Project management 101 *by Zavanak*

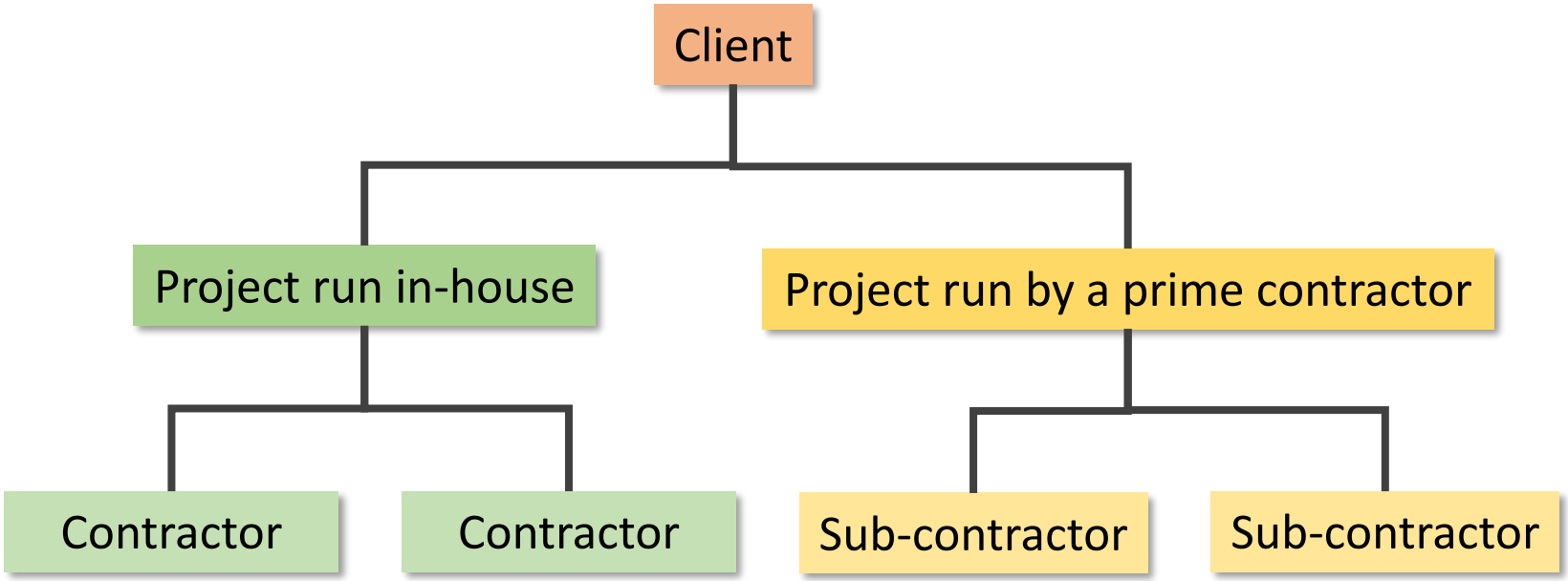
11. ORGANISATION AND APPROACHES

© Eric Woodcock 2024

11.2 Who should do the project?

© Eric Woodcock 2024

What is the best way to run a project?



© Eric Woodcock 2024

Project firms

A project firm is a commercial organisation that designs and carries out projects as its principal business.

- The nature of these projects will depend on the fields and sectors it specialises in.
- **A high proportion of the staff are expert practitioners in those fields and sectors.**

- Often work in partnership with other project firms
- **Could be prime contractor, or a sub-contractor**

© Eric Woodcock 2024

Where project firms tend to work

They operate in fields like:

- **Building and construction** – Bechtel, Bouygues
- **Architecture and engineering** – Foster & Partners, Arup
- **Facilities management** – Infosys, Serco
- **Information technology systems** – DXC Technology, IBM Global Services, Wipro
- **Management consulting** – Accenture, Bain, McKinsey
- **New product development** – IDEO, Ricardo
- **Organisational change** – Capgemini, Frazer-Nash
- **Project and programme management** – Turner and Townsend

© Eric Woodcock 2024

How project firms win work

Thought leadership - encouraging clients to take action urgently

Promotional materials – web-site, brochures, etc.

Reference sites – where satisfied clients recount their experiences

War stories – short tales of how project firms solved client problems

Sales planning systems – which support marketing and sales development

Bid teams – staffed to produce compelling responses to clients seeking help

Images: Company websites

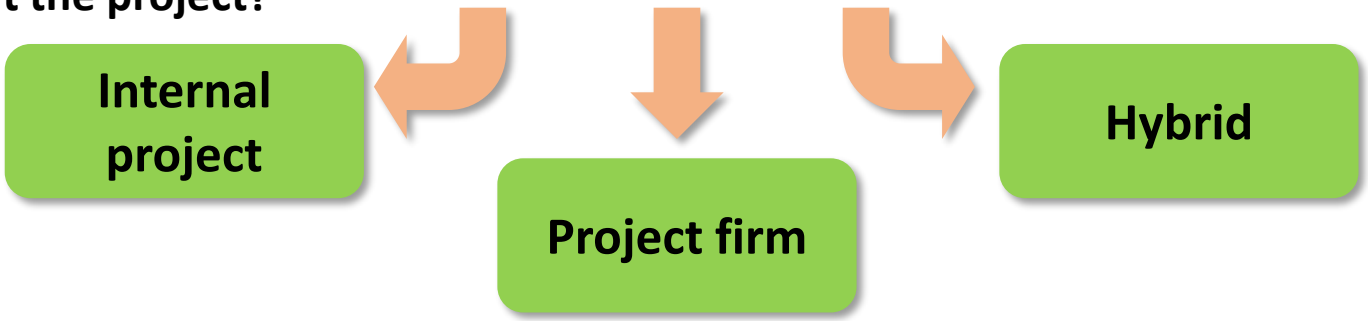
© Eric Woodcock 2024

Who should carry out the project?

Does the customer have the necessary…

skills	✓	✗	?
organisation	✓	✗	✗
equipment	✓	✗	✗
time	✓	✗	✓
funding	✓	✗	?
scale	✓	✗	✓

… to carry out the project?

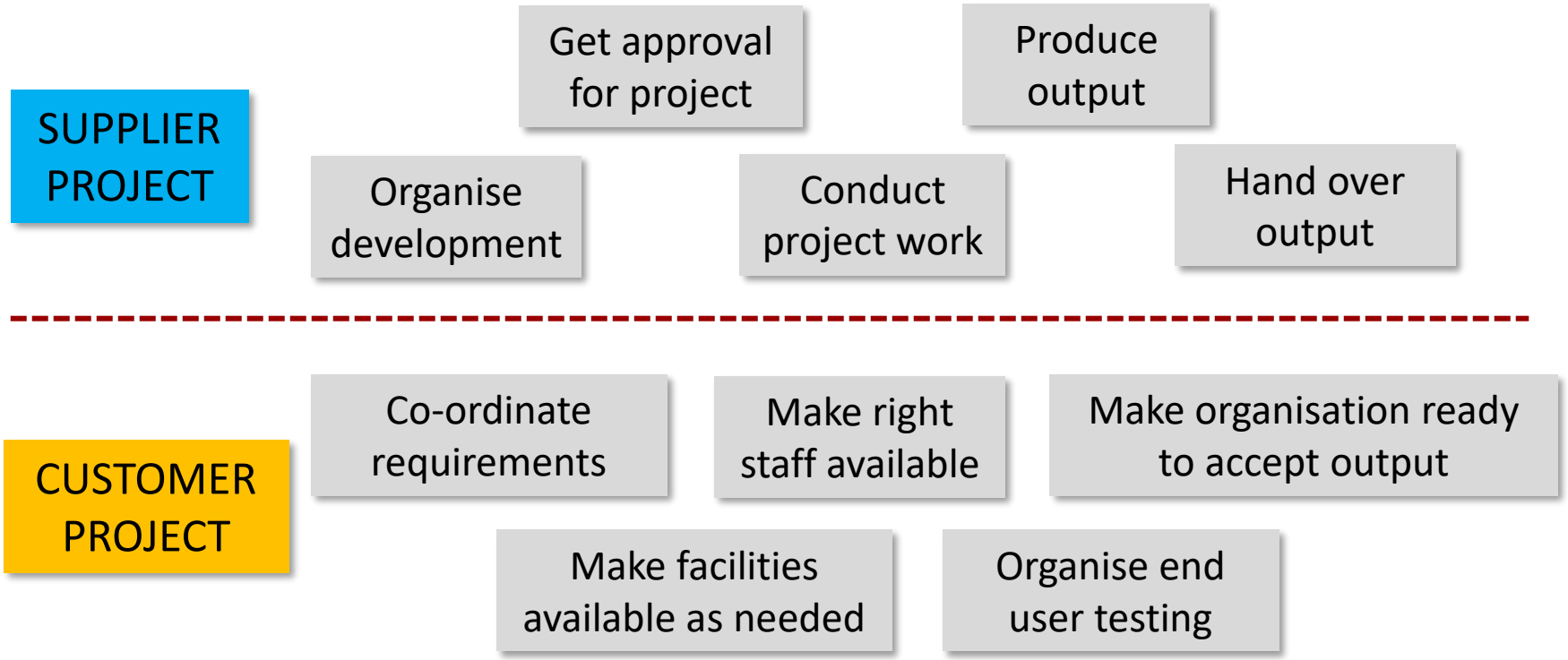


© Eric Woodcock 2024

The customer project

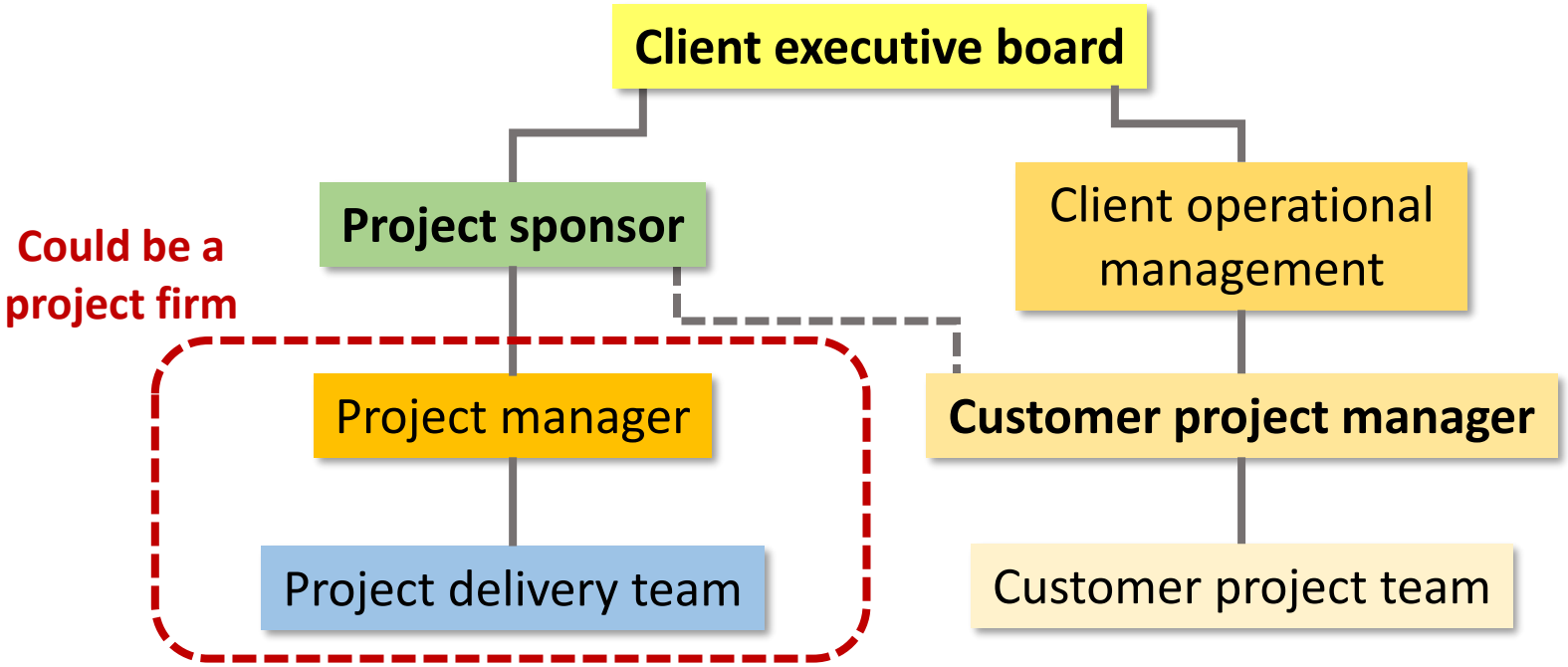
Leaving a project entirely to a project firm (supplier) is a major risk.

The client should run an internal **customer project** in parallel to ensure nothing stands in the way of progress, and the organisation is ready for the output.



© Eric Woodcock 2024

Customer project manager reporting



During the project the **customer project manager** reports to the **project sponsor** as well as their home line management. This helps ensure the output meets operation's true requirements and enters service smoothly.

© Eric Woodcock 2024

Supplier alliance with the client

Higher cost compared with competitive bid process

Savings come through a less adversarial relationship

Closer involvement in client's confidential internal development work

Important development work transfers from the client to the supplier

Client may even influence which supplier personnel it deals with

Supplier may shoulder a larger share of the project risk

Working cultures need to be compatible

Risk is the partners become complacent and supplier is hard to dislodge

© Eric Woodcock 2024

Project management 101 *by Zavanak*

© Eric Woodcock 2024