



Reframing Project Success

How do we measure project
success?

For NTT Data

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Project Management Institute

Welcome to the largest community of project professionals!

1.7+ MM

ACTIVE CERTIFICATIONS

735,000+

MEMBERS

980+

Authorized Training Partners

11,750+

VOLUNTEERS

300+

CHAPTERS

85+

GLOBAL COUNCIL
ORGANIZATIONS

We maximize project success to elevate our world.

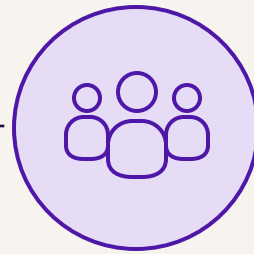
For 50+ years, PMI has been a highly trusted source for best practices and proven methodologies for project professionals.



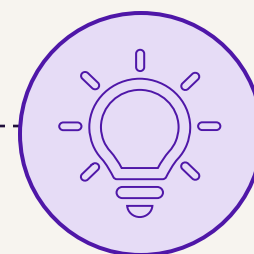
**Standards &
Certification**



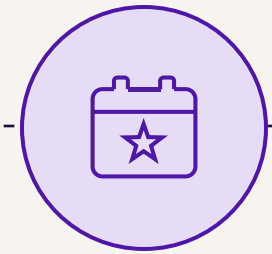
**Learning
Programs**



**Community &
Network**



**Research &
Thought
Leadership**



Events





Have you experienced any projects that will overrun before you started?

Have you experienced any projects that are impossible to meet within the budget? But you initiated it even though you knew it.

Have you experienced any projects that were on time, scope, and budget, but stakeholders “felt” it did not deliver value?

Reframing project success through global research



55+ Questions asked

Rigorous quantitative survey about recently completed projects



10K Participants responded

Participant responses collected from around the world



150+ Interviews conducted

In-depth interviews covering a wide range of regions and backgrounds



Our new definition accounts for
both *execution and outcomes*

Project Success

['prɑː.jek(t) sək'ses]

The consensus view across intended beneficiaries, other stakeholders, and project participants that a project was perceived to have delivered value that was worth the effort and expense.

Value > Effort + Expense

Delivered value that was worth the effort and expense

Project Success Score

To what extent would you say this project delivered value that was worth the effort and expense?
(rate 0 to 10)

Failure: 12%

Mixed: 40%

Success: 48%

Overall score range

Global Net Project
Success Score

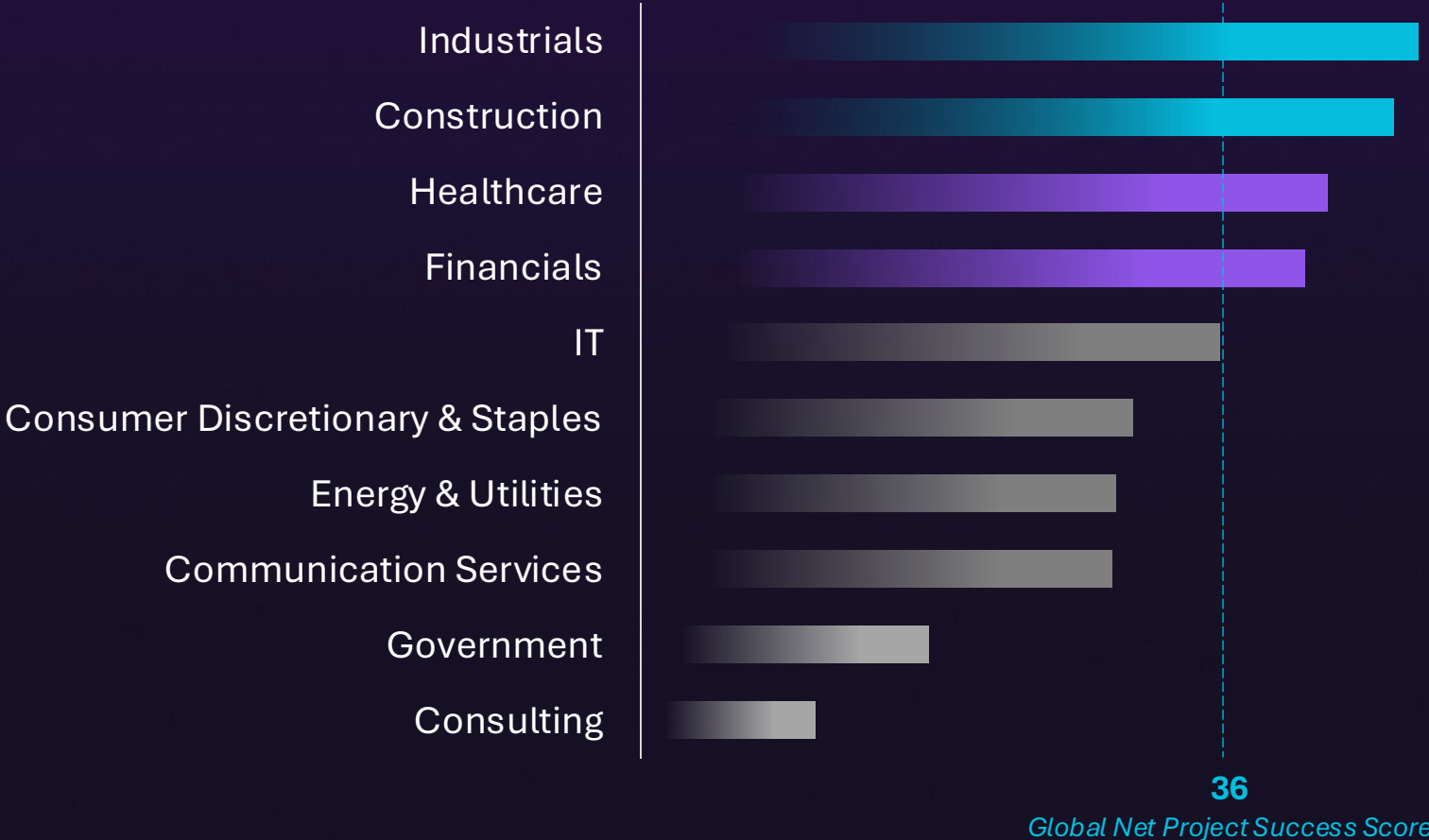
36

(36=48-12)

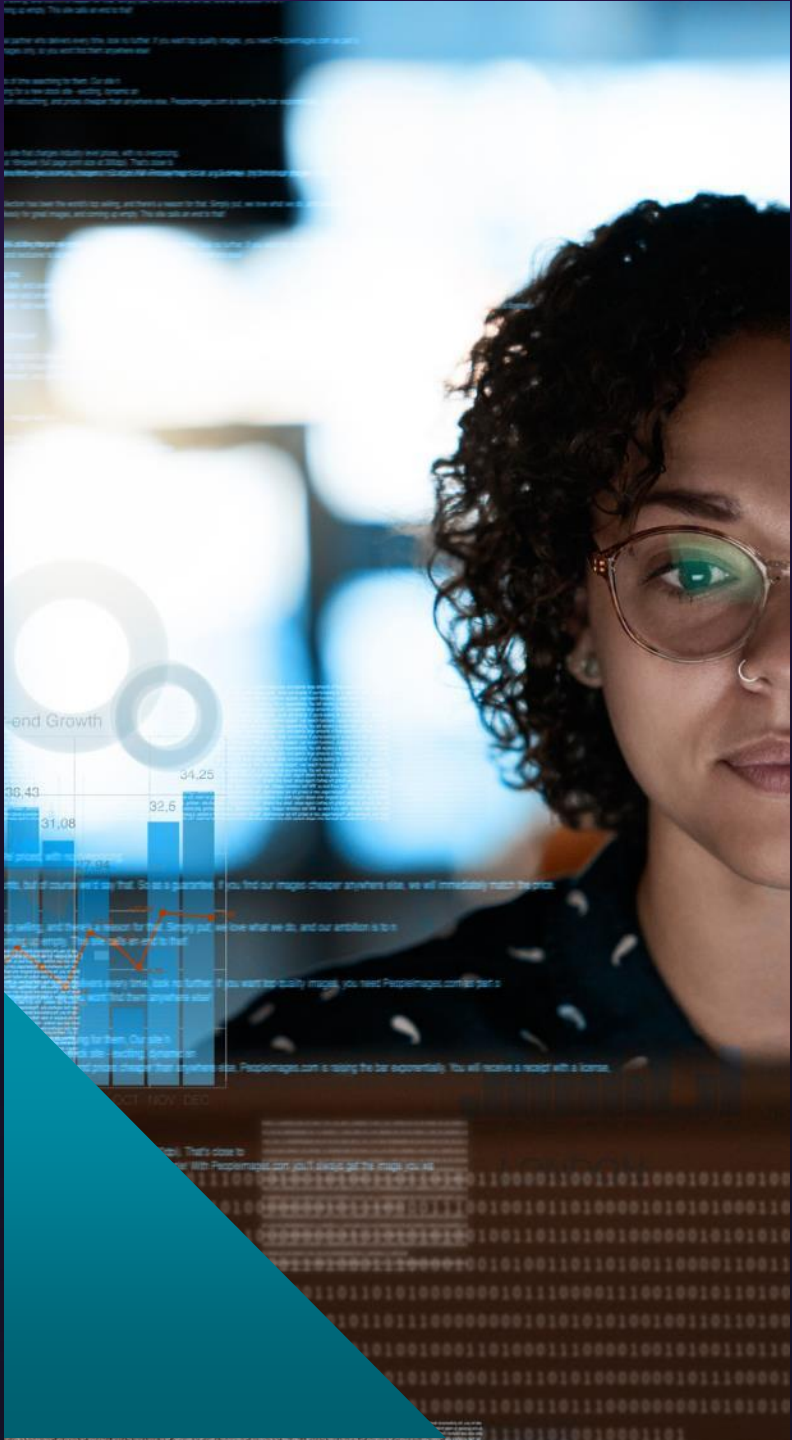
Success rates today vary across industry verticals

Project Success Rates in....

Net Project Success Score (% Success - % Failure)



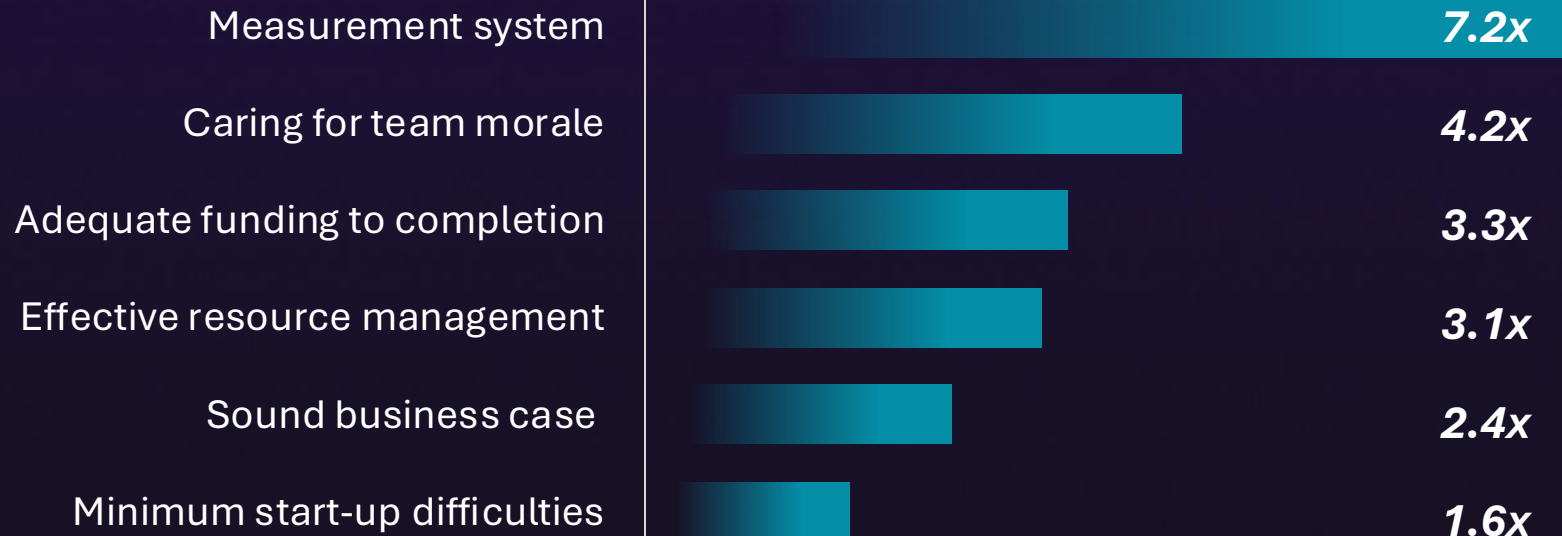
Survey Question: What is your organization's industry or primary line of business?
 Base Sizes n ≥ 145 Industry



Top performance levers

Predictive power of project success relative to the average power across 65 performance levers tested

Success Multiplier



Survey Questions: Which of these conditions were present for the project? Which of these capabilities were present in the project? Which of these activities were done during the project?



Top performance measurement themes

Categories of performance you can measure to increase your chance for success

Success Multiplier

Sustainability and social impact	1.6x
Level of quality	1.6x
Customer satisfaction	1.6x
Safety	1.6x
Met defined requirements	1.5x
Employee experience	1.5x

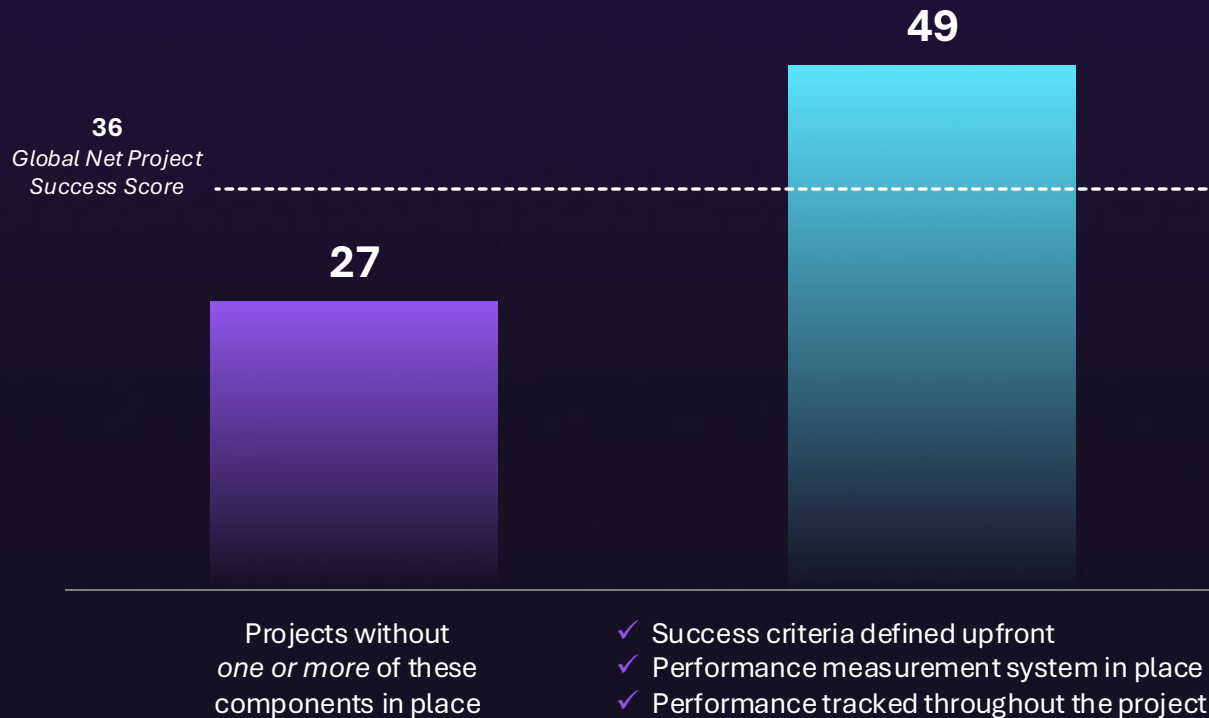
Survey Question: Which of the following criteria did the project deliver on or is the project on track to produce?
Base Sizes: n= 783 Physical Infrastructure Projects, n= 709 Product Development (not software) projects, n= 821 Product Development (software) projects, n= 780 IT implementation + Upgrade Projects, n= 814 Functional LOB projects



Defining, measuring and tracking success makes it more likely you will achieve it

Impact of Measurement on the Rate of Success

Net Project Success Score (% rating Successful - % rating Failure)



Only 37% of all projects do all 3 of these things

Achieving the maximum benefit requires...



Defining success criteria upfront



Putting a performance measurement system in place



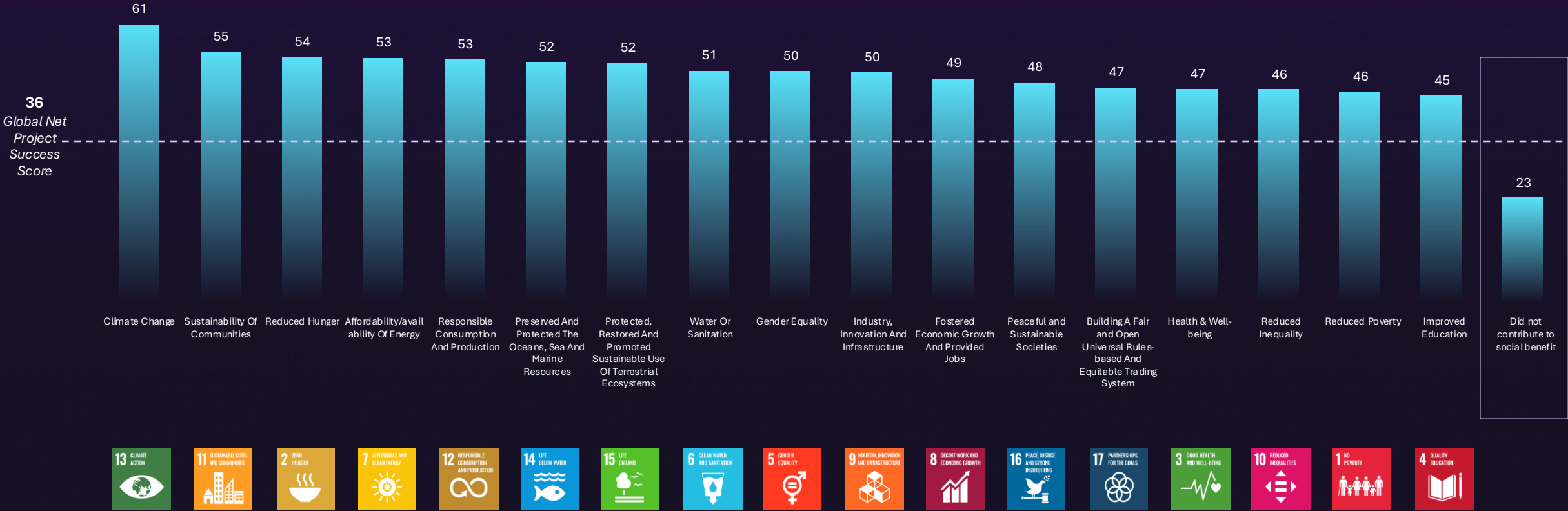
Tracking performance throughout the project

Survey Questions: Were the success criteria for the project defined upfront?, Which of these capabilities were present in the project?, At what point(s) in time (phase of the project) was the project evaluated on whether it met its intended outcome?

Projects with social benefit are more likely to be rated successful

Success Rates: Projects Identified with Benefits that Contribute to a Social Good versus those that Do Not

Net Project Success Score (% rating Successful - % rating Failure)



Survey Question: What if any of these social goods were a benefit of the project?
 Base Sizes: Some degree of Social Benefit n ≥ 304; Did not contribute to Social Benefit n = 986.

Reframing Project Success

How do we measure project success? Pierre Le Manh, president and CEO of PMI kicked off a fresh debate during his keynote address at PMI Global Summit 2024.

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Full Report
Coming Soon In Nov!

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to elevate our world

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Thank you