



# PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



## CUSTOMER CENTRIC PROJECT MANAGEMENT

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# Customer Centric Project Management

*Projects are not developed to be on time, on  
schedule, or to deliver full functionality©*

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**Charles Villanyi Bokor**

*The CERP Group*

# Carpaccio pizza



Customer Centric Project Management

# Why is it important?



**Why is involving the customer and stakeholder or the business partner important?**

- **\$3 (G. Kim, M. Orzen) - \$ 6.2 Trillion (R. Sessions) WWCoITF / Y**
- **In the US \$1.2 Trillion (M. Gibbs, May 9, 2013)**



# We have a problem



- **reworking** defective requirements, design and code typically consumes **40 to 50 percent of the total cost** of software development (Jones 1986)
- **Rework costs 50 to 200 times** once the software is in operation
- **20% of features are used** often and **50% of features** are hardly ever or never used (Standish)

# *CIO Insight* reporting



*10 common causes of IT project failure*

**“3. Letting users delay projects by constantly requesting tweaks.”**

Janco Associates

- ➡ Stakeholders **expressed** all requirements
- ➡ BAs **captured** all requirements
- ➡ **No learning**
- ➡ **Focus** is scope, budget, schedule & PM is delivering to executives’ expectations

# *CIO Insight* reporting



## *10 common causes of IT project failure*

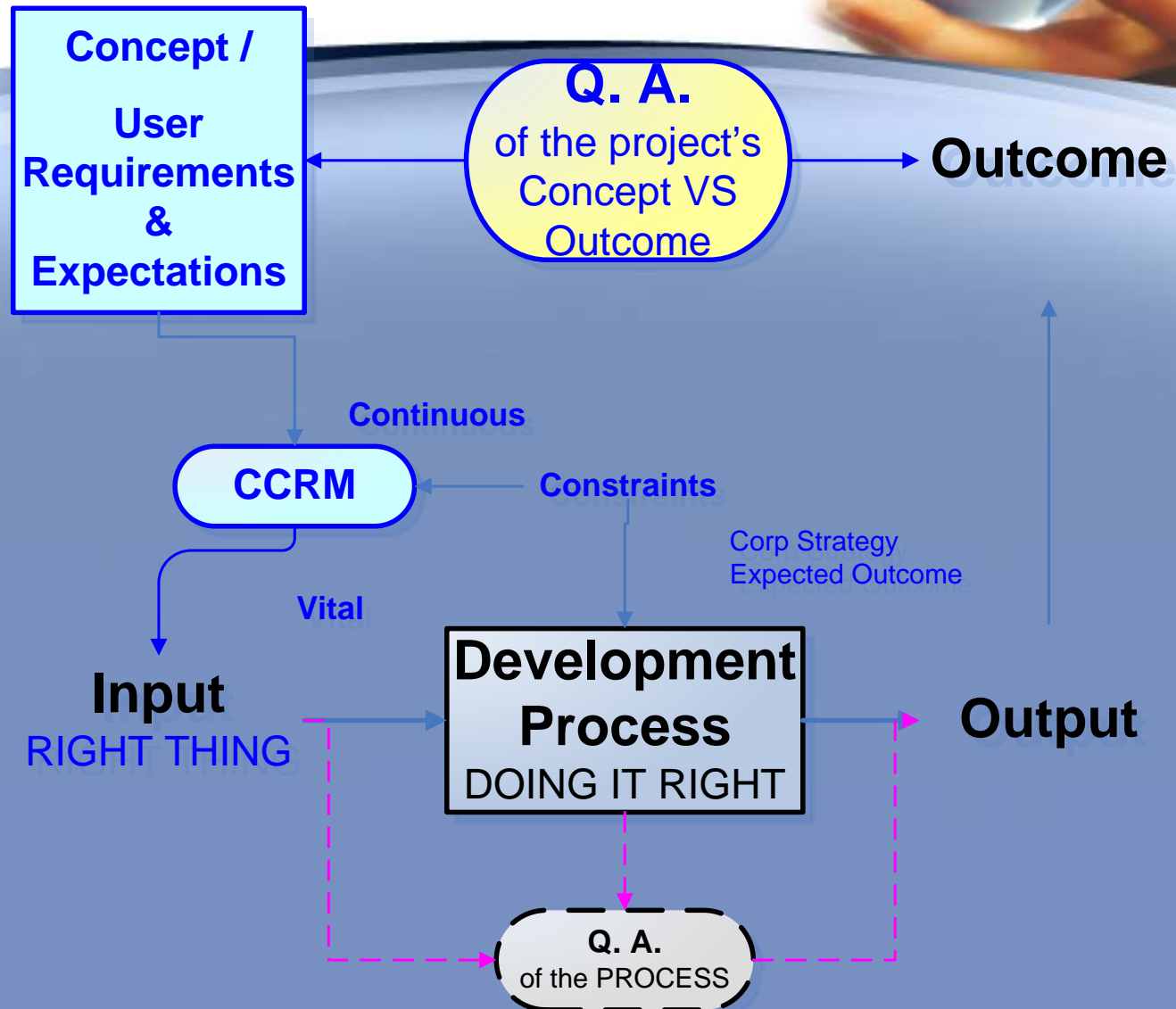
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# Tomorrow with CCPM





# Customer Centric Project Management (CCPM)

A hand holding a globe, symbolizing global customer-centric project management.

**CCPM** is the continuous integration of organizational strategy (1), stakeholders' needs (2), business processes and people (3), into the mandate and deliverables of the enabling technology project (4), to support an evolving business solution stakeholders can leverage to deliver a business goal.

# CCPM is an imperative cultural shift



**Organizations must shift focus** from *how* we deliver projects back to the *vital needs, expectations* and *capabilities* of the customers (who create corporate value, know *what* is needed to change business results), & corp needs:

1. Explicit **executive support** (authorization, communication) for the way ahead;
2. BAs to define needs, expectations and capabilities
3. To provide **CUSTOMERS authority** to make changes
4. Enforce stakeholders' **accountability**.

# The learning points, again



- **Projects are developed to create value** (definition of success).
- **Customer Centric Project Management is imperative** to identify all requirements.
  - **PMs must facilitate CUSTOMERS to speak and TWEAK** (request changes)
- **CCPM** is a shift from **measuring delivery** to **measuring the success** of the organization.

# Summary



1. **Success is not mandatory**
2. **Organizations must listen (always) to CUSTOMERs about WHAT to deliver; never about HOW to deliver it.**
3. **CCPM is as vital as enforcing accountabilities**

CCPM is not merely a better Requirements Change Management methodology but also a paradigm shift in defining success.



Customer Centric Project Management



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