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2017 项目管理大会

Project Management Congress 2017

2017年9月23-24日 中国 · 上海

23-24 SEP. 2017 Shanghai · China

Project Marketing - Marketing BY, FOR and OF the Project

项目营销：项目方、承包方、投资方三方营销

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September 23, 2017

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- Managing Partner, EuroProjex
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- **Professional**
 - Editor, International Journal of Project Management
 - Vice-President and Honorary Fellow of APM
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 - PMI Life-time Research Achievement Award, 2004
 - IPMA Life-time Research Achievement Award, 2012
 - Author or editor of 18 books
- **Background**
 - ICI as engineering project manager
 - Coopers and Lybrand as management consultant
 - Henley Management College
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其他专业身份

- 《国际项目管理期刊》编辑
- APM副总裁, 荣誉院士
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- 2004年PMI终身研究成就奖获得者
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个人背景

- ICI工程项目经理
- 永道会计师事务所管理顾问
- 亨利管理学院
- 鹿特丹伊拉斯谟大学经济学院

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项目营销：项目方、承包方、投资方三方营销

Three organizations 三大组织

Marketing by the project 项目方营销

Marketing for the project 承包方营销

Marketing of the project 投资方营销

An ongoing discussion in the project marketing literature

项目营销著作当前的讨论热点

- Is project management part of project marketing 项目管理是项目营销的一部分
 - the project marketing view 项目营销观点
 - marketing by the contractor for a series of projects 承包商为一系列项目进行营销
 - part of project portfolio management 项目组合管理的一部分
 - the project is part of the marketing cycle 项目是营销周期的一部分
- Or is project marketing part of project management 项目营销也是项目管理的一部分
 - the project management view 项目管理观点
 - the project team market the project to stakeholders 项目团队向干系人营销项目
 - part of stakeholder engagement 是干系人参与的一部分

Three organizations involved in the management of projects

参与项目管理的三大组织



After Winch (2014)

Three organizations involved in the management of projects

参与项目管理的三大组织

- Project marketing is part of project management 项目营销是项目管理的一部分
 - marketing BY the project 项目方进行的营销
- Project management is part of project marketing 项目管理是项目营销的一部分
 - marketing FOR the project by the contractor 承包方进行的项目营销
- Not considered up to now 尚未列入考虑范畴
 - marketing OF the project by the investor 投资方进行的项目营销

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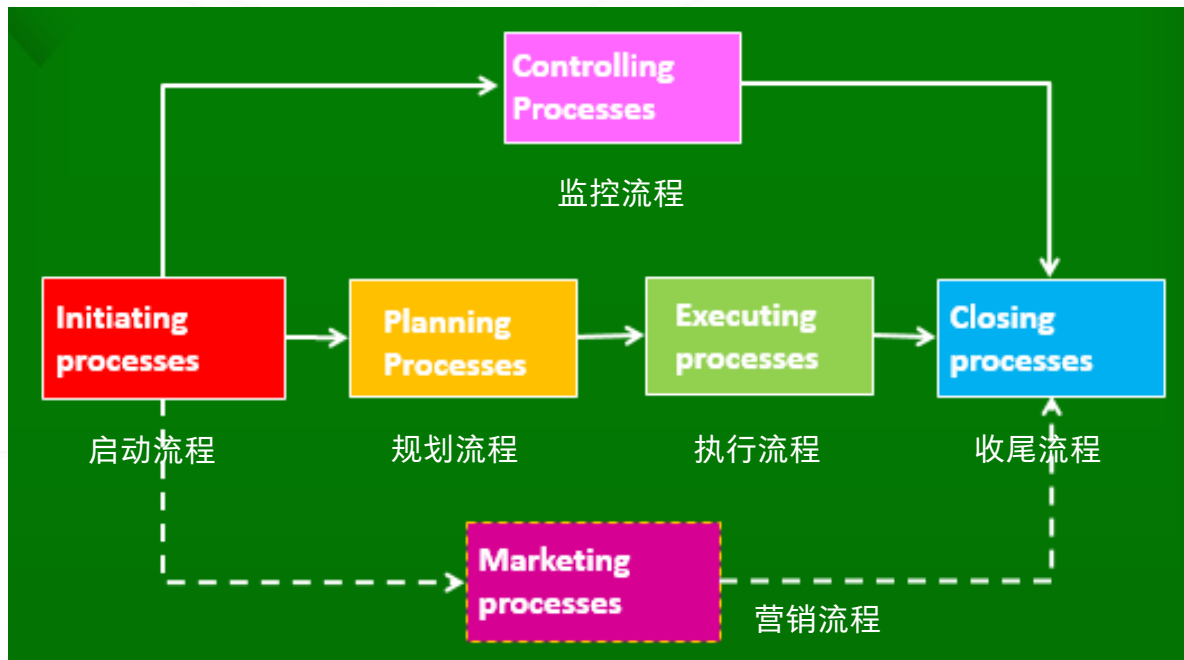
Marketing by the project 项目方营销

Marketing for the project 承包方营销

Marketing of the project 投资方营销

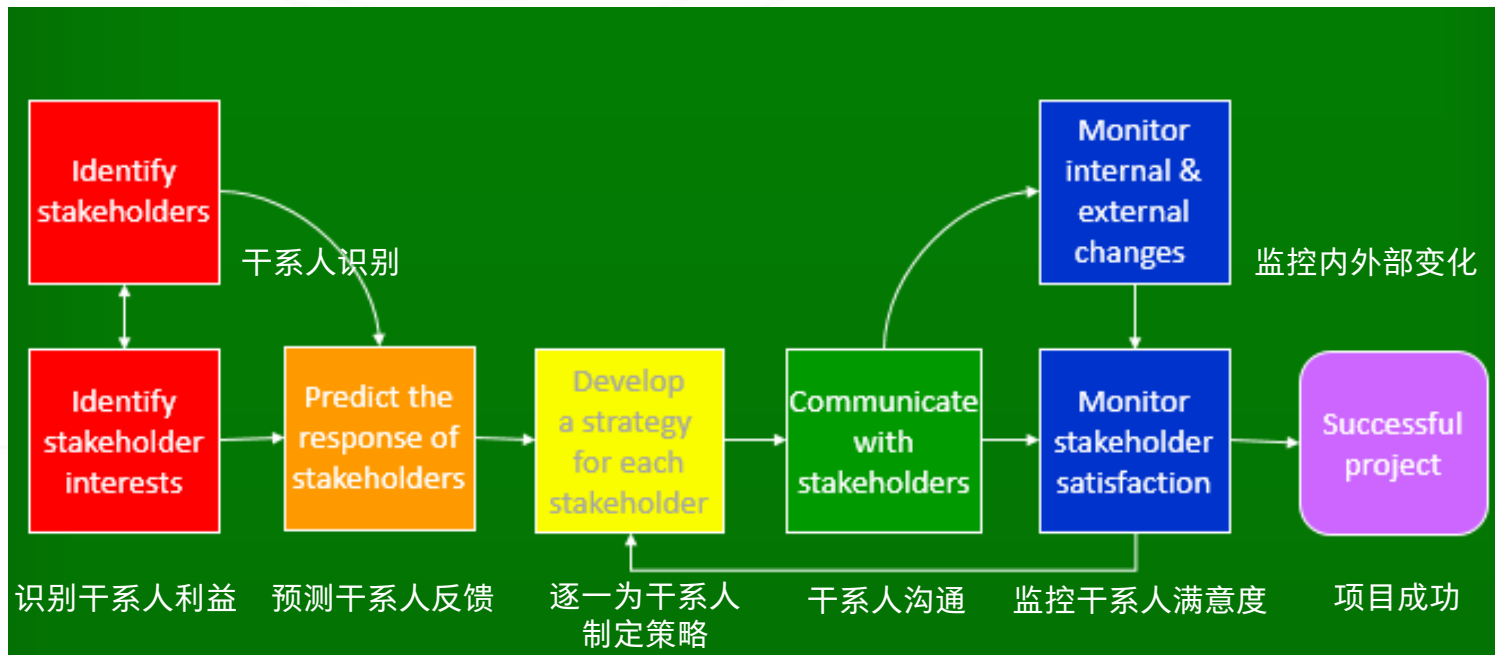
The project management process

项目管理流程



Stakeholder engagement process

干系人参与流程



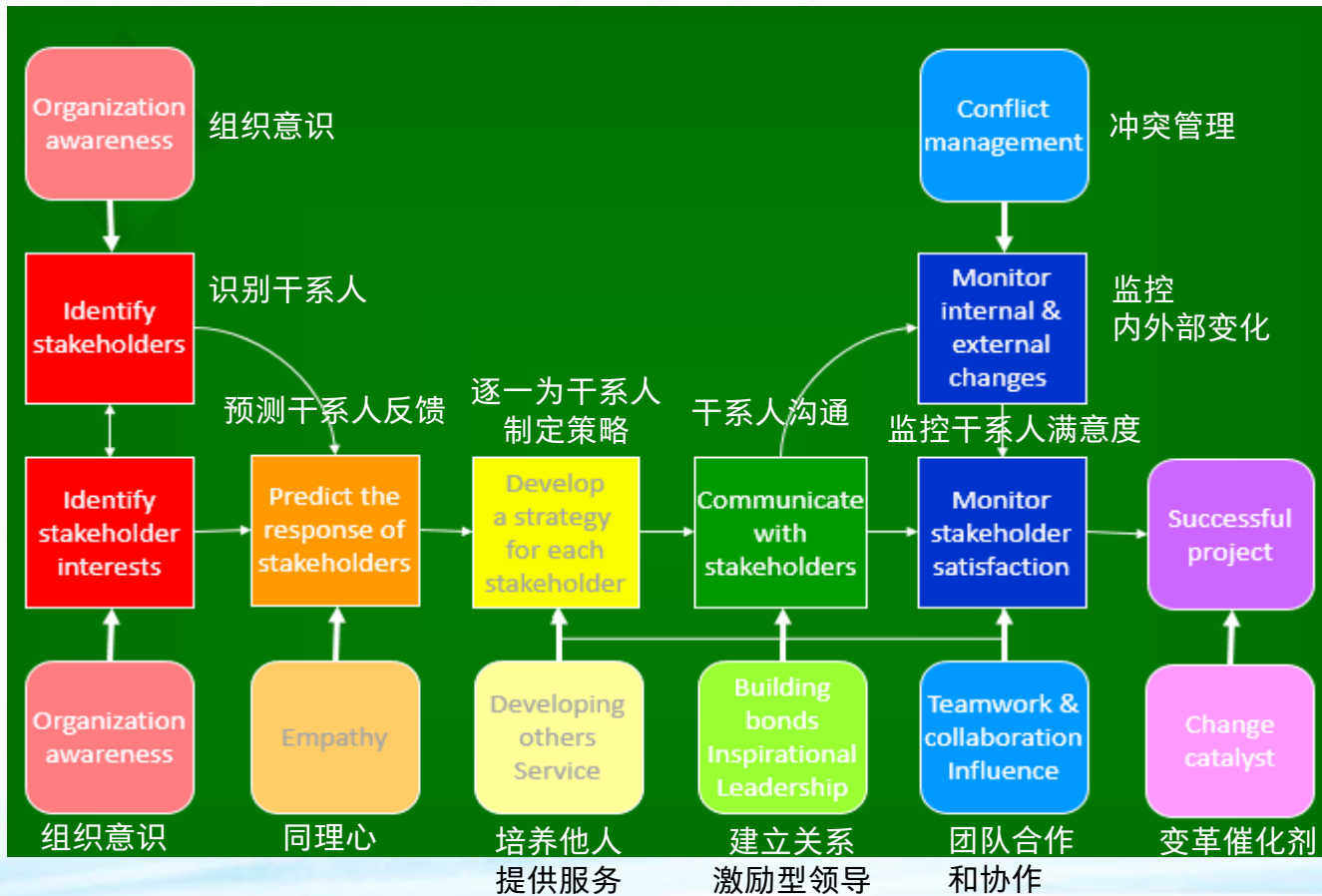
Emotional intelligence - social competence

情商 —— 社交能力

- social awareness 社群感知
 - empathy 同理心
 - organizational awareness 组织意识
 - service 服务
- relationship management 关系管理
 - building bonds 建立关系
 - teamwork & collaboration 团队合作和协作
 - inspirational leadership 激励型领导
 - influence 影响力
 - developing others 培养他人
 - change catalyst 变革催化剂
 - conflict management 冲突管理

Stakeholder engagement process

干系人参与流程



识别干系人利益

项目成功

Engaging with stakeholders

与干系人加强互动

- The aim is to engage with stakeholders 目的是与干系人加强互动交流
 - to make them feel part of the project 使干系人在项目中有存在感
 - to win their support 赢得干系人支持
- Service dominant logic 服务主导型逻辑
 - marketing with 与干系人展开营销合作
 - collaborate with customers to produce value for both 与客户合作，为双方创造价值
 - overcome resistance by co-creating: 携手共同克服阻力
 - co-creating conversation and dialogue 共创对话交流
 - co-creating value propositions 共创价值主张

Marketing the project

营销项目

- Product 产品
 - the benefits the project gives 项目所能带来的效益
- Price 价格
 - the commitment people have to make 人们需要作出的承诺
- Place 地点
 - how and where the project impacts on their lives
项目以何种方式在哪些方面影响人们的生活
- Promotion 推广
 - how and where you communicate the project 以何种方式在哪里宣传项目
- People, process, physical environment 人员，流程，实体环境

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Service dominant logic 服务主导型逻辑

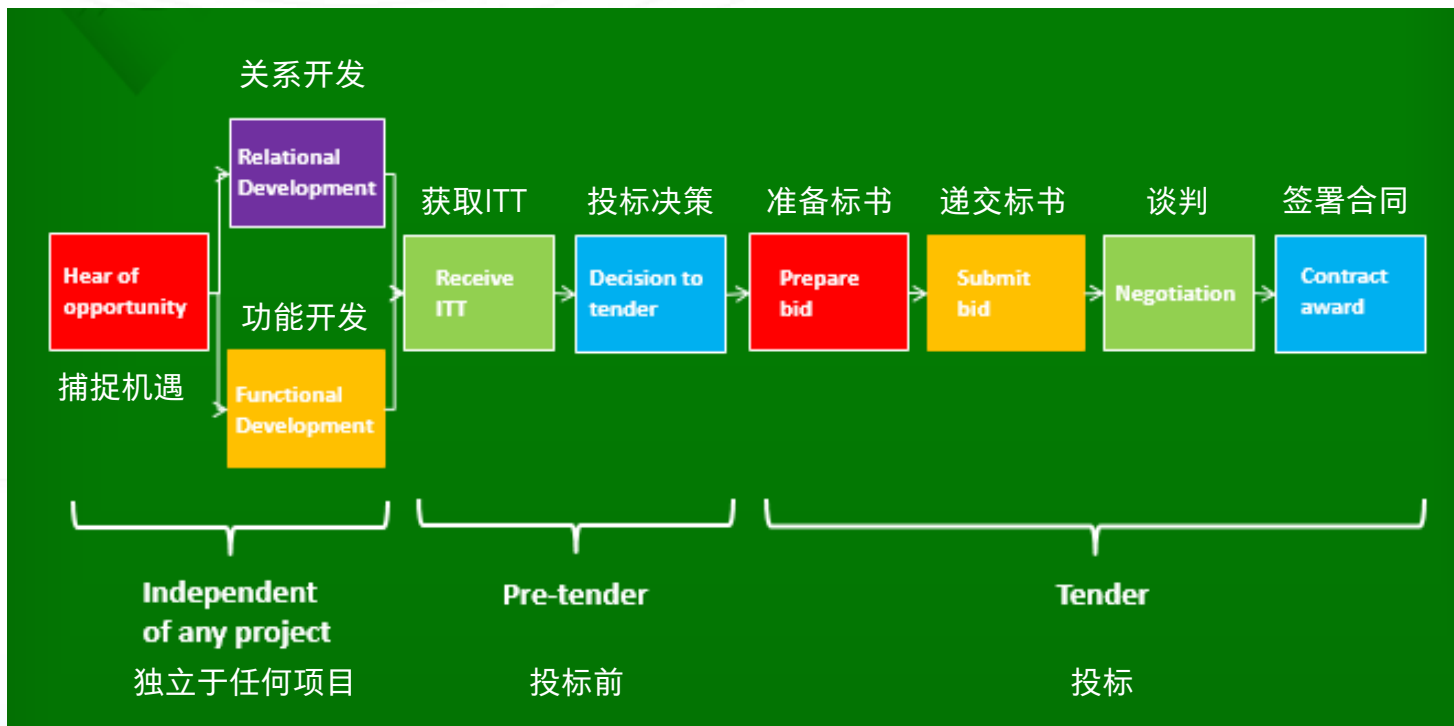
- Contractors exist to integrate and transform their specialist competencies into services that are demanded in the market place, and which can provide their customers with value.
- 承包商要整合自身的专业能力并转化为市场所需的服务，为客户创造价值。
- Contractors have knowledge, competencies and skills that clients need, and the ability to use those to provide value to the client gives them with competitive advantage.
- 承包商具备客户所需的知识、能力和技术，能够利用这些为客户创造价值，让客户获得竞争优势。

Service dominant logic 服务主导型逻辑

- Work with clients to co-create: 与客户携手共创
 - value networks and processes 价值网络和流程
 - conversation and dialogue 沟通对话
 - value propositions 价值主张
 - service offerings 服务供应

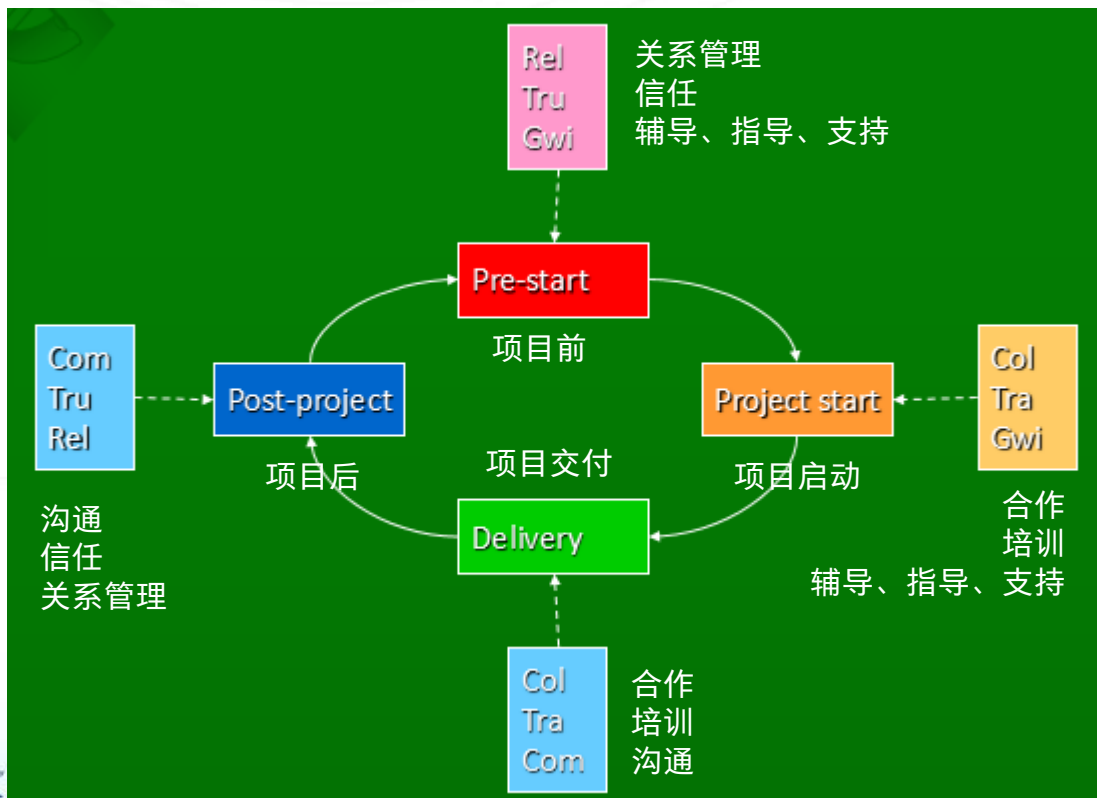
Three stage marketing cycle

三阶段营销周期



Three stage marketing cycle

四阶段营销周期



Lecouevre & Deshayes (2006)

Activities of project marketing

项目营销活动

- Relationship management, (Rel) 关系管理
- Communication, (Com) 沟通
- Trust, (Tru) 信任
- Collaboration, (Col) 合作
- Training, (Tra) 培训
- Going with, (coaching, mentoring, support), (Gwi) 辅导, 指导, 支持

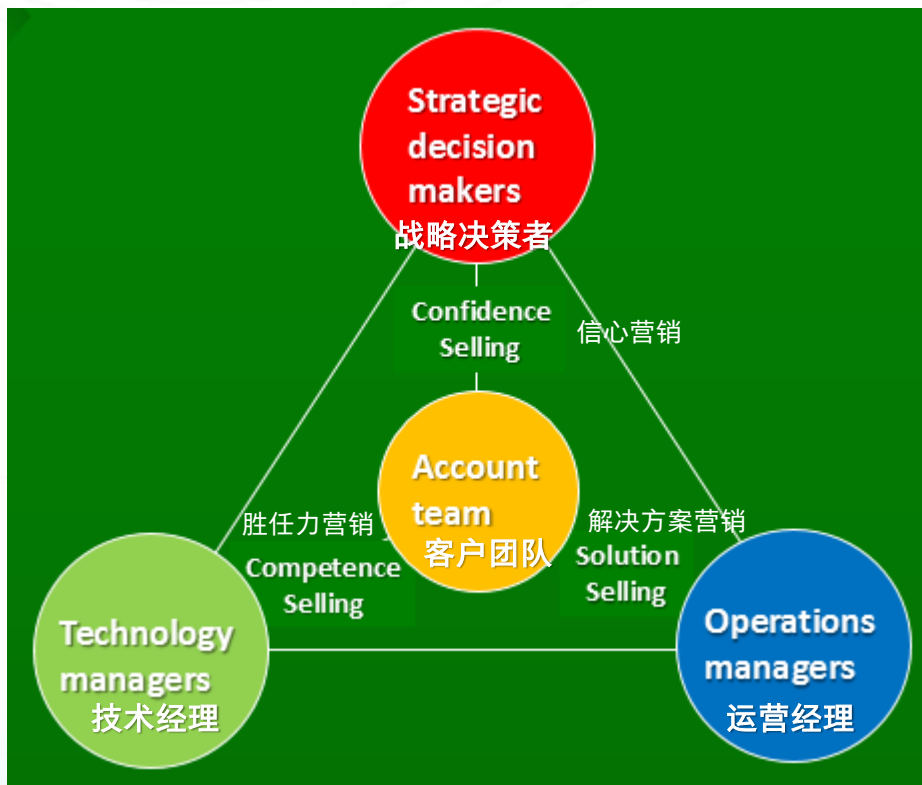
Lecouevre & Deshayes (2006)

Three stage marketing cycle

四阶段营销周期

- The marketing of a contractor's competencies is part of project portfolio management. 承包商的营销能力是项目组合管理的一部分。
- Successful marketing activities will result in project work, but continues after project completion. 成功的营销活动不仅能够在项目进行时发挥作用，在项目完成后影响依然延续。
- There is no value until the project output is used. 项目成果若未得到使用，则无任何价值可言。

Market segmentation 市场细分



Bernink & Turner (1995)

Pre-project 项目前

- “At this stage we are driven by strategic intent. ... We are looking to develop key markets”

“在这个阶段，我们受战略意图驱动……寻求开拓关键市场。”

- “It is important to build relationship before receiving the tender. When the tender comes it is too late.”

“在收到投标文件前建立关系至关重要。等到收到时再建立就晚了。”

- But a significant constraint is the need for probity. 诚信是重要约束因素。
- Executive management lead. 执行管理团队牵头。

Tender 投标

- “A key initial step is to understand the customer’s requirement. What benefit do they want? Don’t just deliver the technology they are asking for.”

“首先要了解客户需求。他们需要获得哪些收益？切勿仅仅交付他们要求的技术。”

- Marketing and account management lead.
营销和客户管理团队牵头。

Project 项目中

- “Real business development is the project itself. The business development task is the ongoing project.”
“真正的业务开发是项目本身。业务开发任务就是正在进行中的项目。”
- “We do with the client rather than unto the client”.
“我们要与客户合作，而不仅仅是满足客户所需。”
- Project managers lead.
项目经理牵头。

Post-project 项目后

- Make sure the output works. 确保项目成果发挥效用。
- Maintain an ongoing relationship. 维护现有关系。
- “We have to be trusted by our client. That we are not going to take them for a ride.”
“我们必须获得客户的信任，决不能敷衍了事。”
- All managers have responsibility. 全体经理对其负责。

Relationships 关系

- “It is all joint. ... Because we have a good relationship, we know how to deal with everybody. They all have their own peculiarities, but we know them well. ... How we maintain the relationship makes us the partner of choice”

“这一点至关重要……因为我们建立起了良好的关系，且知道如何与每一个人打交道。他们都有各自的偏好，但我们对此都了如指掌。出色的关系维护能力促使我们成为理想的合作伙伴。”

Communication 沟通

- Build communication and dialogues. 增进交流与对话。
 - (Vargo & Lusch, 2004; Lusch et al, 2007)

Collaboration 合作

- “We do with the client, rather than unto the client”
“我们要与客户合作，而不仅仅是满足客户所需。”
- “Fit with the customer can provide a strong competitive position”
“匹配客户的要求能助其获得强有力的竞争地位。”
- Develop networks and processes to produce value to both the contractor and client.

建立相关网络和流程，为承包商和客户创造价值。

— (Vargo & Lusch, 2004; Lusch et al, 2007)

Trust 信任

- Trust in competence 信任对方的能力
- Trust in ethics 信任对方的品德
 - probity, honesty, transparency 正直，诚信，表里如一
- Adverse selection 逆向选择
- Trust is two way 彼此信任
 - the contractor must like working with the client 承包商必须表现出与客户真诚合作的意愿。

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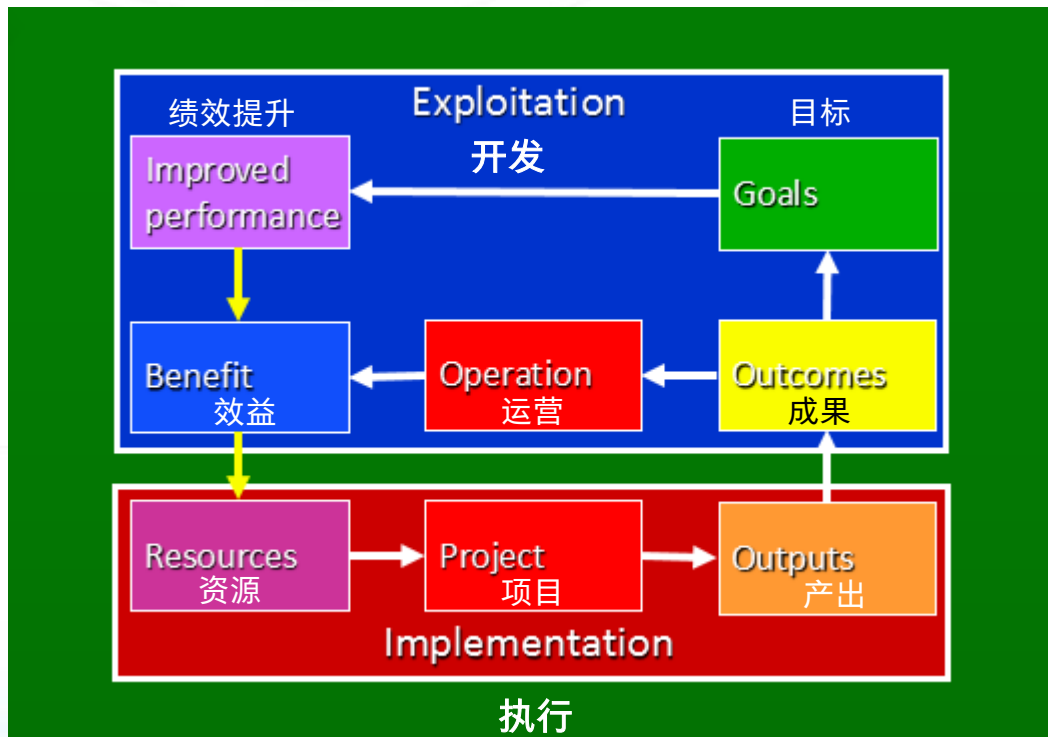
Marketing of the project 投资方营销

Marketing throughout the investment cycle

投资周期营销

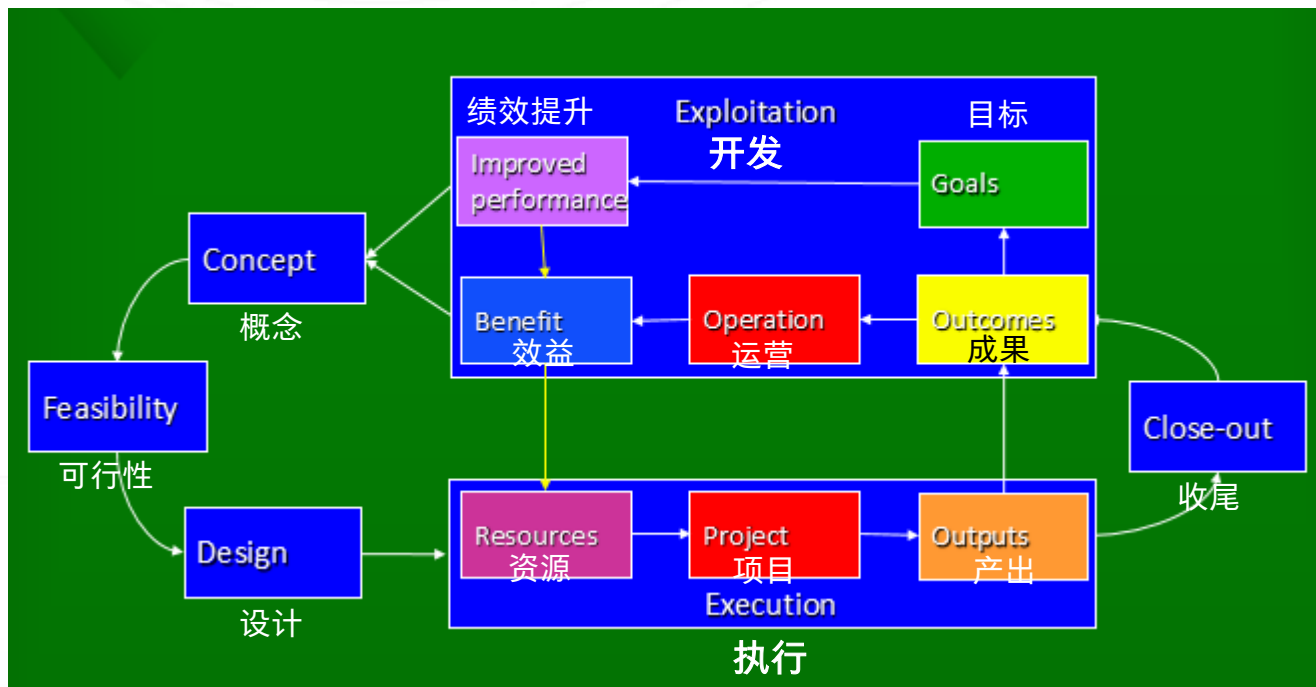


Marketing project results 项目营销效果



The project process as part of the investment cycle

项目流程是投资周期的一部分



Market segmentation

市场划分

- Owner/investor 业主/投资者
- Financiers 金融机构
- Sponsor 赞助商
- Users/operators 用户/运营商
- Consumers 消费者
- Project manager 项目经理
- Project team 项目团队
- Senior supplier 高级供应商
- Suppliers 供应商
- Public 公众
- Local politicians 当地政要

Tell the right story

项目营销案例

- The project with the wrong name 败笔在于名称的项目
 - High Speed 2 2号高速路
- The project with the wrong story 败笔在于项目营销的案例
 - expansion of Heathrow Airport 伦敦希思罗机场扩建计划

That's All Folks
到此结束，谢谢大家！

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