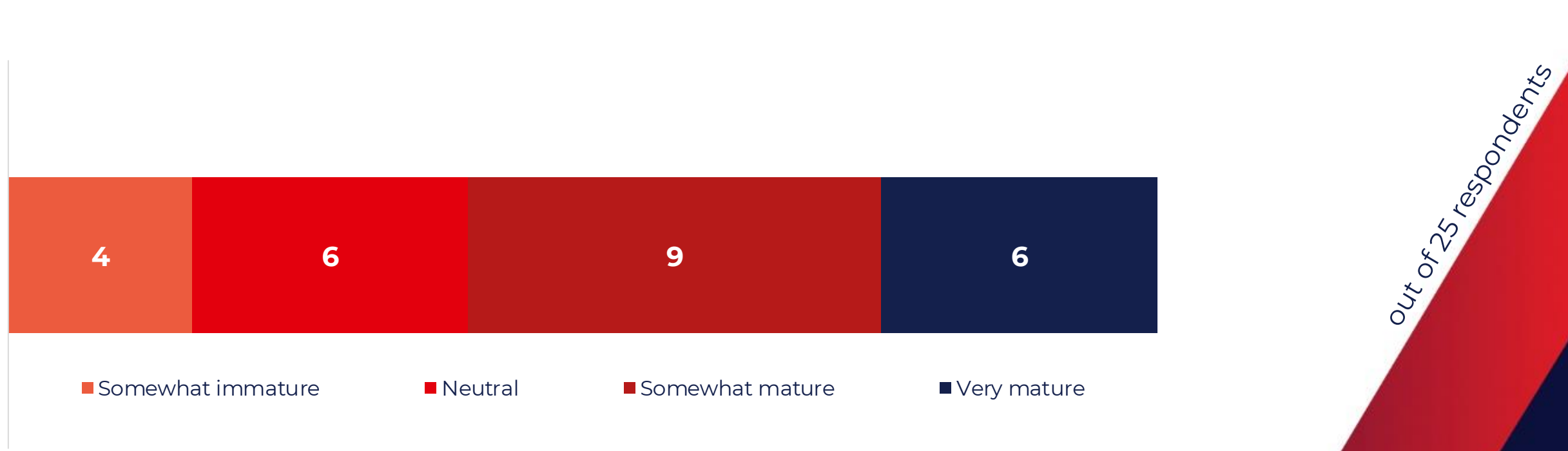
# PM/PMO trainings are more utilized than PM/PM consultancy, both are utilized rather globally among the respondents



out of 25 respondents

Do you utilize the following service: PM/PMO trainings?  
Do you utilize the following service: PM/PMO consultancy?

# Most of the respondent BSCs rate their organization's project management maturity rather positively



How would you rate your organization's overall project management maturity?  
Please mark from 1 to 5, where 1= very immature, 5= very mature.

# The following priorities for improving project management practice were mentioned on the first place by the BSCs

Aggregated replies from 22 respondents (first place)

- Establishing Enterprise (Cross Function) PMO.
- Project follow up and evaluation post go-live.
- Prince and PMP cert increased penetration.
- To create a real in-use value of projects.
- Ensuring value creation after delivery.
- Training and Skill Enhancement.
- More PMI training and Cert's.
- Foster mindset / PM culture.
- Establish Quality Standards.
- Automation deployment.
- AI Based Driven projects.
- Implementing PMaaS.
- Commercial aspects.
- Resource utilization.
- Cost effectiveness.
- Building the team.
- Quality assurance.
- Project scoping.
- Create concept.
- Improve skills.
- Being Agile.
- Quality.

*What are your top three priorities for improving project management practice in the next 12 months? (slide 1/3)*



# The following priorities for improving project management practice were mentioned on the second place by the BSCs

Aggregated replies from 21 respondents (second place)

- Deliver key projects from cost, speed and quality perspective.
- Process improvement planning and execution.
- Utilize PMs on multiple projects parallelly.
- To improve decision making on projects.
- More local PM and PM Admin resources.
- Gain more robust knowledge - globally.
- Training more internally with PM skills.
- Create independence and objectivity.
- Better control on resource utilization.
- Reducing project delivery costs.
- Resource allocation monitoring.
- Generative AI implementation.
- Making more space for users.
- Have a Resource Plan.
- Identifying right skills.
- Avoid cost overrun.
- On time delivery.
- Standardization.
- Time allocation.
- Revenue gain.
- Estimation.

*What are your top three priorities for improving project management practice in the next 12 months? (slide 2/3)*

# The following priorities for improving project management practice were mentioned on the third place by the BSCs

Aggregated replies from 20 respondents (third place)

- Providing access to PMs for wider organization.
- Train more people in ops teams on projects.
- To improve selection method on projects.
- Project Resource Talent Development.
- Drive complex programs vs projects.
- Execution within timeline & quality.
- Better Change Management.
- Global and stable PM policy.
- Stick to Realistic Timelines.
- Alignment with strategy.
- Enable empowerment.
- Reworking on costing.
- Customer satisfaction.
- Financial efficiency.
- Deliver on budget.
- Expand the team.
- FTE optimisation.
- Documentation.
- Tool support.
- Utilization.

*What are your top three priorities for improving project management practice in the next 12 months? (slide 3/3)*

# Additional comments or suggestions regarding project management in the organization formed by respondents

## Aggregated replies from 12 respondents

- Establish central PMO functions which oversees all initiatives and empowered to decide on priorities which really support strategical directions and provide most benefits vs cost.
- A much better spread over the organisation, IT development heavy projects are well prepared and managed while others are less prepared and managed.
- Very strong skills and methodology, but too many projects at same time with changeable priorities.
- Identifying key decision makers among the stakeholders is the key.
- We should establish the global PM standards and PMO area.
- PM CEO would be good for best practice sharing.
- Progressing, but change is not done overnight.
- More planning and monitoring.
- Should be a standard service.
- Succession plan, trainings.
- Increase utilization.
- So far it is going.

*What additional comments or suggestion do you have regarding project management in your organization?*



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