For a long time the success of a software projects was mainly considered to be a result of the application of an appropriate life cycle model. However, since that time there have been published many surveys dealing with information systems and national culture. Whereas for a time information systems implementation success was considered as a pure technical challenge, it became evident that there is a further important factor to consider: the human being – in its psychological based behavior, in its organizational context, and in its national roots.

Our first survey started in summer 2003 in Germany containing 22 questions on project goals, implementation process and project satisfaction. Of the 300 companies contacted, we received 88 valid responses. In total the interview process lasted one year. The second U.S. survey was started in winter 2004/05 with an expanded questionnaire containing 26 questions. We received 37 completed questionnaires, less than hoped for, but enough to see differences to the German survey. The outcome of the German survey in summer 2004 was surprising, as we expected a much higher failure rate. With 58% successful projects and only 4.5% failed projects it did not match previously published findings e.g. a Deloitte survey suggested a failure rate of 20% for ERP-projects (Ke & Wei, 2005; Brown and Vessey, 2003). In general the Germans structured their projects in a formal way, setting clear goals and aiming for the business process improvement. In comparison, the results from the US survey indicate a project failure rate of 23%, and only 25% were considered successful. This is consistent with their low priority of the objectives other than that of implementing the software itself. The results suggest Americans were less concerned than the Germans with issues such as: Consideration of Strategic Objectives, Process Analysis, Business Process Optimization, IT-Strategy, Integration of Functions, and the staffing and communication structure of the project. It seems that Americans have a more informal approach to project management than Germans.