

## Industry Focus Presentation

---

### Caribbean Association of National Telecommunications Operators (CANTO)



---

**CANTO AGM January 25-28, 2014**  
“Strategic Alliances for Sustainable Broadband Development”

# Getting an EDGE on ICT projects in the Caribbean

## Courtesy



# Introduction

- Owen Field
- Regional Manager in Project Management in the Information and Communications Technology (ICT) Industry
- Industry Association Boards
  - Global Association in IT and Services
  - Regional Association in Project Management
  - Local Association in ICT
- Over 18 years experience in the Information and Communications Technology industry in Canada, Trinidad and across the Caribbean region
- Energy, Broadcasting, Manufacturing, Insurance, Information Technology and Telecommunications
- Leadership positions in Engineering, Quality Assurance, Information Technology, Project Management and Product Development
- Project, Project Manager and Service Provider of the Year
- Authored contributions to 2 International books
- Authored and presented papers/presentations internationally
- Served on panel discussions internationally



# THE STATE OF THE PROJECT MANAGEMENT INDUSTRY IN THE CARIBBEAN 2012 & 2013



What % of ICT  
projects in the  
Caribbean fail?

---

# Introduction

---

## Why do organizations invest in Project Management?

In a Nut Shell:

- 1) Control Spending
- 2) Improve Performance

Bottom Line:

Governance and Value



# PMO's

- 49% of respondents' organizations have a PMO or equivalent department.
- PMOs were present across all sizes of organization.
- There is a notable increase in the presence of a PMO in organizations with greater numbers of employees than smaller organizations.
- Average annual budget for the PMO increased in 2013 and the average annual budget for all of the projects supported or managed by the PMO also increased due to an increase in the number of projects per year for the respondents' organizations.



# Challenges to the PMO

The greatest challenge to PMOs in the Caribbean includes;

- Resources with inadequate project management skills
- Compliance to defined standards
- Resource management
- Demonstrating value
- Executive support.





# Resource Allocation & Training

- The priority given to the selection of project resources is still largely influenced by availability of resources.
- **1 in 4 Project Managers is allocated based on Availability vs Expertise or Experience.**



# Success

- Triple constraint - predominant measure for Caribbean project success. Cost, Time, Quality.
- This is closely followed by meeting stakeholders' needs and customer satisfaction.
- Project Success rate in global studies is in decline.
  - Over the last 3 years, only 56% of Strategic Initiatives have been successful.
- Caribbean success rate in decline too.

**Aggregated average for deemed  
Project Success is 63.1%  
Project Failure is 36.9%.**



# Declining Success

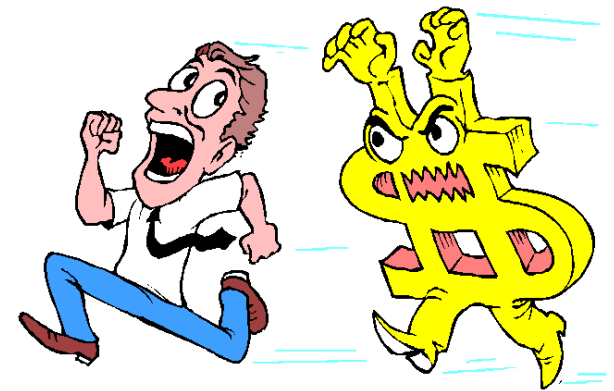
- The PMI 2013 Pulse reports 62% of projects successfully met their original goals and business intent in 2012
- A decline of 10% in 5 years.
- For the Caribbean, Success measured by this study yielded 63.1%.
- A decline of 4.5% in 2 years.
- Failure rates increased in the NGO/Not for Profit sector and the Public Sector. Constant in the private sector.

**Examination of project success parameters we find that no greater than 44% of projects meet the criteria defined for success.**



# Cost of Failure

- PMI Pulse 2013 Study, the effect of poor Project Management = Low performing organizations risk 14 times more money than high performing organizations.
- Average Cost of US \$7 Million was spent on Projects reported as failures.
- 2012 – US \$440M spent in failed projects
- 56% behind schedule
- 46% over budget
- 38% did not deliver on their original intent



# Influence on Success

- Success Rates for organizations with a PMO 64.48%
- Organizations without a PMO 61.57%
- Compared to Global studies that found PMOs contribute directly to a 30% decrease in failed projects.
- Caribbean organizations with PMOs should have yielded a more significant impact on Project Success Rates.
- Caribbean PMOs need to improve their tactical and strategic capability to influence outcomes that demonstrate value.



# Improving Performance

- The industry practice of creating more projects of smaller investment size does not equate to a resulting risk reduction of the portfolio spend.
- The results show a contrary result; that project failure increases as the root causes of failure are potentially not adequately being addressed effectively
- **PMI Pulse 2012 - *organizations can improve performance, reduce risk, save money and earn a greater return on investments through excellence in basic project management execution***
- **Kerzner 2006 - *Even the simplest methodology, if accepted by the organization and used correctly, can increase your chances of success***



**If you want to know your past, look into your present conditions.**

**If you want to know your future, look into your present actions.**

- Buddhist Saying



---

# CANTO

## “Strategic Alliances for Sustainable Broadband Development”

**Getting an EDGE on ICT projects in the Caribbean**



## World class delivery

Best practices  
Trained professionals  
Global outlook, local delivery

## Growing together

Enriching our customers' experience  
Building customer intimacy  
Partnering for success



## Solid Foundations

Rich heritage  
Strategic global alliances  
Financial strength

## Care for the customer

Understanding your needs and challenges  
Exceeding your expectations  
Being where you are

## Passion for our people

Force of one, strength of many  
Nurturing local expertise  
Self-challenging, customer-inspiring



# EDGE

Expert Delivery, Guided Excellence



**“When you need delivered results...Get an EDGE!”**

- ❑ **Project & Program Management**
- ❑ **Project Management Office Consulting & Implementation**
- ❑ **Organizational Change & Transformation Management**
- ❑ **Project Management Training**

**We Execute Projects, Manage Business Transformation and Deliver Results**

*“We are what we repeatedly do.*

*Excellence therefore is not an act but a habit.”*

- Aristotle

---

**"Best of the Best 2013 Recognition Award"**

**PMI SCC - EXCELLENCE IN PROJECT MANAGEMENT AWARDS 2013**

**"Service Provider of the Year"**

**TTCSI - EXCELLENCE IN SERVICES AWARDS 2012**

**"Project Manager of the Year"**

**ICTS - EXCELLENCE AWARDS 2007**

**"Project of the Year"**

**ICTS - EXCELLENCE AWARDS 2007**

# International Recognition

---

***Project Management Best Practices:  
Achieving Global Excellence***

by Dr. Harold Kerzner (2013 & 2010)

***A Compendium of PMO Case Studies:  
Reflecting Project Business Management Concepts***

by Dennis L. Bolles and Darrel G. Hubbard (2012)

***Global Registered Education Provider  
PMI REP***

by the Project Management Institute (PMI) (2012-2014)

# **EDGE**

## **Expert Delivery, Guided Excellence**

---

- ✓ **At the Forefront of the profession**
- ✓ **Awarded, Published, Accredited**
- ✓ **Industry insights and leadership**
- ✓ **Talented, qualified, experienced and industry certified resources**
- ✓ **International Standards and Best Practices**
- ✓ **Growing community of delighted customers**
- ✓ **Improving our Clients business performance through projects**
- ✓ **Invested in National and Regional Development**

- 1. Proven Track Record**
- 2. Vast Experience**
- 3. Complete Assurance**

---

# “Strategic Alliances for Sustainable Broadband Development”

**Get an EDGE on your ICT projects**

# Contact

## Project Management

Resources | Tools | Templates | Processes | Methods | Training | Certification

[edge@illuminatnm.com](mailto:edge@illuminatnm.com)



# Thank You CANTO

