

## **Project Management Report from Milan**



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### **INTRODUCTION**

Every year this period is a crossroads that allows us to look back at the last twelve months and at the same time to have a first look at the future of the year that is about to begin.

In this report we will go through the main initiatives in the field of projects along 2014, in a collection of the most significant articles that have accompanied us throughout the year, including the most recent events that took place in November and December.

While waiting to begin the new year with the first initiatives from January that we will report the next issues, I take here the opportunity to wish all the best to our readers for a new year full of success for both professional and personal projects!!!

### **DECEMBER - 2014 IPMA Italy Annual Conference**



On December 10<sup>th</sup>, IPMA Italy hold in Milan its 2014 National Conference dealing with the main Italian initiative for the new year: EXPO 2015, the International Exhibition will take place for six month in Milan starting from May till October 2015.

The title of the event was: **"Italy Protagonist in Project Management: EXPO 2015 a case of Global Program Management & IPMA Excellence Award."**

The conference allowed participants to reflect on the many opportunities that EXPO 2015 is for our country: international visibility, promotion of Made in Italy, new business opportunities and also initiatives and projects from the social aspect.

The narrative of this journey was made directly by the protagonists who daily work for the organization of the event: **the focus was then on the management skills that the multiple challenges of such an event requires.**

Among the many opportunities, for those working in business projects, Expo is also a great gym for program, portfolio and project management. Within the participants, many professionals in the field of Project Management attended this unique opportunity for discussion and enrichment.

## **NOVEMBER - Webinar: "From Project Management to Business Objectives: how to align project goals to the business strategy."**

On November 27<sup>th</sup> it was held the webinar "**From Project Management to Business Objectives. How to align project goals to the business strategy**", organized jointly by JMAC Europe and IPMA Italy.

The initiative responded to the **need of companies that suffer a gap between the results of the projects and company business objectives.**

Many participants attended the webinar from all over the world and had the chance to learn how applying a strategic/planning management system for projects, portfolio and resources facilitates the effective delivery of improved business and organizational results.

In addition a strong emphasis was given to the competences necessary to fulfill the above, especially focusing on the **Organizational Competence Baseline by IPMA®** (International Project Management Association).

The panel of speakers was made by Alessandro Savioli – Innovation Division Manager at JMAC Europe and Senior Consultant, Luca Cavone - Consultant at JMAC Europe and expert of Project and Portfolio Management methodologies and Giuseppe Pugliese – Director of Certification for IPMA® Italy.

During the webinar several questions and insights were sent to the panelists. The answers to all the questions have been published at the following link:

[http://jmaceurope.com/en/page\\_news.php?id=62](http://jmaceurope.com/en/page_news.php?id=62)



## **OCTOBER - ICEC 2014 – IX World Congress in Milan**

**October 2014, Milan** hosted the **IX ICEC World Congress**; the focus of this year's Congress was on the various aspects of **Total Cost Management** which can be exploited in the practical dimension of use and be considered as possible leverages for overcoming or counteracting the present serious worldwide economic crisis.



### **ICEC 2014 - IX World Congress** **Re-Engineering Total Cost Management**

Milan (Italy) - 20, 21 and 22 October 2014

The main topic of the Congress investigated **how TCM application can contribute to business development in a sustainable way.**

The organization of the event was performed by **AICE, the Italian Association of Total Cost Management**, under the auspices of **Regione Lombardia.**

During the congress, a set of initiatives targeting students and young people were designed in order to offer them the opportunity to approach Total Cost Management and broaden the knowledge of this discipline.

## **SEPTEMBER - IPMA World Congress and Global Young Crew Workshop**

*Adaptation from the original article by Massimo Galletta - IPMA YC Italy Management Board*



Rotterdam, September 30<sup>th</sup>. This year I had the pleasure to attend the IPMA World Congress and Global Young Crew Workshop (GYCW) held in Rotterdam across end of September and begin of October.

It was my first participation! The experience was more than training, because it gave me the opportunity to meet professionals who, like me, share a passion for this craft.

The main theme of the congress was "Innovation through dialogue". At first sight it could be considered to be fairly generic and obvious; in fact, looking at what happens on a daily basis at work, the idea of innovating through dialogue is not at all obvious, indeed. The structuring of approaches aimed at increasing the dialogue at all levels of the organization - as well as at the project level - is a current topic and extremely relevant. To date, it is unthinkable that a company, big or small, do not

consider this strategic theme, because dialogue is the basis of every single activity that each of us carries, and sometimes does not take much to avoid serious failures.



The different workshops were very interactive, and this has greatly facilitated the learning and participation, making each participant feeling an "active part". The organizers managed to make people interact along all the training sessions. Each speaker offered something new and original.

A final mention deserve the IPMA Award. Once again Italy has played a leading role with three winners. Regarding the Project Excellence award they won the gold award in their respective categories GE and Maire Tecnimont. In the category of Achievement Award was Bronze Winner for the Young Project Manager of the Year Ivan Calimani.

## **AUGUST: The “Final trip” of Costa Concordia**

In the last days of July the transfer of the **Costa Concordia** was completed from the island of Giglio to the port of Genoa.

The large cruise ship took four days to reach Genoa, 190 miles distant from the Island of Giglio: the last voyage of the ship in the Mediterranean sea, **the first step towards the definitive dismantling**, an unprecedented operation involving hundreds of technicians and specialists.

The transport of the ship was made possible thanks to the **self-sinking unit Dockwise Vanguard**. The Vanguard, once reached a semi-submerged position, has been used as the loading platform for the transport of Concordia: the tanks were emptied, bringing the wreck above its waterline.



**Figure 1: Costa Concordia during the transportation to Genova**

The plan for the disposal and recycling of Concordia will be assigned to a **consortium formed by Saipem**, a company with public participation part of the Eni group, and **San Giorgio del Porto**, a shipyard active in naval repairs and conversions since 1928.

## **JULY - Are the Developing Countries a new frontier for Project Management?**

Tuesday, June 24, 2014, IPMA Young Crew Italy proposed an event titled: *Projects in Developing Countries: the new frontier of Project Management?*"



**Figure 1: Developing Countries (Google)**

The event-debate had as guest speaker **Antonio Molinari, Project Manager at Climosfera Ltd**, an international engineering company, founded in 2000, specialized in new and innovative buildings' projects and in the revamping of those existing.

The participants attending the event, through the introduction of Antonio Molinari, had the chance to understand how a company like Climosfera guarantee efficiency, comfort and sustainability by using traditional and reliable technologies for innovative and renewable systems.

Many factors in the developing countries make such projects more and more challenging, just to mention a few: the environmental conditions of the sites, the culture, local laws.

## **JUNE - MOSE will change Venice in two years**

In various sites around Venice are ongoing the construction work of the mobile barriers that starting from 2016 will protect the city from the high water phenomenon: Lido, Malamocco, Chioggia will be the main sites protecting this floating museum.

All the world observed this excellence of Italian hydraulic engineering, to which also the international scientific community has given its approval: according to the technicians the work will be completed on schedule within 2016.



Figure 2: MOSE installation in Venice lagoon (Google)

## **MAY - Mapping of Global Certifications and Qualifications**

GAPPS (Global Alliance for Project Performance Standards) presented a map of the different methods of assessment used in the certification of the main associations of Project Management, recognized on a global scale. The map, which has emerged, highlights how ICB 3.0, the IPMA Competence Baseline, the reference standard of the International Project Management Association, is the only standard that responds positively and fully to all the requirements.



Figure 3: GAPPS logo (Google)

The mapping involved the following standards: **AIPM2008, ANC SPM 2011, ICB3, ISO21500, P2M, PMBOK2008, PRINC2 2009, SAQA NQF Level 5**. The different standards were compared according to six main dimensions, each one characterized by a series of sub-elements:

1. Manage Stakeholder Relationships
2. Manage Development of the Plan for the Project
3. Manage Project Progress
4. Manage Product Acceptance
5. Manage Project Transitions
6. Evaluate and Improve Project Performance

## APRIL - Germany started the construction works at Expo



The first country starting the construction works at Expo site was Germany. **On April 2<sup>nd</sup> Germany began to dig the foundations of its pavilion.** The works were officially kicked off by the Commissioner of the Italian Government for Expo Milano 2015, Giuseppe Sala, and the Commissioner General of the German Pavilion Dietmar Schmitz.

Figure 3: Expo Logo (*Expo 2015*)

Germany was the second country signing the participation contract back in 2012. According to the design project, Germany will have one of the biggest pavilions, delivering a **new image of the country and its massive efforts towards environmental protection through government policies, cutting-edge research, innovative companies and the extraordinary contribution of civil society.** The works are currently planned to be completed by next autumn.



Figure 4: Giuseppe Sala, Commissioner of the Italian Government for Expo Milano 2015, and the Commissioner General of the German Pavilion Dietmar Schmitz. (*Expo 2015*)

## MARCH - Being Agile for Innovation

On March 14<sup>th</sup> Politecnico di Milano held the event “**Agile & Lean for Innovation – Boosting ICT Value**”, organized with the support of Cefriel and Politecnico di Milano. The objective of the event was then to explore the potential of Agile practices within the context of ICT strongly innovation-oriented business environments.

All the interventions during the day were delivered by well-known experts from national and international level. For the first time in Italy, **Roman Pilcher**, a leading Agile Product Management and Scrum expert, opened the event with his keynote speech on “**Agile Product Planning – Vision, Strategy, Roadmap**”.



During the day three main parallel sessions were run. The first stream was addressed to people who wanted to approach the methodology, being involved with **Model Storming**, how to **Grow agile teams**, **Agile for Social & Digital Media**, **Agile Software Modeling for Increasing Productivity**. The second stream dealt with workshops for people who wanted to try directly the tools: they had chance to participate to the exercise **From Vision to Product** and to the **Agile Board Game**. Finally a part of the event was dedicated to some startups that have witnessed how the use of agile techniques can contribute to the introduction of new successful products. The day was closed by one session on **Extreme Programming and Lean software engineering**.

## FEBRUARY - Milano Fashion Week 2014



**Between the 19th and 24th of February**, Milan was the fashion capital, holding the **Fashion Week 2014**. Many shows and events organized by most important brands have animated the city for six days.

This year, **the City of Milan** has launched a series of projects to engage even its citizens in this great event, placing in the focal points of the city big screens to get the people involved with live shows. Even the website of the Italian **National Chamber of Fashion**, one of the main organizers of the event, has streamed some of the major fashion shows.

**The shows across the Fashion Week were 64 with more than 140 collections presented.** All the main brands of Made in Italy participated.

## **JANUARY - 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.

## About the Author



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**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.

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