

# Project Evaluation - Protecting your investment

Most research undertaken would suggest that a large proportion of Projects including construction, information technology, business process improvement etc fail to deliver on expectations.

## Project failures cost more than you think

Operational and/or Project non-delivery undermines organisational confidence and the external views of management's capability.

The decision to invest scarce resources in one or more Projects is not undertaken lightly. It is also, in most instances, accompanied by very clear expectations of the strategic benefits to flow once the Project is complete.

Organisations must have confidence in their ability to deliver Projects as increasingly they are being used to:

- Implement strategy;
- Drive continuous improvement; and
- Maintain competitive advantage.

These initiatives are the platforms for future success

## Why do Projects fail to deliver?

This question has been asked a number of times across many industries to try and understand what can be done differently to ensure value is realised from project investments.

Some common areas of "blame" are the lack of:

- Strategic alignment;
- Suitable measures of success;
- Ownership and leadership;
- Stakeholder engagement;
- Project management approach;
- Risk management;
- Budget and resources;
- Project management skills;
- Dedicated resources;
- Integration;

...and the list goes on...

In some instances projects may be managed through the application of the traditional 'Iron Triangle' - Scope, Cost and Time - and still be viewed as a failure.

Our experience indicates that the majority of the drivers of Project failure could have been avoided or recovered.

In addition to these elements the APP approach focuses upon the definition and application of:

- Sound Governance;
- Stakeholder Management,
- Value and Risk Management,
- Change Management, and
- Communication.

## APP's Programme and Project Evaluation Tool

APP has been operating successfully as independent professional project managers for many years and during that time has developed an Evaluation Tool that can be used at the commencement, during, or as part of reviewing a Programme or Project post its completion.

This Evaluation Tool enables an experienced practitioner to quickly identify where things could, or have gone wrong and isolates practical actions required to put things back on track or build and manage some knowledge to ensure things are done better next time.

At APP we do not believe in a best practice "one size fits all" approach but there are better practices that have been proven in a number of environments that can certainly be tailored to work for you.

These better practices have been accumulated into categories that along with a simple rating system and access to key stakeholders can very quickly enable us to provide you with a snapshot of a Programme's/Project's health or otherwise, along with practical improvements where appropriate.

## GENERAL ENQUIRIES

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## We share the knowledge and experience of Australia's largest team of independent Programme and Project Managers

### How APP can help?

Our approach to conducting a Programme/Project evaluation is based on our "work with", not "do to" philosophy and value management approach.

Work is conducted as follows:

Plan - Agree scope, stakeholders and plan.

Inform - Gather and share information and assumptions.

Analyse - Use data to assess Programme and Project in terms of the APP Evaluation Framework.

Create - Generate ideas for improvement.

Judge - SWOT and risks.

Develop - Present results and recommendations.

We work closely with all key stakeholders and transfer knowledge and experience through the Programme/Project Evaluation process.

### APP Business Consulting Services

APP Corporation is a leading Australian-owned consulting business specialising in Programme and Project Management across a range of industries.

This core competence has been successfully applied in undertaking assignments throughout our clients' value chains including Advice, Plan and Perform activities.

We also specialise in business consulting, construction project management, infrastructure and urban planning.

We combine innovation, knowledge and experience to deliver outstanding results for our clients.

### Case Studies

A large complex private sector service provider identified the need to establish a Cash Management Improvement Programme throughout its Australian operations.

The Programme had commenced however due to the Programme's scope and complexity the Steering Committee recognised the need to engage professional Programme Managers.

APP was engaged to design the Programme and establish appropriate Governance and Programme Management structures and processes.

APP commenced the assignment through the completion of a Programme Evaluation.

The outcomes of the evaluation were used to ensure better Governance and Programme Management practices were incorporated into the Programme Establishment Phase and continued into Getting the Basics Right and Embed, Sustain and Improve Programme Phases.

A Programme Management Office was established to support the Programme and related Projects, and provide a centre of excellence and support for all Project Managers and project resources.

APP received the following testimonial from the Chief Finance Officer:

*"APP has had the honesty and bravery to present a compelling case for what must change and give a clear roadmap on the way to achieve it. Along the journey to this point, a wave of momentum has been established through a process of engagement which saw the team shift in the eyes of the business from suspected consultants to respected mentors and coaches. It has been a tremendously constructive partnership of which I am very proud and appreciative."*

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