



# Avoiding the rush to fail: Setting up projects for success

**Alex Cruttwell HKA**

**33rd IPMA World Congress, Cape Town, South  
Africa**

27th to 29th November 2024

An aerial photograph of Cape Town, South Africa, showing the city built on a plateau with Table Mountain in the background. The harbor is visible in the foreground, with a breakwater extending into the water. The sky is blue with scattered white clouds. The image is framed by a white background with a large 'X' shape formed by two overlapping triangles, one with a teal border and one with an orange border.

# AGENDA

1. Introductions
2. What is the “Rush to fail” and its role in project failure
3. What causes the “Rush to fail”
4. How to avoid it

# Introductions

# HKA in numbers

people



**1,000+**  
people

including

**500+**

consultants and advisors

**500+**

quantum, engineering,  
architecture and technical,  
delay, disruption, damages  
and government contract  
experts

reach



**45+**  
offices

across

**17**

countries

experience in

**100+**

countries

clients



**6,500+**  
clients worldwide

including government agencies,  
local authorities, investors,  
developers, owners, operators,  
architects, engineers, project and  
construction managers, contractors,  
specialist suppliers, manufacturers,  
banks and insurers

instructed by

**100%**

of the world's

**top 20**

law firms by revenue

impact



**100,000+**  
disputes  
resolved

valued in excess of

**US\$250bn**

**2,000+**

engagements per year

**40+** years' experience

**30+** of the world's most spoken languages

**250+** first-of-a-kind global megaprojects

# Advisory

**HKA provides end-to-end advisory services at every level, from project to enterprise, to help clients achieve desired outcomes with more clarity and certainty.**

Our role is to provide incisive and timely support at critical stages in your asset's development or investment lifecycle. We do this through our integrated services, working as your partner on portfolios, programmes, and complex projects, or we can provide discrete elements of these services as a specialist advisor.



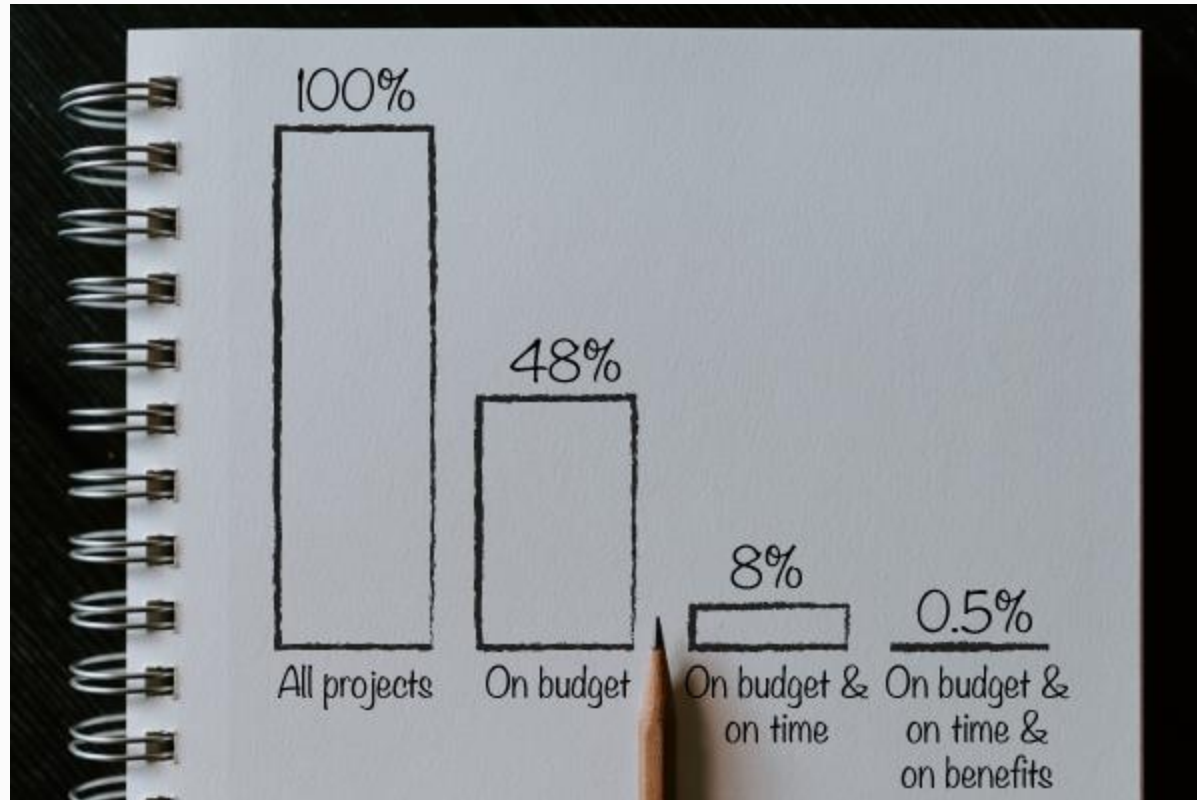
The best strategic advice is informed by real experience. Having established, procured, and delivered some of the world's largest infrastructure projects in line with global best practice, we know how to set up projects and asset-intensive organisations for success.

### **Our core services**

- Strategy and optimisation
- Project development
- Infrastructure delivery
- Commercial advisory
- Project controls and risk advisory

**What is the “Rush to fail”?**

# Iron law of (mega-) projects



*“Over budget,  
over time, under  
benefits, over  
and over again”*

Prof Bent Flyvberg



# CRUX Overview

## Africa



## Asia



## Middle East



## Americas

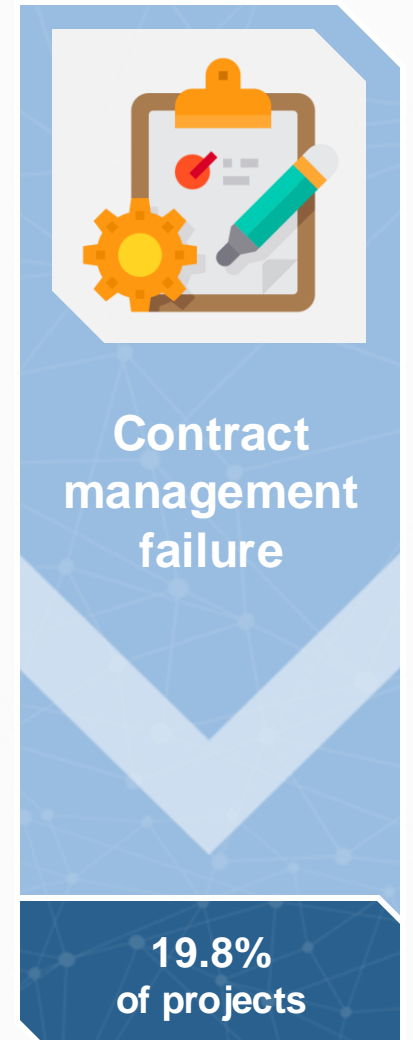


## Europe

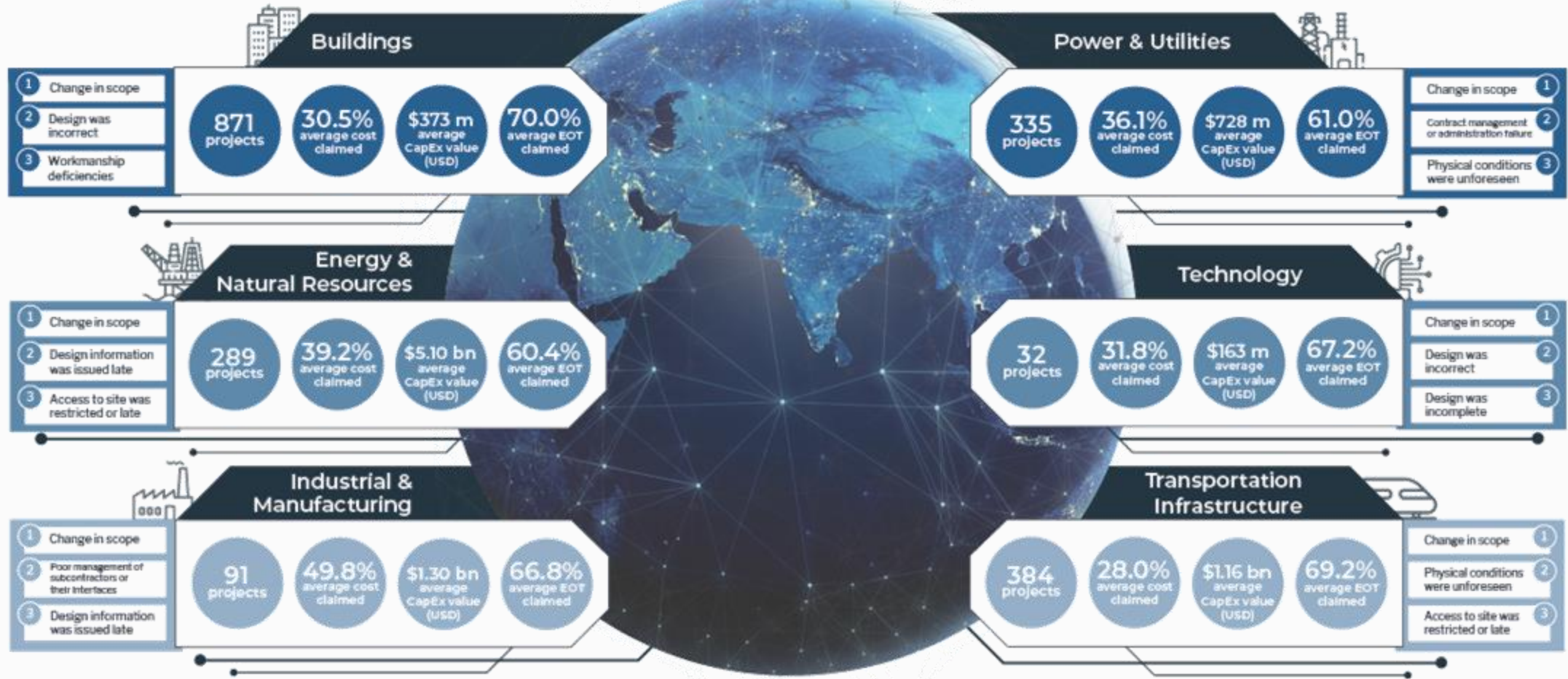


# Global - top causes of claims and disputes

*(by percentage of projects with these issues)*



# Sector overview



**What causes the “Rush to fail”?**

# Mega Disruptors

This year's analysis shows recurring problems across years, sectors, and borders.

The seventh annual report clusters of inter-related clauses are linked to major challenges in infrastructure and capital projects.

These mega disruptors affect **40% to 50%** of projects globally, with higher impacts in some regions.

This year's report examines these risks and offers mitigation strategies on how to **Change the Narrative** in five chapters:

- *contract-related conflicts*
- *speed to build*
- *behavioural factors*
- *skill gaps*
- *environmental risks*



# Speed to build – rush to fail



> *Rush to commit*



> *Revenue flowing*



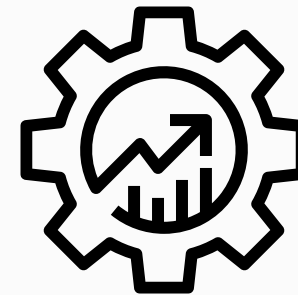
> *Lock in technology*



> *Risk handling*



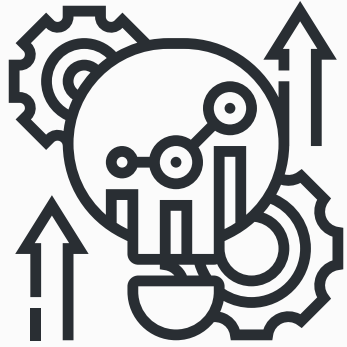
> *Entryism*



> *Optimism bias*

**Avoid the “Rush to fail”?**

# How to avoid the “Rush to fail”



➤ Focus on Design



➤ Decision making

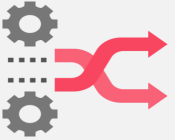


➤ Risk management



Close

# Summary – rush to fail




**Change in scope**

36.9% of projects




**Design was incorrect**

21.5% of projects



**Design information issued late**

21.3% of projects



**Design was incomplete**

19.8% of projects



> *Rush to commit*



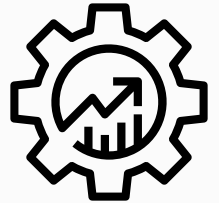
> *Revenue flowing*



> *Entryism*



> *Lock in technology*



> *Optimism bias*



> *Risk handling*



Focus on Design



Decision making



Risk management

# Contact details

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# Download Seventh Annual CRUX report

We propose actions that parties can take to mitigate risk or pre-empt the most persistent sources of projects' distress.



[NEW CRUX Insight Seventh Annual Report: Changing the Narrative - HKA](#)

**AGILE. COLLABORATIVE. CONFIDENT. INNOVATIVE. PASSIONATE.**

**HK>A**