Some thoughts on

Organizational Readiness, Ecosystemization and Success Dimensions

for Innovative projects

Why we decided to offer this to you?

In artistic (or “style”) judging for **artistic sliding sports**—like **figure skating, synchronized skating, freestyle skiing (aerials, moguls), or even snowboard halfpipe**—the **jury structure** typically follows a formal framework to ensure **fairness**, **technical rigor**, and **artistic evaluation**.

Final Score = TES + PCS - Deductions

Grading Criteria

1. Technical Score (TES – Technical Element Score)

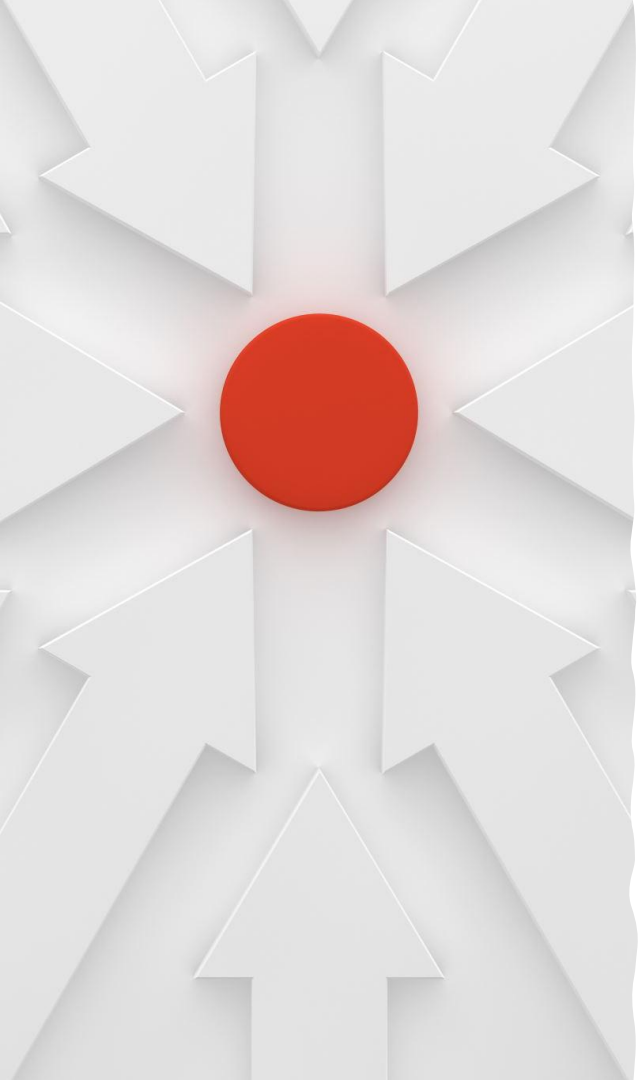
2. Program Components Score (PCS – Artistic/Musical Expression)

1. Technical Score
(TES – Technical Element Score)

- Assigned by the **technical panel + judges**.
- Each element (e.g., triple axel, lift, grab) has a **base value**.
- Judges then assign a **GOE (Grade of Execution)** from -5 to +5.
- The GOE adjusts the base value up or down based on performance quality.

2. Program Components Score (PCS – Artistic/Musical Expression)

- **Skating Skills** (edge control, speed, flow)
- **Transitions/Linking Movements** (how smoothly elements are connected)
- **Performance/Execution** (projection, carriage, expression)
- **Composition** (structure, choreography, design)
- **Interpretation of the Music** (musicality, emotional connection)



Organizational Readiness for Innovation

A Framework for Assessing and Enhancing Innovation Capacity

Definition

Organizational readiness for innovation refers to the extent to which an organization is prepared to adopt, implement, and sustain innovative practices and processes.

Importance of Organizational Readiness for Innovation Implementation

Organizational readiness is crucial for successful innovation implementation because it:

- Reduces Resistance to Change: Embraces change, reducing friction and pushback.
- Aligns Strategy and Execution: Ensures innovation efforts align with strategic goals.
- Ensures Resource Availability: Provides necessary financial, human, and technological resources.
- Enhances Collaboration and Coordination: Supports cross-functional collaboration and decision-making.
- Improves Innovation Outcomes: Launches innovations faster, scales effectively, and achieves measurable impact.
- Builds a Sustainable Innovation Culture: Creates a repeatable capacity for continuous learning and improvement.

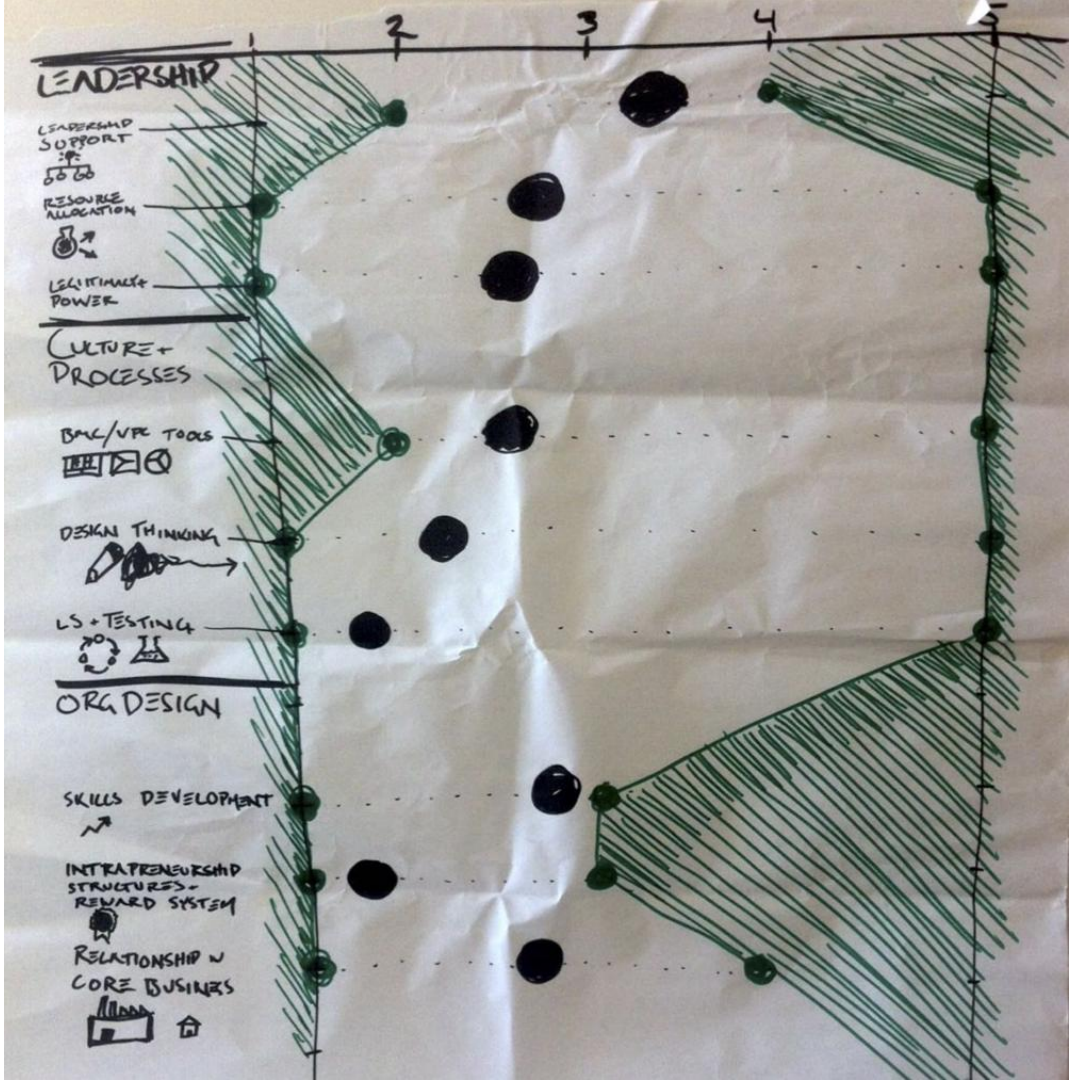
Key Dimensions (traditional view)

- 1. Leadership: The role of leaders in fostering and driving innovation.
- 2. Governance: Systems and procedures that facilitate innovation.
- 3. Competences: know-how. Expert knowledge.
- 4. Technology: technological resources.

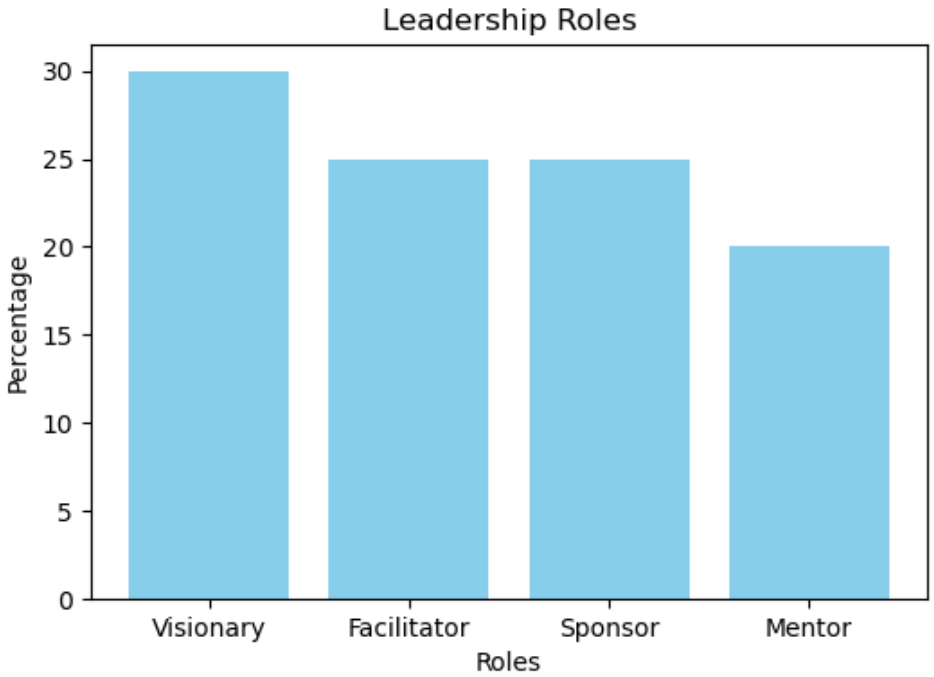
Key Dimensions (new approach)

- 1. Culture: The values, beliefs, and behaviors that support innovation.
- 2. Leadership: The role of leaders in fostering and driving innovation.
- 3. Resources: Availability of financial, human, and technological resources.
- 4. Processes: Systems and procedures that facilitate innovation.

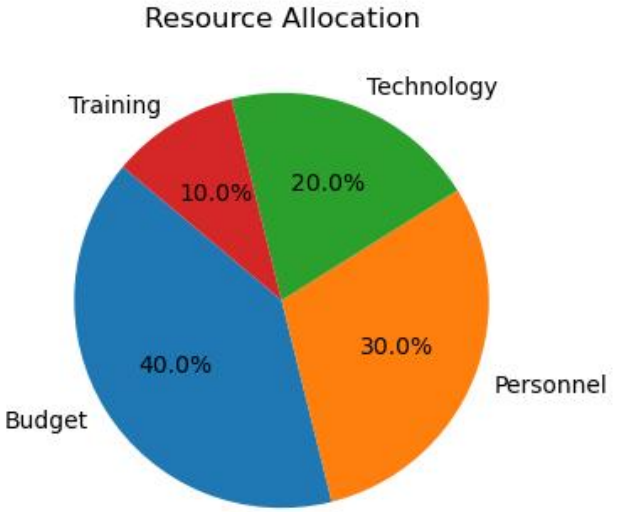
		BEGINNER *We have little to no experience with this topic*	*We have some experience*	**INTERMEDIATE** *We regularly work this way, but not systematically*	*We frequently work this way*	**WORLD CLASS** *Our practice is used as a case study for others to learn from*
Leadership Support	**Strategic Guidance**	1 Leadership does not provide explicit strategic guidance for innovation	2	3 There is some strategic guidance for innovation but not everybody in the company knows it	4	5 Leadership provides strategic innovation guidance at important meetings and everybody knows it
	Resource Allocation	1 Resources for innovation are bootstrapped or on an ad-hoc project basis	2	3 Resources for innovation are available, but they are not substantial and not protected	4	5 Resources for innovation are institutionalized and leaders commit at least 50% of their time to innovation
	Portfolio Management	1 Leadership is mainly focused on improving the core business	2	3 We make some investments to explore the future and new business models, but it's not systematic	4	5 Leadership is eager to pioneer and invests in a large innovation pipeline of small bets of which the best get follow-up investments
Organizational Design	**Legitimacy and Power**	1 Innovation projects are skunk work and outside official channels	2	3 Innovation is officially in the org chart, but lacks power and influence	4	5 Innovation is at the very top of the org chart and has power and influence
	Bridge to the Core	1 Innovation teams have limited or no access to customers, resources, and skills of the core business	2	3 The core business and innovation teams collaborate, but there are conflicts	4	5 There are clear policies that help innovation teams and the core business collaborate as equal partners
	Rewards and Incentives	1 Innovation does not have a dedicated incentive system that differs from the core business	2	3 We have some incentives in place to encourage innovation and reward it differently from execution	4	5 Innovation has a dedicated incentive system that rewards experimentation and new value creation
Innovation Practice	**Innovation Tools**	1 We do not use business model, lean startup, or design thinking tools for innovation	2	3 Business model, lean startup, or design thinking tools are used in pockets of the organization	4	5 Business model, lean startup, or design thinking tools are widely adopted and mastered
	Process Management	1 Our processes are linear and requiredetailed business plans with financial projections	2	3 We occasionally use iterative processes and systematic business experiments to test business ideas	4	5 Our processes are optimized for innovation and we systematically measure the reduction of risk in new ideas
	Innovation Skills	1 We don't hire for innovation skills and experience and don't develop them	2	3 We occasionally hire experienced innovation talent and train some specialized staff in innovation	4	5 We hire and develop world class innovation talent with extensive experience across the organization


1
2
3
4
5
LEADERSHIP
LEADERSHIP SUPPORT
RESOURCE ALLOCATION
LEGITIMACY + POWER
CULTURE + PROCESSES
BMC/VPC TOOLS
DESIGN THINKING
LS + TESTING
ORG DESIGN
SKILLS DEVELOPMENT
INTRAPRENEURSHIP STRUCTURES - REWARD SYSTEM
RELATIONSHIP W CORE BUSINESS

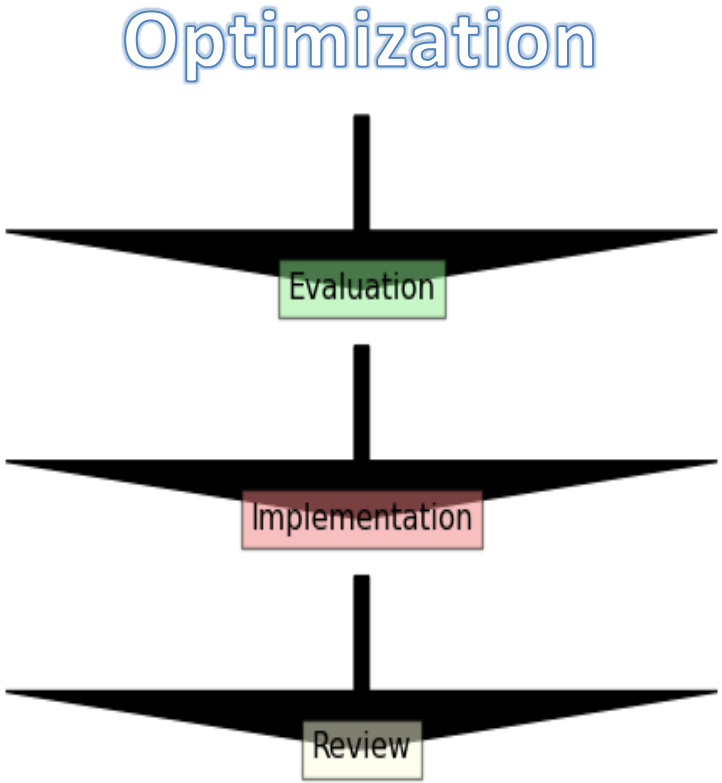
Leadership Roles



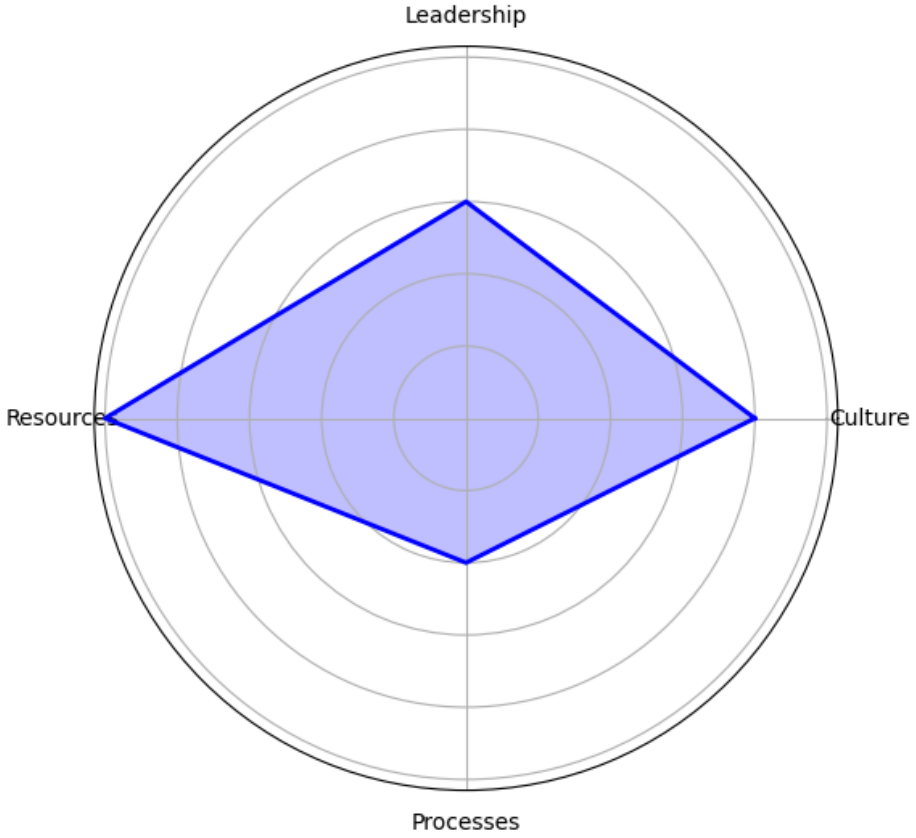
Resource Allocation



Process Optimization



Organizational Readiness Radar Chart



Assessment Methods

1. SURVEYS AND QUESTIONNAIRES: COLLECTING DATA ON ORGANIZATIONAL READINESS.

2. INTERVIEWS: IN-DEPTH DISCUSSIONS WITH KEY STAKEHOLDERS.

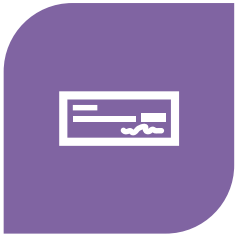
3. OBSERVATIONS: MONITORING AND EVALUATING INNOVATION PRACTICES.

4. BENCHMARKING: COMPARING WITH INDUSTRY STANDARDS AND BEST PRACTICES.

Strategies to Improve Readiness

1. FOSTER AN INNOVATION CULTURE: ENCOURAGE CREATIVITY AND RISK-TAKING.

2. DEVELOP LEADERSHIP CAPABILITIES: TRAIN LEADERS TO SUPPORT INNOVATION.



3. ALLOCATE RESOURCES: ENSURE ADEQUATE FUNDING AND STAFFING.

4. STREAMLINE PROCESSES: SIMPLIFY PROCEDURES TO FACILITATE INNOVATION.

Case Studu: National Chamber of Commerce Web Portal

History of the Development of the Web Portal of the Serbian Chamber of Commerce and Industry

The web portal of the Serbian Chamber of Commerce and Industry (PKS) has evolved as a strategic digital platform designed to support businesses, facilitate communication, and promote Serbia's economic development in the digital era. Its development reflects broader trends in digital transformation within public and semi-public institutions in Southeast Europe.

Early Development (2000s–2010)

- In the early 2000s, the Chamber maintained a basic online presence, primarily focused on publishing static information, news, and contact details. This initial version of the website served as a digital extension of traditional services, offering downloadable forms and basic business information in Serbian.
- With Serbia’s increasing efforts toward EU integration and economic modernization, PKS recognized the need for more interactive and service-oriented digital communication. By the end of the decade, the website was gradually enriched with bilingual content (Serbian and English) and began hosting more dynamic resources, including news from the business community and event announcements.

Case Studu: National Chamber of Commerce Web Portal

Professionalization and Service Expansion (2011–2016)

Between 2011 and 2016, the PKS web portal underwent a major redesign in response to growing user demands and the need for real-time business information. Key features introduced during this period included:

- Online access to economic reports and legal updates
- Event registration tools
- Newsletters and subscription-based updates
- A dedicated SME support section
- Integration with EU project platforms and funding calls
- This phase was marked by growing institutional alignment with e-government and e-business initiatives at the national level, as well as the introduction of digital services for business certification, documentation, and consulting.

Case Studu: National Chamber of Commerce Web Portal

Digital Transformation and Portal Rebranding (2017–2020)

The major turning point came in 2017 when PKS launched its **fully rebranded web portal** in line with the internal digital transformation strategy. The redesign reflected a shift toward user-centric navigation, improved mobile responsiveness, and integration of online services such as:

- Electronic issuance of certificates of origin and ATA carnets
- Digital support for export/import procedures
- Access to business education programs and webinars
- Interactive databases of foreign markets and trade fairs
- PKS also established digital communication channels to support Serbia’s growing startup and innovation ecosystem and integrated sector-specific landing pages aligned with national economic priorities.

Case Studu: National Chamber of Commerce Web Portal

Post-COVID Acceleration and Platform Integration (2020–2023)

The COVID-19 pandemic served as a catalyst for further digitalization. In response to urgent business needs, PKS introduced:

- A **COVID-19 Business Support Hub** with legal guidance, health protocols, and financial relief tools
- Enhanced e-consulting and digital help desk services
- Virtual B2B matchmaking and online trade missions
- Seamless integration with eGovernment platforms such as eID, eTaxes, and the National Employment Service
- The portal’s architecture was adapted for high scalability, serving thousands of users simultaneously during crisis moments. PKS also contributed to the national Digital Solidarity platform and supported the Chamber’s regional digital initiatives within CEFTA and the Western Balkans.

Case Studu: National Chamber of Commerce Web Portal

Recent Developments and the Way Forward (2023–Present)

Today, the PKS web portal functions as a **comprehensive digital platform** offering over 50 online services for domestic and international business users. It supports digital certificates, offers interactive market analysis tools, and acts as a gateway to PKS's education and certification platforms.

Recent developments include:

- Smart integration with the **eFairs and B2B** matchmaking engines
- Advanced filters for tenders and procurement
- AI-supported knowledge bases in selected sectors
- Launch of the **PKS Partners app**, linking the portal with mobile users and real-time advisory services
- As the Chamber aligns itself with Serbia's Digital Agenda 2030, future improvements will focus on interoperability, user personalization, multilingual access, and integration with blockchain-based verification systems.

Between 2000 and 2010

- Organizational Readiness project was delivered…
  - Leadership
  - Governance
  - Competences
  - Technology

  … playing the mayor role in future development

The Importance of Fundamentals: Building a House

- Just as you can't build a skyscraper on a shaky foundation, you can't achieve sustainable innovation without strong fundamentals. These fundamentals include leadership, culture, resources, and processes. Without them, any innovation effort is likely to collapse under pressure.
- Or we can describe it in a more sustainable and green way:

Where is yous organizatonal readiness?

1. Culture: The values, beliefs, and behaviours that support innovation.
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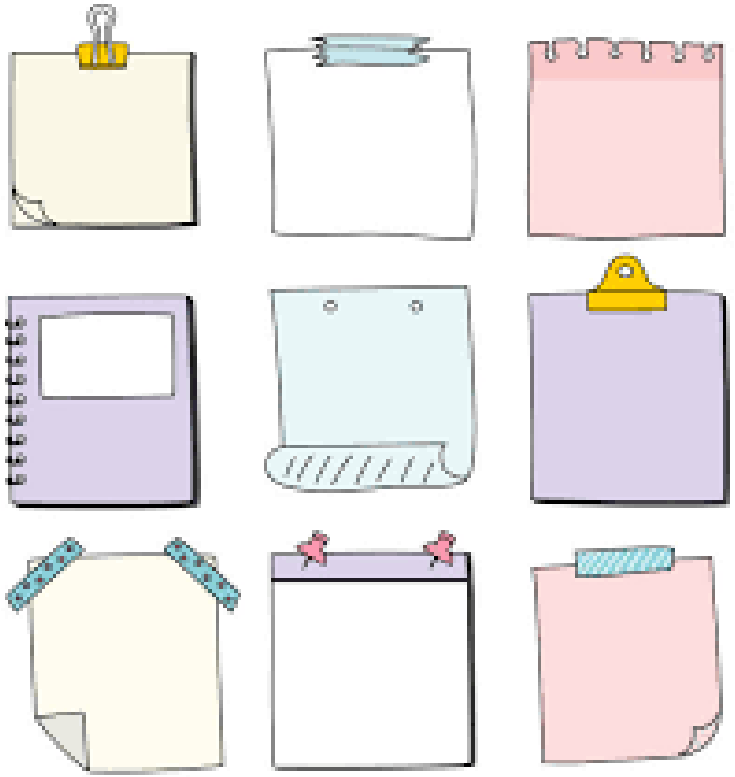


Creating the Climate Conditions

Processes, Leadership, Motivations

Attitudes, Feelings Behaviours

Assumptions, Beliefs, Values

Traditions, Customs, History

Ecosystemizing Projects

A Framework for Sustainable Innovation and Collaboration

„Ecosystemizing Projects”
What it means for you?

Creating the Climate Conditions

Processes, Leadership, Motivations

Attitudes, Feelings Behaviours

Assumptions, Beliefs, Values

Traditions, Customs, History

The Tree: The innovative project

The tree represents a single innovative project, growing upward with branches that symbolize its development milestones, outputs, and impact.

Leaves represent features, ideas, or tangible results. The tree's vitality depends on an ecosystem that supports it from both below (foundation) and above (climate).

Roots: Foundational Infrastructure and Long-Term Support

The roots reflect the deep structures and institutions that provide knowledge, talent, and historical momentum:

- **Universities and research institutions**: Providing scientific groundwork, human capital, and technical capacity.
- **Science and technology parks**: Offering infrastructure, access to labs, and clustering opportunities.
- **Assumptions, beliefs, and values**: Societal trust in innovation, openness to experimentation, and resilience in failure.
- **Traditions, customs, and history**: Existing industrial or scientific strengths that anchor local or regional innovation.

Rain: Inputs — Funding, Policy, and Strategic Resources

Rainfall represents key inputs that nourish and activate growth:

- **Funding institutions**: EU programs (e.g., Horizon Europe), national innovation funds, private investors.
- **Legislative frameworks**: Regulations that enable data use, IP protection, entrepreneurship, and R&D incentives.
- **Incubators and accelerators**: Structured environments that support early-stage ventures.
- **Leadership and governance**: Visionary public and institutional leadership driving collaborative innovation agendas.

Sun: Innovation culture and external pull

Sunlight symbolizes the external conditions that illuminate and energize the project:

- **Cultural attitudes and behaviors**: Risk tolerance, curiosity, interdisciplinary openness.
- **Networks and visibility**: Connections to international markets, industry partners, and knowledge hubs.
- **Market demand and relevance**: Alignment with real-world needs, global challenges, and user-centered design.
- **Entrepreneurial spirit**: Personal agency, problem-solving, and iterative growth mindset.

The Ecosystem in Harmony

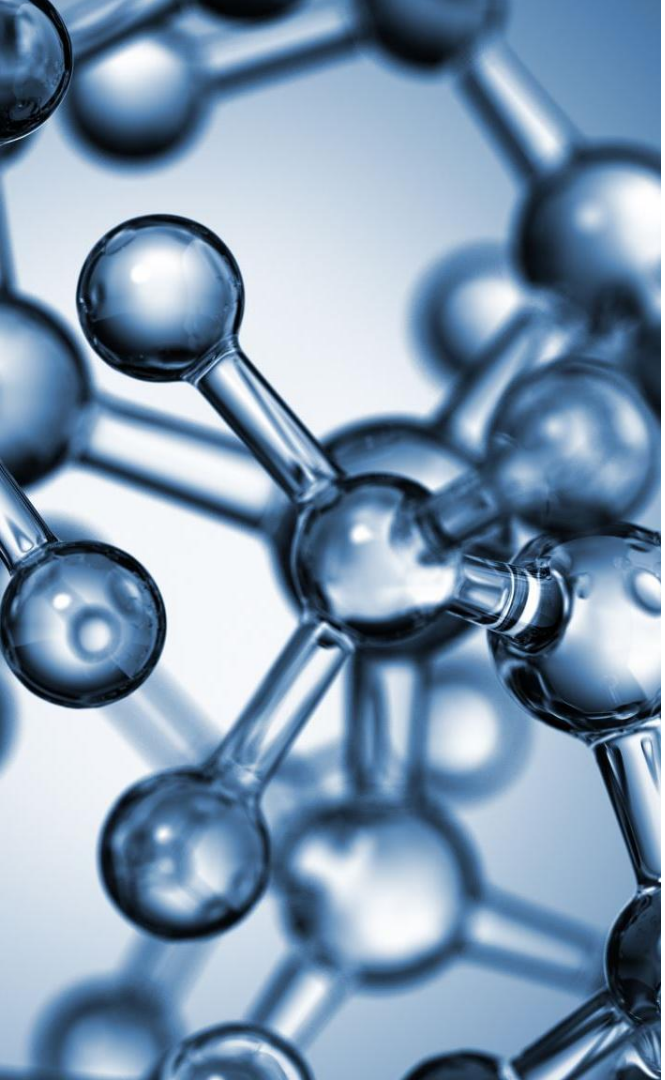
This model illustrates that innovation is not the product of isolated effort. It is the outcome of a carefully balanced and nurtured environment.

When deep-rooted structures, consistent support, and a culture of openness are all present, the innovative project can grow, branch out, and bear fruit—ultimately contributing value to society, economy, and future generations.

Introduction

What does it mean Ecosystemizing a Project?

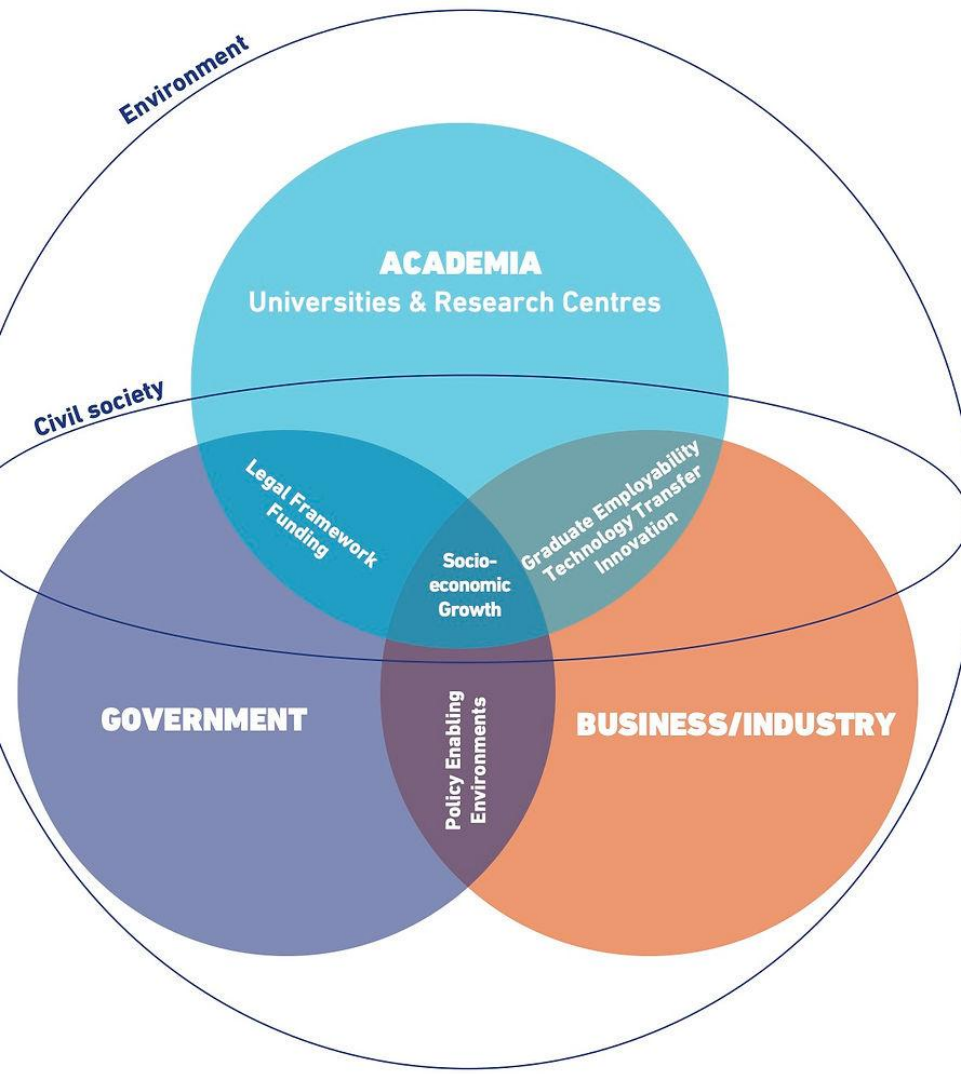
- Creating a dynamic, collaborative environment for innovation.
- Involves multiple stakeholders and systems thinking.
- Integrates sustainability and inclusivity into innovation.



The Quintuple Helix Model

The Five Helices:

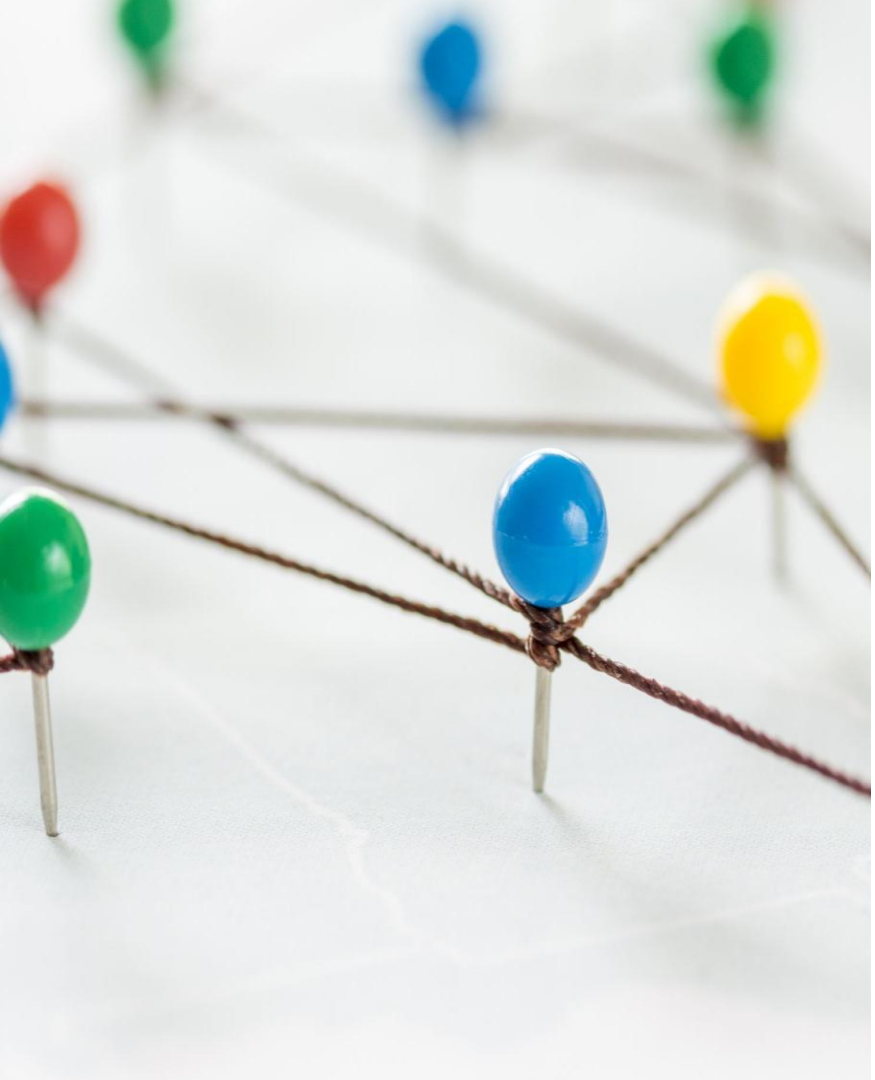
- 1. Academia – Knowledge production and research.
- 2. Industry – Commercialization and entrepreneurship.
- 3. Government – Policy and regulation.
- 4. Civil Society – Social needs and cultural values.
- 5. Environment – Ecological sustainability.



From Helix to Ecosystem

How the Helices Interact:

- Co-creation of knowledge and solutions.
- Feedback loops between stakeholders.



Ecosystemizing a Project

Steps to Ecosystemize:

1. Identify stakeholders across all helices.
2. Map interdependencies and shared goals.
3. Design collaborative platforms and governance.
4. Integrate environmental and social metrics.

Benefits of the Approach

- Holistic innovation.
- Resilience and adaptability.
- Long-term sustainability.
- Inclusive growth.

RESPONSIBLE TO THE BUDGET OF TAX PAYERS

Conclusion

- Key Takeaway: The Quintuple Helix provides a robust framework for building sustainable, inclusive, and innovative ecosystems as the results of the projects.
- Call to Action: Start mapping your project’s ecosystem today.

Share with us your understanding …

Can you ecosystemize your project?

PROJECT SUCCESS DIMENSIONS

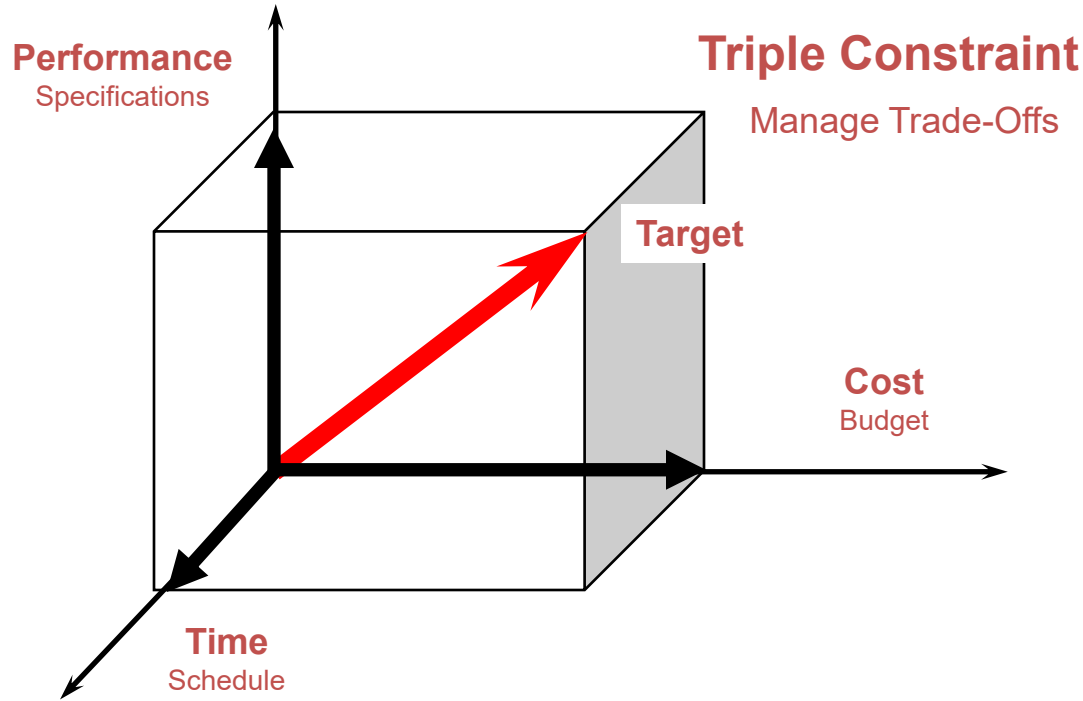
Success Dimensions

- Describe Each of the Five Success Dimensions
- Explain the Role Time Plays With Respect to Success
- Why You Don’t Need to Be Successful on All Four Dimensions?

How To View Project Success

Triple Constraint - Short Term
versus
Five Success Dimensions - Short and Long Term

Traditional Project Success



Traditional Project Management

Short Term

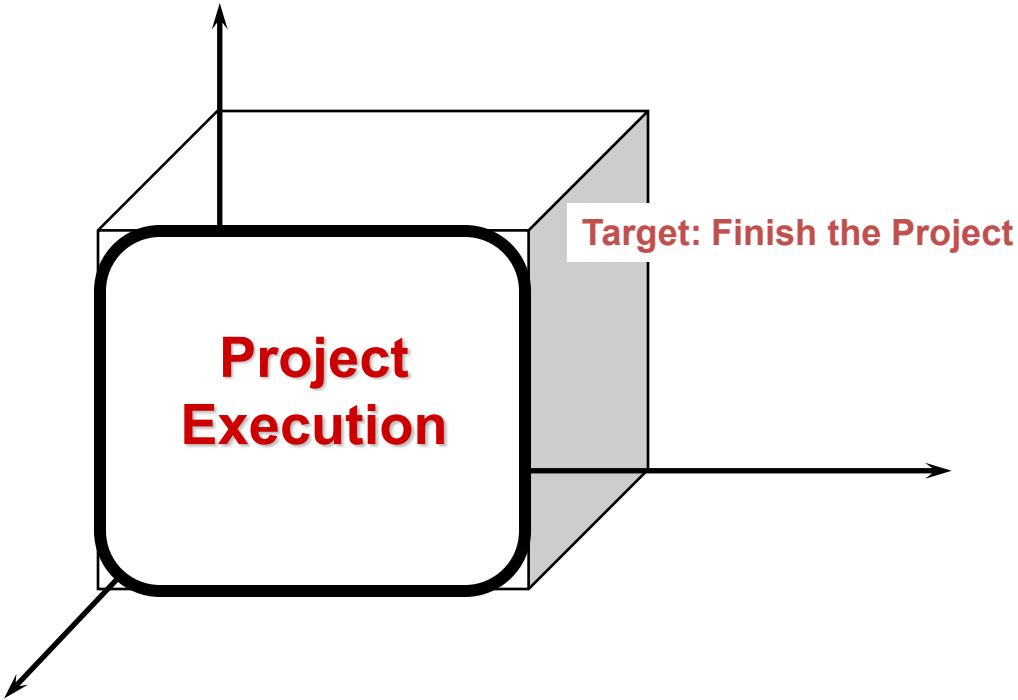
- On Time
- Within Budget
- To Specification

“Just Do It!”

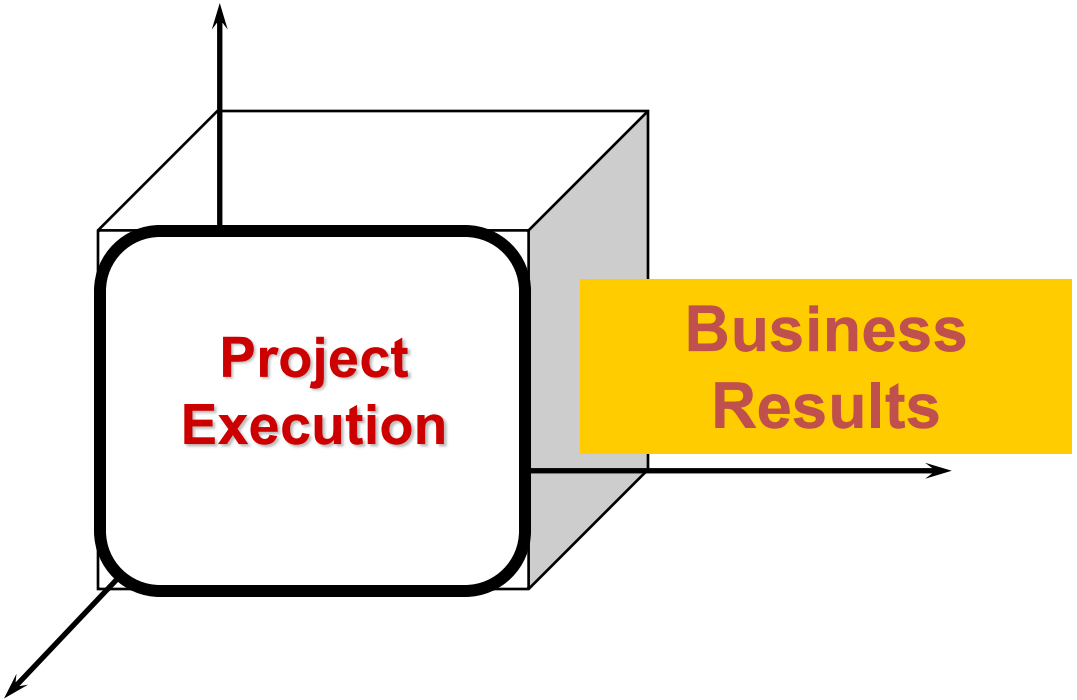
® The “Swoosh” is a trademark of the Nike Corporation

Negative
Be a Robot
Don’t Think
React

Traditional Project Success



Start Thinking “Out-of-the-Box”



Strategic Project Management

Short Term
(Traditional Measures)

- On Time
- Within Budget
- To Specification

Long Term
(Additional Measures)

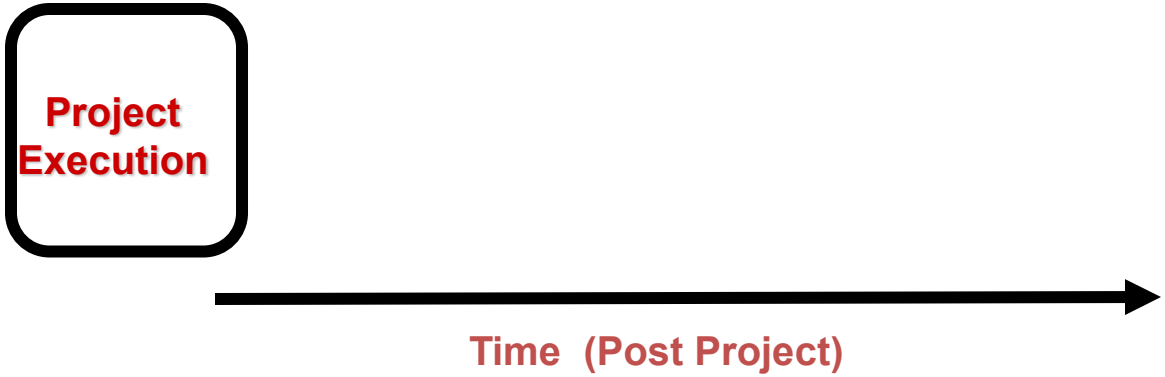
- Achieve Business Results
  - Competitive Advantage
  - Profitability
  - Strategic Intent

Project Strategy

Cruise to Project Success

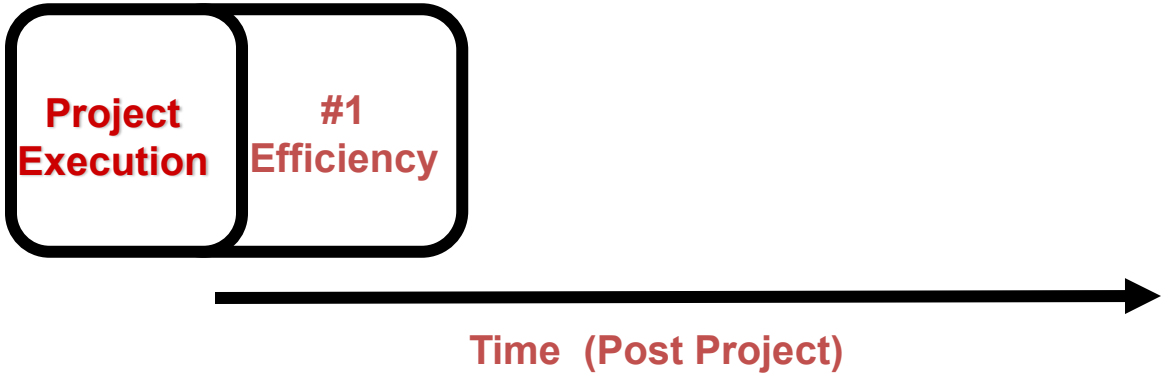
Positive
Be a Leader
Think
Act

New Success Measures



It Takes Time to Measure Success!

Shenhar's Success Dimension #1



SD #1: Project Efficiency

Immediate Short-Term Measure

Assessed During Execution and Right After Completion

- May Not Indicate Long-Term Success
- Includes Only Two Traditional Measures

How Successful Using Limited Resources?

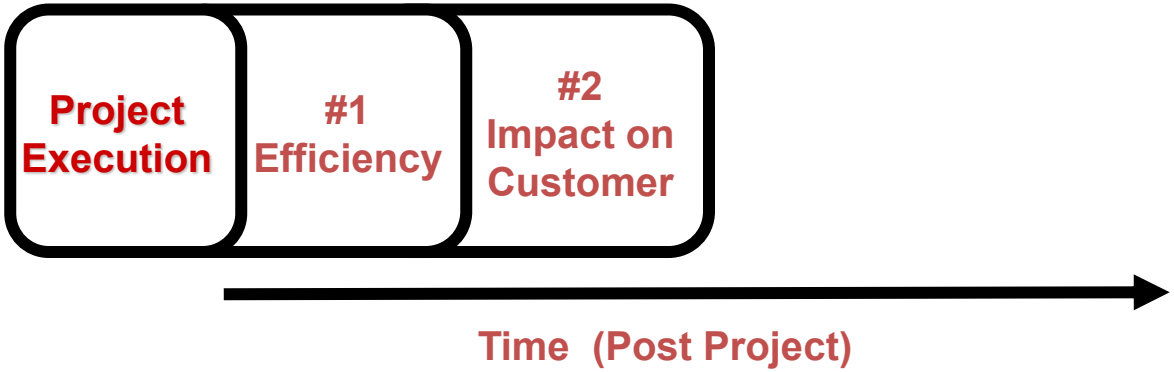
- Completed On Time?
- Completed Within Budget?

Consider Additional Measures of Efficiency

- Number of Engineering Changes
- Efficiency and Yield of Production Ramp
- Efficiency of Purchasing
- Reliability
- Safety

Shenhar, “Project Success…”

Shenhar's Success Dimension #2



SD #2: Impact on the Customer

One of the Most Important Dimensions
Assessed a Short Time After Delivery to Customer

- Meets Specifications
- Meets Functional Requirements
- Meets Quality Expectations

Users

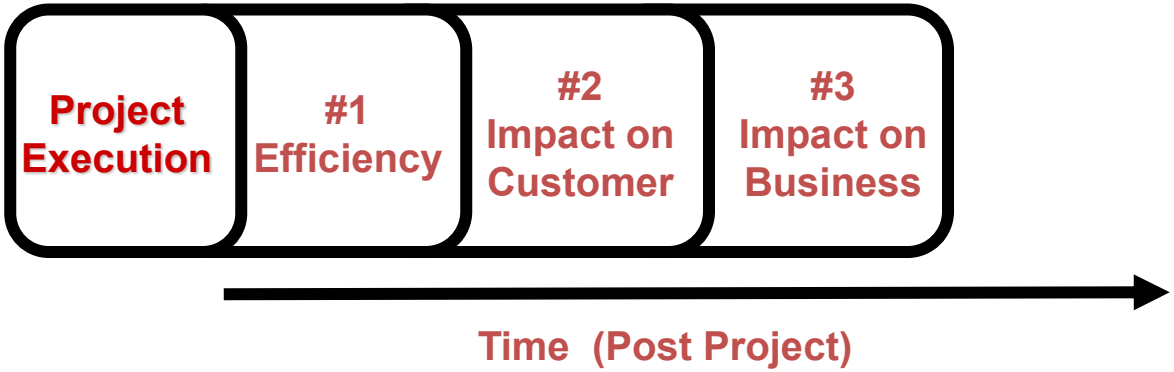
- Are Using the Product/Service
- Their Efficiency and Effectiveness Is Improved
- They Are Satisfied and Want More Functionality

Customers

- Product Positively Affects Their Revenues/Expenses
- They Are Satisfied and Want to Buy More

Shenhar, “Project Success…”

Shenhar's Success Dimension #3



SD #3: Impact on the Business

Focus of Many Organizations Today
Measured After Significant Level of Usage

- Up to a Year After Project Completion

Business Context

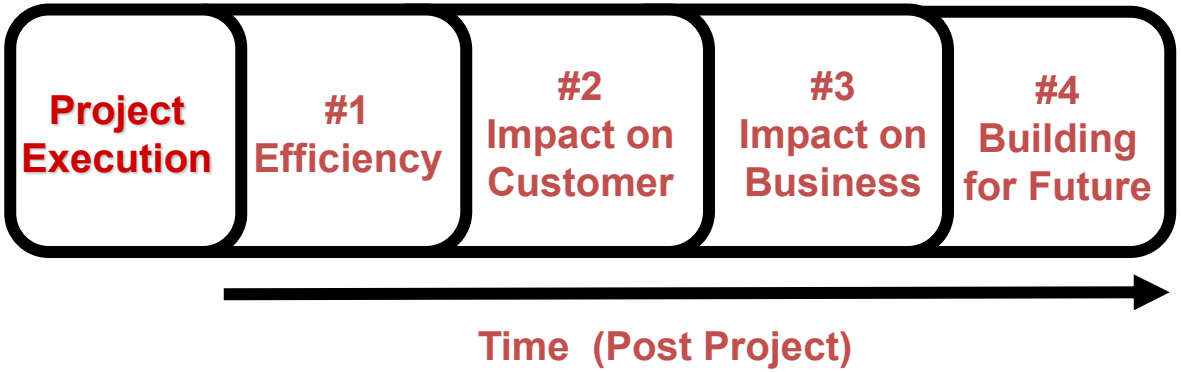
- Commercial Success
- Profits, Additional Revenues, ROI, ROE
- Gain Market Share
- Internal Reengineering
- New Process Development

Direct Impact

- Effectiveness of Process Improvement
- Measures of Performance Time, Cycle Time, Yield

Shenhar, “Project Success…”

Shenhar's Success Dimension #4



SD #4: Building for the Future

Long Range Benefits
Building Infrastructure for the Future

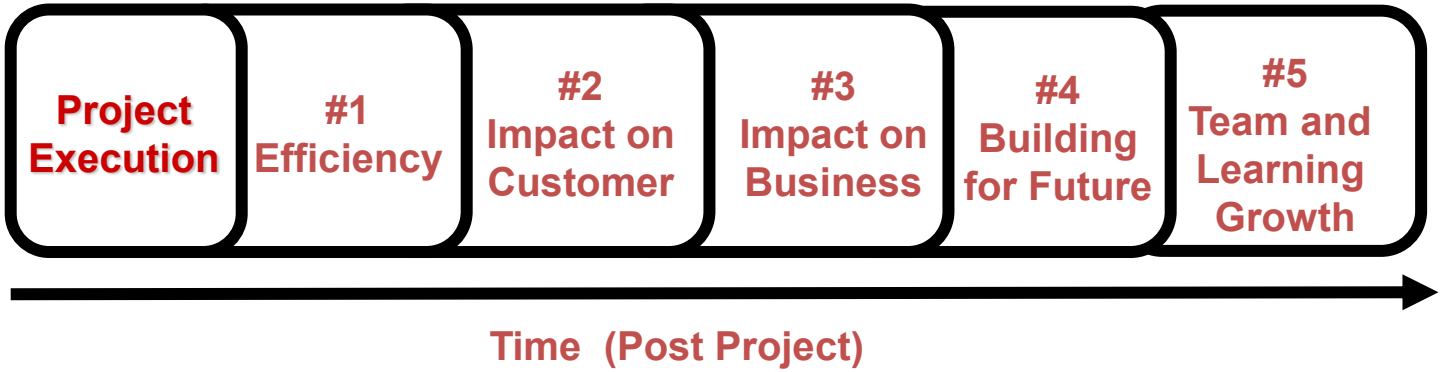
- Developing Additional Capabilities
- Assess 2 to 5 Years After Project Completion

Examples:

- New Product or New Product Line
- New Market, Additional Customers
- New Capabilities, New Technology Developed
- Development of Organizational Infrastructure
- Increased Managerial Capabilities

Shenhar, “Project Success…”

Success Dimension #5 Team and Learning Growth



Success Dimension #5 Team and Learning Growth

Long Range Benefits

Building Infrastructure for the Future

- Developing Additional capacity
- Assess 5 and more Years After Project Completion

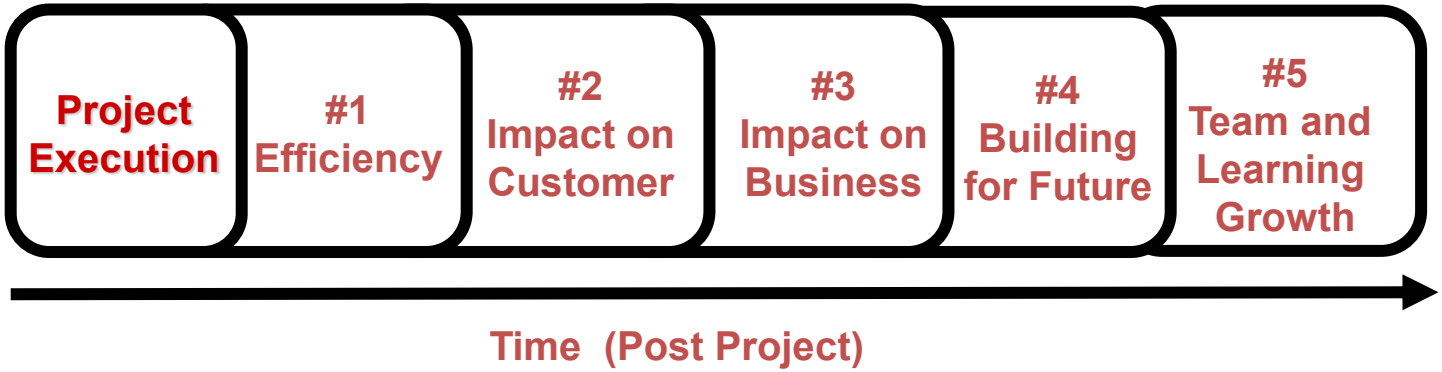
Examples:

- Focuses on team development and knowledge acquisition
- Skills gained during the project
- Team collaboration, learning, and maturity
- Long-term organizational learning impact

Shenhar, “Project Success…”

New Success Dimensions

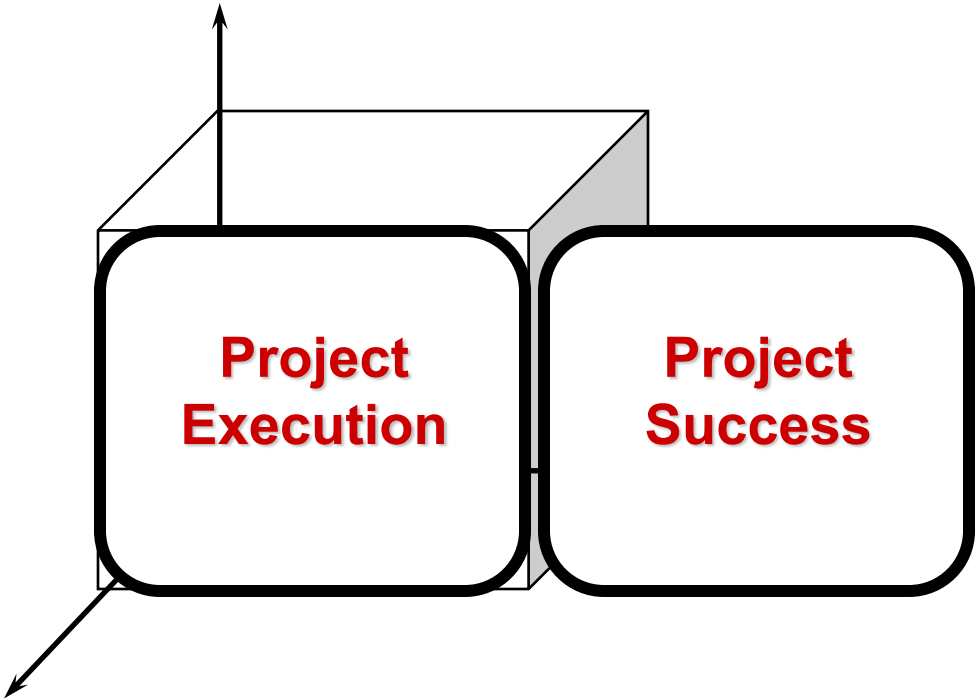
Being Successful on SD#2 and SD#3 Is Most Important



It Takes Time to Measure Success!

Do **NOT** Have To Be Successful On **ALL** Dimensions

New Project Success – Measuring After-the-Box

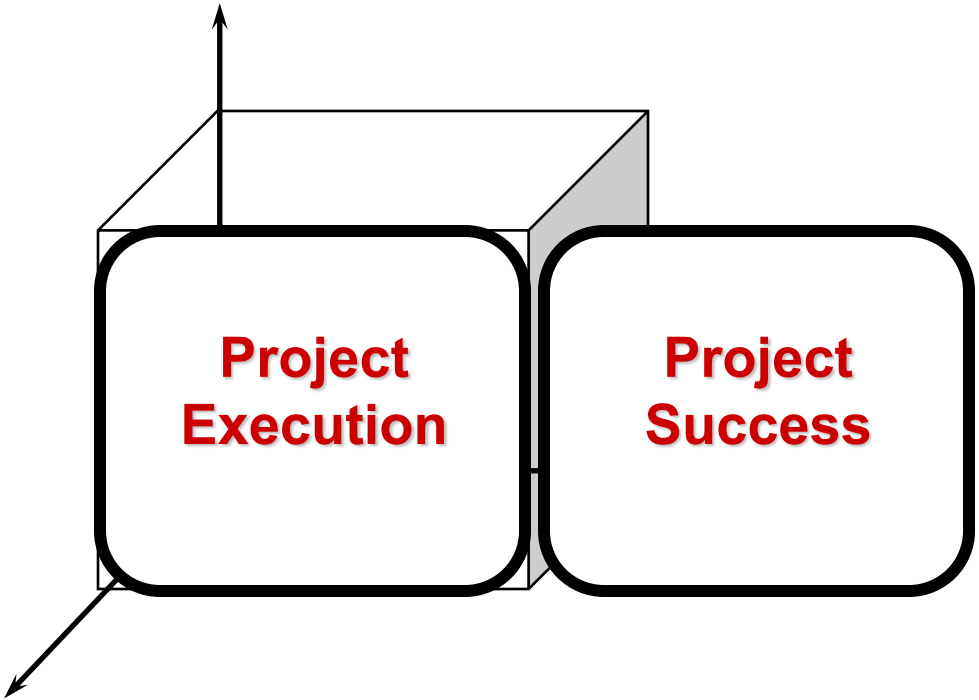


Project Strategy

Module Objectives

- Describe Each of the Four Project Strategy Dimensions
- Describe Each Plan Communicated
  Between Each Strategy Dimension

New Project Success – Measuring After-the-Box

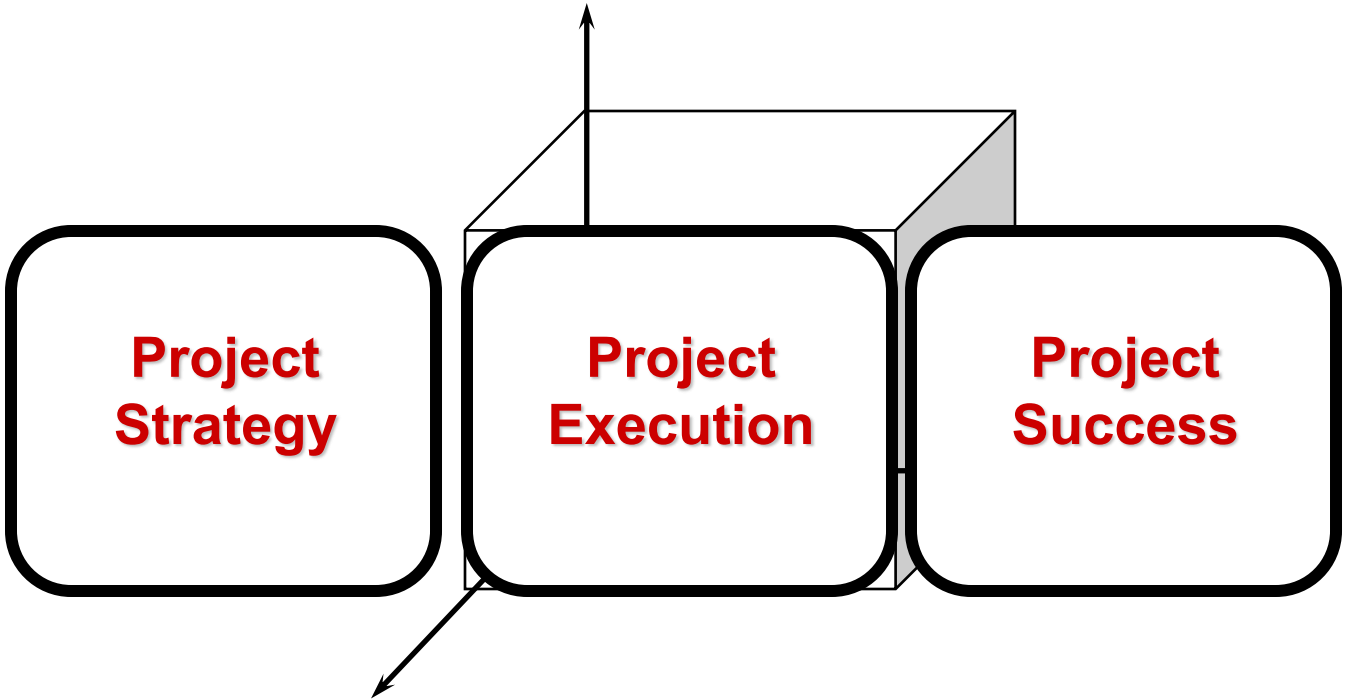


New Success Dimensions

It Takes Time to Measure Success!

Do **NOT** Have To Be Successful On **ALL** Dimensions

Thinking Before-the-Box – Project Strategy



Dearth of Writing

"Because much of the management writing
on strategy focuses on corporate-level
and business-level practices
there is a dearth of writing explaining
how organizations and project professionals
implement corporate strategy
through projects and programs
and how they translate corporate strategy
into project and program strategy."

Peter W.G. Morris and Ashley Jamieson
"Moving From Corporate Strategy To Project Strategy"
Project Management Journal. Dec 2005. Vol.36, Iss. 4

Beginnings of Project Strategy

Shenhar, Poli, and Lechler
PICMET 2001 – Paper and Presentation
“A New Framework for Strategic Project Management”

Poli and Shenhar
PICMET 2003 – Paper and Presentation
“Project Strategy: The Key to Project Success”

Poli
PICMET 2003 - Tutorial
“Project Strategy: The Path to Achieving Competitive Advantage/Value”

Poli, Shenhar, and Reilly
PICMET 2005 – Paper and Presentation
“A Project Strategy: Matching Customers to the Right Project”

Motivation for Research

“Project managers are energetic, driven and intelligent. Companies that learn to make better use of that talent and energy will experience better project results and better business performance.”

Michael Poli

2006

Project Frameworks and Models

Offer Insights Into Project Strategy

Corporate - Porter's Generic Strategies

Business - Wheelwright and Clark's Framework

Marketing - Rogers' Technology Adoption Life Cycle

Levitt's Whole Product Model

Operations - Porter's Value Chain

Levitt's Whole Product Model

Project - Shenhar's Success Dimensions

Shenhar's UCP (Uncertainty, Complexity, Pace)

Why Project Strategy?

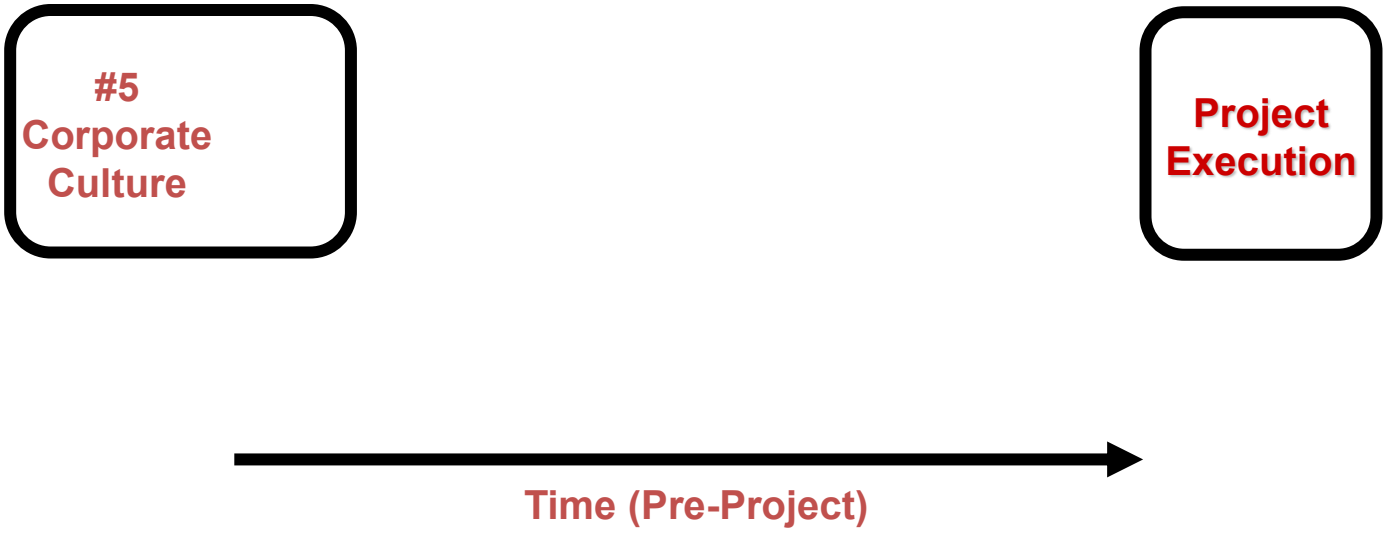
- Managers at all levels of the organization are dissatisfied with project results
- Projects are not achieving the desired competitive advantage/value
- We need to do more!
- We need a Project Strategy!

What Is Project Strategy?

- Project Strategy sets a unified, integrated set of expectations to improve project success
- It is an overarching set of guidelines to help the project make decisions and take action
- Alignment with corporate, business, marketing, and operations strategies and plans
- Asking and answering at a high-level Why? What? How? Who? When? and Where?
- A focus on the desired strategic results

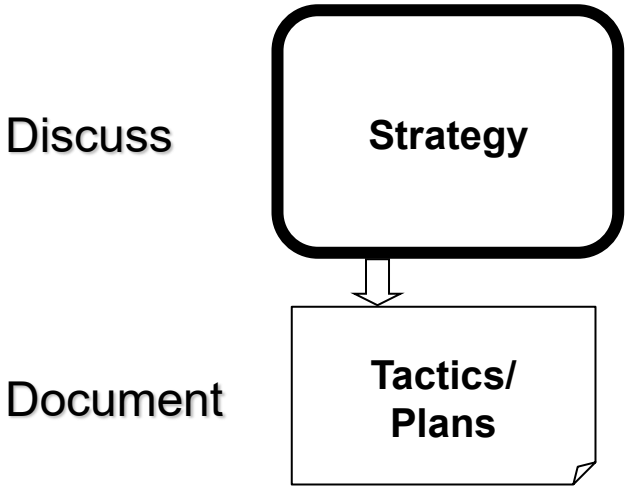
Assume that the strategy process mirrors the Success Dimensions

Flip Success Dimension #5 Team and Learning Growth

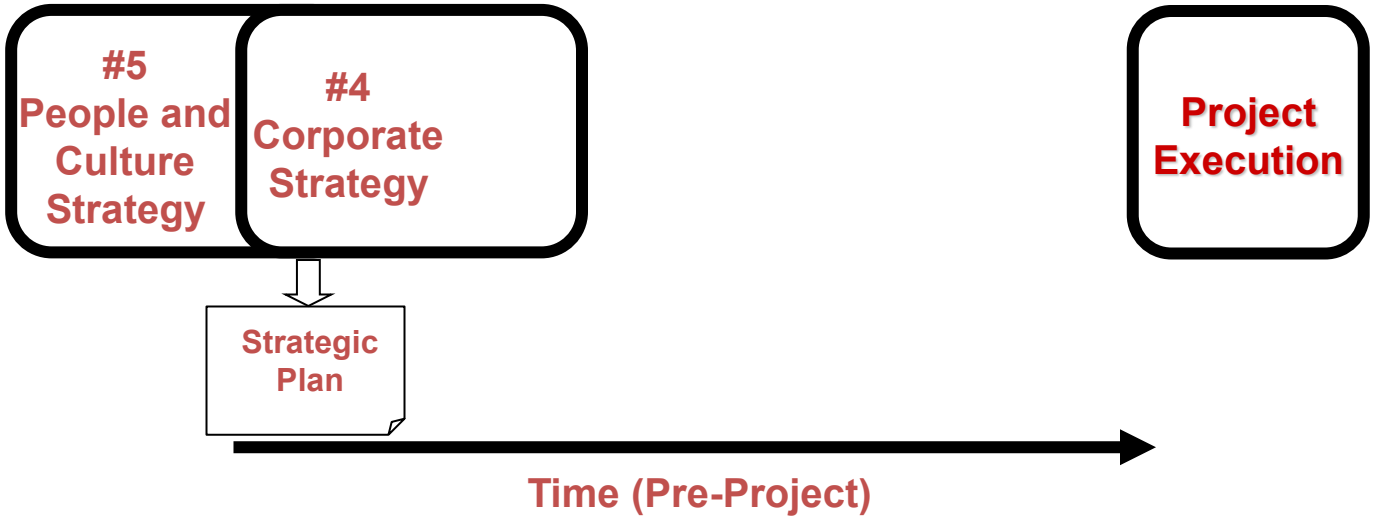


Flip Success Dimension #4 Building for the Future

Strategy Begets Tactics/Plans



Flip Success Dimension #4 Building for the Future



Corporate Strategic Plan

Identifies Potential

- Plans for Building for the Future
- Operations
- Industries
- Customers
- Products and/or Services
- Generic Strategies

Porter's Generic Strategies

High Level Strategies

- To Achieve Competitive Advantage

Cost Leadership

- Achieve Lower Costs

Than Competitors

Differentiation

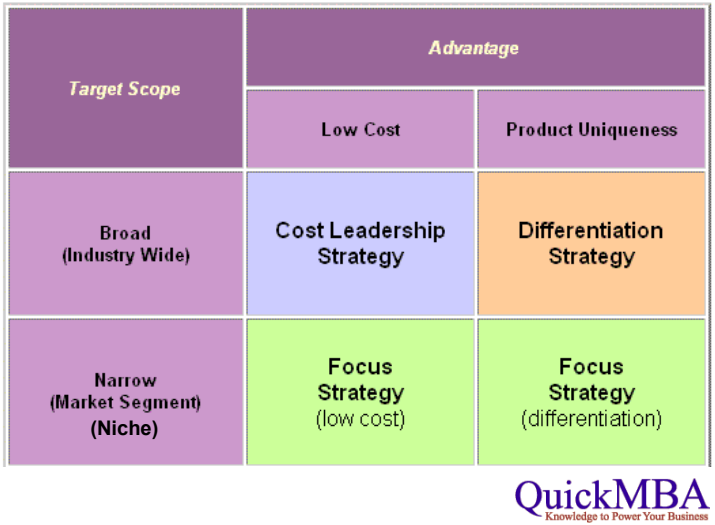
- Provide a Better or

Unique Product/Service

Focus (Niche)

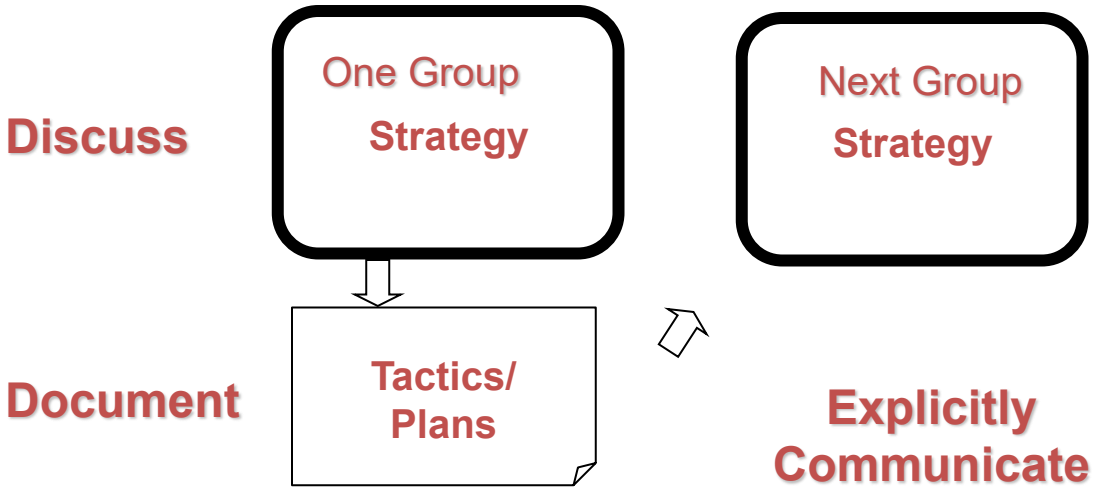
- Serve a Limited

Customer Group

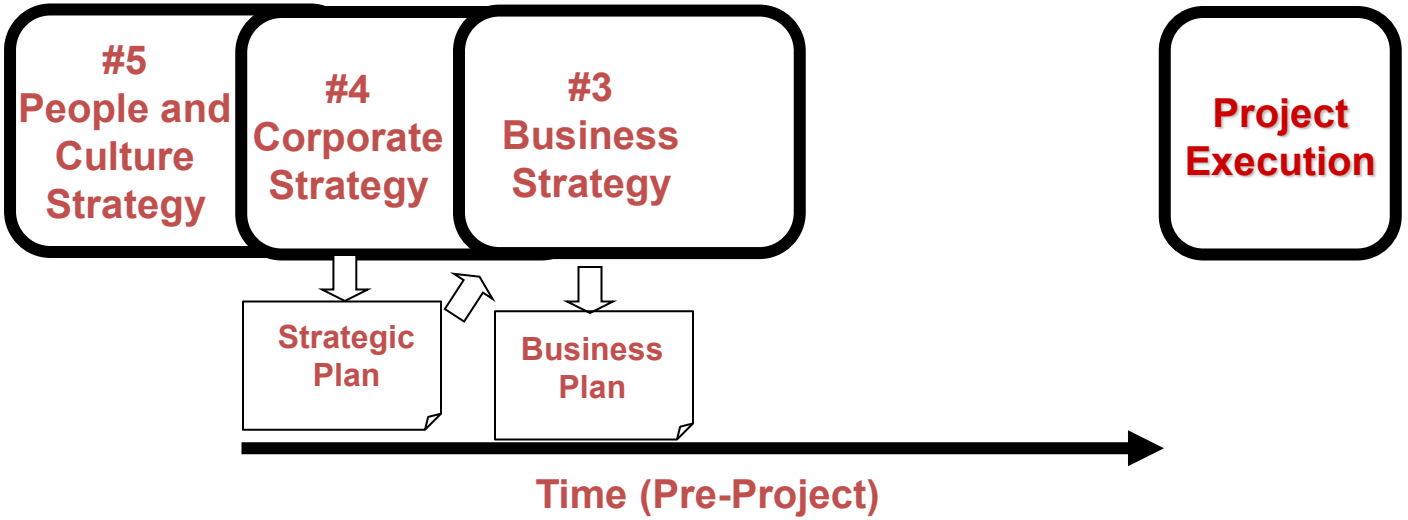


Porter: Competitive Strategy

Cascading Strategies and Plans



Flip Success Dimension #3 Impact on Business



Business Plan

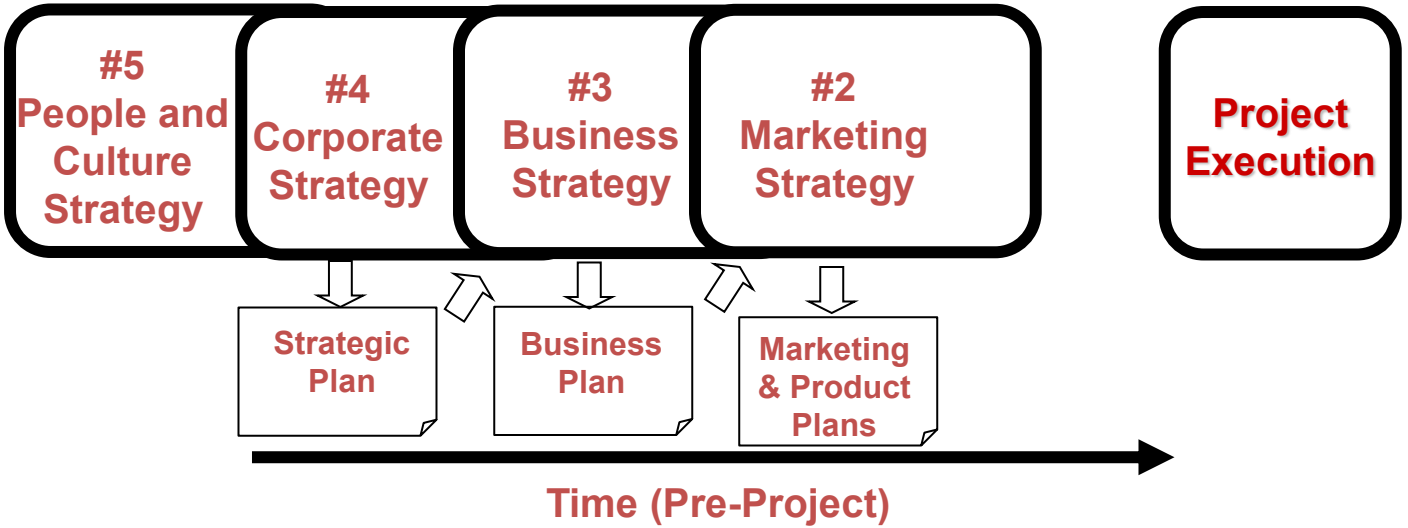
Identifies Potential

- Impact on the Business
- Revenues and Expenses
- Industries
- Customers
- Products and/or Services
- Operations Methods
- Marketing Methods

Supports

- Corporate Strategy and Plan

Flip Success Dimension #2 Impact on Customer



Marketing Plan

Identifies Potential

- Impact on the Customer
- Industries
- Customers
- Marketing Issues
- Products and/or Services
- Revenues and Expenses
- Operations Issues

Supports

- Corporate and Business Strategies and Plans

Product Plan

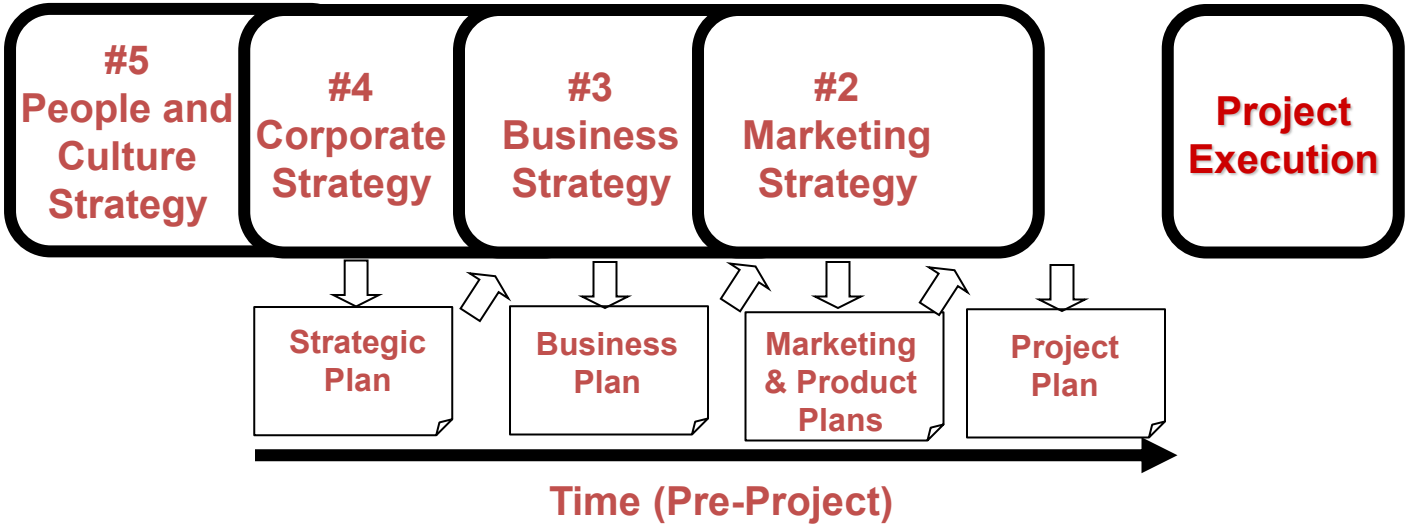
Identifies Potential

- Products and/or Services
- Expenses
- Operations
- Product/Service Development

Supports

- Corporate, Business, and Marketing Strategies and Plans

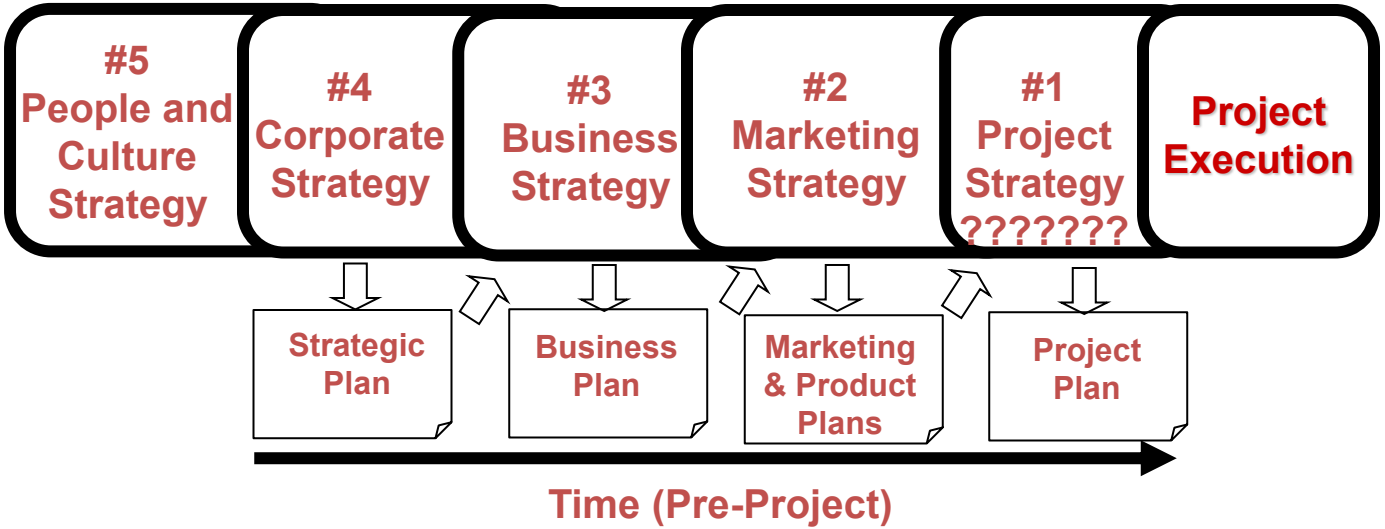
Straight to the Project Plan



Project Plan

- Executive Summary
- Program Plan
- Management Approach
- Acquisition Plan
- Implementation Plan (Schedules)
- Budget and Resources Plan
- Test (Validation and Verification) Plan
- Deployment Plan
- Acceptance Plan
- Deactivation Plan

Project Strategy Is Missing!



Why Is Project Strategy Missing?

It is missing because Project Managers are:

- Not involved early enough in the project
- Not allowed in Definition and Design phases
- Only brought in to manage the work

“Here’s the Budget!”
“Here’s the Schedule!”
“Here’s the Spec!”
“Just Do It!” 

® The “Swoosh” is a trademark of the Nike Corporation

What Project Strategy Is Not?

Project Strategy does not replace

- Corporate Strategy
- Business Strategy
- Operations Strategy
- Marketing Strategy

Project Strategy is aligned with and implements the strategic intent of the project stakeholders

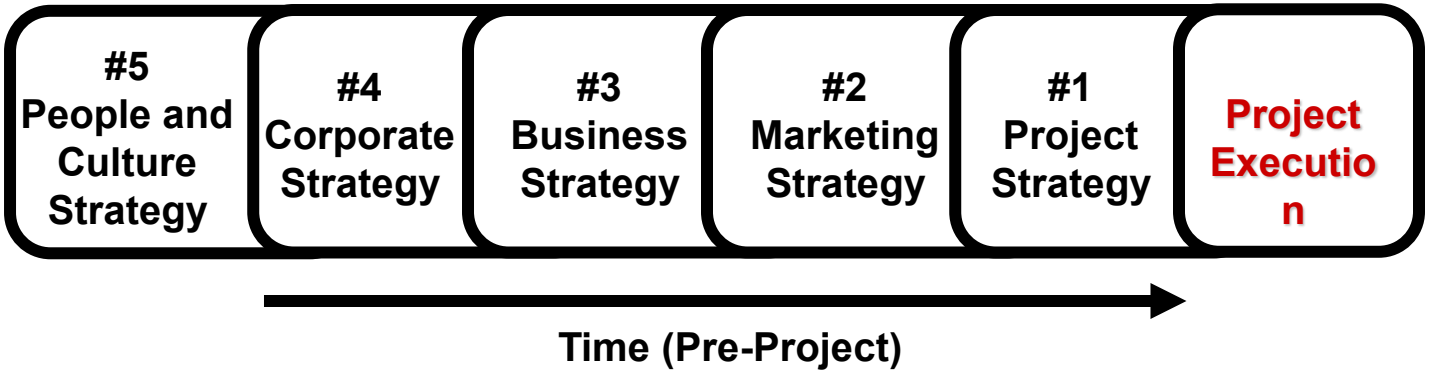
Definition of Project Strategy

“The perspective, direction, and guidelines on “Why” we do it, What” to do and “How” to do it, to achieve the highest competitive advantage/value and the best project results.”

Shenhar, Poli and Lechler
“A New Framework for Strategic Project Management”
PICMET 2001
(modififed 2006)

Strategic Dimension Model

But There Are Other Projects In the Company Where Marketing Is Not Involved!



External vs Internal Customer Projects

External Customer Projects

Value Focuses on Revenue Production
Through Development of Products and Services

Direct Effect On Achieving Competitive Advantage

Internal Customer Projects

Value Focuses on Cost Reduction, Efficiency, Effectiveness, Responsiveness, and Productivity
Through Process Improvement

Indirect Effect On Achieving Competitive Advantage

Efficient vs Effective

Efficient

Faster and less expensively

- Automates existing process with fewer resources
- No added value
- Retains old operational workflow

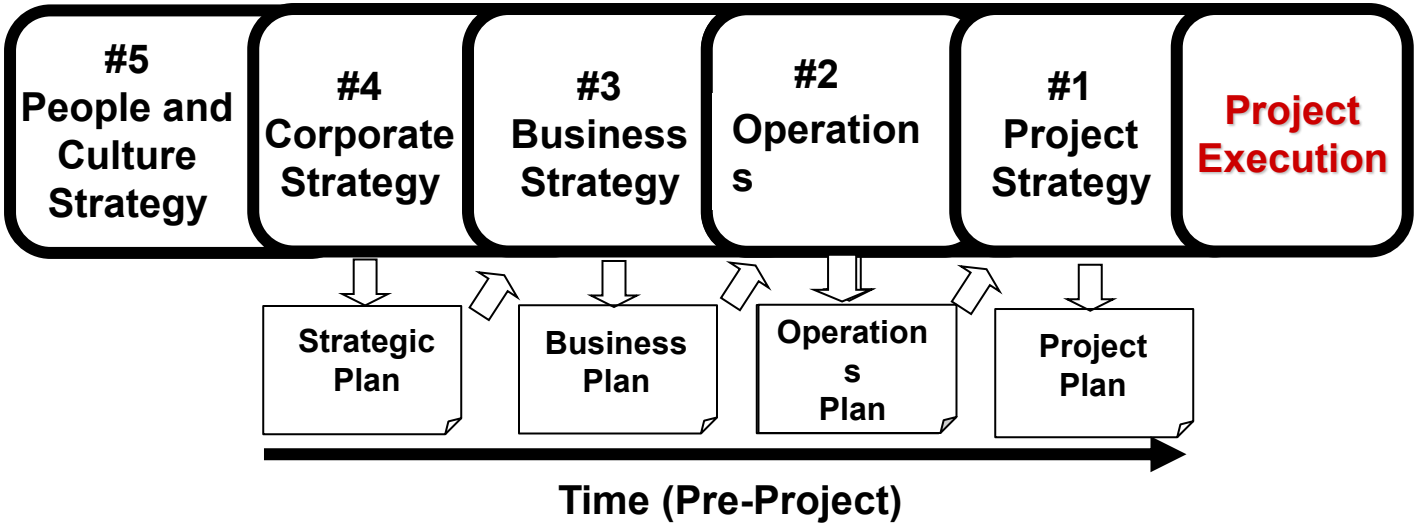
Effective

Better

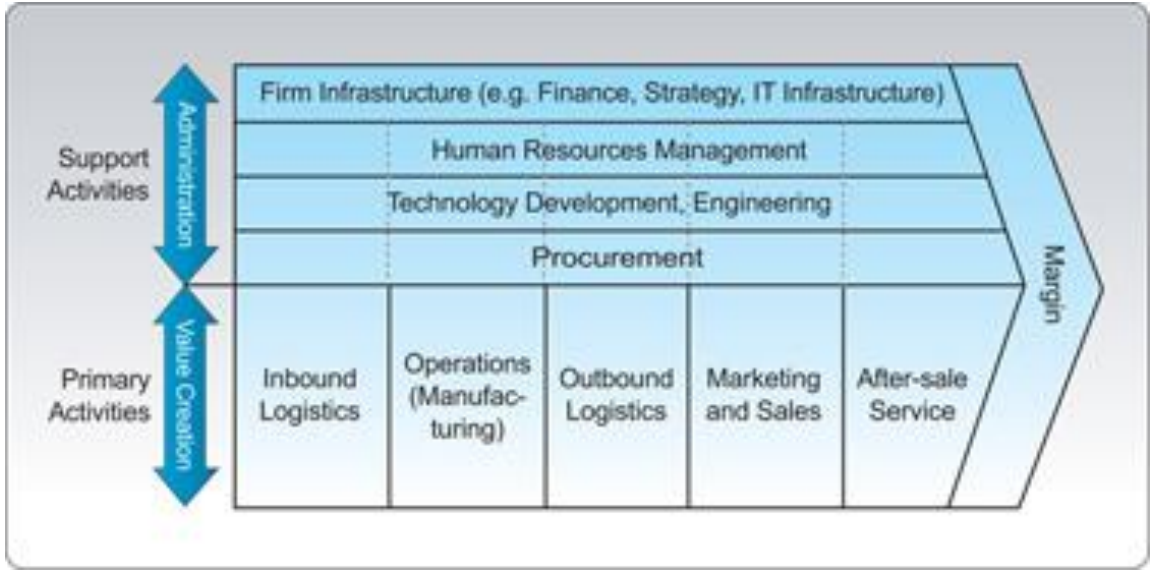
- Automates existing process
- Adds significant additional value
- Introduces improved operational workflow

Operations Strategy Dimension

Success Dimension #2 Impact on Customer
When the Customer Is Internal to the Company
Marketing Strategy Is Replaced By Operations Strategy



Porter's Value Chain



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Porter: Competitive Advantage

Achieve Value Through Projects

Primary Activities	Typical Projects
• Inbound Logistics	- Parts or Materials
• Operations	- Manufacturing Facility
• Outbound Logistics	- Tracking System
• Marketing and Sales	- Order Entry System
• Service	- Customer Inquiries

Support Activities	Typical Projects
• Human Resources	- Reorganization
• Information Technology	- Internal Network
• Research and Development	- New Technology

Operations Plan

Identifies Potential

- Impact on Internal Customers
  - Internal Project
  - Combined Project
- Impact on External Customers
  - Combined Project
- Internal Marketing
- Products and/or Services
- Revenues and Expenses
- Operations Issues

Supports

- Corporate, Business, and Marketing Strategies and Plans

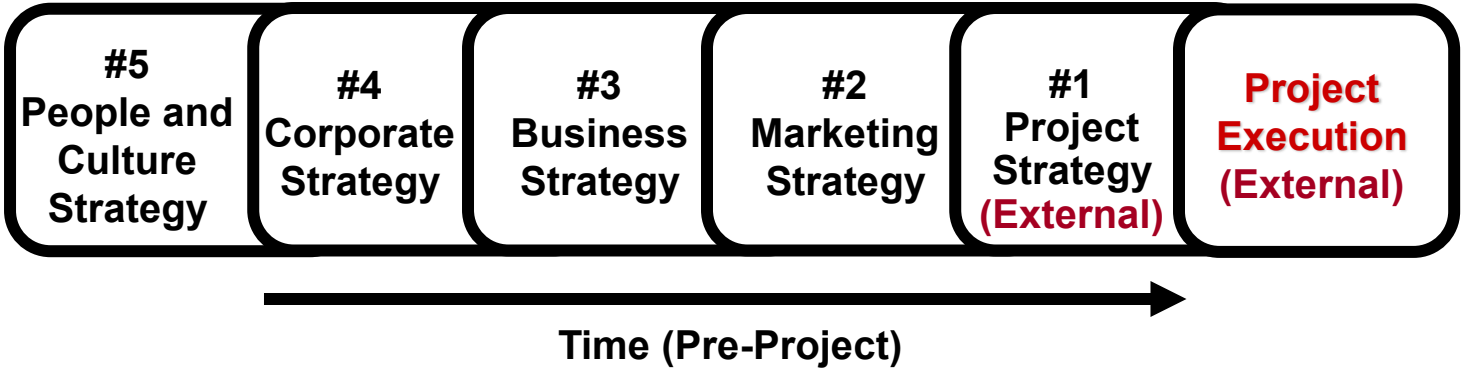
How To Measure Project Success

External Customer Projects

Internal Customer Projects

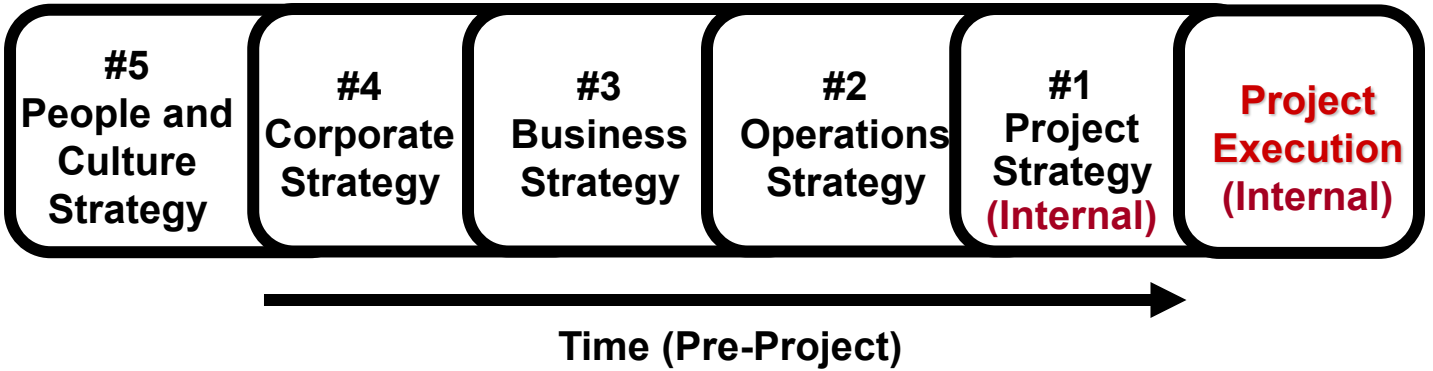
External Project Strategy

Make Money Projects
Where Marketing Is Involved

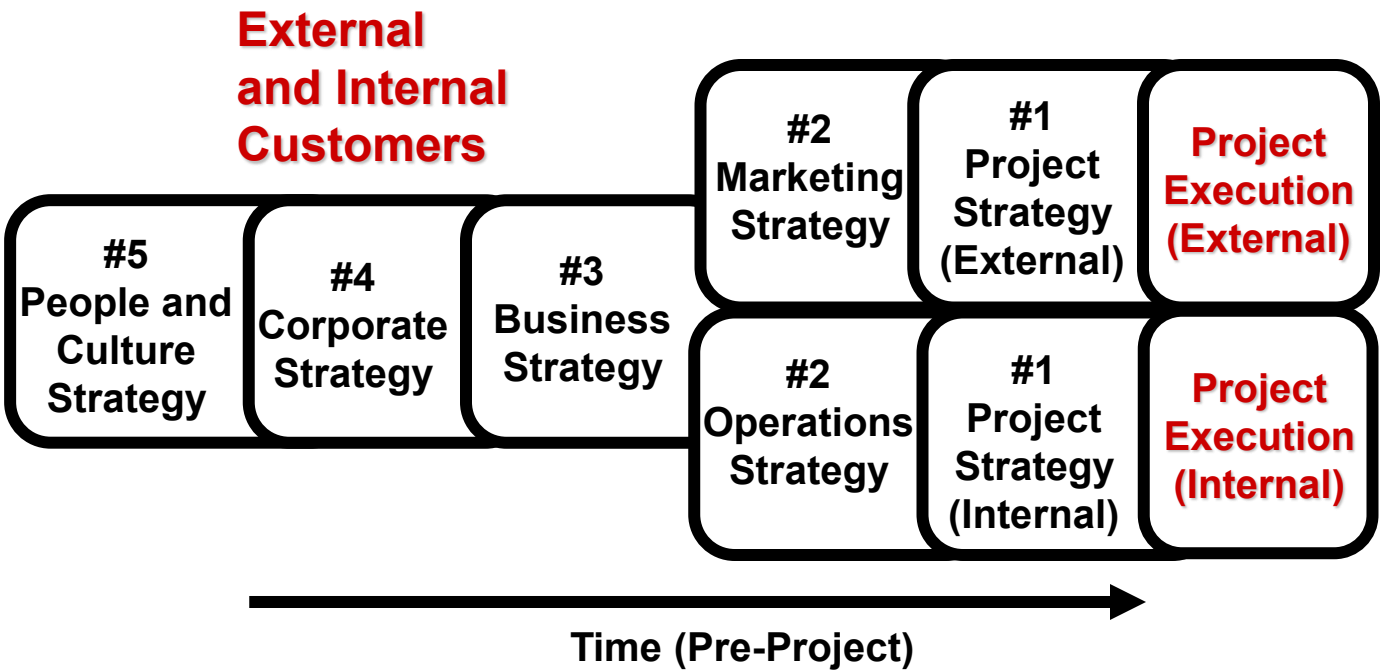


Internal Project Strategy

$ave Money Projects
Where Operations Is Involved



Combined Customer Project



External/Internal Strategies MUST Be Coordinated

An Organizational Strategy Is Required

How Best to Organize a Combined Customer Project?

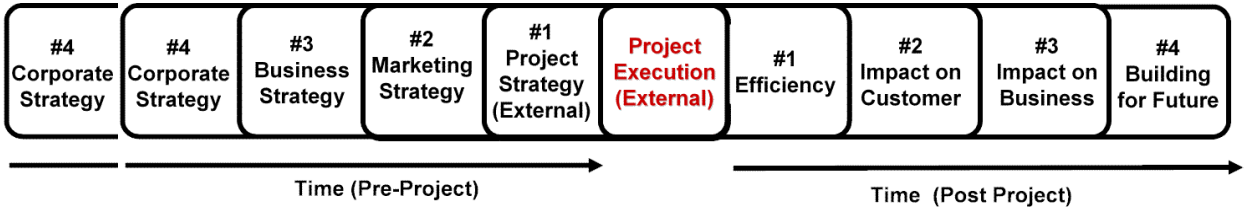
A) One Project Manager for Both Projects

B) One Project Manager for Product Development
Another Project Manager for Operations
Where Both Work Closely Together

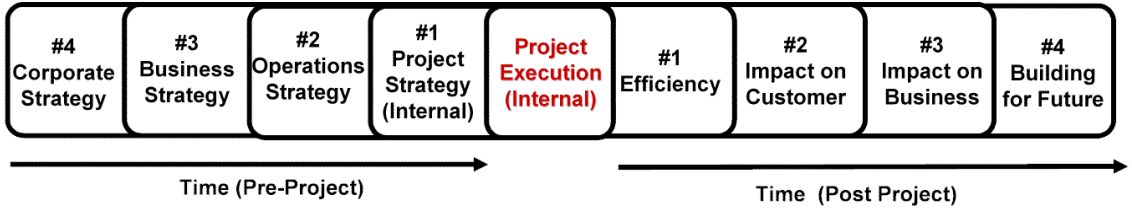
C) One Project Manager for the Combined Project
with a Project Leader for Product Development
and a Project Leader for Operations

The Answer Depends On the Organizational Environment

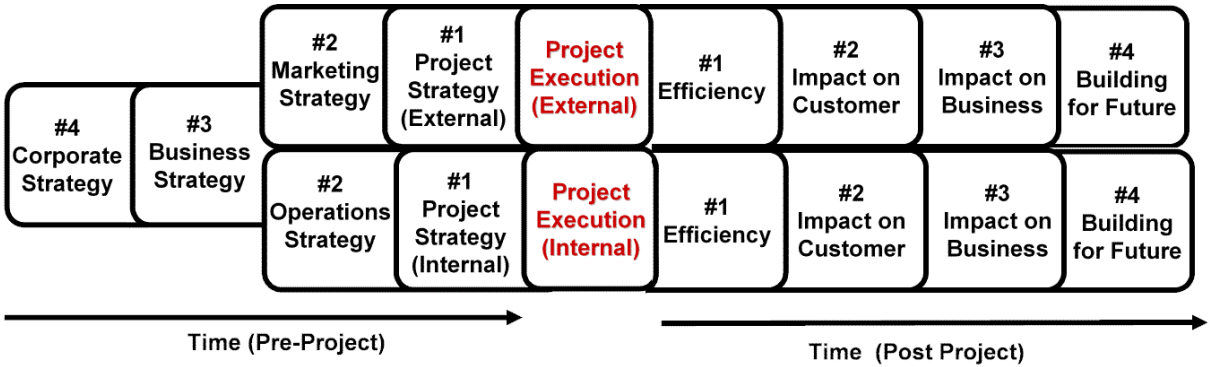
Full View of Project Success
External Projects



Internal Projects



Combined Customer Project Success



External and Internal Projects <u>MUST</u> both be successful!

Requirement for Project Success

ALL Strategies and Plans
MUST Be In Alignment With
and Embrace Previous Strategies!

$UCCE$$

Expectations of ALL Stakeholders
Must Be Managed and Satisfied
for the Project to Be Deemed a
SUCCESS !

What Would Happen If?

External Customer Projects

$UCC€$$

Internal Customer Projects

$UCC€$$

Benefits of Project Strategy

- Aligns the Project With Corporate, Business, Marketing, and Operations Strategies and Plans
- Asks And Answers the Questions

  Why? What? How? Who? When? and Where?
- Focuses On The Desired Strategic Intent
- Obtains Higher Competitive Advantage/Value
- Achieves Better Business Results

Conclusion

To Achieve

$UCCE$$

Projects Must Be Managed Strategically

With a Project Strategy**!**