Is project success a coincidence or can it be enforced?

Introduction

After years of preparation, the city council of Nijmegen decided in 2001 that an additional car bridge had to be made. By means of a competitive dialogue as procurement procedure and a Design, Build and Maintain (DBM) contract, the bridge was awarded to the building consortium 'Boeuvcombinatie Stadsbrug Nijmegen' consisting of BAM and Max Bögl. After a construction period of over two years, the Stadsbrug Nijmegen project was opened to the public in November 2013.

Problem definition

Unlike many other construction projects, the Stadsbrug project in Nijmegen was considered a success by both the client and contractor. The bridge was finished within time and budget and the collaboration between the two parties during the project was found to be very comfortable. Project managers and directors from the contractors and the municipality were very comfortable with measuring project management success. Project managers and directors often are interested in linking with measuring project management success. This project was taken into account, the soft factors of today will be part of the hard factors of the future.

The results show that soft factors have a big influence on the road towards a successful project.

Conclusions and recommendations

The outcomes of the tests showed that there were five success factors indicated most critical by the respondents, five by the contractors and four by the municipality. These factors were ranked with regard to the importance of project management success. The municipality was the only group that ranked 'active risk management' as most critical. The four other critical factors were ranked as follows: 'competent project manager: soft competences', 'good communication between parties', 'good cooperation between parties' and 'good cooperation between contractors and the municipality'.

These five factors were also scored as most critical by other Dutch clients as well as for the contractor in Nijmegen. In a smaller setting, the research was repeated with eleven project managers and directors of similar Dutch projects. With these results, it became possible to recognize similarities and differences between the municipal project team in Nijmegen and other Dutch clients as well as for the contractor in Nijmegen and other Dutch clients as well as for the contractor in Nijmegen.

Research

In this group of people, the research was repeated with several project managers and directors of different projects. This was done to get the results of the success factors that were critical to the success of the project. The research was performed by a group of four people who worked on the Stadsbrug project. The research group worked on the Stadsbrug project.

To be able to generate the required data to answer the research question, mixed methods were used. This was done to get the results of the success factors that were critical to the success of the project. The research was performed by a group of four people who worked on the Stadsbrug project. The research group worked on the Stadsbrug project.

The research shows that 'soft' factors have a big influence on the road towards a successful project. This taken into account, the 'soft' factors of today will be part of the 'hard' factors of the future since they are inextricably linked with measuring project management success. Project managers and directors often are interested in linking with measuring project management success. This project was taken into account, the soft factors of today will be part of the hard factors of the future.