WEMBLEY STADIUM

Just as the quality of the football has been lacking for England on the international stage in recent years, such has been the way with the building of their national stadium – Wembley. This particular project was innovative in its design, and ultimately this unique design was a significant risk factor. This is the result of a 133 metre tall weight-baring arch designed with the purpose of maximising pitch views from inside the stadium whilst minimizing the need for internal supports.

The problem with innovation in design is the lack of historical data – something which substantiates huge risk in project management. As a result, it becomes very difficult to estimate accurately costings and timescales. As both of these factors were grossly underestimated it is fair to say that when a national icon is being constructed, a project is placed under a huge degree of scrutiny. Due to the symbolism of Wembley stadium combined with the media coverage the project was in receipt of, any shortcomings would be viewed in a negative light – and when a project takes five years too long and runs more than twice over-budget, no matter how innovative the design a project would be deemed a failure.

The following link provides the reader with a more in-depth analysis into the Wembley Stadium project.

http://strategicppm.wordpress.com/2011/01/17/project-failure-wembley-stadium/

Task: Answer the following questions

1. Innovative design can be identified as the risk factor involved in the Wembley stadium. Given the projects deemed failure, list the pros and cons of the design. As a project manager, do you think the risk of being innovative was worth the cost in this case?

2. Identify 2 risk factors and construct a P-I matrix for each