

Case Study - London Olympics 2012



London's successful bid for the 2012 Olympic Games created the need for a major regeneration and construction programme to provide the venues and infrastructure needed to stage the Game.

Olympic Game is an important event for a country as it will positively impact the hosting country strategically. Countries bid for hosting Olympic Games as this event transforms a country as a strategic initiative.

The programme of construction was extensive, technically and politically challenging and up against a fixed deadline of the Opening Ceremony in July 2012. Turning the vision of the Olympic Bid into the reality of roads, bridges, stadium was the job of the Project Manager.

ODA (Olympic Delivery Authority) had just over five years to staff up, procure and deliver around £6 billion of major construction works.

The majority of the construction works were to be built on a largely polluted site in Stratford, east London. At the same time the ODA needed to satisfy government, media, local residents and the public.

ODA scope of the entire event

- Deconstruction & land remediation of approx 400 hectare (ha) site;
- The master planning and submission of approximately 950 individual planning applications;
- The construction of infrastructure – around 20 kilometre (km) roads, 13km tunnels, 26 bridges, new utilities infrastructure (water, gas, electricity and telecommunications);
- The construction of 14 permanent and temporary sporting venues and a 12,000 square metre (m2) broadcast centre and 29,000 m2 media centres ;
- Construction of the Athletes' Village (to be converted to 2,800 homes for sale after the Games);
- The creation of approximately 100ha of parklands, gardens and public open space;
- Transport improvements, including station & infrastructure works.
- ODA budget was £8 bn, including approx £2 bn of contingency.

Questions:

1. Is it a Project, Program or Portfolio? Justify your answer with the theory points.
2. Select one project – **“Olympic Stadium construction project”** from the list of projects on the above and answer following:
 - a) Is it a Temporary Endeavor? Why? What is the unique product?
 - b) Make your own assumptions and write a SMART Objective to the project.
 - c) Who are the stakeholders of the project?
 - d) Make your own assumptions and build a Project Charter to the project.