

## IPMA recognizes Project Excellence at the 26<sup>th</sup> IPMA World Congress

by Jouko Vaskimo

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**International Project Management Association (IPMA)** recognized project excellence, and awarded **IPMA Project Excellence Awards** at the 26<sup>th</sup> IPMA World Congress at Crete, Greece. IPMA project excellence awards are organized into three categories to appropriately recognize **Project Excellence in Medium-Sized Projects**, **Project Excellence in Big-Sized Projects**, and **Project Excellence in Mega-Sized Projects**. The IPMA Project Excellence awards are highly respected by the global project community. The awards were presented to the finalists in the 26<sup>th</sup> IPMA World Congress Gala Awards Dinner by Mrs **Mary Koutintcheva**, Chairman of the Award Management Board, Ms **Ewa Bednarczyk**, Award Office Manager, Professor **Nino Grau**, IPMA Vice President, Awards and Standards and Mr **Roberto Mori**, IPMA President and **Mrs Brigitte Schaden**, Chairman of IPMA Council of Delegates.

The members of the 2012 IPMA Project Excellence Award jury were Mrs **Constanta Bodea**, Mrs **Mary McKinlay**, Mr **Reinhard Wagner** and Mr **Frank Menter**. Mr **Pierfrancesco Sagramoso** served as the Chairman of the jury. The criteria for categorizing the entrants comprised project duration, project phases completed, project deployment (in months after project completion), project budget, number of people involved in the project, number of external subcontractors and independent organizations involved in the project, and multicultural characteristics of the project. One of the main considerations for project categorization was project budget: For Medium-Sized Projects category there is no budgetary limit; for Big-Sized Projects category the minimum project budget is 5 000 000 €, and for the Mega-Sized Projects category the minimum project budget is 100 000 000 €.

Dr Grau was very pleased with the level of excellence of the 2012 entrants and commented “‘Only bad news is good news’ is the motto I always think about, when I read about research done about projects that fail (not in time and in budget or poor performance). I wish to read more about excellent projects, about people who manage excellent projects and about organizations who give their project managers the chance to be excellent. Of course, that means that these organizations have the senior management with competency to bring excellent people together and empower them. IPMA will honor all these people who make excellent projects possible, but how can we know whether our projects are excellent? IPMA supports the global project management community with a unique benchmarking tool. The IPMA Project Excellence Model allows assessment even of very different projects. This model and the mature assessment process are the basis for the assessment of projects for the IPMA International Project Excellence Award. Experienced assessors have been using



this method successfully for years. In a tough process of competition, excellent projects from all over the world have been chosen to be awarded during the 26<sup>th</sup> IPMA World congress in Greece. Now we are happy to be able to present these projects to the global project manager community and encourage project managers to follow these exemplary achievements. We congratulate project teams who have not only shown an outstanding performance but are also willing to share their experience with the project manager family for the advancement of the field of project management and the benefit of all interested parties.” Dr Grau can be contacted at [Nino.Grau@ipma.ch](mailto:Nino.Grau@ipma.ch) . (photo courtesy IPMA)

Mrs Koutintcheva commented “Since the very first International Award ceremony in 2002 the excellence in project management has changed. But there is one constant that is true for all the awards. Whether medium-, big- or mega-sized projects, whether innovative, investment, organizational or IT projects, all of us are mesmerized by the magic of the project excellence. The ancient Greeks were the first to strive for excellence, no matter what the challenge was and they truly believed in it. Excellence is striving for quality or merit in all we do. Excellence lets us take pride in our accomplishments. Whatever our mission is, a commitment to excellence brings us closer to attaining our dreams. In the Project Excellence Awards competition we have the elite of projects from all over the world that work hard to push the frontiers of excellence for a whole decade. The Award winners get highest honor for excellent project performance and worldwide recognition. They receive systematic feedback about the strengths and improvements potential of their project management and have excellent opportunities to make multi-dimensional and worldwide advertisement for their marketing improvement. The project teams certainly increase their confidence capability in managing further projects that enhance their career life.” Mrs Koutintcheva can be contacted at [mary\\_bo@bluewin.ch](mailto:mary_bo@bluewin.ch) . (photo courtesy Mary Koutincheva)



“This year we celebrate 10<sup>th</sup> Award Anniversary. We have already witnessed 88 finalists from 16 countries, from 3 continents that have achieved top performance and are acknowledged as best examples of project excellence. We are also very happy that for the first time we have a chance to assess projects coming from Nepal and Indonesia. This is an important step in the promotion of project excellence philosophy in Asian countries” added Ms Ewa Bednarczyk, Award Office Manager. Ms Bednarczyk can be contacted at [award@ipma.ch](mailto:award@ipma.ch) . (photo courtesy PMWJ)



The **Project Management of Changjing Ancient Town’s Rebuilding** project, implemented by **JianYe Heng’an Project Management Incorporated Company (JYHA)** was identified as Prize Winner in the Medium-Sized Project category. Located in Chanjing town of Wuxi, 120 kilometers from Shanghai, Changjing ancient town reconstruction and expansion project was a typical case of Chinese traditional material culture protection. The project included three subprojects, namely the river course, the old streets along the river

banks and its transport infrastructures. With total investment of 145 million RMB (~ 18 million €), the project was started in March 2010, and completed in December 2011. JYHA was the sole project management contractor, with the contract amounting up to 3.8 million RMB (~ 480 000 €). During the project, the project team overcame severe challenges to achieve the project objectives, and implemented several measures to optimize the project management process.

The project raised the image of Changjing Ancient Town as a place of interest and its commercial level, accumulated the company experience, optimized the company management team and obtained more project management business. The project also produced good social and economic benefits and boosted a permanent development, trained the team and cultivated their talent, thus strengthening the ability to compete in the market. Despite the contract amount not being very large, the project management process employed received accreditation from stakeholders in Chinese society, which is expected to be excellent in the long run. (photo courtesy JYHA)



The **Education for Youths, Youths for Peace and Development (EYYPD)** project, implemented by **Underprivileged Children's Educational Programs (UCEP) Nepal** was identified as Prize Winner in the Medium-Sized Projects category. UCEP Nepal developed a 5 year project in partnership with Save the Children International with the purpose of contributing to lasting peace and harmony in communities. It aimed to create conducive environment for youths to be productive in society with technical and vocational skills that secured decent job opportunities. Its quantitative objective was to develop 400 youths from most conflict affected areas as role models. A robust technical training program was designed with components for motivation, literacy, life/soft skills, psychosocial and career counseling, industry linkage, job placement, and follow up. The core essence was to develop their human, social and emotional capital.

An independent post project evaluation concluded the job placement rate would be 85% of the 412 youths who graduated. Their average salary was 3 times more than the government's minimum wage 1 out of 10 is self-employed. In terms of social inclusion: 4 out of 10 were girls; 6 out of 10 were from ethnic and marginalized groups. Successful candidates are doing well in their career and supporting their families. They are motivating others in communities. The qualitative contribution of the project was to serve the need, restore hope and secure the future for the conflict affected youth and their families. The project has revitalized the social and economic fabric, though in a limited scale.

Lessons learnt have contributed to make projects and programs market-oriented and meaningful for beneficiaries. It has institutionalized collaborative approach to involve multiple stakeholders such as their family members, local civil society organizations, employers, government bodies, associations and schools. UCEP has since partnered with Skills for Employment Project funded by Asian Development Bank, Fund for Local Cooperation of Embassy of Finland and Aide et Action International with challenging projects to serve highly marginalized youth. (photo courtesy UCEP)



The **Technical Assistance for Development of NCTS and Integration to BILGE** project, implemented by **SIVECO Romania SA** was identified as Finalist in the Medium-Sized Projects category. The project developed and implemented the New Computerized Transit System (NCTS) for the Turkish Customs Administration (TCA), and integrated it into a web-based BILGE system (Customs Declaration Processing System). NCTS was designed to cover 160 customs offices and 2 000 000 transit documents per year with an average response time of 3 seconds regardless of the number of users.

NCTS is a Europe-wide computerized system which controls the movement of those goods in transit that are not in free circulation, throughout the territory of the European Union (EU) and EFTA countries. Project took from December 2008 to November 2010. Through this project, TCA integrated the European IT Customs systems (CCN/CSI, NCTS) into BILGE maintaining the current advantages of the national applications and thus creating an integrated, common electronic environment.

The Project Management approach was a mix between the TEMPO methodology imposed by European Commission DG TAXUD and SIVACOP methodology – developed by SIVECO Romania. The USDP methodology has been used to drive the application development. Methodologies used are based on the very best current systems development practices worldwide. The project aimed at ensuring sustainability of the project outputs. The approach was ensuring a solid understanding, adoption and implementation of each project output by the beneficiary, precise tailoring of all outputs to national requirements. (photo courtesy Jouko Vaskimo)



The **Basic Product** project, implemented by **Sberbank of Russia**, and represented in the IPMA World Congress Gala Awards Dinner by Business Project Manager Mr **Vladislav Kuzmin** and IT Project Manager Mr **Igor Mushakov** was identified as Award Winner in the Big-Sized Projects category. Mr Kuzmin and Mr Mushakov were very happy with the result, and commented “When we started Basic Product project there were just a few people confident that it will succeed but strong belief for the success of main project team members and great encouragement of first results and clients’ satisfaction helped us a lot. When we were nominated as finalists of the IPMA Project Excellence Award there were just a few people thought that we could become Award Winner, but we did it! We are Award Winners and we are very happy and proud to get that award and to be in world project management elite club. Our success is due to several important things such as being among likely-minded persons, feeling strong shoulder, and seeing the goal. We can say that our project team was not only the team of persons with same goals to accomplish, but it was and continues to be team of real friends, professionals, moved by passion to make best projects in the world.” Mr Kuzmin can be contacted at [Kuzmin.Wlad@gmail.com](mailto:Kuzmin.Wlad@gmail.com) and Mr Mushakov at [IVMushakov@sberbank.ru](mailto:IVMushakov@sberbank.ru) .

At the start of the project there were more than 50 information systems used at the retail processes, scattered with inefficient and timely procedures of information synchronization across regional offices spread in nine time zones all over the Russia. New Enterprise Service Bus (ESB) integration layer was implemented, which enabled real-time end-to-end operations between regional facilities. As the result of the project new services for more than 30 million clients were implemented, 30 information systems were almost completely rebuilt, near a half of retail business processes were reengineered, clients got access to 15 000 universal payment terminals, 45 000 PIN keyboards, 40 000 ACT with completely new interface and personal office, sufficient financial results were gained.

The project was mainly driven by IPMA methodology implementation and best practices of project management skills development in the Sberbank of Russia. Over one hundred project managers were certified by IPMA and Sberbank successfully completed IPMA Delta® Assessment. For the first time in Russia, the IT-block of a bank was certified for a class 2 of IPMA Delta model. For further information please navigate to [www.sberbank.ru](http://www.sberbank.ru) . (photo courtesy Jouko Vaskimo)



The **Air Separation Unit (ASU)** project, implemented by **Arvand Petrochemical Company**, and represented in the IPMA World Congress Gala Awards Dinner by Project Manager Mr **Khosrow Amiri** was identified as Prize Winner in the Big-Sized Projects category. Mr Amiri felt achieving this position in the IPMA Project Excellence Awards was very important for himself as well as for Arvand Petrochemical Company (APC): “We are very happy to be a prize winner. This position is a part of our aspirations and we are proud of it. Identifying all objectives at the beginning of the project, making real framework and process, selecting and using qualified people based on project need, optimizing planning based on international, national and local abilities and good control of the project were key to success. Achieving satisfactory result enhanced the cooperation within project team during implementation of project. IPMA Project Excellence Awards were a great opportunity for us to show that have achieved the highest level of the project management and that we can be prize winners as well.” Mr Amiri can be contacted at [Khosrow.Amiri@gmail.com](mailto:Khosrow.Amiri@gmail.com) .

The ASU project delivered an oxygen and nitrogen supply for producing an adequate and reliable quantity of high purity oxygen and nitrogen feed for APC. The project target was to minimize relevant feed and utility cost during operation, and if possible allow exporting of oxygen and nitrogen for selling.

The ASU project, started in May 2010 and completed in June 2012, accomplished this by developing a complete view of the project through partnerships with project team, preparing project execution plan based on the project objectives and issues, strategic



meetings, use of expertise, satisfactory estimation, optimizing the time schedule of project based on facilities environmental, and friendly atmosphere with project team. The ASU was erected at Arvand Petrochemical Company, site 3, Petzone, Mahshahr, Iran. A key factor in the project success was the great project team, directly involving ten people directly involved, indirectly twenty more from APC, and an average of 120 more people from various contractors and subcontractors. For further information please navigate to [www.arvandpvc.ir](http://www.arvandpvc.ir) . (photo courtesy ASU project)

The **New High Efficiency Filter House Supply and Installation during a major inspection** project, implemented by **GE Oil & Gas – Global Services**, and represented in the World Congress Gala Awards Dinner by Project Manager **David Cinotti** and Field Project Manager **Alessio Cigolini** was identified as a Finalist in the Big-Sized Projects category. Mr Cinotti and Mr Cigolini were very happy with the result: “Being part of the finalists in the IPMA Project Excellence Award is an important achievement for us as Project Managers. It is the target every manager looks for in his professional life. We’re proud to work in GE Oil & Gas and glad to be here representing the company and the

project. This is a great opportunity to showcase this great achievement, as we have gone the extra mile working around the clock with passion, dedication and commitment, striving for excellence, so being here is the well-deserved and best award.” They credited the success of their project to process adherence, people expertise, accurate planning and control, and being surrounded by a great team without which they could not have couldn't have achieved this success. Mr Cinotti and Cigolini felt the IPMA assessors appreciated the full dedication and cooperation of everyone in the project team throughout the project life cycle, which clearly demonstrated the outstanding level of engagement and passion spent in making the project succeed.

The New High Efficiency Filter House Supply and Installation during a major inspection project enhanced the productivity and the reliability of major customer equipment exceeding the set expectations by working side by side with their customers and actively listening to their needs, enabling them to find the key solution for the customer's need. Running from 30<sup>th</sup> September 2010 through to 7<sup>th</sup> November 2011, and leveraging the expertise, dedication and ambition of the team, strong planning as well as flawless execution, the project proceeded with main manufacturing in China and installation in Trinidad & Tobago. The project employed over 100 GE employees and over 400 local workers in Trinidad & Tobago. (photo courtesy GE Oil & Gas – Global Services)



This project is considered a stepping stone for GE and the main supplier in the LNG world business, as the potential for pitting in LNG gas turbine blades represents a huge business opportunity. It was crucial for GE to develop a system and a method of installation which can be replicated in other plants to optimize costs and profitability. For further information please navigate to [www.ge-energy.com/products\\_and\\_services/services/oil\\_and\\_gas\\_services/Filter\\_House Technology.jsp](http://www.ge-energy.com/products_and_services/services/oil_and_gas_services/Filter_House_Technology.jsp) . Mr Cinotti can be contacted at [David.Cinotti@ge.com](mailto:David.Cinotti@ge.com) and Mr Cigolini at [Alessio.Cigolini@ge.com](mailto:Alessio.Cigolini@ge.com) .

The **TAG EXP. 4, Austria** project, implemented by **GE Oil&Gas – Turbomachinery** was identified as Finalist in the Big-Sized Projects category. The TAG EXP.4 project, with a contract value of approximately 100 000 000 USD, can be contextualized in the complex framework of the European necessity to increase the capacity of the natural gas pipelines (TAG pipeline) with the aim of deregulating natural gas transportation and distribution inside the European Community. The TAG pipeline, which passes through Austria, was the target of the expansion of TAG EXP.4 and delivers natural gas from Russia to Italy. The pipeline, belonging to Gazprom up to the Austrian boundaries, is property of the Austrian

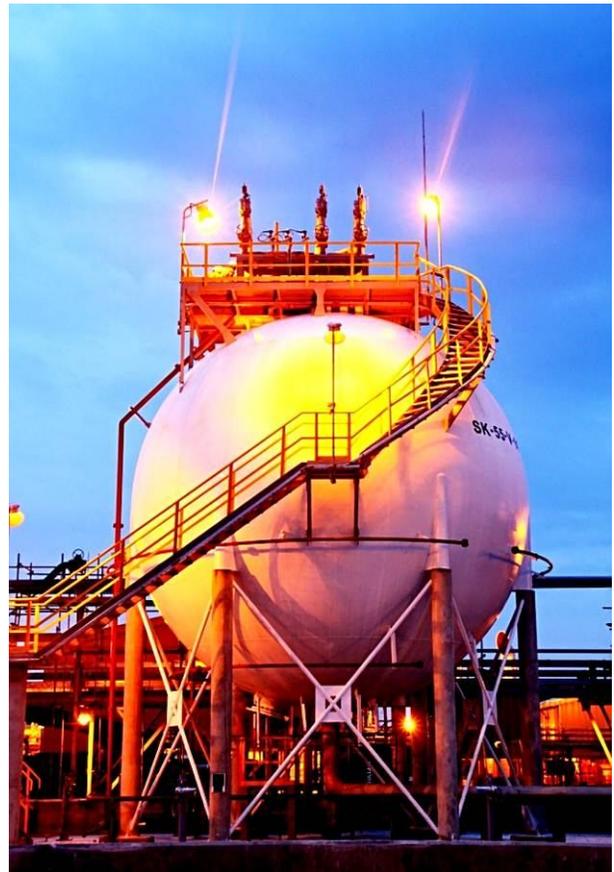
company TAG GmbH; over this last line ENI has transportation rights for the 90% of the total transportation capability. The pipeline is saturated by the natural gas that ENI purchases from Gazprom with a 25 years extended contract. In 2006 ENI decided to increase TAG pipeline capacity in order to introduce new dealers in the natural gas market in Europe and in order to get round the problem of ENI pipelines capacity saturation.

GE Oil&Gas project team manufactured and sold 6 new units to OMV for the two new stations of Eggendorf and Weitendorf while, at the same time, was engineering and developing a new auxiliary system (anti-ice), introducing a major change in the original scope of supply (WHRU system) and suspending the activities of one of the two station to better understand and meet customer changed needs. Despite the project complexity and the huge changes which occurred during its development, customer requirements were fulfilled with full customer satisfaction and the new introduced auxiliaries are now a standard inside GE Oil&Gas. The main proof of this successful result is the new order that GE Oil&Gas received from OMV/ENI just one year after project completion, including the supply of the new anti-ice system and the request for TAG EXP.4 project team confirmation. (photo courtesy GE Oil&Gas – Turbomachinery)



The **EPC Jambi Merang Development Gas Production Facilities** project, implemented by **PT Tripatra Engineers and Constructors**, and represented in the World Congress Gala Awards Dinner by Vice President Director of PT Tripatra Engineers and Constructors, Mr **Widjaja S. Sumarjadi** was identified as Prize Winner in the Mega-Sized Projects category. Mr Sumarjadi was very proud of their achievement, and commented: "This award is an international recognition of our work through our participation in the award assessment process, and it provides a benchmark to the other international companies. This achievement is not an end result; it will be the starting point of our continuous improvement process so we can complete projects with better quality in the future. Project success was enhanced by various aspects, such as leadership, good cooperation of all project team members in all levels, communication to all stakeholders, good cooperation between JOB Pertamina – Talisman as the Client, PT Tripatra as the main contractor and all subcontractors and vendors. The implementation of the above aspects on the Project Excellence model has been presented during the assessment process. Hence, the result was benchmarked to other projects from participants coming from various countries." Mr Sumarjadi can be contacted at [widss@tripatra.com](mailto:widss@tripatra.com) .

Designed to produce 120 BBTUD sales gas and 18500 barrel of NGL per day from production wells in Pulau Gading and Sungai Kenawang area, the Jambi Merang Development Gas Production Facility is located in South Sumatera Province, Indonesia. The facility is operated by Joint Operating Body (JOB) Pertamina Talisman Jambi Merang. The project team consisted of professionals in various positions in engineering, procurement, construction and pre-commissioning stage, with a high number of young Indonesian engineers involved in this project. The materials for the project came from various countries, and involved approximately 300 vendors. The Indonesian vendors supplied pressure vessels, air coolers, tanks, columns, cables, steel structures, while international vendors supplied compressors, pumps and valves, and involved sophisticated supply chain management system to handle purchasing, expediting, packaging, shipping, custom clearance until material delivery to site. During the implementation of the project, safety was under special scrutiny of the top management.

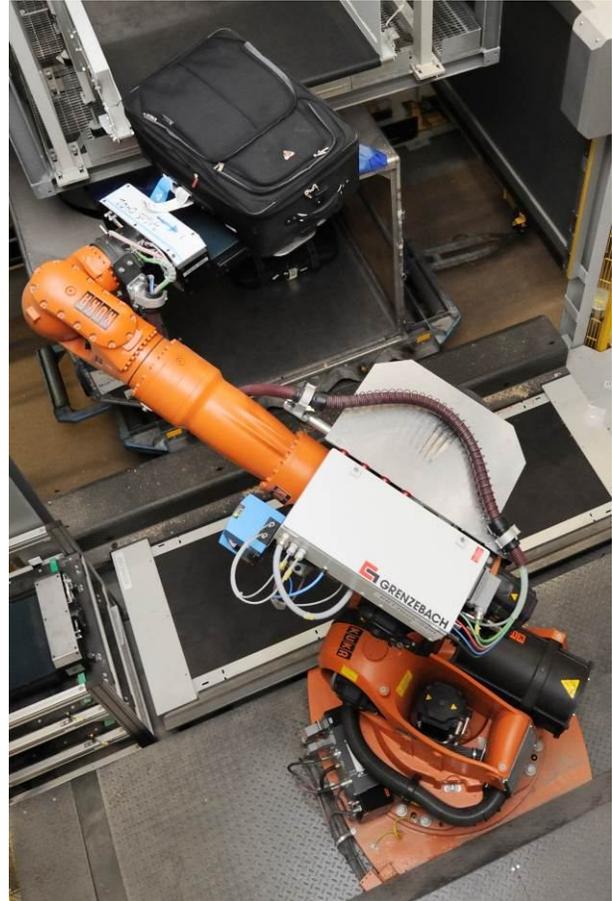


The project achieved a result of no loss time due to injury throughout the mechanical completion despite a total of over 9 000 000 man hours. For further information please navigate to [www.tripatra.com](http://www.tripatra.com) or send email to [ppd@tripatra.com](mailto:ppd@tripatra.com) . (photo courtesy PT Tripatra Engineers and Constructors)

The **70 Million Bags Program - Project South**, implemented by **Amsterdam Airport Schiphol**, and represented in the IPMA World Congress Gala Awards Dinner by Baggage Systems Construct Manager Mr **Jaime van Gorp**, was identified as Finalist in the Mega-Sized Projects category. Mr van Gorp was proud to have his project reach the finale of the Project Excellence Award process, and commented: "It has been a great experience to learn from the other participating projects how they have conducted their project and overcome challenges with great results. We look forward to receiving the Jury report to complement the lessons learned we have acquired from undertaking our mission and bring it to success." Mr van Gorp can be contacted at [gorp\\_j@schiphol.nl](mailto:gorp_j@schiphol.nl) .

The 70 Million Bags Program - Project South extended the baggage handling capacity and capability at Amsterdam Airport Schiphol by creating a new baggage system which provides facilities for both baggage check-in and transfer. The system connects to one of the existing departure areas and replaces existing systems. The project objective included minimizing impact on operations and preventing interruptions due to the large-scale demolition and construction activities. The design of the new South system includes new screening clusters compliant with the latest security regulations, a baggage storage facility for 4000 bags and a cluster of mechanized robot operated loading modules. Amsterdam Airport Schiphol baggage hall South is for the time being the first and only airport baggage handling facility at being operated by robots.

Mr van Gorp feels Project South success can be accredited to a number of innovative solutions in an industrial environment. Stakeholder participation and management have also been critical for success. The partnership between the contractors VanderLande and IBM with KLM and Schiphol has played a crucial role in fulfilling the ambition to have the right bag at the right time at the right place. The new South system was employed into commercial continuous operation in November 2010, and has since then a provided an excellent track record in reliability and performance. For further information please navigate to [www.schiphol.nl](http://www.schiphol.nl). (photo courtesy Amsterdam Airport Schiphol)



The **Gate LNG Receiving Terminal** project, implemented by **TECHINT Engineering & Construction + SENER Ingenieria y Sistemas**, jointly as **TS LNG BV**, and represented in the IPMA World Congress Gala Awards Dinner by Techint E & C Project Director Mr **Guido Piazzoli** was identified as Finalist in the Mega-Sized Projects category. Mr Piazzoli was particularly proud to have participated in the IPMA Project Excellence Awards 2012, and commented: “The project was the result of an excellent combination of factors: Techint and Sener have put the best of their expertise and the client Gate Terminal kept a supportive approach throughout the project. A timely completion of an LNG project in Europe is something that didn’t happen too often in the past, and TS LNG is proud to confirm that Gate LNG Receiving Terminal was completed in time, in budget, with excellent safety records and with a great overall performance. The competition of the IPMA

Project Excellence Award has been tough during the selection process and we feel honored to be finalist among other excellent projects. As TS LNG we are now looking forward to receiving the feedback from the Project Excellence Awards jury, to be in a position to improve our ranking in the next participation to the IPMA Project Excellence Award with another project.” Mr Piazzoli can be contacted at [Guido.Piazzoli@techint.it](mailto:Guido.Piazzoli@techint.it) .

The project consisted of engineering, procurement, construction and commissioning contract for a new Liquefied Natural Gas (LNG) receiving, storage and re-gasification terminal located on a reclaimed land at the entrance of the Port of Rotterdam (NL). The project started in December 2007 and was completed in September 2011.



Techint is leader of the Consortium composed by a joint venture between Techint and Sener and a sub-consortium between Entrepouse Contracting and Vinci Construction Grands Projets. Mr Guido Piazzoli is the Project Director of the Consortium and the single-point interface of the client during the whole life of the project, from notice to proceed to the end of the warranty period. For further information please navigate to [www.gate.nl/en/home.html](http://www.gate.nl/en/home.html) . (photo courtesy TS LNG BV)



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For further information on the IPMA Project Excellence Awards please navigate to [www.ipma.ch/awards/project-excellence/](http://www.ipma.ch/awards/project-excellence/) .

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Founded in 1965 and registered in Switzerland, **International Project Management Association (IPMA)** is the oldest global project management professional organization. IPMA is an international federation of more than 50 national project management societies in Africa, Asia, Europe and the Americas. IPMA annual World Congress is one of the largest and most important gatherings of project management authorities and leaders each year. The president of IPMA for 2011 and 2012 is Mr Roberto Mori. For further information

please navigate to [www.ipma.ch](http://www.ipma.ch) .

## About the Author



### **Jouko Vaskimo**

*Author*



**Jouko Vaskimo** works as Development Manager at Aalto PRO, the Professional Development unit of Aalto University in Espoo, Finland. He is also an International Correspondent and Editorial Advisor for **PM World** in Finland. Jouko graduated from Helsinki University of Technology in 1992. Since then he has held project management related assignments with increasing levels for responsibility at Sinebrychoff Ltd, the oldest brewery in Scandinavia; Kemira Engineering Ltd, the leading chemicals manufacturer Finland; DNA Finland Ltd, a large Finnish mobile phone operator; Nokia Business Infrastructure; and Ixonos PLC, one of the leading Finnish ICT consultancies. Jouko holds the IPMA Level C (Project Manager) and Level B (Senior Project Manager) certificates and is the chairman of the Finnish IPMA Certification Body operating IPMA certification in Finland. He is a member of the Project Management Association Finland Board of Directors and a founding member of PMI Finland Chapter. He received the PMP certificate in 2003. Since October 2007, Jouko has been heading the Finnish delegation to ISO/PC 236 and ISO/TC 258. Jouko resides in Espoo, Finland and can be best contacted at [jouko.vaskimo@aalto.fi](mailto:jouko.vaskimo@aalto.fi) .