

ICT Program Risk Management: Asian High-Profile Mega Project Success Stories

SoonKheng Khor PMP
Regional Director, Asia Pacific
PMI IT & Telecom SIG
Regdir-asiapac@pmi-ittelecom.org



PMI
Global Congress
ASIA PACIFIC 2008

"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only



(www.pmi-ittelecom.org)

Scope

- Targets highly knowledgeable and experienced **project management** and technology professionals in the **Information Technology and Telecommunications** industries. Our members are leaders of technically advanced projects that involve both Information Technology and Telecommunications.
- Serves the needs of project managers in which information technology and telecommunications are central to the business
- Network with those dealing with **advanced technologies and approaches** (SOA, SAAS, outsourcing, VOIP, Web 2.0, etc.),

Services

Webinars–Virtual Forum -- Quarterly Newsletter -- Monthly Communiqué



"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

<http://www.MITPM.org>

Agile

XP

Test Driven

Scrum

Mark your calendar:
14-16 May 2008
In Conjunction with WCIT 2008
EARN UP TO 21 PDUs

**The 4th ANNUAL INTERNATIONAL
MASTERING IT PROJECT MANAGEMENT 2008
Setting the Global Benchmark**

Sheraton Subang Hotel & Towers, Malaysia

				
Michael Song, Director of Engineering, Motorola Technology Malaysia	Dave Prior, PMP® Chair, PMI IT & Telecom SIG	Prof. Hubert Vaughan, PMP® Program Consultant for the China Galileo Navigation Satellite Program	Mark Lurch, PMP® Past Chair, PMI IT & Telecom SIG	Dr. Davidson Frame, PMP® Dean, University of Management & Technology (UMT) Virginia, USA

For more information visit
www.mitpm.org or email: info@mitpm.org

MSC atsc PMI Project Management Institute

PgMO for ICT

PMBOK vs Agile

PMBOK/CMM/ISO ?

Low costs but high tech: Motorola's way

PMI
Global Congress
ASIA PACIFIC 2008

"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

What I'll Be Covering...

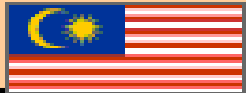
- Context of Risk Management Case Studies
- PMBOK® Risk Management
- Examples
- Issues and Challenges
- Summary



5 High Profile-Multi Billion-Mega Programs in Asia

Integrated Airport System

1



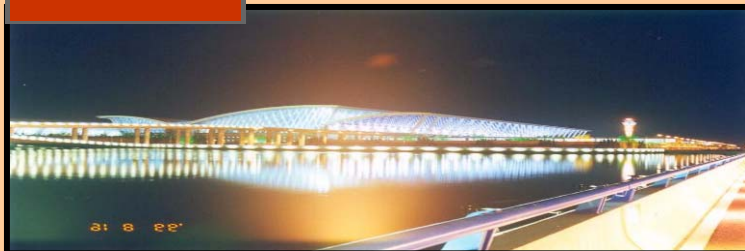
2



5



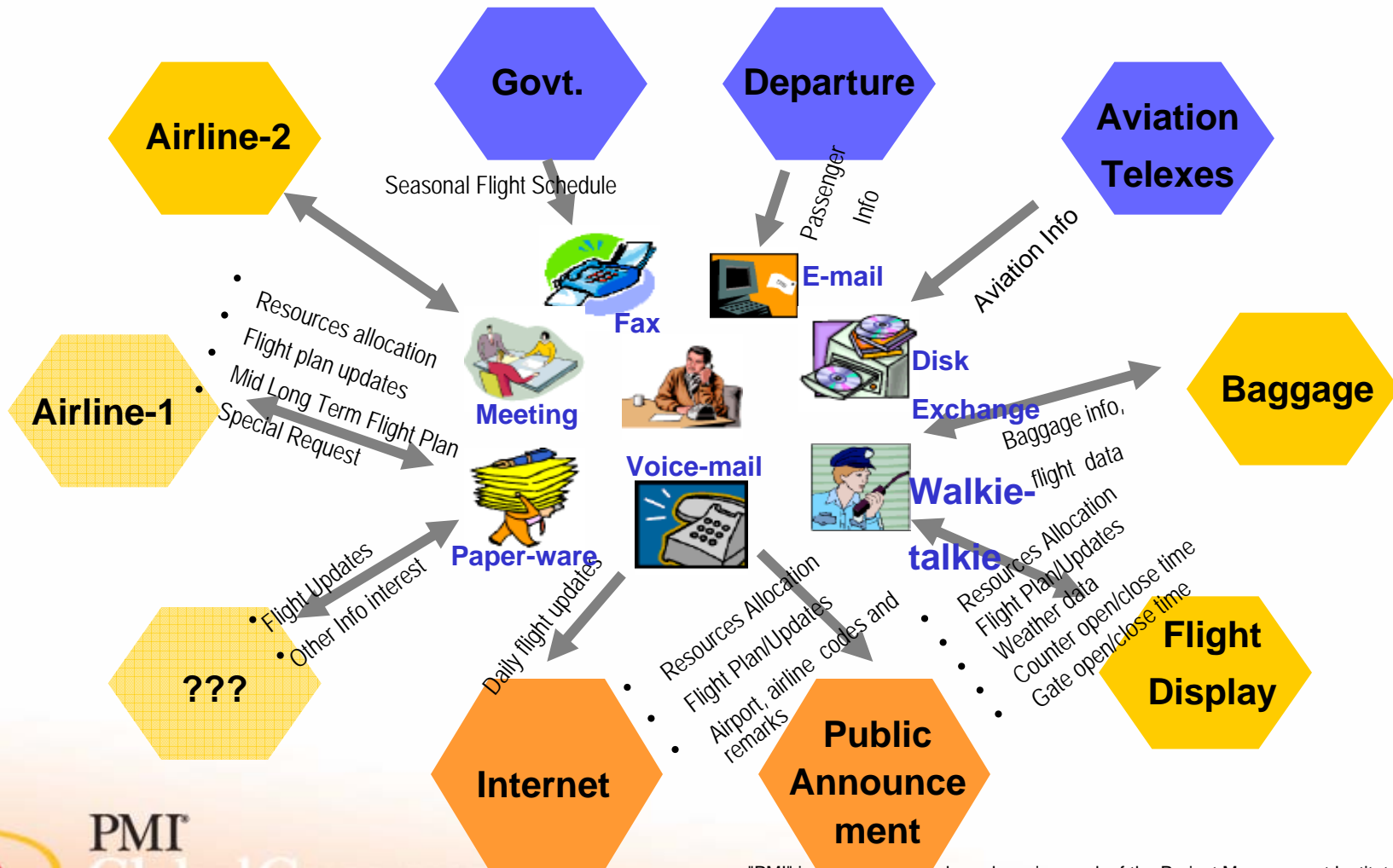
3



4



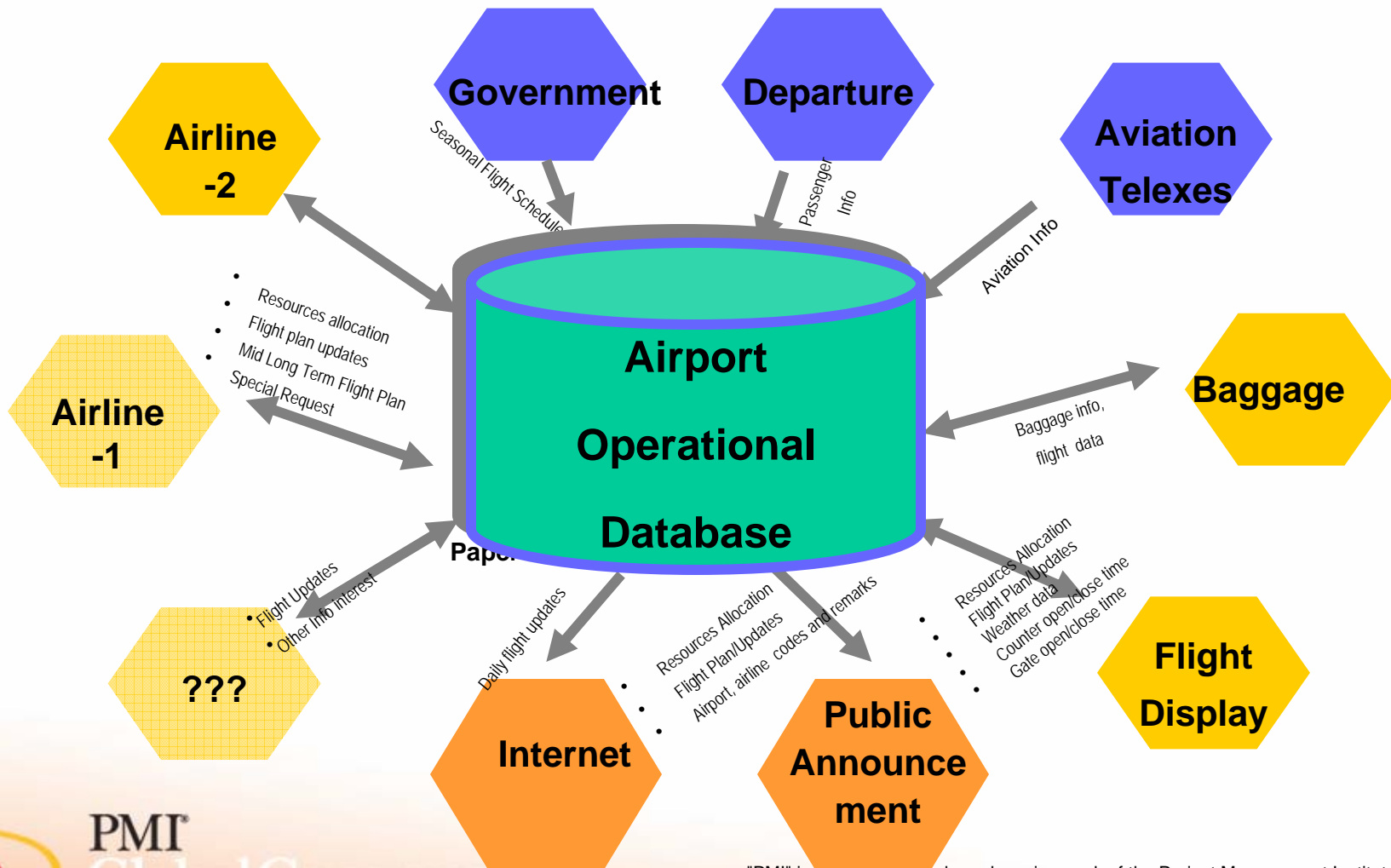
Traditional Airport System Environment



PMI
Global Congress
ASIA PACIFIC 2008

"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

Integrated Airport System Environment



PMI
Global Congress
ASIA PACIFIC 2008

"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

Top 3 Challenges and Risks

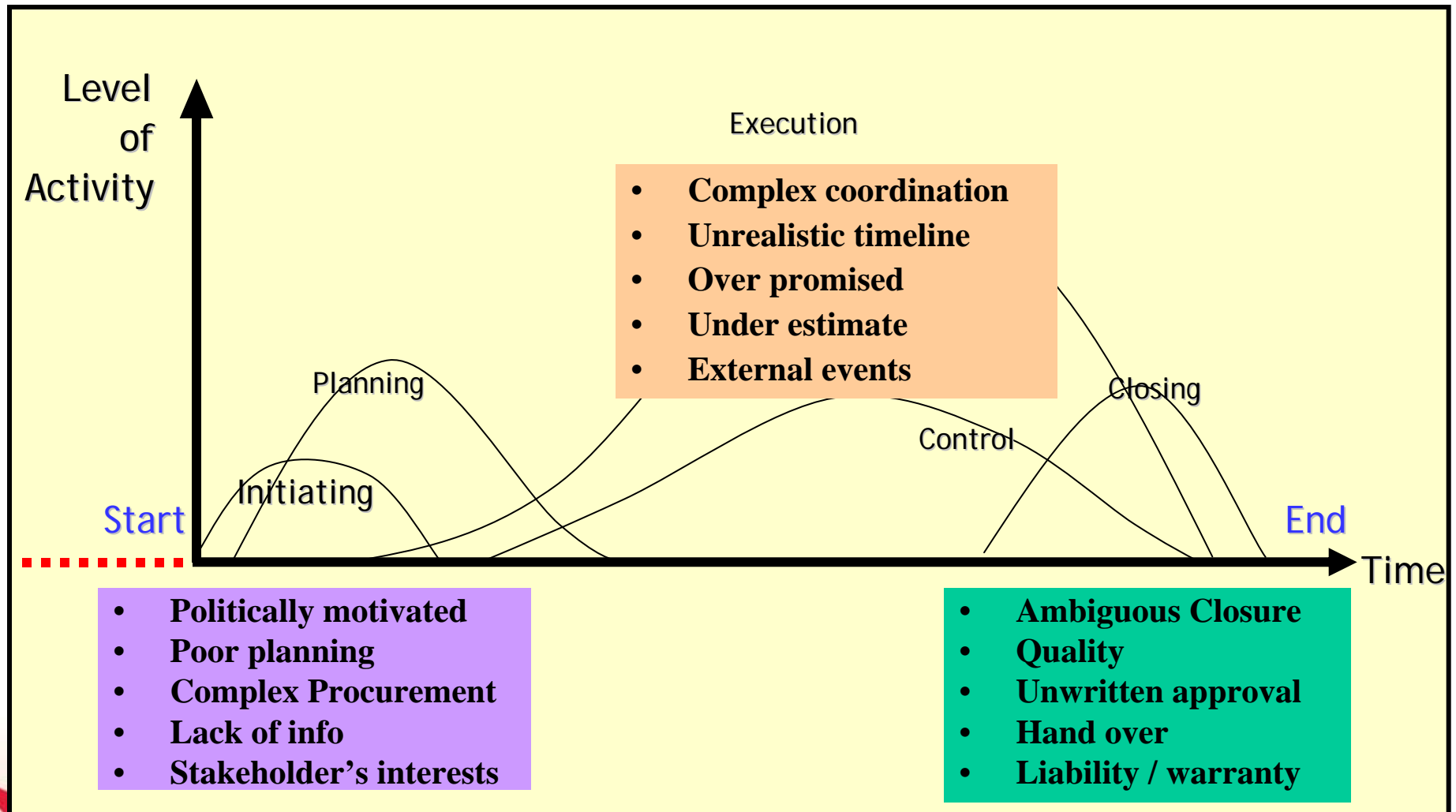
1.

2.

3.



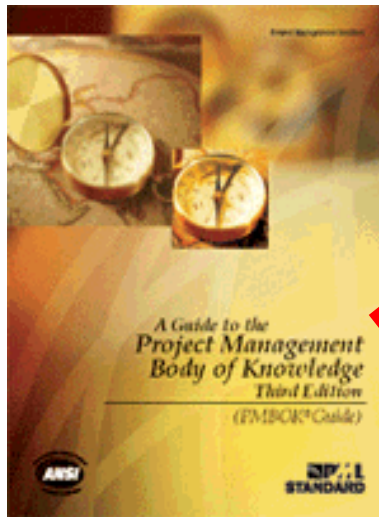
Program Life Cycle Challenges / Risks



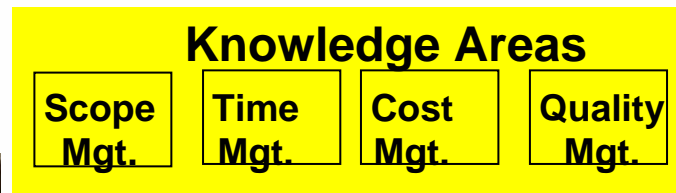
What I'll Be Covering...

- Context of Risk Management Case Studies
- PMBOK® Risk Management
- Examples
- Issues and Challenges
- Summary



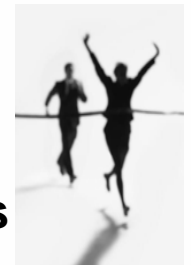


**Stakeholder
needs and
expectations**

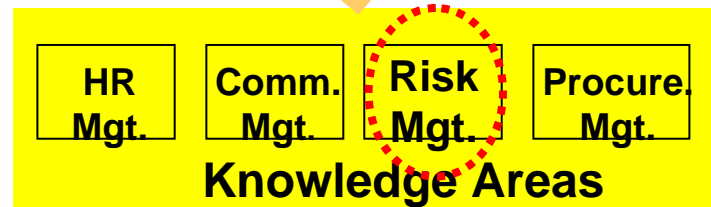


**Project Management
Integration**

**Tools &
Techniques**



**Project
Success**



Project Life Cycle

What I'll Be Covering...

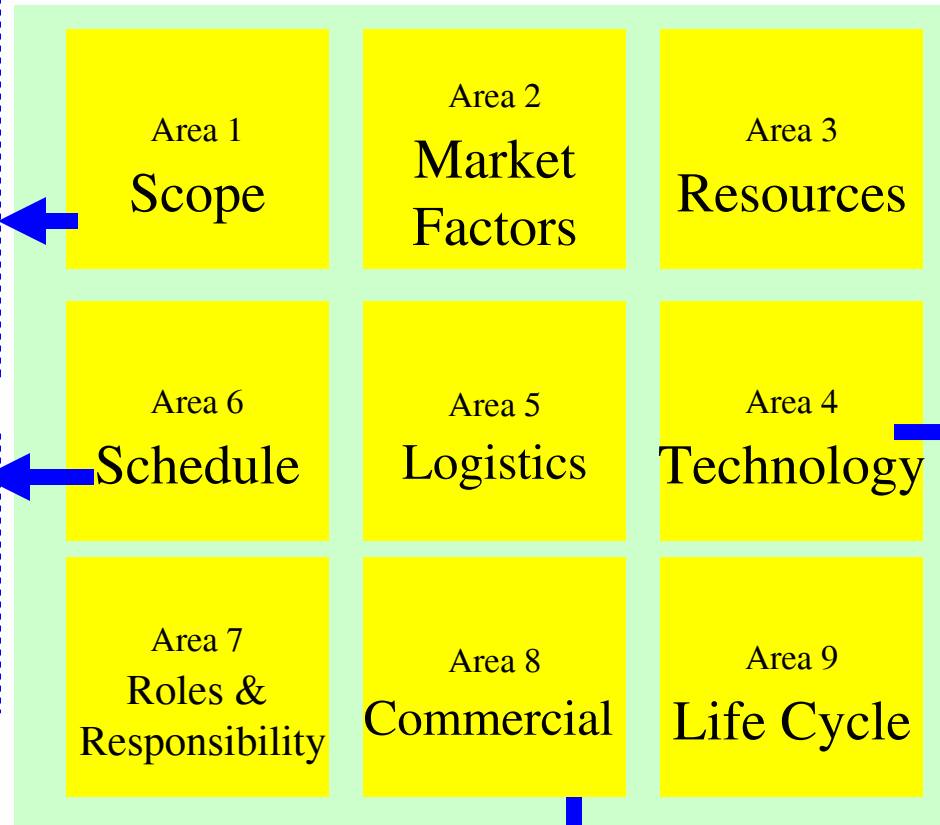
- Context of Risk Management Case Studies
- PMBOK® Risk Management
- Examples
- Issues and Challenges
- Summary



High Impact Risk Areas

R1. Program scope may be too large or complex for a non-negotiable deadline.

R6.1 The ICT program may be delayed because others



R4.1 Program Deliverables may not meet Life and Mission Critical Specification

R8.2 New currency exchange policy may be introduced by Government



PMI

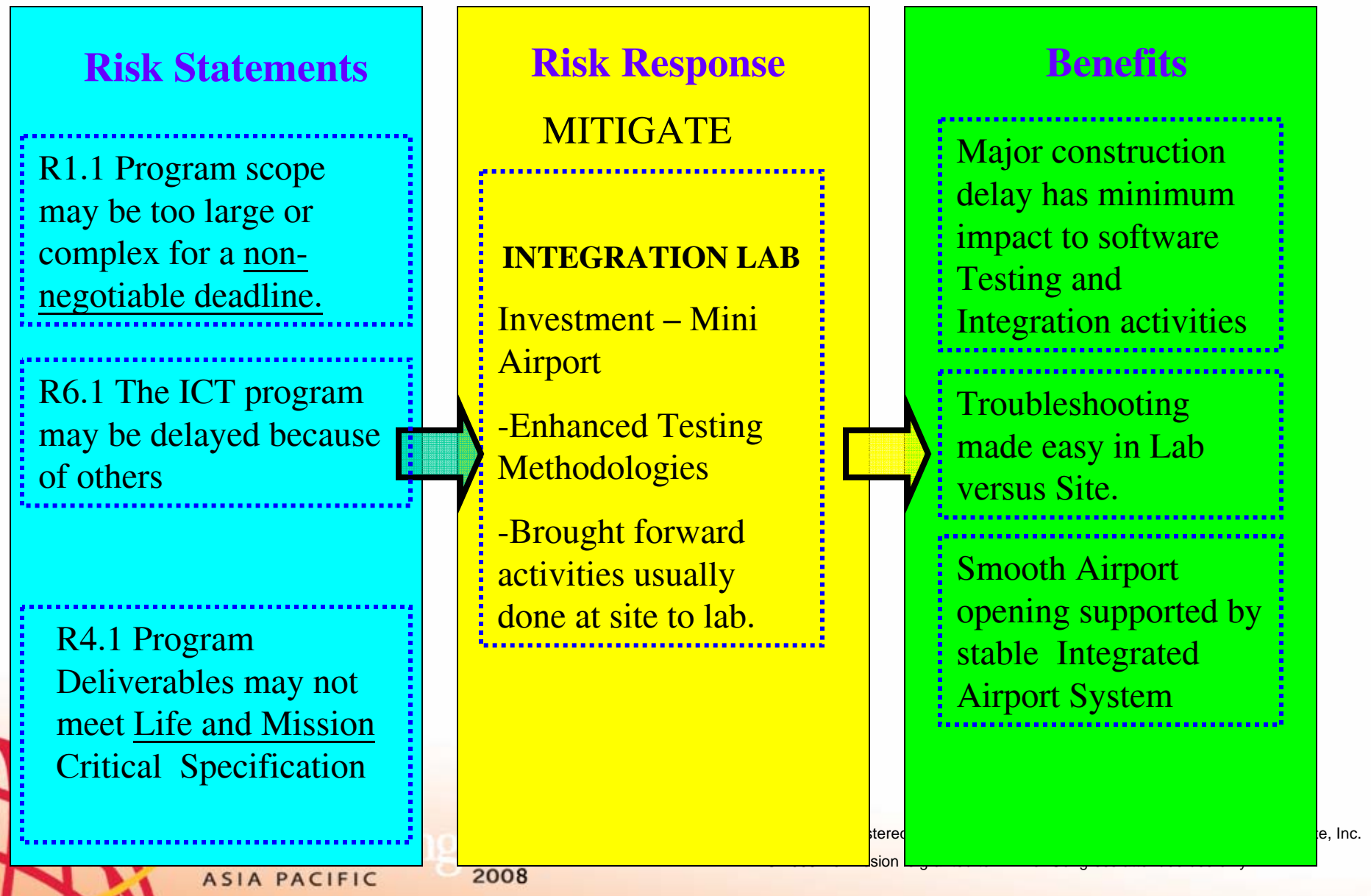
Global Congress
ASIA PACIFIC

2008

PMI is a registered trade and service mark of the Project Management Institute, Inc.

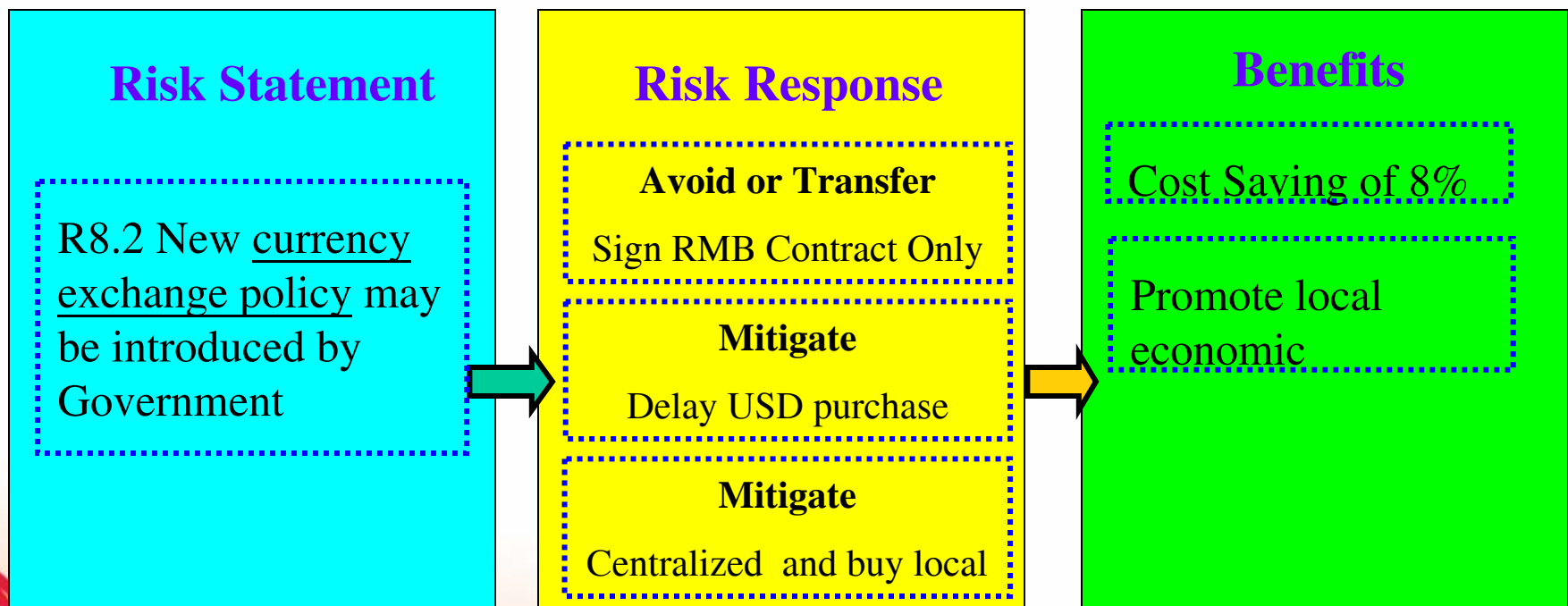
© 2008 Permission is granted to PMI for Congress attendee use only

Case #1: Mitigate Multiple Risks via Single Response



Case #2 : Exploit Single Risk (Opportunity) via Multiple Responses

Background: Chinese RMB has been pegged to USD for years. In 2005, SK participated in a project planning session conducted by customer , a major concern (risk?) that has been identified was that the RMB may be UNPEGGED against the USD during the 3 years program implementation. The customer believed that the RMB would go from RMB8.10 to RMB7.5 over the 3 years period if the UNPEGGING ever took place.



What I'll Be Covering...

- Context of Risk Management Case Studies
- PMBOK® Risk Management
- Examples
- Issues and Challenges
- Summary

Issues and Challenges

- **Lack of Complex Program /Project Management Knowledge and practical Risk Mgmt experiences**
 - “Paper talk”, Copy & Paste
 - Project Visibility and Transparency , Fast track & Non-negotiate deadline
 - Politics and national pride
- **Organization**
 - Investment (e.g ‘Paper’ Lab)
 - Complex Stakeholders Relationship (risk identification)

Risks you'll never find in Risk Register !!



PMI
Global Congress
ASIA PACIFIC 2008

"PMI" is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

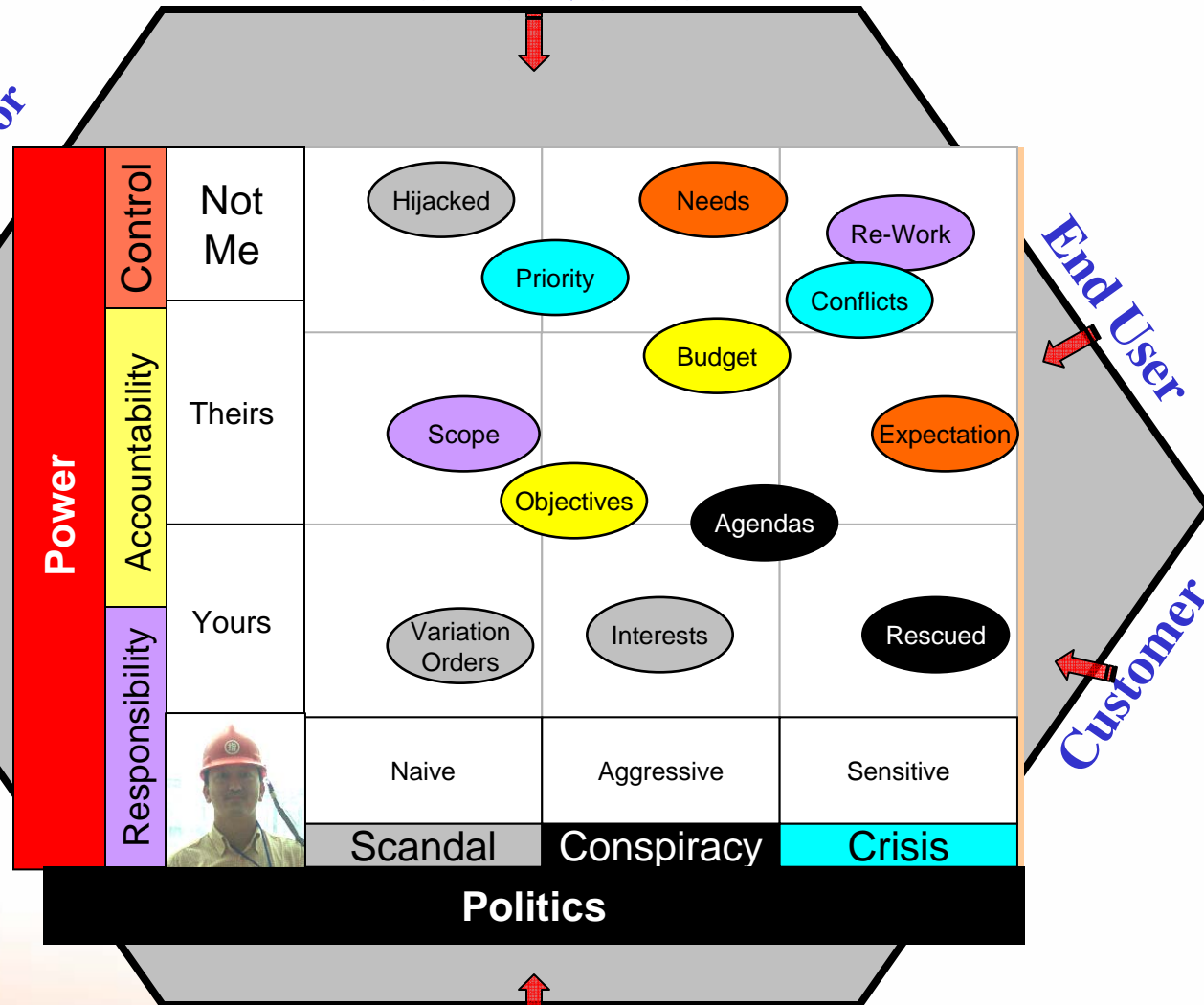
Complex Stakeholders Relationship

Product Vendor



Prime Contractor

Authority/
Consultant



Sub-contractor



PMI
Global Congress
ASIA PACIFIC
2008

PMI is a registered trade and service mark of the Project Management Institute, Inc.
© 2008 Permission is granted to PMI for Congress attendee use only

Risk Identification

- You know what you know
- Know what you don't know
- Don't know what you should know
- Don't know what you don't know
- Don't know what you don't know but you pretended that you know
- Thought you knew it, but you don't
-



Risks you'll never find in Risk Register !!

- SK
 - Keywords: Firewall, traffic, bandwidth
 - **Cross Industries Risk**
- James
 - Keyword: “Lunch time”
 - **Cross Cultural Risk, Inter-personal Risk**
- Bob
 - Keywords: “off the record”
 - **Communication Risk**
- Peter
 - Keyword: “Airport or Airports”
 - **Multi languages Risk**

Perhaps, you may

- SK
 - Keywords: Firewall, traffic, bandwidth
 - Cross Industries Risk
 - **“ICT Project in Construction environment”**
- James
 - Keyword: “Lunch time”
 - Cross Cultural Risk, Inter-personal Risk
 - **“willing to change (humble, communication), cultural preparation class, seek help from someone understand both worlds**
- Bob
 - Keywords: “off the record”
 - Communication Risk
 - **“don’t assume, seek clarification and reconfirmation”**
- Peter
 - Keyword: “Airport or Airports”
 - Multi languages Risk
 - **“Multi-lingual PM and legal personal”**



No 'One Shoe Fits All' Solution



关系



WORLD TRADE
ORGANIZATION



The DREAM
The FUTURE



One Team
Multi Approaches

Summary

- **Lessons Learnt (Official / Unofficial)**
- **No “One Shoe Fits All” solution**
 - Adjust according to the Size, Complexity, Experience, Skill Level of the Stakeholders.
- **Been There – Done That**

