Dirk Zwerenz,
Deutsche Doka Schalungstechnik GmbH (Gemany),
University Kaposvar, Hungary

BRAND MANAGEMENT: ORGANIZATIONAL CHANGES IN PROJECT MANAGEMENT

Abstract. *Motivation in project management is the central factor for the formation of a competent project team, the successful execution of a project. For this, methods of efficient marketing, of internal marketing, are needed. This paper describes the basic problems and possible solutions for the identification of the employees of the matrix organization in a project team. Supported by empirical studies (expert surveys) and extensive literature studies, it is examined which values of the project motivate the employees to become enthusiastic about the project. The paper also examines ways in which a project can be set up in such a way that employees can identify 100 per cent with the project objectives from the outset. In addition, the interaction of social values in the project and the project will be investigated beyond the company. The goal must be that the employees in a project must be inspired for this project to grow together, to form a project team. To the company's knowledge, social responsibility and the definition of identity brand models can contribute ultimately. A project must establish itself as a brand in the company. The project manager to do this must assume the role of ambassador of the brand values of the project within the company and outside to the customer in all consistency. He has to become a marketing manager of his project. In a further step, theoretical models for the description of the brand, describing values and high on the implementation in project management are examined. The role of the project manager as a central figure for organizational change remains at the centre of the research. We are looking for tools and methods with which a project manager can inspire his team members for the project in such a way that their motivation leads them to top performance. Similar to the buying behaviour of brand customers, who are prepared to pay considerably more for brand products than for technically comparable products without strong brand loyalty, it is argued that employees of a respected and fascinating project are prepared to do more than for a boring project without a brand. The aim is to establish the project members as part of a group in which they are highly motivated to pursue their tasks, outgrow their possibilities and abilities and give everything for the success of the project. The identification of people to a closed group (to a project or a trademark) can have a very positive effect on the individual employee but also on the whole group. However, with a high group motivation within a company, within a matrix organization, it must not lead to limited resources being used in the company for only one project. Other projects running simultaneously must not be disadvantaged by this. The aim of research on motivation in project teams is to explore the basis for an individual and measurable measure of the personal performance of a project manager. Finally, the article gives recommendations for further research on measurement methods of project success, the measurement of the brand strength of projects. From this research, a bonus model for the determination of variable and motivating remuneration components for project managers will be derived. These extrinsic factors should intrinsically motivate the project manager to market his project in the best possible way and to motivate his employees in the best possible way and to bind to the project as a brand.*

Keywords: brand loyalty, internal marketing, marketing manager, matrix organizations, motivation, project management, organizational behaviour.

Introduction. Albert Schweitzer was a German-French physician, philosopher, theologian, theologian, theologian, organist, musicologist, pacifist and Nobel Prize winner. On the basis of his experiences during the First World War, Albert Schweizer recognized the reverence for life and the limits of human ethical actions. A central component of Schweitzer's ethics is. Barth trembles Albert Schweizer with the sentence: «I am the life that wants to live in the midst of life, that wants to live» (Barth, 2012). Albert Schweizer described the basic principles of modern ethics and explains why the implementation of these ethical principles is still so difficult today (Villinger & Schadle-Deininger, 2005).

In the following papers explain the effect of project management on matrix organizations with the

help of the interdisciplinary department 'Organization Behavior'. The paper's aims to draw the attention of many project managers from purely technical or commercial challenges in the project business to the art of marketing, taking into account the ethical principles described by Albert Schweitzer.

Project management: Hobel and Schutte describe the project management function in 2017 as follows: «Project management is structured as a management task in project definition, implementation and completion. The aim is to ensure that projects are properly planned and controlled to limit risks, opportunities and quality, on time and within the budget of the «project objectives» (Hobel & Schutte, 2017).

Matrix organization: Schewe defines a matrix organization as follows in 2018: «The matrix organization is the basic form of a multidimensional organizational structure; in the field of education, decision-making powers are formulated for all subtasks and transferred to decision-making units which can only be covered by joint decisions» (Schewe, 2018). For the further considerations of this study, only the matrix organization as a very common form of the organization itself is limited. Other forms of organization are not taken into account due to their limited scope.

In order to be able to describe the specific requirements of project management from different scientific perspectives, the models of Kapferer (Schuiling & Kapferer, 2004), Aaker, Burmann, Esch and McKinsey (Radtke, 2014a) are analyzed and analyzed in matrix organizations taking into account the requirements of the project business. As early as 1978, Grochla and Thom dealt with the special effects of project management on the matrix organization of the company and the special responsibility or influence of the project manager on the achievement of project objectives (Grochla & Thom, 1978). In 2008, the researchers Tom, Uske and Lindenberg are working on the description of the requirements of modern project management in a multidimensional matrix organization of the automotive industry (Tom, Uske, & Lindenberg, 2008). They describe the need for suitable tools for project management in matrix organizations and define the maturity of the respective company as the basic prerequisite for differentiating between the various tools; they describe this as the maturity level (Tom et al., 2008). Bartscher and Nissen describe the theory of maturity as «a leadership approach that assumes that it determines the effective behaviour of a superior through the degree of maturity of the employee» (Bartscher & Nissen, 2018). Maturity is the implementation of a company-specific process for product development. Finally, the authors predict that different ways of working can be seen as the most difficult challenge and describe that the different framework conditions will have further consequences for the composition of future project teams.

Subsequently, this scientific paper will deal with the various explanatory models and internal value conflicts. The theoretical investigations are supported by expert interviews, which the author conducted in the period from 16.05.2018 to 17.07.2018 in the context of his dissertation on the topic 'Variable remuneration system for project managers' in cooperation with the University of Kaposvar (Hungary). The author had personal discussions with 16 high-ranking project managers of the German construction industry / German construction companies. For this study, only three of the 28 questions asked were selected for this paper and evaluated separately from the point of view of internal marketing.

Literature Review. Many publications deal with the issue of intrinsically motivated behaviour and early on that personally motivated behaviour can be influenced by extrinsic motivation. The demarcation and clear classification of the available literature from the various research areas is difficult for the interdisciplinary field of project management and cannot be achieved without overlaps. The relevant boundaries between the different disciplines are fluid. For a better overview, the results of the literature search could be divided into the following six categories:

1. Research on Psychology.
2. Research on incentive systems.
3. Research on questions of the management system in companies.

4. Researches dealing with questions of personal development.
5. Research on the innovation competence of companies.
6. Research on the measurement of brand strengths of companies.

The literature from the field of psychology naturally goes far beyond the limits and use cases relevant to project management. Nevertheless, the research area of psychology has made significant contributions to understanding the impact of good leadership in project management. In 2009, researchers Moser, Calais, and Byler described the effects of personnel psychology specifically in project management. With your statements, you set the foundation for further research (Moser, Galais, & Byler, 2018). In 2018, Kraus & Woschee will describe the areas of project team formation and understanding of common goals in two essays (Kraus & Woschee, 2018b, 2018a). As early as 1999 Hauschild was concerned with the resistance against innovations (Hauschildt, 1999). Braun, Muller-Seitz, & Sydow and Langhoff & Schroder focus on his topics and describe the necessity of cooperative behaviour in projects and areas of innovation competence (Braun, Muller-seitz, & Sydow, 2012; Langhoff & Schroder, 2015). Cognitive organization are described by Haun in 2016 (Haun, 2016). Bemme describes in 2011 the success factor human being in cultural project management and places the human being (the project manager and his project team) in the centre of the success or failure of a project (Bemme, 2011). Empirical results from three individual case studies will be put into the context of balance-oriented leadership by Kuhl in 2016 (Kuhl, 2016).

The research area of incentive systems does not provide much transferable relevant literature for project management such as research on psychological aspects. This is also the reason for the research gap that the author wants to close in his dissertation at the University of Kaposvar (which is only marginally noticed). In the year 2000, Schulz describes non-material incentives as an instrument of corporate management and thus relies on soft factors of leadership responsibility (Schulz, 2000). In 2006, Flieb attempts to describe suitable incentive systems for sales management in market and product management (Flieb, 2006). Hertel describes the future of leadership and good use of incentive systems in 2012 (Hertel, 2012) and in the same year, Gosser deals with the dynamic complexity of leadership and describes it as: «the great challenge for management» (Grosser, 2012).

The literature on research on questions of organizational systems contains an indescribably large number of texts. Already in the early days of industrialization, many authors dealt with these topics. In the following, only more recent texts will be dealt with. The importance of organizational theory for the development of business informatics is described by Picot & Baumann in 2009 (Picot & Baumann, 2009). A much-noted work will follow in 2013 by Mohan & Ahlemann. They deal with fundamental questions of strategic project management (Mohan & Ahlemann, 2013). Younger works from the year 2018 come from Schlick, Bruder, & Luczak on business and work for the organization (Schlick, Bruder, & Luczak, 2018) and Blatter, Langer, & Wagemann on qualitative methods in political science (Blatter, Langer, & Wagemann, 2018). Research into suitable corporate organizations is probably never complete and must always face current socio-political challenges and demographic change.

Personnel development and research on personal development are separate research areas. Personnel development accompanies all areas in the company in which personnel are deployed. For the research in this paper, this topic is dealt with only to a limited extent, but nevertheless in certain points significantly. In the year 2005 Ryschka et. al. provide instruments and techniques for personal development which are also relevant for project management (Ryschka et al., 2005). One year later, in a study entitled 'Leadership Excellence', Siebert describes the leadership systems between stability and change (Siebert, 2006). The 2010 Windeler & Wirth Handbook of Sociology of Work offers decisive approaches to the questions to be researched here (Windeler & Wirth, 2010).

Innovation competence is of particular importance with regard to the specifics of project management. Krejci faces the challenges of the internet and the possibilities of modern media in 2009

with his research on project management with virtual teams (Krejci, 2009). In 2012 Hertel will describe the future of leadership and thus focus on future challenges (Hertel, 2012). Innovation in groups and teams and creativity in personnel management will be described by Hulsheger, Maier, & Anderson in 2013 (Hulsheger, Maier, & Anderson, 2013). Answers to the questions of how to successfully shape the far-reaching change processes in medium-sized companies through change processes will be provided by Zink in 2015 (Zink, 2015). In the same year, Langhoff & Schroder describe important approaches to innovation competence in demographic change (Langhoff & Schroder, 2015). In 2017, Heider will make an important contribution to researching corporate culture and innovation success in family-owned companies (Heider, 2017).

Measuring the strength of brand values is an important scientific discipline, especially for listed companies and investors. The active and passive corporate values often differ from the fictitious corporate value of a strong brand. The brand strength itself is shaped by the subjective feelings of the brand's friends and can decay very quickly as a result of negative marketing. Physical corporate values such as buildings and machinery are not affected by such subjective feelings. For this research, sales bonuses as a result variable for brand value in project management are of decisive importance. In 2003, Ailawadi, Lehmann and Neslin will provide the basis for further considerations (Ailawadi et al., 2003). In 2004, Schuiling & Kapferer's research provided important insights into management, described the differences between local and international brands and provide indications of the strategic implications for international marketers (Schuiling & Kapferer, 2004). Jones successfully met the challenge of finding the sources for brand equity and deriving the development of a stakeholder model for brand equity in the Journal of Brand Management in 2005 (Jones, 2005). In the same year Esch, Langner, & Rempel provide approaches to capture and develop the brand identity. They work on modern brand management, fundamentals, innovative approaches and practical implementation et al. 2005). The brand image of the manufacturer and private label brands will be addressed by 2013 Runia, Wahl, & Ruttgers (Runia et al., 2013). The last scientific work in this category is the essay by Kilian & Muller from 2016, which deals with the topic of brand controlling and the measurement of brand success (Kilian & Muller, 2016).

This article also examines corporate social responsibility (Stehr et al., 2019) corporate values and intercultural competence, brand values and explanatory models of organizational behaviour in project management (Borgert, 2012).

Methodology and research methods. The qualitative research method is used for this analysis. Goldenstein and his research colleagues describe the following: «Qualitative research investigates connections and phenomena in the environment and the situation» (Goldenstein et al., 2018). She also describes the situations in which regular perceptions or their reproduction as a form of «transcribed observations» (Goldenstein et al., 2018), statements in the form of interviews and information from websites, press releases in which the social actors are involved (Goldenstein et al., 2018). The central concern of the qualitative studies is the question of the 'why' and thus the 'understanding of phenomena' (Goldenstein et al., 2018). In contrast to quantitative research qualitative research is based not on a procedure be tested hypotheses, but to ordinary the interrelationships between these to work out wise to do so, and then to conceptualize the constructs and Theories to convict. For this work, existing models on the applicability and efficiency in project management will be checked. The theoretical investigations from extensive literature are supported by expert interviews, which the author conducted in the period from 16.05.2018 to 17.07.2018 in the context of his dissertation on the topic 'Variable remuneration system for project managers' in cooperation with the University of Kaposvar (Hungary). An interview guide was developed for this purpose. The aim of this survey is to identify and eliminate possible negative consequences on the intrinsic motivation of the test persons. The advantage of a quantitative survey is not only the recording of objective conditions but also the recording of the direct opinions of the

target persons. A disadvantage of this survey would be the limited circle of persons available. The author led in addition to personal discussions with 16 high-ranking project leaders of the German building industry/German building companies. For this partial study, only three questions were taken out of the 28 asked questions and evaluated from the point of view of internal marketing.

The combination of qualitative and quantitative research was described by Mayring in 2001 in the Forum for Qualitative Social Research (Mayring, 2001).

Results. Hypothesis. Staff in a project for this project must be inspired to grow together to form a project team. To the knowledge of corporate can contribute social responsibility and the definition of brand identity models ultimate. A project must establish itself as a brand within the company. The project manager must assume the function of the Ambassador of the brand values of the project within the company and outside to the customer in the utmost determination. Identification in project management. A project team is composed of different people of different pitches of the Abbey and Rod make of a matrix organization. While a project team must be reset together each time to the start of the project for the duration of the course of the project. All team members have become distinct personalities in the course of your life. The different personalities can be divided into five types (openness, conscientiousness, extraversion, social compatibility and neuroticism) according to McCrae and Costa (McCrae & Paul T. Costa, 1987). In addition, different expectations and needs of the team members come together in the phase of the composition of the project team. Mohan and awl man name following five basic needs relating to Murray (Mohan & Ahlemann, 2013).

1. Need for performance: the pursuit of individuals after successes can be measured with personal performance standards.

2. Need for affiliation: all people have a more or less pronounced desire to belong to a group. You strive for friendly and empathic relationships with fellow human beings.

3. Need for power: in addition, some people have the urge to control and influence on others.

4. Need to understand here it comes the individual cognitively to understand the world before it makes decisions.

5. Need for debt security: need to protect themselves against criticism or accusations.

The phases of this team formation process (forming, storming, norming, performing and adjourning) can be represented as follows – Figure 1 (Tuckmann, 1965).
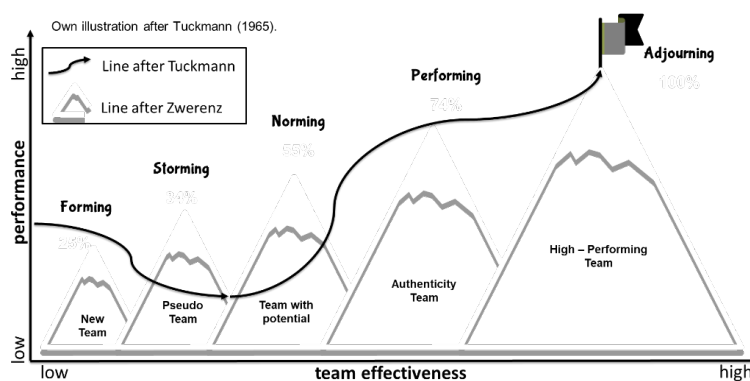

Figure 1: The phases of team formation process – Mountain
Sources: (Tuckmann, 1965).

Tuckman describes following the stages of team building as a curve, the experiences of the author but rather linear runs the team formation. Both images are superimposed on the graphic shown. Gained

knowledge about the types of personalities and the different needs of people the question is derived from the: how can employees be persuaded even faster from the project and the project management process, faster to a high-performance team to grow together? Mohan and Ahlemann name the factors 'benefits', 'social influence', 'self-image' and 'organizational characteristic' as a precondition for the acceptance of project management (Mohan & Ahlemann, 2013).
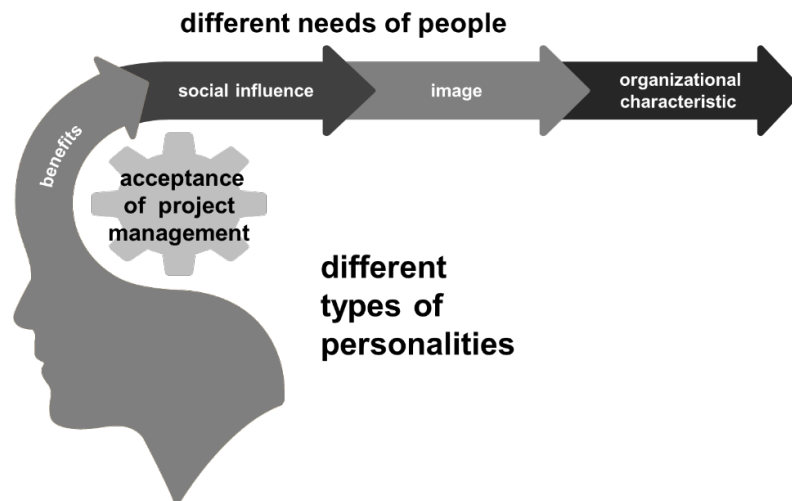

Figure 2. The precondition for the acceptance
Sources: (Mohan & Ahlemann, 2013).

The model explains how in principle the acceptance of team members for the project management consists of a psychological point of view, but it explains still isn't the way to this acceptance. It is derived the questions:

1. Which organizational behaviour model can be used to achieve this acceptance?
2. Can marketing tools help to increase acceptance?

Corporate social responsibility and values in project management. Project management has been marked by that different staff from the various departments, the various branches, the various groups be recruited for each project, to a company with matrix organization for the duration of the project to a team to join. The motives of the assembled staff provided by the departments can be in completely different, also the experience and skills of the staff will be completely different. In order to grow together in the shortest time to a competent, efficient homogeneous group (on a team), the employees need values. The values are used to identify the team members to do so as part of the whole project team. In 2012, researcher Borgert describes values as: «guidelines on which we orient our thinking and acting as individuals and as a team» (Borgert, 2012), and Borgert goes on to write: «they are an integral part of a project culture» (Borgert, 2012). Borgert further describes that from his point of view the values can be taught in the team at any time of the project, but of course, the decision phase at the beginning of the project is a particularly good time to define the values. For the development of the value hierarchy within the project culture, Borgert describes two questions that should be worked on together in the team (Borgert, 2012):

1. «How well does the hierarchy of values of each to the hierarchy of the team?» (Borgert, 2012)
2. «How well does the value hierarchy of teams to the hierarchy of the company?» (Borgert, 2012)

3. The author would tend to experience highly, to expand these questions to two essential questions.

4. How does the project objective in the hierarchy of the values of the company?

5. How does the team so that, if the objective of the project is not the values of individual team members? (Or: How can a principal on the Jet objective on the team be achieved?)

The author must determine in its daily practical activities that project objectives are absolutely useful from the perspective of the company, but not the values of individual project members at all match. For example, In the German construction industry, it can certainly happen that a company for reasons of external marketing performs a prestige project to not economically adequate conditions. A negative contribution for the project is calculated in advance for many strategic reasons. The core team in this financial shortfall will be inaugurated in the sense of open project communication. This approach leads to frustration, to lack of understanding up to demotivation of the entire team for some employees. Though the company was fully aware of this strategic step, this decision by the project leader is extremely difficult to communicate with all team members.

The example shows that it is all the more important to communicate the internal values of the project to the project team in addition to the project goal. Barmeyer describes the values: «historical, cultural-relative, desirable guidelines and behavioural-controlling decision-making rules of a group or society» (Barmeyer, 2000) into research. He further describes that values can refer to objects and states, but also to the workplace, leisure time or the common values of a partnership. The value system facilitates orientation in the environment for the individual and organizes the interaction with other people (Barmeyer, 2000). The members of a project who see their project as a manufacturing cell and as their own value space can thus be communicated as a community of values embedded in the entire company. However, it is important to note that the sustainability of the project objective must be embedded in the corporate context and must not be counterproductive to the corporate objectives. The sustainability of the project is a business value that has asserted itself through its plausibility as a model for problem-solving (Stehr et al., 2019). The task of living the principle of sustainability in his project and communicating his team is the project manager as a leader. However, views about what is referred to as sustainability can vary greatly depending on the angle of view of different people. From the perspective of the employee, sustainability as it may be to minimize the individual carbon footprint. From the perspective of the entrepreneur, the question will be answered sure for sustainability with economic survival and the growth of his company. Stehr quoted Friedmann sustainability and performs: «there is one and only one social responsibility of business to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game» (Stehr et al., 2019). This neo-liberal view on corporate social responsibility is of Pryor and as far as for the 20th century again sets in that the acquisition of a company's social responsibility can stand very well in the direct interest of our entrepreneurial actions These two aspects do not contradict (Pryor, 2010). This means for the project management and thus for the project manager that he has to represent the company values internally and externally and at the same time reconcile the project goal with the requirements of social sustainability. An essential leadership role of project management is to resolve this apparent conflict of values. If the value compensation requirements are met and the conflict of values between all project parties is balanced and was cleverly communicates a high performing project team can form a team. Ever earlier this happens during the project phase, the better for the formation of the team. However, the task of value compensation for the project leader ends only ripest with completion of the project, with the project talk. Models to explain the brand identity in project management. As an explanation of the term 'brand identity' Radtke four constitutive characteristics. are used these four features 'reciprocity', 'individuality', 'continuity' and 'consistency' (Radtke, 2014a). These four characteristics (or similar characteristics) express the criteria also according to other authors, which differentiates a brand from

other brands and thus represent the actual value of a brand. It emphasizes the relationship between brand as a thing to the understanding that even individuals can be a brand (example in Moto GP Valentino Rossi) views of you come to the realization that even a group of humans can be a brand. Belonging to this group of people (to this brand) seems to be a desirable goal of individuals in many cases.

A project can be a brand – must be a brand. Belonging to a project team follows the same mechanisms as the desire of belonging to a football team or the membership of a motorcycle group. To awaken this desire, by membership in the staff of a team remains a challenging task for the project manager. The project leader becomes the ambassador of the mackerel of his project. In the next section of the models to describe the brand identity on its applicability in project management is checked.

Overview of the models and evaluation criteria for project management. Based on the limit extent this elaboration is waived on a detailed presentation, an intensive description and graphical representation of each model. There is a brief summary explanation of the different models and finally a comparison of the most important success factors from the point of view of internal marketing.

The brand model after Kapferer. Kapferer developed its brand model in 1992 2004 (Schuiling & Kapferer, 2004) and considered the identity of brands into two aspects 'transmitter' and 'recipient'. Brand identity is in six dimensions (in the form of a hexagon) are described. These dimensions are 'Culture', 'Personality', 'Physique', 'Relationship', 'Reflection' and 'Self Projection'. Kapferer puts a pyramid of the brand values of the hexagon of the dimensions. Is the basis of brand values as 'brand themes', the middle part as 'brand style' and the top of the pyramid as 'brand kernel' may refer to? In addition, he provides the «Brand themes» of the recipient with the externalization on the side equal to the transmitter, the «Brand styles» page of the recipient are assimilated on the side of the transmitter with internalization. The model of Kapferer suitable according to the authors very good for the description of the brands from companies but is designed for the description of a project as a brand too little even the emotions of the team members.

The brand model after Aaker. After Kapferer, Aaker developed his model of brand identity in 1996 (Radtke, 2014b). He considered a brand from four different perspectives; 'the brand as a product', as an organization, 'the brand as a person' and 'the brand as a symbol'. For project management, particularly the approach of the theory of brand as an organization is interesting. This distinguishes the model Aaker significantly from the model after Kapferer. Aaker describes the characteristics of organizations with the concepts of customer orientation, innovativeness, quality and environmental protection. He still considered the character of the people of the company with regard to the embodied values and competencies. Aaker brings together the four perspectives in a pie chart. Aaker used the 'brand essence' as the core identity for the pie chart. Furthermore, he lays the >core identity< and thus reflects the company's strategy. As the outer ring of the pie chart, Aaker uses the >extended identity< as of the company identity visible from the outside. All values listed in the pie chart by Aaker leave perfectly transferred to the project management. In project management, there is a core brand, a project vision and an appearance of the project team. The brand model after Burmann. In the years of 1996 and 2002, Burman and Meffert developed the models of the brand identity of Kapferer and Aaker. 2003 Burmann completes the development of the identity-oriented approach and describes an identity-based approach of branding (Radtke, 2014a). Burmann in his model describes six constitutive components identify with a brand. The six components are:

1. Brand vision: Where are we going?
2. Brand personality: How are we?
3. Brand values: What we believe?
4. Brand performance: What do we do?
5. Brand competence: What can we?

6. Brand origins: Where do we come?

All these six components can perfectly project on the management of the project and make a brilliant approach according to the author to describe the brand value of a project and to emerge. For example, the approach of the brand competence helps to identify the specific skills within the existing resources of the project team for the upcoming tasks and to connect to an included solution. According to Burmann, brands have personal (human) features. These characteristics are crucially by the Ambassador of the brand (in project management by Project Manager) and whose communication style. The abilities of verbal and non-verbal communication of the brand values are doing inside (in the project team) and externally (the company and customer) crucial. They could be an indicator and thus a measured value for the quality of a project manager's work. You can only objectively measure the strength of the project brand values. More models to describe brand identity. The literature provides many more models for the description of the brand identity. As an example, the brand steering wheel by Esch, the trademark diamond from McKinsey, the holistic solutions-structure model of Heroin, Ludlow and Schmidt and the Bates brand wheel model by Lobenstein is called. All models have their permission in special cases of the business world according to the author. However, these models not suitable for the description of the brand value of a project.

Empirical studies to explain identity in project management. The author does research at the University of Kaposvar on the topic 'Variable remuneration system for project managers. Part of the dissertation project is an empirical study on motivation factors of project managers in the German construction industry. In order to carry out the expert survey, a comprehensive interview guide was developed which was conducted in personal interviews with 16 high-ranking project managers of German construction companies. The aim of this survey is to identify and eliminate possible negative consequences on the intrinsic motivation of the test persons. The advantage of a quantitative questioning lies beside the collection of objective conditions also the collection of the direct opinions of the target persons. A disadvantage of this survey would be the limited circle of persons available. For this partial study, only three questions were taken out of the 28 asked questions and evaluated from the point of view of internal marketing. The surveys were conducted between 16.05.2018 and 17.07.2018.

Evaluation of the expert survey 'Motivation of project managers. We asked the project managers in prominent positions in the German construction industry 28 questions in a personal interview. In the following only the following three questions will be answered:

Question 1: Context of your work area: Do the following statements apply to the project management area of your company? (Multiple answers are possible). The PM area of my company…

Question 4: Motivation in project management: What incentives does your company offer its project managers? (Multiple answers are possible)

Question 11: Project management project careers. If your company offers career opportunities, what are the incentives? (Multiple answers are possible)

For the considerations of the relevance of internal marketing, not the answers mentioned mostly are relevant. It turns out that it is rather the midfield that provides not inconsiderable approaches to the relevance of internal marketing. In detail, the following relevant points of the upper midfield were found. We have colour-coded the relevant ratings in the respective graphics.

Question 1. Context of your work area: Do the following statements apply to the project management area of your company? (Multiple answers are possible) – Figure 3.

In response to the question 'Context of your work area', 75% of respondents stated that cooperation with internal departments was very important to them, and 50% of respondents stated that cooperation with external partners seemed important to them.
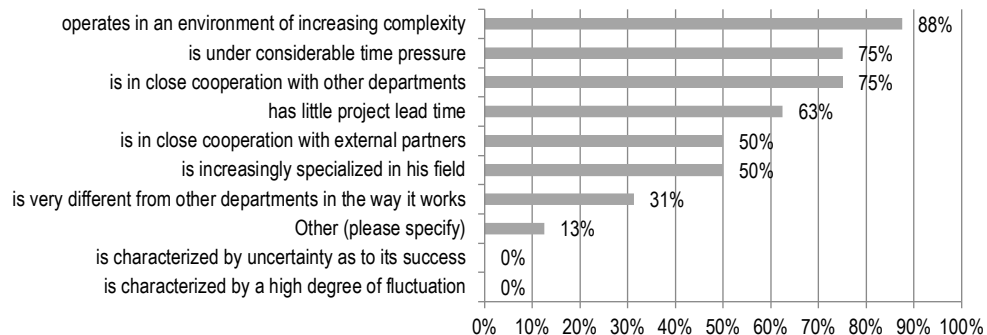
Figure 3: Context of your work area
Sources: Empirical studies to explain identity in project management (Zwerenz, 2018)

The good cooperation with partners outside the project team is therefore significantly related to good communication and good project marketing.

Question 4. Motivation in project management: What incentives does your company offer its project managers? (Multiple answers are possible) – Figure 4.
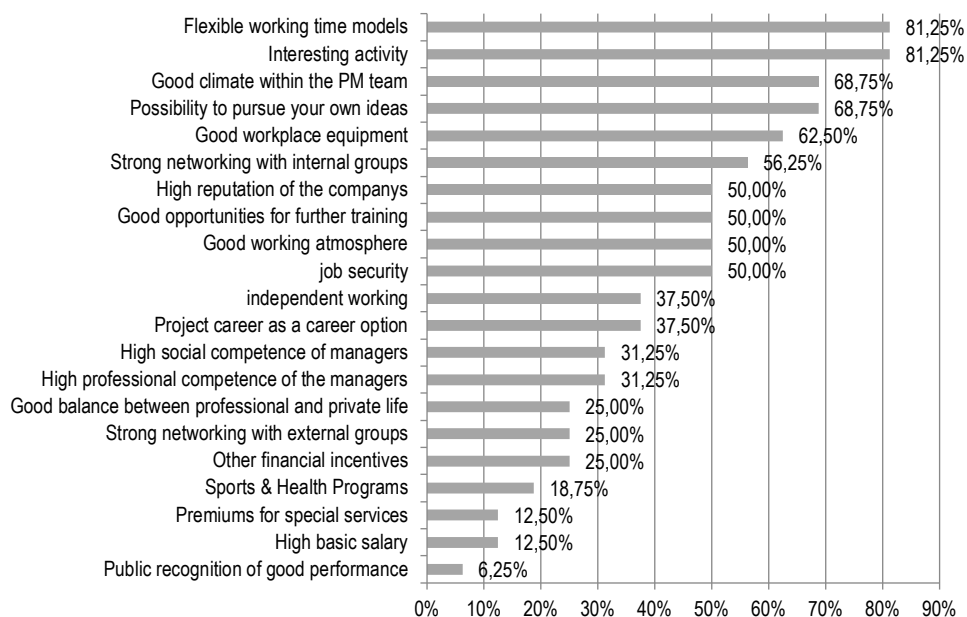

Figure 4: Motivation in project management
Sources: Empirical studies to explain identity in project management (Zwerenz, 2018)

In response to the question 'Motivation in project management' about two-thirds of the respondents said that a good climate within the project team is particularly motivating. A good half of the respondents say that a strong network with other internal groups is very important to them. And according to my quantitative survey, half of the project managers consider a good reputation of the company in which

they work to be very important. These answers also clearly showed that the motivation factors mentioned requiring good project marketing in advance in order to become effective.

Question 11. Project management project careers. If your company offers career opportunities, what are the incentives? (Multiple answers are possible) – Figure 5.
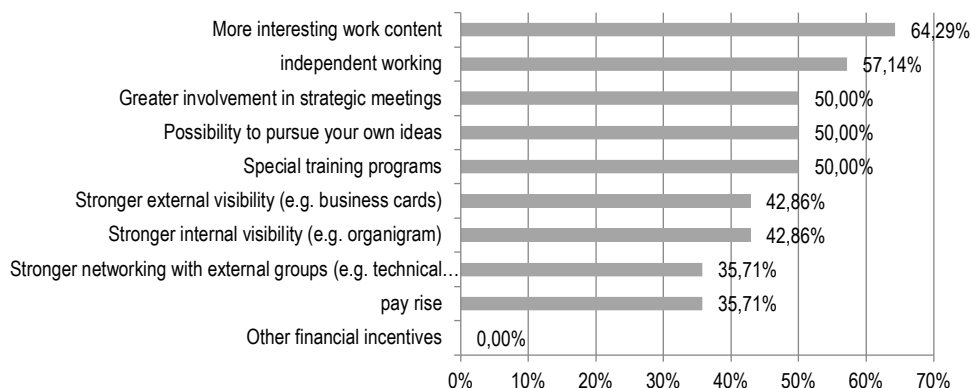

Figure 5: Project management project careers
Sources: Empirical studies to explain identity in project management (Zwerenz, 2018)

In response to the question 'Career opportunities in project management' almost half of the project managers derive their personal career goal from the desire to derive greater internal and external visibility for themselves from their career. The visibility and perception of the project and the project team also require good internal marketing and the responsible work of the project manager as the brand ambassador of his project.

Results of the expert survey. In summary, it can be stated that the results of the expert surveys clearly support and confirm the theoretical models of organizational change. Although project marketing is not the top priority among the outstanding project managers, it is still placed well above half to one-third of all answers given and thus represents a significant level in project management. Our own empirical surveys are in line with the individual case studies on balance-oriented leadership conducted by >Kuhl< in 2007 (Kuhl, 2016).

Conclusions. The hypothesis at the beginning of the paper «the employees in a project must be inspired for this project, in order to grow together» and further «social responsibility of the company can help in identifying a project» was in the chapter 'Corporate social responsibility and values in project management' proved. The second thesis «a project must be as a brand within the company to establish. The project manager must assume the role of the Ambassador of the brand values of the project» was in the second chapter 'Models to explain the brand identity in the project management' also proved. Perspectives of outstanding research: The hypothesis that a project manager influenced the brand values of a project, can control them and thus contributes to the identity of the employees to the project is demonstrated. However, the degree of this personal contribution of the project manager Lets still not objectively measure. Further research can develop them. It is referenced here front brand values the literature on principal projects and measurements. The author himself engaged in a PhD program at the University of Kaposvar in the framework research on the measurable quality of work of a project manager, with motivation and the development of an incentive system. In the context of future research, the essays on the measurement of brand strengths of companies must be analysed. In the future,

research will have to be conducted into how the measurements can be transferred from the company's brand strengths to projects. Furthermore, it must be researched how the personal influence of the project manager can be made measurable.

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Дірк Звереч, компанія Doka Schalungstechnik GmbH (Німеччина), Університет Капошвар (Угорщина)
Бренд-менеджмент: організаційні зміни у проектному менеджменті

Мотивація в управлінні проектами є одним із головних факторів формування висококваліфікованої проектної команди та успішного виконання проекту. У даній статті автором висвітлено основні проблеми ідентифікації працівників матричної організації в проектній команді та шляхи їх вирішення. На основі аналізу емпіричних досліджень (експерт-опитування) та наукової літератури з теми дослідження визначено основні фактори впливу на рівень відданості виконавців проекту. У статті проаналізовано та систематизовано основні методи управління проектами, що забезпечують 100-відсотково ідентифікацію виконавців проекту з його цілями. Автором визначено, що будь-який проект компанії опосередковано формує її бренд. У свою чергу, проектний менеджер повинен брати на себе функції представника цінностей бренду компанії як всередині, так і за її межами. Автором визначено основні характеристики бренду, його цінності та специфіку їх врахування при управлінні проектами. У статті проаналізовано та систематизовано основні інструменти підвищення рівня продуктивності команди проекту. Автором наголошено, що рівень відданості працівників вище, якщо проект їх зацікавив, ніж для проектів, що є нецікавими та не мають власного бренду. У статті доведено, що високо мотивовані учасники проекту є невід'ємною умовою успішності його реалізації. Однак, автором наголошено, що висока мотивація виконавців проекту в межах матричної організації може спричинити нестачу ресурсів на інші проекти, що одночасно виконуються в компанії. У статті обґрунтовано необхідність подальшого аналізу індивідуальних та кількісних показників особистої ефективності проектного менеджера. У результаті роботи автором приведено рекомендації для подальших досліджень кількісних методів виміру успішності проекту та оцінки бренду проекту. У статті запропоновано бонусну модель для визначення змінних та мотивуючих компонентів системи оплати праці, що може бути застосовна для проектних менеджерів.

Ключові слова: лояльність до бренду, внутрішній маркетинг, маркетинг, матрична організаційна структура, мотивація, проектний менеджмент, організаційна поведінка.