Concept Symposium 22nd September 2022 15:30-16:00

Accelerating Time to Impact and Benefits Realization

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Agenda

- Why do we need to focus on accelerated innovations and projects?
- Characteristics of acceleration of projects and innovations
- Half Double Research
- Lessons learned about acceleration in Half Double Project
- Questions and further readings

Sustainable goals they matter, but we need speedy actions

(Source: https://borgenproject.org/sustainable-development-goals-matter/)

(Source: https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/08/E_2018_SDG_Poster_with_UN_emblem.png)

Climate action now (important part of Sustainable goals)

(Source: https://sdghelpdesk.unescap.org/learn-more-about-climate-action)

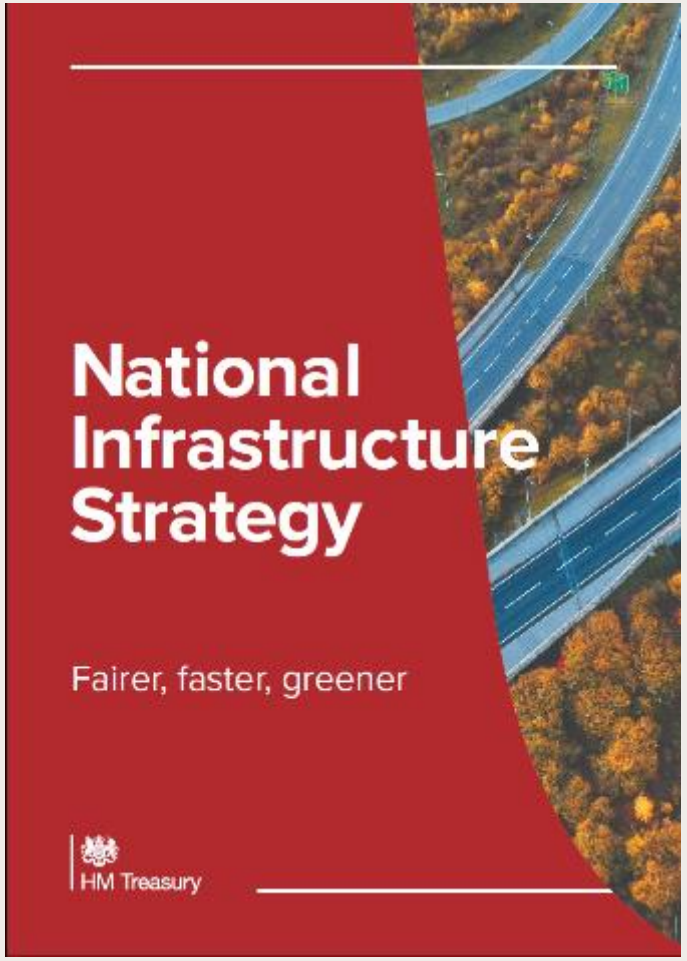
War in Ukraine and all its consequences

(Source: https://www.abc.net.au/news/2022-04-02/graphic-nyt-photograph-that-could-lead-to-war-crime-charges/100960860)

Covid-19 pandemic and the future of pandemics and other health crises

(Source: https://www.reuters.com/business/healthcare-pharmaceuticals/country-by-country-scientists-eye-beginning-an-end-covid-19-pandemic-2021-11-03/)

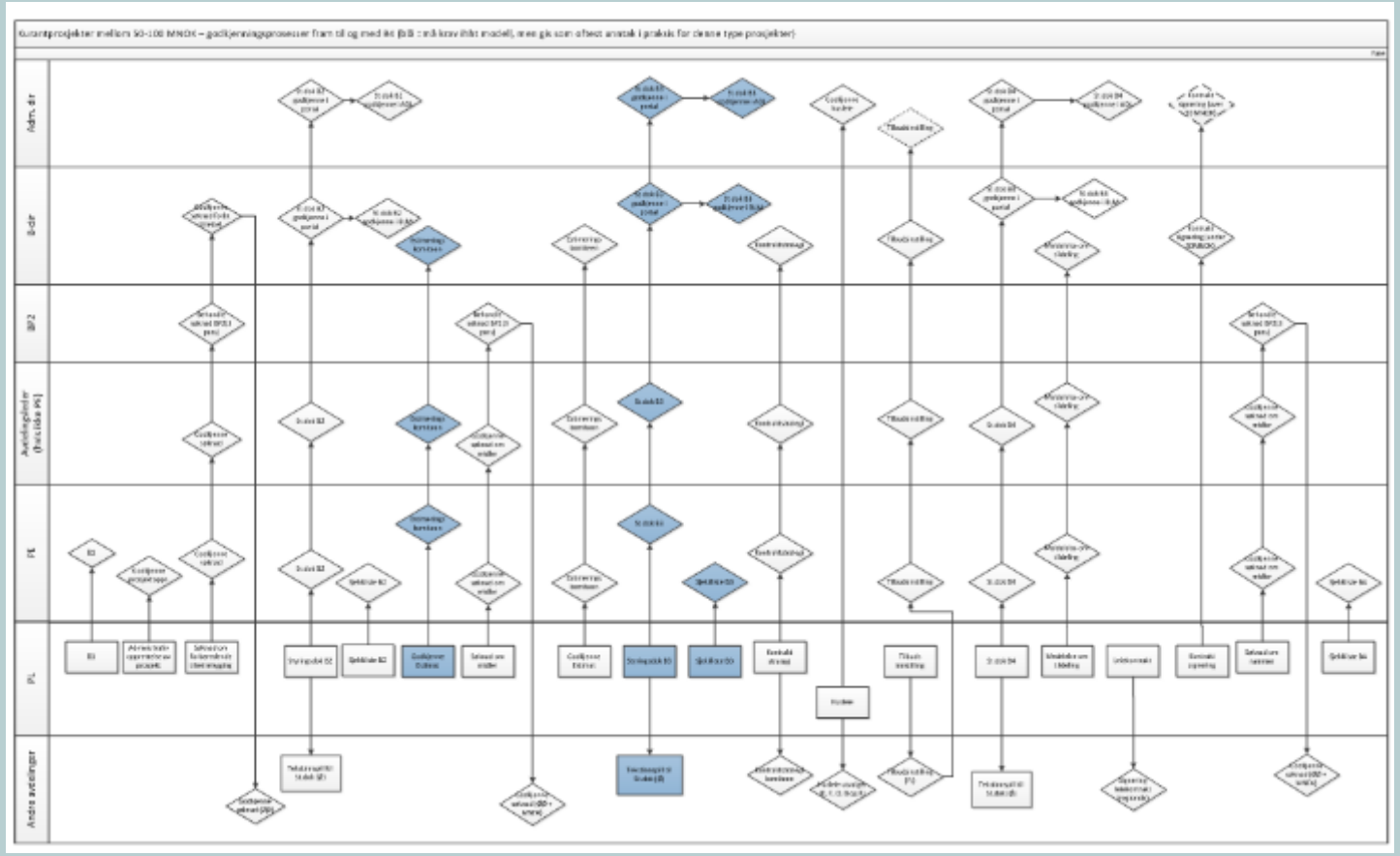
Fairer, Faster and Greener (UK National Infrastructure Strategy, November 2020)



- National Highways reveals plan to accelerate delivery of major road schemes
- The construction timeline for the £1bn A66 trans-Pennine road upgrade has been reduced from nine to five years (planned opening for traffic 2025)
- The costs on the scheme had jumped 28% due to the acceleration.

(Source 1: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938049/NIS_final_web_single_page.pdf
Source 2: https://www.newcivilengineer.com/latest/national-highways-reveals-plan-to-accelerate-delivery-of-major-road-schemes-03-11-2021/#:~:text=National%20Highways%20has%20revealed%20its,road%2Dbuilding%20projects%20unveiled%20today.)

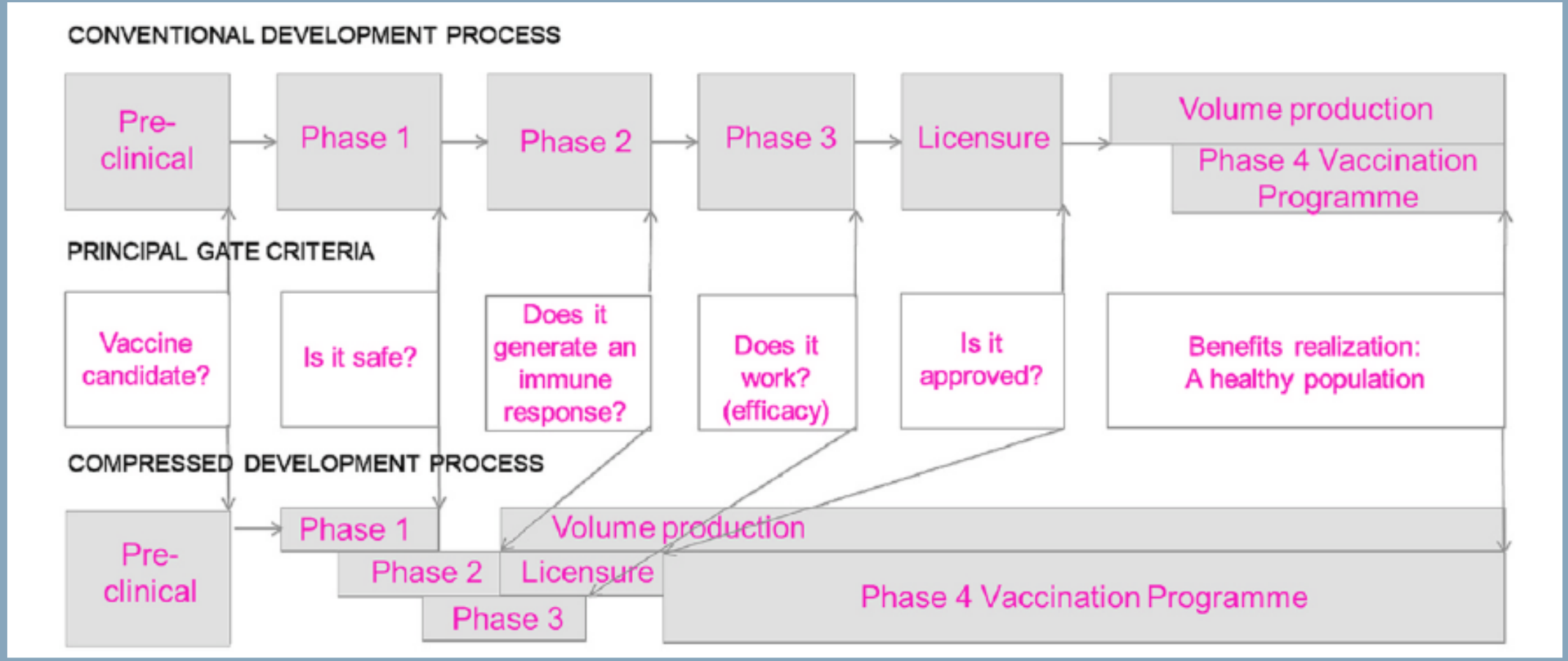
Speed Up Project – Norway (2014 – 2018)
Decision Latency



- More than 3 out of the 12 months in the planning stage is used to "check and control“
  (Agnar Johansen presentation 11.12.2018)

Characteristics of acceleration of projects and innovations

Schedule compression in Vaccine Development



(Winch et al., 2021: 4)

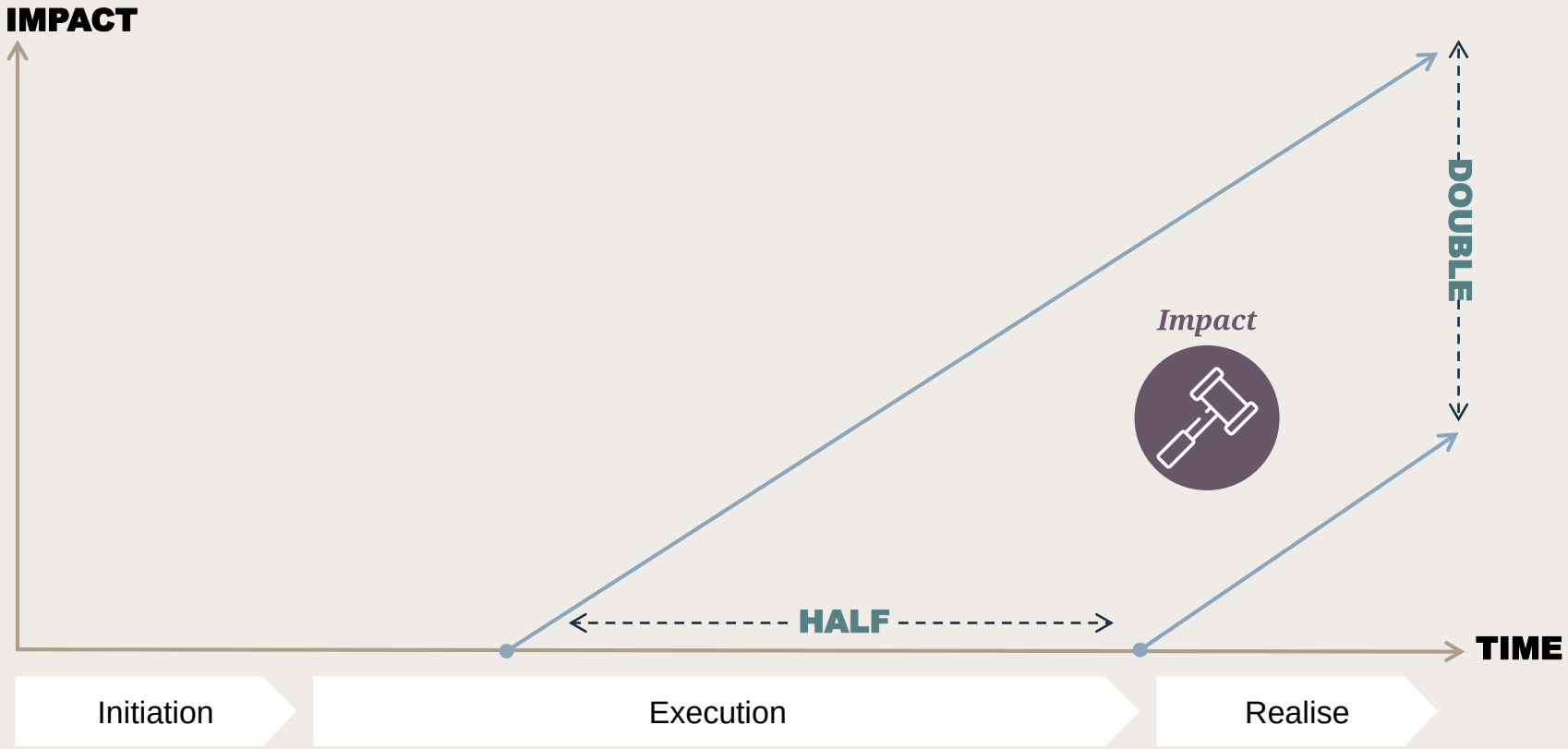
Themes for accelerating projects

Themes in accelerating projects	Illustrative examples
Drivers for acceleration	• *Time-to-market* of new products and time-based competition to build competitive advantage (Mahmoud-Jouini et al., 2004; Ellwood et al., 2017; Zidane et al., 2018), where time reduction is often more important than cost reduction (Chen et al., 2010). • *First mover advantage and fast follower strategy* (Brown and Eisenhardt, 1995; Mahmoud-Jouini et al., 2004; Chen et al., 2010). • *Unexpected urgent projects* that arise because of a new business opportunity, protection against a sudden threat, or to restore a severely damaged asset (Wearne, 2006; Wearne and White-Hunt, 2014). • *Business disruption* relates to strategies for warding off disruption and speeding of innovations for product development, business operations, etc. (Downes and Nunes, 2013, Brossard et al., 2018).
Acceleration practices	• *Strategic practices*, such as time as a goal and an emphasis on speed (Zirger and Hartley, 1994; Kessler and Chakrabarti, 1996), goal clarity (Kessler and Chakrabarti, 1996; Chen et al., 2010), and top management support and champion presence (Brown and Eisenhardt, 1995; Chen et al., 2010). • *Project practices* with parts reduction and parts standardization (Zirger and Hartley, 1994), schedule compression techniques (Larson and Gray, 2014), and agile practices (Conforto et al., 2016). • *Team- and people-oriented practices*, related, for example, to collaborative problem solving (Sting et al., 2015), empowered and dedicated team members (Zirger and Hartley, 1994, Kessler and Chakrabarti, 1996), project leaders with power and vision (Kessler and Chakrabarti, 1996), and team co-location (Chen et al., 2010; Zirger and Hartley, 1994). • *Process practices*, such as concurrent development (Zirger and Hartley, 1994, Chen et al., 2010), iteration, frequent testing, and learning (Brown and Eisenhardt, 1995, Chen et al., 2010), and freezing design (Zirger and Hartley, 1994).
Consequences of accelerating projects	• *Positive effects:* Operational success, such as reduced development costs (lower price), technical product performance, or other product competitive advantage. External success related to market share, sales volume, revenue, and customer satisfaction. Financial success, including profitability, margin, and return on investment (Cankurtaran et al., 2013: 468–469). • *Negative effects*: Overemphasis on acceleration can have hidden costs or detrimental effect on other factors (Ellwood et al., 2017: 510), often involving the balance between positive short-term effects and negative long-term effects (Zidane et al., 2018).

(Svejvig, Geraldi, & Grex, 2019: 786)

Half Double Methodology Research

Vision: Half the time to impact creation will Double the impact



Mindset: Half Double projects are characterized by creating impact while they are being executed.

Half Double Methodology

- Simple
- Adaptable
- Hybrid

Disclaimer

There are always limitations and uncertainties with research.

Key numbers 2015-2022

29
Half Double Projects

76
Comparable reference projects

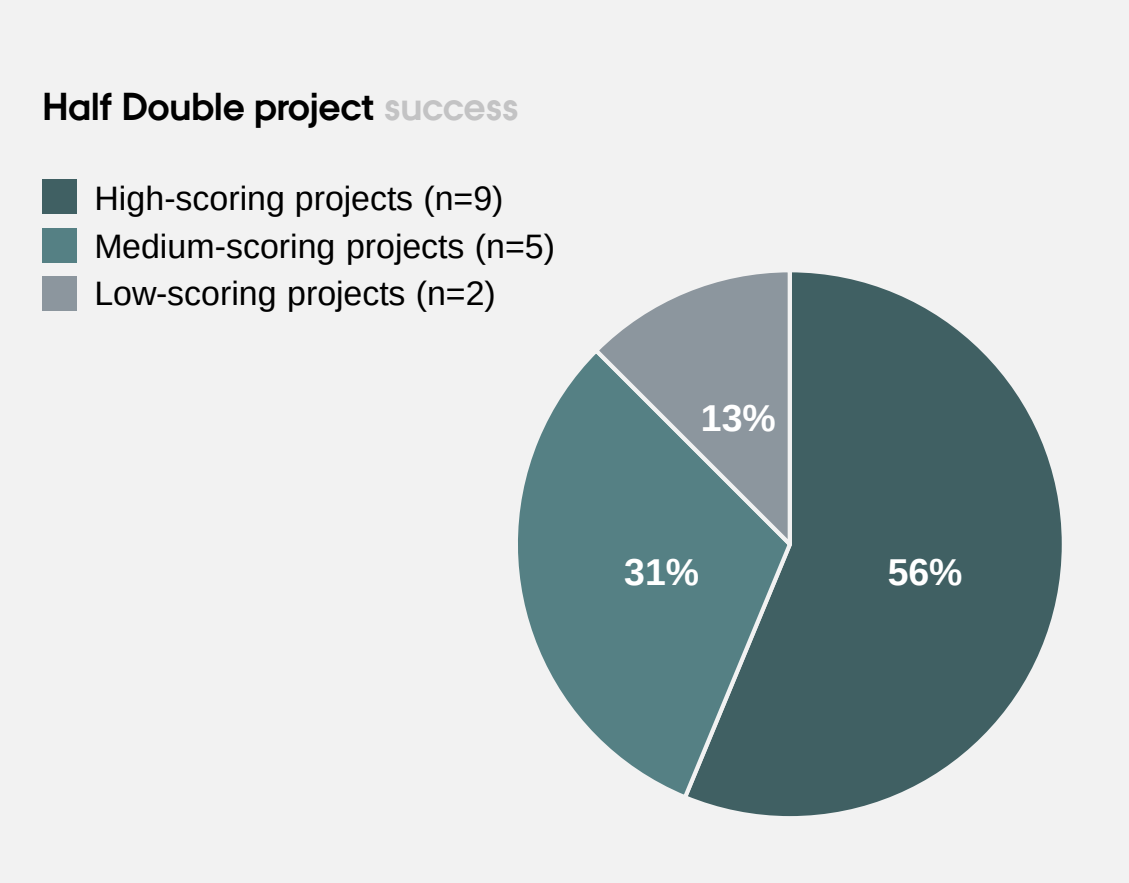
54
Organizations evaluated

35
SMEs evaluated

The objective of Project Half Double

To define a project methodology that **can increase the success rate** of projects while **increasing the development speed of new products and services**.

To what degree has the projects fulfilled the success criteria of the project?



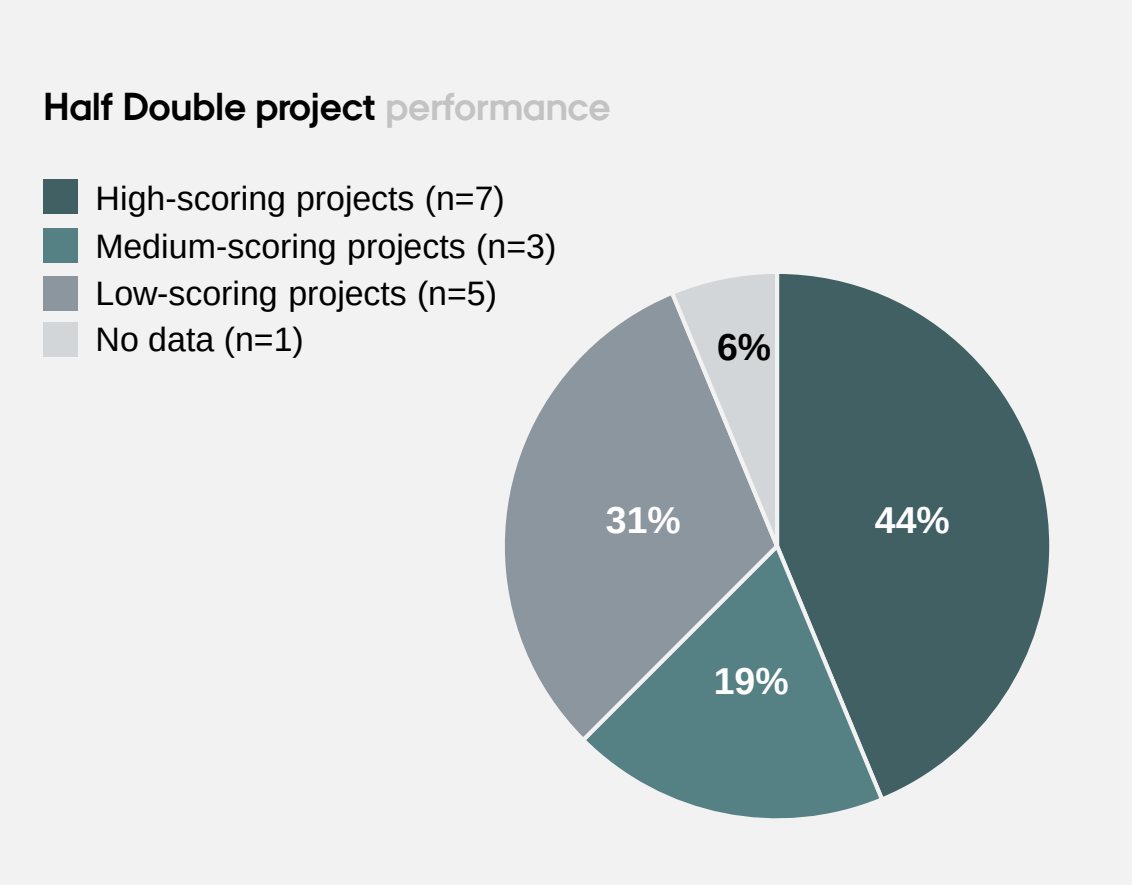
87%

of the Half Double projects have fulfilled or partly fulfilled the success criteria of the project.

(only a subset of total projects, typically four projects per organization is included)

(Rode and Svejvig 2021)

To what degree has the Half Double methodology contributed to higher performance



63%

of the Half Double projects have scored higher than one or more reference projects.

(only a subset of total projects, typically four projects per organization is included)

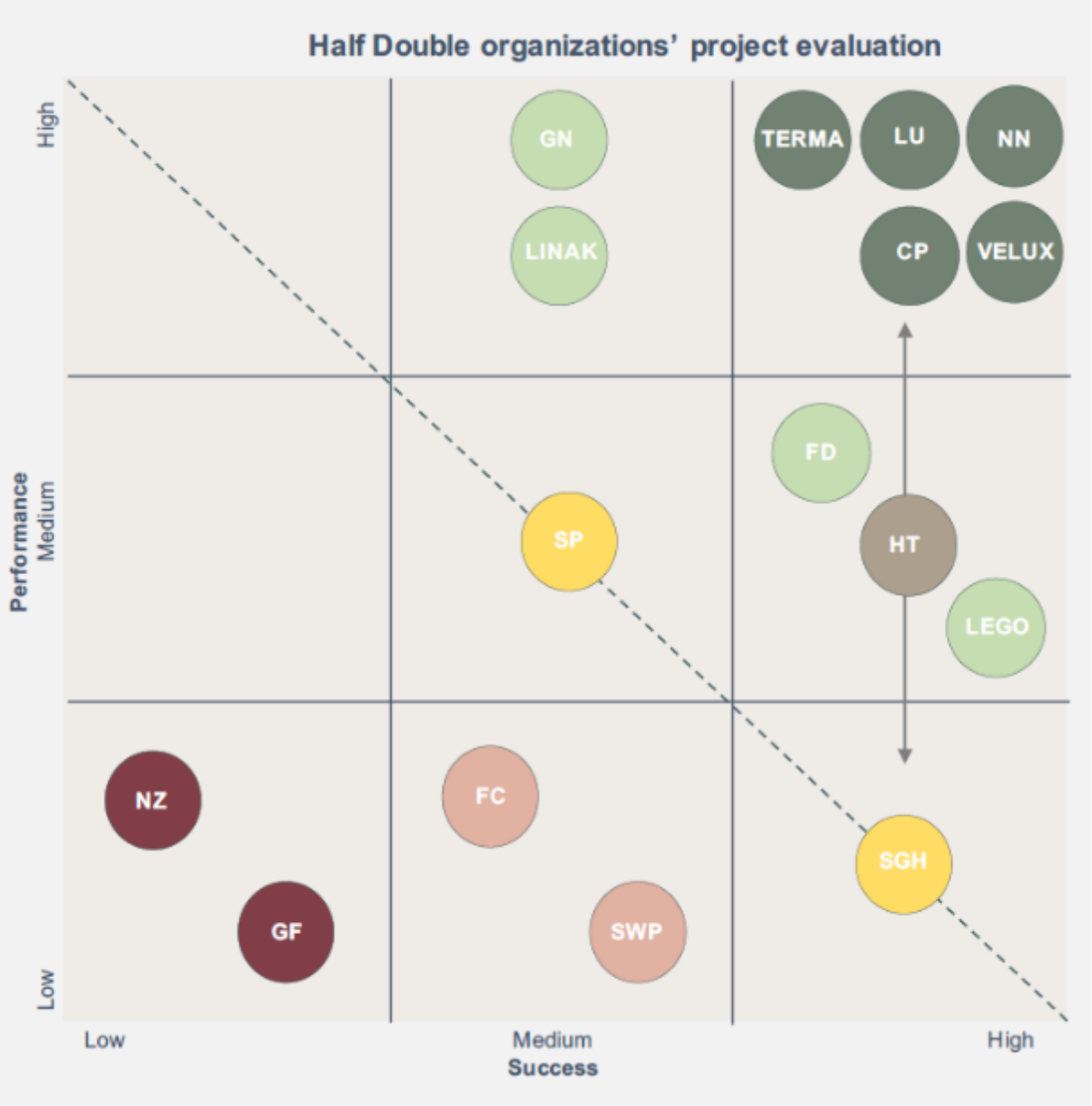
(Rode and Svejvig 2021)

Sweet Spot

ABBREVIATION	LU	NN	CP	Terma	Velux	GN	Linak	FD	Lego
ORGANIZATION	Lantmännen Unibake DK	Novo Nordisk	Coloplast	Terma	Velux	GN Audio	Linak DK	Foodservice DK (Dagrofa Foodservice)	Lego

ABBREVIATION	HT	SP	SGH	FC	SWP	NZ	GF
ORGANIZATION	Hydratech Industries	Schoeller Plast	SAS Ground Handling DK	Fiberline Composites	Siemens Wind Power (Siemens Gamesa)	Novozymes	Grundfos

(only a subset of total projects, typically four projects per organization is included)



(Rode and Svejvig 2021)

Lessons Learned from Half Double Projects

Lessons learned with respect to inhibitors and promoters

ABBREVIATION	LU	NN	CP	Terma	Velux	GN	Linak	FD	Lego
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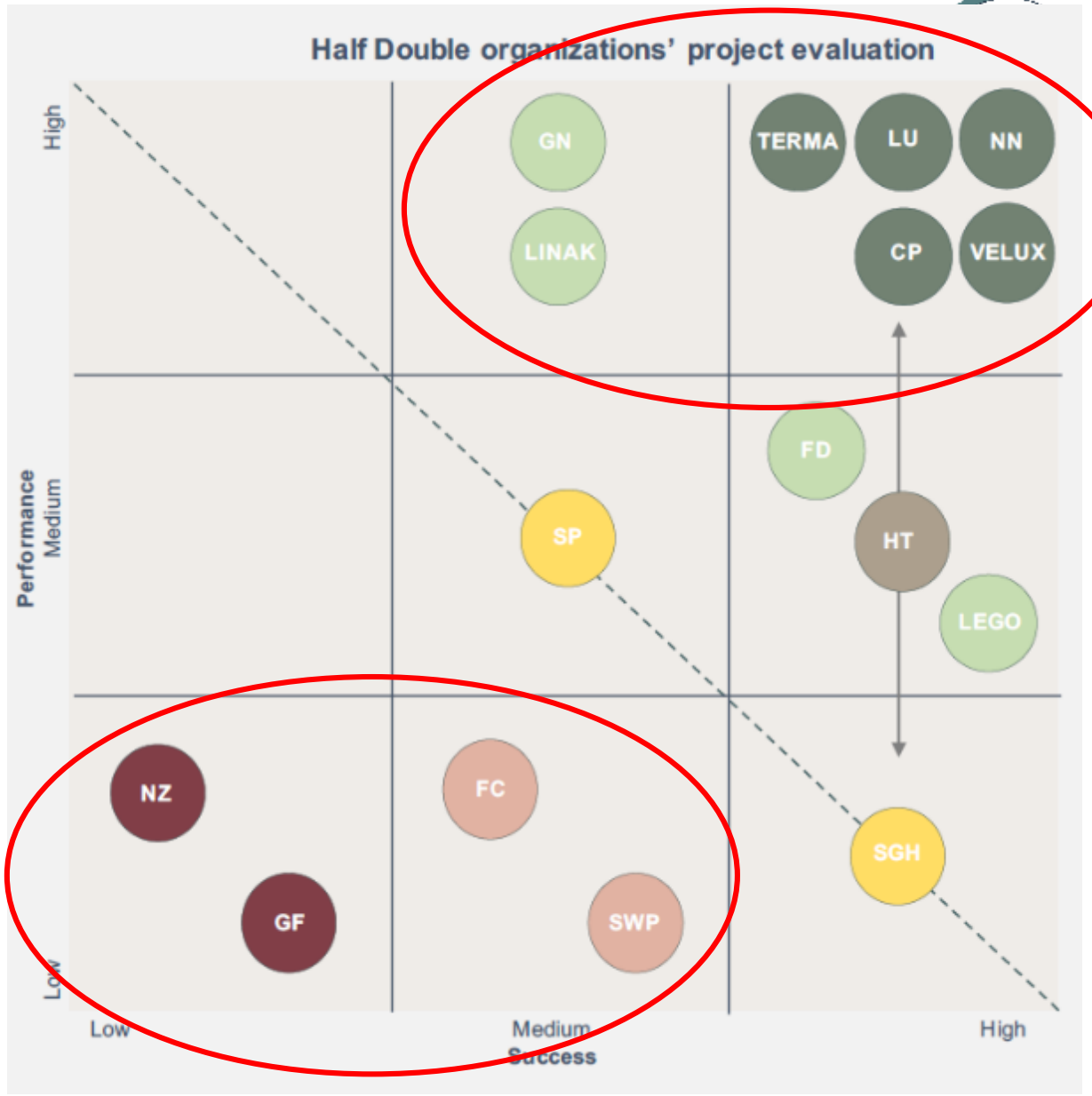


(Rode and Svejvig 2021)

Inhibitors for acceleration

- Organizations say they want acceleration, but is it really a heartfelt wish that the top management is really behind?
- Acceleration might not be the right answer or approach to solving a given problem (e.g. it is not a ”universal tool”)
- Innovation initiatives comes with high risk, and not all initiatives will survive (”fail fast”, but even here acceleration can help to ”fail fast”)
- Supply chain is part of the project delivery process (long lead time products, external dependencies)
- Project lineage where a project is depending on another project (*Project portfolio approaches consider various concurrent project interdependencies but typically neglect longitudinal interdependencies* (Kock & Gemünden, 2019))

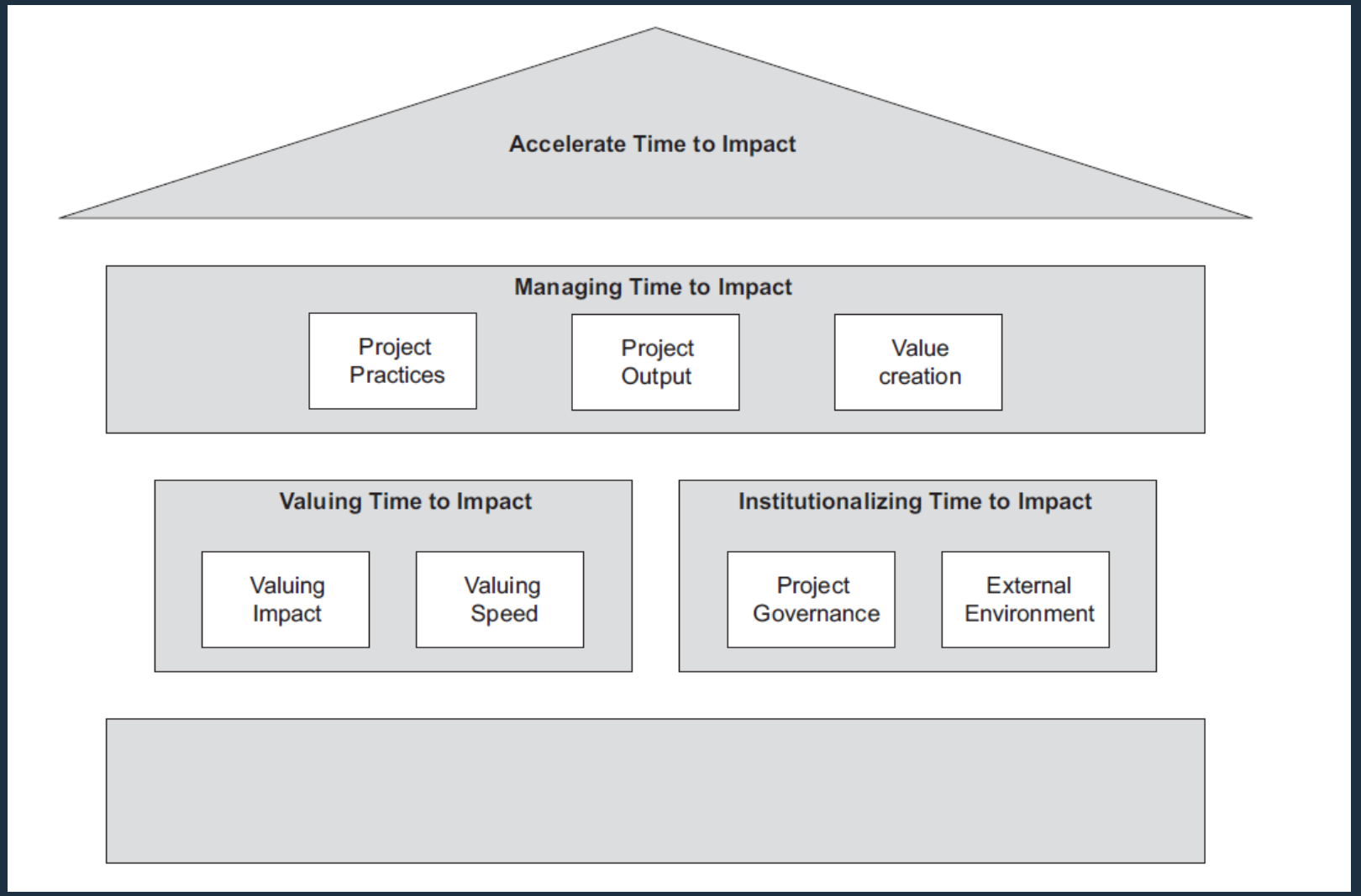
(Rode & Svejvig, 2021; Svejvig, Geraldi, & Grex, 2019)

Promoters for acceleration

- Top management really want acceleration and supports the project – active project ownership (and not just ”lip talk”)
    - Valuing both speed and impact
- Implementing Half Double Methodology (or other methodology supporting acceleration): Helpful but not sufficient!
- Speeding project output - Understanding the physical boundaries to higher speed (project lineage, supply chain long lead time, other external dependencies)
- Acceleration must be thought of on many levels
    - Institutional level (the structures in organizations)
    - Portfolio level (acceleration is demanding across the project portfolio)
    - Project level e.g. using Half Double Methodology

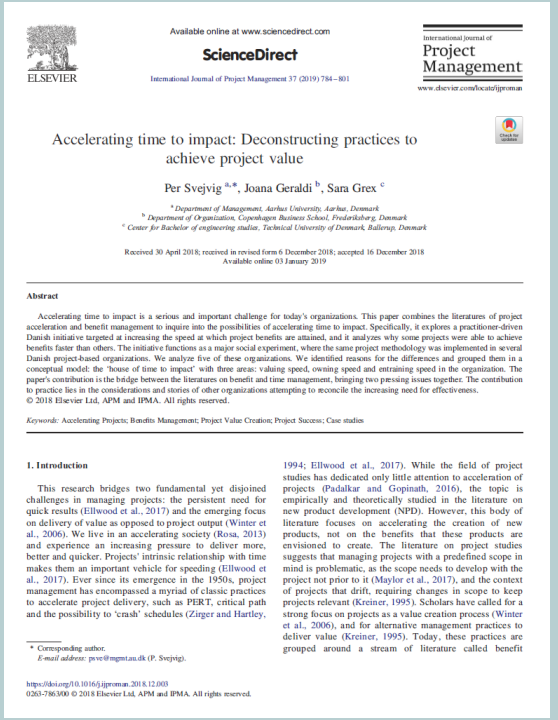
(Rode & Svejvig, 2021; Svejvig, Geraldi, & Grex, 2019)

The House of Time to Impact



(Svejvig, Geraldi, & Grex, 2019: 794)

Questions and further reading



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International Journal of Project Management 37 (2019) 784–801

International Journal of Project Management

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Accelerating time to impact: Deconstructing practices to achieve project value

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Received 30 April 2018; received in revised form 6 December 2018; accepted 16 December 2018
Available online 03 January 2019

Abstract

Accelerating time to impact is a serious and important challenge for today's organizations. This paper combines the literatures of project acceleration and benefit management to inquire into the possibilities of accelerating time to impact. Specifically, it explores a practitioner-driven Danish initiative targeted at increasing the speed at which project benefits are attained, and it analyzes why some projects were able to achieve benefits faster than others. The initiative functions as a major social experiment, where the same project methodology was implemented in several Danish project-based organizations. We analyze five of these organizations. We identified reasons for the differences and grouped them in a conceptual model: the 'house of time to impact' with three areas: valuing speed, owning speed and retaining speed in the organization. The paper's contribution is the bridge between the literatures on benefit and time management, bringing two pressing issues together. The contribution to practice lies in the considerations and stories of other organizations attempting to reconcile the increasing need for effectiveness.

Keywords: Accelerating Projects; Benefits Management; Project Value Creation; Project Success; Case studies

1. Introduction

This research bridges two fundamental yet disjoined challenges in managing projects: the persistent need for quick results (Ellwood et al., 2017) and the emerging focus on delivery of value as opposed to project output (Winter et al., 2006). We live in an accelerating society (Rosa, 2013) and experience an increasing pressure to deliver more, better and quicker. Projects' intrinsic relationship with time makes them an important vehicle for speeding (Ellwood et al., 2017). Ever since its emergence in the 1950s, project management has encompassed a myriad of classic practices to accelerate project delivery, such as PERT, critical path and the possibility to 'crash' schedules (Zirger and Hartley, 1994; Ellwood et al., 2017). While the field of project studies has dedicated only little attention to acceleration of projects (Padalkar and Gopinath, 2016), the topic is empirically and theoretically studied in the literature on new product development (NPD). However, this body of literature focuses on accelerating the creation of new products, not on the benefits that these products are envisioned to create. The literature on project studies suggests that managing projects with a predefined scope in mind is problematic, as the scope needs to develop with the project not prior to it (Maylor et al., 2017), and the context of projects that drift, requiring changes in scope to keep projects relevant (Kreiner, 1995). Scholars have called for a strong focus on projects as a value creation process (Winter et al., 2006), and for alternative management practices to deliver value (Kreiner, 1995). Today, these practices are grouped around a stream of literature called benefit

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https://doi.org/10.1016/j.ijproman.2018.12.003
0263-7863/

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