

APPENDIX A

**CASE STUDY QUESTIONNAIRE
AND INTERVIEW NOTES**

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APPENDIX A1

CASE STUDY QUESTIONNAIRE

**Business Change Projects Performance Case Study
Joint PhD Programme,
Open University Malaysia & Université De La Rochelle, France**

Thank you very much for agreeing to participate in this survey. The objective of this survey is to obtain information on the characteristics of the project set up, operations and practices in organizations; to support a root cause analysis of business change project success / failures so that a universal and comprehensive approach could be developed to increase the chances of gaining the true returns on the project investments.

Business Change Projects is defined as internal cross-functional initiative that aims at introducing fundamental changes of how business and operations are run. Some examples of business change projects are:

- Business transformation programme to regain profitability
- Process improvement project to increase work productivity and to reduce operating cost
- Information Technology (IT) projects e.g. Enterprise Resources Planning (ERP) systems implementation to integrate business data and processes across the organization for better visibility on overall business performance which in turn, enables timely decision making.

This survey is organized in 4 parts:

- Part 1 identifies what comprises the universal definition of business project success.
- Part 2 captures the impact of project management competencies on project outcome.
- Part 3 assesses the impact of organizational influences on project outcome.
- Part 4 examines the use of IT throughout the project management life cycle.

For Official Use Only

Name of Company: _____

Name & Designation of Respondent: _____

Nature of Business / Industry: _____

Staff Strength: _____

Name & Description of Project: _____

Nature and Size of the Project: _____

PART 1 Business Change Project Performance

1. How many Business Change Projects has the company embarked on over the last 5 years?

Answer:

Nature of the Projects	Number of project of this nature over the last 5 years	Number of successful implementations
IT enabled initiatives		
Process improvements related		
Organizational wide Business Transformation as a result of change in leadership, merger or acquisition		
Others, Please specify		

2. Please circle from 1 to 5 (1-most important, 5-least important) to indicate the importance of the following measures when a project is considered successful :

	Very Important	Important	Neutral	Somewhat important	Not important at all
a) Project was delivered on time	1	2	3	4	5
b) Project expenditure was according to plan	1	2	3	4	5
c) Project deliverables met specifications	1	2	3	4	5
d) Project outcome met stakeholders' expectations	1	2	3	4	5
e) Continuity of the implemented systems, processes & procedures	1	2	3	4	5
f) Others, please specify	1	2	3	4	5

3. Please rank the key contributing factors behind the successful projects

Key contributing success factors	Rank (from 1 to 5) 1 – major contributing factor 5 – less contributing factor
a) Strong top management support	
b) Realistic planning coupled with stringent project execution & follow up	
c) Experience level of project manager	
d) Experience level of team members	
e) Commitment of project resources	
f) The way project team is organized and empowered	
g) Comprehensive use of IT throughout the project management life cycle	
h) Others, please specify	

4. Please rank the key root causes behind the failed projects

Key root causes of failed projects	Rank (from 1 to 5) 1 – major contributing factor 5 – less contributing factor
a) Lack top management support	
b) Poor planning & executions	
c) Inexperienced project manager	
d) Inexperienced team members	
e) Insufficient project resources	
f) Project team is organized in a way that does not come with empowerment	
g) Lack of IT support throughout the project management life cycle	
h) Others, please specify	

PART 2 Project Management Competencies

1. Based on your past experience, please circle from 1 to 5 (1-most important, 5-least important) to indicate the importance of each project management competency area in ensuring a successful project:

	Very Important	Important	Neutral	Somewhat important	Not important at all
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify	1	2	3	4	5

2. Based on your past experience, please circle from 1 to 5 (1-need immediate attention, 5-no attention required) to indicate the PM competency area which you find most lacking in your organization and thus, requires attention to improve further:

	Need immediate attention to improve	Need to improve in near future	Neutral	Need to improve in the long run	No attention required (skill is common sense)
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5

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	Need immediate attention to improve	Need to improve in near future	Neutral	Need to improve in the long run	No attention required (skill is common sense)
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify	1	2	3	4	5

3. Below are some viewpoints about project management competency and its importance in an organization. Please circle the appropriate number if you:

1-STRONGLY AGREE 2-AGREE 3-NEUTRAL 4-DISAGREE 5-STRONGLY DISAGREE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Project management skills are basically application of common sense and thus, no special training or special attention is required for its development.	1	2	3	4	5
b) Most fresh graduates do not come equipped with project management skills.	1	2	3	4	5
c) It is important to ensure continuity and growth of project management competency in the organization.	1	2	3	4	5
d) Project Management Competency is a skill set that all management staff should possess.	1	2	3	4	5
e) The best means of imparting project management competency is through on-the-job training.	1	2	3	4	5
f) It is important to capture and share project management experiences to ensure success in future projects.	1	2	3	4	5

PART 3 Organizational Influences

1. Please circle the appropriate number that best describe the project team set-up in your organization:

- a) The project team is set up only when the need arise and dissolve when project is completed
- b) There is a permanent department which is set up to lead project implementation when the need required
- c) There is a permanent department which is set up to implement the project independently when the need arise
- d) A combination of the above depending on situation and/or nature of the project
- e) Others, please specify

2. If your answer for Question 1 is (c), Please elaborate on the set-up of the permanent project organization and the rationale behind its implementation in the space provided below.

Please go direct to Question (5).

3. Please circle the appropriate number that best describe the project team compositions in your organization :

- a) The project team is set up as a new functional department which is staffed by in-house personnel transferred from various functional departments
- b) The project team is set up as a new functional department and staffed by new recruits
- c) The project team is a virtual structure comprising part-time representatives from various functional departments, led by a full time project managers
- d) The project team is a virtual structure comprising full-time secondments from various functional departments
- e) Others, please specify

4. If your answer for question 3 is (c) or (d), please indicate the difficulties faced (if any) while managing and operating such a project team.

5. Please circle the appropriate number that best describe the Project Manager's role in your organization:

- a) Project Manager is a permanent head count working full time on the position
- b) Project Manager is a permanent head count working part time on the position
- c) Project manager is a contractor, engaged specially to work full time on the position
- d) A combination of the above depending on situation and/or nature of the project
- e) Others, please specify

6. If your answer to question 5 is (c), please specify the reason behind engaging external contractor as Project Manager.

7. Please circle the appropriate number that best describe the relationship between the Project Manager and the project team members in your organization:

- a) Project Manager has full control over the team members' work assignments and performance appraisal
- b) Project Manager has full control over the team members' work assignments but contribute only to a section of the performance appraisal
- c) Project Manager has to negotiate with team member's functional heads on work assignments and contribute only to a section of the performance appraisal
- d) A combination of the above depending on situation and/or nature of the project
- e) Others, please specify

8. Below are some statements that describe the characteristics of business change projects and the impact of organizational influences on its success. Please circle the appropriate number if you:

1-STRONGLY AGREE 2-AGREE 3-NEUTRAL 4-DISAGREE 5-STRONGLY DISAGREE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) There are fundamental differences between running a hard project (eg. engineering/construction projects) and a business change project	1	2	3	4	5
b) There are fundamental differences between running a project and running a normal business operations	1	2	3	4	5
c) Organization culture (ie. team work oriented culture vs. highly formal and/or hierarchical culture) poses a high impact on the success of a business change project	1	2	3	4	5
d) Organization system ie. the underlying management principle for example: <ul style="list-style-type: none"> ▪ Management By Objective ▪ Management by Projects ▪ Management by Fear etc, poses a high impact on the success of a business change project	1	2	3	4	5
e) Organization structure (ie. one that is conducive to project work vs.	1	2	3	4	5

CASE STUDY QUESTIONNAIRE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
one that focuses at functional delivery) poses a high impact on the success of a business change project					
f) Organization structure is a direct reflection of an organization system	1	2	3	4	5
g) Organization structure has an important influence on the organization culture.	1	2	3	4	5
h) The ideal project team should comprise of experienced staff who are already familiar with the existing company operations	1	2	3	4	5
i) The project team must be equipped with project management competencies before embarking on the project	1	2	3	4	5
j) Success of the project is highly dependent on the skill and experience of the project manager	1	2	3	4	5
k) The way how project organization is structured and empowered will help to offload the dependency of project success on the delivery capability of the project manager	1	2	3	4	5
l) The conventional matrix project organization structure is still a practical means of implementing projects.	1	2	3	4	5
m) The new designation of Chief Project Officer (CPO) introduces a more effective structure of managing project implementations in the organization.	1	2	3	4	5
n) A self-contained permanent project department staffed with experienced personnel who used to work in various functional departments is an effective means to proactively identify and realize business change opportunity.	1	2	3	4	5

9. Please state the top 5 key attributes of the ideal organization structure that best supports project work.

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

PART 4 Uses of Information Technology

1. Please state the use of IT to support the project management life cycle in your organization:

Stages in Project Management Life Cycle	Name of IT tools (eg. MS project)	Usage (eg. develop project plan)
Project Planning & Budgeting		
Project Execution		
Project Closure		
Project Experience Sharing		

2. Below are some statements that describe the use of IT to support business change projects. Please circle the appropriate number to indicate whether you :

1-STRONGLY AGREE 2-AGREE 3-NEUTRAL 4-DISAGREE 5-STRONGLY DISAGREE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) The IT requirements for project management of a business change project is less sophisticated than of that of a engineering or construction project	1	2	3	4	5
b) The project team are readily equipped with the IT tools - i.e. they do not have to source or separately purchase the required licenses only when they join the project team	1	2	3	4	5
c) The project team are already proficient with IT tools made available to them, i.e. without having to attend training only when they join the project team	1	2	3	4	5
d) Although no two projects are the same, there is still value in establishing a system to enable project knowledge sharing and effective skill transfers among project managers	1	2	3	4	5
e) There is a lack of comprehensive end-to-end project management tool in the market, especially in terms of project knowledge sharing	1	2	3	4	5

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose an positive impact on future project success :

No	Key areas	How is these knowledge / experiences shared today
1		
2		
3		
4		
5		

APPENDIX A2

INTERVIEW NOTES

Particulars of interviewees		Interview Details	
Company	CO1	Date	2 Apr 2008
Name	<Not to be disclosed>	Time	9am – 11am
Designation	Acting AGM, Transformation Management Office	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

Before the BTP, there are the “i-“ programme such as the i-kargo, i-Finance, i-M&E which are mostly IT focused implementations. The Business Turnaround Plan (BTP) is a corporate wide programme embarked by the current management in year 2006 to turn the company's financials back into the blacks. BTP 1 has since been successfully completed in year 2007 and the implementation of BTP 2 (Business Transformation Plan) is now underway. In contrast to the i- series programme, the BTPs focus on achieving financial performance and organization change with limited exploitation of IT.

2. What are the evaluation criteria for the project to be considered successful
 - 1) That the project outcome meet stakeholders' expectations
 - 2) That the implemented change / value delivered by the project is sustainable
3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects
 - 1) Leadership (with reference to the current MD who are very hands-on, approachable, objective and offered a different point of view on how the issues should be approached)
 - 2) Well defined goal and focus on what needs to be achieved (resolve cash flow issue first followed by revenue increment)
 - 3) Provision of incentives for successful implementations

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

Project Management Manual (PPM) is the corporate methodology for project management which was jointly developed by the Programme Management Department

(PMD) and the IT department. It provides guidelines on the steps as well as expected deliverables for each stage of project life cycle; from project conceptualization (conduct of business case study, cost and benefit analysis), planning (clear definition of requirements, vendor evaluations) to project execution etc. Having said that, the PPM is targeted more for the IT system implementation projects.

As with the conduct of the recent business turnaround / transformation programmes, the management adopt the approach of conducting “LAB”s where representatives from business divisions are selected to participate and contribute ideas to resolve the identified issues. Issue log/action log are used to track progress of work whilst benefit tracking mechanism is put in place to track the value contribution of the project on a progressive manner.

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

Item (a) to (f) are trivial expectations i.e. the competencies in these areas are a necessity, followed by :

	Very Important	Important	Neutral	Somewhat important	Not important at all
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management – which is really a part of change mgmt	1	(2)	3	4	5
h) Risk Management – ability to anticipate and mitigate	1	2	(3)	4	5
i) Procurement Management	1	2	3	4	5

	Very Important	Important	Neutral	Somewhat important	Not important at all
j) Expectation Management – which is really a part of change mgmt	1	2	3	(4)	5
k) Others, please specify – Change Mgmt	(1)	2	3	4	5
l) Others, please specify – Data analysis skills in order to interpret business performance and evaluate of cause and effects	1	2	3	4	(5)

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

Project Management is essentially change management which is a skill that is difficult to master and thus, it is an added advantage of the TMO managers to have come equipped with prior change management training and experience.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Agreed strongly that it is an important skill for the organization. The skills and experiences are important for the Project Managers to carry out their work but may not be a necessity for the team members. It is also the intent for TMO to act as an incubator to turn operational staff into skilled managers with project management experiences. Given the top management support, business divisions have been taking up TMO personnel to fill senior positions in recognition of their high integrity, objectivity, versatile skills and exposure to the company’s end-to-end delivery processes, as well as their cross-departmental network which is established during the course of executing TMO work.

Having said that, there is no clear definition what really comprises project management and many do not have formal project management training before taking up the TMO job – except the engineers where project management is one of the core courses in varsity.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

Project team is generally formed as the need arise and dissolve when the project is completed. Having said that, a corporate Programme Management Department (PMD) was set up 4 years ago to better support on-going project implementation efforts within the company. The objective of PMD were (1) provision of portfolio and programme management services for the business division (2) ensure projects are implemented according to corporate governance as defined in the PPM as described earlier.

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

The PMD was changed into TMO to support the implementation of BTP by (1) facilitate project work / solutioning e.g. conduct of the BTP's LAB sessions attended by the cross-functional teams and integrating the project work for Project Alpha; (2) track and follow through on the implementation of the formulated solutions by the respective divisions.

In terms of reporting, TMO is directly responsible to the Managing Director and thus, it is in a way, doubling up as the corporate strategy department <to find out if there is still a corporate planning department in CO1>

3. Could you describe the project team compositions in your organization, for example, is it set up as a a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

A LAB is set up to address an identified business problem owned by a specific division and thus, the divisional head is the de facto project owner. The project team mobilized to work on the solution on the other hand, comprises representatives from various business divisions whose operations are directly / indirectly contribute to or affected by the issue. Project discussions and workshops are then facilitated by TMO and the project owner takes away the agreed solution for implementation by his division as well as to coordinate the implementation efforts from the other business divisions.

In terms of level of participation, the team members are taken away from operational work to focus on the LAB on a full time basis and the sessions typically take about a week to complete.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

The position of Project Manager in the case of the LAB is not well defined but the project owners are the ones committing to the senior management on the implementation of the devised solutions. Having said that in some instances, the TMO portfolio manager takes up the role of the project manager e.g. Project Omega.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

Not in the case of cross-functional team for the LAB projects. The project team members will report status of their project work to the project manager / project owner, but performance appraisal will still be carried out by their respective functional managers.

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

An organization culture that promotes open communications and transparency (project team will be comfortable to share issues faced as they encounter them).

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

- 1) top management support (on project being primary means to effect biz change)
- 2) clear direction (on how to approach issue / how project should be run)
- 3) flat organization to draw participations from the operational level
- 4) open communications and transparency

PART 4 Uses of Information Technology

4. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.
5. Did you feel that the use of IT was inadequate and in what areas?

The management believes in utilizing existing tools and templates thus the tools used to support project management are mainly (1) MS-Project to track deadlines, manage resources; (2) the office automation software such as MS-Presentation for management reporting, MS- Excel and MS-ACCESS (due to data volume) for data analysis.

6. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<not covered>

Particulars of interviewees		Interview Details	
Company	CO1	Date	7 May 2008
Name	<Not to be disclosed>	Time	9am – 10.30am
Designation	<ul style="list-style-type: none"> • Manager, TMO • Programme Support, EBP 	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

The two main business transformation programme were :

- (1) BTP 1 – timeframe of 3 years (but completed ahead of time in 2 years in 2007);
- (2) BTP 2 – timeframe of 5 years.

From the operations perspective (comprising flight operations, in-flight services, flight operations, operations control), BTP 1 initiated “Lab” for TAT management, Haj, FDCA, EBP and in the transition to BTP 2, EBI / operations boot camp was kicked off.

Most of these initiatives are implemented within 1 to 2 weeks (quick fix), some of them were longer term in nature, requiring six months to a year to complete (e.g. Strategic procurement. EBP).

2. What are the evaluation criteria for the project to be considered successful
 - That it meets the financial targets,
 - That they are completed within the stipulated timeframe, which may / may not be aligned to financial year end e.g. Strategic procurement (between July 07 to April 08 for benefit realization)
3. What were the key contributing factors behind the successful projects
 - That the “Lab” are run by the stakeholders (receiver at the end of the value / delivery chain) thus independent in their viewpoints / are output focused.
 - That the “Lab” involves all the contributors on the delivery chain (no escape from accountability) where they are all locked in a room to develop a solution and commit to its delivery.

4. What were the key root causes behind the failed projects

One of the project (the crew transport project) has undergone four generations of TMO support due to its more complicated project environment e.g. outcome of the project may adversely impact the interest of selected parties currently running the operation, as well as personality issues. Nonetheless, the project is in its implementation stage today and it has encountered some teething issues – where selected parties were reluctant to act upon the recommendations. This is partly because they were not part of the project team earlier and again, personality issues.

The lesson learnt here are, the strong support from (thus choice of) project sponsor is vital to the project success and it is important to ensure that all contributors on the delivery chain are invited to participate in the project, so that all stakeholders have a hand in developing the solution.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to its implementation?

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important				Less Important
a) Integration Management	(1)	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management, in particular - selections of team members based on their profile such as skill sets, background and experience	(1)	2	3	4	5

	Very Important				Less Important
g) Communications Management, in particular management reporting (how ideas or proposals are structured and presented can make a lot of difference), syndications among parties to ensure acceptance etc.	(1)	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge)	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.
4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Although the LAB sessions are fulltime participations, implementations are not. The operational staff tends to place more focus on day-to-day activities rather than the project work thus resulting in delay, especially when cross-functional co-operation is required.

It is therefore important for the project manager to have project management competency in order to facilitate and manage the project. It is not necessary for the team members to have project management competency, as long as they are committed to the project timeline and delivers accordingly. Having said that, it will be good exposure for the team members to also acquire the knowledge in order for them to be self managed.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

The "Lab" was set up on the need basis and the project team is dissolved when the project is completed. TMO is a dedicated department that oversees the progress of all project / programs on an on-going basis. Both the project sponsor and the TMO managers are accountable for the project success where both their year-end performance appraisals are tied to company's financial performance.

TMO may be dissolved upon completion of BTP 2 but having said that, the management is looking at embarking on a new LEAN programme, where full-time thus dedicated team(s) will be assigned to continuously look out for improvement opportunities and a permanent functional department at the corporate level acting as the control tower will be set up.

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

The Transformation Management Office (TMO) plays facilitator to ensuring progress and success of all the projects under its charge. It also plays the integration role in ensuring that all projects converge to the organization's goals especially in terms of meeting the set financial targets. TMO reports directly to the Managing Director and thus, they are generally acknowledged as representing the MD's office.

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

All "Labs" are temporary in nature. Most of them are formed by in-house staff whilst some were assisted or led by external consultants (e.g. strategic procurement by McKinsey). The project manager positions are normally held by the stakeholder department (e.g. for strategic procurement, the project manager is the central procurement department). The project team members on the other hand, comprises representatives from various functional departments. TMO manager is also part of the team where he is to facilitate the lab discussions. In some cases, the TMO manager

also assist the PM in managing the project execution.

Example 1: in the case of Delta eBI, the project sponsor / stakeholder is senior general manager of Engineering and Maintenance (E&M) whilst its Project Manager is the AGM of the E&M Program Office.

Example 2: in the case of TAT management, the planner is the project manager whilst the team members are representatives from various divisions which contribute to the total turnaround time of the aircrafts.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking
7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

The maturity of the organization and the general work attitude/ culture of the country should be taken into considerations.

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

Microsoft excel is used to do project planning and tracking, and email is the primary tool for communications, whilst business application systems are used to track benefit realizations.

About 3 hours per day is spent in maintaining and issue log based on input from the team which may came in a different format. The project update can either be obtained during weekly progress meeting or triggered by the project manager as and when required.

2. Did you feel that the use of IT was inadequate and in what areas?
3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

Given the opportunity to design a project management information system, it would be good if the system can automatically track timeline and prompt the PM for actions as necessary, as well as reflecting project status on a real time basis (similar to the daily P&L reporting facility). The system should also have a knowledge management facility which captures issues and how they were resolved. Project archive will also be very useful for planning, resource deployment and content management of future projects.

Particulars of interviewees		Interview Details	
Company	CO1	Date	12 May 2008
Name	<Not to be disclosed>	Time	9.30am – 10.15am
Designation	<ul style="list-style-type: none"> • SGM, Network & Revenue Mgmt • Project Director, Project Omega 	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

<not covered>

2. What are the evaluation criteria for the project to be considered successful
 - That the project has a true comprehension of the business. This is of particular importance to project Omega since NRM is a very specialized field. The project is allowed to do trial and error but the no mistake can be made twice. It must be noted that the nature of business change project differs from the conventional construction and engineering projects - outcome of business change project is short/medium term business performance whilst the conventional project focuses at completing and delivering the defined physical product.
 - That the project has a clear vision of the expected deliverables / project outcome (which should be based on end-to-end whilst implementation can be in phases)
 - That the project meets the stated business objectives OVER TIME rather than ON TIME. In the case of project Omega, the network performance is measured daily rather than at the end.
3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects
 - Strong and capable project team is a key success factor. This applies to selection of both in-house and external resources. The suitability of the external consultant to take up the project was evaluated based on whether they have a proven methodology and its applicability in the CO1 environment and whether its individual project resources has the right background and experience for the job.

- Capability of the project manager in managing and controlling the project timeline
- That the project KPIs are measurable

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

The project rides on the implementation methodology and tools of the consulting firm which was engaged to take on the project (Siebel).

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management	(1)	2	3	4	5
c) Time Management	(1)	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge)	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

The key expectation on the project manager is to organize and control the project timeline and scope, to ensure timely delivery by the responsible parties and perform progress reporting. Knowledge of the industry/business is not a necessity but they are expected to work closely / together with the business users during implementation.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Project management competency is a skill set which you either have it or you don't.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

The project team is formed as the need arises. The team is dissolved upon completion of project and the team members return to their previous operational positions. In the case of project Omega, the TMO personnel who took on the positions as project managers were absorbed into the business operations for continuity of the implemented changes, as well as a form of recognition to the job well done (departmental transfers with a promotion).

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

The corporate TMO provided the resources to project manage Project Omega and they also act as the focal point for engagement of external consultants for all CO1 departments.

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.
5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

Project Omega has 3 main streams (Pricing, Inventory management, Network planning) and 44 initiatives. SGM, NRM is the Project Director developed the scope of work in 3 months after analyzing and identifying the gaps in the existing business / operations based on industry benchmarks. An assessment on whether the gaps (some of which were structural) can be closed in-house was then carried out, and Siebel Consulting (who is chosen because of their focus and specialization in the airline industry) was approached to put together a proposal for a joint implementation project.

The project team is organized in such a way where each position is held by both in-house staff and consultants (joint responsibility). From the in-house perspective, the project manager positions (one or more for each stream and one overall project manager) were filled by TMO personnel whilst the rest of the team members are in-house operational staff, who worked on the project on a full time basis throughout the project duration of 4.5 months.

The project adopted the pilot implementation approach where the proposed changes were introduced to a selected route and only upon successful implementation would it be rolled out system wide.

The progress of the project is tracked very closely on a daily basis where at 5pm every day, the team will assemble and examine the network performance, identify the issues so that they can be addressed online real-time if possible, otherwise it will be escalated to higher management for resolutions by a stated deadline.

From a management reporting and stakeholder management standpoint :

- Progress report is submitted every Friday
- Steering Committee Meeting are held periodically
- Syndication meetings to secure buy-in

A total of 24 management reports are now generated periodically (daily, weekly or monthly). These reports accompanied by analysis findings, are reviewed by various levels including the SGM himself. Identified gaps and/or market opportunities (through comparison with set KPIs and industry benchmark) will spin off / trigger new projects and initiatives e.g. the MOSAIC and SURPLUS (Everyday low fare). "Discipline of actions" is the underlying driver in this case.

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking
7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work
 - That recognition is given to successful projects – the project success is reflective in the organization KPIs. Part of these organization KPIs is in turn, reflected in the individual's KPIs. The project team is also able to request for a special bonus for their project performance. In some cases, recognition comes in a form of career advancement (e.g. transfer of project manager from TMO into NRM as mentioned earlier),

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

Ms Excel is the key tool used by all project personnel and file sharing is enabled through email exchange. Ms Excel is chosen because it is easy to use and it is a standard desktop software. Given that the project duration is relatively short, the need for a project management information system is less important compared to, for example, a 2 year IT system implementation project.

2. Did you feel that the use of IT was inadequate and in what areas?

The issue with IT in the past has been having the best application system without a good implementation.

The implementation efforts tend to focus around customizing the new system based on current processes rather than adopting the best practices embedded in the new system. If the intent is to automate the internal processes, outsourcing the operations may be a more viable solution.

There is also a general lack of proficiency in usage among the business end users reflecting the lack of training.

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.
<not covered>

Particulars of interviewees		Interview Details	
Company	CO1	Date	28 May 2008
Name	<Names are not to be disclosed>	Time	11.15am – 12.30pm
Designation		Venue	Meeting room
	<ul style="list-style-type: none"> • Route Commercial Manager, Revenue Management • Route Manager, Revenue Management <p>(Former Team Leader and Team Member of Inventory Management Team, Project Omega)</p>		

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

The business problem is low yield. A demand forecasting system AIRMAX from Sabre was already in place but its data structure was not optimal. The first programme to address this issue was the Revenue Enhancement Project which targeted at quick wins, followed by the Route Profitability Project (RPP) which further analyzed sales operations and revenue management. Together with the conduct of the BTP1's LAB sessions, Project Omega was the next step aimed at fundamentally changing both the processes and its enabler in 3 key areas namely:

- Network
- Pricing
- Inventory (seats management)

The project was kicked off in Sep/Oct 06. Despite the strong resistance to change, the pilot implementation was rolled out in Nov 06 and all the key components were completed ahead of schedule in Feb 07 (which is a record time for similar projects in the airline industry).

Project of this nature should not be frequent event as upon successful implementation, the new processes, operational reports and analysis method etc. are expected to become part of business as usual and stabilize over time.

2. What are the evaluation criteria for the project to be considered successful

That Project Omega achieved its targeted contributions to the bottom line (the impact on NIAT), in addition to meeting the typical project KPIs, for example, delivering on time.

3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects

The key success factors were:

- Top driven / Top management support
- Effective communications & Change Management –especially key to the pricing team since structural changes were introduced and a large group of end users are affected)
 - Discipline of Actions - especially to the inventory team
 - Qualified and experienced team

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<not covered>

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

Different competencies are required at different stages of the project management life cycle. For example:

- Project definition stage requires good scope management
- Project execution stage requires good time management to ensure that progress is diligently tracked, facilitation/communications management to support issue resolutions etc.

Budget/cost management is relatively less important since the project cost is absorbed by the business unit as part of its operating expenses.

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge)	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.
4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Project management is an important skill set but it is not difficult to acquire. One should understand its fundamentals (e.g. project structure must be in place, project plan should be developed and tracked, what are the key methodology & tools etc) and acquire the experiences on the job.

In terms of career progression, project management exposure will be good but not mandatory especially for operational positions.

As with reward and recognitions, the project team had been rewarded for the overall success of the turnaround programme for the company but not specifically on the success of the project.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

The project team was set up as the need arise and in this case, it comprises business users, TMO staff and Sabre consultants.

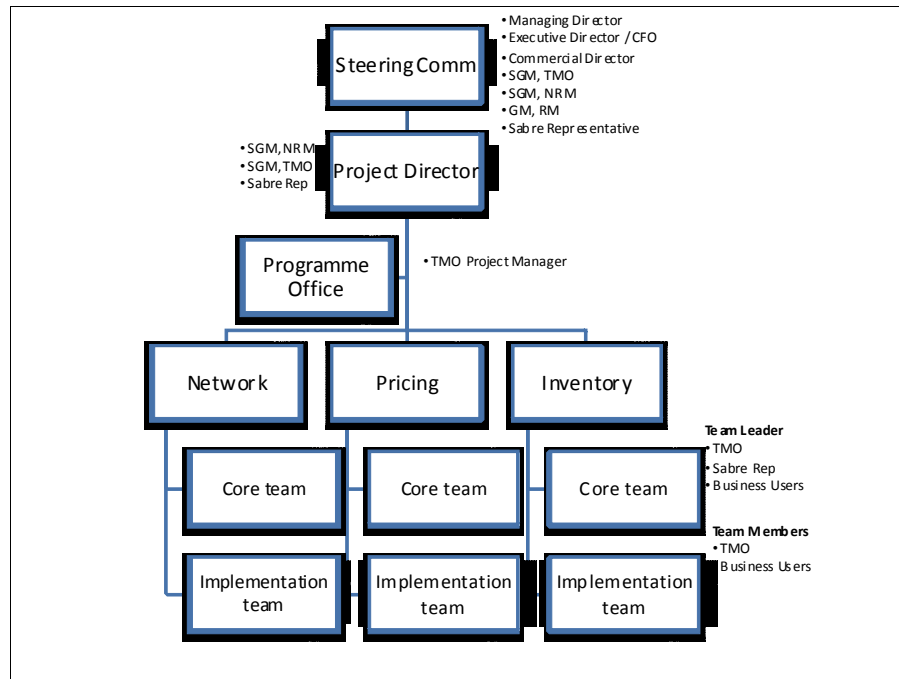
2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

<not covered>

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

Please see details in the diagram below.



In terms of project tracking, the teams met daily to check on work status, progress reports were submitted weekly and the steering committee was updated regularly.

Each project team is co-led by 3 person with clear roles and responsibilities:

- TMO lead shall be responsible of the project management
- Sabre rep shall be responsible of the system configurations and proposing solutions
- Business user rep shall be responsible of data analysis and solutions review.

This trio-led arrangement works well and classical issue with dual leadership did not arise. This is because there is always a third objective party namely the TMO leader who moderates between the consultants and the business users.

TMO and Sabre rep in the core team are full time whilst involvement from the business users is around 80%. Most business users do not have prior project experience and the project did face issues with business users slipping deadlines. The project was successful nonetheless due to the strong commitment of the team members as well as because the initiative was top-driven.

An implementation team is formed to roll-out the solution in phases by region, once the pilot implementation was successful. This set-up is especially important to the pricing team since changes need to take effect in all the offices worldwide. Representatives from the remote offices were brought back to the HQ for debriefs and all the implementation issues were sorted out before they return.

For the inventory team, the “cooking pot” approach was used where the end users are

first provided with a checklist and briefed on what needs to be done. This is followed by workshops where the core project team member sat with each of the end user to ensure that the items in the checklist are carried out accordingly and the new processes are signed off.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

<not covered>

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

<not covered>

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

Standard office automation tools are used, in particular, MS office for tracking timeline and Ms Excel for tracking issue log.

A project management information system would be very useful in the context of global project management, for example, to consolidate weekly progress based on input from all the project teams. Having said that, it is hardly value for money / overkill for most projects since this system is typically expensive. It would probably be a useful tool at the Programme Office level given the higher volume of project administrative work.

2. Did you feel that the use of IT was inadequate and in what areas?

The standard tools are sufficient to support the project management work. Even if a project management information system is provided for free, the decision of whether to deploy will depend on its functionalities, user-friendliness, set-up time and maintenance efforts etc.

As with use of IT for project archives and to capture lesson learnt, such a system will be essential to a consultancy firm but not necessary for a business unit - since the implemented solution will be reflective in the daily operations.

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<if you have the opportunity to do it again, would you do anything differently ?>

The project did well from a macro perspective, perhaps the choice of team members could be better since some team members / Sabre consultants were replaced as they were found to be unsuitable.

Particulars of interviewees		Interview Details	
Company	CO1	Date	12 May 2008
Name	<Not to be disclosed>	Time	3:30pm – 5:00pm
Designation	<ul style="list-style-type: none"> • SGM, E&M • Project Sponsor, EBP 	Venue	Conference room

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

The QCC initiative was among the first change programmes embarked by CO1 which adopted the bottom-up approach. Since the implemented ideas were generally straight forward in nature (rather than fundamentally changing the way things are done), the impact of its physical contributions to the company was not significant. The programme however, was well received by the workforce partly because it offered a break from the mundane routine work.

This is followed by the TQC/TQM programme which aimed at examining and improving end-to-end processes (e.g. performing tasks in parallel rather than sequentially one after another). The programme however, did not go well due to the lack of top management support and the lack of a formal structure/framework to sustain its operations.

The six sigma programme introduced after that was too technical and statistical in nature for the workforce to master and practice and thus, it suffered the similar consequence as the TQC/TQM of not taking off well.

Subsequently, 19 E&M departmental initiatives were identified and kicked off by the new E&M management and the Programme Office (PO) Department was created to coordinate these efforts. Despite the time and resource constraints, the programme achieved 12% cost reduction under the management of the PO which was lack in both experiences and tools at that time.

Motivated by the future direction of becoming an independent MRO and in support of corporate's BTP1, departmental initiatives with significant contributions were selected and managed as a consolidated programme called EBP, under a structured programme management framework which an external service provider has helped the PO develop

and operate. Subsequent business change projects such as EBI, Billing project etc. were also managed under the same structure.

The next programme to be introduced is the LEAN implementation. The current concern is whether its mechanism (bottom-up in nature) will go well with the local culture.

2. What are the evaluation criteria for the project to be considered successful
 - That the project is delivered on time within budget.
 - That the project deliverable meets its specifications and quality.
 - That the project goals and objectives are met.
 - That the implemented change is sustainable e.g. the idea of preloading is not new, the challenge is to sustain the practice over time.
3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects
 - Availability of top management support
 - Effectiveness of the PO in spearheading the change.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<not covered>

2. Please express your views on the importance of each project management competency area in ensuring a successful project: <not covered>

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5

	Very Important				Less Important
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge)	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

- Risk Management – there is a general lack of appreciation in this area
- HR Management – The current mode has been fire-fighting. Formulation of a HR development has been taking the back seat until recently.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

The project management competency is especially important for senior level management. The nature of running a business/operations supported by functional departments (which are made up of specialists in their own areas) are fundamentally similar to running a yearly corporate-wide programme -- which has a set of KPIs that are reflective of the overall company's performance.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office
2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.
3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time

representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

The PO was first set up under the "Engineering Project" section under the department of "Quality Engineering" (which is also in charge of Quality Assurance, Technical services etc.). With the initiation of EBP which is a cross-functional programme, the PO was pulled out from its original structure and it is now reporting directly to SGM.

The project management framework currently maintained by the PO is sound but there are still rooms for improvement in the delivery capability of the PO members, who were not trained nor exposed to project management work before taking up the positions. Ideally, the PO members should come equipped with industrial engineering and project management background / experiences.

The PO should also be proactive in their work e.g. ability to foresee issues and perform active facilitation to ensure work progress, rather than reacting to issues raised during project status review. Thus, the head of PO must also possess high leadership qualities.

Given the competitive outlook in the airline industry, continuous effort must be made to take on business change projects which can bring about visible results within a shortest possible timeframe. In which case, a PO equipped with its own project resources to consistently run projects on a yearly basis would be a viable alternative to look into <my notes state that you are agreeable to the idea but I only had a vague impression. Kindly confirm if I have misquoted you>.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

The two typical components in any organization are:

- 1) the "hardware, i.e. machineries and equipment

2) the “software” i.e. its human resources / men

The “hardware” is always easy to replace, changing the “software” is the challenging part. One must have an open mind to look out for new ways of doing things before change can be allowed to take shape. So although project performance such as those of the EBP programme have been built into the individuals’ KPIs, the community at large today (receiver of the project outcome especially the departmental heads) still resist change / does not appreciate change (“why change when everything still works?”). This mindset could be due to the lack of domain knowledge (thus their inadequacy in questioning and addressing the issues e.g. asset utilisation) and/or lack of comprehension on the bigger picture of the business change programme (thus the avoidance attitude).

Since newcomers with fresh attitudes are normally outnumbered, they are subsequently influenced by the mindset of the existing population and get absorbed into the old system. A full “conversion” of the entire work force will probably take a generation to complete.

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

<not covered>

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

IT is just an enabler and thus, focus should be placed on how to get the output.

Having said that, it is clear that frequent and direct involvement from top management is a key success factor for any programme -- but in practice, it is difficult for the SGM level to attend every weekly progress meeting given his overall responsibilities of managing both the business and the operations.

In which case, a tool that enables reporting of programme / project status on a real-time basis would be handy. The “traffic lights” would prompt the management to look at the 2nd level details which should reflect whether the project is on track in terms of timeline

and cost, list the roadblocks encountered etc.

Such a system must be easily accessible and hassle free to use e.g. it should be accessible through email via blackberry with no attachments.

A project achieve system will also be useful for future reference.

2. Did you feel that the use of IT was inadequate and in what areas?

<not covered>

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<not covered>

Particulars of interviewees	
Company	CO1
Name	<Not to be disclosed>
Designation	AGM, Programme Office

Interview Details	
Date	13 May 2008
Time	4:30 pm – 5:30 pm
Venue	Waiting lounge outside conference room

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

<not covered>

2. What are the evaluation criteria for the project to be considered successful
 - That the project deliver the “value” per expectation of the stakeholders (which may not necessary be on time within budget) – which should be defined from a macro perspective / in the context of a bigger picture.
 - That the project contributions or impact is not just one-off but continuous where its benefits are consistently realized on an on-going basis and/or has a long term effect. In other words, the introduced change must be sustainable.
3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects
 - That the project is initiated based on a real need i.e. all stakeholders are agreeable and motivated to effect the proposed change.
 - That there is clear ownership especially from the parties who will eventually be effecting the proposed changes in their daily operational work.
 - That the team is assigned to the project on a full time basis to allow focus e.g. The implementation of the scheduling system in the planning department

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<not covered>

2. Please express your views on the importance of each project management competency

area in ensuring a successful project:

All competency areas are important but communications would be slightly above the rest.

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management – to ensure no scope creep	1	(2)	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management – to ensure cost containment	1	(2)	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management – especially in terms of managing a team with diverse background, different level of seniority etc. and make them all work together.	1	(2)	3	4	5
g) Communications Management, for example, in terms of setting the right expectations for the stakeholders and ensuring that they understand the bigger picture.	(1)	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge)	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.
4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Project management is a competency that everyone should have. It is getting more specialized where project management course offerings are now common in the market.

This may be attributed to the increase in using project as a key means to effect business change.

This specialization is especially important for the project managers as he/she are expected to be multi-skilled and has a good breadth of knowledge in order to pull the cross-functional team together and deliver within a short period of time. One may be able to start project management work without formal PM training but would eventually need guidance as not all skills can be gained while on-the-job.

Project management competency is also a subject area where the individual's level of comprehension increases with more working exposure, similar to the context of why MBA is a post-graduate programme.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office
2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

The programme office centralizes the management of all projects and ensures that they converge to the same organization goals / objectives and thus, it should report directly to the MD. The PO also helps to source project participants from various functional departments, identify the project manager and source for external resources as necessary, as well as to provide coaching and assistances to the project teams in the management and execution of their projects. Thus the core PO members are expected to be versatile in both their skills and knowledge.

The proposal for PO to have direct control over the project resources posted from various functional areas throughout the duration of the project appears viable, as this will draw better acceptance and comprehension on the need to change and allow more individuals to participate actively in realizing the new strategy and direction. This will also ensure a more effective implementation since the individuals who know the work will be the one bringing the proposed changes back to his/her own department.

The nature of both strategic and execution work covered by the PO today indicates that it has a permanent role in the organization in order to ensure continuous business improvement (regardless of whether it is called PO) – and it is essentially covering the

work of a corporate planning department at the executive level (CO1's corporate planning today is parked under the commercial division and its main charter is to develop 5 years plan).

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.
4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

Subject to the scale and complexity of the project, the project manager may be an external resource if the required level of skills and experiences are not available in-house. The project sponsor on the other hand, should come from the department which will eventually operationalise the proposed business change.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

<not covered>

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

<not covered>

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

<not covered>

2. Did you feel that the use of IT was inadequate and in what areas?
3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

IT system should be helpful in systematically tracking progress of work and progressively reflecting budget consumed, man-hours spent, issues/roadblocks if any and the values/benefits attained by the project to date (which should tie to company's performance of revenue increment and/or cost reduction) .

The system should also be one that is easy to use, able to capture data at source and help to expedite the process of management reporting.

Particulars of interviewees	
Company	CO1
Name	<Not to be disclosed>
Designation	<ul style="list-style-type: none"> • Manager, Programme Office, E&M

Interview Details	
Date	13 May 2008
Time	12pm – 1.15pm
Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

<not covered>

2. What are the evaluation criteria for the project to be considered successful

- That the project achieved Q,C and D i.e.

Q (Quality) – that the deliverables met its stated specifications

C (Cost) – that the project is completed within budget

D (Delivery) – that the project is completed on time.

- That the project met its business objectives and performance at the corporate level (which is translated into the divisional business plan after prioritizing the corporate resources and balancing the needs of various functional departments).
- That the implemented business change is sustainable

3. What were the key contributing factors behind the successful projects

4. What were the key root causes behind the failed projects

- That there is a good balance between “Being” (planning & organizing) and “Doing” (execution & control) throughout the project life cycle.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<not covered>

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

The project manager is expected to be very effective at his work and the following "equation" summarises what is required for him to do so :

$$E \text{ (Effectiveness)} = S \text{ (Skills)} \times K \text{ (Knowledge)} \times D \text{ (Desire)}$$

i.e. one must have the desire to perform repetitive executions to perfect the know-how before he can be effective at work.

	Very Important				Less Important
a) Integration Management	(1)	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	(1)	2	3	4	5
d) Cost Management	(1)	2	3	4	5
e) Quality Management	(1)	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge). The PO members are also expected to possess the attribute of a self motivator and of leadership quality in order to champion the change.	1	2	3	4	5

Very
Important

Less
Important

The project manager is also expected to have a good understanding of the various management areas which includes financials, marketing, admin, HR, IT and Quality management.

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

<not covered>

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Project management competency may seem to be common sense as one can start running a project without formal project management training. Having said that, specialization would be required over time as the PM must comprehend the mechanics of how a project could impact the overall organization performance.

PM competency is also a key skill for all to acquire as it helps to instill the elements of Q,C,D in work.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office
2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

The two key functions of the PO are integrations and alignments i.e. to ensure that the existing projects (which was kicked off based on the original business plan) remain relevant / to spin off new initiatives to close gap if any, in order to support the latest change in management directions at the divisional level -- which should in turn, be reflective of those at the corporate level. It is therefore important that the PO reports directly to the MD (E&M) so that it is exposed directly to the latest business environment such as:

- (1) change in market outlook e.g. fuel price, industry growth rates in the region etc.
- (2) strategies devised by the management to tackle the market scenarios
- (3) approaches developed to implement the strategies
- (4) distribution of work / assignment of accountabilities for the implementation

The PO should also therefore, accountable of providing feedback to the corporate management on the progress and success of projects to close the loop (i.e. measuring if there have been improvements in business performance after project implementation).

Last but not least, PO must be proactive in its operations in order to play its change catalyst role effectively.

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

<not covered>

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

<not covered>

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

<not covered>

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

<not covered>

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

Availability of project management information system to support project tracking and management work is not common knowledge. Having said that, such a system must be easy to use (rather than create more paper work) and should have the functionalities to (1) track and report issues / roadblocks (2) capture lessons learnt (3) serve as a common repository for all projects.

2. Did you feel that the use of IT was inadequate and in what areas?

<not covered>

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<not covered>

Particulars of interviewees		Interview Details	
Company	CO1	Date	13 May 2008
Name	<Not to be disclosed>	Time	3:00pm – 4:00pm
Designation	<ul style="list-style-type: none"> • WS2, WS6 Leader, EBP • Project Director, iM&E Project 	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

Business change project must have the flexibility to adjust according to its changing business environment. For example, the EMS enhancement project was successful and the division saved RM2 million for not proceeding with the original plan of outsourcing it to an external service provider.

It is therefore, viable to segment large business change programme into smaller executable chunks which can be completed within a year, and expansion from there is optional in case the company decides to change priority at that time. The first implementation should be setting the foundation, for example, putting in place that a leased line infrastructure so that Internet access for the customer offices can be built upon.

The project charter should be revised to reflect the change in business needs, and the team composition should be adjusted as necessary (for example, the team member and/or team leader have been deployed/transferred to another functional department to work on the totally different area and his original function related to the project has been taken over by another person).

2. What are the evaluation criteria for the project to be considered successful
 - That the project is completed on time within budget.
 - That the project meets its intended business needs, for example, EBP should prepare E&M in becoming a MRO and iM&E should successfully enable process changes.

3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects
 - That the project has been very competent project “leader” (who may or may not be the project manager). This is important because he/she would need to improvise tools and templates to guide the output and deliverables of the team throughout the project.
 - That the business objectives of the project is well defined
 - That the project parameters can be adjusted as necessary
 - That the project has the right people on the team who is competent and understands the business

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

< not covered >

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

These nine knowledge areas are tightly integrated and the lack in any one of them would impact the overall effectiveness of the project.

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5

	Very Important				Less Important
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify (eg. industry knowledge) Business Knowledge, networking.	1	2	3	4	5

The Project Manager should also possess leadership skills, where he/she is to motivate the team members and acknowledge good work.

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

There is a general lack of emphasis on the soft skills, for example motivational and coaching. HR management, risk management and communications management are also areas requiring improvement.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Project management may be an application of common sense in some way, but it is still important for one to be trained with their fundamentals in order to put things in context.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

<not covered>

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

<not covered>

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.
4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

Take iM&E as an example, the ideal team composition should have a full time, cross-functional core team and a group of part-time subject matter experts (SME). The SME gives advices on how work should be done while the core team carries out the detailed project work. An ideal candidate for the core team candidate should be young, energetic with good working attitude, willing to work as a team and able to work under pressure.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

<not covered>

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

<not covered>

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

<not covered>

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.
2. Did you feel that the use of IT was inadequate and in what areas?

A tool that is able to track, update and share detailed project plan, the issue log, individual work plan for the week will be useful. Another useful feature will be the management dashboard that reflects project status on an online real time basis, so that

the top management who may not have time to attend periodical project meeting would still be able to stay in touch. Timely presentation of KPIs to the management is the key to ensuring improvements efforts will be consistently initiated.

The system should also act as a repository for project archives to ease future learning. The lack of documentation can cause a project to fail, for example, systems enhancements without system documentations would see the design of the new/enhanced modules going separate ways eventually.

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<not covered>

Particulars of interviewees		Interview Details	
Company	CO1	Date	6 May 2008
Name	<Not to be disclosed>	Time	2pm – 3pm
Designation	<ul style="list-style-type: none"> AGM, HR and Training, Engineering & Maintenance, Team Leader, EBP Work Stream 1 	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?

Before 2006, the key project undertaken by E&M was the Qantas led process re-engineering project covering various aspects of E&M work e.g. materials control, TAT management, productivity improvement etc. The project however, is executed from the perspective of improving an in-house engineering division rather than an MRO, and not much effort were placed on improving the “soft” dimension which is typically where long term benefits will be drawn - such as effort to “unleash talents” e.g. HR development, communications, industry harmony.

BTP 1 kicks off in Feb 2006 with focus on route analysis i.e. Project Omega and E&M's main role then is to support it with A/C availability by completing aircraft checks on time. At about the same time, an audit report showed that two key areas in E&M required attention namely productivity and communications gap. This is followed by E&M Breakthrough Programme (EBP) in July 2006, which is a 2 year programme covering not only these two areas stated in the audit report but also the other areas such as systems (WS2), commercial (WS4), materials (WS5) with the overall objective of preparing E&M to become an MRO,

In support of BTP2 kick off in Oct 2007, the Delta /EBI project was also initiated with a special focus on how to further reduce TAT to enable additional flying hours.

2. What are the evaluation criteria for the project to be considered successful
 - That the project delivered per specifications, within the stipulated time and budget.

- That project deliverables should be compared against a right benchmark in order to be meaningful and one should be aware of the S curve associated with process improvement (that performance would first fall before picking up again when an improvement programme is first introduced. The outcome of the project should therefore be compared against the right point on the S curve to assess if the improvement was the result of the previous or current projects).

3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects

4) Strong top management support

5) That stakeholder analysis must be performed and all of them should be represented in the project and thus, supportive of its recommendations and implementations. For example, QA should have a rep in WS1 to align effort for CAT A tech development

6) That the solution devised is resolving the root cause of the business problem

E.g. 1 - despite WS4's effort of drawing up the marketing plan with approach to market etc, the execution is still reactive in nature and centred around sales of available manhours (rather than a combination of skills and facilities).

E.g. 2 – key objectives and deliverables of WS2 (systems) have yet to be met today.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<Not covered>

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important				Not As Important
a) Integration Management	1	(2)	3	4	5
b) Scope Management	1	2	(3)	4	5

	Very Important				Not As Important
c) Time Management	1	2	(3)	4	5
d) Cost Management	1	2	(3)	4	5
e) Quality Management	1	2	3	(4)	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	(1)	2	3	4	5
h) Risk Management	1	2	3	4	(5)
i) Procurement Management	1	2	3	4	5
j) Expectation Management (0)	1	2	3	4	5
k) Others, please specify	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

The E&M staff are generally very operational focused i.e. completing the A/C maintenance activities. As an internal division in the airline, projects are normally spun off on as long as it is beneficial to the operations without detailed CBA, thus lack consciousness of its contributions (positive or negative) to the bottom line.

So although most of the EBP initiatives were departmental initiatives which the various departments had already planned to embark on, the programme management framework implemented by the E&M PO to consolidate/quantify the financial impact as well as to systematically manage/track the execution of all the initiatives had helped to uplift the team's awareness and competency in these areas.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

Strongly agreed as A/C maintenance check is a project in own right and thus PM competency is an important skill to nurture. Unfortunately, benefit of project involvement has always been justified from the organization's perspective and not from the angle of

individual's development (In fact in most projects, it is a good opportunity for the staff to pick up both knowledge and skills from the external consultants assigned to the project).

As a result, most personnel chose to return to their functional department rather than taking on another project. There has also been cases where project team members have no position in the functional department to go back to when the project completes. This unwillingness to continue with project work could also be attributed to the reluctance to venture into the uncomfot zone, which is quite a common sentiment among technical personnel.

Proposal :

- Including project exposure/experiences as criteria for career advancement can be a good means to encourage project participations
- A more comprehensive framework that embraces project work should also be in place (in order to sustain the inflow/outflow of personnel between projects and functional departments).
- Structured project management training before project involvement should be sufficient to prepare the technical staff in dealing with their conscious incompetency in PM.
- Complementing the current technical curriculum with soft skills training would help to set the right foundation for PM competency (similar to India and Germany's training curriculum)

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

The project team is set up on the need basis and E&M Programme Office (PO) is a permanent functional department which reports directly to the SGM.

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

<not covered>

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

In the case of EBP, both project Team Leader (Project Manager) and team members are operational staff with part time project involvement. The project manager of most work streams (except) are actually the heads of the functional departments who will be directly benefiting from the project implementation (In the conventional context, they could have been the project sponsor rather than the project manager).

As such, the current composition of the team has put considerable stress and pressure on the departmental heads as they need to manage both the operations and project initiatives (rather than being accountable for the project deliveries).

With the exception of WS7 where the charter is cross-functional, most of the teams comprise representatives from the functional department which will be directly benefiting from the project. So in some cases, the project team is essentially a subset of a single department.

5. Does the Project Manager has full control on the team member's work assignments and performance appraisals

Yes, since the project manager is essentially the head of department and the team members are staff of his own department.

6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

- PM should be given a proper designation and recognition for their roles
- Project team should be full time on the job to ensure focus thus a successful delivery
e.g.1 full time team members seconded from operations to support the Renoir project
e.g 2 full time TMO personnel in support of BTP execution
- PO is a key enabler to the programme's delivery by systematically tracking the progress of the programme, reminding the WS of the deadlines, ensuring that the team stay focused etc. Its position as an independent and objective party has also helped to resolve conflicts and facilitate issue resolutions.

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.

WS 1 is the only team that uses MS Project to track timeline but since the others does not have the software installed, translation to excel has to be done for file sharing. This lack of general acceptance of using MS Office could be due to fear of new technology.

2. Did you feel that the use of IT was inadequate and in what areas?

Given the opportunity to design a project management system, the required functions would be:

- Timeline and status tracking
- Auto-trigger / prompting to project manager to take action on delay or potential delay
- Scorecard type of status reporting where PM could have a quick overview every morning
- Capture lesson learnt from past projects
- To serve as an educational tool to guide those which are still new to project management in executing their project management tasks.
- To serve as a facilitation tool during meeting where issues can be projected on screen and system is able to propose potential solutions (based on lesson learnt from past projects) for team to explore and discuss

Note that some of these functions are currently undertaken by the E&M PO.

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

Lesson learnt especially solutions to resolve business problems devised by previous project should be captured for future reference in order not to reinvent the wheel. E.g. Have the Qantas project findings / report been referred to when EBP was kicked off ?

Particulars of interviewees		Interview Details	
Company	CO1	Date	8 May 2008
Name	<Not to be disclosed>	Time	11am – 12.30pm
Designation	<ul style="list-style-type: none"> • AGM, Maintenance Operations • WS7 team leader, EBP • “Machine” initiative leader, EBI • Former QCC champion 	Venue	E&M PO

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company on on over the last 5 years and how successful were the efforts?

Way back into the 1980s, CO1 had embarked on company-wide QCC movement.

The movement was championed by the HR department, and its activities are coordinated by the QCC club. Individual would approach the club to register their interest to form a team and requests for coaching and assistance by the QCC champions. The team will then be trained and equipped with the necessary skills and knowledge to manage and implement their own QCC initiatives within the stipulated boundaries and ground rules.

These trainings include:

- Problem solving skills such as fish bone analysis and brainstorming
- How to develop graphs, perform forced ranking and mind map
- Fundamental project management skills for the group leaders

The implementations of the QCC initiative will go through a few stages, starting with obtaining management consent on the topic and later, endorsement for the recommended solutions. Project success rates were high although in terms of impact, they are not as significant as BTP since most of the team members came from the same operating division and the team is allowed to spend only 1 hour per week. Having said that, there had been cases where the initiative contributed to company-wide cost reduction.

Given the bottom up approach, the work force then was very motivated and high spirited

because they were given the opportunity to improve how their work can be carried out more effectively. The team's efforts were also recognized in the year end appraisal and they get to present their work in both internal and external conventions. In fact, CO1 was three times national QCC champion to an extent that the National Productivity Centre (NPC) almost requested them not to win it anymore. Most of the implemented recommendations were well received and has a long-term sustainable effect, because the solutions were recommendations from the operating levels themselves.

Thus, although its contributions to the organization is typical slower (6 to 9 months), it has the right framework of bringing about big impact in the long run.

It is unclear how the QCC movement eventually died down. The suspicion is that the subsequent introduction of TQC (Total Quality Control) and 6-sigma programme which are top driven closed loop in nature - had caused a mismatch.

In a way, BTP is a compressed version of the QCC and the key differences are:

- BTP team is more cross-functional whilst QCC is mostly intradepartmental
- Participation in the BTP Lab is by appointment, whilst QCC is voluntary
- Participation in the BTP Lab is fulltime for a condensed short period, whilst QCC team member can only spend only 1 hour per week

2. What are the evaluation criteria for the project to be considered successful

- That the project met its original objectives— but one should be careful that the result is compared against benchmark derived from the same basis. For example, the definitions of productivity before the introduction of Renoir's PEU may be at 80% and the results of implementation shows current productivity at 60% may not reflect a drop in performance because it is not an apple to apple comparison.

3. What were the key contributing factors behind the successful projects

- That the operating level should be directly involved in the project work (so that they are more receptive to the ideas or proposed changes thus sustainability)
- That department which is likely to be affected by the proposed changes is represented in the team
- The E&M programme office has played a significant role in sustaining progress and achieving success for EBP.

4. What were the key root causes behind the failed projects

- The inability of the project manager to effectively manage inter-departmental dependencies especially if the said department is not represented in the team
- The general resistance to change - some do not acknowledge that there is a

problem, some fear that the project will cause the department to downsize, some felt that project normally benefits the organization with more work on their part. These could due to bad experience in the past (e.g.double data entry into multiple systems) and lack of comprehension of the full picture.

- The implementing changes did not last long because (1) there is no buy-in from the operating level and (2) the stakeholder introduced a new initiative to address similar issue before the previous effort can realize its planned benefits

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

<not covered>

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important				Less Important
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management, especially in terms of assessing impact of delay and developing mitigation plans	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify Planning using WBS	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

<not covered>

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

<not covered>

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office

<not covered>

2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.

<not covered>

3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.

4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.

The project team is formed as the need arises. In cases where the consultant leads the project, for example the Qantas process re-engineering project -- ideas and proposals came from the grassroots and the consultants played the integration role and materialized its implementation. This could be due to the fact that most idea may be simple at first, but while examined in greater details, requires co-operations from other departments, sometimes even customers and suppliers. The originator of the idea may not have the ability to effect the change beyond his own department but the consultants can.

5. Does the Project Manager has full control the team member's work assignments and performance appraisals
6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking
7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

The current performance management system is very focused on P & L. Project achievements are not as well recognized as ability to contain departmental expenses. This will have a propagating effect if stakeholders also do not have project success listed in their PMS, it would be tough for the project manager to push the implementation through.

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.
2. Did you feel that the use of IT was inadequate and in what areas?

There is a general lack of awareness on what are the latest information technology that could be applied to improve work (one can't see anything when the light out). Unlike Air Italia and KLM who embrace in-house developed application system, the E&M IT tends to suppress such efforts from the engineers. KLM for example, has developed computerized training (CBT) as an effective means to reduce the need of pulling the instructors away from their work thus saving productive hours. They have since, package and brand that product for sale to other airlines.

Given the appropriate exposure, E&M is capable of doing more with IT. For example, thanks to the exposure to the requirement study and evaluation of IM&E systems, a lot of good ideas were picked up and implemented in ePROMIS today.

The IT department should do more R&D, and spend more time on educating and exposing its users to the latest technology advancements. They should also possess good knowledge and understanding of the business operations they support in order to play an effective consultation role.

3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

<not covered>

Particulars of interviewees	
Company	CO1
Name	<Not to be disclosed>
Designation	Managing Director

Interview Details	
Date	23 May 2008
Time	5:00pm – 6:00pm
Venue	VIP waiting lounge

PART 1 Business Change Project Performance

1. What were the between key differences between the BTPs and its earlier programme/projects ?

The key differences between the projects are their focuses. BTP focuses on the issues that impact the profit and loss directly which are:

- Low yield
- Network inefficiency
- Over-staff
- Uncontrolled cost (for example in year 2005, cost rose by 50% whilst revenue increment is only 6%)

The situation does not give rooms to effect changes in organization structure, IT, business processes and/or culture i.e. the traditional approaches which would take a relatively long time to implement. The cash flow at the time can only last the company 3.5 months and CO1 could go bankrupt by April 2006 (if the situation persists). Focus therefore, was aligning the key business activities that directly impact the bottom line.

For example, a route profitability model was developed to analyse the profitability of each routes. This was achieved by a series of labs where each laboratory session has 10 to 15 staff from various selected departments locked in a room to discuss means/ways to address the specific business issues.

Projects such as Omega are the results of these lab sessions and they in turn, form the basis of the Business Turnaround Plan (BTP) which was announced three months later on 27 February, 2006, in front of 700 staff.

The Transformation Management Office (TMO) helps to facilitate the labs and manages the execution of various projects (eg: MH campaign alone has 493 initiatives and STS Shifting-the-Star project involved all managers of all routes) and track work progress which are reviewed by the senior management every Monday. Unlike the conventional meeting approach of referring to the minutes of the previous meeting and reporting work

done, focus is placed on managing by exceptions i.e. what were not completed on time and on the results. On a quarterly basis, TMO will audit the minutes of the meetings to see that all outstanding matters are closed accordingly.

The Business Council (comprising the management committee and selected personnel in the key projects) will also meet and review the status of the projects once every two months, whilst the extended leadership team will review the performance of the company every quarter.

In comparison, previous transformation focus prior to BTP was anchoring on IT related projects (such as IT outsourcing worth RM1billion) which has a negative impact to the bottom line.

2. What were difficulties encountered or key lesson learnt and what are the measures which are / will be put in place to prevent recurrences?

The first challenge was building the case for change / creating the burning platform to justify and convince all stakeholders on the necessity to change so that they are all on board the turnaround programme. As such, the news about CO1 planes will be grounded and no more salaries after the breaking point were announced, town hall event were organized to explain the needs to the staff, a collective agreement was signed with the Union etc. - all within two months. In fact, CO1 is one of the very few companies which shares its business turnaround plan in public.

The second challenge is about managing the phenomenon of “no breakthrough without breakdown” (managing the deliveries). It is painful to reduce 3000 people, cut routes and sell the HQ Building. As such, results must be delivered as soon as possible so that people feel that the journey is worthwhile and would continue to tolerate the pain and as a result, the efforts will not slow down. The focus must therefore be on the quick wins and achievements must be visible in six months’ time.

The third challenge is about rewards and recognitions. People get tired and worn-out in such an exercise, and could become disoriented / distracted over time. This is especially true if the results have been obtained and the question of “what is it in for me?” will be asked. This calls for an implementation of a performance management system which has not been in place for 60 years. The system aims at identifying the performers to give them due recognition and the Employee Share Options Scheme (ESOS) was introduced. Although its implementation had encountered some problem and a compromise was made, there is no substitute for compensating the performers – perhaps the roll out should be on a more gradual basis.

3. What would you do differently if there is an opportunity to do it all over again?

The same approaches would have been adopted except for “winning coalition” in terms of dealing with:

- the government – for example, the senate was briefed on the reason to change, but it were the backbencher whose queries were not well answered. Since then, efforts have been made to also bring them on board through bi-monthly regular briefing with the UMNO backbencher’s club.
- the suppliers and the agents – they could have been engaged earlier (such as the recent meeting with 200 suppliers and cost reduction opportunities with GE), so that they understand the rationale for CO1 to reduce cost and came on board at the very beginning.

PART 2 Project Management Competencies

1. What were the key success factors for BTP 1 and is project management competency of the people directly/indirectly involved in the BTP one of them?

The key success factors are the six principles guiding the implementation of BTP:

1. **The game of the impossible**
– in order to break free from the “cannot be done” mindset
2. **Anchoring to Profit and loss**
– so that focus are placed on key business activities which contribute directly to the bottom line.
3. **Discipline of actions**
– so that actions are aligned and tracked towards achievement of a common goal.

Example 1 - before the BTP implementation, Network Revenue Management (NRM) was motivated by yield whilst the Sales & Distribution department was motivated by revenue (thus large discounts were given). This had given rise to a lot of arguments in the past but both departments are now parked under the same Commercial Director who will manage the overall network profitability as well as trade-offs among the parameters.

Example 2 – the set up of TMO to systematically track and manage the implementation of BTP through (timeline and reporting).

Example 3 – Getting the senior management Blackberries – to instill discipline of action in terms of updating and timely reporting.

4. Situational leadership
 - which will be highly directive at the beginning but adaptive at the later stages. (Siaw Ming : I suggest you to download more info on Situational Leadership)
 5. Winning coalition
 - to see that all stakeholders such as shareholders, government, union etc. (i.e. players in the operating environment) are on board the programme.
 6. Divine intervention
 - to recognize that there will always be factors beyond our control such as the rising fuel price etc.
2. Would you consider project management as one of the core skills to be nurtured among the future leaders in CO1 and perhaps, project exposure should be built into the career development plan?

Project management is an essential skill but it is just an enabler because it is the content that counts most i.e. embarking on the right project. The project has to be doing the right things so that the right capabilities are deployed towards achieving the right goals.

In terms of developing transformation leadership, a training programme has been put together to reinforce the six principles and these modules are conducted by the “faculty leaders” who are none other than the senior management themselves.

PART 3 Organizational Influences

1. What were your thoughts behind converting PMD to TMO and the use of project as a mechanism to effect the desired turnaround?

The Transformation Management Office (TMO) is a temporary set up to coordinate, manage and track the execution of the business turnaround plan with the primary focus on the third principle i.e. Discipline of action.

Reporting directly to the managing director, its role is to assist the line management in their project deliveries, who will remain to be accountable for the results. The key performance measure for the TMO on the other hand, is the corporate scorecard i.e. the overall success of the business turnaround plan.

In addition to managing BTP, TMO also acts as the internal consultancy for CO1 as well as the conscience of the company – where they are expected to be in touch with the happenings on the floor and provide timely feedback to the senior management as necessary.

2. Could you share your thoughts behind the potential model which would be put in place to ensure business and operational sustainability in CO1 moving forward? Would the existing TMO continue to play a key role?

A sustainable framework must be in place especially in terms of successor planning. Future leaders on the bench must be ready to take over when retirements are due. Leadership cannot be taught in the classroom but on the job training / learning by doing it, such as running the LAB, delivering results and start being a leader.

If we choose to remain competitive, we will have to continue to innovate and change. Under this scenario, the TMO set-up will continue to stay. The five year business transformation plan (BTP 2) has since been launched and similar series of LABs have been initiated. If there is BTP3, it will be about business breakthrough i.e. a new way of doing business. One good example is the KLM-Air France partnership which brings about synergy in terms of both value and cost.

PART 4 Uses of Information Technology

1. What are your views in terms of the use/value of Information Technology in support of the programme /project management life cycle (i.e. planning, execution & control, closure)?

Information technology is of the same level of importance as safety in the airline industry -- it is a necessity but not a differentiator. For example, eTicketing mandated by IATA which all airlines must comply before end May 2008, is an implementation which cannot be accomplished without the use of IT.

The real differentiator may not even be the company's strategy as conventional wisdom suggests, but execution i.e. how well the key business activities are carried out. Two companies may have the same strategy but it is the execution which will differentiate

them. Company such as SQ never did share their strategy but based on the number of A380 purchases and seats configurations, we know their direction is hub focused and long haul.

Having said that, technologies such as blackberry has been very useful for enabling close contact with direct reports and being posted with daily P&L, On Time Performance (OTP) etc. If IT were to be deployed in the context of project management, it should be along the same line of delivering online real-time information.

Particulars of interviewees	
Company	CO2
Name	<Not to be disclosed>
Designation	Head, Programme Management Office

Interview Details	
Date	28 Nov 2008
Time	4.15pm – 5.15pm
Venue	Interviewee's office

PART 1 Business Change Project Performance

1. How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?
2. What are the evaluation criteria for the project to be considered successful
3. What were the key contributing factors behind the successful projects
4. What were the key root causes behind the failed projects

The nature of business projects undertaken by CO2 can be loosely grouped into the following categories:

Customer focused

- Introduction of new content
- Expansion of distribution channels (e.g. the 3-success strategy)
- Upgrade of customer equipments (e.g. card swap)
- Branding

Internal Improvements

- Upgrade of infrastructure (e.g. launch of new satellite)
- Systems (e.g. Transformer Programme, SAP upgrade, BBS)

A successful project should be one that (1) meets the project timeline, budget and specifications (2) delivers the intended business objectives/goals at the organization level. Note however, that there may be occasions where project timeline, budget and specifications have to change in order to meet the original organization goals due to external factors.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important	Important	Neutral	Somewhat important	Not important at all
a) Integration Management	1	2	3	4	5
b) Scope Management	1	2	3	4	5
c) Time Management	1	2	3	4	5
d) Cost Management	1	2	3	4	5
e) Quality Management	1	2	3	4	5
f) Human Resources Management	1	2	3	4	5
g) Communications Management	1	2	3	4	5
h) Risk Management	1	2	3	4	5
i) Procurement Management	1	2	3	4	5
j) Expectation Management	1	2	3	4	5
k) Others, please specify	1	2	3	4	5

3. What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.

4. What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?

The skill set requirements for Project managers (delivery focused) and programme managers (integration focused) are very different. Thus programme manager is not a natural career progression for project manager. Having said that, the project manager is still expected to have the ability to see things in perspective, for example, to objectively analyze and suggest whether to proceed / cancel a project when the situation arises.

The focus of PMBOK is the technical dimension. Soft skills such as problem solving, people management are equally important. In addition, project managers should possess good business acumen and understanding of project benefits in relations to business performance. In other words, focus should also be placed on the project manager's experiences while assessing his/her delivery capability.

Similarly for the PgMP guide, the focus is placed on the technical perspective -- where business knowledge is presented as background information rather than a required competency for the programme managers.

PART 3 Organizational Influences

1. Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office
2. Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.
3. Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.
4. Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.
5. Does the Project Manager has full control on the team member's work assignments and performance appraisals
6. Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking

7. Could you state the top 5 key attributes of the ideal organization environment that best supports project work

The Corporate Programme Management Office (PMO) is a permanent set-up. The team is made up of :

- 3 portfolio partners – customer, content, technology (the term ‘partner’ rather than ‘manager’ is used to denote its working relationships with the business division),
- 2 programme managers (to be deployed to programme as necessary) and
- 1 personnel on quality and processes (to support formulation of new processes, best practices etc).

Formerly reporting to the General Manager, the department is now parked under the Financial Controller of the TV division under CO2. Having said that, the department has always functioned independently; and upon request, extends its support to projects outside the TV business division.

The key responsibilities of the PMO include (1) portfolio management for the CEO, (2) provision of project management governance, (3) provision of project management advisory and support. In fact, CO2 may be the only organization where its PMO does true portfolio management work. This means the PMO is given the authority to review the feasibility of the projects within each portfolio, assign priority, cancel or propose more initiatives as deem necessary. In addition, the PMO conducts corporate wide project management courses in order to upgrade project management awareness and competency throughout the company.

The engagement level of PMO services however, differ by divisions/projects. Portfolio of direct interest to CEO is facilitated through PMO since initiation phase and thus, development of business case, project plan etc. are all in place. As with projects initiated by the divisions (bottom-up), some go through PMO (via the portfolio partner), some has yet to do so.

Similarly, the roles of portfolio partners also differ by projects. Some projects requires/accepts more involvement than the others thus level of services range from provision of advisory services to detailed work of drawing out the project plan. The portfolio partners in essence, are basically filling up all the gaps as they see them. They work with the project teams on a daily basis and formal status reporting is on a weekly basis.

Ultimately, the PMO plans to standardize the project management practices and processes across all business divisions. To do so, the PMO had conducted a gap analysis exercise in 3 areas namely (1) critical success factors (2) stakeholders (3)

maturity of tools. An action plan detailing the milestones and the steps required to close the gaps are now being implemented in phases on a six monthly interval.

In terms of management reporting, portfolio partners update the PMO manager periodically in order to maintain the big picture i.e. to ensure alignment and convergence to overall organizational goals. The PMO Head in turn, submits a management brief (comprises dashboard, updated timeline and detailed status) to the CEO every 2 weeks and reports/discuss project status to the CEO and senior management through a face to face monthly meeting.

In terms of project structure, the organization has advanced from the earlier informal project set-up with no clear ownership, to a more formalized matrix structure since the PMO took charge. In terms of level of commitment, part time project involvement still prevails today (with the exception of the selected project such as the Transformer Project). But this situation with no allocation of project resources is beginning to change as departments start to reorganize themselves to better support project work, e.g. instead of having 2 persons spending 50% on BAU and project, 1 person is 100% assigned on BAU and the other 100% on project.

Project exposure is now listed in the personal development plan for managerial positions although it has yet to be considered as a formal criterion in the performance appraisal system.

The need for professional project management services on the other hand, is also better recognized these days where selected divisions have insisted on engaging professional project managers to run their projects.

PART 4 Uses of Information Technology

1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.
2. Do you feel that the use of IT was inadequate and in what areas?
3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.

Ms Office especially Excel is the primary tool that supports the project management activities, whilst Ms Office is used for timeline / project tracking. High end Project

Management Information System (PMIS) such as primavera would be overkill but the search for a suitable system to support business projects has not been fruitful.

The PMIS should be used to support progress tracking and should be integrated with related enterprise system modules such as HR management system for the resources deployment during project initiation etc.

As with performance tracking, it would be easier to manage using Excel rather than using a PMIS. This is because different projects are expected to yield different benefits. An automated system that has the intelligence to map and track the convergence of these benefits towards the organization goals is likely to be sophisticated and thus, may not be worthy of the development effort.

In terms of project learning, the PMO plans to develop an intranet portal to support knowledge sharing ("community of practice"). At present, the PMO is the project knowledge exchange with the support of shared folders. The role of the PMIS in project learning would be to present the data in an organized / systematic fashion to support the analysis and learning processes.

Particulars of interviewees		Interview Details	
Company	CO2	Date	19 Dec 08
Name	<Not to be disclosed>	Time	9.20am – 10.20am
Designation	Programme Director, Transformer Project	Venue	Interviewee's office

PART 1 Business Change Project Performance

1. *How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?*
2. *What are the evaluation criteria for the project to be considered successful*
3. *What were the key contributing factors behind the successful projects*
4. *What were the key root causes behind the failed projects*

The Transformer Programme was kicked off last year as an IT transformation program. The targeted areas of application systems development and improvements are (1) CRM / Billing, (2) Web Portals namely dealer and customer portals, and (3) end-to-end fulfilment management. The CRM / Billing requirements would be implemented using the existing Amdocs system platform, whilst the web portals and end-to-end fulfilment solution would be developed [from sketch] by Accenture.

Major changes have been introduced since Aug 08 to address the following key issues:

- There is no prime vendor. So CO2 is playing the integrator role by pulling everything together but the company does not have the required competency.
- The big-bang implementation approach makes the integration work even more difficult.
- The PMO is "split" where it is run jointly by multiple parties managing their own team and scope of work. In addition, it has not been very effective in its vendor management's role especially in terms of managing Amdocs.
- Accenture's Business Process design work was carried out with little involvement from Amdocs

The revised approach moving forward is as follows:

- Current systems design work will continue and complete by Feb 2009. After which Amdocs will be appointed as the prime vendor and takes over Accenture's scope of work, with the option of contracting Accenture directly if necessary
- The programme will become vendor led and the programme director will play the role of governance, with the support of the Steering Committee
- PwC, as the independent party, will change its current post-mortem audit role to one of proactive "Gate Guardians" including determining suitable milestones and validating quality of work delivered.
- The programme shall now place its primary focus on the core upgrade of Amdocs modules, followed by functional increments (e.g. implementation of Amdoc's Portal modules) based on the out-of-the box approach (i.e. minimum customization). Amdocs professional services will be engaged to perform gap analysis (in alignment with business's 3 years plan) and lead the configurations /implementation of new functionality based on available capabilities rather than customisation

In support of the revised approach, the programme director will be developing a new business case for the board's review.

In terms of success criteria:

- At the project level, the goals are more specific namely meeting time, budget and specification.
- At the programme level, Transformer is expected to deliver its business case, in terms of both qualitative and quantitative benefits.

The qualitative benefits (which will be the focus of the revised business case) are those related to the technical dimension namely the current IT platform is very expensive to maintain due to extensive customization and thus, a need to change it to a more stable infrastructure.

The quantitative benefits are those related to the business dimension e.g. improvement in operations efficiency & customer experience etc. Two thousands user requirements (1,967 to be exact) have been identified and the measurement of success will be expressed in terms of Key Performance Indicators (KPIs). For example :

User requirement : Improve operational efficiency of the CSR

One of the measuring KPI : reduce existing 13 screen to 3 screens.

As for the tracking of the attainment of these KPIs, it is proposed that PwC covers it as part of its quality assurance role to ensure that the programme is delivering the expected impact on the business.

The vendor's payment schedule will be tied to the attainment of the KPIs which are measurable at the programme level, whilst the business owner will be responsible of the attainment of the business KPIs at the organization level. KPIs will be implemented within the contract throughout the lifecycle of the programme and not just post-Deployment

PART 2 Project Management Competencies

1. *Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?*
2. *Please express your views on the importance of each project management competency area in ensuring a successful project:*
- 3.

	<i>Very Important</i>	<i>Important</i>	<i>Neutral</i>	<i>Somewhat important</i>	<i>Not important at all</i>
a) <i>Integration Management</i>	1	2	3	4	5
b) <i>Scope Management</i>	1	2	3	4	5
c) <i>Time Management</i>	1	2	3	4	5
d) <i>Cost Management</i>	1	2	3	4	5
e) <i>Quality Management</i>	1	2	3	4	5
f) <i>Human Resources Management</i>	1	2	3	4	5
g) <i>Communications Management</i>	1	2	3	4	5
h) <i>Risk Management</i>	1	2	3	4	5
i) <i>Procurement Management</i>	1	2	3	4	5
j) <i>Expectation Management</i>	1	2	3	4	5

	<i>Very Important</i>	<i>Important</i>	<i>Neutral</i>	<i>Somewhat important</i>	<i>Not important at all</i>
k) <i>Others, please specify</i>	1	2	3	4	5

4. *What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.*
5. *What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?*

In general, scope management is of most importance, especially when a prime contractor is involved. This is because many other components will be affected if scope is not well controlled.

At the project level, it is sufficient for the project manager to focus on meeting the time, budget and specifications (i.e. the black and white / more technical issues). Based on past experiences, a good project manager is one who comes with relevant experience and the ability to positively engage with all stakeholders. PMI certification of the practitioners is seen as less relevant than the above qualities.

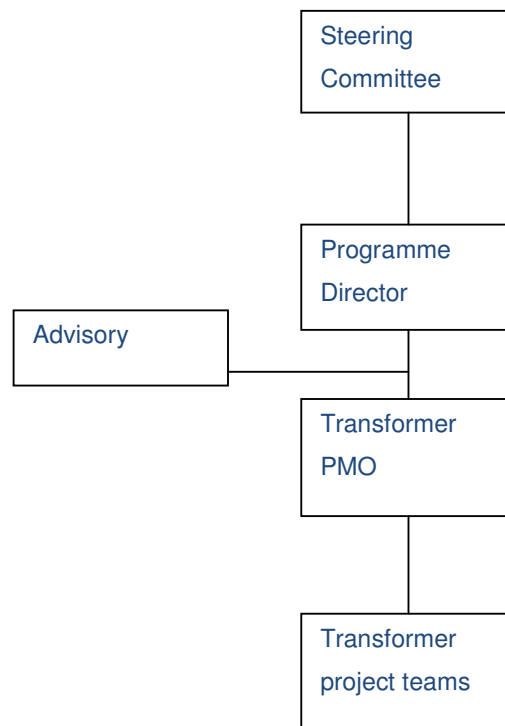
The programme personnel on the hand, is expected to fill the gaps / attend to the grey areas, e.g. the integration issues. They are expected to possess a good understanding of the business as a whole based on which they are to manage both the business's expectations and the vendor delivery. In which case, they are unlikely to be popular with both ends. As such, the PMO role is not for the theory based practitioners but one who comes with relevant experience of the programme size with a proven track record of mediating and problem solving

PART 3 Organizational Influences

1. *Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office*
2. *Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.*

3. *Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.*
4. *Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.*
5. *Does the Project Manager has full control on the team member's work assignments and performance appraisals*
6. *Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking*
7. *Could you state the top 5 key attributes of the ideal organization environment that best supports project work*

The current organization structure of the Transformer Programme is as follows:



Currently, the SC is chaired by the CEO herself and the members are (1) Business COO, (2) Transformer Programme Director, (3) the IT Director, (4) the Commercial

Director, (5) the Broadcast CTO and (6) The Financial Controller. Other than the Programme Director and the IT Director who are more IT prone, the other members of the SC come from the business community which reflects that the programme is led by business, executed by IT.

The advisory role is proposed to be filled by PwC whilst the Transformer PMO is co-managed by 3 person namely the Accenture representative, the CO2 IT rep and the CO2 business owner.

With the revised approach moving forward, this organization structure will change since the role of CO2 in the programme will change, i.e. from one that directs the “how” to one that specify only the “what” and leave the “how” to the vendor.

It is also planned for the SC to meet more regularly e.g. once every 2 weeks. In addition, since Amdocs plays the key role in the programme, the last 0.5 hour of the SC meeting will in future be dedicated to resolving Amdocs related issues, with the Amdocs Site Manager present. A bi-monthly meeting will be held between CO2’s CEO and the Vice President of Amdocs who is accountable for the programme delivery.

In terms of programme execution, the current thought is to organize it into 3 phases:

Phase 1 : Technical i.e. core upgrade of Amdocs

Phase 2 :Realization i.e. focus on usage and business integrations (for implementation of customer segmentation, Account hierarchy, simplified billing etc.)

Phase 3 : Business As Usual (BAU)

The Transformer PMO will decrease its involvement over time starting phase 2 and eventually take over by IT’s PMO. In which case, good practices such packaging modifications into releases would be passed on and maintained within CO2. Phase 2 is also when the benefit tracking will start.

Given the self-contained organization structure, and the size of the programme, it is envisaged that the Transformer PMO will have little interaction with the corporate’s PMO other than for information sharing in its current form. In the opinion of the Transformer Programme Director, a robust, demonstrable corporate PMO is required by CO2, but the current PMO has yet to prove to its effectiveness (probably due to the lack of senior sponsorship), given that the implementation of a corporate wide programme /project management framework is still not evident.

PART 4 Uses of Information Technology

1. *Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.*
2. *Do you feel that the use of IT was inadequate and in what areas?*
3. *Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.*

The main issue faced by the new Programme Director when he came on board (Brett) was the lack of information. The project plan was not underpinned, individuals keep project information / status in their own spreadsheets and there was no consolidation.

Moving forward:

- In terms of project planning & progress tracking, the team will be guided by a detailed project plan developed jointly (down to daily activities). MS Project will be used since it is readily available and introducing a new tool may create issue with cost and familiarity.
- In terms of cost tracking, 3 person (rep from Corporate PMO and Finance) have been assigned to perform the related tasks including developing the budget / cost tracking processes. Status as of today, 75% of the processes are now in place, procurement processes are next.
(WSM : please confirm if you are using excel today. I remembered you said the corporate financial systems is not able to support it well)
- Issues, risk/dependencies, management actions etc. are now centrally captured and tracked effectively by the Rationale tool, which also comes with Dashboard feature.

Tools to support benefits / KPIs tracking have not been identified at this stage although it is envisaged that this activity will be driven by PwC in their Advisory/Monitoring role

In the case of using PMIS to support project learning, it is only meaningful if it is used to support the bigger picture i.e. the complete project management framework rather than [selected areas] in isolation. The implementation however should not be obsessive (as in the case of six sigma implementation in Vodafone) and senior management sponsorship will be crucial to success.

Particulars of interviewees	
Company	CO2
Name	<Not to be disclosed>
Designation	Business Owner, Transformer Project

Interview Details	
Date	10 Feb 09
Time	3.00pm – 4.00pm
Venue	Interviewee's office

PART 1 Business Change Project Performance

1. *How many Business Change Projects (e.g. ERP implementation or Core application system replacement, Business turnaround or transformations programme, six-sigma implementation etc.) has the company embarked on over the last 5 years and how successful were the efforts?*
2. *What are the evaluation criteria for the project to be considered successful*

The project is considered successful only when it meets its business objectives i.e. when it produces the desired results on business, for example, increase in revenue / cost savings / business expansion etc, which are likely commercial in nature. It is futile if the project is “perfect” in terms of meeting timeline, budget and specifications but failed to make the desired business impact, for example, if the new product could not be introduced to the market ahead of the competitors. In fact, the project should still be considered successful if there is a relatively small cost overrun, if it significantly improves the business performance per plan.

3. *What were the key contributing factors behind the successful projects*
4. *What were the key root causes behind the failed projects*

The key success factors are:

- **Planning – to set the scene in terms of both direction and content, as well as to systematically guide subsequent activities**
- **People – to have an enthusiastic team with the right attitude, who are resourceful in problem solving and flexible in responding to changes. While effort to ensure specifications are clearly spelt out at the beginning of the project, there will always be changes along the way.**

For the team members to possess the right attitude, it is important to ensure that they have bought into the project objectives/ benefits as well as the project plan. A possible cause for the lack of buy-in would be the lack of macro view.

PART 2 Project Management Competencies

1. Do you follow any Project Management methodology/standards and is there an internal governing body to enforce its implementation?

2. Please express your views on the importance of each project management competency area in ensuring a successful project:

	Very Important	Important	Neutral	Somewhat important	Not important at all
a) <i>Integration Management</i>	1	2	3	4	5
b) <i>Scope Management</i>	1	2	3	4	5
c) <i>Time Management</i>	1	2	3	4	5
d) <i>Cost Management</i>	1	2	3	4	5
e) <i>Quality Management</i>	1	2	3	4	5
f) <i>Human Resources Management</i>	1	2	3	4	5
g) <i>Communications Management</i>	1	2	3	4	5
h) <i>Risk Management</i>	1	2	3	4	5
i) <i>Procurement Management</i>	1	2	3	4	5
j) <i>Expectation Management</i>	1	2	3	4	5
k) <i>Others, please specify</i>	1	2	3	4	5

The ranking from the most important to the less important is as follows:

- 1) Scope management and expectation management
- 2) Integration management
- 3) Human resources management
- 4) Communication management
- 5) Time management
- 6) Risk management
- 7) Quality management
- 8) Cost management
- 9) Procurement management

In terms of difference in skill requirement by level, integration management would be a more important competency to the programme manager than the project manager (who is expected to focus on his/her own project).

3. *What are the PM competency areas which you felt are most lacking in your organization and thus, requires attention to improve further.*

Area of strength:

- Scope management

Areas requiring improvement:

- Integration management
- Communication management
- Time management
- Cost management

4. *What are your views on project management competency (e.g. a profession or just application of common sense) and is it an important skill to be nurtured in the organization?*

All managers practise some form of project management in their operational work, perhaps unconsciously. Thus, project management should technically be considered as a basic management skill - which is a combination of science and applications of common senses.

A good project manager should be one who pays attention to details and risk management (in order to device contingency plan as necessary). Experience is a key ingredient of a competent project manager and similar to other management skills, it cannot be taught in school. Thus the required level of competency and experience of a project/ programme manager really depend on the magnitude and technical complexity of the project /programme. In the case of Transformer, it is a job for a specialist project/ programme manager (in terms of both scale and technicality as knowledge of the existing billing system is essential).

PART 3 Organizational Influences

1. *Could you describe the project team set-up in your organization - for example, is the project team is set up only when the need arise and dissolve when project is completed or is there a permanent project management office*

2. *Could you elaborate on the set-up of the permanent project organization and the rationale behind its implementation / its charter.*
3. *Could you describe the project team compositions in your organization, for example, is it set up as a new functional department which is staffed by in-house personnel transferred from various functional departments or a virtual structure comprising part-time representatives from various functional departments but led by a full time project managers. For the virtual structures, have there been difficulties faced (if any) while managing and operating such a project team.*
4. *Could you describe the Project Manager in your organization for example, is he a permanent head count working full time on the position or an external contractor, engaged specially to work full time on the position.*
5. *Does the Project Manager has full control on the team member's work assignments and performance appraisals*
6. *Which are the organizational factors which had played a critical role in ensuring project success or resulted in project failure? For example, organization culture, organization structure, networking*
7. *Could you state the top 5 key attributes of the ideal organization environment that best supports project work*

In the case of transformer, since the required skill set is not available in-house, the project managers are external recruits who come with the necessary technical and industry knowledge, as well as prior experience of similar projects. The project team comprises representatives from business, IT and vendor. The business reps are assigned to the Transformer project on a full time basis due to the magnitude of the programme. Given project of a smaller scale, part time involvement should suffice.

Since there have not been too many large scale cross-functional programmes, there is no explicit HR policy for project participations. Whilst full time project involvement may result in loss of original positions /seniority in the posting functional department is still a concern, the business reps are encouraged by the opportunities for greater exposure and personal development presented by project work as logically, the experience gained should be valued by the organization. In the case of Transformer, incentives to reward completion of the project were also introduced.

In terms of organization structure, the programme office of Transformer played a key role in integrating all the project initiatives but the earlier arrangement where it was jointly run by 3 parties (business, IT and Vendor) was proven to be ineffective. There should be only one "master" to take on the primary responsibility regardless of the circumstances. The role of the change management on the other hand, was not explicitly assigned and it is assumed that the Business Owner will take on the responsibility.

It is agreeable that project organization should be an integral part of the permanent business, similar to the business projects embarked by the functional vertical e.g. Introduction of a new commercial product (new Chinese programme etc). Having said that, large scale transformation programme with typically long implementation timeline can potentially operate in a relatively independent mode, especially if the programme is taken over by “second generation” who may not affiliated themselves to the original project goals/objectives as well as the initiators. It is therefore important that the alignment between the project organization and the permanent organization is consistently assured.

As with the corporate’s programme office, its value-add lies with the consolidation of status for all project initiatives. Having said that, since duration of most projects are 6 months or less, the overhead incurred to obtain such transparency is high and as such, PO is perceived as an additional layer of bureaucracies.

An introduction of a Chief Project Officer (CPO) position will not be necessary since undertaking of large cross-functional projects is infrequent. Should such position become viable, it should be a business oriented portfolio (rather than technical-oriented).

PART 4 Uses of Information Technology

- 1. Could you describe the extent of how IT is used to support the project management life cycle in your organization, for example is MS project used for planning and monitoring or just simple excel; Is there a knowledge based system to capture past project experience etc.*
- 2. Do you feel that the use of IT was inadequate and in what areas?*
- 3. Please state the top 5 key areas of knowledge/experiences gained from the previous projects which would pose a positive impact on future project success.*

Project activities are currently supported by basic office automation tools (ie. Ms Excel, Ms Word and Ms Powerpoint for documentation and reporting) and Ms Project for timeline. The most apparent lack of IT support is the use of collaborative software such as Lotus Notes, to facilitate effective sharing of project materials as well as information exchange. It will also be useful to have a tool to track project cost and benefits, as segregation of these items from the overall business performance reports is possible. As with project knowledge, it is logical that such information would be useful for future reference but it is doubtful if they would actually be referred to in practice.

However, it is important to note that introduction of automation and information management systems must be accompanied by discipline /enforcement of usage to ensure success. The required discipline on the other hand, would be motivated by how well the information requirements (in terms of both content and presentation) of the intended recipients are met.

In terms of level of sophistication, mobile access to project information will not be necessary. Efforts should be placed on enabling core business competency i.e. entertainment content development and distribution, rather than project support.

Particulars of interviewees		Interview Details	
Company	Co3	Date	16 Oct 2008
Name	<Not to be disclosed>	Time	12pm – 1pm
Designation	Head of Group Projects	Venue	Interviewee's office In the presence of Project Manager, Group Projects

PART 1 Business Change Project Performance

The current business transformation programme “Strategic Agenda” has two main components:

- 1) Core Programme
 - Followed formal program/project management approach.
 - Organized into 9 work streams (5 work streams are related to services delivery and 4 are related to support services such as Technology, HR, Distribution Channels etc.)
 - Headed by a Steering Committee comprising senior executives of the group
 - Progress/status is closely monitored by Group Projects
 - Each work stream has a sponsor, and this is a group wide role, and he/she in turn, is supported by a project director. Note that the project director is responsible to both the project sponsor and the head of group projects.
 - Each work stream has multiple projects and each project is managed by a project manager whose team consists of subject matter experts and project and technical personnel.

- 2) Initiative Portfolio
 - Business As Usual (BAU) in nature thus self contained within respective BU's.
 - Organized into 6 portfolios (by BU).
 - Projects are generally less complex and smaller in terms of scale and investments.
 - Each portfolio is headed by a sponsor, who is the head of the respective BU.

The programme has a 3 year implementation timeframe (inclusive of 1st year of planning) with the objectives to develop and implement solutions/measures to support Co3's strategic intents. The programme started with a high level planning phase in the form of a workshop where senior executives of the group were brought together to come out with the strategy. Upon endorsement by the board, the solutions were worked through with senior management and details including project cost, benefit realization timeline, resource requirements etc. were followed through and worked out by appointed personnel from the respective business units. The programme has just completed its planning and is now embarking on the implementation phase.

In terms of project financials (cost and benefits) for the core programme:

- new cost centres have been set up to capture project related expenses, including the salary of the seconded personnel.
- In the case of a cross-BU project, the cost would be apportioned accordingly.
- project cost (and benefits at the later stage) are tracked by individual project managers (using financial reports provided by finance department), consolidated at the work stream level by the project directors and finally summarized by group projects for management reporting.

The Strategic Agenda program team together with the group projects team, are responsible to the Steering Committee and the Board where performance overview and health report of each project / program will be presented to them on a monthly and quarterly basis respectively.

In terms of project performance management, it is measured as an integral part of the BU's performance (i.e. an aggregate of BAU and Strategic Agenda) which is key performance indicator of the head of BUs / project sponsors.

PART 2 Project Management Competencies

PMI certification does not guarantee good project managers. Working experience is more important as project management is some ways, application of common sense and problem solving skills.

With regards to relative importance of the 9 PMI's knowledge areas, ability to communicate and ensure all parties involved are well informed of what, when why and how is of utmost importance. This can be further generalized into importance of soft skills. Technical know-how can always be looked up but project manager must possess within himself/herself, the flexibility of adjusting approaches as and when required.

The ideal project manager profile would be a combination of project management experience, banking industry experiences and subject matter expertise. If there must be a trade-off, project management is essential..

PART 3 Organizational Influences

Group Projects department is a central agency set up to :

- Coordinate all program/projects/initiatives
- Manage project portfolios
- Optimize use of project resources
- Introduce and promote use of best practices
- Improve Return Of Investment (ROI) of projects
- Improve project management competency through training & development
- Govern the project management practices through provision of methodology, templates and guidelines etc.

The Head of Group Projects is assisted by staff performing 3 sub-functions namely Operations, Project Management & Quality Assurance and Administrative support.

The Group Projects' site in the corporate intranet portal is the primary platform to reach out to its audiences where the following are published:

- PMO charter
- Strategic Agenda – background information, project plan and expected deliverables.
- Project management guidelines/documents and templates

In addition to the above, Group Projects holds quarterly update session with the BUs.

Other than management of the Strategic Agenda program, Group Project's work scope includes the management of all other projects/initiatives within the group, both technical and business projects. The activation of this overall governance role has recently been soft-launched and the transition to this new regime is currently in progress. Each BU has a Project Coordinator who will work closely with Group Projects on all project-related matters and report status on a monthly basis. The level of involvement from Group Projects in these projects/initiatives will vary according to needs.

In terms of resources deployment, the program/project team consists of both full-time / part-time employees as well as external recruits (who may be retained to run new projects later on or absorbed into BAU operations). Prior project work exposure is not a necessity for the subject matter experts but a must for project personnel in the team. Having said that, project management training (through engagement of external services) is provided as necessary to all levels of staff within the organization, for example, the recent training for the senior executives.

In terms of performance appraisal for the project team members, feedback from both project and line management will be obtained and taken into consideration.

PART 4 Uses of Information Technology

Project management tracking and reporting activities are largely manual, including the compilation of project financials (having said that, improvements to current financial reports to support project work are already underway).

The use of project management tools is important but current focus is delivering results. At this initial stage of project management maturity, education and support via the use of simple tools and process is appropriate, and as the organization builds skills and expertise more complex and formal processes etc will be developed and applied..

Particulars of interviewees		Interview Details	
Company	Co3	Date	23 Oct 2008
Name	<Not to be disclosed>	Time	12pm – 1pm
Designation	<ul style="list-style-type: none"> • IT Head, PMO • IT Head, IS Strategy & Business Office <p>Group Information Services</p>	Venue	<p>Interviewee's office</p> <p>In the presence of Project Manager, Group Projects</p>

PART 1 Business Change Project Performance

The most important success criteria of a project is meeting stakeholders' expectations - which are essentially the underlying determinates of the project scope, timeline etc. The project performance should also be tied to the business performance but such linkage is often difficult to establish especially in the case of IT projects - provided it is a clear cost savings scenario. Having said that, there has been a general recognition in the group today that projects should be business driven.

The culture of appointing project sponsor from the business community has been well established but accountability from the **PoV business ownership of benefits to be realized**. One possible solution is the implementation of a corporate-wide benefit realization framework, in which case the CFO **could conceivably** play a bigger role since the project performance will be reflected in the company's bottom line.

There is no formal benefit tracking processes today but steps are taken to put them in place for the Strategic Agenda programme implementation.

PART 2 Project Management Competencies

The key competency of the project manager would be planning i.e. the ability to "read the terrain" (assess the project environment), identify all project variables and to devise a strategy /plan to guide the project execution towards success.

To do this, the project manager must possess:

- (1) technical capability (i.e. the 9 knowledge areas as defined by PMI)

Although the nature of business project differs from the conventional “hard” (engineering /construction) projects, the role of the project manager as the overall in charge of the “temporary organization” is the same, except that in the business organization, he/she would be leveraging on the in-house expertise such as procurement, risk management etc. in a context similar to services outsourcing. As such, the business project managers must still have the knowledge of all 9 areas.

(2) soft skills such as people management and problem solving skills.

While the PMI certification provides a certain level of assurance of the project manager’s technical competency, it is difficult to assess his/her true delivery capability and effectiveness (especially the soft skills) until the person is on the job. The level of working experiences and exposure (e.g. local vs regional projects, homogeneous vs heterogeneous project environment) therefore, is also an important consideration especially for managing large programme /project (more stakeholders thus more complexity in expectation management and higher degree of difficulties).

Domain knowledge such as industrial background and subject matter expertise **is preferable but not always available** because it is difficult to find people with matching profile in all regards) although most project sponsors would still prefer a project manager who shares the same level of understandings of the business. Having said that, the project managers are expected to pick up the business knowledge as soon as possible, in order to play a more effective role.

In order to upgrade the overall project management competency in the group, an on-going training programme has been initiated by the CIO (prior to the kick-off of Strategic Agenda programme) which had trained a total of 62 project managers to date. The candidates are either nominated by the respective heads of departments as part of overall staff development or based on the need to equip the person with the necessary knowledge to fulfil his/her project responsibilities. Upon satisfying the entry criteria of “role”, “potential projects” and “growth”, the trainee will attend a 5 day course, followed by 6 months coaching by an external mentor - to help put his/her acquired knowledge into practice and to consistently recalibrated the mindset from operational to project focused. At the end of this training period, the project manager will complete a CBT which rates them on a scale of 1 to 5. So far, the effectiveness of this training programme has been promising with 99% of the trainees getting a rating of 3.

PART 3 Organizational Influences

Most of the projects initiatives in the past are either IT-driven or discrete efforts of the various business units which do not necessarily converge to a common corporate goal or strategy. The major change since the involvement of ANZ has been the introduction of programme management and portfolio management concepts into the group, which sees the transition of individual projects initiated by the lines to a top-down integrated approach from the organization's perspective. The group's PM framework has since been revised accordingly with central reporting of project work through the department of group projects, change in reporting formats etc.

In terms of resourcing, positions of Project Directors in the Strategic Agenda programme are staffed by mainly new recruits on a contractual basis. In terms of IT resources, there is a pool of designated project managers in the existing operations workforce, who will be released to work on project full time as the need arises. But in reality, most of them would be working part-time supporting both BAU and projects. So the tendency of operational work taking priority is still there. Having said that, this situation is expected to improve. With the development of the engagement models to support Strategic Agenda programme execution, the group now has a complete profile of the resources requirement for both BAU and projects for the next 12 to 18 months, as well as clarity of the gaps that must be filled either through resizing, recruiting new staff or hiring contractors.

In terms of structure, given that most initiatives in the Strategic Agenda programme has an IT component (where IT has been involved in performing the impact analysis during the planning phase), the role of an IT PMO to coordinate all these implementation efforts has been introduced and will be formalized into a unit very soon. There is no ideal structure or environment supportive of project work but one that adjusts according to the changing requirements over time, based on learning from the past. Having said that, the fundamental framework such as the set-up of steering committee should always be in place.

PART 4 Uses of Information Technology

Team SYNthesis (a packaged system customized for the use by Co3) has been implemented as the overall project management system in support of the full project life cycle. It is used by the project community up to the Project Director's level and its functionalities include (1) project planning, management & reporting; (2) project management methodology enforcement, (3) project knowledge generation, management & sharing as well

as (4) rating /tracking the performance of the project managers on the scale from 1 – 5, against the 9 PMI knowledge areas.

The intention of the system is to promote the institutionalization of PM standards & good practices, but to-date, due to the early stage of adoption, it is as yet difficult to say whether it is a critical success factor for projects but it is expected to help in streamlining project activities especially in terms of improving productivity.