

## **Project Management Report from Milan**



*By Luca Cavone  
International Correspondent  
Milan, Italy*

### **INTRODUCTION**

In Italy this past month has been very dynamic, rich and full of initiatives in the world of projects.

We will introduce in the first part a quick report from the 27th IPMA World Congress held in Dubrovnik, and then move into the initiatives and upcoming events of the association on national base.

It's still relevant in Italian news the rescue of Costa Concordia, which took place in September. Meanwhile, the works proceed in view of Expo 2015, and more generally on the urban transformation of the city, that will give to Milan a new and more modern face.

### **MAIN NEWS**

From 30 September to 3 October 2013, was held in Dubrovnik, Croatia, **the 27th IPMA World Congress**, which was attended by a lot of experts and professionals of the industry, from all over the world. They have been around 700 overall participants, representing more than sixty countries.

The leitmotif of the conference was led by **Peter Taylor**, well known in the field of project management, where he is mainly engaged in consultancy activities in UK and equally renowned as a speaker and writer, especially of his best seller "**The Lazy Project Manager**".

As becomes tradition every year, the IPMA World Congress hosted in the opening session excellent keynote speakers.

The Congress had overall eight parallel sessions. Along these streams many case studies belonging to professional or academic field have been presented. The participants had then the opportunity to get the newest outcomes and findings from the global project management community. During the congress there were also many possibilities for networking and get in contact with all the experts around there. The Social events have encouraged this, every evening there was a specific event as entertainment.

A highlight was the **IPMA Gala Dinner**, traditionally recognized to be the night of the Awards, when IPMA recognizes through the **Excellence Award** and other categories the most successful projects and project managers in the world.

The appointment is now for next year, when IPMA World Congress will be held in Rotterdam (<http://www.ipma2014.com/>) at beginning of October 2014

## **Global Young Crew**

Just the weekend before IPMA World Congress, the **Global Young Crew Workshop**, the most important international event within IPMA Young Crew scene took place. The workshop for young professionals and students belonging to IPMA, has always been an important crossroads for the association. The workshop in Dubrovnik was plenty of new ideas captured along those days. The program was full of very interesting interventions and really energizing, especially many will remember for long the sailing trip.



Young Project Manager of the Year finalists. *Photo by Les Squires*

This year in particular the participation was very rich, with about one hundred members representing 27 different countries. Many participants then, but mostly a lot of new faces, demonstrating how the YC is developing more and more at the local level.

About this, in 2013 the Young Crew registered a big improvement related to membership. The overall number of countries with established status now is eighteen and the current sections under development are about the same. The consequences of this phenomenon are many, just considering the projects in YC portfolio, there is an upward trend, a good example is the project GeCCo which was successfully organized for the second consecutive year.

As for the national sections, in 2014 there will also be other important news. The **Young Project Manager of the Year**, the award recognizing the best rising talents in the field of project management, will undergo a further step forward in the integration process with the achievement awards. The model will be extended to also be proposed on a national basis. The initiatives out there are many, and still others will be developed starting from the outcomes of the workshop. Now Young Crew is looking for some new fresh energy to support the organization of these great initiatives and encouraging others to participate.

Joining these international activities will be the path for young people to be protagonist in the future of project management.

## **IPMA Italy**



After summer holidays has been a period full of activities also for **IPMA Italy**, three events were organized including the local branch of the Young Crew. The youth section restarted first, organizing in collaboration with MIP - Business School of Politecnico di Milano the event titled "**The Great Real Estate Developments.**"

The guest was **Michele Masnaghetti**, Director of Construction at HINES Italy. Masnaghetti presented the project for the upgrade and development of the "Porta Nuova" district, located in Milan. The operation, carried out close to the downtown (about a 1km from Duomo ), affected 150,000 square meters in which there were built 400 residential units, 40,000 square meters for commercial use and 160,000 square meters of public areas, including 5 km of bike paths. Architects and designers attention was especially on mobility and wellness of future residents. The project complexity required a long preparatory period, where HINES did an important job of stakeholder management, such as administration and local government, private, residents and companies with pre-existing interests in the area of intervention, in order to identify their needs and integrating them into the project to create a favorable and positive climate. The result of this negotiation process was the creation of a multidisciplinary and international team. During the planning and execution phase, the project team and the companies involved have paid particular attention to safety, respect for the environment and sustainability, the creation of the right mix between the presence of offices and residential areas with the aim of creating a neighborhood vital towards the future. This project presents the national scene as an example in which both companies in the construction sector in different industries should be guided in order to improve its efficiency and productivity while maintaining high quality standards of both the results and the work environment.

At the beginning of October then IPMA Italy has organized two events: **"The management of risks associated with the contract management"** and **"Project Management in IT: the professional skills for the future"**.

The first of the two events was attended by leading Italian companies that have presented their approach to contractual risk management, in which there were treated different aspects of the management process, such as: Contract - Risk - Legal - Litigation Management. In addition it was highlighted the support that ICT systems can offer in the management of contracts, risks associated, consequential events and relevant feedback management. The participants of the seminar had then the opportunity to understand what is the state of the art and what will be the evolution of these management processes both in business practices and in the use of ICT systems. These topics were presented and discussed by managers of companies that are developing new methods and software houses that offer solutions to support.

After a few days it was the second event **"Project Management in IT: the professional skills for the future"**. The context of the seminar was focused on the fact that the job of Project Manager in IT is gradually diversifying in two main directions. The companies that make their core business of IT, it is often the predominant technological aspect: the PM is equipped with in-depth technical and technological knowledge, which are then grafted other managerial skills typical of PM. In companies where IT is rather complementary to the business functions, the PM IT is required a greater understanding of the culture of business processes. The move away from the technology aspects is compensated by a progressive use of outsourced services to the company. The interventions at the seminar engaged and raised awareness among companies of the IT industry and corporate IT departments, to study and think about the level of application of Project Management. The key issues exploited during the event focused on four main areas: the role of the Project Manager in the ICT, the need to develop the right mix of skills (project management, technology and process), the added value for the "system" coming from the effective application of project management and finally Project Management Competence Model developed by IPMA. To talk about these topics, there were involved professional suppliers of ICT services, organizations and internal IT departments of companies from different industries.

Fall will continue full of appointments for the association, three main events will be organized within the end of the year; in November there will be two seminars, **"Intercultural Project Management: the profitable management of the difference in culture"** and **"Tools and computer applications to support the management of a project"**, while December will close the year with the seminar **"Integration of information and tools to support the decision making process"**.

It's also active since few weeks the new blog of the Young Crew Italy, "**Speaking about Projects**" (<http://parlareperprogetti.blogspot.it/>), to stay up to date on activities and events of the association and keep a continuous dialogue with local project management community.

## EXPO Milano 2015



MILANO 2015

FEEDING THE PLANET  
ENERGY FOR LIFE

The rush towards 2015 continues, and the organization of Expo is hectic and unstoppable. In this month the organizers received confirmations on participation by strategic nations for Italy. The last few days, the White House released a note about **U.S. participation in Expo Milano 2015**.

The note presents the points on which **President Barack Obama** and **Italian Prime Minister Enrico Letta** discussed at the White House, including the project that the United States are going ahead, called "Friends of the US Pavillion Milano 2015". The organization must find private funds needed to sponsor the pavilion that the United States intends to build Expo 2015. Giuseppe Sala, Government Commissioner for Expo Milano 2015, on the news released today by the White House: "We learn with great satisfaction that the United States of America has selected a consortium of individuals who will develop the design of the Pavilion and develop U.S. participation at Expo Milano 2015. We know the competence of the organization that proposed the project and the validity and quality of the same. For this we are certain that a proposal will be made of absolute value. At this point the path to the participation of the USA is well underway".

Also **Qatar signed a contract of participation**, is an area of 2,451 square meters that the State of Qatar will build its pavilion for the Exposition. The Ambassador of Qatar in Italy **Soltan Saad Al Moraikhi**, signed on 17 October with the Commissioner Giuseppe Sala. The document that formalizes the presence of the Qatar event of 2015 is the 75th contract for participation in the Expo 2015. The exhibition area of the country will be located in a strategic position, near the entrance to the exhibition site.

It also came earlier this month, directly from President Letta, the confirmation received from David Cameron on the **participation of UK at Expo**.

## Costa Concordia Floats Again

It was September 17, but it's still alive in many people when at 4.07 am the rotation of **Costa Concordia** wreck ended. The achievement was hailed by sirens and followed by the applause of the population on Island.

About eighteen hours after the start, the operations were completed the Isola del Giglio. It was estimated twelve hours to complete the maneuver, in the end it is served in some more, to top it all with the necessary calm.

The recovery of the ship, lying on the rocks was a huge undertaking but it went according to plan. All the team worked extensively to reach this goal. The beginning of the maneuvers had occurred with a few hours of delay due to a storm that hit the island. Impressive images shows now the ship aligned in axis: the right-hand side, which rested on the rocks, is completely screwed up .



Costa Concordia salvage operations. Source Getty

During recovery operations, complex devices for environmental monitoring were activated. Satellite images of the affected area were acquired to spot real-time possible pollution of oil and other.

**Italian Prime Minister Enrico Letta** declared: "We have demonstrated to the world what Italian technology can do. Still remembering this catastrophe, this is a moment of great pride for us. The rescue of Concordia was a good example of very good relationship and collaboration between public and private, showing that is possible that these two sectors can work together."

## Projects Transforming MILAN

The transformation of urban, architectural and functional that is sweeping **Milan** will bring the metropolis and its region to significantly change profile over a decade. The process of repurposing old industrial areas , the choice of how to strengthen Milano exhibition center of European excellence and the world 's candidacy **Universal Expo of 2015**, and the implementation of projects to give identity and function to portions of the urban area remained unresolved in the past, are the levers of a profound change towards a more modern city, pointing to a better quality of life, which makes **sustainability** and **global competitiveness** of its business card for the third millennium.



The new upcoming Milan Skyline. *Google*

It is no coincidence that in this gigantic task of redefining the city and its metropolitan region are engaged prominent signatures at Italian and international level: **Renzo Piano, Massimiliano Fuksas, Daniel Libeskind, Arata Isozaki, Peter Wilson** and more.

Nowadays the big challenge for the future is played on the balance between the new buildings and green spaces. There is a specific project called **Green Belt**, promoted by institutions and privates, aimed to build a green belt surrounding the metropolis, by connecting existing parks and reforest other areas.

## About the Author



### **Luca Cavone**

Milan, Italy

**Luca Cavone** is a Consultant at JMAC Europe, the Consulting firm of the Japan Management Association. He is mainly focused to support companies in Innovation Management and Product Development Projects typical of R&D and Marketing areas, with an interdisciplinary background of the business processes. In JMAC Luca follows also the study and development of project management methodologies based on the application of Lean Thinking approach. Before joining JMAC he worked several years in the Aerospace industry. Since 2009 Luca has been actively involved with the International Project Management Association (IPMA); at that time he was between the founders of the Young Crew Italy and was appointed as first chairman. In 2011 he left the position to join the Young Crew Management Board, where he's currently Head of Membership and Responsible for the Young Project Manager of the Year award. Since 2010 Luca is also a member of the Executive Board of IPMA Italy. Luca is an international correspondent for PM World in Italy; he can be contacted at [luca.cavone@tiscali.it](mailto:luca.cavone@tiscali.it).