

A good project management does not guarantee implementation



The line between well managed and well implemented is often paper thin

First of all, what does “Implement” mean?

We have submitted to our panel a list of key words to guide the search for a definition. Each one has completed it with their own vocabulary.

All these terms can be classified into four categories in terms of time horizons and nature of impact:

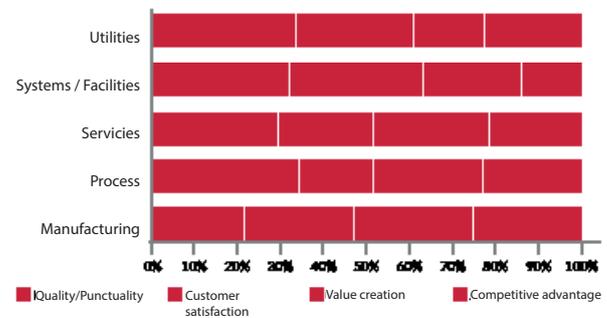
- Quality / Punctuality
- Customer satisfaction
- Value creation
- Competitive advantage

The first two categories rank under a tactical vision of direct results, while the other two evoke strategic contributions.

Together they provide a more balanced vision of the implementation success criteria. The relative weight of the factors varies depending on the nature of the project or its size.

The difference is more notable between business sectors – customer satisfaction being predominant in the sector of “engineering to order” of system developers, while strategic criteria dominate in the culture of the manufacturing industries.

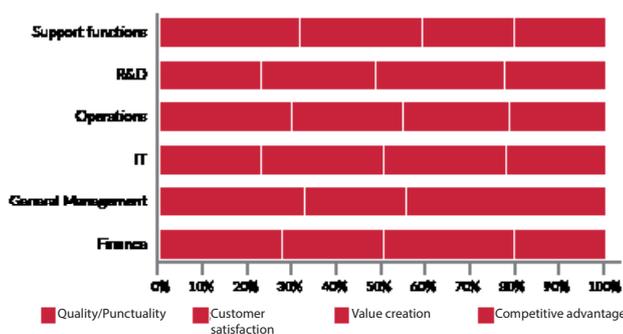
The relative weight of success criteria varies according to the particularities of the business sectors



Opinion is quite disparate between the different functions of the company: is there a risk of a difference of opinion?

As shown in the graph below, the classification varies quite significantly from one function to the next in the company.

The relative weight of success criteria also varies according to the function performed



The commercial function also prioritises tactical criteria, notably by the importance it gives to customer

satisfaction. In contrast, the R&D functions are marked out by the weight they attributed to strategic criteria, notably to value creation.

If this representation is not any surprise, it is nevertheless a demonstration of the difficulty of multiple projects in sharing a vision of the collective performance to be achieved. The rest of the investigation also ranks alignment difficulties high among the factors that cause the failure or partial success of projects

In the end, we propose a definition of implementation which combines these opinions: good project management satisfies the tactical objectives of punctuality and meeting expectations; good implementation leads to value creation and competitive advantages.