

Projects in history.

A look-back on the choice of concept and their effects

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The 5th Concept Symposium on Project Governance
Valuing the Future - Public Investments and Social Return
20. – 21. September 2012

Symposium web-site: <http://www.conceptsymposium.no/>
Concept Research Programme: <http://www.concept.ntnu.no/english/>

Projects in History

Quality at Entry and Return on Investment

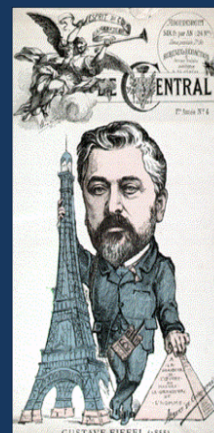
Professor Knut Samset
NTNU and The Concept Program

The 5th Concept Symposium on Project Governance
Losby Estate 20 September 2012

Projects in History

Professor Knut Samset, NTNU and Concept

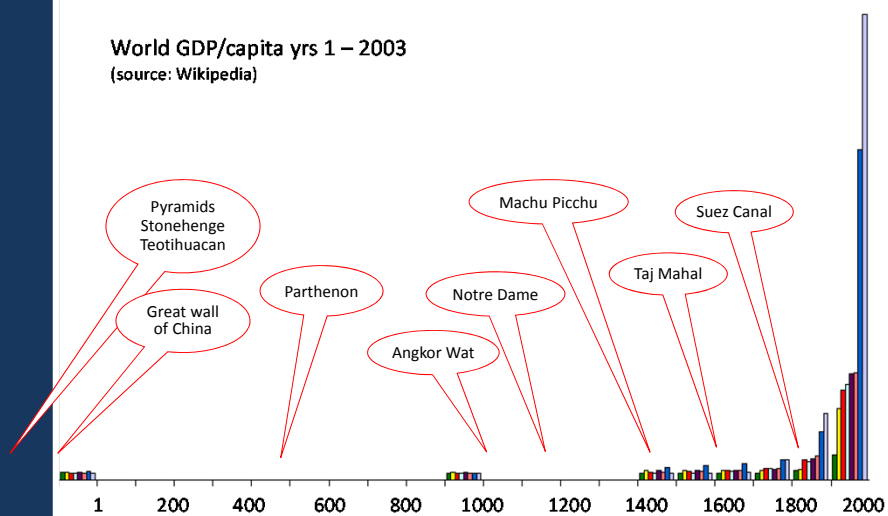
This is the story of the tower that few would permit, but which became the world's perhaps best known landmark. About the men who set out to make a nuclear bomb, but ended up producing steam for a paper mill. About the greedy spiritualist who perished in his own oil well. About a monster warship that never fired a shot but ended up as wooden floor tiles. About an entrepreneur who became prime minister of a nation. About a tunnel that took 200 years to build - and about a clever engineer with a daring ambition to help ordinary people get closer to the stars.



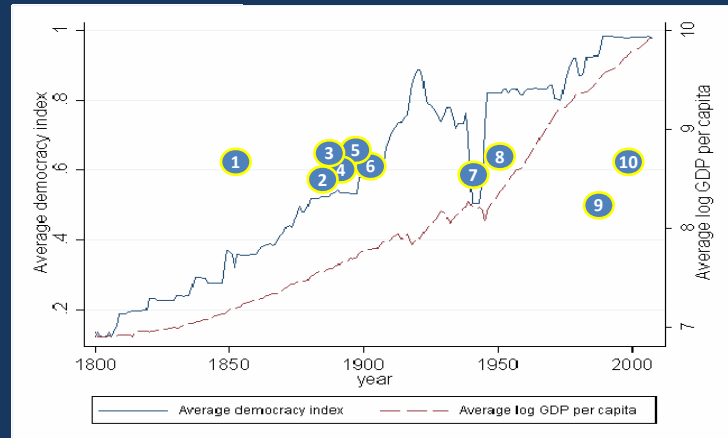
Economic development and megaprojects in history

Economic development during millennia

World GDP/capita yrs 1 – 2003
(source: Wikipedia)

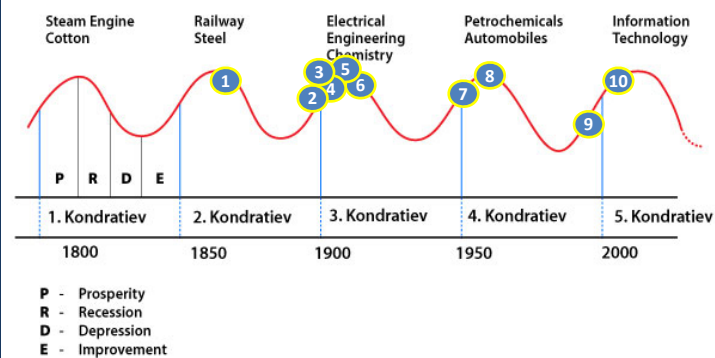


Economic development the last 200 years



Kondratiev Waves

A schematic drawing showing the "World Economy" over time according to the Kondratiev theory

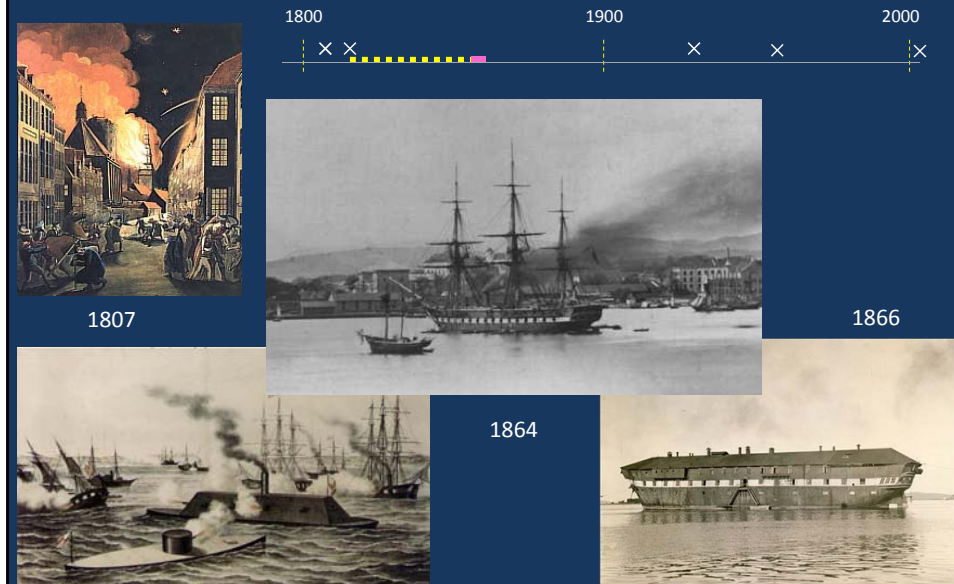


Ten projects reviewed

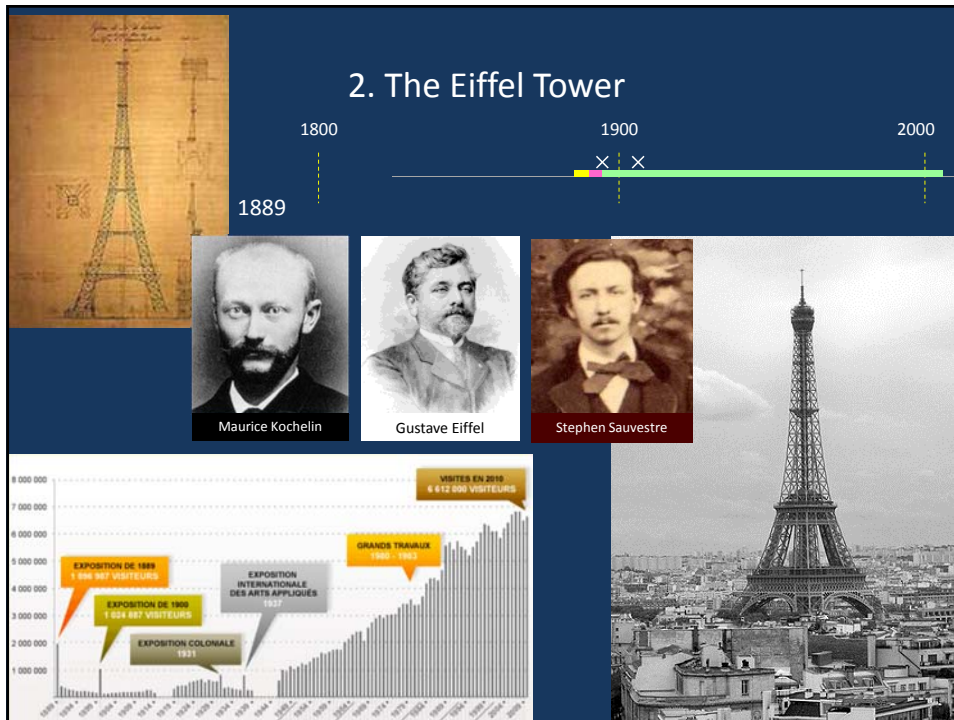


The projects

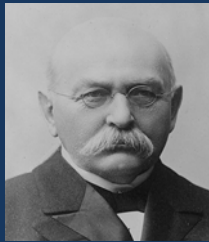
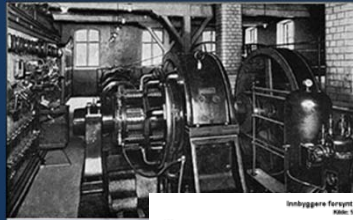
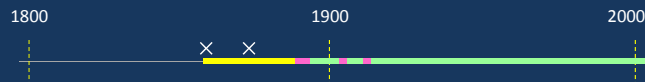
1. King Sverre the Frigate – «The fright of Europe»



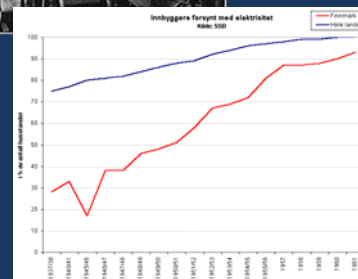
2. The Eiffel Tower



3. Laugstol Works – hydro power



1891

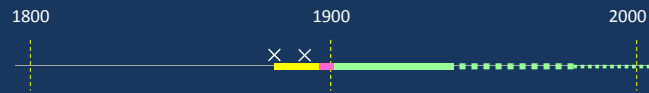


4. Summerland - offshore oil

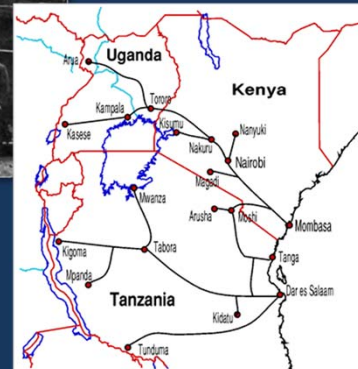


1894

5. The Lunatic Express



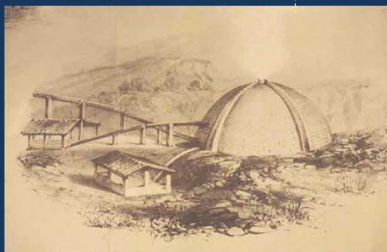
1903



6. Larderello geothermal



1827



Prince Piero Ginori Conti



1904

2012

7. Mount Moon - Nuclear Power Plant



German test reactor at Haigerloch in April 1945



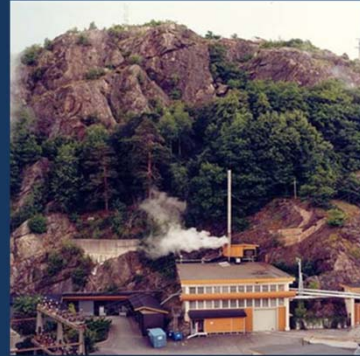
Gunnar Randers



Jens Christian Hauge

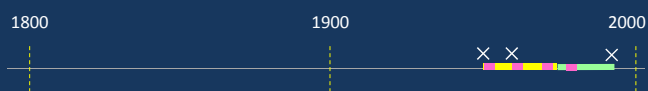


Odd Dahl

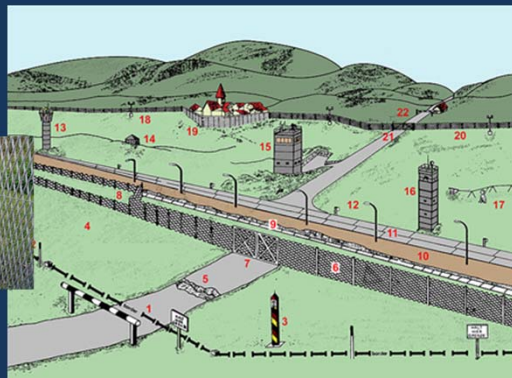


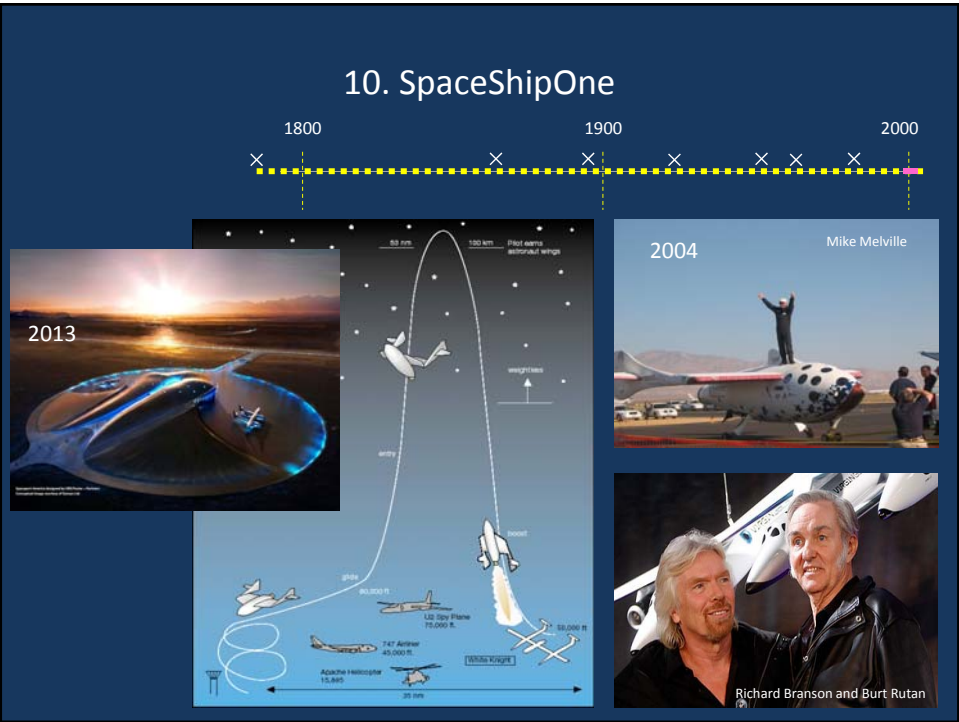
1959

8. GDR internal border - from Nazi to Stasi

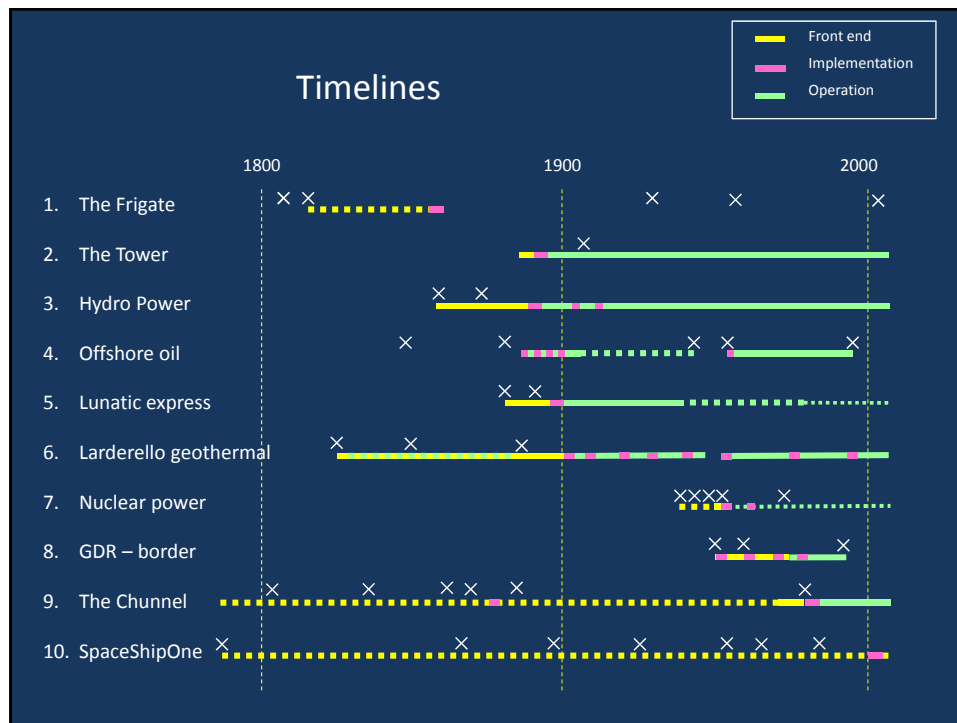


1952

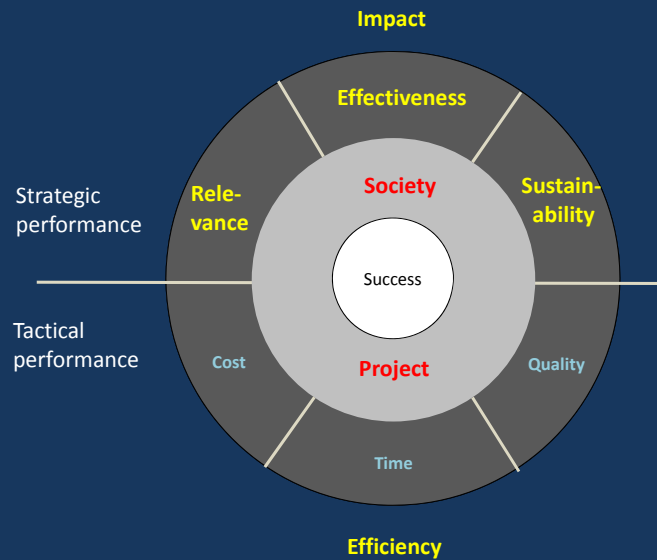




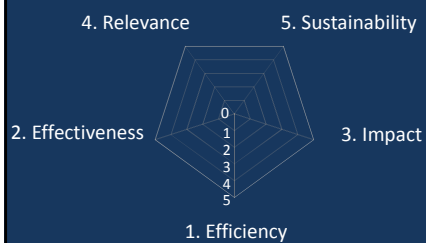
Analysis



Successful projects: strategic and tactical performance



The success stories



OECD evaluation model

1. Larderello



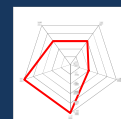
2. Hydro Power



3. Eiffel Tower



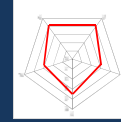
4. SpaceShipOne



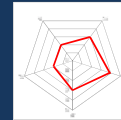
The not so successful



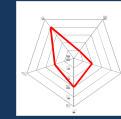
5. The Chunnel



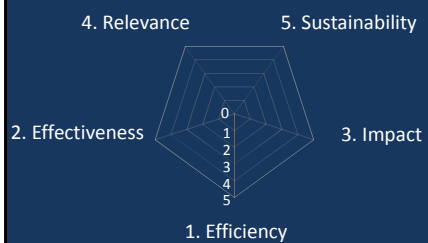
6. Lunatic express



7. Offshore oil



The failures



8. Nuclear power

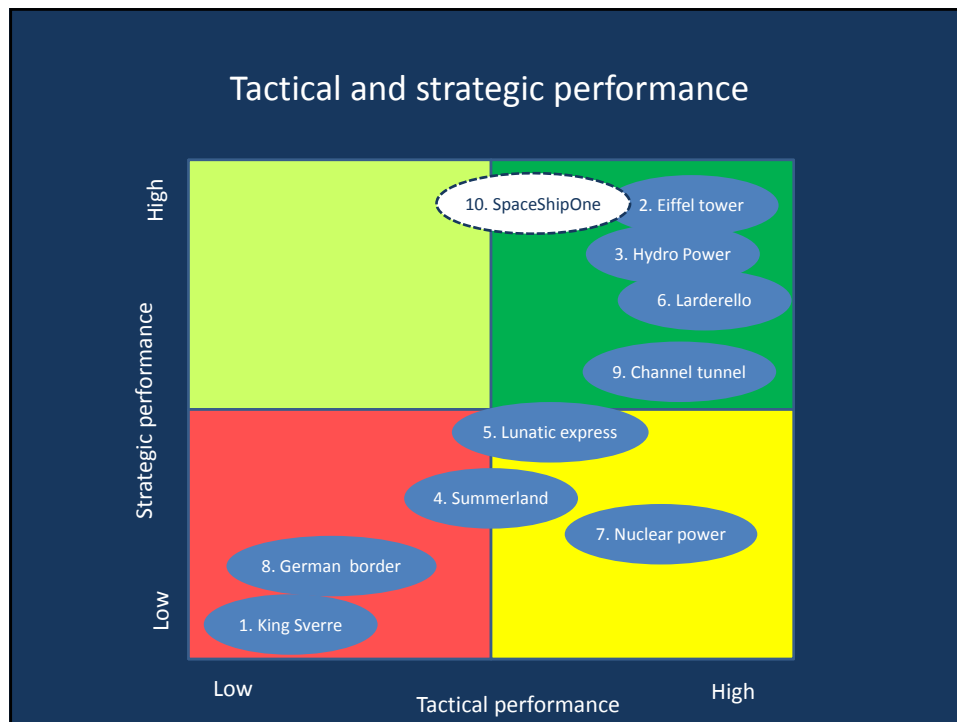


9. GDR – border



10. The Frigate





Social return of the investment

	Little	Limited	Large
1. Larderello			X
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne			X
5. The Chunnel		X	
6. Lunatic express		X	
7. Offshore oil		X	
8. Nuclear power	X		
9. GDR – border	X		
10. The Frigate	X		

The success stories were initiated by entrepreneurs and businessmen, not the politicians

	Politicians	Technologists	Entrepreneurs
1. Larderello			X
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne		X	X
5. The Chunnel	X		X
6. Lunatic express	X		X
7. Offshore oil			X
8. Nuclear power	X	X	
9. GDR – border	X		
10. The Frigate	X		

A realistic vision is important for success

	Ambitious	No vision	Realistic
1. Larderello			X
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne			X
5. The Chunnel	X		
6. Lunatic express	X		
7. Offshore oil		X	
8. Nuclear power	X		
9. GDR – border	X		
10. The Frigate	X		

Technological breakthrough was part of the success

	Old technology	New, proven	Breakthrough
1. Larderello			X
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne			X
5. The Chunnel		X	
6. Lunatic express	X		
7. Offshore oil	X		
8. Nuclear power			X
9. GDR – border	X		
10. The Frigate	X		

Chance plays a huge part

	Adversely	Limited	Positively
1. Larderello		X	
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne			X
5. The Chunnel		X	
6. Lunatic express	X		
7. Offshore oil			X
8. Nuclear power		X	
9. GDR – border	X		
10. The Frigate	X		

The counterfactual – what if not?

	Better off	Little change	Worse off
1. Larderello			X
2. Hydro Power			X
3. The Tower			X
4. SpaceShipOne		X	
5. The Chunnel		X	
6. Lunatic express		X	
7. Offshore oil		X	
8. Nuclear power		X	
9. GDR – border	X		
10. The Frigate	X		

Would the projects have passed the QA1 review?

	No	Unclear	Yes
1. Larderello			X
2. Hydro Power			X
3. The Tower	X		
4. SpaceShipOne			X
5. The Chunnel			X
6. Lunatic express	X		
7. Offshore oil	X		
8. Nuclear power	X		
9. GDR – border	X		
10. The Frigate			X

Conclusion

Before the final decision is made, ensure that the project is **relevant** in relation to needs and demands in society.

If this is not the case, **reject** the proposal