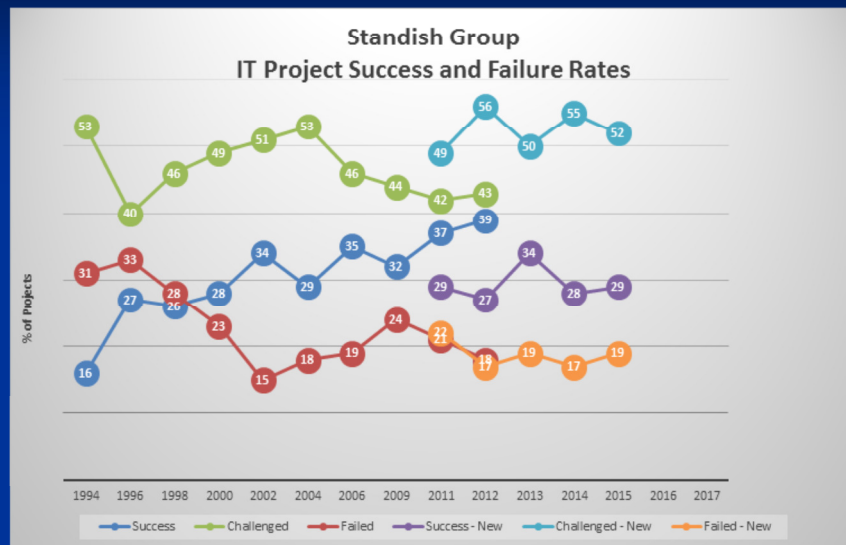


Project Success



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Essentially no improvements in the success rates of IT related projects over the last 22 years!

Causes are holistic at the project level.

Old definitions pre- 2013

project success: The project is completed on-time and on-budget, with all features and functions as initially specified.

project challenged: The project is completed and operational but over-budget, over the time estimate, and offers fewer features and functions than originally specified.

project failed: The project is cancelled at some point during the development cycle.

Post 2013, **Successful projects** were redefined as being those which were on time, on budget with a satisfactory result, which is in some ways a lower bar. The

change was because so many projects had previously been classified as not delivering all the initially specified functionality. So, presumably, it was assumed that this new definition should deliver more “successful” projects. It is extremely ironical that it has, on the contrary, delivered even more challenged projects, see the comparisons for 2011 and 2012.

One possible interpretation of this is that even fewer IT projects actually deliver real business value!