


**• Please do NOW !!**

- Think of 1 project presently or recently worked on.
- What were **2 PROJECT OBJECTIVES?**

**PROJECT SUCCESS**  
What is it?



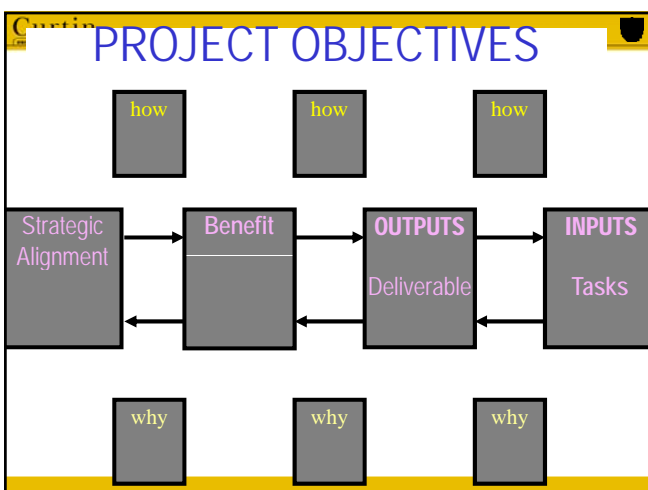
David Baccarini  
Curtin University

Sydney Opera House  
success or failure ?



Project Success – Definition

- 'project success is a topic which is frequently discussed and **yet rarely agreed upon**. The concept of project success has remained **ambiguously defined**.
- It is a concept which **can mean so much to so many different people** because of varying perceptions, and leads to disagreements about whether a project is successful or not"



**GOAL (Strategic Alignment)** **G B O I**

- "All projects should be supportive of the performing organisation's strategic goals" (PMI)
- **strategic orientation** to which project contributes
- consistent with **strategic plans** of organisation.
- **long-term impact** eg increased shareholder value.

**BENEFITS** G B O I

- required beneficial **change** by **using** deliverable.
- **Problem** solved or **opportunity** exploited
- Benefits often **realised after project**. Easy to focus solely on creating deliverables
- basis for making **decisions** during project
- **\$ benefit** &/or **soft benefit** (e.g. happier staff)

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**BENEFITS** G B O I

- Benefits should be **specified by users** of deliverables
- Benefits = change. eg **improve or reduce** something
- **baseline measurements of existing situation** needed
- Importance of benefits = **'benefits management'**

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**OUTPUTS (Deliverables)** G B O I

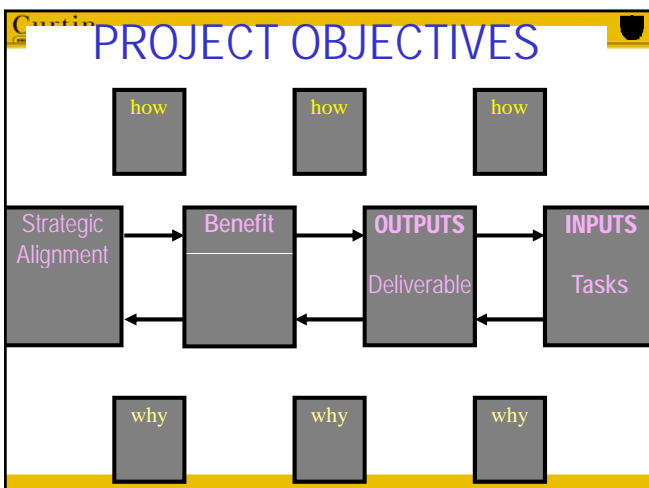
- **deliverables** = **unique and verifiable**
  - **product** (e.g. building)
  - **result** (e.g. trained personnel, research)
  - **service capability** (e.g. new business process).
- 'Is what project managers manage'
- Deliverables - **requirements / specification**.
- Requirements = **condition or capability** that must be met or possessed by deliverable

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**INPUTS** G B O I

- **Resources & tasks** to deliver each output.
- Defined by Pm Plans

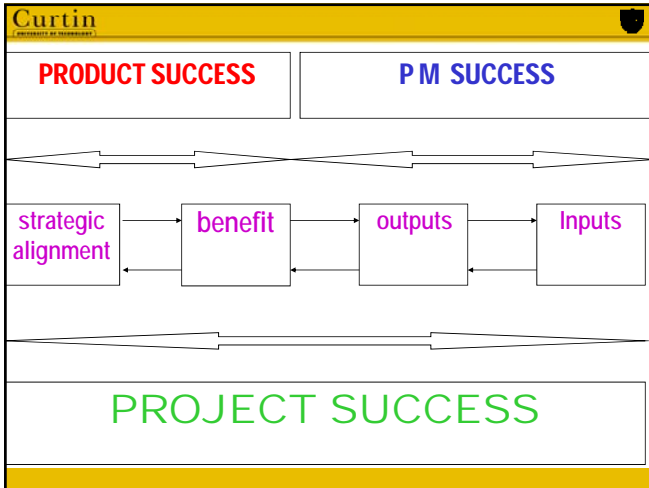
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**Sydney Opera House**

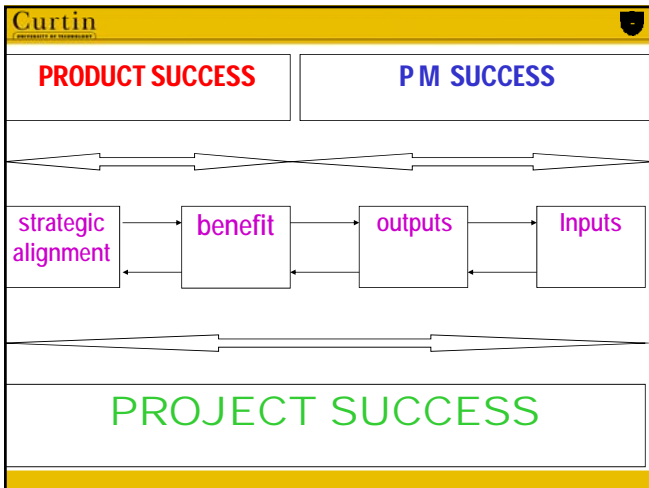
- **GOAL** (strategic alignment) **Economic Development**  
**Icon for Sydney/Australia**
- **BENEFIT** **Tourism**
- **OUTPUTS** (deliverables) **Sydney Opera House**
- **INPUTS** (activities) **Project - Design, construction**

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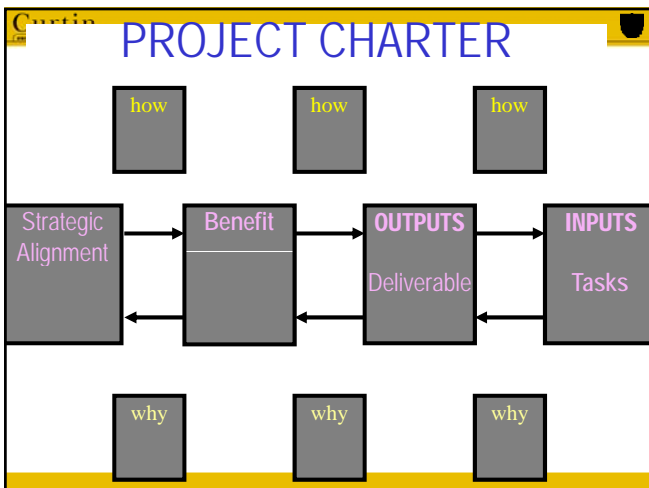
### PM Success - 3 components

- time, cost, quality
- quality of process.
- satisfied stakeholders during process



### Product Success - 3 Components

- Contribute to sponsor's organisational objectives (Strategic Alignment)
- Realise Benefits
- satisfy stakeholders' needs in use of product



### Hierarchy of objectives: "building a cathedral"

- Stonemasons working on cathedral.
- 1<sup>st</sup> "hitting stones with a hammer".
- 2<sup>nd</sup> "making square stones".
- 3<sup>rd</sup> "building a wall".
- 4<sup>th</sup> "building a cathedral"
- 5<sup>th</sup> "giving praise to greater glory of God"

**Product Success v. PM Success**

- One can succeed – and fail!
- PM success but product failure, & vice versa
- **Relative Importance**
- Product Success higher than PM Success
- **PMS influences PS**
- Poor PM [\$ / time] may result in product failure

**Product Success & PM Success - Contrasts**

- when measured?

**Product Success**

- judged once product has been used.
- Can be many years,
- can be short time, project delivered & product used
- **Project Management Success**
- TCQ judged on completion of project.
- Quality of process & stakeholders - judged throughout project.

**Project Success Criteria - Characteristics**

- Success is not always manageable
- able to control TCQ
- stakeholder satisfaction may be beyond control.
- Success may be partial
- varying degrees of success.
- not always seen as complete success or failure

**Project Success Criteria – Different Industries**

Project Success Factors in Order of Importance by Industry

Rank	Entertainment	Oil & Gas	Infrastructure	Systems	New Product Development	Telecommunications	Utilities
1	On time	Environmental & external issues	Project mission	Owner approval	Owner consultation	Stakeholder satisfaction	Project Mission
2	Project Mission	Stakeholders satisfaction	Stakeholder satisfaction	Owner consultation	Technology & expertise	Project Mission	Communications
3	Completed to specification	Top management support	Within budget	Communications	Top management support	Owner consultation	Stakeholder satisfaction
4	Stakeholder satisfaction	Communications	Completed to specification	Stakeholder satisfaction	Project Mission	Owner approval	Environmental & external issues
5	Business purpose achieved	Business purpose achieved	Communications	Top management support	Stakeholder satisfaction	Communications	Business Purpose
6	Communication	Project Mission	Business purpose achieved	Project Mission	Business purpose achieved	Top management support	Business Purpose achieved
7	Customer satisfaction	Technology & expertise	Owner approval	Project Plan	Communications	Project Plan	Technology & expertise
8	Technology & expertise	Completed to specification	Owner consultation	Business purpose achieved	Owner approval	Technology & expertise	Owner consultation
9	Owner approval	On time	Technology & expertise	Control & monitoring	Completed to specification	Completed to specification	On time
10	Within budget	Within budget	Top management support	Minimum scope	On time changes	Within budget	Completed to specification

**CRITICAL SUCCESS FACTORS**

- What factors might facilitate/help achievement of project management success ?

- CRITICAL SUCCESS FACTORS (citations)**
1. Clear Realistic Objectives (31)
  2. Support from senior management (39)
  3. Strong/detailed plan kept up to date (29)
  4. Good communication/ feedback (27)
  5. User/client involvement (24)
  6. Skilled/qualified staff/team (20)
  7. Effective change management (19)
  8. Competent project manager (19)
  9. Strong business case (16)
  10. Sufficient/well allocated resources (16)

**Curtin**  
UNIVERSITY OF AUSTRALIA

**TWO ICONS**



**QUESTIONS**

The image is a slide with a yellow header and footer. The header contains the Curtin University logo on the left and the title 'TWO ICONS' in red text in the center. The main content area is divided into two side-by-side images: a color photograph of the Sydney Opera House on the left and a vintage black and white photograph of a young child sitting on a stool on the right. Below the left image, the word 'QUESTIONS' is written in blue, serif, all-caps font. The footer is a solid yellow bar.