

A Critical Analysis of Project Delivery

Agenda

- How Customer Demands Shape the Business
- Characteristics of the Supply Business
- Interaction Between the Supply and Demand Forces
- 3 Ways to Enhance Success in the Business
- The Influence and Opportunities of Digital Systems and Communications

Customers

<u>TYPE</u>	<u>TYPICAL REQUIREMENTS</u>	<u>DELIVERY MGMT RESPONSE</u>
Individual End Users	Rapid Response Custom Solutions	Attention, Explanation and Understanding
Business Unit Managers	Maximum Flexibility in Planning. High-Quality Information for Decision-Making	Understand Business Drivers – (Their Customers) & Provide Options & Consequences
Fiduciary Interests	Least Cost – Return on Investment	Present T.C.O. Best Value. Maintain Rational Path & Documentation

Service Providers in Project Delivery (Designers & Builders)

Natural Characteristics

- Specialization
- Deep Expertise
- Rigid Methods to assure accuracy
- A Focus on Specifics
- Process Driven Environment
- Risk Owners

Results

- Fragmentation
- Inflexible, Resistant to Changes
- Reactive, Not Proactive
- Defensive

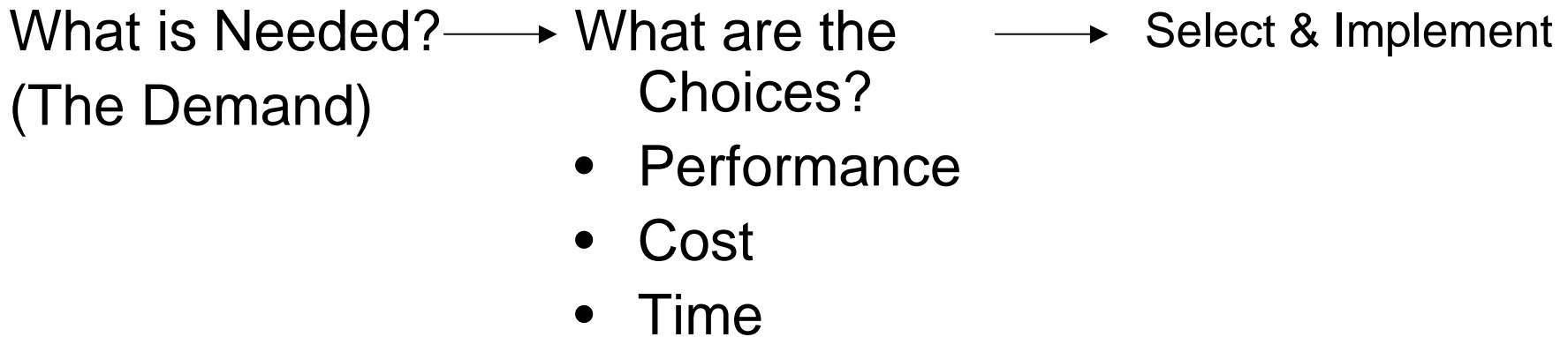
Summary

Primary Determinants of Project Success or Failure

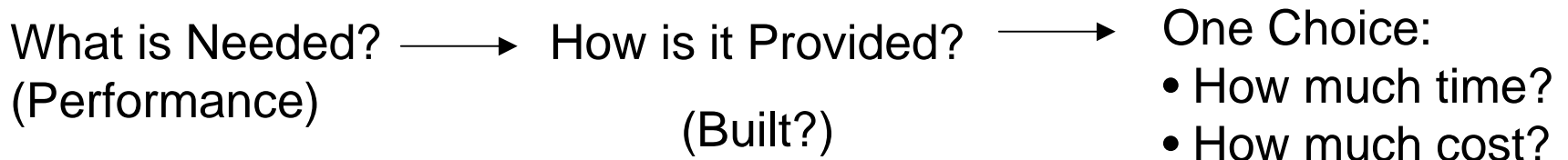
- Integrate the Supply Industries:
 - Around project objectives and known constraints
 - Create broad overlaps, not hand-offs
 - Around shared incentives to meet customer expectations
 - Around their value or competencies
- Educate Customers
 - Understand customer's requirements and expectations
 - Drive programming
 - Establish milestones and responsibilities to get the documents developed and reviewed
 - Drive decision making
- Communicate
 - Charter objectives at outset, measure at milestones
 - Build project information format around decision maker's requirements
 - Focus on communication process rather than work process
 - Project management focus is communication quality, not project quality

Variations Between Corporate Product & Project Delivery Cycles

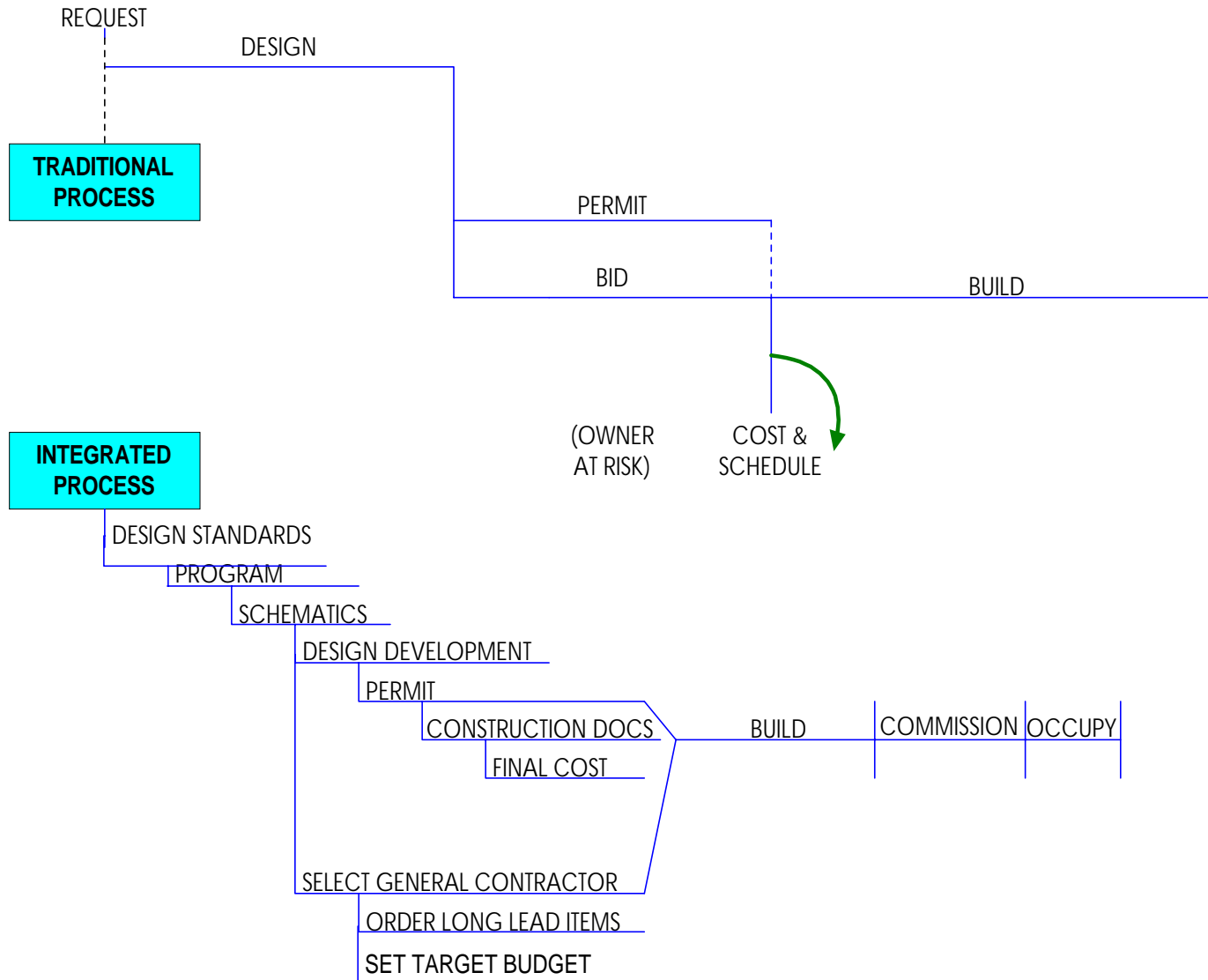
Corporate Product Cycle



Project Delivery Product Cycle



Comparison of Traditional Delivery to Integrated Delivery



Summary

Primary Determinants of Project Success or Failure

- Integrate Customers & Suppliers
 - Around project objectives and known constraints
 - Around their value or competencies
 - Create broad overlaps, not hand-offs
 - Around shared incentives to meet customer expectations
- Educate Customers
 - Understand customer's requirements and expectations
 - Drive programming
 - Establish milestones and responsibilities to get the documents developed and reviewed
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Digital Systems & Communications

Level I – Digital Systems

- Email
- Digital Files
- CAD

Level II – Integrated Systems

- Projects have a digital continuum
- Combine project management with issue management
- Web-based information and shared files

Level III – Bob Collier.....