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 ©
Carpaccio pizza
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)
10 common causes of IT project failure

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

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

Janco Associates
10 common causes of IT project failure

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

- Stakeholder expressed all requirements & BAs captured all requirements
- No learning
- Focus is scope, budget, schedule
Tomorrow with CCPM

Concept / User Requirements & Expectations

Q. A. of the project’s Concept VS Outcome

Output

Continuous

CCRM

Constraints

Corp Strategy Expected Outcome

Input

RIGHT THING

Vital

Development Process

DOING IT RIGHT

Output

Q. A. of the PROCESS

Customer Centric Project Management
Customer Centric Project Management (CCPM)

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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