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"Value-Based Approach to IT Networked Services Delivery: A Case Study."

Abstract: IT project management and services face significant challenges in successful project delivery, in terms of schedule, cost, client satisfaction, alignment of expectations, and project preplanning. As the complexity of the service or project increases, the need for planning also increases. One explanation for the relatively poor performance in IT is that the pedagogy of project management has not yet fully matured in the IT industry (as compared to construction or other well-established fields). The likelihood of a successful project increases when a plan is created that integrates a realistic project schedule, clear project scope, cost and payment schedules – all of which are measured against pre-established project delivery performance metrics. This paper seeks to expand the acumen of IT project management through a case study analysis of a recently awarded statewide Core Telecommunication Services contract. The project was awarded for $34M (32 percent less than its $50M budget), and also nearly double the State’s capabilities (in terms of speed and bandwidth). The client team was 100% satisfied with the selection and preplanning phases, and expect to use the value-based principles on future efforts.