



PW & WCPBA EUROPE

Project World & the World Congress for Business Analysts

co-located with a focused forum:
Project Risk Symposium EUROPE

Driving Innovation through Collaboration

- KNOWLEDGE MANAGEMENT & VIRTUAL TEAMS
- ★ GLOBAL PLANNING & CONTROL
- ★ ACCELERATING CHANGE
- ★ LEADERSHIP & CAREER PATHING
- ★ BUSINESS CONTINUITY & STRATEGY
- ★ TRANSFORMATIONAL CHANGE



Arthur Shelley,
Global Knowledge
Manager,
CADBURY
SCHWEPPES



Brien Akers,
Director, Program
Planning and Control,
THE BOEING
COMPANY



Ian Campbell,
Group Chief
Information Officer,
BRITISH-ENERGY



Ian Cramb,
Chief Operating
Officer,
CITICORP



Stefan Golder,
Vice President,
Corporate Strategy
Management,
SWAROWSKI



John Suffolk,
Chief Information
Officer,
UK GOVERNMENT

Designed to Fit YOUR Needs & YOUR Maturity Level

Core Competencies for Project Management Success:

- ★ Resource allocation & capacity planning: Maximising your organisational output
- ★ Aligning project goals to the bigger picture: From project, to programme, to portfolio management
- ★ Creating a world-class performing Project Management Office

Core Competencies for Business Analyst Success:

- ★ Evaluating and selecting modeling techniques & advanced methodologies
- ★ Writing & reporting clear, concise user requirements
- ★ Asking the right questions: Effective requirements elicitation and gathering

Bridging the Gap: The BA/PM Partnership & People Side:

- ★ Soft skills training: Developing effective leadership and strategic influencing skills
- ★ Clear and concise communication for effective goal alignment across the project lifecycle
- ★ Understanding cultural leadership styles to align multi-national project goals

Sponsors & Exhibitors:



In Association with:

Official Project Risk Symposium Supporter:

**Embrace Risk as an Opportunity
at a Focused Forum:**

*** Project Risk Symposium EUROPE**

Learn how GE, Unilever, Nestle, Ericsson & more leverage risk to create value for their organisation.
See details inside on pg 7

ALL
✓ the key companies
✓ the key industry sectors
✓ the Europe community
✓ ALL IN ONE PLACE

26-28 November 2007

Hotel Fira Palace • Barcelona, Spain

50% of projects end up late or over budget, 25% fail completely, and only 25% actually succeed.*

Dear Colleague,

Why does this happen in so many well managed organisations, with so many highly experienced executives?

During our market research with over 150 of your industry peers, your colleagues identified several overwhelming factors that may have prevented success: lack of user input, incomplete requirements & specifications, unrealistic expectations, lack of stakeholder buy-in, unclear objectives, cultural issues, and lack of team unity. Sound familiar for you and/or your organisation?

DON'T BE DISCOURAGED! PW&WCBA was designed with YOU in mind to improve your project's chance for success. Winning organisations are those that are combining the skill sets of business analysis with project management to grow the enterprise and ensure project and programme success.

★DRIVE INNOVATION THROUGH COLLABORATION at the **ONLY event in Europe helping you to bridge the gap between project management and business analysis to achieve operational excellence.**

With the role of the business analyst quickly emerging, it is crucial to bring these two groups together, in an innovative learning environment, to better communicate the significance of building business value and organisational excellence TOGETHER...and remember, **this is on the ONLY event in Europe where you'll find it.**

Adopt best-practices from world-class organisations ★Deliver projects on time, on budget, and to business specifications ★Ensure customer satisfaction ★Advance the personal development of your career and the maturity of your team.

Over 1,000 people annually attend the US ProjectWorld & World Congress for Business Analysts flagship event to achieve more profitable projects. Now that we're in your backyard, can you afford to miss this unique opportunity?

We look forward to helping you **find your way to excellence,**



Kelly Potanka
Conference Producer- PW&WCBA EUROPE
Institute for International Research

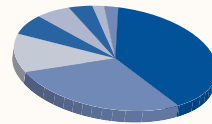


Kim Rivielle
Managing Director- Marketing &
Business Strategy Division
Institute for International Research

*PriceWaterhouseCoopers

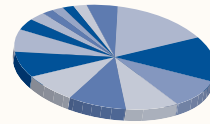
WHO SHOULD ATTEND? Attendees will be new, intermediate and experienced project management & business analysis professionals, coming from both the business and IT. ProjectWorld & the World Congress for Business Analysts EUROPE attracts an extremely diverse mix of industries, competencies and maturity levels. There's something for everyone!

WHO WILL I MEET? Meet and mingle with attendees from the following job profiles:



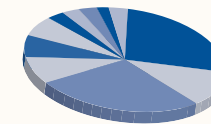
Seniority

Sr. Manager/Manager:	39
Sr. Analyst/Analyst:	28
Sr. Director/Director:	12
Sr. VP/VP:	7
Specialist/Consultant:	6
Other:	4
Coordinator:	2
C-level:	2



Industry

Financial Services:	15
Healthcare & Pharmaceutical:	14
Information Technology:	10
Energy & Utilities:	9
Aerospace & Defence:	9
Automotive & Transport:	8
Government Services:	8
Telecommunications:	7
Industrial Manufacturing:	4
Consumer Package Goods:	3
Nonprofit & Associations:	2
Retail:	2
Travel & Leisure:	2
Education:	2
Other:	5



Job Function

Project Management:	25
Programme/Portfolio Management:	12
Business Analysis:	27
Risk Management:	8
IT & IS Services:	7
Consultant/Trainer:	7
Business Development:	3
Operations & Administration:	3
R&D:	3
Quality Management:	2
Other:	3

WORLD CLASS CROSS-INDUSTRY SPEAKER FACULTY:

★AUTOMOTIVE & TRANSPORT:

Bombardier Transportation- Rolf Olsson, PhD, Project Manager

★CONSUMER PACKAGE GOODS:

Cabury Schweppes- Arthur Shelley, Global Knowledge Manager

Nestlé, Ltd- Marc Schaedeli, Head of Risk Management

Unilever- Bernadette Walsh, Risk Manager, Safety and Environmental Assurance Centre

★ENERGY & UTILITIES:

British Energy- Alan Cumming, Director of Projects

British Energy- Ian Campbell, Group Chief Information Officer

GE Oil & Gas- Carlo Muzzarelli, Global Sourcing Risk Leader

Statoil ASA- Heljar Ballo, Portfolio Manager

★ENTERTAINMENT:

London Symphony Orchestra- Jeremy Garside, Chief Information Officer

★FINANCIAL SERVICES:

Capital One Bank (Europe)- Carl Jansen, Project Manager, Project Management Office
Citigroup EMEA- Ian Cramb, Chief Operating Officer

HSBC- Justin Kenny, HSBCnet Programme Director, E-Commerce, Global Transaction Banking

National Australia Bank- Rod Gozzard, Head of BM

★GOVERNMENT SERVICES & DEFENSE:

UK Government- John Suffolk, Chief Information Officer

★HEALTHCARE & PHARMACEUTICALS:

3M- Germany Bettina Hoppmann, Acceleration Manager, Project Portfolio Management

AstraZeneca- Pierre Wettergren, Head of R&D Business Continuity Facilitators

Harvard Pilgrim Health Care- Lisa A. DiTullio, Director, Project Management Office

Johnson & Johnson- Peter Jansegers, Associate Director, Project and Resource Management, Pharmaceutical R&D

Novartis Pharma AG- Markus Duerring, Account Manager

Pharmexa A/S- Tomas Wikborg, Project Manager

★INDUSTRIAL/MANUFACTURING:

The Boeing Company- Brien Akers, Director, Program Planning and Control (PP&C)

British American Tobacco- Colin Smith, Head of the Group Programme Office

Ericsson Global Services- Herwig Stöckl, Manager CPM

Siemens AG- Juergen Schloss, Programme Director, PM@Siemens

★NON-PROFIT & ASSOCIATIONS:

ESI- Glenn Brulé, IIBA Director at Large

ESI- George R. Sifri, Senior Instructor/Consultant

JP4Project Limited- John Pelham, Managing Director

PMI Risk Management SIG- Charles W. Bosler Jr., Chairman

PMI Risk Management SIG- Karel de Bakker, MA, PMP, Regional Director EMEA

★RETAIL:

Daniel Swarovski Corporation- Dr. Stefan M. Golder, Vice President, Corporate Strategy Management

Harrods, Ltd- David Llamas, IT Director

★TELECOMMUNICATIONS:

PTK Centertel (Orange Poland)- Tomasz Smardzewski, Quality & Project Management Director

PTK Centertel (Orange Poland)- Marcin Jedrzejewski, Operations Support Director

Romtelecom- Fotis Karonis, Chief Information Officer

★TRAINERS, CONSULTANTS, & ACADEMICS:

Caupin Consultants- Gilles Caupin, President

Centre for Excellence in PM- Adesh Jain, Managing Director

O'Neill Training- Peter O'Neil, Founder

PMO Consulting- Alexandre Rodrigues, General Manager

FIND WHAT YOU'RE LOOKING FOR:

Pg	2	Audience Profile (Who Attends)
	3	Speaker Faculty by Industry
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PROGRAMME FORMAT

We've designed the programme so that there is something for everyone- cross-industries, cross-cultures, and cross-experiences levels. Whatever your role- PW&WCBA can help you do your job better...guaranteed.

Attend MONDAY (26th November) for: PRE-CONFERENCE ADDITIONAL ACTIVITIES

Project Risk Symposium

This full day conference features case study presentations from companies that have integrated project risk management into their daily business process. Sessions help you help anticipate a problem before it becomes a reality and strategize ways to manage scenarios for project success.

Workshops

Morning and afternoon workshops offer longer learning opportunities that focus on core topics and credits. Sessions provide hands-on, interactive, 3 hour training courses on the practical issues for PMs and BAs.

Attend TUESDAY & WEDNESDAY (27th-28th November) for: MAIN CONFERENCE DAYS

Keynotes: Morning sessions bring the entire audience together for keynote presentations. Sessions highlight the collaboration necessary for building high-performance teams and delivering results through bridging the gap between business and IT.

In the afternoon, go back and forth between 4 concurrent streams:

Project Manager Stream

This stream addresses the foundational project management practices and principals you need in order to advance your career and the success of your project team.

Business Analyst Stream

This stream helps advance the skills of the business analyst to be more effective at identifying business problems & opportunities in the context of the requirements. Advance your skill-set, your maturity level, and your benefit to the organisation.

Bridging the Gap: People Side Stream

From developing effective leadership skills, to successfully introducing change in projects, to creating an effective project culture, this stream teaches you how to cultivate soft-skills them for maximum project success.

Bridging the Gap: PM/BA Partnership Stream

Collaboration is the driver for growth. This steam helps you unite to understand the PM/BA partnership role, develop better communication, and build more successful projects that make sense for your business.

MONDAY, 26 NOVEMBER: PRE-CONFERENCE ACTIVITIES

PROJECT MANAGEMENT WORKSHOP		BUSINESS ANALYST WORKSHOPS	
9:00	<i>Registration & Morning Coffee</i>		
9:30-12:30	MORNING WORKSHOP: Helping Project Teams Succeed Peter O'Neill, MBA, PMP, Senior Partner at O'Neill Training, International Trainer, ESI International	9:30-12:30	MORNING WORKSHOP: Creating a BA Center of Excellence Glenn R. Brûlé, ESI Director of Client Solutions, Director at Large, IIBA
12:45	<i>Luncheon for Attendees Registered for BOTH Morning & Afternoon Workshops</i>		
14:00-16:30	AFTERNOON WORKSHOP: Rapid Assessment and Recovery of Troubled Projects George R. Sifri, D.B.A., PMP, CCP, CISA, CCE, CM, PSP Senior Instructor/Consultant, Educational Services Instit	14:00-16:30	AFTERNOON WORKSHOP: Primer to the BABOK (BA Body of Knowledge)

MONDAY, 26 NOVEMBER: PROJECT RISK SYMPOSIUM (FULL DAY CO-LOCATED CONFERENCE)

9:30	Opening Remarks from the Project Risk Symposium Chairperson Charles W. Bosler Jr., Chairman, PMI Risk Management SIG, President, Risk Services & Technology	14:00	In Search of Opportunity: Is the Risk Management Process Enough? Rolf Olsson, PhD, Project Manager, Bombardier Transportation
9:45	Symposium Introduction & Welcome: Exploring The Business Case for Risk Management Karel de Bakker, MA, PMP, Regional Director EMEA, PMI Risk Management SIG	14:45	GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334
10:00	Managing Opportunities (and Risks) in R&D Innovation Marc Schaedeli, Head of Risk Management, Nestlé Ltd	15:30	<i>Afternoon Networking & Refreshment Break</i>
10:45	<i>Morning Networking & Refreshment Break</i>	16:00	Risk, Decisions and Emotions Bernadette Walsh, Risk Manager, Safety and Environmental Assurance Centre, Unilever
11:15	Risk Assessment and Management (RA&M): A Growth Driver Carlo Muzzarelli, Global Sourcing Risk Leader, GE Oil&Gas	16:45	Metrics to Benchmark and Quantify Risk Value/ROI and Gain Risk Appreciation Herwig Stöckl, Manager CPM, Ericsson Global Services
12:00	Exploring Opportunities through Project Performance Measurement and Earned Value Measurement Alexandre Rodrigues, General Manager, PMO Consulting	17:30	Conclusion of Project Risk Symposium EUROPE - See you tomorrow for the first PW&WCBA Main Conference Day!
12:45	<i>Luncheon for Symposium Attendees</i>		

TUESDAY, 27 NOVEMBER: FIRST MAIN CONFERENCE DAY

8:45	<i>Registration & Morning Coffee</i>	10:45	<i>Morning Refreshments & Networking Break</i>
9:30	Welcome & Opening Remarks from the Conference Chairperson: Project Thinking – the Key Ingredient to Effective Leadership Adesh Jain, Managing Director, Center for Excellence in PM	11:15	Excellence in Execution: Driving and Aligning Strategy Development and Implementation Dr. Stefan M. Golder, Vice President Corporate Strategy Management, Daniel Swarovski Corporation Accelerating Change for Operational Excellence: Improving Project and IT Reliability and
10:00	Effective Leadership for Driving Change: How Citigroup Linked Business and IT Teams to Achieve Off-Shoring Success & Business Optimisation Ian Cramb, Chief Operating Officer, Citigroup EMEA	12:00	Responsiveness Ian Campbell, Group Chief Information Officer, British Energy
		12:45	<i>Luncheon for PW&WCBA Attendees</i>

Concurrent Streams Begin with Opening Remarks from the Chairpeople				
	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILL FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
13:45				
14:00	Getting the Job Done: A Practical Approach to Project Management Advancement Carl Jansen, Project Manager, Project Management Office, Capital One Bank (Europe)	Creating a Single View of the Customer by Leveraging Service Oriented Architecture David Llamas, IT Director, Harrods, Ltd	Expected Behaviours: Road Rules for Excellence in Project Team Management – Not Road Rage Lisa A. DiTullio, Director, Project Management Office, Harvard Pilgrim Health Care	The Role of Partnerships in Achieving Business Alignment of a Technology Organisation to the Business Priorities Fotis Karonis, Chief Information Officer, Romtelecom
14:45	Introducing Project Management and Resource Management Capabilities Peter Jansegers, Associate Director, Project and Resource Management, Pharmaceutical R&D, Johnson & Johnson	GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334	Creating a Successful Project Culture in a Smaller Organisation: Project Steering and Portfolio Management from the Perspective of a Small Biotech Tomas Wikborg, Project Manager, Pharmexa A/S	Applying an Integrated Learning Approach for PMs and BAs as the Key to Sustainable Business Continuity Levels Pierre Wettergren, Head of R&D Business Continuity Facilitators, AstraZeneca
15:30	<i>Afternoon Refreshments & Networking Break in the Exhibit Hall</i>			
16:00	GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334	Improving the Existing Requirements Eliciting and Management Process: Introducing Change in a Large Company Dr. Markus Duerring, Account Manager, Novartis Pharma AG	The Importance of People and Leadership Skills in the Drive for Relentless Predictability in the Execution Of Projects Alan Cumming, Director of Projects, British Energy	GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334
16:45	Project Management in a Global Company: Practical PM Skills for Multi-Functional, Multi-National Projects Colin Smith, Head of the Group Programme Office, British American Tobacco	Negotiating the Labyrinth: How the Business Analyst can Create a Competitive Advantage for their International Organisation Rod Gozzard, Managing Director, The Performance Business, Head of BM, National Australia Bank	GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334	Structuring Your Projects Portfolio through BA/PM Partnership: Making Sense of the Beauty Contest Tomasz Smardzewski, Quality & Project Management Director, PTK Centertel (Orange Poland) Marcin Jedrzejewski, Operations Support Director, PTK Centertel (Orange Poland)
17:30	Conclusion of Main Conference Day One- See you tomorrow at 9:30 for PW&WCBA Main Conference Day Two!			

WEDNESDAY, 28 NOVEMBER: SECOND CONFERENCE DAY

9:30	Day Two Welcome & Opening Remarks from the Conference Chairperson Adesh Jain, Managing Director, Centre for Excellence in PM		11:00	The Boeing 787: A World Project Brien Akers, Director, Program Planning and Control (PP&C), The Boeing Company
9:45	Transformational Change and Leadership to Deliver Clear Business Benefits John Suffolk, Chief Information Officer, Her Majesty's Government (UK)		11:45	Improving Performance through Leveraging Behaviour, Culture, and Virtual Opportunities Arthur Shelley, Author, The Organisational Zoo: A Survival Guide to Workplace Behaviour, Knowledge Manager, Cadbury Schweppes
10:30	<i>Morning Refreshments & Networking Break in the Exhibit Hall</i>		12:30	<i>Luncheon for PW&WCBA Attendees</i>
Concurrent Streams Begin Attendees are encouraged to customize their agenda and only the sessions that are right for them. Go back and forth between 4 concurrent streams (1)Project Management Success, (2)Business Analyst Success, (3)The People Side, (4)The PM/BA Partnership				
	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILL FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
13:30	Increasing your PM Efficiency and Skills Building: Benchmarking your PM Competency Beyond the PMP Test Gilles Caupin, President, Caupin Consultants	Of Mice and Men: Stakeholder Engagement and Change Management in 'Emerging Markets'- A Hard Leadership Lesson Learnt John Pelham, Managing Director, JP4Project Limited	'Joining Up' the Organisation: Ensuring Progress of Process Improvement through Benefit Management Justin Kenny, HSBCnet Programme Director, E-Commerce, Global Transaction Banking, HSBC	Improving Cooperation for Advanced Project Management Concepts in a Global Enterprise Dr. Juergen Schloss, Programme Director PM@Siemens, Siemens AG
14:15	On the Road to Creating a World Class Performing Portfolio Management Organisation Heljar Ballo, Portfolio Manager, Statoil ASA	GET INVOLVED! Get Involved! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334	Accelerating Projects across the Portfolio through a Culture of Innovation Bettina Hoppmann, Acceleration Manager, Project Portfolio Management, 3M Germany	Technology and the Symphony Orchestra – Orchestrating the Music Business through the IT/PM Partnership Jeremy Garside, Chief Information Officer, London Symphony Orchestra
15:00	Industry-Specific Learning Labs			
15:30	PW&WCBA Concludes- See You Next Year...Safe Travels!			

Morning Workshops Schedule:

- 9:30 *Morning Workshops Begin*
- 10:45 *Morning Networking & Refreshment Break*
- 12:30 *Morning Workshops Conclude*

Afternoon Workshops Schedule:

- 14:00 *Afternoon Workshops Begin*
- 15:30 *Afternoon Networking & Refreshment Break*
- 16:30 *Afternoon Workshops Conclude*

12:45 *Luncheon for Attendees Registered for BOTH Morning & Afternoon Workshops*

PROJECT MANAGEMENT WORKSHOP

9:30 - 12:30: MORNING WORKSHOP

Helping Project Teams Succeed

Delivering successful projects is a challenging enough task for teams in a supportive organisational environment. Why, then, do some organisations seem to go out of their way to make life harder for their own project teams by applying unsuitable or unproductive processes, or by failing to put in place the basic support components?

This interactive workshop helps participants assess the level of support existing in their organisation and develop plans to improve the situation where necessary.

Participants gain knowledge in:

- Establishing an environment which supports project success
- Ensuring that project estimating and selection processes are working well

- Selecting & supporting project teams and project leaders
- Encouraging good practice in planning
- Focusing implementation on control rather than on reporting
- Ensuring that closeout is planned and resourced



About Your Workshop Leader:

Peter O'Neill, MBA, PMP is a Senior Partner at O'Neill Training. He is an Associate Fellow and visiting lecturer for the prestigious Warwick Business School MBA programme and co-ordinator of their new on-line project management MBA module. He was a co-author and reviewer of the Association for Project Management's Project Management Pathways, contributing in the areas of Conflict Management and Project Negotiations.

14:00 - 16:30: AFTERNOON WORKSHOP

Rapid Assessment and Recovery of Troubled Projects

If you're a project manager who is in the trenches every day, sooner or later you'll be staring into the face of a troubled project. The project may be your own or may have been one you've inherited. Knowing what to do when the time comes will be critical to your success. You'll need to take action immediately - with speed, accuracy, power, balance and focus. You'll have little time to think about an approach or polish your skills. This workshop introduces a proven process to project recovery. It provides the participant with process, tools, and techniques to perform a rapid assessment of a project in trouble, develop a recovery plan and manage the transition to stabilization.

Learning Objectives

- Structure and lead the effort to assess project problems rapidly
- Determine the root causes of identified problems
- Develop a recovery plan for any troubled project

- Provide leadership to turn the project around
- Identify and manage signs of trouble early in a project

Topics Covered

- Introduction to Assessment Methodology
- Planning the Assessment
- Conducting the Assessment
- Developing the Stabilization Plan
- Stabilizing the Project
- Preventive Measures

About Your Workshop Leader:

George R. Sifri, D.B.A., PMP, CCP, CISA, CCE, CM, PSP is a senior instructor/consultant with ESI International. Currently, he is working on his first book "Strategic Project Management - How to Align Projects with Corporate Strategy."

BUSINESS ANALYST WORKSHOPS

9:30 - 12:30: MORNING WORKSHOP

Creating a BA Center of Excellence

The need for a defined BA practice is being widely acknowledged and embraced by organisations Worldwide. We explore whether or not these organisations should invest in the development of a functional unit that defines and governs their business analysis practice. In addition, we define what this center of excellence looks like, how it will serve its organisation and what methodologies and practices it would embrace.

About Your Workshop Leader:

Glenn R. Brulé is the ESI Director of Client Solutions and IIBA Director at Large. He has more than 15 years experience in many facets of business, including project management, business analysis, software design and facilitation. At ESI, he is responsible for supporting a global team of business consultants working with Fortune 1000 organisations. In addition to his position at ESI, Glenn serves as a Director at Large for the International Institute of Business Analysis (IIBA). Glenn's primary responsibility is to form local chapters of the IIBA around the world by working with volunteers from organisations across various industries, including financial services, manufacturing, pharmaceutical, insurance and automotive, as well as government agencies.

14:00 - 16:30: AFTERNOON WORKSHOP

Primer to the BABOK

About Your Workshop Leader:

9:30 Opening Remarks from the Project Risk Symposium Chairperson



Charles W. Bosler Jr., *Chairman, PMI RISK MANAGEMENT SIG, President, RISK SERVICES & TECHNOLOGY*

Mr. Bosler was the original sponsor and founder of the PMI, RiskSIG. He is an active contributor to the PMI, the APM Forum, the Global PM Forum, as well as, the Society for Risk Analysis and the Global Association of Risk Professionals.

9:45 Symposium Introduction & Welcome: Exploring The Business Case for Risk Management



Karel de Bakker, MA, *PMP, Regional Director EMEA, PMI RISK MANAGEMENT SIG*

10:00 Managing Opportunities (and Risks) in R&D Innovation

Nestlé aimed to improve project execution by developing a robust understanding, and proactive management, of potential opportunities and risks to their R&D innovation projects. The key benefits are an improved communication and greater management consensus leading to re-enforced capability to prioritize necessary mitigation plans and enhance further opportunities while providing substantial change in overall project exposure.

This goal was achieved by:

- Assessing the opportunities and risks that may influence the achievement of project objectives
- Developing consistent understanding throughout the project team
- Defining action plans to enhance the project deliverables and improve its resilience



Marc Schaedeli, *Head of Risk Management, NESTLÉ LTD*

10:45 Morning Networking & Refreshment Break

11:15 Risk Assessment and Management (RA&M): A Growth Driver

An innovative vision of Risk Management allows to modify its perception from a typical cost/time-reduction approach to an essential building block for company growth. This session demonstrates that a RA&M process based on an innovative definition of Risk and Uncertainty is an effective driver of company growth. We discuss the best method to evaluate project uncertainties and how to efficiently and effectively manage Project Risks to identify Opportunities as well as Threats. Finally, we discuss decision criteria in view of company size as well as its market share.

- Effectiveness and efficiency: A new vision of Risk and Uncertainty
- Evaluation criteria and decision methods
- Risk Assessment & Management in GE Oil&Gas



Carlo Muzzarelli, *Global Sourcing Risk Leader, GE OIL&GAS*

12:00 Exploring Opportunities through Project Performance Measurement and Earned Value Measurement (EVM)

Effective risk management requires that opportunity risks are identified and leveraged, so that threat risks are outweighed. Risks themselves change as the project outcome unfolds through its lifecycle. Continuously monitoring and measuring the conditions and performance of a project is essential for effective risk management. EVM delivers the required performance measurement mechanism.

- Using PPM to manage and leverage the opportunities of uncertainty
- Ensuring the required quality of project plans and monitoring data in an EVS



- Linking EVM metrics to an organisations KPI's?
- Linking project risk management to business risk management

Alexandre Rodrigues, *General Manager, PMO CONSULTING*

12:45 Luncheon for Symposium Attendees

14:00 In Search of Opportunity: Is the Risk Management Process Enough?

Not until recent years has risk been actively managed for products, in projects, and, as a consequence, for the organisation. Project risk management has been in focus within different organisations, and has proven its value in reducing risks in projects. Risk, however, could be described as the negative outcome of an uncertainty. The opposite of risk would then be opportunity. Based on interviews with people who actively work with project management and who also seek continuous improvements by being active members of project management networks, this study presents some factors needed for managing opportunities. This session explores the perception of opportunity as it shifts between organisations and levels within the organisation. What is needed to manage opportunities?

- The ability of the project manager to develop a holistic view within the project
- The organisational support and interest
- The ability to understand how other organisations affect the project objectives



Rolf Olsson, PhD, *Project Manager, BOMBARDIER TRANSPORTATION*

14:45 **GET INVOLVED!** If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334

15:30 Afternoon Networking & Refreshment Break

16:00 Risk, Decisions and Emotions

We may construct many rational systems for risk management and decision making, which nevertheless fail because we neglect to take into account the hidden bulk of 'non-rational' influences. This session addresses the 'decisions and emotions' aspect of dealing with risk, with a specific focus on:

- The effects of culture/societal attitudes and individual personalities on risk management and decision making
- How to include and value our 'non-rational' brains to make more 'complete' judgements
- How to work with teams or individuals more effectively in order to elicit and manage risks, and to make robust decisions.

Bernadette Walsh, *Risk Manager, Safety and Environmental Assurance Centre, UNILEVER*

16:45 Metrics to Benchmark and Quantify Risk Value/ROI and Gain Risk Appreciation

This session describes lessons learned during a project that was sold despite an initial risk analysis indicating that it was very probable that the project would consume twice the project budget and overrun significantly in time.

- What risk metrics were used to steer the project to keep both schedule and budget better than it would have been able to do without doing it?
- How can these metrics be used to highlight towards senior management?

Herwig Stöckl, *Manager CPM, ERICSSON GLOBAL SERVICES*

17:30 Conclusion of Project Risk Symposium EUROPE



★ **WORLD-CLASS KEYNOTE PRESENTATIONS FROM:**



Adesh Jain,
 IPMA
 INDIA



Ian Cramb,
 Citigroup
 UNITED KINGDOM



Stefan M. Golder,
 Daniel Swarovski
 Corporation
 SWITZERLAND



Ian Campbell,
 British Energy
 UNITED KINGDOM



9:30 **Welcome & Opening Remarks from the Conference Chairperson:
 Project Thinking- The Key Ingredient to Effective Leadership**

Project leadership is the backbone of bringing organizational transformation through undertaking of projects. Projects imply change and change threatens the status quo as it gives a perception of its adverse impact to the operational framework of the system. Project thinking is the essence of leading. It is the key gradient in transforming the collective intelligence of a group of people all set to bring transformation in the way we manage situations. Project thinking and operational thinking are the 2 sides of the coin where, though opposite in nature, are mutually dependent for survival. The interconnectivity between leadership and the attributes of project thinking are well brought about to establish a fact that 21st century leadership is quite a bit depend upon project thinking.

Adesh Jain, *CPP, MPD, Immediate Past President and Current Chair of the Council of Delegates, INTERNATIONAL PROJECT MANAGEMENT ASSOCIATION (IPMA), Global Advisor, PMFORUM, Managing Director, CENTRE FOR EXCELLENCE PROJECT MANAGEMENT LTD, Chair, IPMA NATION TO NATION FORUM*

10:00 **Effective Leadership for Driving Change: How Citigroup Linked
 Business and IT Teams to Achieve Off-Shoring Success & Business
 Optimisation**

Citigroup recently underwent a major shift the way IT was delivered- moving 70% of staff of the EMEA IT function off-shore to India, China, and Singapore. The new structure allowed the onshore business analysts to focus on innovation and improving the business by using technology. This session explores the keys to success for creating high-performing business and IT capabilities:

- **Open Communication/Career-Pathing:** Citigroup converted pure technology employees to business technology professionals. Through a series of one-to-one career management and guidance sessions, employees were able to understand what skills were most valuable to the company and where.
- **Transparency & Change Management:** Through the enthusiastic use of open communication and transparency, employees were led to embrace change as an opportunity for career advancement.
- **Teamwork:** Citigroup effectively rubbed away the reporting lines to show that, wherever you are in the company, you can't deliver unless you get the many other parts of the business to work cooperatively with you.

Ian Cramb, *Chief Operating Officer Consumer Business, CITIGROUP EMEA*

10:45 **Morning Refreshments & Networking Break**

11:15 **Excellence in Execution: Driving and Aligning Strategy Development
 and Implementation**

Based on its clear strategy of differentiation, Swarovski has defined an ambitious mid-term growth target for 2012. Based on this target, strategy and business development in existing and new units is under way. Mid-term strategic focus and financial impact as well as the detection and management of risks associated with this growth path are increasingly in focus. This session highlights the fundamentals of success for Swarovski, including:

- Normative management framework as the starting point
- Mid-term target as orientation
- Strategic focus and review
- Balancing opportunities and risks
- Linking strategic and operational planning

Dr. Stefan M. Golder, *Vice President Corporate Strategy Management, DANIEL SWAROVSKI CORPORATION*

12:00 **Accelerating Change for Operational Excellence: Improving Project and
 IT Reliability and Responsiveness**



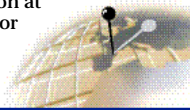
Over the past year, British Energy took on the challenge of adapting to meet the demands of more flexible markets- and it needed an agile IT function to support the business. Moving the company from a one-size-fits-all model, Campbell split the IT function into two units to better serve both sides of the business, each with its own dedicated head and staff appointed to their experience skill-sets. Campbell called his change "programme IP3", which stands for Intellectual Property, Intelligent People, ImProve. The overall objective was to link IT to fit the rest of the company's expectations- to improve customer satisfaction, reliability, and responsiveness. This session highlights how operational excellence can be achieved through challenging what you do and how you do it- to show people how you can really improve your overall operational excellence

Ian Campbell, *Group Chief Information Officer, BRITISH ENERGY*

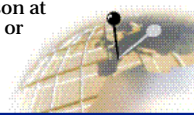
12:45 **Luncheon for PW&WCBA Attendees**

★Concurrent Streams Begin with Opening Remarks from the Chairpeople

Attendees are encouraged to customize their agenda and only the sessions that are right for them. Go back and forth between 4 concurrent streams
(1)Project Management Success, (2)Business Analyst Success, (3)The People Side, (4)The PM/BA Partnership

	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILLS FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
14:00	<p>Getting the Job Done: A Practical Approach to Project Management Advancement</p> <p>This session covers how to adopt a practical approach to project management that Prince 2 and PMI can fit into. Regardless of process, methodology, or environment, there are core competencies essential to making a success of any and every project.</p> <ul style="list-style-type: none"> • Understand the bureaucracy – Leverage the process • Understand your toolset – How do I manage this project? • Identify your stakeholders – Who can influence your project • Establish and maintain relationships – Work with the Steering Group • Leave no stone unturned – Reduce the risk of changes • Make sure you have the best, or make the best of what you have • Be the driving force in the team <p>Carl Jansen, <i>Project Manager, Project Management Office, CAPITAL ONE BANK (EUROPE)</i></p>	<p>Creating a Single View of the Customer by Leveraging Service Oriented Architecture</p> <p>You are probably faced with challenges around managing your master data and how you leverage that data in a consistent way across multiple channels. Multiple channels lead to multiple solutions which result in the inability to react to market changes. How can that competitive edge be regained without a long, expensive replacement of business software? A pragmatic approach to implementing new capabilities using SOA principles is the solution. This presentation shares Harrods real world experiences and strategies for creating a single view of their customer. Learn how consolidating numerous silos of information has allowed Harrods to take advance of new channels of delivery to their customers.</p> <ul style="list-style-type: none"> • Leveraging a single view of customers across channels to maximise revenue • Increasing customer satisfaction through cross-channel order management • Providing a unified and consistent customer experience through better cross-channel understanding of your customers <p>David Llamas, <i>IT Director, HARRODS, LTD</i></p>	<p>Expected Behaviours: Road Rules for Excellence in Project Team Management – Not Road Rage</p> <p>You cannot succeed in meeting your deliverables and deadlines unless you act as a high-functioning team. Harvard Pilgrim Health Care (HPHC) reinforces a set of expected behaviours to guide “how” they achieve results through team-based orientation. HPHC launched a project to support good teamwork to create an infrastructure for both the awareness and accountability for expected behaviours resulting in improved decisions, efficiency, and business results. Learn:</p> <ul style="list-style-type: none"> • How HPHC launched a programme to support Expected Behaviours to over 1200 employees, focusing on project and other cross-functional teams • How simple templates and “training en mass” got key personnel up to speed on new expected behaviours processes and tools • How teams have progressed since the introduction of expected behaviours discipline • How the expected behaviours model has evolved to fit the organisation and specific team requirements <p> Lisa A. DiTullio, <i>Director, Project Management Office, HARVARD PILGRIM HEALTH CARE</i></p>	<p>★FEATURED SESSION</p> <p>The Role of Partnerships in Achieving Business Alignment of a Technology Organisation</p> <p>Romtelecom is aligning the business strategy from Telecommunications products to customer centered bundled services. IT is a major enabler of this transition from a conventional Telco to an n-play provider and IT service provider. This session highlights the partnership necessary to achieve this business alignment successfully:</p> <ul style="list-style-type: none"> • Time to Market: Building the flexible IT architecture • Market retention with rapid IT development • Alignment of technology organisation to the business priorities • Project management based on iterative application development • Role of partnerships <p> Fotis Karonis, <i>Chief Information Officer, ROMTELECOM</i></p>
14:45	<p>Introducing Project Management and Resource Management Capabilities Into Your Organisation</p> <p>It is increasingly difficult to introduce project management and resource management capabilities into any organisation- especially into a reluctant R&D environment. This presenter has worked and lived in the US to gain a global perspective on how to effectively implement</p>	<div style="border: 1px solid black; padding: 5px;"> <p>GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334</p>  </div>	<p>Creating a Successful Project Culture in a Smaller Organisation: Project Steering and Portfolio Management from the Perspective of a Small Biotech</p> <p>This session highlights a case story of how a smaller organisation (Pharmexa- a Biotech Company) handles drug development projects to meet ambitious goals with limited resources. The following topics are addressed:</p> <ul style="list-style-type: none"> • Project organisation and culture in a smaller company • The project review and steering process 	<p>Applying an Integrated Learning Approach for PMs and BAs as the Key to Sustainable Business Continuity Levels</p> <p>How you make an organisation more ‘agile’ is by increasing its ability to learn. This session shares some off the key components used in an Integrated Learning approach across the organisation. Simplification is a key word behind it all.</p> <ul style="list-style-type: none"> • How does Business Continuity planning apply for projects? • Integrated learning vs. parallel learning approach? • Simplification to lower threshold for managers to get started.

	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILLS FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
14:45	<p>Project and Resource Management techniques. This session highlights experiences and suggestions to...</p> <ul style="list-style-type: none"> • Keep it simple • Avoid becoming a 'self-fulfilling Prophecy' • Facilitate gaining buy-in • Emphasis the 'what's in it for all of us' • Avoid re-inventing 'hot water'  <p>Peter Jansegers, <i>Associate Director, Project and Resource Management, Pharmaceutical R&D, JOHNSON & JOHNSON</i></p>		<ul style="list-style-type: none"> • Selecting the right projects with fewer 'people' resources • Advantages and disadvantages of a small organisation  <p>Tomas Wikborg, <i>Project Manager, PHARMEXA A/S</i></p>	<ul style="list-style-type: none"> • Building on existing roles and responsibilities or forming "expert" functions? The sustainability is at risk depending on which path you are taking. • A defined Facilitation Process as enabler for collaborative build of sustainable continuity levels for any kind of business.  <p>Pierre Wettergren, <i>Head of R&D Business Continuity Facilitators, ASTRAZENECA</i></p>
15:30	<i>Afternoon Refreshments & Networking Break in the Exhibit Hall</i>			
	<div data-bbox="116 773 540 947" style="border: 1px solid blue; padding: 5px;"> <p>GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334</p>  </div>	<p>Improving the Existing Requirements Eliciting and Management Process: Introducing Change in a Large Company</p> <p>The BA's, within Novartis took on a task to improve the existing requirements eliciting and management processes. These BAs, in conjunction with system architects, process developers and system support managers came to an agreement on a proposed new methodology. When the new concepts were put into practice they were challenged by established structures, quality systems and processes. This session covers:</p> <ul style="list-style-type: none"> • Borrowing from appropriate contemporary best practices & proposed improvements on existing processes • Writing and eliciting at the proper level for user requirements that are mutually understood and agreed upon by both the business and IT • Handling resistance to change in a risk-averse environment of a large organisation <p>Dr. Markus Duerring, <i>Account Manager, NOVARTIS PHARMA AG</i></p>	<p>The Importance of People and Leadership Skills in the Drive for Relentless Predictability in the Execution Of Projects</p> <p>British Energy are the United Kingdom's principal nuclear generator of electricity, supplying 20% of the country's power. This session looks at the re-formation of the Projects Group two years ago to deliver a major capital spend and the progress made to date.</p> <p>Specific case studies are be presented on execution through a focus on:</p> <ul style="list-style-type: none"> • Strong focus on Safety and Quality • Processes and Frameworks • People and Leadership  <p>Alan Cumming, <i>Director of Projects, BRITISH ENERGY</i></p>	<div data-bbox="1538 773 1961 947" style="border: 1px solid blue; padding: 5px;"> <p>GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334</p>  </div>
16:45	<p>Project Management in a Global Company: Practical PM Skills for Multi-Functional, Multi-National Projects</p>	<p>Negotiating the Labyrinth: How the BA can Create a Competitive Advantage for their International Organisation</p>		<p>Structuring Your Projects Portfolio through BA/PM Partnership: Making Sense of the Beauty Contest</p>

	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILLS FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
16:45	<p>This session discusses the practical application of PRINCE2 to the management of projects within a multi-functional, multi-geography environment. The presentation highlights how to build on global project management skills, such as:</p> <ul style="list-style-type: none"> Managing without project management skills (Importance of a PMO) Getting support and understanding from senior managers Weaknesses of the PRINCE2 approach and suggested ways to overcome them Dealing with corporate silos and power structure <p>Colin Smith, <i>Head of the Group Programme Office, BRITISH AMERICAN TOBACCO</i></p>	<p>Global, international and large organisations are complex, providing unique challenges for Business Analysts. Increasingly, we are being asked to rapidly implement consistent solutions across organisations that have differing standards, processes, tools, cultures and drivers resulting in inevitable barriers to change as well as opportunities. This presentation shows you how to:</p> <ul style="list-style-type: none"> Understand the systemic forces that impact upon your project Identify and manage potential barriers to success How to work with the IT department and other key stakeholders to create successful outcomes How the BA can create competitive advantage for their organisation <p>Rod Gozzard, <i>Managing Director, THE PERFORMANCE BUSINESS, Head of BM, NATIONAL AUSTRALIA BANK</i></p>	<p>GET INVOLVED! If you are interested in presenting during this session, please contact Damon Thompson at dthompson@iirltd.co.uk or call +44 (0)207 017 7334</p> 	<p>Once you start applying portfolio management practices, you find many attractive and “sexy” projects which are sponsored by senior managers: time and resource constraints impact the delivery and actual business needs and market situation influence which ones to pick. PTK Centertel has applied a ideas to reconcile numerous ambitions of success across the organisation to make sure our roadmap of key projects is robust and fit for sustainable growth. Presenters from both sides of the organization help you:</p> <ul style="list-style-type: none"> Identify the most important projects you want to include on your delivery roadmap Apply different project validation criteria across your portfolio Move from your roadmap based on wishful thinking to a commitment <p>Tomasz Smardzewski, <i>Quality & Project Management Director</i>; AND Marcin Jedrzejewski, <i>Operations Support Director, PTK CENTERTEL (ORANGE POLAND)</i></p>
17:30	<i>Conclusion of Main Conference Day One- See you tomorrow at 9:30 for PW&WCBA Main Conference Day Two!</i>			

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This November, **ESCAPE THE COLD** at the Hotel Fira Palace Barcelone. Hotel Fira Palace is located between the famous Plaza de España and Gran Via Avenue, in the heart of Barcelona, in an area with a wide cultural offer and excellent communications service to anywhere in the city and the airport.

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- | | | | |
|--|--|---|-----------------------------|
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| - Montjuic Magic Fountains | - Fundació La Caixa Museum | - Archaeology Museum | - Montjuic Castle |
| - National Museum of Catalan Art (MNAC) & Romanic Museum | - Mies van der Rohe Pavillion | - Greek Theatre | - Harbour/Colombus Monument |
| | - Miró Museum | - Theatres: Mercat de les Flors & Teatre Lliure | - Las Ramblas |
| | | | - Joan Miró Parc |



★ **WORLD-CLASS KEYNOTE PRESENTATIONS FROM:**



Adesh Jain, IPMA
 INDIA



Brian Akers,
 The Boeing Company
 UNITED STATES of
 AMERICA



John Suffolk,
 Her Majesty's Government
 UNITED KINGDOM



Arthur Shelley,
 Cadbury Schweppes
 AUSTRALIA



9:30 **Day Two Welcome & Opening Remarks from the Conference Chairperson**

Adesh Jain, *Managing Director, CENTRE FOR EXCELLENCE IN PM*

9:45 **Transformational Change and Leadership to Deliver Clear Business Benefits**

John Suffolk was appointed Her Majesty's Government Chief Information Office on the 5th June 2006. His experience of running large, national businesses means John has the track record and insight to lead major IT-enabled transformation programmes which deliver clear business benefits. John will lead the work of the CIO Council in delivering the Government's strategy for the transformation of public services enabled by technology. John will also provide leadership to the IT Profession across the wider public sector and enable public service transformation through the strategic deployment of technology which includes driving the use of shared services.

John Suffolk, *Chief Information Officer, HER MAJESTY'S GOVERNMENT (UK)*

10:30 *Morning Refreshments & Networking Break in the Exhibit Hall*

11:00 **The Boeing 787: A World Project**

The Boeing 787 is the world's newest jetliner and will be in flight test at the end of 2007. This revolutionary airplane will change the way the world flies. This session covers the 787 Programme from a project management perspective, emphasizing the global design-build team and the unique issues and challenges Boeing faced as it developed a new airplane while at the same time introducing a new production system involving design and manufacturing partners from around the world. Key learning points include:

- The Boeing 787: What is it and why will it change the way the world flies
- Boeing's project management challenge with the 787
 - New technology on the critical path
 - Transition to a new business model and production system
 - Challenges of a global project: "Integrated" planning, culture and the intellectual supply chain
- What did we learn and what can we teach (that isn't a secret)
 - The "project" vs. the "business" view
 - Thoughts about global projects
 - The need for urgent project management

Brian Akers, *Director, Program Planning and Control (PP&C), THE BOEING COMPANY*

11:45 **Improving Performance through Leveraging Behaviour, Culture, and Virtual Opportunities**

How do you effectively engage and positively influence key stakeholders in project teams and the wider business? Effective teamwork and virtual collaboration improve when team relationships are built around team roles and behaviours are considered in the team selection and development processes. A novel approach using animal metaphors increases productivity and makes the work more enjoyable for everyone. This presentation introduces how metaphors are effective tools helping team leaders to:


- Develop the right mix of people, behaviours and platforms
- Introduce fun and social aspects to teams and drive better outcomes
- Secure stronger stakeholder support and team alignment to business goals
- Create a balanced environment and a desire to collaborate between team members

Arthur Shelley's experiences with facilitating face to face and virtual teams in international companies led to the publication of [The Organisational Zoo: A Survival Guide to Workplace Behaviour](#). He has applied the concepts to leveraging organisational knowledge, implementing change and using diversity for faster or better resolution of issues. He will convince you that smart use of humour will enhance your team's effectiveness and their commitment to delivery of the objectives and they have more fun doing so.

Arthur Shelley, Author, *The Organisational Zoo: A Survival Guide to Workplace Behaviour, Global Knowledge Manager, CABURY SCHWEPPEES*

12:30 *Luncheon for PW&WCBA Attendees*



	CORE SKILLS FOR PROJECT MANAGEMENT SUCCESS	CORE SKILLS FOR BUSINESS ANALYST SUCCESS	BRIDGING THE GAP: THE PEOPLE SIDE	BRIDGING THE GAP: THE PM/BA PARTNERSHIP
13:30	<p>Increasing your PM Efficiency and Skills Building: Benchmarking your PM Competency Beyond the PMP Test</p> <p>In permanent search for increasing their efficiency, corporations and individuals involved in the project management field express the need for benchmarking personal competences to a globally accepted multi-level scale. Learn how many around the world use the IPMA competence-based Certification system to:</p> <ul style="list-style-type: none"> • Check their competences against an internationally-recognised baseline, • Have them certified through a rigorous external assessment process putting in evidence strengths and weaknesses and • Further improve them, leading to better project results <p>Gilles Caupin, <i>President, CAUPIN CONSULTANTS, Past-Chairman and Distinguished International Fellow, ICEC, Past-Chairman & Honorary Fellow, IPMA, Past-Chairman, GLOBAL PM FORUM INITIATIVE, Past-Chairman, IPMA CERTIFICATION MANAGEMENT BOARD</i></p>	<p>Stakeholder Engagement and Change Management in 'Emerging Markets'</p> <p>In August 2006, a team of volunteers from the U.K. spent two weeks working with orphaned and disabled children in central Bulgaria.</p> <p>The presenter was invited to join the leadership team of a local charity which promotes the interests of disadvantaged children in Bulgaria. Our 'terms of reference' were to take charge of the organisation and planning of the charity and to drive it forward. This session highlights the difficulties in managing the people side of 'not-for-profit' project management, including:</p> <ul style="list-style-type: none"> • 'Entry' planning - the three key factors. • Facilitating cross-cultural team working in an unknown environment • Overcoming people's resistance to change- "If it isn't broken, don't fix it!" • And when it all goes "pear-shaped - managing unforeseen conflict • Assumptions analysis- a recipe for success, or disaster! <p> John Pelham, <i>Managing Director, JP4PROJECT LIMITED</i></p>	<p>Ensuring Process Improvement through Benefit Management</p> <p>Often Team Members have serious reservations about being called a team. The most members remain quiet and the most candid discussion occurs outside of the formal meeting in much smaller groups. Away from meetings, subgroup members accentuate the negative and make attributions regarding the motives and "hidden agendas" of other members. On site accomplishments and successes are shared, but problems or challenges are not mentioned. Go beyond standardised governance to better enable Benefit Management:</p> <ul style="list-style-type: none"> • Solicit feedback from working groups and subordinates • Utilise our Human Capital by maximising on the diversity of experiences & perspectives • Communicate what we expect to be accomplished • Focus on exploring team behaviours and 'joining up' the organisation <p> Justin Kenny, <i>HSBCnet Programme Director, E-Commerce, Global Transaction Banking, HSBC</i></p>	<p>FEATURED SESSION★ Improving Cooperation for Advanced Project Management Concepts in a Global Enterprise</p> <p>Siemens is on location in 190 countries all over the world. More than 50% of the turn over results from project business. In recent years more and more responsibility for project execution was transferred from the headquarters to the international regional companies of Siemens. Therefore more advanced project management processes for international cooperation had to be developed. Siemens' strategy focuses on:</p> <ul style="list-style-type: none"> • Developing project managers to entrepreneurs • Improving communication between all team members • Focus management attention to the early phase of projects <p> Dr. Juergen Schloss, <i>Programme Director PM@Siemens, SIEMENS AG</i></p>
14:15	<p>Creating a World Class Performing Portfolio Management Organisation</p> <p>The Goal of Statoil Global Business Services is to become a world class provider of business service projects. The PMO of Statoil Global Business Services will explain how the different pieces in the game of Portfolio Management is being implemented to eventually become a world class performer.</p> <ul style="list-style-type: none"> • Project identification & categorization • Prioritization & selection, aligning projects to business strategy • Forecast demand, Assigning resources & Monitoring performance <p> Heljar Ballo, <i>Portfolio Manager, STATOIL ASA</i></p>		<p>Accelerating Projects across the Portfolio through a Culture of Innovation</p> <p>Learn how you can combine technology and market driven methods to deliver sustainable growth, and what project management requirements are needed for acceleration. Specific focus is given to the people side of developing a project culture, including:</p> <ul style="list-style-type: none"> • 3M's long culture of innovation through people with focused innovation • Roadmapping for cross-business projects • People and Customer Focus as the key for market success • Acceleration of projects with an integrated project management approach <p> Bettina Hoppmann, <i>Acceleration Manager, Project Portfolio Management, 3M GERMANY</i></p>	<p>Technology and the Symphony Orchestra – Orchestrating the Music Business through the IT/PM Partnership</p> <p>The London Symphony Orchestra operates as a global brand, runs a venue, a record label and majors in music education- how does technology pull these threads together while allowing for project team creativity to drive the business forward?</p> <ul style="list-style-type: none"> • Project management LSO style: Agile software with global access • Digital futures: Future-proofing the LSO classical label with the right decisions • Full spectrum technology: Its not just servers and system <p>Jeremy Garside, <i>Chief Information Officer, LONDON SYMPHONY ORCHESTRA</i></p>
15:00	<p>★Industry-Specific Learning Groups Throughout the conference you've heard case studies on lessons learned from your peers across multiple industries to take home best practices. Now it's time to take a step back and review how these key learning points can be applied specifically to YOUR INDUSTRY SECTOR. Attendees are encouraged join industry-specific roundtables to discuss key take-aways that relate directly to their specific function. Wrap-up the conference experience with people who face your similar challenges and leave the event ready to put new ideas into action!</p>			
15:30	<p><i>PW&WCBA Concludes- See You Next Year...Safe Travels!</i></p>			

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EXHIBITOR:



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OFFICIAL PROJECT RISK SYMPOSIUM SUPPORTER



The **Risk Management SIG (RiskSIG)** provides forums for the professional exchange of ideas on a myriad of topics related to the management of risk in projects. Experts and practitioners from Public and Private sectors share their knowledge and experience. **The Risk Management SIG** is in the forefront of developing concepts and ideas. Members share their "Lessons Learned," practical ideas and real life solutions that you can take back to your organization. The Risk Management SIG will help you gain valuable new perspectives for implementing risk management in your projects. Professional interchange with experts from various industries will broaden your view of risk management and serve to improve your management of projects. For more information on RiskSIG activities (refer to our event calendar). The RiskSIG plans on using this site to share plans, pictures of our progress, and useful hints.

PROJECT WORLD EUROPE & WORLD CONGRESS FOR BUSINESS ANALYSTS SUPPORTERS



The **IIBA™** mission is to develop and maintain standards for the practice of business analysis and for the certification of its practitioners.

We are committed to defining the business analysis profession by providing certification and accreditation to its members, unifying its practitioners and creating a voice for the profession.

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The International Association for Project & Program Management or IAPPM is currently one of the premier boutique project organizations available offering valuable membership and global certification services to analysts, project, program & portfolio managers, executives and students alike. With numerous chapters throughout the world, IAPPM is helping more and more people advance professionally. IAPPM offers the following certifications - Certified Project Manager (CPM), Certified International Project Auditor (CIPA), Certified Project Professional (CPP) and our prestigious Certified Project Director (CPD) certification.



RQNG is a community website specifically devoted to the discipline of "I.T. Requirements Management" aimed at Business Analysts, Systems Analysts, Project Managers, Testers... anyone with a direct association with requirements gathering and related disciplines.

The primary focus is on Requirements, How to collect them, How to do it properly, How to test them, How to get them complete.... and also on tools, methodologies, education etc., which relate to requirements.

RQNG publishes weekly articles, serialized articles, free education articles etc., and encouraging experts to join, submit articles, blogs, forums, form groups, join groups, SIG's etc. The site is interactive and we encourage our members to submit and respond to the site content. www.requirementsnetwork.com



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Project Manager Today (PMT) is the UK's leading, longest established, independent project management magazine. Since it was started in 1989 - by project managers for project managers - it has been reviewing and commenting on the project management scene.

Available nationally and internationally PMT also publishes a range of project management books. Subscribers can download over 270 past articles from the new web site www.pmtoday.co.uk and get discounts on PMT publications. A new supplement for Business Analysts will be published this autumn.



asapm is a society of project professionals dedicated to advancing project management. We are the US National Association of IPMA. We are working on assessing, improving and certifying performance competencies for Project Managers and stakeholders. We offer member focused ways to meet the needs of today's project professionals. Visit our website at www.asapm.org.

ADMINISTRATIVE DETAILS

DATE & VENUE

Date: 26-28 November, 2007
Venue: Hotel Fira Palace Barceloña
Avenida Rius Taulet 1-3 08004
Barcelona, Espana
Phone +34 934 262 223


HOTEL ACCOMMODATIONS: Attendees are responsible for the arrangement and payment of their own travel and accommodation. However, the ProjectWorld organizers have negotiated a special room rate with the Hotel Fira Palace. For reservations please call +34 934 262 223 and use conference code name "ProjectWorld Europe" and code M1916. Reservations can be made via email at groups@fira-palace.com or by fax at +34 934 255 047.

PAYMENTS: Payment is due within 30 days of registering. If registering within 30 days of the event, payment is due immediately. Payments may be made by cheque, Visa, MasterCard, Discover, Diners Club or American Express. Please make all checks payable to the "Institute for International Research, Inc." and write the name of the attendee(s) on the face of the cheque, as well as our reference code: M1916. If payment has not been received prior to registration the morning of the conference, a credit card hold will be required.

DISCOUNTS: Register 3-6 People at the same time and receive 15% off the standard price Register 7 or more people at the same time and receive 25% off the standard price Enter a speaker or sponsor discount code and receive 15% off the current rate at time of registration Qualify as an academic or government employee and receive 30% off the standard price

DOCUMENTATION ORDER: If you are unable to attend the conference, or would simply like to order additional sets of documentation for your colleagues, they are available for \$495 per set, including taxes, postage, and packing. Simply indicate how many sets you require, send this form to us with your payment, and we will dispatch the documentation to you following the conference. CREDIT CARD PAYMENTS ONLY (documentation cannot be dispatched until we have received your payment).

CANCELLATION POLICY: If you need to make any changes or have any questions, please feel free to contact us via email at register@iirusa.com. Cancellations must be in writing and must be received by IIR prior to 10 business days before the start of the event. Upon receipt of a timely cancellation notice, IIR will issue a credit voucher for the full amount of your payment, which may be applied towards registration fees at any future IIR event held within 12 months after issuance (the "Expiration Date"). All credit vouchers shall automatically expire on the Expiration Date and shall thereupon become void. In lieu of issuance of a credit voucher, at your request, IIR will issue a refund less a \$395 processing fee per registration. Registrants are advised that no credit vouchers or refunds will be issued for cancellations received less than ten business days prior to start of the event, including cancellations due to weather or other causes beyond the Registrant's control. IIR therefore recommends that registrants allow for unexpected delays in making travel plans. Substitutions are welcome at any time. If for any reason IIR decides to cancel this conference, IIR accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors, speakers and guests.

 Any disabled individual desiring an auxiliary aid for this conference should notify IIR at least 3 weeks prior to the conference in writing, by faxing 212-661-6045.

GET INVOLVED: This is your ONLY opportunity to be in front of...

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ProjectWorld & World Congress for Business Analysts and the **Project Risk Symposium** provides a unique opportunity to showcase your products and services to corporate end-user organisations as well as key influencers that make informed recommendations to business decision makers, helping you establish the right set of contacts.

This is the ONLY event in Europe where you can position yourself in front of three key audiences (Project Managers, Business Analysts, and Risk Managers) all at the same time.

Just some of the sponsorship, exhibit and marketing programmes that we have successfully implemented for our partners include:

- Case Study Presentations
- Exhibit Booth Space
- Invitation Only Demonstrations
- Coffee Break
- Networking Receptions
- Client Prospecting Campaigns
- Branded Tote Bags, Signage, Lanyards

How to Become a Part of the Action:

If you are looking for more information regarding sponsorship and/or exhibit opportunities at PW&WCBA, please contact Damon Thompson, Business Development Manager at dthompson@iirltd.co.uk, or +44 (0)207 017 7334

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Concurrent streams make it impossible to be in 4 different places at once. One look at the programme and you'll see why your company needs to send a team for full coverage of the content. Attend the sessions you want and then meet back up with your team to share lessons learned from conference presentations.

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- ★ Don't wait in long lines at on-site registration... skip it altogether
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Please register the following attendee(s) for the ProjectWorld & World Congress for Business Analysts conference (please photocopy for additional attendees).

Name: _____ Department: _____
Title: _____
Approving Manager: _____
Company: _____
Address: _____
City: _____ State: _____
Country: _____ Zip/Postal Code: _____
Phone #: _____ Fax #: _____
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Please change my credit card:

Visa MasterCard American Express Discover
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We will contact you if additional information is needed to process your registration.

Yes, keep me informed about future events via fax
Signature _____
 Yes, keep me informed about future events via email
Signature _____

PW & WCBBA PRICING Registration Options	Register By 7th September	Register By 19th October	Standard & Onsite Rate
<input type="checkbox"/> Main Conference + 1 Project Symposium*(November 26-28, 2007)	1,850.00 €	1,950.00 €	2,050.00 €
<input type="checkbox"/> Project Risk Symposium Only (November 26-28, 2007)	700.00 €	800.00 €	900.00 €
<input type="checkbox"/> Main Conference Only (November 27-28, 2007)	1,295.00 €	1,395.00 €	1,495.00 €

*Register for the Main Conference + Symposium and save 145€ on the symposium only price!
I want to add (please check one): One workshop (+290€) Two workshops (+500€)

Which workshop will you attend?

AM Workshop: Project Management AM Workshop: Business Analysis
 PM Workshop: Project Management PM Workshop: Business Analysis

- DISCOUNTS:** You are eligible if (please check one if applicable):
- I am a PMI/IBA member and qualify for a 15% discount off the current rate at time of registration
 - I am from a company that is speaking at the event and qualify for 15% off the current rate at the time of registration
 - I am from a company that is sponsoring at the event and qualify for 15% off the current rate at the time of registration
 - I am with a group of 3-6 people from my company and qualify for 15% off the standard price (all registrations must be made at the same time to qualify for the discount)
 - I am with a group of 7 or more people from my company and qualify for 25% off the standard price (all registrations must be made at the same time to qualify for the discount)
 - I am a government, Non-Profit or Academic Professional and qualify for 30% off the standard price
- NB: All discounts are off the Standard price unless otherwise noted. No two discounts can be combined.

INCORRECT MAILING INFORMATION

If you are receiving multiple mailings, have updated information or would like to be removed from our database, please contact Carrie Orr at 212 661-3500 x3157, or fax this brochure to her attention at 212-599-2192. Please keep in mind that amendments can take up to six weeks.

MAILROOM: If undeliverable, please forward this important announcement to the Director of Project Management/Business Analysis.