



Swedish Project Review 2018

Embracing Agility





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Preface

by Henrik Bagewitz and Kostas Viglas

In 2018, organizational agility is an increasingly important topic on the agenda for many business executives and project managers. In the digital and global era no one remains unaffected – transformation and disruption tend to be the new steady state. With an agile mindset and ways of working, organizations can adapt faster to fluctuating market conditions, improve efficiency in their line business as well as in projects, and enhance customer satisfaction.

Regardless of industry, sector or type of business, strategic change initiatives and major investments are driven as projects. Leading practices for management of projects have been developed for decades but are still deployed with various success rates. A project portfolio well-aligned with strategy and efficiently executed is a key to competitiveness and more often a prerequisite for surviving the game in the long run. As such, this field of management must be acknowledged as essential for strategy execution and increased organizational value.

The Swedish Project Review is Sweden's leading index on project related capabilities. In collaboration between KPMG Project Advisory and PMI Sweden Chapter, it provides industry specific benchmarks, points out trends and areas for improvement. Last year's Gearing Up for Transformation was well-received - this year we have extended the scope even further with 382 respondents from a wide range of sectors and industries.

We would like to thank all participants for sharing valuable insights making this report possible. It is our belief and ambition that coming together increases our chances of success significantly – the questions raised in this report definitely deserve a joint effort. A special thanks goes to John Denham-Smith and Shirish Kumar from KPMG together with Anders Ekström from PMI Sweden Chapter.

We remain at your disposal for any enquiries or further details – let's do great things together!

Thank you and enjoy.



Henrik Bagewitz
*Head of Project
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Executive Summary

No single or simple solution is able to create conditions for repeatable project success – this is imperative to understand for setting the agenda of project, program and project portfolio management straight. There are a range of different aspects to integrate and take into consideration for sustainable ways of working: an efficient organizational set-up with a proactive governance needs to be combined with processes, methods and systems being fit for purpose; people with the right competency must be empowered to ensure motivated, well-being and high performing teams; a value-based performance culture embracing agility is key for swift adaption to changes in the business environment.

Building these capabilities requires long term engagement and commitment which indeed could be challenging. However, an adequate focus throughout the organization will indisputably make a difference for the outcome of its most strategic initiatives and investments. In 2018, on a positive note, there are aspects that have seen substantial improvements since last year. Yet, the outcome of this research continues to highlight areas that need to be put in focus going forward. The Swedish Project Review 2018 guides you through the most pertinent aspects and trends to consider.

16 percent of the respondents estimate that the vast majority (75-100 percent) of the projects in their organizations during the last 12 months have delivered on time, within budget and with realized benefits of at least 80 percent. This certainly implicates a room for improvement but is also a reflection of lacking focus and high complexity in this field of management. Despite the low result, the trend is positive (8 percent in 2014 and 15 percent in 2017).

As much as 98 percent of the respondents rate the importance as high to medium for prioritizing adequate governance and alignment of projects with strategy – the correlation between high performance in this area and a successful project outcome is confirmed. In 2018, this is also an area where many organizations are showing positive results. Important to stress, the need for a consistent tone and engagement from the top with executive sponsors is key for any organization. Gladly, we see proof of more aligned perspectives between senior management and the project organizations.



64 percent of the respondents claim to have an established PMO, which in comparison to 2017 is an increase of 7 percent indicating a positive trend (57 percent in 2017). Further, the PMO alignment with strategy has improved confirming the position of the PMO as a vital instrument for project success. Being the central node for project capabilities in the organization, the PMO should be in a position to provide relevant support and control.

97 percent rate the importance of project related processes and methods as high to medium. Starting from a low level, there is a positive performance indication in this area – 23 percent claim to have centralized and well documented project related processes and methods with a strong and proven approach (8 percent in 2014 and 21 percent in 2017). Still, many organizations face

challenges in adopting processes and methods as appropriate. The question on how processes should be designed and adhered to for increased efficiency and throughput if becoming utterly important.

Needless to say, allocating the relevant mix of competences to carry out the intended project objectives, is key to success. Organizations realize this – 93 percent of the respondents rate the importance of capacity management as high to medium for project success and increased value of their organizations. However, with limited resources and lack of transparency in available competency this is a hard task to deal with. Alarming, 88 percent rate the availability of resources and competencies needed as low to medium (a degradation in performance from 79 percent in 2017).

“Our research shows that 89 percent consider organizational agility to be important for project and business success, yet only 12 percent rate themselves as highly agile. Swift adaption to changed market conditions is clearly on top of the agenda for many. However, in this field, organizations are in general falling short of their intended goals.”

HENRIK BAGEWITZ
HEAD OF PROJECT ADVISORY, KPMG SWEDEN

89 percent of organizations in Sweden rate the importance of benefit and financial management as being high to medium (same figure as last year). In terms of performance, the benefit realization maturity has been stable on a low level for the last years and our research shows that this trend remains – 89 percent rate their maturity level in this field as low to medium. The positive correlation between high performance in the benefit realization process and project success stresses the need for improvements in this area.

This year’s review particularly points out the importance of organizational agility. The core of being agile is about the organization’s ability to renew itself, adapt and change quickly to match business needs. In a fast-moving and competitive environment this capability is identified as crucial – as much as 89 percent of the respondents value the importance of agility as high to medium. Our research also confirms that this is one of the most important factors influencing project success rates. Unfortunately, few have taken the necessary steps with only 61 percent rating the agility of their organization as high to medium (12 percent as high).

As much as 93 percent rate the importance of knowledge and leadership as being high to medium (63 percent being high).

Yet, establishing a solid baseline for competency is challenging. 83 percent rate their organization’s acknowledgement and active work defining competency requirements as being low to medium.

Every project is unique by its nature but the critical success factors remain similar for all. This implicates a rationale for building long term capabilities in project intensive organizations – incorporating lessons learned and good practices should be in focus to succeed. Alarming, 79 percent of organizations rate their acknowledgement and active work with continuous improvement and lessons learned as being low to medium. Opportunities to capitalize on gained insights are in many cases being lost.

The Swedish Project Review 2018 is based on a total number of 382 respondents, an increase from last year’s survey further strengthening the statistical analyses in this report. The conclusions are based upon a wide range of organizations in terms of roles, sectors and sizes with main representation from project managers, head of PMOs and senior management.

Key findings

- ▶ No single or simple solution is able to create conditions for repeatable project success – all areas in this report are vital
- ▶ There is an apparent gap between perceived importance of the project management discipline and the actual performance in organizations
- ▶ Still in 2018, many face challenges in delivering projects on time, budget and with realized benefits – however, our research shows a positive trend
- ▶ Focusing on the project management areas pointed out in this report, evidently correlates with improved chances to succeed
- ▶ A vast majority of the respondents fail to take advantage of lessons learned – opportunities to capitalize on gained insights are often being lost

2

Governance & Strategic Alignment

The importance of governance and strategic alignment

In the cutting edge competition and disruptive times that many organizations face today, the fact remains that strategic initiatives and “must win battles” tend to be executed as projects. This further advocates the importance of building efficient project and change capabilities, stressing the need for initiating projects in line with defined strategies. Our research shows that governance and strategic alignment is considered a crucial focus area for Swedish organizations – as much as 98 percent of the respondents rate the importance as high or medium for prioritizing that projects are aligned with strategy.

As illustrated in table 1, the alignment of projects with strategy clearly affects the success rate. Organizations with high alignment between projects and strategy tend to meet quality criteria to a higher degree than organizations with low alignment.

“For the network roll-out business of Ericsson an efficient project governance is key for margin control and satisfied customers, independent of geography or type of project. Our governance focus is set on increased predictability through early warnings to enable proactive decision making. There is however no silver bullet in project and project portfolio management why we constantly improve our capabilities in governance, organization, people, processes and systems.”



DANIEL LUNDSTRÖM
GLOBAL PROGRAM DIRECTOR,
EPSI (ERICSSON SOURCING &
PROJECT IMPROVEMENT)

Percentage of projects

meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High alignment of project to strategy	11 %	27 %	41 %	22 %
Medium alignment of project to strategy	17 %	34 %	35 %	13 %
Low alignment of project to strategy	44 %	39 %	17 %	0 %

Table 1: Indicates the correlation between alignment of projects with strategy and project results.

Needless to say, prioritizing and governing projects efficiently is more challenging in practice than in theory. The survey reveals that 94 percent of the respondents characterize the alignment of the projects they manage with the strategy of their organizations as being high to medium (46 percent being high). This is similar to last year’s result, still pointing out a room for improvement.

Involvement of senior management is a critical success factor

Having senior management buy-in with active engagement and executive decision making could make the difference between project success and failure. From a project portfolio perspective, transparent communication from senior management on priorities becomes a vital means for anchoring the business context in the organization. Hereby, project teams can recognize their contribution and project benefits as part of a bigger picture rather than being isolated deliverables of individual projects. Moreover, clear expectations, swift actions and relevant support from the steering committee are necessary components in forming an efficient collaboration with the project manager and team.

Not only does the involvement of senior management increase the alignment of projects to organizational strategy, this review also shows that high involvement and sponsorship from senior management leads to a higher percentage of projects meeting the quality criteria.

Percentage of projects meeting the quality criteria

	< 25%	25-50%	51-75%	> 75%
High involvement from senior management	10%	24%	45%	21%
Medium involvement from senior management	16%	41%	30%	13%
Low involvement from senior management	38%	24%	26%	12%

Table 2: Indicates the correlation between involvement from senior management and project results.

This year, 89 percent recognize an active engagement from senior management in high priority projects (as being high to medium) whereas that figure was 86 percent in 2017. Even if this is a minor increase, the main challenge to get further engagement from senior management remains.

We do however see signs of more aligned perspectives. Worthy of note, in 2017 the perception of involvement differed significantly between senior management and project managers. In 2018, our research indicates a trend towards a more common view. Last year, 75 percent of the executive respondents rated their involvement as high with project managers disagreeing (the corresponding figure being 54 percent). This year, 56 percent of the executives rate their own involvement as high while project managers' perception stay similar. This could hopefully come from a more consistent approach and an improved dialogue.

What further indicates more aligned perspectives is how the view on success rate in projects has changed. In 2017, 31 percent of senior management stated that a majority of their projects met quality criteria with 13 percent being the corresponding view of projects managers. Again, this year's research shows a more common view; senior management has lowered the perception of projects reaching the quality criteria.

For the last 12 months how many projects in your organization do you estimate have delivered on time, within budget and with realized benefits of at least 80%?

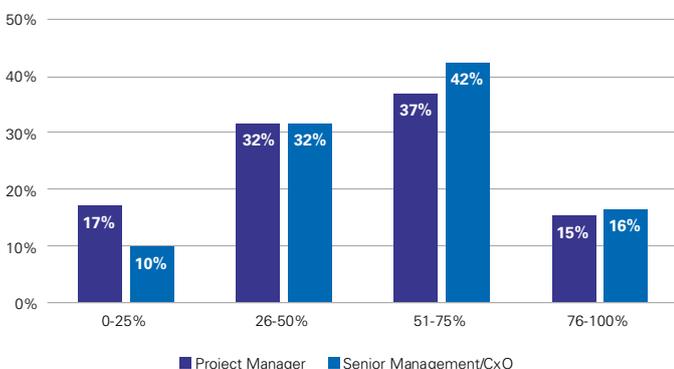


Figure 1: Illustrates how project managers and senior management perceive project success rate.

Utilize the PMO to align projects with strategy

A proper deployment of a PMO could increase the success rate for projects. Depending on the design and role of the PMO, a key objective could be to overhaul the project portfolio to categorize and prioritize projects. This enables a holistic view of the ongoing activities - in this respect, PMOs are also in a position to actively provide support and control which enables executives to make proactive business decisions based on accurate information. Furthermore, a key role is to enable and push for common ways of working, improved resource allocation, incorporated lessons learned and good practices for repeatable project success. Every project is unique by its nature but the critical success factors remain similar implicating a rationale for building long term capabilities in project intensive organizations.

In 2018, 64 percent of the respondents claim to have an established PMO, which in comparison to 2017, is an increase of 7 percentage indicating a positive trend (57 percent in 2017). Further, 58 percent state that the alignment of the PMO to the strategy of their organization is low to medium (9 percent as being low). This is a minor improvement from 2017 (from 62 to 58 percent) confirming the position of the PMO as a vital instrument for governance and strategic alignment. Still, in many organizations the benefits of utilizing a PMO is overlooked or not fully embraced. Dealing with expectations, measuring and communicating the value of the PMO are important activities to get buy-in and recognition.

This is what you can do:

- ✓ Establish project portfolio management supported by project categorization and prioritization criteria according to your organization's strategic objectives
- ✓ Increase the usage of program management for a more apparent focus on strategic alignment and benefits
- ✓ Enforce executive ownership and governance of prioritized projects to ensure strategic alignment, funding, staffing and decision making as appropriate
- ✓ Define the relevant governance fora for your organization – set the agenda straight with clear roles and responsibilities
- ✓ Project managers should not be a passive recipient of top down guidance but need to actively supplement the top down transformation process
- ✓ Deploy the PMO as a partner for adequate support, control and continuous improvement

3

Processes & Methods

Navigation in complexity

All projects are related to uncertainty and complexity at different levels. Hence, a structured approach is required in order for any project to succeed in delivering its expected outcome and benefits throughout the project lifecycle. Deployment of project portfolio management needs to be supported by similar structures. In 2018, 97 percent rate the importance of project related processes and methods as high to medium for project success and increased value of the organization. Showing no decrease since 2017 (96 percent), it is fair to conclude that organizations see processes and methods as a key focus area for project, program and project portfolio management.

Challenges in adopting processes and methods

23 percent claim to have centralized and well documented project related processes and methods with a strong and proven approach which is a minor change from last year yet an interesting trend. In 2014, the corresponding figure was only 8 percent and in 2017 the figure increased to 21 percent. This positively

indicates that the gap between awareness and deployment rate in this area has decreased.

The results also show that many organizations face challenges in adopting processes and methods appropriately. Thus, it is valid to raise the question on how processes should be designed and adhered to. Today's environment requires organizations to respond promptly and efficiently to changed business needs and market conditions. The fact that 64 percent have formal processes and ways of working in place but only 10 percent claim to use agile processes and methods marks a need for internal evaluation. These lines of thought are further developed in chapter 6: Organizational Agility. Moreover, it is important to acknowledge that different projects require different application of processes and methods to be efficient. One size does not fit all. Implementing a project model without ensuring it is applied in a scalable manner is a mistake that often causes a too rigid and bureaucratic approach.

To what degree does your organization have structured and formalized project related processes and ways of working?

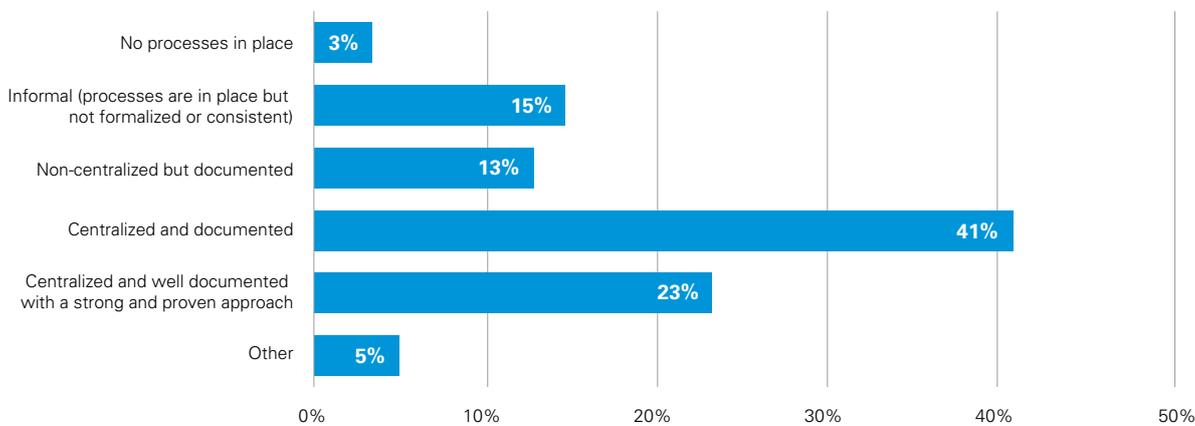


Figure 2: Illustrates to what degree organizations have structured and formalized project related processes and ways of working.



Perspective	Maturity level	Formal processes in place	No processes in place
Capacity Management	High	100%	0%
Benefits & Financials	High	93%	7%
Performance & Quality	High	100%	0%
Risk Management	High	100%	0%
System & Data	High	96%	4%
Lessons learned	High	91%	9%

Table 4: Indicates the correlation between process deployment and maturity in different perspectives.

PMO to drive continuous improvements in processes and methods

A proper PMO set-up ensures that lessons learned from the full project portfolio are captured and incorporated in project related processes and methods. This can be done through an ongoing dialogue with project stakeholders, quality audits, review of project close-out documentation and benefit evaluation. Utilizing this structure of plan-do-check-act improves the delivery conditions for new projects. The PMO can also ensure a suitable deployment of processes and methods, provide training and guidelines as well as following up on adherence.

This is what you can do:

- ✓ Learn from leading practices in processes and methods and tailor them to your organization's needs
- ✓ Make sure processes and methods are applied to fit their purpose; each project is individually different
- ✓ Communicate the value of using processes and methods through storytelling and encouraging the right behavior
- ✓ Focus on the added-value of the process rather than its documentation
- ✓ Establish a PMO to create structures without sacrificing efficiency and focus on business results
- ✓ Ensure adherence to processes and methods as appropriate by sufficient support and control
- ✓ Utilize the full potential of lessons learned and benefit evaluation to constantly improve processes and methods

Formalized processes and methods as drivers for success

Is there an evident correlation between application of processes and methods and project success rate? The answer is straight-forward. Organizations with formalized project related processes and methods tend to have a higher degree of successfully completed projects than organizations with no processes implemented or informal ways of working. With similar statistics in this area compared with last year our research determines that project related processes and methods are drivers for success if they are given formal status, deployed and adhered to appropriately.

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
Formal processes in place	11%	27%	43%	19%
No processes in place	53%	16%	21%	10%

Table 3: Indicates the correlation between process deployment and project results.

As expected, formal processes and methods also tend to have a positive impact on other project capability areas. Results from the survey indicate that organizations with formal processes in place are more likely to be mature in their practice of benefit and financial management, performance and quality management, risk management, lessons learned, system and data as well as capacity management.

4

Capacity Management

The importance of balancing resource demand and supply

Capacity management is considered to be one of the most important areas within project and project portfolio management. In 2018, 93 percent of the respondents rate the importance of capacity management as high to medium for project success and increased value of their organization, similar to last year (92 percent). Projects are unique by definition – hence, each project organization needs to be a reflection of specific project requirements and expectations in order to deliver with quality. An efficient resource allocation should identify key competences and preferably prioritize them between projects, still being agile enough to make swift adjustments if needed. To balance resource demand and supply properly, capacity management needs to be part of the project portfolio framework. When

project resources are shared with the line organization in a matrix set-up, the full business perspective needs to be considered in order to make a relevant resource prioritization.

Accurate competence allocation is a challenge

Organizations in Sweden still struggle with capacity management to ensure that project teams comprise the required skills to deliver what is expected – 88 percent rate the availability of resources and competences needed as low to medium. On a negative note, this is a degradation in performance from 79 percent in 2017. Most apparently, there is a gap between perceived importance and performance in the area of capacity management.



Organizations realize that managing capacity is key to success but with limited resources and lack of transparency in resource competence and availability this is a hard task to deal with. Another explanation to the poor performance in this area could be that capacity management in many organizations is managed on an ad-hoc basis and not throughout the organization taking a full business perspective. Projects tend to get the resources available rather than the right resources. For organizations with a sales driven project portfolio, being proactive can be difficult due to the uncertainty in the sales pipe (closed or lost deals). For internally sponsored project portfolios, resource allocation mechanisms should be less complex to deploy in theory but tend to be equally challenging in practice.

Successful capacity management enables organizations to plan for upcoming initiatives in an operational, tactical and strategic perspective and to manage resources efficiently mapping the right skill-sets to the right projects. This consequently leads to a better throughput in the project portfolio. Our research confirms that organizations focusing on capacity management tend to have a higher degree of successfully completed projects. The correlation in this area (see table 5) is similar compared with last year.

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High availability of resources	8%	21%	44%	28%
Medium availability of resources	12%	29%	39%	20%
Low availability of resources	27%	39%	30%	4%

Table 5: Indicates the correlation between competences and resources available and allocated as needed and project results.

Senior management involvement for efficient resource allocation

The perception on resource availability differs between senior management, project managers and head of PMOs. 24 percent of senior management rate the availability of resources and competences as high with the corresponding figures for project managers being 12 percent and 3 percent for head of PMOs. This sheds light on the need for an improved dialogue and higher senior management involvement. Not

surprisingly, high involvement from senior management could have a positive effect on resource allocation, matching project needs with required skill-sets, effort and duration (see table 6).

To what degree is senior management actively engaged in prioritized projects?	High involvement	Medium involvement	Low involvement
High availability of resources	74%	26%	0%
Medium availability of resources	48%	6%	46%
Low availability of resources	31%	24%	45%

Table 6: Indicates the correlation between senior management involvement and competences and resources available and allocated as needed.

This is what you can do:

- ✓ Integrate a resource allocation process with your project portfolio management framework to make sure active priorities are made based on realistic resource constraints
- ✓ Aggregate and visualize a transparent view of resource availability to streamline resource allocation – take advantage of digital solutions
- ✓ Involve senior management in capacity planning, execution and follow-up to ensure that prioritized projects receive needed resources
- ✓ Identify the key competence areas following your project portfolio pipeline and make appropriate staffing plans with the relevant stakeholders involved from an operational, tactical and strategic perspective
- ✓ Ensure swift action to get incorrectly staffed projects back on track – inappropriate resource allocation implicates an evident risk of low performance

5

Benefits & Financials

End-to-end mechanisms for realizing benefits

There is more to this focus area than just calculating return on investments and planning project costs. As a matter of fact, this is a versatile management area covering the end-to-end principles for adding value to the organization in relation to the resources needed. It covers the full range of capabilities from finding the rationale and funding for initiating projects to the realization of benefits after project closure. Throughout the project and project portfolio lifecycle key components related to benefit and financial management such as financial risk appetite, accurate estimation of cost elements, predictive financial control, continuous follow-up on planned benefits and relevant financial close-out procedures make a great difference for the final outcome of projects. In 2018, 89 percent of organizations in Sweden rate the importance of this area as being high to medium for project success and increased value of their organizations. This is the same figure as last year (89 percent) further confirming its crucial importance.

Performance improvements are necessary

Does our research show any improvement in this area? Alarmingly, there is no indication of progress with 89 percent rating their maturity level in benefit realization as being low to medium (whereof 11 percent consequently being high). The benefit realization maturity has been stable on a low level for the last years and our research shows that this trend remains. Further, the severe gap between perceived importance and performance clearly indicates that organizations find it challenging to develop successful project related benefit and financial management.

Structures for benefit and financial management are vital to succeed

Benefit and financial management is an enabler for realizing project success (see table 7) – as expected, there is a strong and positive correlation between maturity in the benefit realization process and meeting the project quality criteria. By including benefit management throughout the project lifecycle and after project closure, the organization can make informed decisions based on the expected benefits of each individual project. It also ensures that the project portfolio is aligned with the business strategies. By doing so, financial resources and competences are allocated appropriately. Still in 2018, “go-decisions” are given to projects that never should have been initiated in the

first place and benefit tracking tend to be a topic on the governance agenda in the early stages rather than constantly being in focus.

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High benefit and financial maturity	0%	21%	24%	56%
Medium benefit and financial maturity	10%	28%	47%	14%
Low benefit and financial maturity	30%	40%	22%	8%

Table 7: Indicates the correlation between benefit and financial maturity and project results.



Applying business cases as a means for prioritization

The definition of project success is sometimes referred to as achieving results, on time and budget with the defined scope delivered. However, the business impact in terms of tangible and intangible benefits must not be overlooked. By using a business case from start as an instrument for prioritization and by reviewing the business case in each phase of the project, the alignment with organizational strategy can be fulfilled and benefits managed efficiently. A formal policy as well as individual project plans should be established to define what should be measured, when, how and by whom, to track if expected benefits have been delivered or not.

79 percent of the respondents claim to have a formal policy in place for the application of business cases in their organizations – a positive increase of 3 percent from last year. However, the fact that only 68 percent apply business cases regularly still highlights the need for improvement within this area (67 percent in 2017).

This is what you can do:

- ✓ Make sure that you have an established benefit and financial management process including both quantitative and qualitative benefits
- ✓ Integrate benefit and financial principles into project portfolio management to enable active prioritization and a view on strategy execution status
- ✓ Ensure that benefit management principles are deployed prior to project initiation, throughout the project lifecycle and after project completion
- ✓ Do not be reluctant to take corrective actions if projects do not deliver in line with what is required or planned for
- ✓ Establish a benefit realization structure to define who is responsible, what to measure, when to measure it and baseline measurements as the reference points for comparison
- ✓ Strive for a benefit oriented mindset in the organization going beyond the project deliverables with focus on business impact

What does the application of business cases look like in your organization?

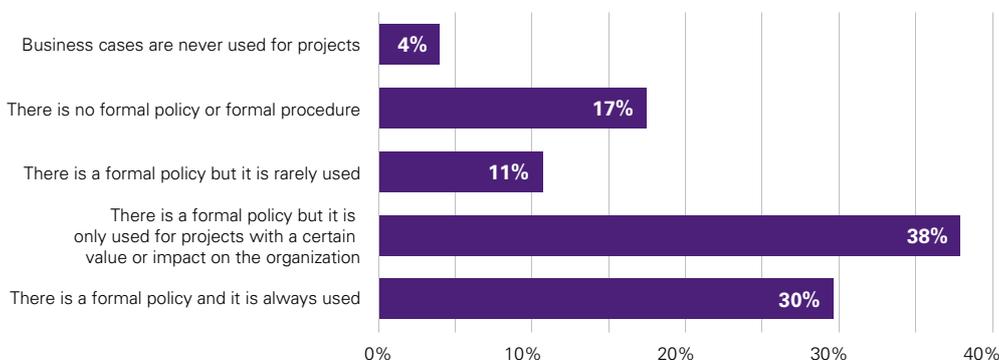


Figure 3: Illustrates how organizations work with business cases.

6

Organizational Agility

The articulated core of being agile

The world around each organization is constantly changing in an increasing pace. In this turbulent and ambiguous environment, the intention and ability to be more dynamic becomes crucial for success. The core of being agile, is about the organization's ability to renew itself, adapt and change quickly to match business needs. This behavior has always been important for being competitive, but is in 2018 more articulated than ever. As much as 89 percent of the respondents value the importance of agility as high to medium for reaching project success and increased value of their organizations. For senior management, the same figure is 97 percent highlighting the importance of agility from a holistic point of view, compared to 88 percent for project managers.

"The Bonnier group is a well-established media house with a heritage and culture going back to the year of 1804 when it was founded. With more than 200 years of growth and 180 companies globally whereof 120 in the Nordic region it is a heterogeneous organization in its core. In the upcoming two years we will consolidate our IT infrastructure in the Nordic region – going from more than 50 separate ICT units and a large number of service desk and support solutions – to just a few common data centers and a more or less completely integrated service desk set-up. By fully using our size and consolidate base-IT functions we take major steps towards increased efficiency and improved end-user service. On this journey, changing our culture and leadership to become more agile will be crucial for our success."

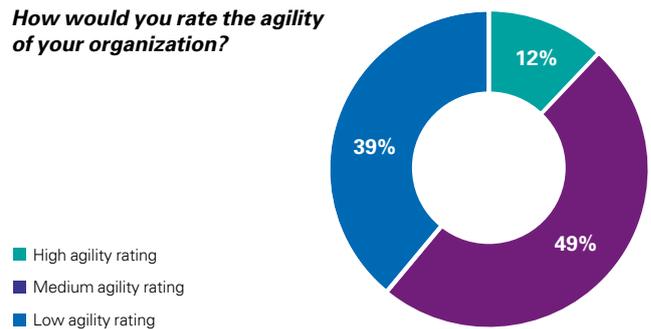


JOHAN STENBERG
PROGRAM DIRECTOR, BONNIER ICT

Few have taken the necessary steps

Even though the vast maturity of organizations recognize the importance of more swift responses to changing business conditions, few have taken the necessary steps to reach that goal. As a matter of fact, only 12 percent rate the agility of their organization as high (61 percent as high to medium). Further, a clear difference between the private and public sector is identified with only 5 percent of respondents from the public sector rating their agility as high (32 percent as high to medium).

How would you rate the agility of your organization?



In your view, how important is it for your organization to be agile to reach project success and increased value of your organization?

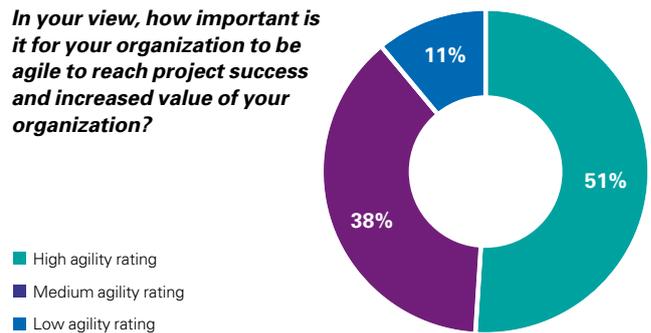


Figure 4 & 5: Illustrates the gap between perceived performance and importance of being agile.

Organizational agility is a proven key success factor

The importance of organizational agility is emphasized through its notable correlation with project success. Organizations rating themselves as agile are more likely to be high performers in projects. In fact, our research shows that one of the most important factors influencing project success rates is an organization's agility level.

Percentage of projects

meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High agility rating	8%	10%	48%	35%
Medium agility rating	12%	33%	38%	18%
Low agility rating	22%	36%	33%	10%

Table 8: Indicates the correlation between organizational agility and project results.

There are different aspects of building an organization responsive to changing business conditions. One key aspect to consider in the struggle for being agile is the balance between agility and stability. It is a fact that a higher demand on flexibility also puts enhanced requirements on a stable foundation for the organization to lean on. When some things are constantly changing, a stable foundation turns into a necessity for both the set-up of organization, governance, processes and how people are managed. Finding this balance is a main factor for success.

Let us look into an example of how this balance is relevant for management of people. An operating model and a culture based on trust is an important component in transforming the organization to become more agile and fast-moving. Leadership based on trust tend to increase creativity and decrease the fear of failure. Hence, this means a shift in focus from defending and anchoring positions to spend time on driving tangible results and “getting the job done”. This approach goes hand-in-hand with more mandate lower down in the hierarchy, closer to the customer or end user. However, when aiming for speed in the decision making, people still need stability in terms of a safe home in the organization where roles and responsibilities are clearly defined.

Stressing this balance further in terms of governance and processes, in many well-established, large and complex organizations, managers tend to implement rigorous processes, metrics and follow-up structures as the most vital means to control and drive performance. This survey reveals that organizations with formal, centralized and well documented project related processes rate themselves as less agile than those without formal processes in place. Thus, when evaluating the accurate level of structure and control, the outcome might mean that leaders need to take things away and reduce structures.

Is it then fair to say that the use of processes contradicts success? Definitely not. On the contrary, processes are essential to succeed. Keeping a centralized and efficient core might be most relevant for creating economies of scale and avoiding suboptimization. Again, organizations need both stability and agility to operate in the most efficient way. However, the ability to adapt your ways of working for different challenges based on active decisions is vital.

Agile ways of working in projects

When it comes to projects, embracing agility seems to be a tough task to deal with for many organizations. Of the respondents, 90 percent state that agile project processes and methods are applied as low to medium in their organizations (44 percent

as low). This deployment rate must still be seen as a proof of progress. Even in this area, there is a correlation between appliance of agile processes and methods and project performance.

Percentage of projects

meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High appliance of agile project processes and methods	12%	9%	52%	27%
Medium appliance of agile project processes and methods	12%	34%	37%	17%
Low appliance of agile project processes and methods	20%	34%	34%	13%

Table 9: Indicates the correlation between application of agile project processes and methods and project results.

Further, our research reveals that only 26 percent state that change, stakeholder and communications management are widely adopted in projects and highly recognized as an important skill-set for project managers (74 percent as high to medium). This is a decreasing trend from last year when 39 percent stated this area as widely adopted and highly recognized (76 percent as high to medium). It is generally a precarious and complicated task to change mindsets, behaviors or values within an organization. To properly support change initiatives, this will need to be reflected in the project management capabilities – the project manager becomes and ambassador for change.

This is what you can do:

- Balance your leadership focus from control and follow-up to activities building creativity and motivation
- Make trust an explicit value explained in a project team charter, clearly laying out which behaviors are desired and which are not
- Let change management competence be an important skill-set for all leaders in your organization – project oriented leaders in particular managing transformation and change
- Make sure that different business units, functions and/or geographies touching the same activities are sharing the same metrics and targets
- Establish a formal agile transformation program reporting to the CEO
- Focus on the people of your organization with training and coaching to support them in their transition towards more agile ways of working
- Transform in waves, with associated parts of the organization becoming agile together

7 Performance & Quality

Quality management perceived as key for project success

What is the definition of project quality and successful projects? The answer tend to differ between different individuals even if they are engaged within the same organization. For the Swedish Project Review we have chosen a straightforward question serving as an index for project performance: "For the last 12 months, how many of the projects in your organization do you estimate have delivered on time, within budget and realized benefits of at least 80%?" The respondents share a unanimous view on the importance of performance and quality management – 93 percent rate the importance of this field as high to medium for project success and increased value of their organizations, a similar value as last year (95 percent).

Different views in definition of project quality

Certainly, project quality is complex in its definition and should be viewed from different angles. Delivering the project in line with the project triple constraint of scope, time and cost is an important part of the answer. However, it is not an exhaustive definition of project quality and success. Projects are first and foremost initiated to deliver benefits or develop organizational capabilities why this aspect also should be considered. Further, the quality of the delivered outcome (product/service/solution)

is another relevant perspective to cover. Moreover, quality is a subjective perception of the delivered value to project stakeholders such as the customer, project sponsor or end user. In our view, project quality should also take process compliance and continuous improvement into consideration.

In order to be successful, project quality needs to be planned for at the start taking relevant lessons learned and quality parameters into account. The preferences and requirements of project stakeholders should also be considered and integrated as appropriate – this is fundamental. During execution quality needs to be delivered in line with what is planned for, still being agile enough to respond to any required changes or workarounds. Appropriate monitoring and control activities are vital to deploy in some businesses and type of projects to enable early warnings and proactive decision making. By measuring performance, the organization learns and could hereby develop its capabilities further for repeatable project success. In summary, defining common success factors and perspectives in the organization improves conditions for delivering project quality leaving less room for subjective judgments. However, when analyzing conformity in perception (see figure 6) this is a field being rated as far more important by senior management than by project managers and head of PMOs.

In your view, how important is management of performance and quality for project success and increased value of your organization?

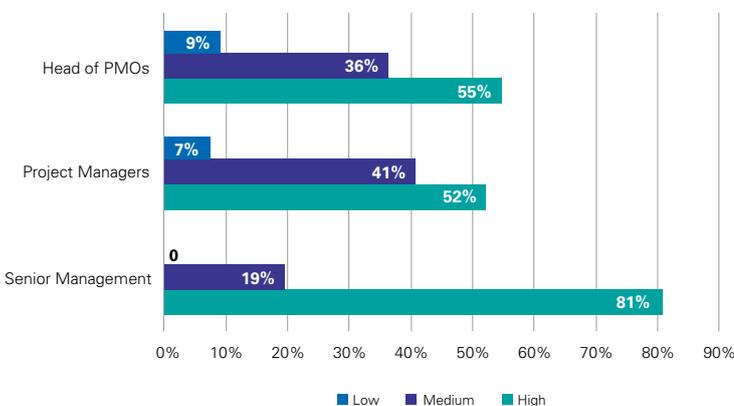


Figure 6: Illustrates the perceived importance of performance and quality management between different roles.

For the last 12 months, how many of the projects in your organization do you estimate have delivered on time, within budget and realized benefits of at least 80%?

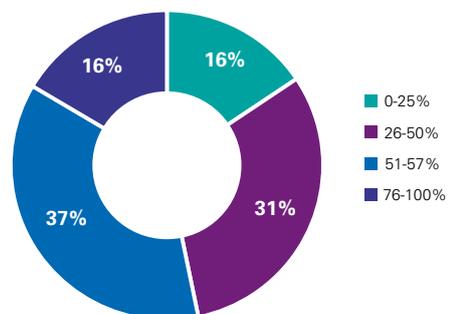


Figure 7: Illustrates the project success rate.

Performance improvements in sight

Alarming, only 16 percent of the respondents estimate that the vast majority (75-100 percent) of the projects in their organizations during the last 12 months have delivered on time, within budget and with realized benefits of at least 80 percent. This certainly implicates a great room for improvement. Despite the low result, this also indicates a slightly positive trend. In 2014 the figure was only 8 percent and last year the success rate was 15 percent.

Building quality management capabilities for project success

Is there evidence for a positive outcome correlated with deploying performance and quality management principles? Yes, there definitely is. Out of all project related focus areas reviewed, our research indicates that this is the most important for successful projects (see table 10).

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High performance and quality management maturity	0%	9%	49%	43%
Medium performance and quality management maturity	9%	33%	43%	15%
Low performance and quality management maturity	40%	40%	13%	6%

Table 10: Indicates the correlation between maturity in performance and quality management and project results.

Application of quality assurance to challenge and support

Proper use of quality assurance tend to build reliability and consistency within the project portfolio. The reviews could be performed as project health checks or deep dives, at specific toll gates/milestones or as an integrated function throughout the project lifecycle. Regardless of set-up, it evaluates project

performance and risks, recommending relevant actions to ensure that projects meet requirements and expectations.

Organizations do recognize the importance and value it brings. Positively, many organizations in Sweden apply these principles for their projects – in 2018, only 4 percent state they never use quality assurance. However, in too many cases quality assurance principles are used when major problems such as budget overruns or stakeholder conflicts are a fact rather than as a proactive instrument preventing projects from getting off track.

This is what you can do:

- ✓ Identify quality criteria and critical success factors in your organization to enable improved performance and common expectations on project delivery
- ✓ Deploy proactive KPIs enabling predictive governance
- ✓ Ensure adherence to decided ways of working through relevant communication, support and control
- ✓ Follow up on different aspects of quality in the projects of your organization – make sure lessons learned and feedback are incorporated appropriately
- ✓ Create a culture for learning and development to create conditions for continuous improvements
- ✓ Let the PMO be the centric node for building capabilities and repeatable success
- ✓ Integrate quality assurance principles into your performance and quality management framework and implement formal reviews on all critical projects from start

In your view, when do you perform quality assurance?

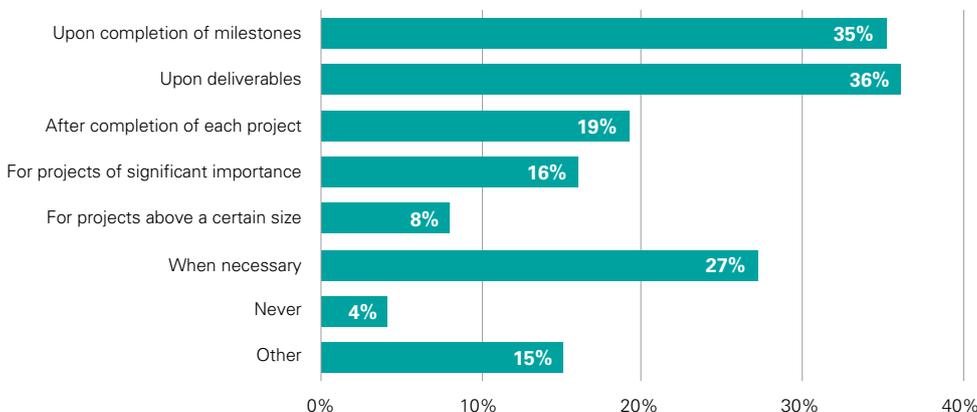


Figure 8: Illustrates when project quality assurance is performed.



Risk Management

Risk management – a fundamental part of project management

Managing uncertainty is a fundamental part of good practice in project management. Projects are by definition related with risk and complexity - therefore, a structured risk approach throughout the project lifecycle is necessary in order to make active priorities and decisions. Through efficient risk management organizations are able to identify, evaluate, plan and act to deal with the “known unknowns” and “unknown unknowns” of their projects. Thus, the rationale of risk management is to improve the likelihood of delivering strategic initiatives on time and budget with the defined benefits delivered. Also, relevant deployment of risk management principles should enable more resource lean and fast-moving projects.

Not surprisingly, a majority of organizations consider risk management to be indispensable. This year, 92 percent rate the importance of risk management as high to medium for project success and increased value of their organizations, similar to last year’s result (95 percent).

Performing risk assessments throughout the project lifecycle

As much as 80 percent characterize the risk management maturity level of their organizations as being low to medium (consequently 20 percent as high). In relation to the perceived importance this is by no means satisfying performance. However, on a positive note, 96 percent of organizations perform some sort of risk management activity related to their projects (96 percent for 2017).

Further, our research shows that as much as 32 percent of organizations tend to only perform risk management concentrated to the project initiation phase. For these organizations, the risk awareness and ability to act accordingly is limited during the execution and close-out phases of the projects. On the opposite, 39 percent are performing risk assessments frequently, 23 percent manage risk at project toll gates while 4 percent are not managing risk at all (see figure 9).

With what frequency does your organization manage risks within projects?

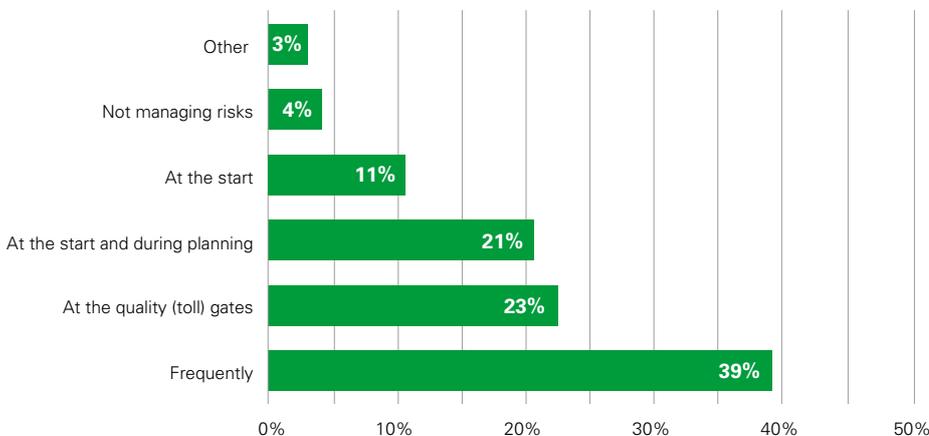


Figure 9: Illustrates with what frequency organizations manage risks.



Implement risk management for successful projects

There is an obvious correlation between appliance of risk management and project performance as highlighted in table 11. The message to organizations in Sweden is straightforward – deploying risk management ways of working improves the project success rate.

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High risk management maturity	2%	21%	41%	36%
Medium risk management maturity	13%	31%	40%	16%
Low risk management maturity	30%	36%	28%	5%

Table 11: Indicates the correlation between maturity in risk management and project results.

Moreover, our analysis shows that organizations managing risk frequently are more likely to succeed than organizations not managing risk at all. Evidently, organizations who do not manage risk at all fail to deliver highly successful projects (see table 12).

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
Frequently	9%	21%	42%	28%
At the start and during planning	19%	36%	35%	10%
Not managing risk	29%	50%	21%	0%

Table 12: Indicates the correlation between frequency in managing risks and project results.

Successful risk management of project and programs, as well as on project portfolio level are enabled by formal processes. Hence, organizations should establish standard tools and ways of working regarding risk practices. The establishment of formal processes enables organizations to increase their risk management maturity – 73 percent of the respondents who claim to have high risk maturity have got formal processes in place.

Balancing risk in the project portfolio

The composition of the project portfolio should be a result of a deliberately set level of risk appetite in the organization. It is well known that projects with the highest value generally have the highest risk and vice versa. How much risk is the organization willing to take? How do different project portfolio compositions affect the potential outcome of the business? Could we segment the project portfolio to manage risk in a structured manner? These questions are imperative for finding an accurate risk balance. Also, aggregating the main project risks could provide a clear view on the risk structures and values at stake.

This is what you can do:

- ✓ Establish an end-to-end risk management process for projects, programs and project portfolio
- ✓ Segment the project portfolio in different risk levels and decide on your organization's risk appetite
- ✓ Present early warnings and project risks on an aggregated level
- ✓ Include risk management in the standard agenda for project and program steering committees
- ✓ Establish a risk repository of commonly identified risks with suggested risk strategies and actions

9

System & Data

Information advantage in the digital era

In the age of digitalization, there are more project tools and systems available than ever before to support projects. Described as the modern day oil, there is also more data to access for driving analysis and capturing intelligence from. Data utilized in an efficient way using relevant supporting systems is a competitive advantage to strive for. Our research confirms this – in 2018, 90 percent rates the importance of project related data and reporting for project success and increased value of their organizations as being high to medium (91 percent in 2017).

From information overload to improved project governance and delivery

However, efficient analysis and reporting is difficult and organizations still find it challenging to establish relevant structures within this field. The gap between perceived importance and performance is apparent – 80 percent rate the relevance and accuracy of their organizations’ project related data and reporting as being low to medium.

There are many aspects related to this challenge. Above all, relevant reporting and information requires a defined purpose in line with business strategy – the wanted steering effects should be outlined. Without a structure behind, organizations miss out on expected benefits facing a perceived information overload instead. Secondly, spending time on reporting and analysis without consequences in terms of decisions or actions might provide a sense of information advantage but does not add value. Another challenge within this field is to ensure that information receivers know how to interpret data in order to act upon it. Hence, the right information should be available for the right stakeholders at the right time in a smooth and accurate way.

Relevant data and reporting creates conditions for successful projects

Establishing efficient ways of working with reporting and information is proven to be a success factor. Last year’s research indicated that high accuracy and relevance in data and reporting enables projects to meet the quality criteria. This year’s statistics and analysis confirms this positive correlation. Consequently, organizations with a low degree of relevance and accuracy in data and reporting fail in most of their projects.

Percentage of projects

meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High accuracy and relevance in data and reporting	6%	19%	41%	35%
Medium accuracy and relevance in data and reporting	14%	32%	41%	13%
Low accuracy and relevance in data and reporting	32%	40%	19%	9%

Table 13: Indicates the correlation between relevant and accurate project related data and reporting and project results.

Generally, a system solution is rarely the main answer to improved ways of working and changed behaviors. However, an appropriate system solution could act as support in gathering, analyzing and visualizing information efficiently and concurrently. Relevant templates within the software provide information transparency and reliability in the project process and should reduce the manual steps required.

This is what you can do:

- ✓ Define the purpose and value of reporting and information sharing for your organization – the wanted steering effects should be outlined
- ✓ Establish a scalable and tailored project, program and project portfolio reporting framework for different levels in the organization
- ✓ Make relevant information available tailored for different stakeholders to enable decisions and actions as appropriate
- ✓ Ensure that data sources provide accurate data – the analysis is only as good as the quality of the data
- ✓ Provide relevant templates and guidelines
- ✓ Make sure that your system solution supports required functionality and capacity with focus on automation, visualization and reliability



Knowledge & Leadership

Knowledge and leadership remains as a focus area

All projects are unique in their scope, objectives and challenges – thus, each project organization needs to be a reflection of these conditions in terms of allocation and composition of competences. In 2018, a majority of organizations recognize the importance of the right skill-sets and leadership as a focus area. As much as 93 percent rate the importance of knowledge and leadership for project success and increased value of their organization as being high to medium (63 percent being high). This figure remains the same as last year.

In your view, how important is management of knowledge and leadership for project success and increased value of your organization?

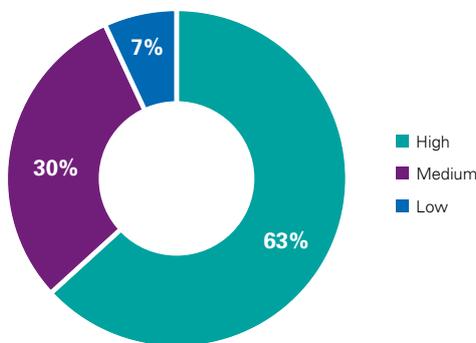


Figure 10: Illustrates the perceived importance of knowledge and leadership.

Building long term capabilities through lessons learned

For project intensive organizations, it is imperative to build long term capabilities for repeatable project success. By definition, project organizations are dissolved when the project scope has been delivered. Therefore, capturing the lessons learned is key to avoid starting on a blank sheet for every new project. A formal lessons learned process tailored for each organization's individual needs enables organizations to capture, share and develop new capabilities, ensuring that knowledge is preserved. The PMO could be a central node for this. Lessons learned should be captured but not limited to the areas of organization, governance, processes, methods, systems and people.

"BillerudKorsnäs challenges conventional packaging for a sustainable future – our project portfolio is wide to ensure we reach our vision. In this context, people with professional project management skills are key for a successful execution. Some project management competencies are generic, such as leadership and business understanding, while other competencies are more process and solution oriented. There is a clear need to match different skills with the opportunities we face."



MARIA ENGNES
HEAD OF OPERATIONAL EXCELLENCE,
BILLERUDKORSNÄS

Alarmingly, 79 percent of organizations rate their acknowledgement and active work with collecting lessons learned and using them in new projects and strategies as being low to medium (consequently 21 percent being high). Hence, in many cases opportunities to capitalize on mistakes and identified success factors are being lost.

There are however also opportunities to transfer and restore knowledge through mentorship and coaching. Senior colleagues or consultants can be a valuable source of motivation and expert insights for improved project planning and delivery conditions. Even in this respect, the PMO can be utilized as a suitable partner for the deployment of mentorship and coaching. According to our research, there is an obvious need for improvement in this area – 86 percent rate their organization's acknowledgement and active offer of mentorship and coaching as being low to medium.

Does your organization acknowledge and actively offer mentorship and coaching?

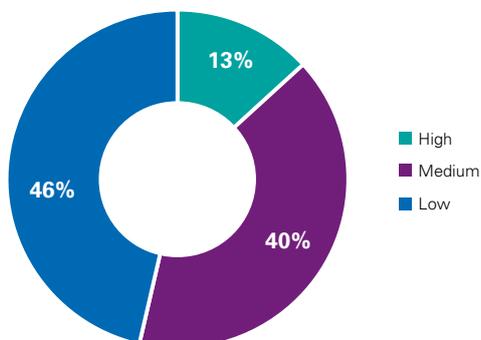


Figure 11: Illustrates how organizations acknowledge and actively offer mentorship and coaching.

The need for competency requirements, relevant education and certification

Working in projects can often be demanding and challenging putting pressure on competency in order to be successful. Thus, an efficient organization should match each project to resources with the adequate skills. Also, in this respect, organizations should ensure that competency requirements are well defined and reflected in the level of education, certification and experience.

Yet, establishing a solid baseline for competency is challenging. As much as 83 percent rate their organization’s acknowledgement and active work defining competency requirements as being low to medium. Further, 75 percent rate their organization’s acknowledgement and active work with relevant education and certification as being low to medium.

This review provides evidence of a positive correlation between the degree organizations are working with knowledge and leadership and the percentage of projects that meet the quality criteria (see table 14). Hence, organizations should put this area in focus in order to improve project performance.

Percentage of projects meeting the quality criteria	< 25%	25-50%	51-75%	> 75%
High degree of working with knowledge and leadership	5%	20%	46%	29%
Medium degree of working with knowledge and leadership	11%	33%	41%	16%
Low degree of working with knowledge and leadership	30%	34%	26%	10%

Table 14: Indicates the correlation between the degree of working with knowledge and leadership and project results.

Needless to say, the project manager is key for a successful project. According to the PMI Talent Triangle, the ideal skill-sets for a project manager should include a combination of technical project management, leadership and strategic and business management expertise. In addition, mastering change management mechanisms being able to navigate in a fast-moving environment becomes increasingly important as projects often take a transformative approach.

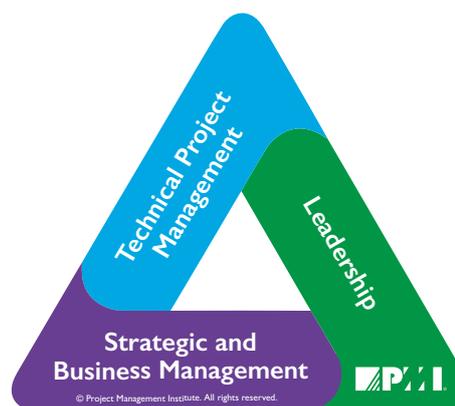
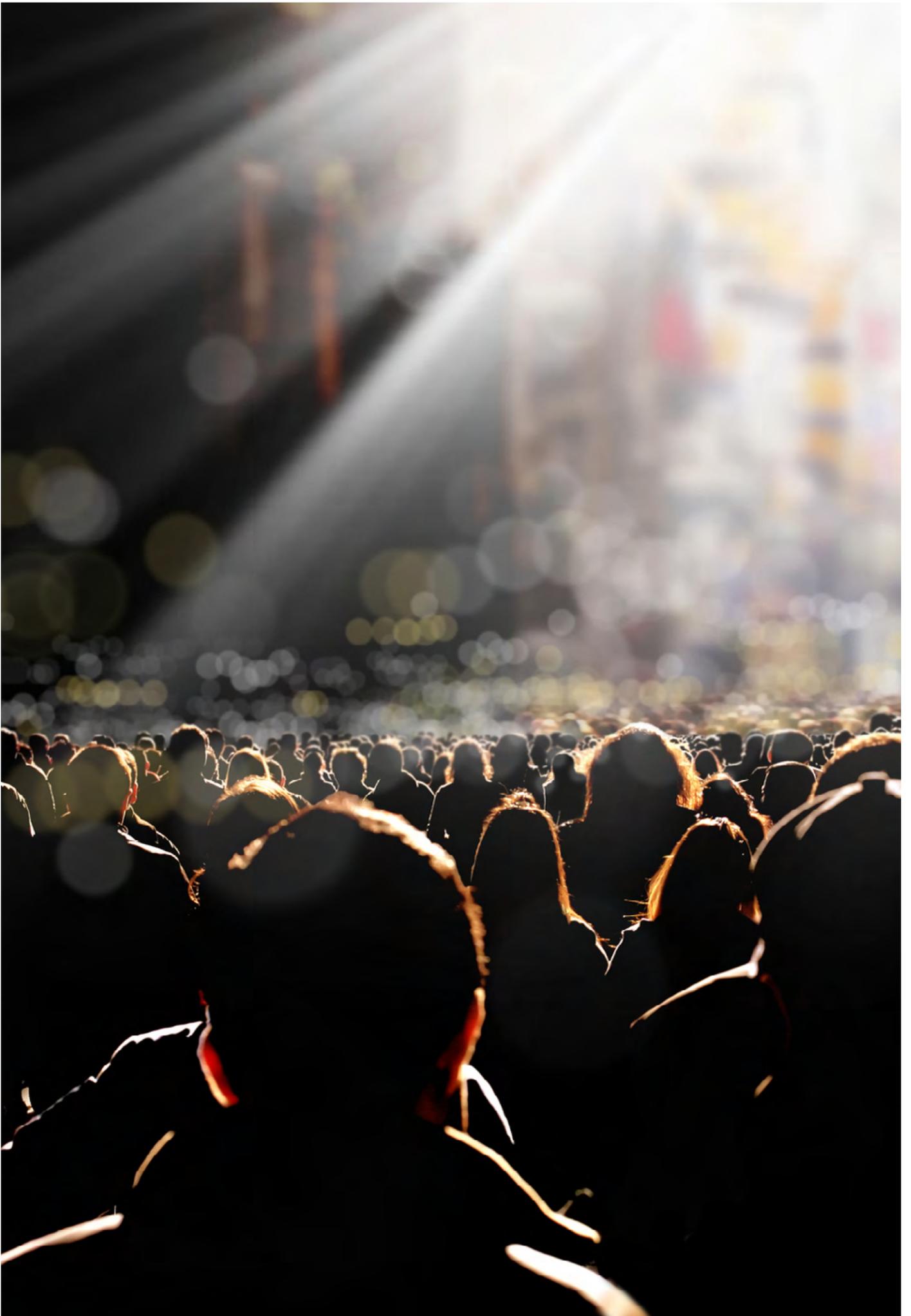


Figure 12: PMI Talent Triangle.

This is what you can do:

- ✓ Put the right competence in focus for improved project planning and delivery conditions – prioritize competence development, relevant education and certification
- ✓ Recognize the project manager as a prerequisite for successful projects – define competency requirements and create a career path
- ✓ Provide coaching and mentorship as a means to guide and motivate but also as an instrument for transferring and restoring knowledge
- ✓ Design and deploy a formal lessons learned process tailored for your organization (“for us, by us”) – ensure lessons learned are applied in new projects
- ✓ Lessons learned should be captured but not limited to the areas of organization, governance, processes, methods, systems and people



Demographics

The Swedish Project Review 2018 is based on a total number of 382 respondents, an increase from last year's survey further strengthening the statistical analyses of this report. Figure 13, 14 and 15 depict the demographics of the respondents in terms of position within their organization, distribution across business sectors as well as annual gross turnover. Similar to the study in 2017, respondents mainly consist of project managers, head of PMOs and senior management enhancing the comparability for relevant trend analyses. A majority of the respondents are active within the consulting industry, information technology and

automotive industry. The telecom, public, manufacturing, retail and energy sectors are also well-represented. Further, 65 percent of the respondents represent organizations with 500 MSEK gross turnover or more (40 percent of the respondents represent organizations with 5 BSEK gross turnover or more). Hence, 35 percent of the respondents represent organizations with less than 500 MSEK gross turnover. In summary, the conclusions in this report are based upon a wide range of organizations in terms of roles, sectors and size.

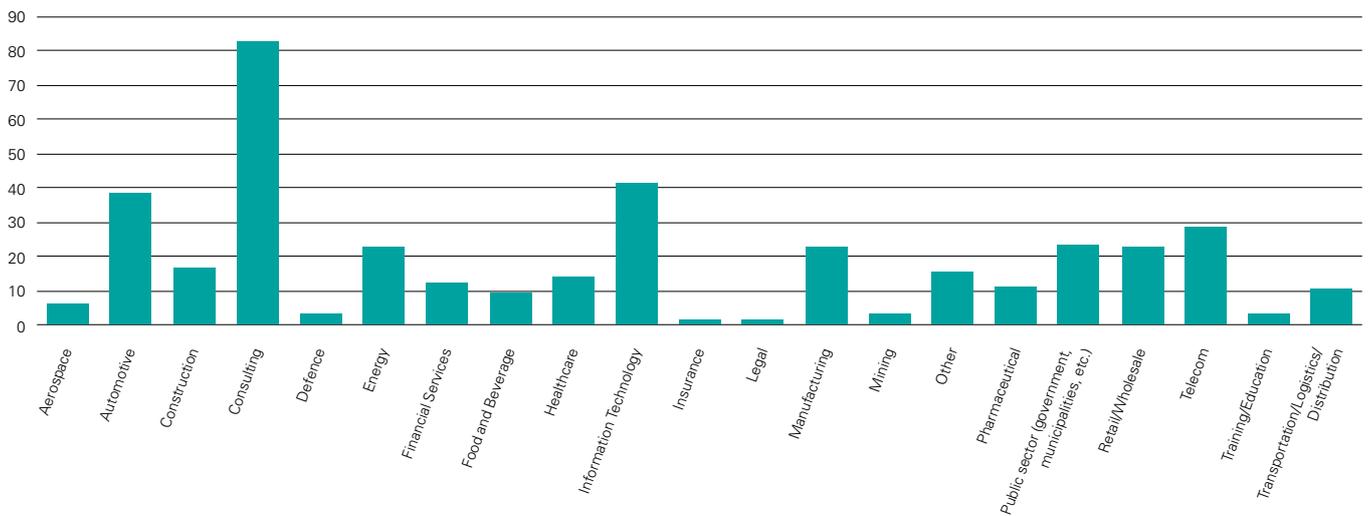


Figure 13: Illustrates the distribution of respondents across business sectors.

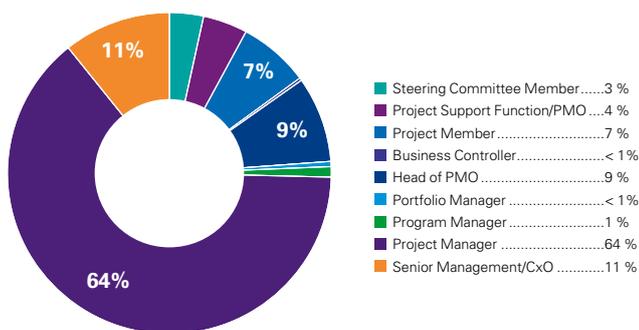


Figure 14: Illustrates the representation of different roles.

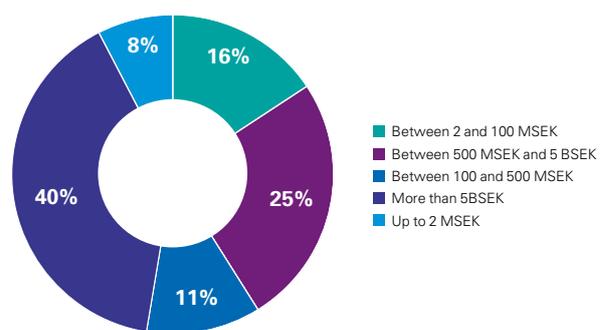


Figure 15: Illustrates the distribution of annual gross turnover.



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