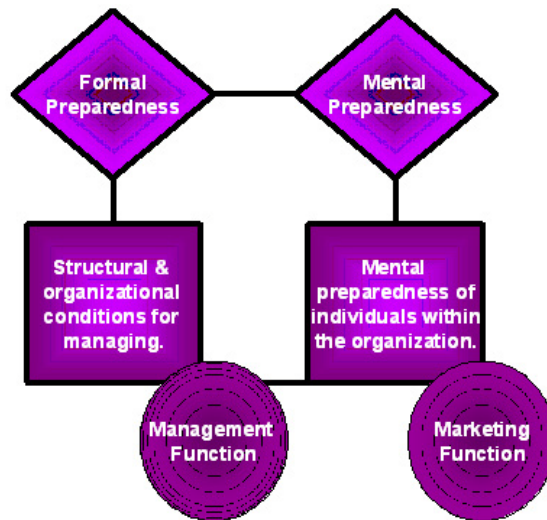


Marketing & the Project Management Process

The project management process is designed to enhance the capacity of organizations to integrate new processes, new technologies and new workflow routines. In this sense the project management process is one dedicated to implementation. Implementation, by definition, is dependent on preparedness, as in, the capacity of those involved to receive, comprehend, embrace, and execute the new realities being introduced. Tudog maintains that preparedness is reliant on communication because it depends on the notification and acceptance of all parties involved prior to its actual realization. Communication, Tudog suggests, is a marketing function. Therefore, excellent project management cannot be accomplished without some consideration to the marketing needs of the project.

The following diagram merits some discussion:



Within the organization there are, in essence, two primary functions; management & marketing. As regards the PM process, the management task is the organizational and structural readiness of the organization to receive the PM procedures. On the marketing side, the critical task is the preparation of the company mentally and emotionally. Management can mandate change, but it cannot execute it alone. Without the cooperation and willful participation of players on all levels, changes introduced could be doomed to failure.

Let's look at some typical PM challenges:

1. Fostering Change

Every company has systems, processes, services, and products that need to be improved or modified. When change is being introduced a critical marketing function is communicating with the staff the purpose of the changes. It is certain that operative personnel lose confidence in decisions being made when information explaining why certain measures are being taken does not reach them. Therefore, changes demanded by the PM process can be encouraged by allowing people to feel they can control – or at

least influence – their workplace situations. This is a function of sharing information and engaging shareholders.

2. Fostering Team Spirit

The success of every PM project in some way hinges on the extent to which everyone involved feels a sense of ownership. In order for stakeholders to feel ownership they must understand: (1) the purpose, (2) what is to be gained (the benefit), and (3) that they are essential. The marketing role here includes projecting appreciation and unity while communicating shared core values.

3. Communicating Objectives

Every company has strategic objectives it seeks to obtain through the PM process. Objectives will not be understood or embraced if they are not communicated in a manner that draws attention, gains acceptance, and generates a strong desire to participate. The marketing role here is to communicate the shared promise and vision the changes will bring to the organization.

While this article focuses on only 3 PM challenges, other challenges that can be addressed and alleviated through marketing include:

- Managing Expectations
- Defining Roles
- Maintaining Motivation
- Controlling Operating Climate

Marketing offers a variety of tools that can be employed to promote the PM process. They are:

- Internal Ad Campaigns – raise awareness and create community
- Company Newsletter – inform and create ownership
- Contests & Competitions – create excitement and team spirit
- Employee Events – demonstrate appreciation and create team spirit
- Incentives & Recognition – improve motivation and show appreciation
- Intranet & Email Campaigns – raise awareness
- Employee Polls – provide sense of participation

Utilizing marketing tactics to enhance the PM process serves to minimize the greatest challenge to all PM projects – compliance. When marketing tactics are employed, the fears, objections and resistance can be either eliminated or isolated, allowing for the project to be implemented smoothly. Only once the benefits of the project become more obvious, and the sources of fear and discomfort become more remote, the overall objectives of the PM project can be realized. To achieve this, marketing expertise must be incorporated into the project management process.