A MARKETING MODEL FOR PROJECT BUSINESS

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Summary

Markets for exporters of projects grew rapidly in the 1970s and early 1980s. In recent years project business has decreased in developing countries and increased in industrialized countries, which makes marketing of projects even more challenging. Project marketing has developed as an attempt to adequately satisfy customer needs for complex packages of products, services and know-how. Research into the marketing of projects is, however, scarce and it seems that a formula for describing and explaining project business within the framework of marketing theory has yet to be established.

The purpose of this study is to derive some theoretical foundations for project business from general theory of the firm and from existing marketing theory, and to develop a model for project marketing with special reference to previous research results indicating the existence of two different processes (I) the internationalization of a firm's product range: goods→services→know-how→projects, and (II) the six-stage marketing cycle for projects: search→preparation→bidding→negotiation→implementation→transition.

A marketing model for project business was developed. The model encompasses the widening of the scope of marketing from two to six stages, a set of necessary preconditions for entering project business and seven concepts assumed to promote a firm's project business.

The validity of the model was tested in personal interviews with persons in charge of project exports in major Finnish enterprises. The improved model which emerged from these discussions will be used for further empirical research by contrasting project marketing readiness and abilities, as developed here, with measurements of success in project business.
I Introduction

1.1. Problem area

The technological gap which exists between the industrialized countries and the developing and newly industrializing countries led to rapidly growing markets for exporters of projects in the 1970s and early 1980s. On the other hand, the slowing down of the growth rates of business opportunities in many Western markets forced companies to increase their interest in finding new opportunities and entering new business.

The opportunities offered by international project business, which are essentially different from traditional trade in goods and services, have aroused interest. The big advantage of this business is that the new demands in international markets do not necessarily require the development of original new products. Capability to combine and restructure existing or expandable product and service potentials can provide firms with new opportunities and relative superiority in project business not only in relatively new market areas such as the oil-exporting countries and developing countries but in industrialized countries as well. In effect the latest statistics about international project business - covering orders received by the world's 250 biggest project exporters - indicate that project business decreased by 15% in the developing countries in 1986 as compared with the year before, whereas a corresponding increase of 10% occurred in project orders from industrialized countries.

The development of international project business can be seen as a response to such factors as:

a) inability or unwillingness of buyers to develop projects internally; important reasons for purchasing a project are limited resources, inadequate needs assessment, lack of necessary know-how and objectivity and desire for external accountability;

b) technological advances and growing interrelationships of operational problems; project marketing is one attempt to meet the extended buyer needs fostered by technological advances and complex acquisition and implementation problems;

c) the evolution of the marketing concept; when the customer's needs are paramount, marketing becomes problem-solving and industrial marketers attempt to develop packages of products and services to meet customer needs.
Project marketing thus developed as an attempt to adequately satisfy customer needs for complex packages of products, services and know-how. Research into the marketing of projects is, however, scarce and it seems that a formula for describing and explaining project business within the framework of marketing theory has yet to be established.

In spite of the fact that the theory of project business has not been paid much attention to, a practice of doing project business and of marketing projects has emerged in firms which have repeatedly engaged in project exports. That a marketing cycle concept induced by the project cycle can be developed and used to describe the different stages of project marketing has already been demonstrated. However, it is of interest from the theoretical point of view and useful from the practitioner's point of view to learn if and how the marketing of projects could be more deeply understood in the light of marketing theory.

It has been demonstrated, by using company data on an aggregate level, that in a small open economy like the Finnish one, a firm's product range internationalization process proceeds from goods to services and further to know-how and systems, including projects. However, no research has been conducted to elucidate how the marketing function is adapted when a firm proceeds from export of goods to export of projects. And it also remains to be demonstrated whether any internal and/or external factors can be found which could explain the extension of the product range towards project business.

In the present study an attempt is made to deduce from available disciplinary insights and theoretical frameworks a coherent description of project marketing and to test the model empirically.

1.2. Project business defined

There is no generally accepted definition of a project. The situation is complicated by the fact that different terms are used for this type of business and different opinions prevail among researchers as well as practitioners about how comprehensive a delivery or an undertaking should be in order to be called a project. Systems selling is often regarded as synonymous with the delivery of projects, particularly where turnkey projects are concerned, and terms such as complex plants, turnkey plants and investment projects are also being used for comprehensive projects.

A turnkey project is the most comprehensive kind of project and it comprises construction, consulting services as well as machinery and equipment. Difficulties in defining a
project arise when less comprehensive projects should be distinguished from traditional exports of goods. An often used definition is that a project is a unique transaction, a complete entity, which is technically, qualitatively and economically defined and has a limited duration.

In this study, where theoretical foundations of project business are derived from theories of the firm and from marketing theory, a rather strict definition of projects is applied in order to make a clear distinction between the marketing of projects and traditional exports of goods or services. On the other hand, it might turn out to be necessary to choose either consulting, construction or machinery and equipment projects for the empirical part of the study.

1.3. Purpose of the study

The general purpose of this study is to explore the possibilities of developing a model for project marketing. This aim will be pursued through the following more specific objectives:

a) to derive some theoretical foundations of project business from general theory of the firm, and from existing marketing theory;

b) to develop a model for project marketing with special reference to previous research results indicating the existence of two different processes (I) the internationalization process of a firm's product range: goods ——> services ——> know-how ——> projects, and (II) the six-stage marketing cycle for projects: search ——> preparation ——> bidding ——> negotiation ——> implementation ——> transition.

2. Theoretical framework

2.1. The firm and its external environment

The modern firm is an open, complex organization and the external environment of the firm consists partly of other firms with comparable characteristics. The firm's performance is mainly determined by the competitive advantages it can gain by its strategic management over rivals and other firms which constitute the competitive environment of the firm or the market at large.

If the firm's economic behaviour were completely determined by the market, the differences between internal attributes of various firms would be irrelevant. Although the market
is neither pervasive nor straight-forward, the firm has some control over the market; and it has discretion to generate competitive edges against other firms in the market.

During the twentieth century key events in the environment of business firms have become progressively novel and more difficult to anticipate. If a firm is restricted to a fixed product and service mix, demand for that specific mix governs its possibilities of expansion or even survival. In a turbulent environment where everything is changing and competition is becoming more fierce such a rigidity may severely restrict the development of the firm.

With a strategic concept of the firm we can recognize that a firm, if resources and proper entrepreneurship are available, can produce anything that is effectively demanded, and it becomes a matter of convenience whether we speak of the market or of the resources of the firm itself as the consideration which limits its expansion.

The firm's response to the variability of the environment need not be growth in volume only. For instance project business can mainly contribute to the firm's versatility and be an answer to the changes in the environment.

Internationalization can be regarded as one kind of control that the firm exerts over its performance. The starting of project business, which is the main focus of this study, is another kind of control in a turbulent environment. When a firm starts its internationalization process this is always a vital strategic choice and needs a framework of general theory of the firm to be properly understood. Project business on an international scale can also be a strategic choice and this means that project marketing cannot be discussed in isolation from the strategic behaviour of the firm, and the two have to be related to each other in a coherent way.

2.2. Theories of the firm

In the theory of the firm, the growth of a firm is only an increase in the output of given products, and the optimum size of the firm is determined by the lowest point on the average cost curve for its given product.

The output variables and the production function are fixed in the theory of the firm as conceptualized by Cyert & March and the behaviour of the firm can thus be studied only within these boundaries. It appears that the theory, in the form in which it is presented by Cyert & March, does not extend to the strategic behaviour of a firm aiming at an essential
renewal of its competitive position. Such a renewal necessitates changes in the fixed elements of the Cyert & March theory. There is only an indirect reference to these changes in the theory when organizational learning is introduced as a relational concept.

If we are concerned with the firm as a growing organization and not as a price-and-output decision maker for given products, the firm must be endowed with more attributes than are possessed by the firm in the theory of the firm. Variability in the characteristics of the individual firm, such as variability in managerial ability or in expectations about future events have to be taken into account.

In Penrose's theory of the growth of the firm, productive activities are governed by the firm's productive opportunity if there is nothing fixed about the administrative structure of the firm. She looks upon the firm as an administrative planning unit whose activities are interrelated and co-ordinated by policies designed for the enterprise as a whole. The administrative structure of the firm can hence be adapted to requirements of growth and change.

The concept "productive opportunity" comprises all the productive possibilities that the firm's so-called entrepreneurs see and can take advantage of. Penrose therefore sees the theory of the growth of firms essentially as an examination of the changing productive opportunity of firms. She uses the term "entrepreneur" to refer to individuals or groups within the firm who provide entrepreneurial services irrespective of their position or occupational classification in the firm. "Entrepreneurial" services she defines as contributions to the operations of the firm relating to the introduction and acceptance of new ideas, for instance with respect to products and plans for expansion. When the idea of entering project business is introduced and accepted in a firm, we are - in Penrose's terms - dealing with an entrepreneurial service.

Because the services that a firm's entrepreneurs produce are dependent on their versatility, ingenuity and ambition and the quality of their entrepreneurial judgment, Penrose observes that some aspects of the quality of entrepreneurial services are not explainable in economic terms. However, their effect on the process of growth of the firm cannot be ignored.

The concept of intrapreneuring, as developed by Pinchot is also relevant in connection with a firm's entering international project business. In a time of rapid economic and technological change when we are entering the information age especially the firms whose line of business is
something else than information have to look for new ways of meeting the competition. Pinchot suggests that the best response of such firms to the explosion of new information is finding ways of using that information to become better at the kinds of business they already know.

The competitive advantage of a firm in an industrialized country has to be based on doing things differently and better and on producing products that countries with low-cost labour have not yet learned to make. When competition from Third World countries increases in international markets, one answer is productivity in innovation. Innovation can take the form of extending the firm's basic business to include services and know-how and going into the project business.

Intrapreneurs are integrators who combine the talents of technologists and marketers by establishing new products, processes, and services. The role of these intracorporate entrepreneurs is not necessarily to invent new products. Their contribution can be to recognize opportunities to make better use of the firm's technology and know-how and to suggest new means of satisfying identified customer needs. The task of the intrapreneur is to make new ideas happen. But this is possible only if the firm creates an environment which encourages innovation and rewards intrapreneurs.

When a company has developed the know-how and skills to engage in project business it may have passed through the process goods→services→know-how→projects aided by the ingenuity and ambition of intrapreneurs if it has designed a system and created a culture within the organization allowing for entrepreneurial spirit.

Based on the above presentation it is hypothesized that

a) entrepreneurial qualities such as versatility, ingenuity and ambition when inherent in those who run the business further the firm's proceeding through the process goods→services→know-how→projects up to the last stage;

b) a company culture which encourages the entrepreneurial spirit of intrapreneurs and where productivity in innovation is regarded as important furthers the firm's proceeding through the process goods→services→know-how→projects up to the last stage.
2.3. The firm's internationalization process and the project marketing cycle

With survey data from 1,006 Finnish companies Luostarinen demonstrated that Finnish firms, in internationalizing their product range, proceed through the process goods → services → systems → know-how or goods → services → know-how → systems, where systems includes projects. The latter sequence is more appropriate for the purposes of this study because the marketing of projects is more demanding than the marketing of goods, services or know-how and therefore requires previous mastering of these three business domains.

This neat internationalization pattern must, however, be interpreted with reservations if projected into the present and especially into the future in Finland or to other economies in a more mature stage of internationalization.

The situation in Finnish industry today appears to be different. Recent interviews with internationalizing Finnish industrial enterprises have indicated the coexistence of a somewhat different pattern. Firms producing rather complicated products, diversified profile products, e.g. in the electronics industry, advance directly from exports of goods to exports of projects without the intermediate stages of service and know-how exports. There are even examples of recently established firms which from the start include exports of projects in their business idea.

When studying the internationalization process of industrial enterprises it should also be kept in mind that a company producing rather simple goods, bulk products, may not easily find attractive market potential for services and know-how at their command and for a combination of these into projects. The internationalization of such companies may rather proceed through investments in marketing and production units abroad or remain at the export stage with the internationalization option of increasing the share of exports.

For producers of profile products, the generic strategies appropriate to apply are differentiation and focusing. Differentiation refers to outputs of a company which are considered unique industry-wide and are addressed to many buyers who are relatively price-insensitive. From a differentiation strategy it is easier to shift to focusing, which is always required of suppliers of projects.

Consequently, the proceeding along the product range process goods → services → know-how → projects can best be studied in firms seeking to be unique in some dimension
valued by buyers and in firms who have chosen a narrow competitive scope and seek to serve selective segments. This process is one of the cornerstones in this study.

Another cornerstone of the study is the project marketing cycle search → preparation → bidding → negotiation → implementation → transition, developed by Holstius. The relationship between these two processes is studied.

The scope of marketing is more limited for a firm that deals in goods or services only and wider where project business is concerned. The stages in the project marketing cycle that are relevant for all marketers are bidding and negotiation, the latter concept perhaps in a more restricted sense of the word: the closing of a deal. If the firm is an active international marketer, instead of only responding to inquiries, some of the activities included in the search or preparation stages of project marketing are a natural part of international marketing. In industrial markets it is becoming increasingly important to create networks and develop and maintain different kinds of relationships with customers. Therefore some of the aspects of implementation, transition and preparation in project marketing, as elaborated by Holstius, can also be relevant when the firm's product range is concentrated on goods. The widening of the scope of marketing when the firm proceeds from goods to projects is illustrated in Figure 1.

Figure 1. A firm's product range internationalization process related to the project marketing process. C - D, B - E, A - F = different scopes of marketing

For an empirical verification of a relationship between the above two processes, it was decided to shorten and simplify the process goods → services → know-how → projects to
goods → projects. Support for this course of action was found in literature about project marketing as well as in practice.

The justification of the short-cut from goods to projects is also supported by information gathered in preliminary interviews with representatives of industry. They confirm that the situation in practice today is such that the internationalization of the product range may proceed directly from goods to projects.

It would also turn out to be difficult to operationalize four different product stages, because the intermediate stages services and know-how are always an intrinsic part of project business. Thus it is hypothesized in this study that

the two processes - the project marketing cycle and the product range internationalization process - are interlinked so that a firm can advance more successfully towards project business if it extends its concept of marketing from C - D to A - F as illustrated in Figure 1.

2.4. Project marketing theory

A survey of existing research about project marketing and systems marketing shows that the terms "systems marketing" and "systems sales" are also used for various kinds of package solutions in consumer markets. Systems marketing was traditionally identified with the marketing of industrial products but has now expanded into consumer goods such as stereo packages, ski packages and travel packages. Consequently, when existing literature on systems marketing in this wide sense of the word is reviewed, it must be noted that the research results are only partly applicable to the marketing of industrial projects.

Hammarkvist & Håkansson & Mattson7 have studied industrial marketing and purchasing focusing on the interaction process between the buying and selling parties, and their research results also have relevance for this study. They have not dealt specifically with project marketing but have restricted their research to concern cases where the products are significant to the buyer, e.g. because of high technology and/or large volume of transaction, where specific relationships between the parties are important for success. Their marketing theory focusing on a special kind of interaction and buyer-seller relationships is, in many respects, more relevant to project marketing than the
traditional marketing-mix approach, which regards the selling company as an isolated entity trying to influence the market only through its marketing mix.

Previous studies of international project business have established some major problems encountered by project exporters.

Kosonen studied project business as part of the international operations of twelve Finnish industrial enterprises. It was established that

- project business had not increased in the companies during the research period 1978-1982
- demand for technology and investment activities in developing countries and oil-exporting countries had stagnated in the early 1980s
- quite recently attitudes towards project business had become more positive in some of the respondent firms
- difficulties had been encountered when trying to develop project solutions protected against price competition.

It was concluded in the research report that project business will be an important area for international business in the future, but it was also pointed out that the firms will have to analyze systematically the requirements project export puts on R & D and other functions and on the firm's capability of risk-taking.

In another study, sixteen companies in the metal and engineering industries were interviewed in order to find the main problems in the export marketing of projects and, if possible, suggest solutions to these problems. According to this study, the major problems in project marketing were posed by the internal factors

- imperfection of the marketing organization
- lack of competent marketing personnel
- high costs of project marketing
- insufficient international publicity of the firm;

and by the external factors

- project financing
- buy-back demands
- difficulties in analyzing the competitive situation
- difficulties in making reliable risk analyses.
In this study buy-back demands will have to be replaced by countertrade demands, because countertrade is the more comprehensive concept. By buy-back is usually understood that a delivered machine or production unit is paid at least partly by goods produced with the delivered object. The terms compensation trade and barter - and sometimes joint venture - have also been subsumed under the concept countertrade. As project buying can be linked to demands for countertrade in any of the above mentioned forms, it is hypothesized that a company's ability to comply with these demands furthers its project business.

3. Modelling project marketing

3.1. A preliminary frame of reference for project marketing

The findings of previous research into project business have been analyzed against the author's own experience gained in supervising research work done for Finnish industrial enterprises at the Lappeenranta University of Technology. Moreover, knowledge gained in interviews conducted for a previous study of project export has been useful when constructing a preliminary frame of reference for project marketing. The frame of reference was also discussed during a session at the 1988 Annual Conference of the European Marketing Academy.

In this study it is hypothesized that the proceeding towards project exports will be facilitated by the following internal and external factors:

a) organizational readiness for project business is embodied in the marketing organization

b) the marketing personnel is internationally orientated

c) capability to exploit special financial arrangements for project business

d) capability to evaluate projects and assess their risks

e) readiness to respond to countertrade demands

The hypotheses of the study are summarized in Figure 2, including the ones derived from theories of the firm and based on the previously established internationalization process of firms and the project marketing cycle.

Some factors were regarded as general preconditions for entering project business. These factors emerged in discussions with researchers and practitioners and are well
Figure 2. Hypothetical key success factors in widening the scope of marketing towards project business. Preliminary frame of reference.
founded in literature. This preliminary evaluation of the subject matter led to the decision to focus the study on a more homogeneous group of projects, i.e. projects where machinery and equipment constitute the core product.

The internationalization process from goods to projects can best be documented in enterprises dealing in machinery and equipment, and therefore the necessary preconditions were defined and chosen to suit a model for project business where machinery or equipment constitutes the core product. Previous experience in exports, appropriate technology and sufficient production capacity were seen as basic requirements without which an attempt to enter international project business would appear hazardous.

3.2. Validation of the model

The validity of the model was tested in two-hour personal interviews with five persons in charge of project exports in major Finnish enterprises in the metal and engineering industry. The interviewees were carefully chosen with respect to their experience of different phases of the internationalization process of Finnish enterprises and their intimate knowledge of project business in particular.

The relation between the two main concepts in the model - the product range internationalization process and the project marketing process - aroused only little discussion. Some comments were made on the first two and last two stages of the project marketing cycle, which were experienced as particularly important and which, in effect, are the ones that distinguish project marketing from the marketing of goods. The importance of personal contacts in the target countries was stressed. In view of the search and preparation stages it is important to be locally present; contacts must be established with locals who are able to assume the role of lobbyists during the time-consuming stages preceding bidding and negotiation. It was also observed that the most successful projects had been the ones that the marketer himself had initiated during the search stage. One of the interviewees wished to stress the importance of the transition stage; the costs incurred during the total project cycle should be compared with precalculations, and the knowledge acquired in this respect should be transferred to subsequent projects. Altogether the widening of the scope of marketing was seen as an indispensable requirement in firms engaging in international project business.

The concept organizational readiness for project business and international orientation of the marketing personnel were regarded by one of the interviewees as closely related to the importance of the search and preparation stages as
well as the transition stage. The local contacts resorted to in order to cultivate customers must be seen as part of the marketing personnel and the organization. Services of locals are also often needed at the transition stage if difficulties arise in getting the last instalment for the project. The international orientation of the marketing personnel should comprise familiarity with culture, customs and language as well as customer needs and requirements and target country legislation.

The most important aspect of organizational readiness for project business was found to be cooperation between the product line organization and the project organization. It is difficult to keep deadlines and compete for projects requiring cooperation between several profit centres because orders received by one's own profit centre always appear to get preferential treatment. The importance of collaboration in project business and the role of the project organization must be recognized and supported by top management. A recommendable solution is to have profit centres represented in project negotiations. In this way commitments are made which facilitate the implementation of the project.

The international marketing organization should be flexible and easily adaptable to projects cropping up in different parts of the world. Depending on the prospects, activities included in the search stage can then be handled by a nearby subsidiary, an agent or an envoy from headquarters.

Regarding the concept risk analysis it was pointed out that entering project business easily turns out to be a hazardous resource-consuming venture instead of a profitable activity if the organization does not possess the capability to analyze all the different kinds of risks involved in international projects. Although sound judgement is usually used rather than probability calculations, the risk concept constitutes an important part of the model. Attention was also drawn to the fact that it is not sufficient if the company is able to analyze the risks; capacity to manage the risks is also required. This observation contributed to the refinement of the model and conforms well with the theoretical background of the concept initially included in the model. For the empirical study that will be based on the model, the concept risk management will therefore be substituted for risk analysis.

As countertrade arrangements are often required and at least discussed in connection with project business, the interviewees found that familiarity with different kinds of countertrade and readiness to comply with requirements in this respect clearly enhance the possibilities of marketing projects. Requests for countertrade arrangements vary with
target country; small CMEA countries, China and Indonesia are examples of countries favouring these arrangements. Some companies have separate trading departments specialized in this aspect of international business.

When financing arrangements were discussed during the validation procedure the interviewees generally stressed the importance of having a high-class financial expert in the company who is familiar with project financing, particularly when the company engages in project exports more regularly. With less experience it might be possible to solve the company's own financing problems in connection with a project in a satisfactory way. However, competitiveness in international markets is considerably enhanced if the company can assist in finding a solution to the customer's entire financing problem related to a project to be delivered.

In two of the interviews the financing arrangements were particularly heavily stressed. One of the managers said that, generally, Finnish project exporters have not regarded financing and management as integrated parts of project business. Successful marketing of projects in the 1980s and beyond, however, requires readiness to invest risk capital and increasingly also to participate in the subsequent marketing of products produced by the project object. The really big Finnish project exporters have experienced that capital investment is an issue in almost every major project these days. Another interviewee also pointed out that if equity participation is not handled as a separate concept it should be explicitly included in the concept "financial arrangements".

One interviewee felt that he had personally very vividly experienced the need for entrepreneurial qualities and intrapreneuring in some Finnish companies when they were competing for their first international projects. Another interviewee pointed out that the concept "risk analysis" is closely interrelated with entrepreneurship as the decision about risk taking is an entrepreneurial one particularly when participation in a project includes some capital investment on a joint venture basis.

In contrast to the others, one interviewee said he was not sure entrepreneurship should be included in the model. He saw cool, systematical and analytical behaviour as opposed to entrepreneurial behaviour and would be rather afraid of having somebody going after a FIM 100 million project in an entrepreneurial way. He said he could mention several examples of failures due to too much entrepreneurial spirit.
However, he regarded entrepreneurial ambition as a quality needed in project business. If the previously mentioned other components of entrepreneurship - versatility and ingenuity - are interpreted as an ability to perceive opportunities and take advantage of them, these qualities can work in favour of the firm's project business.

Regarding the necessary preconditions it was pointed out in the interviews that technology is the most important one and additional production capacity can be bought - provided that the company has acquisition know-how. Experience in exports was also regarded as a necessity for entering project business, and one of the interviewees mentioned that they never do anything abroad without having tried it out in the home market first, Finland, Sweden, Norway and Denmark being included in the home market.

A general impression acquired during the interviews was that experience in export management would be a more suitable wording of the concept.

The comment about adverse effects of entrepreneurship might imply that the issue is lack of necessary analysis backing export management decisions rather than entrepreneurial qualities. If this is the case, however, it points to defects in the necessary preconditions. Anyway, the decision to compete for a FIM 100 million project is always an entrepreneurial one with all its inherent risks. If the necessary preconditions are not fulfilled and if the company does not master the preparation stage of the project marketing cycle, and if there are deficiencies in the organizational readiness and the international orientation of the personnel, then uncontrolled entrepreneurial ideas certainly can head the firm towards disaster.

One of the interviewees suggested that financial background of the company be included in the necessary preconditions. With a solid background it is easier to get guarantees and to make financial arrangements for projects, and customers find you more trustworthy. The modified model will therefore include the concept financial background among the requirements that should be fulfilled before a company enters project business.

The concept model developed was found to be workable in practice. In the validating discussions the interviewees were specially requested to contemplate whether, according to their expertise, any internal or external factors not included in the model might be of importance in entering project business or increasing the engagement in and successful competition for international projects. No new items were suggested in this respect. The model will thus be accepted for use in further empirical research.
3.3. Plans for further research

In this study it was further confirmed that project business quite obviously is a separate marketing domain which requires its own marketing theory and motivates further empirical research. The model developed in this study will thus be used for further empirical research in order to

a) contrast project marketing readiness and abilities as developed here with measurements of success in project business;

b) assess project marketing readiness of such companies which have just or not yet initiated international marketing of projects.
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