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## /foreword

**More and more technology is being used in products and to facilitate business processes. The scale of these projects is also growing. Organisations can no longer do this themselves – they have to focus on their core activities. Any tasks unrelated to the core activities are outsourced to partners, and as a result, these organisations have less and less intrinsic knowledge of the technology. The goal is to realise a particular function or business objective.**

This is not a negative development, as it allows development partners to demonstrate their expertise. However, it does create a knowledge gap between the client and the development partner. Until now, the development partners have been used to receiving detailed specifications for a wide variety of aspects. However, due to changes in the market, clients increasingly lack the technical affinity and knowledge to give specifications, organise and find suitable partners at this level. The two latter aspects in particular create risks.

## >>project management is harder than it looks

Due to the continual decline in intrinsic affinity, projects are being managed in a more process-based manner. This can result in less substantive depth and a loss of overall perspective. The consequences are cost overruns, delays and systems that do not cater to the needs of users.

Project management is harder than it looks. Methods or processes do not absolve you of your responsibility to realise a particular objective or solution. Success factors in achieving this include a well-thought-out plan, a good team with broad knowledge of the appropriate subject matter, and solid risk management. This allows project managers to maintain an overview and to manage the expectations of the stakeholders and client.

The provision of project management and the inventory, documentation and validation of system requirements within the overall context of the organisation are therefore increasing in importance. Technolution's sister company Technomanage is a specialist in this field. In the following editions of Objective, we will focus more attention on this expertise. This edition features, amongst other issues, how to handle increasingly large-scale – and hence more risky – tendering processes and outsourcing.

**Happy reading!**