

MANAGE India



**DRIVING A VISION:
FROM THE BOARDROOM TO
THE SHOWROOM**



Project management helps Ford India develop and deploy an integrated marketing strategy for a new launch



Visitors at the Ford Fiesta Café in Citywalk Mall in New Delhi.

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Announcement: Article of The Month

Submit your articles for the September issue by 10 August 2011

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in Manage India. Each issue of Manage India will carry a winning entry and the writer will earn Professional Development Units (PDUs).

Send us your article with your photograph to editor.manageindia@pmi-india.org

[Click here for eligibility criteria and submission guidelines](#)

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

Project management is receiving greater acceptance across industries in India. An emerging market like India has a lot to gain by adopting project management as an indispensable part of organizations. To achieve this objective, PMI India has launched an innovative initiative—PMI India Champion Program. The program's charter is to provide more volunteering opportunities for members of the PMI community, identify and develop passionate project management professionals as champions of PMI, and work with these professionals to garner support, visibility, and space for project management in their respective organizations. We have formed the Champion Advisory Committee, which comprises of senior member volunteers of PMI in India to govern and oversee the program, and ensure its success.

Compared to mature markets, there is a significant gap between available and required project management talent in India. Organizations find that engineers and MBA-holders do not make the cut when it comes to project management skills. There is now a growing need for academic institutes to design programs to meet industry's demands. PMI India has collaborated with Larsen & Toubro, one of India's largest and most respectable private sector organizations to launch "Project Connect." Through this initiative, PMI and L&T Institute of Project Management (L&T IPM) intend to encourage project management education in academia, facilitating students to obtain global credentials and introduce basic project management principles in the course curriculum. We organized a "Train the Trainer" workshop in BVM Engineering College in Vallabhvidyanagar, Gujarat, to help engineering college teachers to learn about project management. Similar programs in other institutes are on the anvil.

We have been taking part in interesting forums, like the National Education Summit in New Delhi on 11 June, through which we reached out to heads of several premier educational institutes; a Human Resource (HR) conference in Mumbai in which around 100 senior HR professionals participated; and an online chat organized by Timesjobs.com. In the chat session, Mr. Craig Killough, vice president, organization markets, PMI, highlighted the benefits of making a career in project management. Nearly 3,500 people participated in it.

Our chapters have been organizing highly successful events. I'd specially like to mention about the one-day conference by PMI Kerala Chapter on 11 June that was wonderfully organized.

Preparations for the third PMI India National Conference on 8–10 September in Bangalore are in full swing. We have received an overwhelming response for technical paper submissions and award nominations. I urge you to check our website regularly for updates. We're carrying an interview with Conference PMO Head Venkataraman S. Subramanian in this issue on what you can expect on those three days.

Best regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady', written in a cursive style.

Raj Kalady
Managing Director, PMI India

Please write to editor.manageindia@pmi-india.org with your feedback and article submissions for the Article of the Month contest. Refer to Page 2 for the contest details and Page 5 for the feedback announcement.



Dr. M. Ramachandran,
Former Secretary,
Ministry of Urban Development,
Government of India

Managing projects is always a challenge, especially when projects involve multiple stakeholders, new or unproven technology, shifting or unclear project requirements, and constrained resources. While the private sector seems to be better off as far as project management practices are concerned, in the public sector there is a shortage of good project managers.

The importance of a systematic and comprehensive approach towards project planning is crucial while structuring a project. The more detailed the approach the better planned would be the project, and therefore more likely is the project to succeed. The nature of the proposed project activity, feasibility planning, designing its specifics, and setting up the apparatus for implementing it—all form part of project planning. I have discussed this process in detail in my book, *An Alternative Approach to Project Planning in Public Works—The Indian Context*.

Are public sector projects more difficult than private sector projects? David N. Wirick in his book *Public Sector*

What Makes Public Sector Projects More Challenging?

Project Management gives various reasons why public sector projects are more difficult. Some of these reasons are many layers of stakeholders with varied interests, political interests, having to operate under media scrutiny, performing under constraints imposed by administrative rules and requiring the cooperation and performance of agencies outside the project team for purchasing, hiring, and other functions.

Recently released statistics by the Ministry of Program Implementation, Government of India, says that project delays would cost an additional Rs. 124,000 crore to the exchequer. This amounts to one-third of India's planned budget for 2011–12. One positive news is that 8 projects are ahead of schedule and 125 are on schedule out of a total of 567 projects, each costing more than Rs. 150 crore. As many as 295 reported delays in the range of one month to 72 months. These projects are in key infrastructure areas, such as coal, steel, petroleum, power, railways, highways, and telecommunications. And what are the reasons for delay? Land acquisition, environment clearance, protest by local people, incomplete revenue records, and lack of coordination between different agencies.

Problems arise most frequently when initiation gets separated from the execution of a project. To secure a project, bidders often make overly optimistic assumptions about costs and revenues. Max Bazerman of the Harvard Business School calls this practice a 'self-serving bias' that turns good project managers into bad forecasters, particularly in the public sector, where after-the-event accountability to a project's paymaster, the tax payer, is less rigorous.

A study published in the *Journal of the American Planning Association* in 2002—after examining 210 big rail and road projects in 14 different countries—found its forecasts of future passengers to be wildly optimistic. For the rail projects, they were on an average an astounding 106 percent higher than eventual turnout, and the miscalculation of road projects were by over 20 percent in more than half the cases. There is a similar point raised about the Delhi Metro that ridership forecasts made when the project was justified for being taken up have not materialized even now. Some other spectacular examples of cost under estimation they have listed are the Sydney Opera House with actual costs approximately 15 times higher than those projected. Once again if we go back into history when the Suez Canal was completed in 1869, actual construction costs were 20 times higher than the earliest estimated costs and 3 times higher than the cost estimate for the year before construction began.

The Panama Canal which was completed in 1914 had cost escalations in the range of 70 to 200 percent. The current Eleventh Five-Year Plan had estimated an investment requirement for this sector to the tune of Rs. 20.56 lakh crore, out of which 30 percent had to come from the private sector. Whether we will be able to achieve this or not is a big question with indications that the shortfall could be 25 to 30 percent. Why is it so? Key issues facing private participation in India's infrastructure development have been listed as lack of a meaningful supply of bankable projects, lack of transparency in the bidding and awarding processes of Public Private Partnership projects, delays in regulatory and land clearances, lack of availability of the

right kind of long-term debt, taxation issues and lack of independent regulators to take a dispassionate view of the conflicting priorities of the developers, the government, and the public.

A study by the National Council of Applied Economic Research last year highlighted that India's impressive economic growth could be marshalled as the new engine for infrastructure development. International experience could be replicated, both as a source of financial resource and a paradigm of operational efficiency. Private sector participation if combined with independent regulation could provide the framework for supplementing the public sector's resources in developing infrastructure. Issues in project implementation have been identified as one among the areas of concern. A number of factors have been identified as being responsible for delays in project implementation. Design of good contracts and contracting procedures, streamlining approval and clearance processes, and building necessary human resources are required components of a strategy for improving project implementation.

While you may feel that some of these are issues beyond the realm of project managers, it is important to be sensitive about these and play a role in effecting the changes required. Infrastructure investment and action become even more important during the forthcoming Twelfth Five-Year Plan starting next year, because we are talking of a

US\$ 1.2 trillion investment in five years in infrastructure, 50 percent of which has to come from the private sector. According to a research by the financial daily *Mint*, land acquisition could take up to five years and 70 percent of all civil court cases are disputes over land. One estimate says that delays due to land problems have pushed up costs of public projects by almost Rs. 1 lakh crore.

We already have huge deficits in the key infrastructure sectors. In the power sector, there is more than 10 percent peak load shortage, 40 percent energy losses during transmission and distribution, and absence of competition leading to both efficiency losses and poor customer service. National highways constitute only 2 percent of the road network, but it carries 40 percent of the country's total traffic. Only 12 percent of highways are four-laned and 50 percent are two-laned. Rail transport is characterized by slow speed, low payload ratios, old technology, and saturated routes. Inadequate berths and rail/road connectivity continue to be an issue with Indian ports. In the telecom sector, though we have been able to expand the telephone network, there have been challenges in penetrating rural areas and moving the value services higher up.

Mr. Wirick writes about the role of chaos and complexity in public sector projects and identifies some tools that can help manage uncertainty. Project managers can use modern project management tools, including

tools for recognizing and dealing with uncertainty, which he lists as progressive elaboration, identification of issues, project life cycles, stochastic versus deterministic estimating methods, ongoing risk identification and analysis, and change control processes. He also refers to three tools that can be used to supplement and not replace existing project management methods for managing complex projects. These are social network analysis, contextual and relational management, and the identification and management of bifurcation points at which project outcomes are especially sensitive to subtle influences.

Dr. E. Sreedharan, writing in *Ideas That Have Worked*, calls the Konkan Railway project a classic case of an idea given to the right person at the right time and the right place where a dynamic and transparent style of project management was introduced. He points out that everybody should know what he is expected to do, what the deadlines are, and how much time is available for each milestone. Learnings like these enrich our journey and help you perform differently and make you stand out as a project manager.

(Dr. Ramachandran, IAS, retired as Secretary, Ministry of Urban Development, Government of India. This is an excerpt from a speech he had given during a Project Management Development Program in May in coordination with PMI India.)

Announcement: Free Delegate Pass to PMI India National Conference 2011

Manage India is two years old! We invite your feedback to improve your favorite e-newsletter. PMI India is giving away free delegate passes to PMI India Project Management National Conference 2011 to the top three best feedback/suggestions entries!*

[Click here to submit your feedback](#)

*Conditions apply

'Look forward to global perspectives on nation-building from eminent speakers'

PMI National Conference PMO head Venkataraman S. Subramanian speaks to *Manage India* on conference preparations



How has been your experience so far as the chair of the PMI India Conference 2011?

PMI India's third annual Project Management National Conference will be hosted by PMI Bangalore Chapter on 8–10 September at The LaLiT Ashok in Bangalore. It has been an exciting experience for me as the Conference PMO head. After being actively involved with five project management practitioners' conferences (PMPC) by Bangalore Chapter from 2006 to 2010, this is a step forward. PMPC conferences have always had themes around architecting project management that symbolizes creativity. 'Architecting project management' have been the theme of previous PMPC conferences. It is a powerful theme and I am looking forward to having eminent speakers and presenters from diverse fields to build on it. We're excited to have former president of India, Dr. A.P.J. Abdul Kalam, as the conference chief guest. We look forward to Dr. Kalam addressing project management practitioners on having the right mission and vision.

What should delegates look forward to this time?

Besides the inaugural address by Dr. Kalam, the other exciting news is that Mr. Mark A. Langley, President and CEO, PMI, will be there.

Delegates can look forward to global perspectives on nation-building from our eminent keynote speakers. We will have a panel discussion with representatives

from manufacturing, construction, engineering, and power sectors. The other panel will consist of representatives from major IT companies. We also have planned 4 case studies, 10 technical papers, and 6 invited speakers. All in all, delegates can expect great content and speakers at this conference.

We have two special sessions for participants this year. A session on "Agile Project Management" by Mr. Jesse Fewell, PMP, and "Testing Techniques with Orthogonal Arrays" by Mr. Kedar Phadke. Both these programs are scheduled on 8 September, before the conference inauguration.

How many speakers are you expecting?

We will have 9 keynote speakers, 6 invited speakers, and 10 technical paper presenters. The keynote speakers are all exciting personalities who will draw delegates to the conference. Each of them is expected to have a message that is commensurate with the theme. The invited speakers will cover specific aspects of project management.

How many delegates are you expecting this year? What measures are you taking to further enhance the experience of delegates in this conference?

Last year the national conference as well as PMPC 2010 drew about 700–750 delegates. This year, we are aiming for 1,000 delegates. After each of the earlier conferences, we had conducted a lessons learned analysis. We have made

necessary alterations to the program taking into consideration the lessons learnt in the past conferences.

How many volunteers are working with you and what has been your experience in garnering volunteer support?

Volunteers are the backbone of our events. Volunteers who have assisted us in the past PMPCs have expressed their interest in working for the 2011 National Conference. We needed volunteers to handle technical paper presentations and PMI India awards. For this, we decided to look for volunteers from across the country. It was extremely gratifying that against a requirement for 50 volunteers, we received applications from 150.

What are the various subcommittees working for the conference?

A conference of this magnitude cannot be conducted without, in true project management style, specific individuals taking the roles of team leads, and committing to appropriate deliverables. It gives me great pleasure to acknowledge the team leads and their contribution toward the conference. More than 600 people indicated their interest in participating by registering in the conference website. All are waiting for registrations to open, which is now expected to be made around 15 July.

Our Advisory Board consisting of Dr. U.D. Choubey, Dr. B.N. Suresh, Mr. S.B. Iyer, Mr. Dravida Seetharam and Mr. Amar Bhaskar have contributed immensely.



Driving a Vision: From the Boardroom to the Showroom

Project management helps Ford India develop and deploy an integrated marketing strategy for a new launch

BY PANCHALEE THAKUR

The launch of the new Ford Fiesta in India this July draws the curtains on a nearly two-year long product marketing strategy to bring the premium sedan to the market. Behind the launch of a vehicle is an extensive, multipronged, process-driven approach. It involves project management to bring the myriad facets of the strategy into play in a cohesive manner.

Car manufacturers have their eyes set on the Indian market that is the second fastest-growing automobile market in the world. The booming market has brought in more automobile manufacturers to the country, and many more models, some of them redesigned to suit Indian conditions. The competition has grown stiff with several players vying for a share from the same pie. Identifying the right consumer segment, creating a niche in the crowded market, and targeting consumers at the right place, with the right message, and the right price are crucial. In this environment,

a product marketing strategy driven by project management assumes huge significance for the launch of a product.

The Ford marketing project charter

Ford India, the Indian subsidiary of the Detroit-based Ford Motor Company, is fully aware of the challenges involved in launching a premium sedan in a market that already has several models. The all-new Ford Fiesta has to jostle for space among several Japanese and Korean sedans. Ford also has to make a marketing pitch that positions the new Fiesta distinctly from its already existing Fiesta Classic.

The project charter for the new Fiesta marketing defined the business goals, the role for each stakeholder in the project, the timelines, and a governance framework under which the project had to operate. The marketing objectives were derived from the business plan, both in terms of financials (i.e., sales volume and market

share), and the brand image it sought to build for the product. Once the objectives were defined, the consumer marketing team developed a strategic and operational plan, execution, and a governance framework.

Work on the product started five years ago, and the product marketing strategy for its launch in India started taking shape in July 2009. Ford has a global product development system that drives its development from the time the product is an image in the designer's mind to the time of its launch. "Project management is an extremely crucial element in this process. I'd say 85–90 percent of our work is project management, the rest is inspiration. Project management helps us address the challenges involved in a launch, govern the system, and produce the desired results," says Mr. Sriram Padmanabhan, general manager, marketing, Ford India.

A launch strategy goes much beyond marketing and communication and involves multiple functions such as sales, manufacturing, sourcing, service, and parts supply. The core team employed the structured governance framework to ensure that all stakeholders understood the common goals and worked towards them. The stakeholders derived their function-specific goals from the set of common goals. The governance meetings would start with an update of the common business and marketing goals, function-specific goals and then move to goals that came under each stakeholder.

Global strategy defines milestones

Ford follows a Global Product Development Strategy that is a global cross-functional process to develop and deliver new vehicles that exceed customer expectations while continuously improving efficiency and effectiveness. Similarly, there is a Global Marketing Launch Process, a project plan that delivers in five distinct phases:

- Readiness – that is tracked through milestones achieved for around two years before the launch of a vehicle
- Strategic plan – that follows after a strategic sign-off of the global brand story and helps define the marketing plans, including communications development and budgets
- Reveal – during this phase the product is globally revealed and the communications development process picks up higher momentum
- Launch review – when local launch strategies are finalized and approved
- Marketing production – that tracks the creation and approval of creatives through the various stages of the launch

Mr. Padmanabhan has been part of two such launches, one in Shanghai (China) and the other in Australia. Though the same strategy applies in every launch, local conditions throw up new challenges and opportunities. This calls for customization of the marketing plan. "In India, we have strong relationships with the dealer community. The involvement of dealers in our activities is much higher here than in other regions. For this launch, we formed a sub-committee of dealers that has been an integral part of our communication plan," elaborates Mr. Padmanabhan.

The target customer in India is also distinct from other parts of the world where this sedan is already on the road. In India, the target customer is a married man with one child who lives close to his parents, but not with them. Ford calls this man, between 28 and 32 years of age, Ajay. In China, the target customer is May, a young woman on her first job after college. Throughout Europe, the sedan sells the most among young women just out of college like May. The communication strategy for India therefore has to be different from the rest of the world. In India, the four-door sedan is about giving the customer the feel of "elevation," (elevated status) and the communication is attuned toward that. The look and feel has to appeal to young men, whether in terms of the car features or the creatives to promote the car. Customer insights form the basis of the marketing plan of every product launch. In fact, it is on the back of consumer research that product development is initiated. So understanding and defining Ajay was an integral part of the product and communications plan.

Testing the hypotheses with real customers

But how did they find their Ajay in India? It took several months of collaborative effort in which project management played a key role in bringing alignment in the strategy. Ford follows a marketing framework that involves three key elements: understanding the customer, creating an aligned view of the customer with the product, and designing a communication plan that verbalizes and amplifies that understanding. The company employs project management to sharpen its ability to deliver a product in that "white space," or the potential market segment.

In July 2009, a basic understanding of the target customer emerged in a series of Ford India senior management interactions. But that hypothetical customer needed to be tested out in the market. In the last quarter of 2010, the company conducted what it calls a product immersion event. This exercise involved identifying the product's "killer features," along with the other features that go into giving the

“We used our customer immersion event to validate and expand our understanding of the consumer, not just for the sake of the core marketing team but also for a wider set of stakeholders.”

Mr. Sriram Padmanabhan, general manager, marketing, Ford India

all-new Ford Fiesta its unique value proposition. A “killer feature” that was identified was the low cabin noise level in that segment of cars.

The next stage was to test the hypotheses about the target customer and the car’s selling features on the real potential customer. “Through market research and interactions with the various stakeholders, we had developed a good idea about our customer demographics. Now that needed to be validated. We used our customer immersion event to validate and expand our understanding of the consumer, not just for the sake of the core marketing team but also for a wider set of stakeholders,” explained Mr. Padmanabhan.

In the customer immersion event, top Ford India executives met 12 supposed Ajays to understand their lifestyle, their passions, what excites them about cars, etc. The Ford executives—along with agencies that handle Ford public relations, advertising, market research, and digital marketing—visited the homes and offices of Ajays during late 2010. The media was also invited to witness this exercise. Throughout the interaction, Ajay would not know which company the team represented. That would be revealed toward the end of the meeting. Before the customer immersion event, the value proposition that Ford believed went well with the target audience was “Bold statement, brilliant substance.” After the customer immersion, that was changed to “My style, my distinction.”

After the customer demographics were validated, the next stage was to create buzz about the product in the market. The brief to the creative agencies was clear: create communication that engages the customer and gives him/her a sense of “elevation.” In April

this year, the company did a digital launch of the product at a café in New Delhi. The digital reveal of the Fiesta was done in a way that would engage the potential customer. The café offered a digital media experience with a “fan wall” that beamed live social media feeds about the vehicle, chairs fitted with speakers and iPad applications that narrated the car’s features to anyone who sat on it, and a menu designed especially keeping the Fiesta in mind. There was also a digital photography competition and a fashion show to go with the theme. More such cafés are on the anvil to keep the buzz on even after the car is launched.

With a clear view of the customer, a product that is aligned to the customer’s aspirations, and a strong communication plan, Ford India hopes to make a distinct impression on the minds of the customer. An integrated strategy that actively involved the various stakeholders in the process helped attain a holistic view of the market and alignment with the



Michael Boneham, president and managing director, Ford India (left) and Nigel E. Wark, executive director - marketing, sales and service, Ford India with the newly launched sedan.

company’s goals. As Mr. Padmanabhan says, “The aligned understanding of the consumer, product and the communication strategy across the varied list of stakeholders would not have been possible without project management. We have been able to bring our best practices to life because of strong project management practices.”

PMI Agile Certification: Filling a Gap in Industry

The certification comes at a time when agile practices are gaining ground across India

Keep it flexible, keep it agile. Increasingly, organizations are realizing the need to keep their development processes open to change. If the market conditions are dynamic, shouldn't the product development environment reflect the changing forces at work? With organizations adopting agile practices to align their development environment to changing market needs, the requirement for project managers trained in agile practices is going up. The new PMI agile-Certified Practitioner (PMI-ACP)SM addresses this requirement from industry.

Recent PMI research on the growing adoption of agile showed that 68 percent of organizations using agile practices would find value in an agile certification for their practitioners. The research also revealed that 63 percent of hiring managers would encourage their project managers to pursue an agile certification. The PMI-ACPSM validates a practitioner's ability to understand and apply agile principles and practices on basic projects. Of particular value to managers, the PMI-ACPSM program is one that encompasses the broad range of agile practices and techniques, rather than methodology-

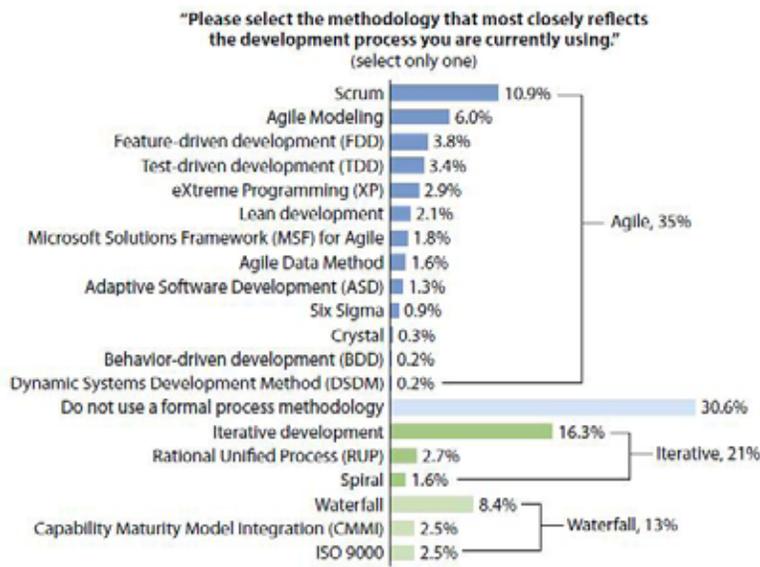
specific programs currently available in the industry. A research report published by Forrester in May 2010 showed that agile is becoming mainstream. A total of 35 percent of surveyed organizations described their primary development method as agile. Moreover, 11 percent said Scrum was the most popular agile development approach. In another survey, Forrester examined the level of agile adoption and found that 39 percent of the surveyed organizations considered their implementation mature.

The need for agile practices and techniques

In India, agile is finding appeal across industries. In software development, it is increasingly becoming the main project management approach. Mr. Jesse Fewell, PMP, CST, founder, PMI Agile Community of Practice and managing director, RippleRock India says, "Today's market is extremely impatient. Business owners want elements of their projects delivered as soon as possible. Iterative delivery adds value sooner."

Mr. Rahul Sudame, PMP, CSP, CSM, corporate relations director, PMI Pune-Deccan India Chapter, and senior project manager, Calsoft Pvt. Ltd., says the momentum toward agile is picking up because of the changing business scenario. "The traditional way of signing off the requirements document with the customers and then implementing only those frozen requirements is not the most practical way. With agile methodologies, the customer or product manager in case of product-based organizations can modify the requirements when needed, yet keep to the release schedule," he explains. This approach works best if the customer or the product manager is an integral part of the process and there is organizational buy-in for agile. Mr. Hiren Doshi, PMP, CSM, CSP, founder, PracticeAgile,

Figure 1 Agile Is Organizations' Primary Development Approach



Source: Forrester/Dr. Dobb's Global Developer TechnographicsSM Survey, Q3 2009

56100

Source: Forrester Research, Inc.

finds that the adoption of agile is no longer limited to software development and companies into infrastructure projects and IT services are also seeing the benefits of implementing agile. “Agile incorporates customer feedback as the project progresses and aims at customer satisfaction by delivering working functionality with business value early and frequently. Agile does not solve the problems faced with the traditional development model; it exposes the risks and impediments early in the development so that corrective action can be taken on time,” he says.

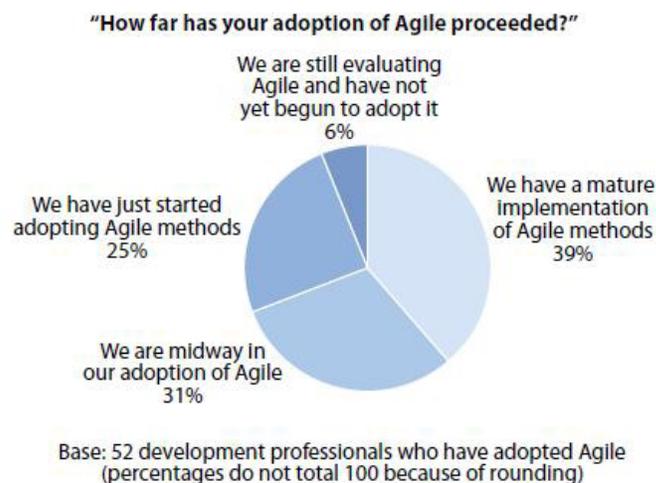
Agile works best for projects in which the customer is not sure of what to expect or where the requirements change frequently. Agile has been successfully used by many organizations for more than a decade. “Agile might not be appropriate for projects when a high level of regulation is needed. In such applications, generate all the requirements upfront, do a detailed design and then implement. Agile can work during the implementation phase to monitor and track the progress of the project,” adds Mr. Doshi.

Time for some agile myth-busting

There are several myths around agile, and mostly the myths stem from half-baked knowledge from untrained practitioners or incorrect interpretation of the Agile Manifesto. Some of the common comments are: “We are agile, we don’t have to do any documentation,” “In agile, we don’t need any processes,” “We are agile because we do daily stand-ups,” “We are agile, we can change requirements anytime we like,” or “We are going agile, I am going to lose my management position.” In reality, a project needs processes and tools, documentation, contracts, and a project plan for project success. The key is in the right balance and that comes from identifying the work that is needed to see the project through.

“One myth is that agile means no planning. In truth, by using release planning, iteration planning, and daily standups, agile techniques require a commitment to ongoing real-time re-planning. The key difference is that customer satisfaction is the primary measure of success, rather than performance-to-plan,” says Mr. Fewell. Each project needs a plan, a vision but details of each phase can be firmed up only when the project reaches that phase.

Figure 2 Most Organizations View Their Agile Adoption As Mature



Source: Q3 2009 Global Agile Adoption Online Survey

56100

Source: Forrester Research, Inc.

Mr. Sudame finds practitioners sometimes leave predictability out as a non-agile feature that can affect project success. “Agile methodologies provide adaptability and traditional Waterfall provides predictability. One of the myths is to ignore predictability in agile. Organizations need both adaptability and predictability, which makes release and iteration level planning and tracking important even in agile,” he explains.

How will PMI-ACPSM certification help?

The PMI agile certification comes at a time when industry is warming up to agile and is looking for validation of practitioners’ knowledge and expertise in this approach. “The PMI agile certification provides a manager an opportunity to understand the various aspects of implementing agile in the organization and his/her role in it. A certified manager will be able to handle agile projects more effectively and thereby build on the confidence of customers,” says Mr. Sudame.

Mr. Doshi feels the certification will help give structure to the agile body of knowledge. “Over the years, some organizations have embraced agile in its purest form and some have tailored agile to meet their needs. However, there has been no common structured body of knowledge. I’m delighted to see that PMI has put together a structured agile certification program,” he says.

The certification will take the momentum that is building around agile to the next level. “PMI first offered agile programs at SeminarsWorld and Global Congress, then came the PMI Agile Community of Practice, and now PMI-ACPSM. We have professional development programs, a community, and now a certification,” says Mr. Fewell.

For more details on PMI-ACPSM please log onto <http://www.pmi.org/en/Certification/New-PMI-Agile-Certification.aspx>

How not to set up an offshore product delivery center

BY YOGESH BENDRE, PMP

It may seem an unusual title for some; but for the offshore delivery heads setting up Centers of Excellence (CoEs) in India for multinational product companies, it may sound like a familiar turf.

I will cover the topic in four areas in project/delivery management that need to be broadly focused by midsize product companies setting up an Offshore Development Center (ODC) in India:



ODC evolution and growth

Clearly define the purpose of setting up the offshore delivery CoE in India and its expected capability maturity in 3–5 years. Start small and agile, engaging the India team with the core product team to help in resolving CRs and do high-level testing and onsite informal training. This allows time for the ODC team to get confidence and teams to set with each other before you start adding more responsibility.

Identify emerging leaders in the team that will start becoming a critical mass of knowledge and capability in one-year time. This is the time for serious formal training rather than on day one.

DON'TS

- Ship the noncritical spillover work to the ODC. This is not only detrimental to long-term goals but also to the intent of building ownership by the ODC to the product (build owners not vendors).
- Provide visibility of where the work is being used only as much as needed and if needed.

The people focus

Select people with a history of long-term commitment to employers. Give preference to people who are looking for horizontal instead of vertical growth especially if you are setting up a product ODC. Explain the ODC model in detail to each new hire to set the context and expectations. Set the context of the current and future capability-building plans of the ODC, and align people growth with it.

DON'TS

- Hiring overambitious people who aspire to take control of managing the product in the next 2 years. This is unrealistic as per ODC model, and you are planning for attrition upfront.

- Hiring people who cannot keep away from the continuously emerging technology trends and want to be in the next best project. Product architecture/technology road map allows at best a change every 4- to 5-year period due to the investments and stabilization phase.

The processes focus

Use same ODC processes and delivery tools as the core product team. Use the empirical estimation data, if available with the core product team, and discount it slightly during the initial evolution period of the ODC.

DON'TS

- Forcing a SEI CMM or ISO-like services organization processes for the ODC. This may not work as ODC is a natural extension of core product team, however capable/independent it may become.
- Comparing the core product team and ODC team head to head-on productivity and capability at all times that will divide rather than integrates. Instead promote the idea of a delivery unit within a global team.

The product focus

Product domain knowledge is the key differentiator for ODC—take active steps to build this as a strength. Send/sponsor the ODC members to attend product or domain workshops and meetings with global customers shoulder-to-shoulder with core product team members. Take active steps to convert an “offshore delivery” center for global customers and product delivery center for regional/local customers to an ODC.

DON'TS

- Use Product BAs and domain experts in ODC as functional documentation writers. This will only help drive away good domain talent to greener pastures.
- In front of customers keep the “product experts” tag limited to core product team members to earn better billing rates. This works against the organization as it would be seen to have lop-sided capabilities.

(Yogesh, PMP, has 17 years of experience in technology, domain, and project/delivery management. He is currently part of a global project management team, managing a European customer from Pune.)

Chapter Presidents' Get Together

Chapter presidents of Region-11 (West Asia) got together in Colombo, Sri Lanka, for a two-day meeting on 4–5 June. The theme for the meeting was “Share and Learn.” Twelve chapter presidents from India, Pakistan, Sri Lanka, and Bangladesh met for the first time. PMI officials from Asia Pacific Service Center and India also joined.

The chapter presidents made presentations on four topics as follows:

- Top five services/benefits offered by the chapter (as per chapter survey results published by PMI recently)
- Unique initiatives that each chapter runs

- What worked well during last year (with benefits to members and community)
- Plans for the coming year and improvement areas

There were several takeaways from the meeting. As per the feedback survey conducted after the meeting, the participants drew key learnings from the best practices of other chapters in the region, concerning membership growth and retention, volunteer management, governance issues. Moreover, they gained learnings in outreach activities, such as collaboration with corporate, academia, government, building alliances with other professional bodies, conflict management within the board, chapter leadership development, and usage of the Region 11 Community Leadership Site.

PMI KERALA CHAPTER

Project Management for Excellence—One day Conference

PMI Kerala Chapter organized a conference on “Project Management for Excellence” in Thiruvananthapuram on 11 June 2011. Close to 100 delegates attended the conference that was aimed at providing project management professionals in and around Kerala to learn from each other’s experiences and network. Experts in project management across industries, including space, infrastructure, academia, biotechnology, community service, and information technology addressed the audience.

Kerala Chapter focused the conference deliberations on enabling middle-level managers to deliver business value through effective project management and thus improving the success rate of projects. Delegates shared best practices in delivery excellence across industries.

Mr. Rajeev Rajasekhara Panicker, PMP, chairman, PMI Kerala Chapter, gave an overview of the chapter’s activities and the objectives behind the conference in his welcome address. Some of the speakers at the conference were Dr. P.S. Veeraraghavan, director, Vikram Sarabhai Space Centre; Mr. V.P. Joy, IAS, chairman, Kerala State Electricity Board and secretary, Government of Kerala; Ms. Sabriye Tenberken and Mr. Paul Kronenberg, cofounders, International Institute of Social Entrepreneurs and Braille Without Borders; and Prof. L.S. Ganesh from the Department of Management Studies, Indian Institute of Technology, Chennai; Mr. Ramam Atmakuri, component mentor, Western Asia (Region - 11); Mr. E.A. Subramanian, vice president, Projects, HLL Lifecare



The panelists at the discussion on “Project Management for Excellence”.

Ltd.; and Mr. Jesse Fewell, founder, PMI Agile Community of Practice.

Mr. Raj Kalady, managing director, PMI India spoke on the importance of project management practices and processes in everyday life, and the advantage of adopting and promoting PMI certification for industries.

The other conference highlights were a panel discussion on “Project Management for Excellence” moderated by Mr. Brajesh C. Kaimal, mentor & past chairman, PMI Kerala, a technical paper contest and a contest for the best project for corporate social responsibility. The conference was put together with the help of chapter volunteers under the guidance of conference chair, Mr. Sanjay Bhaskaran.

NORTH INDIA CHAPTER

Acquiring Practical Knowledge for Project Success

North India Chapter organized a program, “Steering Project Success” on 23 April in New Delhi, which was focused on achieving a tangible increase in a project manager’s ability to deliver projects successfully with the best mind-set. Possessing the right mind-set directly impacts “profitability mining” and “opportunity mining” across projects, accounts, and sectors. Participants were exposed to factors that help in achieving project success, like an entrepreneurship mind-set, insights into crafting win-win solutions, ability to manage expectations with a “positive no” and a “conditional yes,” and the ability to arrive at innovative co-creation strategies that involve all project stakeholders.

On 7 May, North India Chapter collaborated with Jesse Fewell, founder, PMI Agile Community of Practice on a half-day seminar. In the seminar, titled “The Bottom Line of

Agile Project Management,” Mr. Fewell offered an overview of agile, a real-world case study, and an agile simulation exercise. The seminar gave participants insights into the key benefits and challenges of adopting agile practices, practical advice for how to get started, and facts about the new PMI agile certification.

The chapter supported PMI India with overwhelming participation from chapter members to volunteer their services for an education and career expo organized by The Times of India, Times Education Boutique 2011, in New Delhi on 13–15 May. The chapter promoted CAPM credentials among the youth and student community through this expo.

The chapter also released its first newsletter, “Synergy,” on 15 June with contributions from chapter members.

PMI PUNE-DECCAN CHAPTER

Building Better Students and Professionals

PMI Pune-Deccan Chapter organized “Gyan Lahiri—On Leadership” on 24 June in which around 800 students participated. Students of Std. VIII, Std. IX and Std. X of Abhinav English Medium High School attended a leadership building session that was conducted by Mr. Harish Honwad. The session covered topics like how to understand adolescents and managing stress for better leadership.

On 18 June, chapter office-bearers conducted a series of workshops to take forward the PMI message of “making project management indispensable for business results.” Chapter President Girish Kelkar spoke on “Self Awareness for Career Building,” Corporate Relations Director Rahul Sudame’s topic was the chapter’s “Strategic Plan and Member Benefits,” and Academic Relations Director

Jay Dholakia spoke on the “Innovation and Operational Excellence Forum.” The seminars were conducted at the Capgemini facility in Pune. Capgemini Pune PMI R.E.P. Chapter, along with the Delivery Excellence Group, had taken the initiative to organize the half-day project management symposium.

The other events by the chapter were a seminar on “Neuro Linguistic Programming & Hawaiian Huna Practitioners” on 25 June, a PMP training program across four days in June and an orientation program for new members on PMI membership benefits on 11 June. Mr. Kelkar also held a session on self-awareness and personality development for career building on 11 June as part of the chapter’s 82nd monthly seminar.

PMI BANGALORE CHAPTER

Annual Meet and Knowledge Enrichment Sessions

Bangalore Chapter organized its Annual All Members’ Meeting on 4 June. During the meeting, executive committee members for the year 2011–12 were introduced to chapter members. Board members spoke about the achievements this year and laid down the plans for this year. The board identified the top priorities for 2011–2012, such as improvement of chapter communications and brand positioning, strengthening volunteering, intensifying drive to acquire and retain members, and partnering with corporates and other professional bodies.

The chapter organized several knowledge-building sessions. The sessions in the past two months were: “Relevance of Project Management in the Changing BPO Landscape” by Mr. Shashank P. Gadgil, “Innovation Management” by Mr. Suresh Babu Modi, “Risk Management” by Mr. Raj Kumar, “Convergence and Its Effects in an Organization” by Mr. Satish Chandra, “Building Independent Testing Organizations” by Mr. Chandrashekar S., “Agile Project Management: The Bottom Line” by Mr. Jesse Fewell, “Mental Models for Human-Centric Leadership” by Mr. Tathagat Varma, and “Conflicts: Are They Really Bad?” by Mr. Keshav Kumar.

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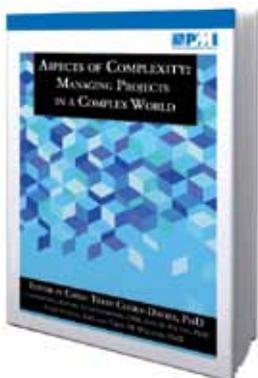
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PMI BOOKS



Terry Cooke-Davies, PhD
US\$19.15 PMI member

ASPECTS OF COMPLEXITY: MANAGING PROJECTS IN A COMPLEX WORLD

Complexity in projects may be one of those things that are difficult to define, but easy to recognize when encountered. *Aspects of Complexity* stems from a series of four academic-business roundtables sponsored by PMI in the United States, Australia, Malta and Brazil. It presents a collection of analyses that addresses complexity in both an academic and a practical way.

Aspects of Complexity offers deeper, more detailed investigation and analysis of the principal aspects of project complexity, including:

- Strategic management,
- The reluctance to take on project management, or “fear of flying,”
- The impact of complexity on cost and schedule estimates,
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This hybrid text is unique. It is academically rigorous and practically sound. Those who study and research the theory of project management, as well as those who manage projects and deliver results will find something of value.

Now through 31 July, purchase this title at the PMI Marketplace for a PMI member price of US\$19.15 (regularly priced at US\$23.95).



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