



Zašto projekti propadaju?

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POKROVITELJI I SPONZORI



MATHEMA



AGRO DLD D.O.O.



HALF
FULL



HALF
EMPTY

Failure?



Expectations

Pulse of the Profession

		
Average percentage of projects completed on time	88%	24%
Average percentage of projects completed within budget	90%	25%
Average percentage of projects that meet original goals/business intent	92%	33%
Average percentage of projects experiencing scope creep	28%	68%
Average percentage of projects deemed failures	6%	24%
Average percentage of budget lost when a project fails	14%	46%

CHAMPIONS



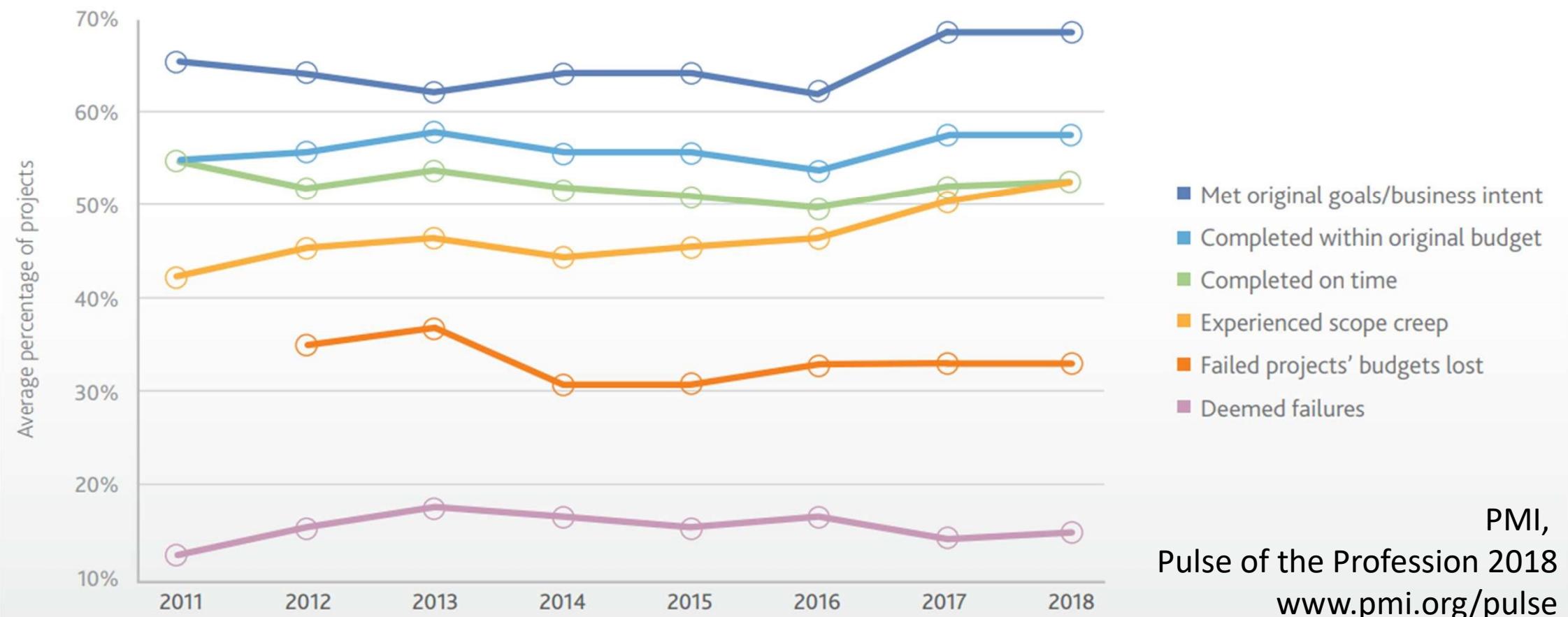
Organizations with **80% or more** of projects being completed on time and on budget, and meeting original goals and business intent—and having **high benefits realization maturity** (7% of organizations in study).

UNDERPERFORMERS



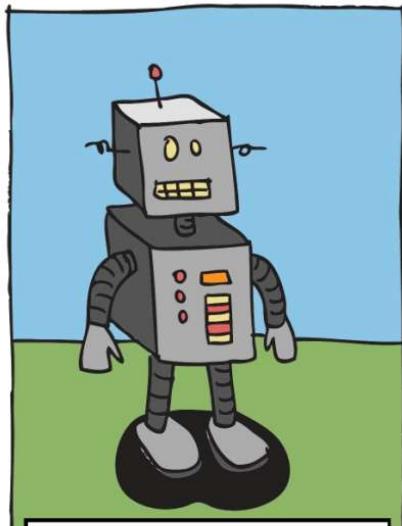
Organizations with **60% or fewer** of projects being completed on time and on budget, and meeting original goals and business intent—and having **low benefits realization maturity** (12% of organizations in study).

Pulse of the Profession

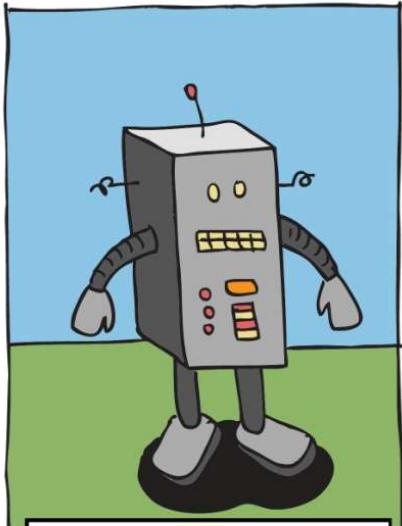


Pulse of the Profession

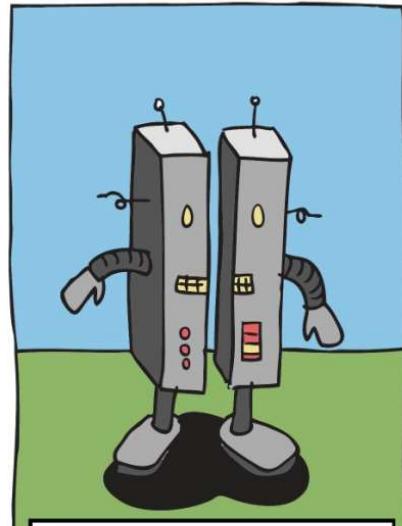
The 2018 edition of the *Pulse* highlights feedback and insights from:
4,455 project management practitioners,
447 senior executives,
800 project management office (PMO) directors
from a range of industries, including
government, information technology (IT), telecom, energy, manufacturing,
healthcare, and construction.
Respondents span the
North America; Asia Pacific; Europe, Middle East and Africa (EMEA); and Latin
America and Caribbean regions.



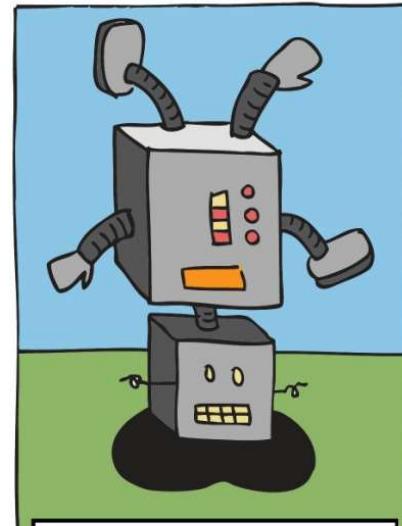
HOW THE CUSTOMER EXPLAINED IT



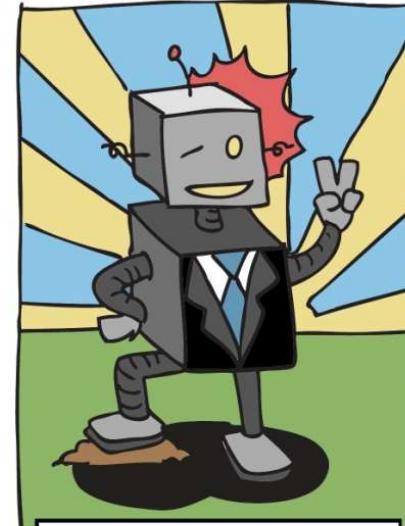
HOW THE PROJECT LEADER UNDERSTOOD IT



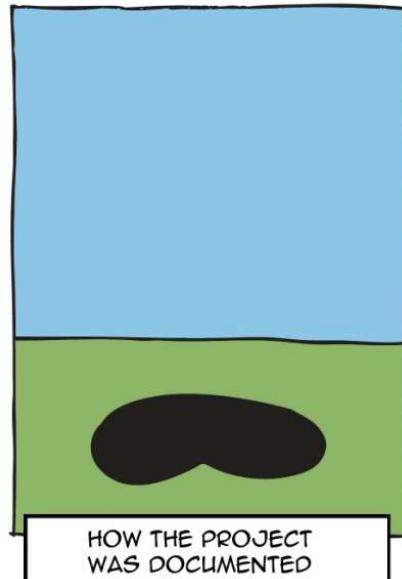
HOW THE ANALYST DESIGNED IT



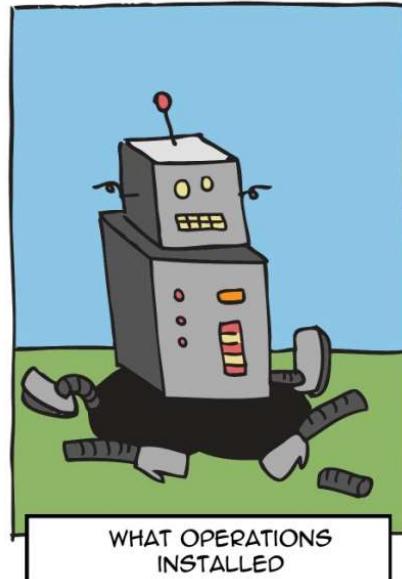
HOW THE PROGRAMMER WROTE IT



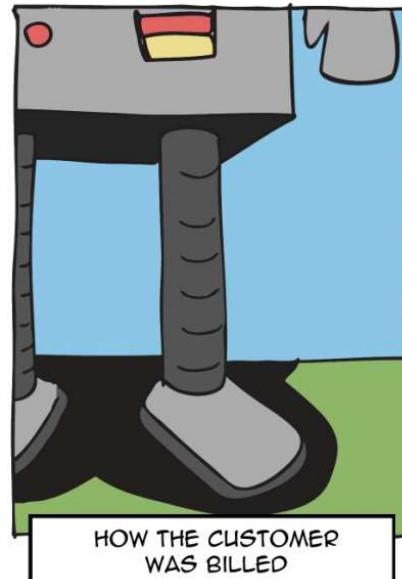
HOW THE BUSINESS CONSULTANT DESCRIBED IT



HOW THE PROJECT WAS DOCUMENTED



WHAT OPERATIONS INSTALLED



HOW THE CUSTOMER WAS BILLED



HOW IT WAS SUPPORTED



WHAT THE CUSTOMER REALLY NEEDED

Failure Factors

- Loše definiran opseg projekta (podcijenjen projekt)
- Komunikacija
- Nekompetencija vođenja projektima
- Ne postoji upravljanje rizicima
- Neadekvatan tim
- Neadekvatno planiranje
- Neadekvatno sponzorstvo (podrška top mgmta)
- Nisu prepoznate sve zainteresirane strane
- Nerealna očekivanja od projekta
- Monitoring & controling

Showcases

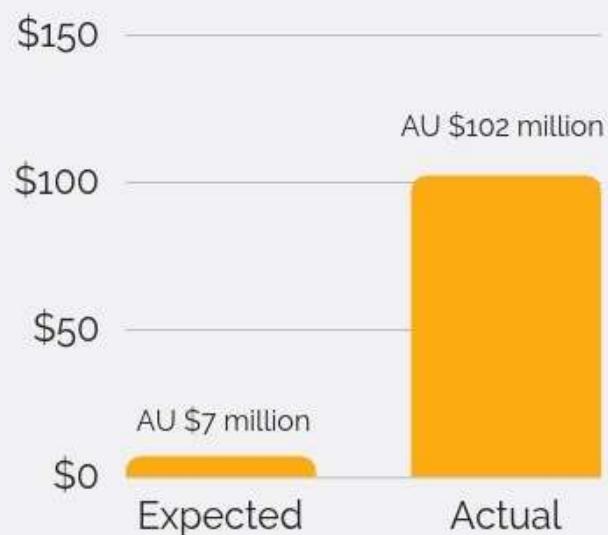
ili ako mislite da je vaš projekt pošao po zlu ...

Sidney Opera

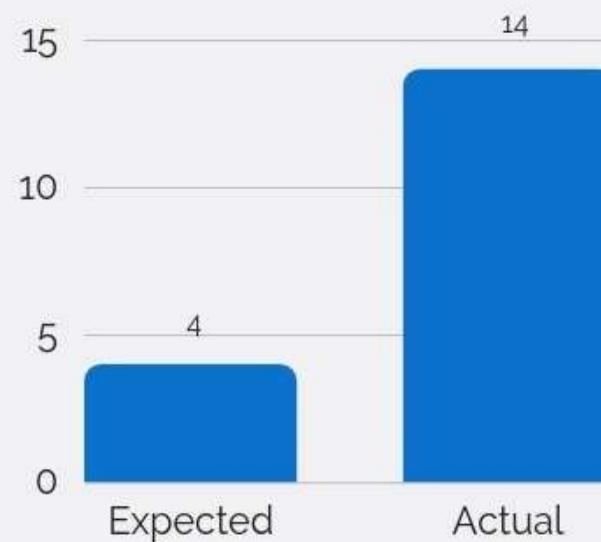


Sidney Opera

Project Costs (Millions- AU)

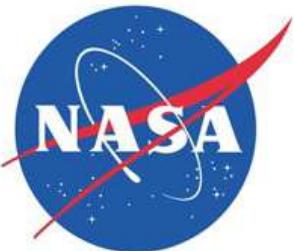


Timetable (Years)



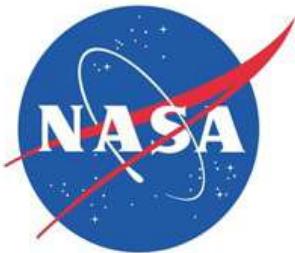
Sidney Opera

- neadekvatno planiranje i upravljanje resursima nije rezultiralo nijednom osobom odgovornom za aktivnosti projekta, a službeno odobreni proračun nije niti postojao.
- nije bilo upravljanja troškovima, niti finansijskih očekivanja što je dovelo do prekomjernog utroška materijala.
- ne postojanje rasporeda dovelo je do kašnjenja u svim fazama razvoja projekta.



case study

- National Aeronautics and Space Administration (NASA)
- Mars Climate Orbiter 1998 - 1999
- Built by Lockheed Martin
- ~238 million Euros spent
- Designed to study Martian climate and atmosphere



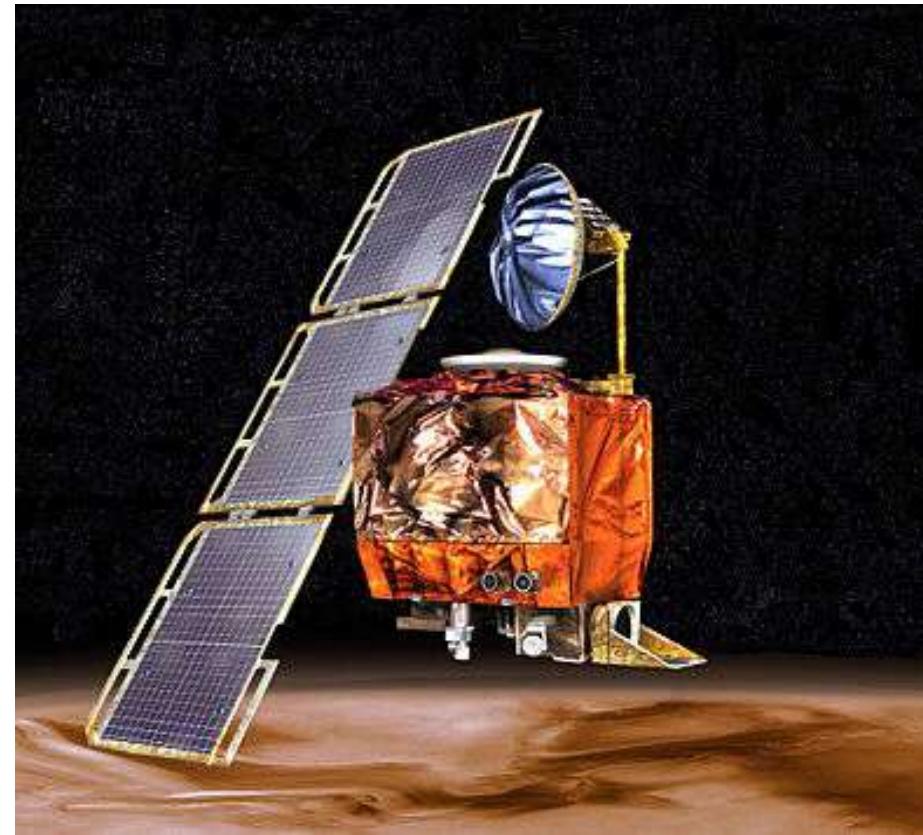
case study

Insufficient testing

- Testiranje nije pronašlo problem

Lack of requirements understanding

- korištenje različitih mjernih sustava na brodu svemirske letjelice (internacionalni) i u kontroli leta (imperial)



1 pound force =

4.44822162 newtons

NHS case study

- SNCF (Société Nationale des Chemins de fer Français) / RFF (Réseau Ferré de France)
- New trains
- May 2014
- \$15B Euro

NHS case study

Cost: 68M Euro (until now!)



Assumptions

- nakon dolaska prve nove flote regionalnih vlakova, SNCF je otkrio da su novo dizajnirani vlakovi preširoki da bi se ukloplili u mnoge željezničke stanice kojima su trebali prometovati.
- ne samo da su vlakovi previše široki, oni su također previsoki da bi mogli proći kroz neke tunele u francuskim Alpama.

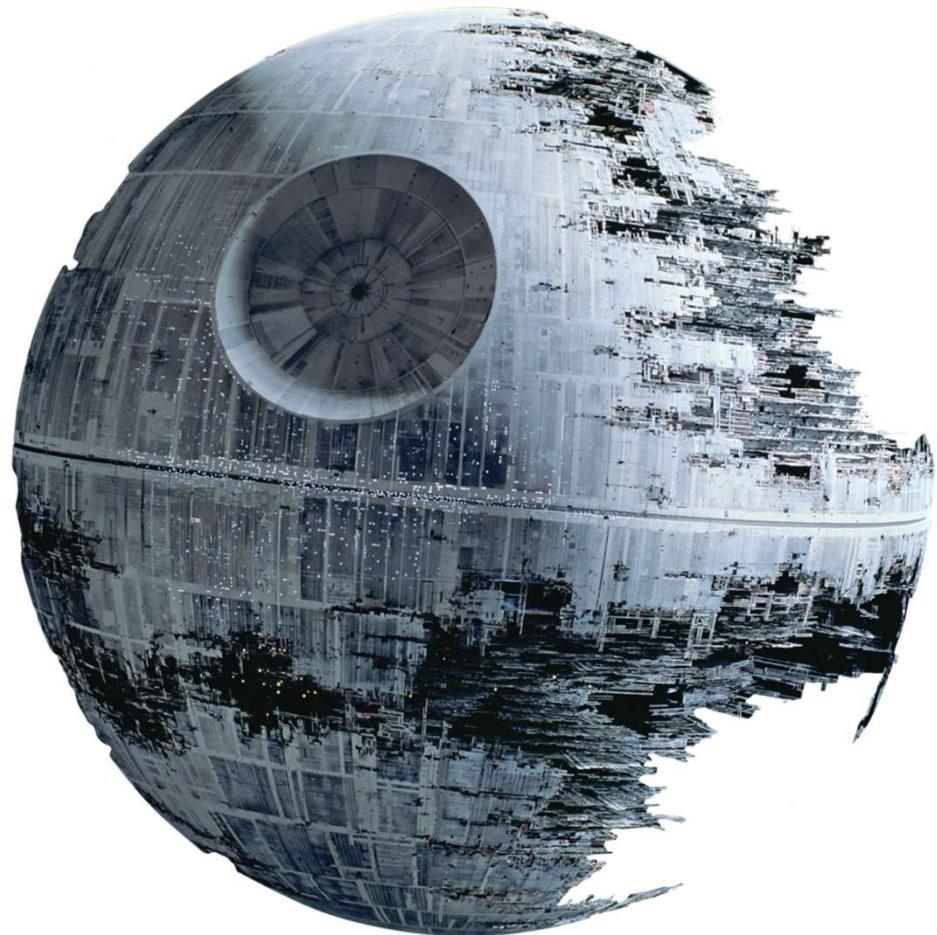
DS-1/2 Orbital Battle Station

- Galactic Empire
- space station armed with a planet destroying superlaser
- 3277 LY according to the Lothal Calendar
- 1B galactic credits ~ \$850,000,000,000,000

DS-1/2 Orbital Battle Station

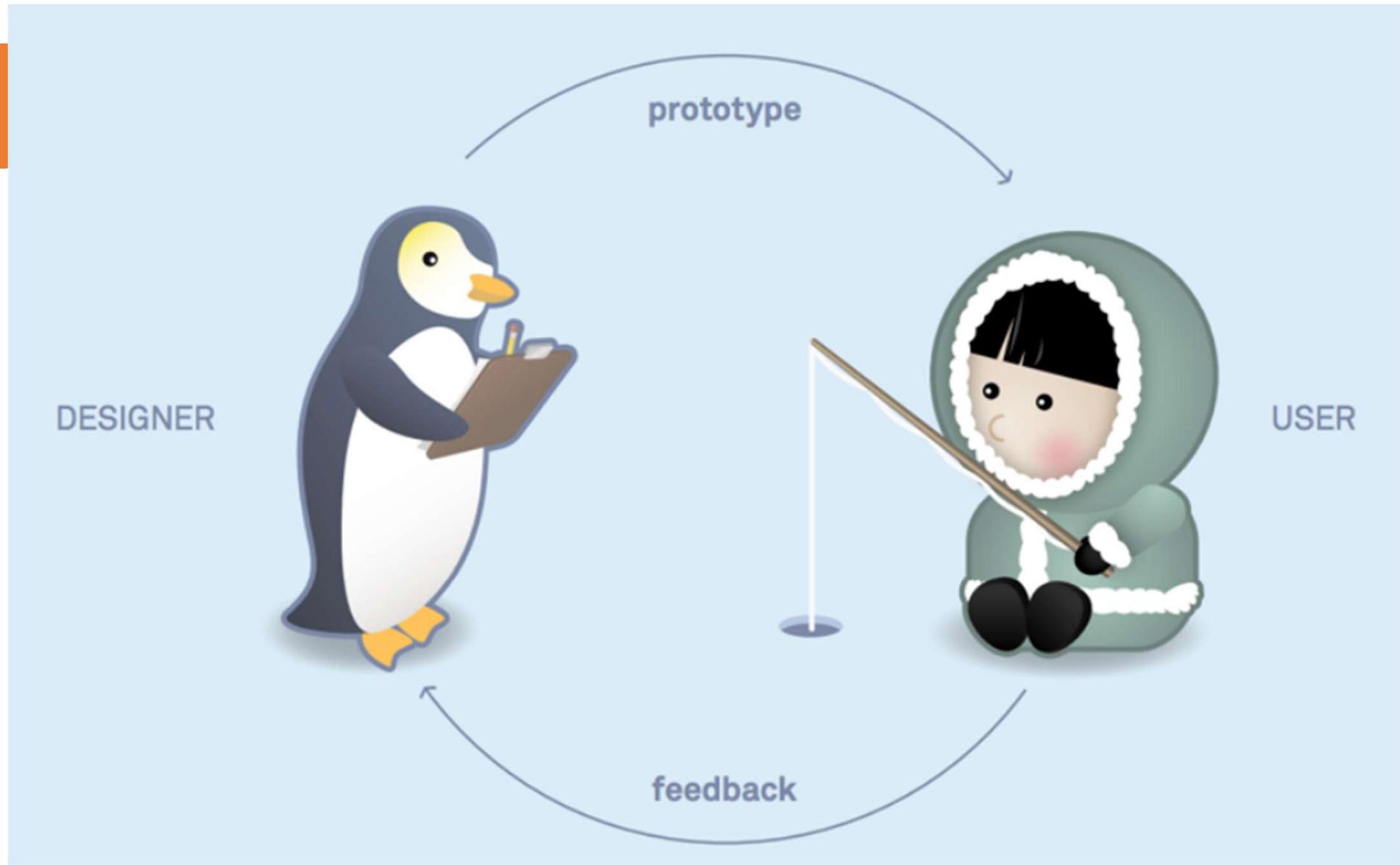
Issues:

- nepotpuni projektni zahtjevi
- nema strategije upravljanja rizicima
- loše vodstvo
- ne učenje iz pogrešaka (DS-2)
- teški dionici
- nedostatni resursi
- neusredotočenost



Sucess Factors

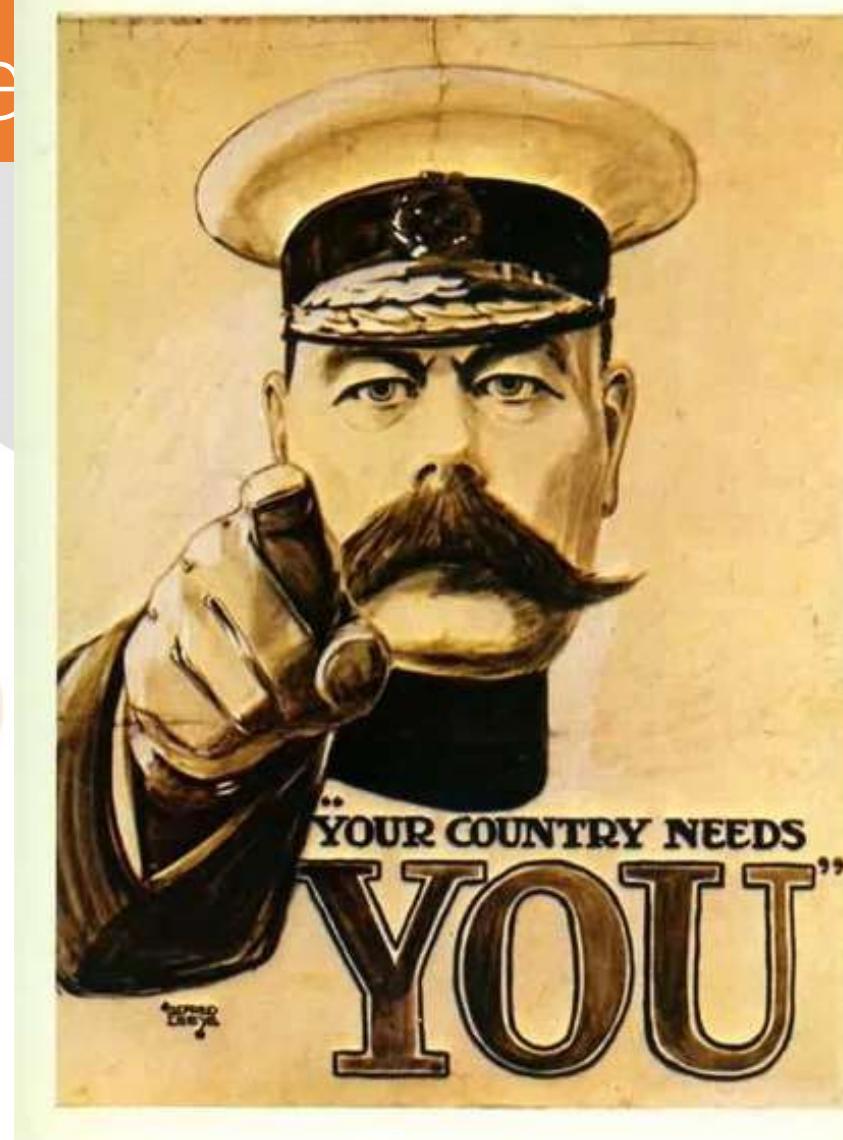
1.



2. Optimization



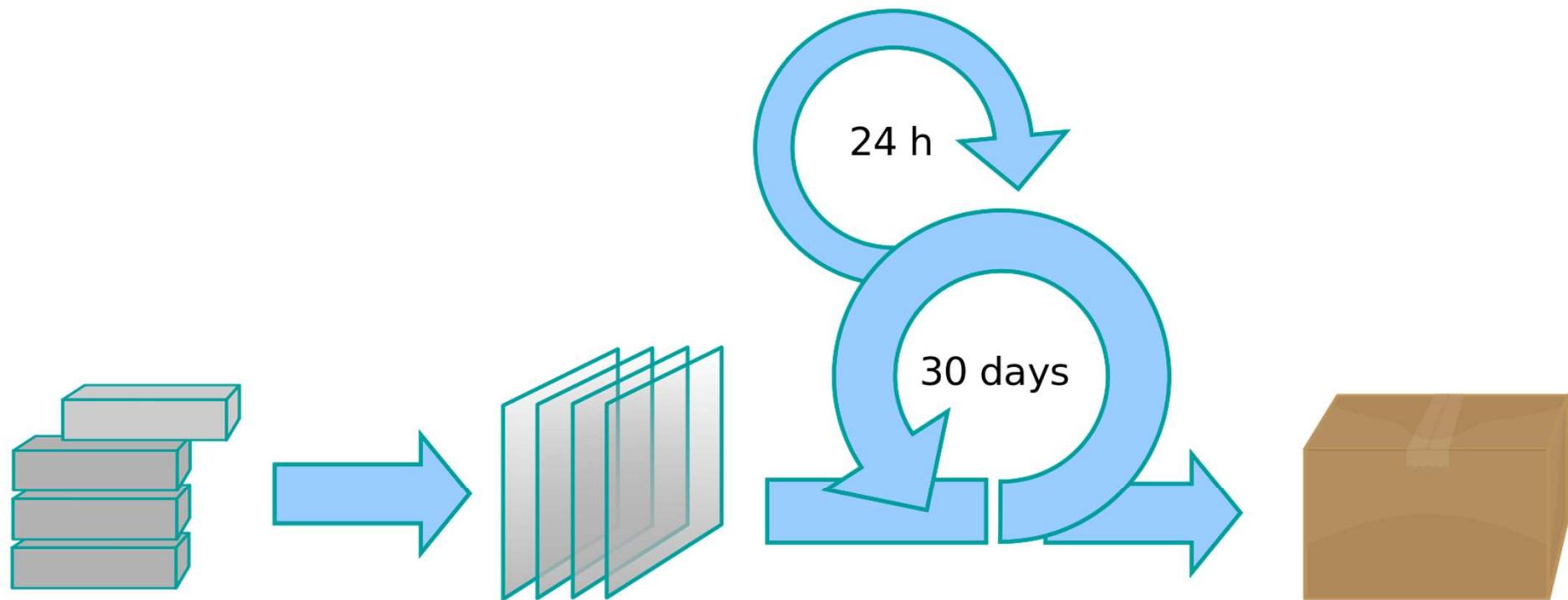
3. Skilled pe



4. Project Management Knowledge



5. Process



6. Clear Objectives



Hvala na pažnji!

