PM World Journal   Customer-Centric Project Management
Vol. II, Issue III – March 2013   by Elizabeth Harrin and Phil Peplow
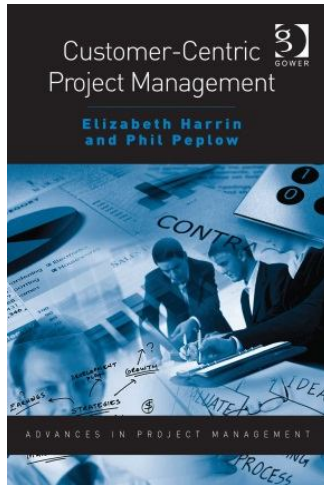www.pmworldjournal.net   Book Review   reviewed by Nazanin Mehrooz

PM WORLD BOOK REVIEW

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

Author: **Elizabeth Harrin and Phil Peplow**

Publisher: **Gower Publishing Company**

List Price: US$44.95

Format: soft cover; 115 pages

Publication Date: 2012

ISBN: 978-1-4094-4312-4

Reviewer: **Nazanin Mehrooz, PMP**

Review Date: December 2012

Introduction to the Book

Customer-Centric Project Management raises the importance of value management and customer perception. Often these areas are more accurate indicators of how successful your projects are than measuring results of the triple constraint alone. Measuring customer's perception requires collecting feedback from stakeholders at regular intervals throughout the project lifecycle and not just at the end of a project. This book shares guidance on how to manage this effort and use the results towards improving success on projects.

Overview of Book's Structure

The book contains 9 chapters:

1. Introducing a Customer-Centric Process
2. Why Customer Count
3. Why Collaborative Project Management is Not Enough
4. Measuring Project Performance
5. Customer Centricity in Practice: A Case Study
6. Customer Centricity in a Project Management Environment
7. Refining Your Customer-Centric Approach
8. Implementing Exceed
9. Moving Forward with Customer-Centric Project Management

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Highlights: What's New in this Book

- Value Management based on customer-centric views
- Exceed process introduction and steps to effectively gather feedback
- Tips on refining processes based on various factors in projects and programs

Highlights: What I liked!

Value management based on business needs and customer perception is not typically the focus of most PM. This book did a good job of covering these topics.   An area often overlooked is how effectively departments within companies serve each other. The authors did a good job of highlighting the importance of these topics.

Shortfalls: What was Missing!

Exceed is introduced as proven process to measure and improve customer perception. A comparison of how this process measures against others was not included. The case study was a good example of how benefits were realized on a specific project; however, additional statistics and case reviews from multiple service areas would improve buy-in to implement suggested process.

Who might benefit from the Book

Any PM who wishes to improve value and customer perception would benefit from reading this book. Program Managers seeking to engage stakeholder and get more visibility of satisfaction ratings across multiple projects should consider using the steps described in this book to use the Exceed process. Portfolio managers would also benefit from the collection of statistical output on groups of projects once Exceed is implemented.

Conclusion

The book does a good job of raising awareness of the benefits of customer-centric project management. Often improvements put in place earlier in the project lifecycle yield more positive results than waiting towards the end when customer perception is harder to change. Customer engagement will aid in understanding challenges PM have to manage such as outsourcing, distributed teams and project complexity.

The Exceed implementation guide covers the steps and actions required from the PMO, PM team and other stakeholders to adequate gather customer feedback. How to attain buy-in from participants for successful implementation is also covered.

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Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – www.pmidallas.org). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members are all mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@pmworldjournal.net.

About the Reviewer

Nazanin Mehrooz, PMP

Nazanin Mehrooz was born in Iran and migrated to the USA where she studied software engineering and worked in both defense and telecom industries. For the past decade, her focus has been IT Application Support, Operations and Service Delivery Management.   Nazanin is an active volunteer for the Dallas and Ft Worth PMI chapters. She can be contacted at nazi_mehrooz@yahoo.com