

Executive Summary

The management of Royal Haskoning recently prioritized business development. They spurred the awareness of the importance of creating value for clients, generating revenue and making profit. Royal Haskoning generates revenue and makes profit by selling advantageous professional services projects. In order to prosper and grow, and to pursue its strategic goals, it is essential for Royal Haskoning to have a proper project acquisition system. Management has set the objective to improve the performance of project acquisition.

The analysis of this research showed that there is room for improvement. Simply put, the current organization of project acquisition lacks quality and coherence. The project acquisition processes and practices are comprised by a set of disconnected support tools, which are held together by a set of Quality Management procedures and Project Management guidelines. None of those covers the full scope of project acquisition. A common well-defined and streamlined underlying process is lacking; i.e. there is no proper executing process. Moreover, proper control functions are not explicitly defined and generally missing. The process is largely inappropriate for professional services, because it is rigid, does not support and stimulate interdisciplinary and collaborative work, and partly ignores the importance of relationship management.

Overall, the project acquisition system lacks a systematic structure. This is a problem, because a systematic structure is essential for the system to perform well, and for accurate measurement and control of the performance of the system. The objective of management to improve the performance of project acquisition, can only be achieved by a redesign of the project acquisition system.

This research provides in a redesign of the project acquisition system; i.e it provides in a framework that can guide future changes to and further development of the project acquisition system. The framework is based on the concepts and models of the Delft Systems Approach. It is comprised by a series of transformation functions that transform potential projects into acquired projects. The transformation functions themselves are considered Black Boxes, which makes that framework is solely focused on the integrative management of the flow of inputs and outputs of the main transformation functions involved in the acquisition process; i.e. it only concerns the logistics of project acquisition and does not go into detail about how functions and tasks should be carried out. This way the creativity, autonomy and flexibility, which is suitable for professional services and valued by management and professionals, is maintained.

The changes suggested by the redesign potentially offer the Royal Haskoning great benefits. By choosing an integrated approach, with emphasis on recording and sharing information, the redesign will stimulate transparency and uniformity. Moreover, it will incite cross-selling and up-selling, resulting in an increase of cross-divisional collaboration. Primarily, the redesign will make the project acquisition

process more effective and more efficient, and the level of control will increase. Consequently, the performance of the project acquisition system will improve. Improvements come from both the elimination of inefficiencies in the system design, i.e. from short-term improvements, and from improvements in the long-term, powered by the new system design.

Overall, a more systematic approach to project acquisition can offer Royal Haskoning a greater probability of delivering better value propositions to more clients than it does now. This research is a first step towards realizing that goal. For a full abstract of the research, see the scientific paper that is included in this report (Appendix A).