

concept

DECISION MAKERS, DOERS AND ADVISORS
– JOINING FORCES TO ENHANCE UTILITY OF INVESTMENTS

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

Practice versus Best Practice

Some reflections

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16.09.2010



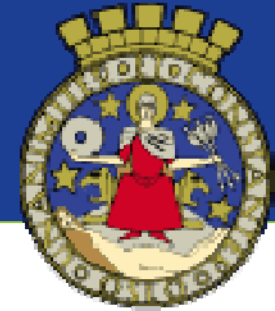
holte consulting

success through project management

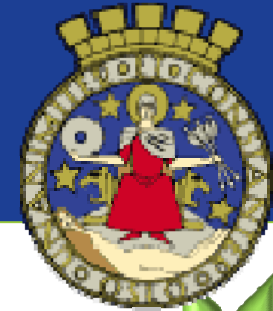
Observations

- We experience in general that the Project Owner does not involve him self as much as necessary in the early phases of the project
 - **Setting the objectives**
 - **Evaluation of relevant concepts**
 - **Setting the Success criteria**

Holmenkollen ski arena



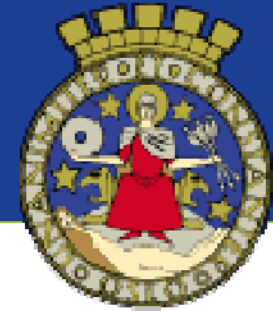
A fairy tale?



Sweet Dreams
No clear picture of projectcosts
Parallel Design and Construction

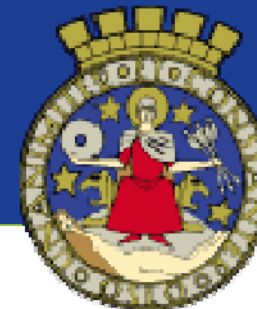


Why did it happen?

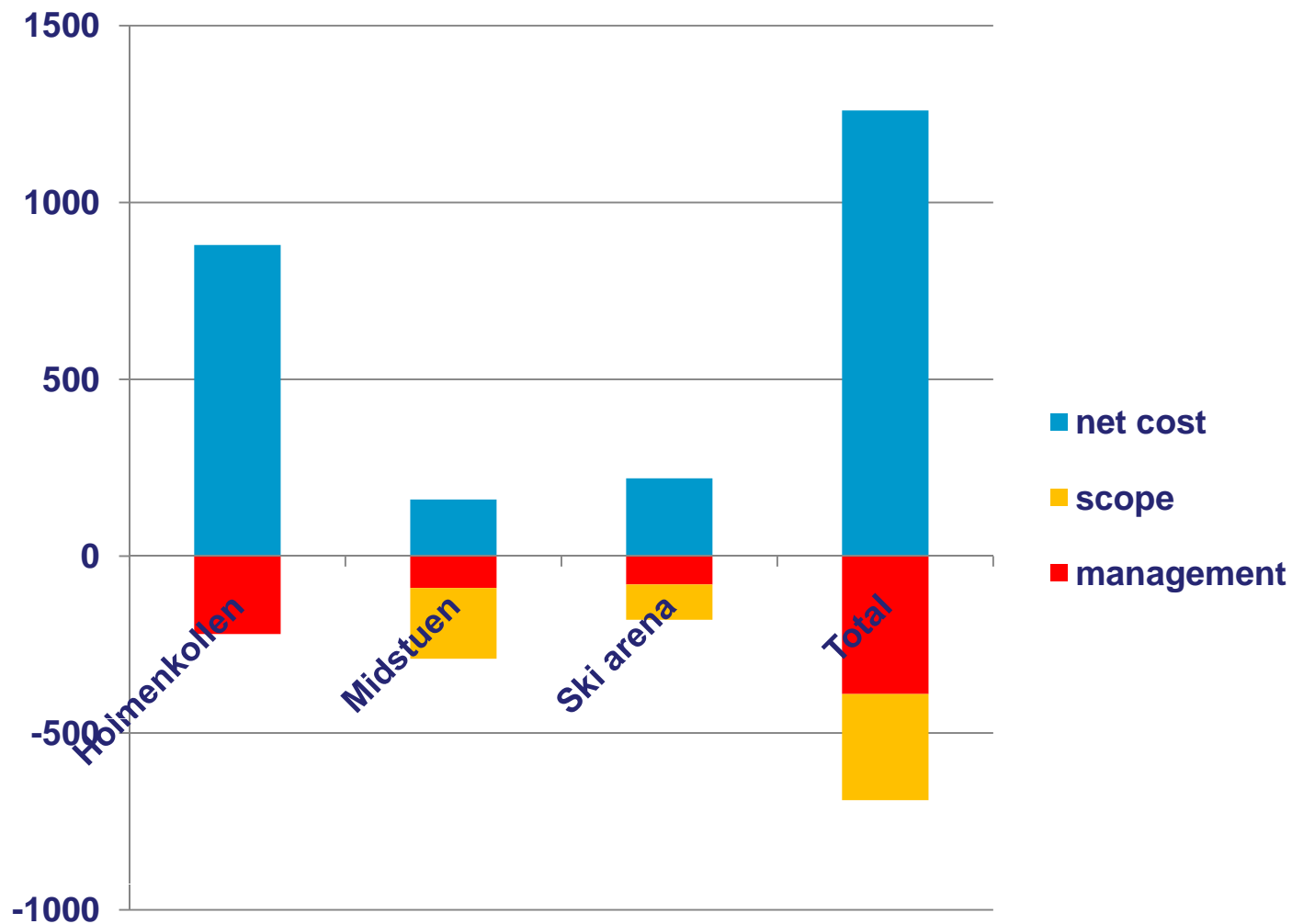


- The project was passed from project owner to architects and engineers without conclusions on
 - Scope
 - Budget
 - How to run the project effectively
 - **Success criteria useful for adequate use of resources**
- When cost overrun became noticeable
 - To much effort was spent on unrealistic savings
 - To little effort was spent on planning and budget revision

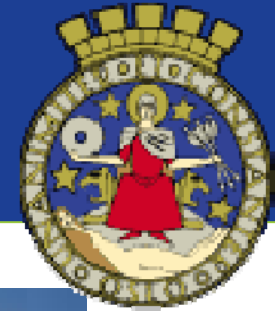
Holmenkollen national arena



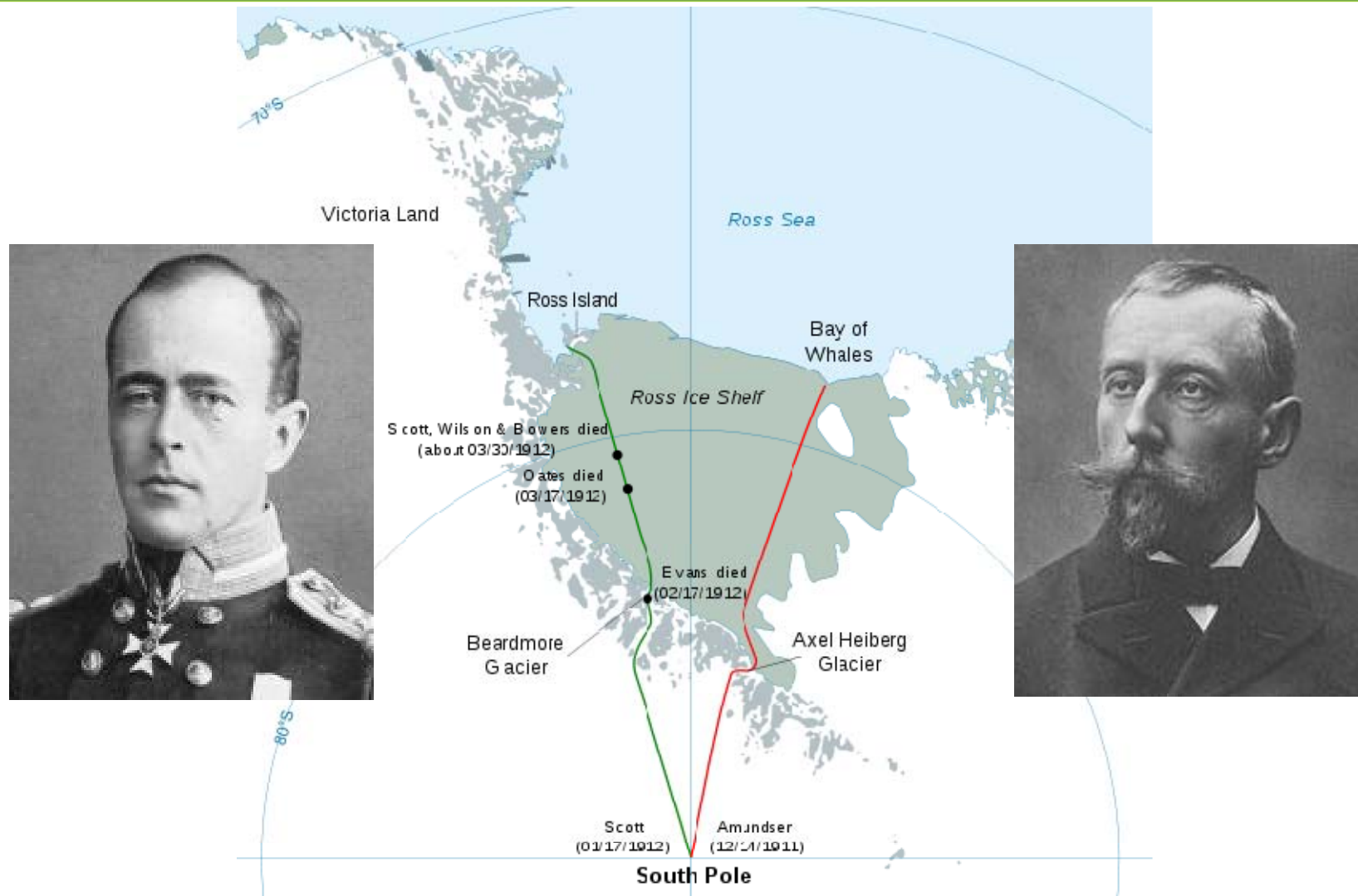
Costs related to lack of involvement from project owner



Lack of involvement from project owner



We all want success!



Success criterium - Critical success factors

(A proposal of definitions)

- **Success criterium** (*set by the owner*)
 - Criterium that determines whether the project can be **experienced** (by the users and/or the public) as successful or not and achieve a good reputation over time

not to be confused with

- **Critical success factors** (*identified by risk analysis*)
 - Factors that have a **significant influence** on the possibility to reach the objectives and meet the success criteria

Objective: Conquer South Pole



Project team Amundsen



Project team Scott

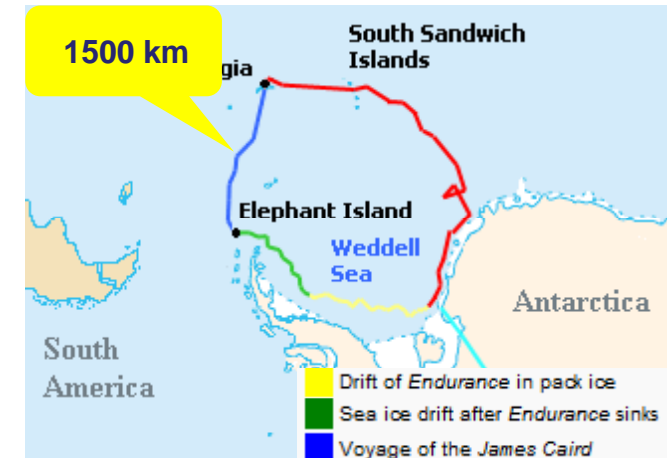
Success Criteria:

First man on South Pole

All men return

Critical success factors: Diet and traction

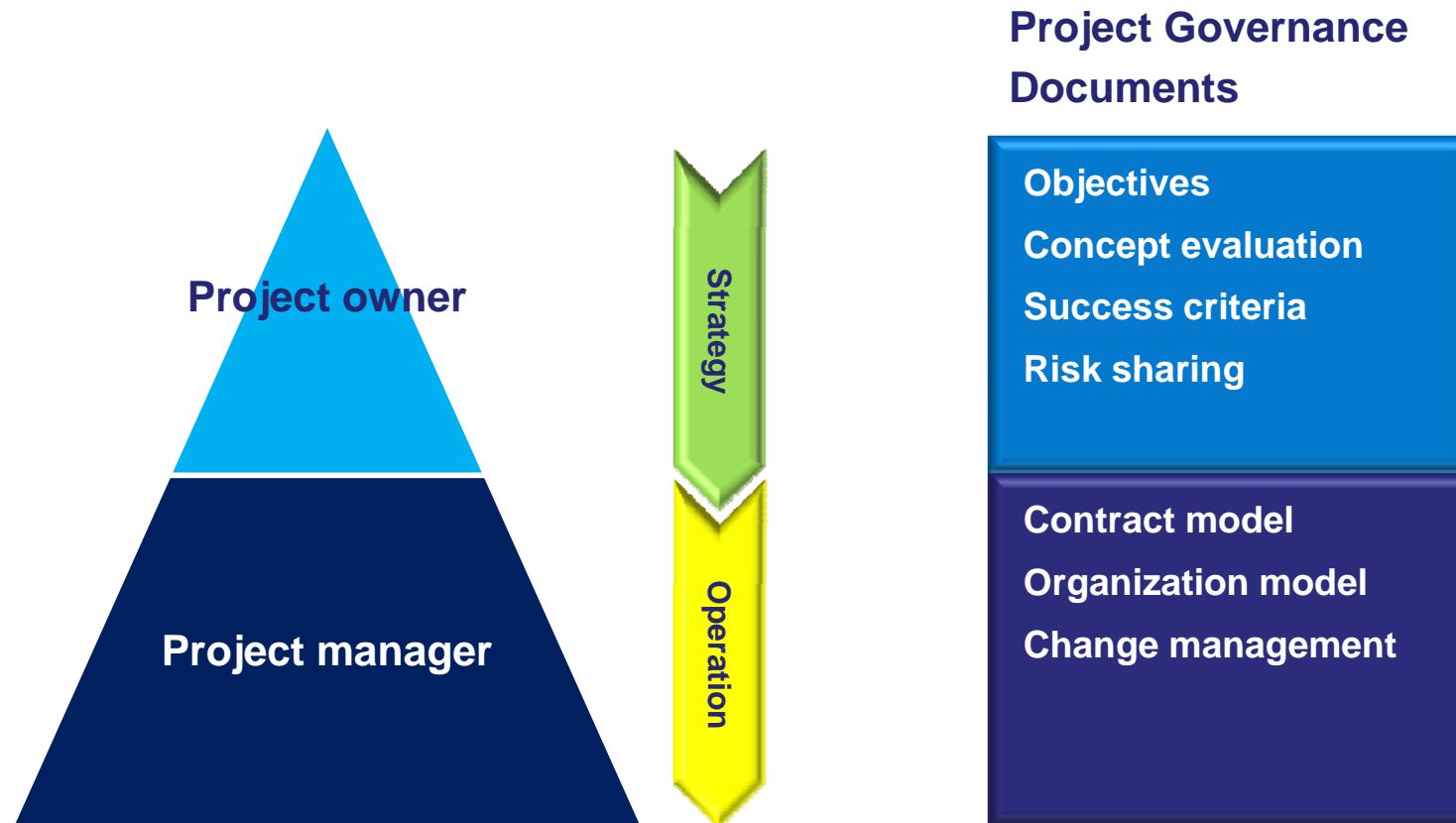
Another project



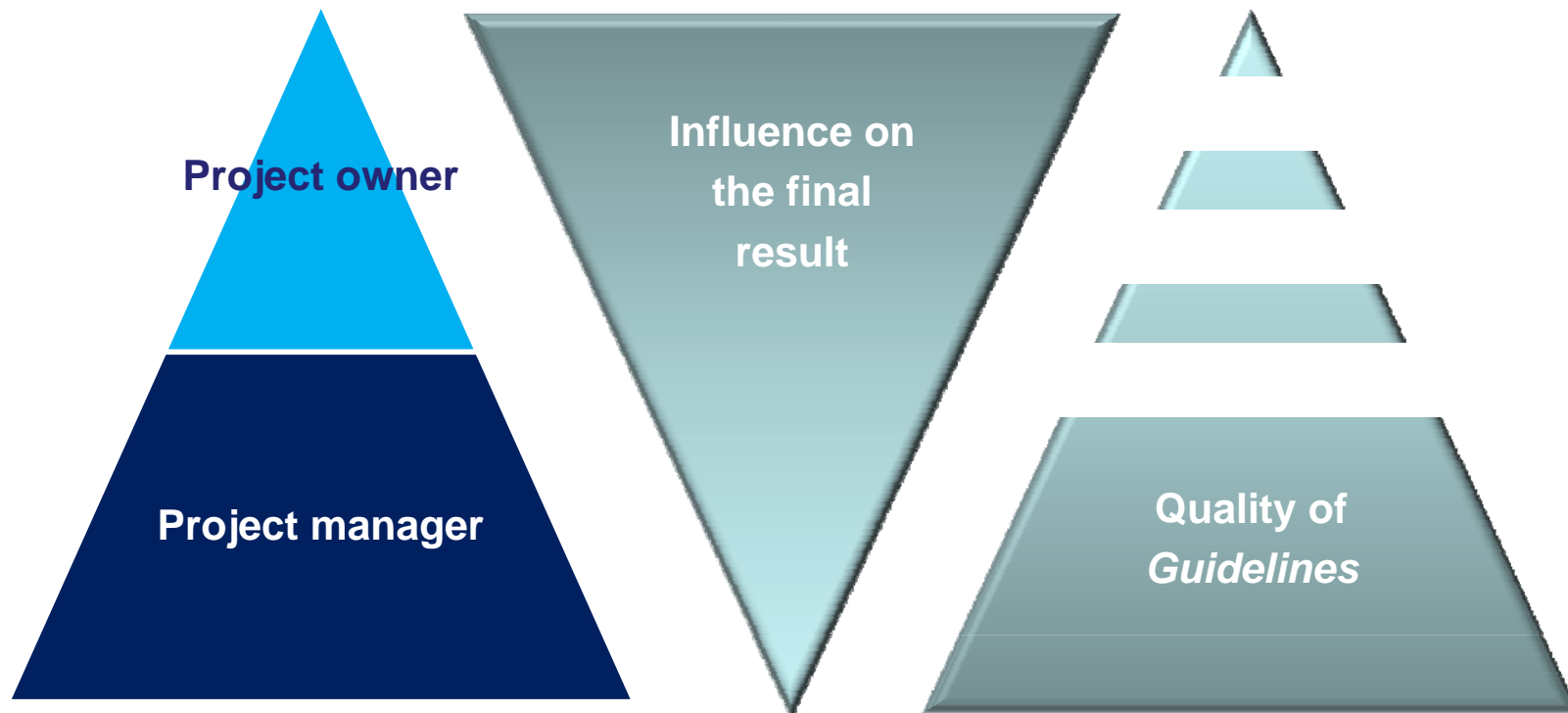
Shackleton attempted to be the first to cross the continent of Antarctica, but his ship became trapped in ice and the ship broke up. The tremendous effort Shackleton made to rescue his men is one of the most heroic sea stories of all time.

Shackleton did not reach his main objective, but he succeeded in bringing all his men back

Responsibility for strategic decisions



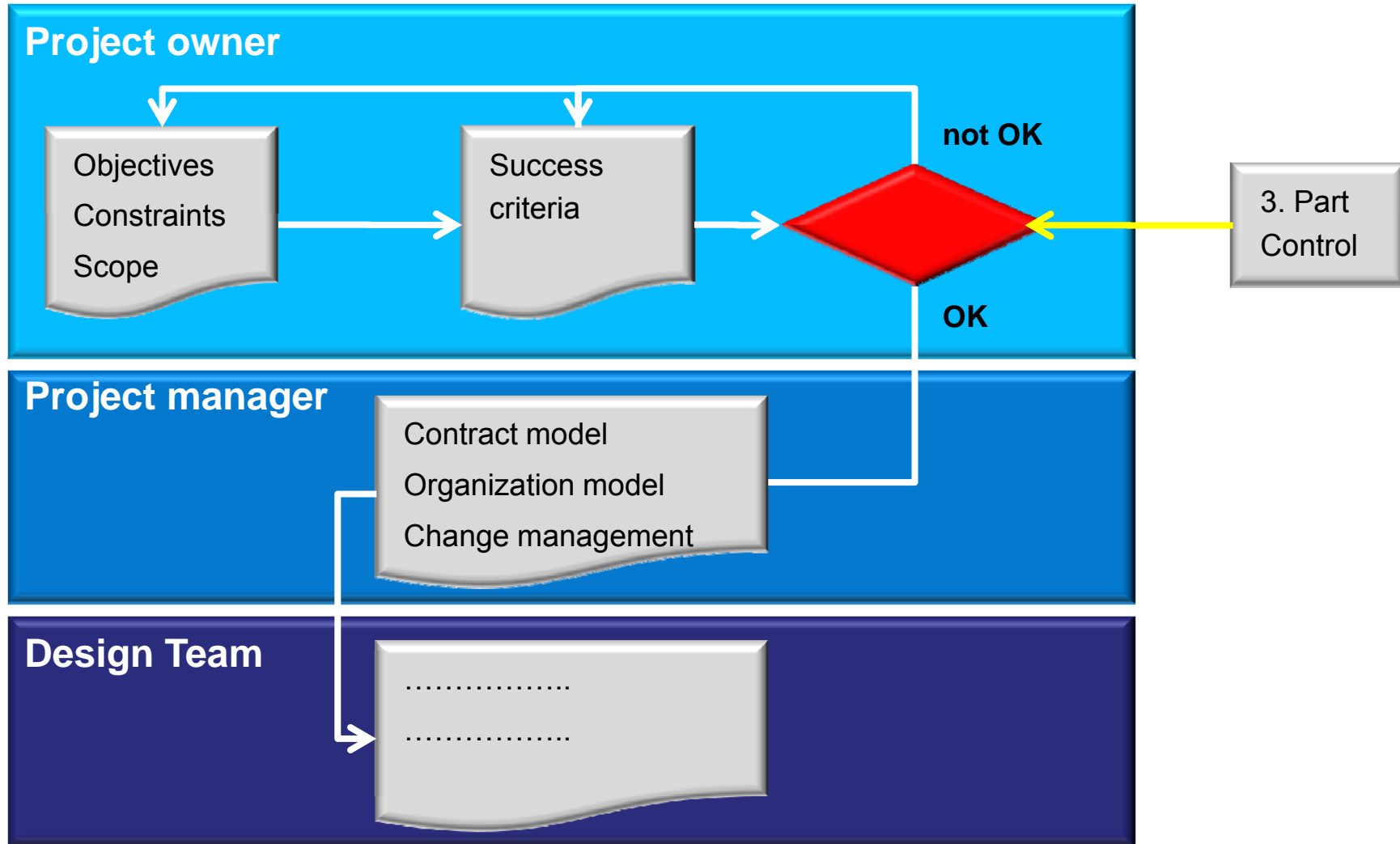
Quality of Guidelines



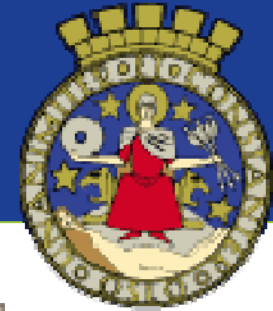
Reflections on best practice

- Project owners definition of adequate success criteria is of great value because when the project manager has to give priority to different solutions - **and hopefully the budget forces him to do that** - he has guidelines from the owner to act in an adequate way

QA - model



A project that demonstrates the application of success criteria



Challenges medio 2003



- Stadium out of date
- A new project
 - Budget MNOK 650
 - The owners would only spend MNOK 450
 - Very little time to Bislett Games 2005 in a new stadium



New Bislett Stadium

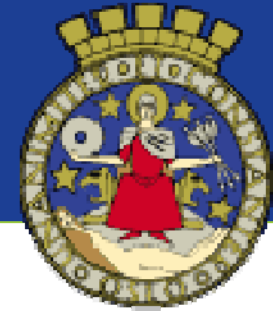
Success Criteria

1. Bislett Games remains a part of Golden League events
2. The competitors are encouraged to go for world records

Objectives

1. **Time:** Bislett Games july 2005
2. **Quality:** Running track shall be the best you can get for money
3. **Cost:** MNOK 450

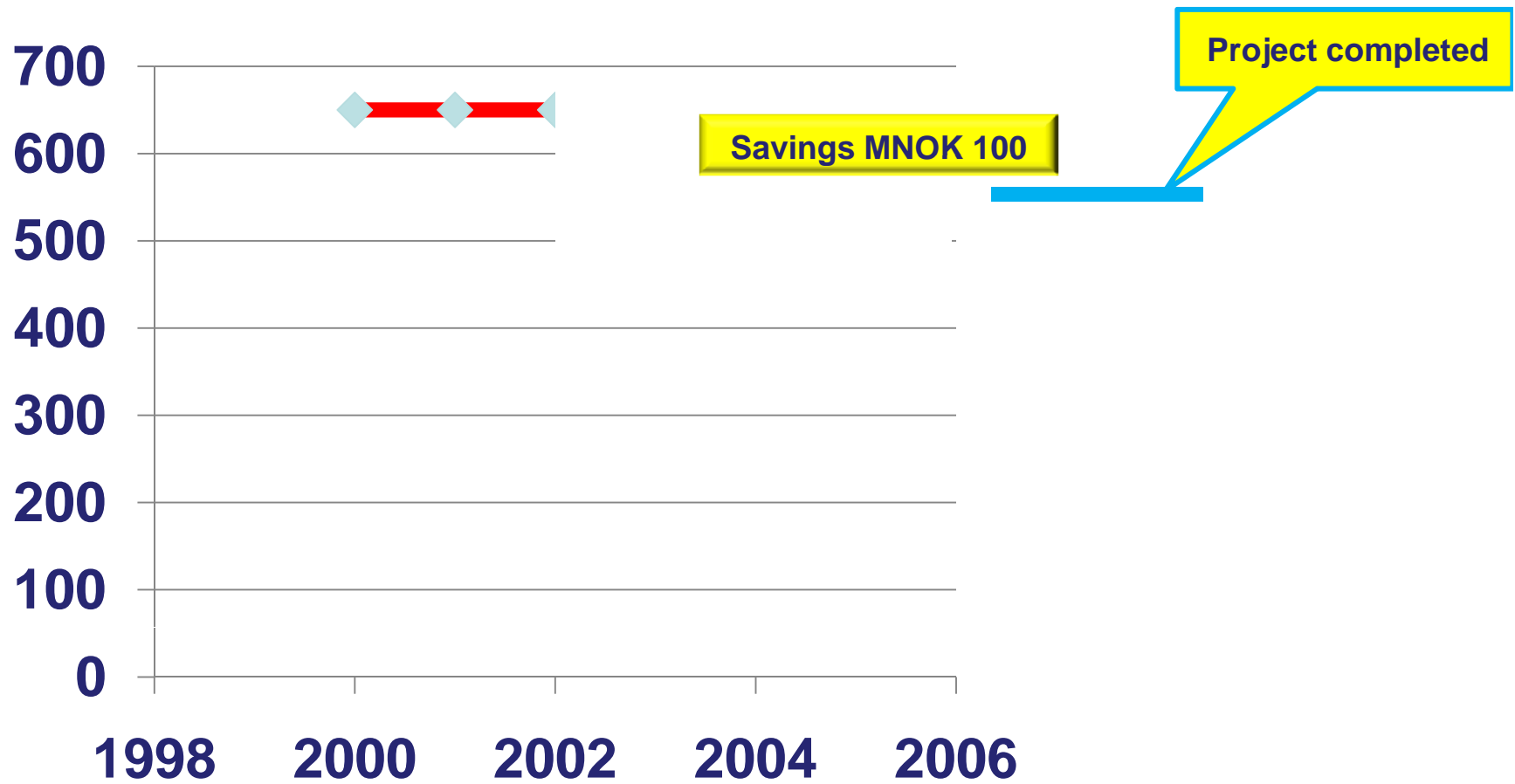
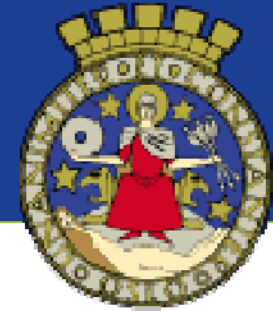
Main critical success factors



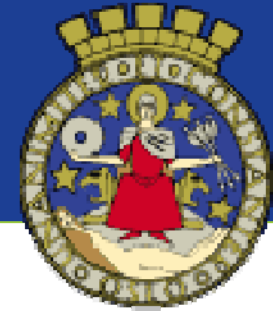
- Scope
 - Descope elements that were not necessary for launching the Golden league event
- Project organization
 - EPC contract
 - Team building



Bislett stadium



Is the success confirmed?



Nye Bislett stadion åpner med pomp og prakt den 29. juli. Ekspertene hevder anlegget ikke kunne ha blitt stort bedre

-Et moderne praktan

He løpe

I går ble Bislett rekord, fastslo Marius Bakken etter at Aftenposten hadde hentet ham til hans aller første besøk i den nye lekegrunden.

THOR-ERIK THORESEN KNYTT SMÅRE (Foto)

HELVING Etter å ha vært på Bislett i fjor, føler at de har vært å besøke den gamle intimiteten, sa Marius og så seg om og nikket fornøyd for dagens første ekskursjonsturer på plass.

LAGT GULLEGGET Thomas This-Evensen mener Nye Bislett stadion, som er eggformet, framstår som det optimale idrettsanlegg.

DE ER SOM triumføyler rundt stadionet som gir anlegget enda sterkere uttrykk.

HAN SER FRAM til en lang ferie etter åpningstiden, og sier det har vært utfordrende å holde drifplanen både økonomisk og tidsmessig.

ENGASJERT Thomas This-Evensen og prosjektansvarlig PM Keyser Frølich har sagt begjært av idrettsanlegget midt i hovedstaden.

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Bislett Games world records

Year	Event	Record	Athlete	Nationality
2008	5000 m	14:11.15	Tirunesh Dibaba	Ethiopia
2008	800 m (junior)	1:42.69	Abubaker Kaki	Sudan
2007	5000 m	14:16.63	Meseret Defar	Ethiopia



An alternative is to rely on miracles

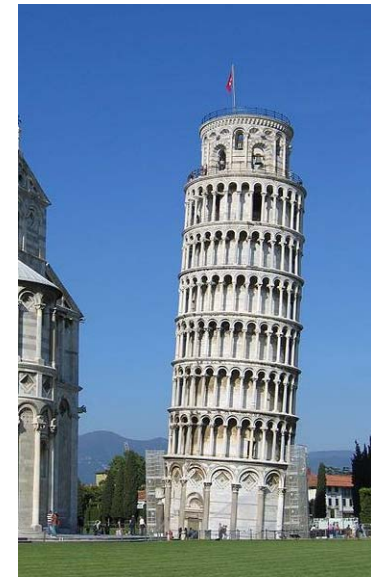
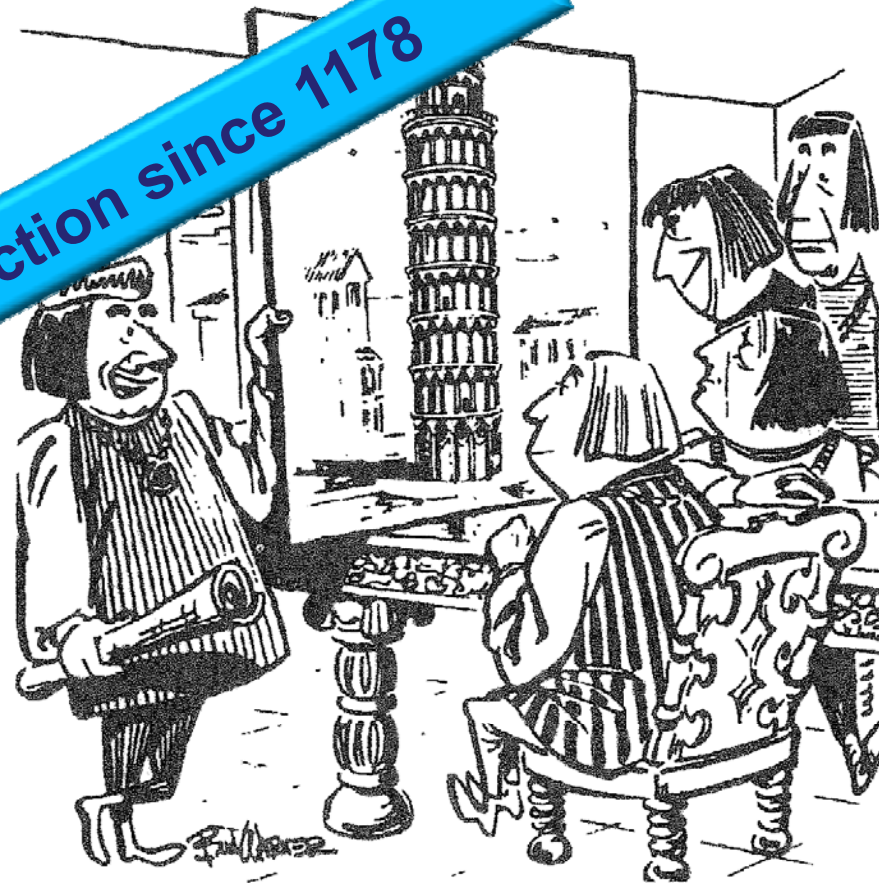


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An attraction since 1178



... and we can save 300 lira by dropping the geotechnical survey

