
PM WORLD BOOK REVIEW



Book Title: ***Customer-Centric Project Management***

Author: **Elizabeth Harrin & Phil Peplow**

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Reviewer: **Conrado Morlan, PgMP, PMP**

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Introduction to the Book

The book introduces the customer-centric process to support projects, a concept that may be known by many project management professionals but is not widely used. The customer-centric focus will foster frequent communication with customers (stakeholders) during the project to address issues that would impact their satisfaction immediately instead of waiting till the end of the project at the time the lessons learned are consolidated.

The customer-centric process uses the tool *Exceed*, a spreadsheet in which the top three issues, communication, pro-activity and quality of project delivery are scored by the stakeholders. The customer-centric process applies to projects in any industry and the main purpose is to set a collaborative environment between the project manager who is delivering the project and the stakeholders that will be using the service or product produced by the project.

Overview of Book's Structure

The book is organized in nine chapters. In the first four chapters introduces the concept of customer-centric process and the tool *Exceed*, the importance of considering the active collaboration of customers (stakeholders) and measuring the performance of the project based on the level of customer satisfaction.

Chapter five and six discusses the experiences of customer-centric projects and how *Exceed* supported the project management cycle.

The last three chapters provide additional information about the importance of customer-centric projects, a guide on how to move your organization to a customer-centric supported by *Exceed* and how to make the customer-centric process sustainable.

Highlights: What's New in this Book

The introduction of the customer-centric process, how can be implemented in projects and the support tool *Exceed*.

Project management professional will find useful how the suggested process will attract project stakeholders to be more active in the project discussions and highlight the areas of improvement that need to be addressed during the project that had a great impact on stakeholders satisfaction

Highlights: What I liked!

The book is easy to read, short chapters that will keep your attention and will not let you to put the book down.

The introduction of: customer-centric process, *Exceed*, and two examples on how the customer-centric process was applied to projects in different industries.

Shortfalls: What was Missing!

The authors mentioned that the customer-centric process was supported by their CIO and worked well during the merger of two companies in the healthcare industry. Is not clear how the process was adopted by the company and how the project managers and stakeholders were trained in the process.

Perhaps adding the stakeholders lessons learnt during the adoption of the process would help project management professionals to implement the process easily.

Who might benefit from the Book

- Intermediate and advance level project managers working for government agencies or private companies
- Any project management professional looking to improve stakeholder satisfaction

Conclusion

Project success is an area in which project managers and stakeholders do not agree since there are no "hard" metrics that can meet their criteria. The customer-centric

process supporting projects suggests common criteria in which stakeholders actively collaborate during the project, provide input and highlight the areas of opportunity for improvement while delivering a project.

The project success will then be measured based on the metrics defined by *Exceed*, the spreadsheet that is reviewed between project managers and stakeholders and record the performance of every reporting period. Improvements should be shown during the next review period and improve over the life of the project.

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About the Reviewer



Conrado Morlan



Conrado Morlan, PgMP, PMP, is a global program and project manager with more than twenty years of experience leading information technology projects for multinational companies in North America, Mexico, South America and Europe. Mr. Morlan's experience spans the Information Technology, Retail, Finance and Telecommunication industries and he has a wide breath of knowledge in project management topics including leading and managing multi-cultural and virtual teams.

Mr. Morlan was one of the first individuals to achieve the PgMP credential in Latin America and was the recipient of the PMI 2011 Distinguished Contribution Award for his activities and influence in championing Project Management to Spanish-speaking practitioners and organizations.

Mr. Morlan has spoken at several conferences in USA, Mexico and Central America and is a frequent collaborator with [Voices on Project Management](#), PMI official blog. You can reach Mr. Morlan at conrado@thesmartpm.com and follow him [@thesmartpms](#).