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# THE STANDISH GROUP REPORT

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## CHAOS

*"The Roman bridges of antiquity were very inefficient structures. By modern standards, they used too much stone, and as a result, far too much labor to build. Over the years we have learned to build bridges more efficiently, using fewer materials and less labor to perform the same task."*

Tom Clancy (The Sum of All Fears)

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## INTRODUCTION

In 1986, Alfred Spector, president of Transarc Corporation, co-authored a paper comparing bridge building to software development. The premise: Bridges are normally built on-time, on-budget, and do not fall down. On the other hand, software never comes in on-time or on-budget. In addition, it always breaks down. (Nevertheless, bridge building did not always have such a stellar record. Many bridge building projects overshot their estimates, time frames, and some even fell down.)

One of the biggest reasons bridges come in on-time, on-budget and do not fall down is because of the extreme detail of design. The design is frozen and the contractor has little flexibility in changing the specifications. However, in today's fast moving business environment, a frozen design does not accommodate changes in the business practices. Therefore a more flexible model must be used. This could be and has been used as a rationale for development failure.

But there is another difference between software failures and bridge failures, beside 3,000 years of experience. When a bridge falls down, it is investigated and a report is written on the cause of the failure. This is not so in the computer industry where failures are covered up, ignored, and/or rationalized. As a result, we keep making the same mistakes over and over again.

Consequently the focus of this latest research project at The Standish Group has been to identify: -

- The scope of software project failures.
- The major factors that cause software projects to fail.
- The key ingredients that can reduce project failures.

## FAILURE RECORD

In the United States, we spend more than \$250 billion each year on IT application development of approximately 175,000 projects. The average cost of a development project for a large company is \$2,322,000; for a medium company, it is \$1,301,000; and for a small company, it is \$434,000. A great many of these projects will fail. Software development projects are in chaos, and we can no longer imitate the three monkeys -- hear no failures, see no failures, speak no failures.

# Standish Corporation Chaos Report

**D Kirk**



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