

Procuring Successful Mega-projects: How to Establish Major Government Contracts without Ending Up in Court; Louise Hart. Gower Publishing, Surrey, UK, 2015, ISBN 978-1-4724-5510-9, £80-00, 295 pp.

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A megaproject is typically a large-scale investment project costing more than US\$1 billion, and the procurement is one of the critical technical issues in megaproject management with regard to successful project development and operation in both the short and the long term. The author is a former project director with 30 years' experience in the public and private sectors, dealing with extremely large contracts for megaprojects in Sydney and London. The author provides a whole range of sophisticated solutions on successful megaproject procurement and its management, to form a significant timely contribution to the body of knowledge in megaproject procurement. This will be helpful not only to project directors, as suggested by the author, but also for the entire learned society. This unique specialist book on the good practice of megaproject procurement will be an inspirational and useful read for both academics and professionals who have an interest and/or duty in the procurement and management of megaprojects and/or major projects (worth over £100 million each) across the world.

The book consists of five well-connected main parts that work together in 19 chapters to make excellent sense of technical details related to successful procurement in megaprojects, and it provides numerous useful in-text tips coming from vivid experiences in related procurement practice. The five main parts are headed 'Introduction', 'The contract', 'The people', 'The procurement process' and 'Finishing in style'. The 'Introduction' part consists of two chapters describing the main issues in megaproject procurement covered by the book and key technical issues to avoid ending up in court. 'The contract' part consists of five chapters describing projects, specifications, risk management, performance incentives and boilerplate clauses. 'The people' part consists of five chapters covering ministers, agencies, lawyers, other advisers and governance. 'The procurement process' part consists of five chapters focusing on key technical issues on establishing a fair process, putting out calls, evaluating tenders, negotiating contracts and bullet-proofing selection decisions. The 'Finishing in style' part consists of two chapters that detail six key tasks in handover to contract management at the end of procurement and ten precepts for procuring successful megaprojects. The author of the book has developed a systematic body of knowledge about how to deliver successful procurement for megaprojects, which demands leadership to deal with multidisciplinary issues relating to people, product and process in megaprojects at the procurement stage.

As a special feature of the book, the author provides a quite useful appendix on case study references with indicative readings in order to set out brief highlights of the principal case studies collected for the book. The appendix consists of 12 case projects selected from the public and private sectors in three countries, and these projects include

- an air traffic control system project, the Jasper coal exploration project, the New South Wales integrated ticketing system project, the Queensland health payroll project and the Waratah train procurement project in Australia
- the CH-148 Cyclone helicopters project in Canada
- the Holyrood building project, the Metronet public-private partnership project, the InterCity West Coast franchise project, the Portcullis House project, the Railtrack privatisation project and the Royal Mail privatisation project in the UK.

The insight and supporting references that the author shares in this section have the potential to inspire evidence-based learning and informed decision-making for procuring successful megaprojects.

This distillation of a former project director's international experience connected with many other professionals dealing with extremely large contracts in megaproject procurement and management across the world over 30 years has resulted in a superb practical book. It is an extraordinarily clear and exceptionally useful guide based on internationally recognised expertise regarding how to deal effectively and efficiently with key interconnected issues inside a dynamic megaproject environment, such as quality, cost, time, relationship and management in relation to social, technical, economic, environmental and political aspects, to achieve dependable procurement from which associated risks can be eliminated so as to enhance sustainability outcomes. Reading the book is an enlightening journey to useful learning and new knowledge to tackle challenging issues such as overruns on cost and time and sustainability in megaprojects.

This book is a most engaging and lasting solution for procuring successful megaprojects. The reviewer wishes to recommend strongly this remarkable book to colleagues working both in practice and research in megaproject procurement and management.