**Aligning Strategic and Project Measurement Systems**
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**Strategic Alignment of the corporate strategy and the project management system**
- Alignment of strategic and project management systems is essential for economic survival and growth.
- The corporate vision has to include the needs of customers and stakeholders while promoting internal learning and innovation.
- An effective strategic management system offers many benefits:
  - Development of a learning environment for process improvement
  - Effective use of resources and assets
  - Focus on areas critical for financial success
  - Opportunities for innovation and technological advances
  - A mechanism for corporate buy-in and commitment that promotes personal interaction and negotiation at all levels.
  - The ability to assess corporate, business unit, and technological trends
  - Analysis of market potential and competitive domain
- Corporate executives have to formulate and communicate a clear and realistic strategy.
- To achieve the strategy a clear measurement system has to be created and implemented so that the success can be measured.
- The project management has to be aligned with the corporate strategy. That makes sure that the projects deliver the right results and increase the corporate value.

**Tools which are used to achieve this strategy alignment**

**BSC** (Balanced Scorecard)
- The BSC as a Strategic Management Tool translates the corporate vision into 4 perspectives
  - Financial
  - Customer satisfaction
  - Business process effectiveness
  - Innovation and learning
- The 4 perspectives are interconnected. The Financial results will improve when innovation and learning and business process effectiveness are used to develop products or services that sustain customer satisfaction.

**GQM (Goal Question Metric)**
- The GQM is a structured approach to implement a strategy at the project level.
- The measurement system is based on a specific goal. Once a goal is identified an appropriate set of metrics is selected to assess its achievement.
- This is done in 3 Steps:
  - A goal is formalised and broken down into basic information sources:
    - Purpose
    - Issue
    - Object
    - Viewpoint
  - Questions are formed that quantify that goal
  - Each question is supported with an appropriate metric set.
- This makes sure that only relevant metrics are used.

**BSC and GQM combined**
- The GQM can be used within the context of the BSC perspectives to establish strategic goals that can be supplemented with appropriate metrics.
- This bridges the gap between business and technical management and offers several potential benefits.
  - A common vision
  - Information infrastructure
  - Balanced perspective of internal and external dependencies

**Lessons learned and further studies**
- Use of a BSC and GQM framework in an organisation developing a web based survey tool. Initially in place was the project manager’s intuition based on experience without historical data or formal data collection.
- The project was considered a success because the tool was fully functional by the due date and it did not exceed allocated resources. However, the results were inconclusive because they could not determine if the team gained control of the project solely based on the BSC and GQM approach.
- The possible problem they identified in practices was that executives may restrict access to strategic management data, making it virtually inaccessible to project managers. At the same time project manager may be unwilling to
- Give away control over project data that is necessary for accessing strategic performance.
- Many organisations are looking for ways to align their strategic and project management systems. This is an area of future research to determine the implications of the use of strategic management tools.