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**Introduction**

Project failure is a common phenomenon that has been discussed in recent years. Research indicates that project failure is not due to one single cause but leads to several causes. The Standish Group did a survey in [1995], they founded that only 1/6 of the projects were completed on time and within the defined budget of all the projects. They found out that 1/3 of the projects have been canceled, the most common explanations for project failures are lack of user participation, unreasonable time scale, poorly specified requirements, inadequate testing, miscommunication, and conflict of opinion among team members, etc. A large amount of money is invested in project development, so it is necessary to evaluate and consider the explanations for the different reasons for project failures.

Construction projects perform a significant part in a country's economic growth. Nevertheless, analyzing project records shows that projects are not completed on schedule and assigned budget in most situations, meaning that they often lose their economic justification and fail, this paper explores the factors which affect the failure of the project. This task takes the approach of evaluating perspectives for failure. The report also includes recommendations on appropriate ways to reduce future project failures.

**Background**

The Millennium Dome, also commonly referred to as The Dome, is the original name of a massive dome-shaped structure that was first used to host the Millennium Experience, a large exhibition celebrating the start of the third millennium. By available volume, it is the ninth most prominent building in the world. The exhibition was open to the public on the Greenwich Peninsula, in South East London, England, from 1st January until 31st December 2000. The project and exhibition was extremely political and gained around half of the Twelve million buyers its sponsors expectation, and the press considered it a failure. All the original components of the exhibition were marketed on or disjoint.

In a 2005 study, the cost of selling the Dome and adjacent land (which jumped towards 170 acres from the premier offering of the 48 acres used by the Dome) and administering the Dome until the transaction was concluded by £28.7 million. The valuation of the 48 acres taken by the Dome was valued at £48 million, which could have been achieved by demolishing the building, but looking after the Dome was considered preferred. The building itself still exists and is now a significant feature of The O2's exterior.

This has been one of the most famous landmarks to be identified in the UK. This may be specified on London satellite images. Its exterior reminds us of the Dome of Discovery, which was established in 1951 for the British Festival. The architect was Richard Rogers, and the contractor was a partnership company formed by Sir Robert McAlpine and Laing Management, McAlpine / Laing Joint Venture (MLJV), Buro Happold engineered the structural framework, and the whole roof structure weighs less than the air in the structural. While indicated to as a dome, it is not accurately one because it is not self-supporting, but is instead a giant Big Top, the canopy is supported by a dome-shaped cable network from twelve king posts, for this purpose, it has been belittling referred to as the Millennium Tent. The twelve posts reflect the twelve months of the year, another reference to time in its proportions besides its height and diameter. The canopy is made of PTFE-coated glass fiber cloth, a material that is robust and weather-resistant and is 52 meters high in the center – one meter every week of the year. Their symmetry is disrupted by a hole, from which the Blackwall Tunnel ventilation shaft rises.

Opening a Millennium Dome on the schedule was an accomplishment. This Dome initially draws a lot of paid visitors but gradually, this figure drops so much that it broke the visitor record in England in 1999. This Millennium Dome is a fully funded project that was sponsored by three exporters national lottery, tourists, and sponsors.

**The Nature and triple constraint**

Millennium Dome, official name The O2, in Greenwich, London, England, major construction project and tourist attraction. This was launched to host an exposition for 21st century and 3rd millennium CE approach (the official began of which was January 1, 2001). The central structure is the world's biggest dome, with about twice the size of the previous record holder.

The scope of the dome was to be one of the biggest of its kind in the world. Outwardly, it occurs as a huge white marquee with twelve 100-meter-high yellow support towers, one per month of the year, or each clock face hour, reflecting the role Greenwich Mean Time performs. This is circular in plan view, 365 meters in diameter (one meter per week in a typical year).

The project was claimed to have been primarily a flop by the press: poorly thought-out, wrong output, and left the government with the embarrassing problem of what to do and how to solve it later. The organizers regularly demanded and obtained more cash from the Millennium Commission, the Lottery body that funded it during the year 2000. Many alterations at management and board level had only bounded effects, if any, before and after the exposition. Just one month after the launch of the dome, Jennifer Page was sacked as chief executive of the New Millennium Experience Company. Press reports proposed that Blair actually made the Dome success a high priority. However, part of the issue was that the financial forecasts were dependent on unrealistically high tourist numbers estimated at 12 million. There were nearly 6.5 million visitors during the first year it was open marginally more than the 6 million who visited the Festival of Britain, which only lasted from May to September. Visitor reviews were overwhelmingly good, in response to the newspapers. It was the most popular tourist attraction of the year 2000, the second being is the London Eye, and the third was Alton Towers, which was the first in 1999.

According to the British National Audit Office, the overall expenditure of The Dome at the New Millennium Experience Company that was liquidated in 2002 was £789 million, of which £628 million was provided by National Lottery grants and £189 million through ticket sales respectively. An overflow of £25 million in expenditure meant that it did not need a full lottery grant. The £603 million lottery revenue, however, was only £204 million above the original forecast of £399 million expected due to the visitor numbers shortage.

A national Millennium Exhibition was first suggested in 1994. Once it met with resistance, the proposal was scrapped, but it was resurrected two years later. Tony Blair's Labor Government formed the New Millennium Experience Company Ltd. (NMEC) in 1997, which assumed responsibility for building the dome, the central exposition, and several smaller projects around the UK.

**Key project stakeholders**

The Millenium Dome was such a big project that it had various internal stakeholders involved in the Project. These included:

* The Labor Government (The Department for Culture, Media and Sport)

The Labour government elected in 1997 under Tony Blair majorly affected the size, scope and funding of the Project.

* The New Millennium Experience Company, formerly Millennium Central Ltd

They were taken into public ownership for these projects. The New Millennium Experience Company was created, and Jennie Page was appointed chief executive, first of the commission, and then of the NMEC.

* Gary Withers, founder of the design and branding company Imagination, was assigned to help deliver the Project.
* **Project Manager:** Bernard Ainsworth.
* **Architect:** Richard Rogers.
* **Building structure engineered by:** Buro Happold Engineering.

The Project also included external stakeholders in the form of sponsors such as:

British Telecommunications plc, BSkyB, The city of London, Ford, McDonald's, Manpower, Marks & Spencer, and Tesco.

These sponsors were providing additional project funds in the form of a sponsor relationship.

**The reasons for the project failure**

**Poor vision (**Process-related**):**

The Project was not appropriately planed. The Millenium Dome was constructed with no other purpose than to have a celebratory event taking place in January 2000 and no other plans. They were indistinct with the extent of the venture, The first arrangement was to change the Millenium Dome into a soccer pitch for utilization of one the groups of London, yet none of the teams appeared to be intrigued. Toward the end, the British Government chose to locate a suitable purchaser since the expense of maintenance was excessively high; it was to be £1M every month.

**Poor Marketing Strategies (**process-related**):**

Marketing and deals methods depended on the Dome selling itself. Poor promotion brings about a deficit in ticket sales. The Organization's advertising spending plan was initially set exceptionally low when contrasted with the substantial visitor attractions expected. Since there were no contenders, so the Organization's estimations about creating popularity just with word of mouth and ticket sales were insufficient to pull in the right promotion needed for the Dome.

**Poor Execution (**process-related**):**

completion of The Millennium Dome in such a brief timeframe is regarded as a considerable accomplishment. This shows that the administration of the task was sufficiently able to comply with the time constraints. However, a massive increase in the spending plan is flawed. Development of the Dome was one achievement that the organization accomplished in time, yet the organization had additionally appointed the project to be maintained for a specified period. The Dome was expected to operate beyond the Millenium celebration event but did not have any plans for what was supposed to be done in the future. As a result of their overestimation of the time period, the Dome ended up costing a lot of money that wasn't expected.

**Criteria used to define failure**

In this part, we will be discussing criteria that were set by their own companies and ongoing research that was supposed to aid to the success of the project.

**Number of guests expected**

The Company hired by the Millennium Commission assessed that the extreme yearly limit of the number of visitors expected at the Dome would be 17.7 million guests, from that taking out 12 million, translating to 68 percent, could be obliged easily and would be visiting. In going to the view that the Dome could draw in 12 million guests, the Company thought about that there was a significant level of enthusiasm for the expected new millennium festivities, and that brief, 'once in a lifetime,' attractions invigorate uncommon intrigue. Although the Company had not done point by point assessments of public sentiment, the Company's papers in further studies by outside experts that extended from eight million to more than 17 million guests. In any case, at this stage, a decision had not been made on what the Dome will hold as its exhibitions, ticket costs, and whether there would be access via vehicle to drop off, among other things. All of this proved to be over-estimations when the Dome opened.

A screen shot of a city

Description automatically generated

**Sponsorships**

The Company expected to draw in £195 million in sponsorship from the private area. To give a £20 million possibility against a potential deficiency, the Company's financial limit included sponsorship pay of £175 million in direct budgetary commitments. The Organization's methodology was to attempt to discover a patron for every one of the presentation zones and the focal show. The scan for supports, and ensuing conversations with them about how their commitments were to be introduced, required a decent arrangement of consideration from the Organization's senior administration and non-official Chiefs. In the end, the company had to budget this again to £115 million

**Expectations from the project**

The Dome was supposed to be built and opened on the 1st of January 2001. The budgeted grant that was given in the beginning was £399 million. The scope of the Dome was to be a venue hosts ranging up and down of 12 million people in the calendar year 2001 as a celebration of the new millennia. While the building was completed on time, it was 57% over budget and the scope was seen to be not met during the course of the 12 months the Dome was open to general public. These expectations were set by the Millennium Commission which was overseeing the whole project from the beginning.

**Recommendations**

To focus on answers for the above issues, the Dome handling group should have adopted some different strategies. Initially, the structure of the executives should have been more direct and clearer, building up a clear structure around defining the project. It is basic for the administration structure to have solid and viable corporate administration and have the option to adjust to meet at any given stage as the project required them to meet. Besides, the project should have been more sorted out and continue with a completely basic comprehension of the task costs. These costs had to incorporate deal costs and conclusion costs. The tasks should have stayed up to date with the cost change. Thirdly, the most essential factor for a project to continue effectively is pay. The budgetary achievement of this relied upon getting pay from guests, and it required the task group to have made good estimations on what the expected visitors will be and decide the best possible way to deal with put that money into advertising viably. Then again, it should have been considered that sponsorships are not confirmed until the payment is done, and the risks should be considered in project arranging. Fourthly, project managers need to react deftly if things do not follow the arrangement. Not doing this is creating a problem for the project in the long run. At last, all costs occurred inside the project procedure should have been recorded by the Organization's inspecting office and coordinated the got explanations at every stage against these spending. All the while, the monetary position should have been accounted for precisely and helpfully to set up the people who could have carried out the project successfully meeting all the right criteria.

For such future projects, there are some things that should be considered if it to be delivered with success, some of these are: Better management structure, better management of project costs, extensive work on any projected incomes expected, evaluate all risks involved and tackle them at every stage and better financial management.

**Conclusion**

The Dome might be a significant property of the Millennium Dome for British. The measurements for its success or failure cannot exactly be put in a type of monetary record, time will tell how they use it in the future, and whether they can keep away from the it further depleting the taxpayers money.

In conclusion, this project teaches us the importance for utilizing project management practices that can improve any venture that is taken. Such a huge project like this can be negatively affected to the point where it is labelled a huge failure for things that could have easily been corrected with just the right project management practices. Future projects can learn a lot from this and decrease their chances of failure.