

Making project management indispensable for business results.®

Project Management Institute
Northern Italy Chapter

Observatory P³MO

The First Permanent National Observatory
devoted to monitoring PMO organizations
in the Italian market

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The PMI®–NIC



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- The PMI®–Northern Italy Chapter is the point of reference for all Central and Northern Italy professionals that are interested in the Project Management practices
- Founded in 1996 by a group of "pioneers" coming from the business, academic and professional world, the Chapter is now an open point where different skills and experiences from different sectors, companies, geographic areas are combined

- 1.250 members (as of 03/2010)



- Four branches: Veneto, Piemonte–Valle d’Aosta, Emilia Romagna–Marche, Toscana–Umbria



- www.pmi-nic.org



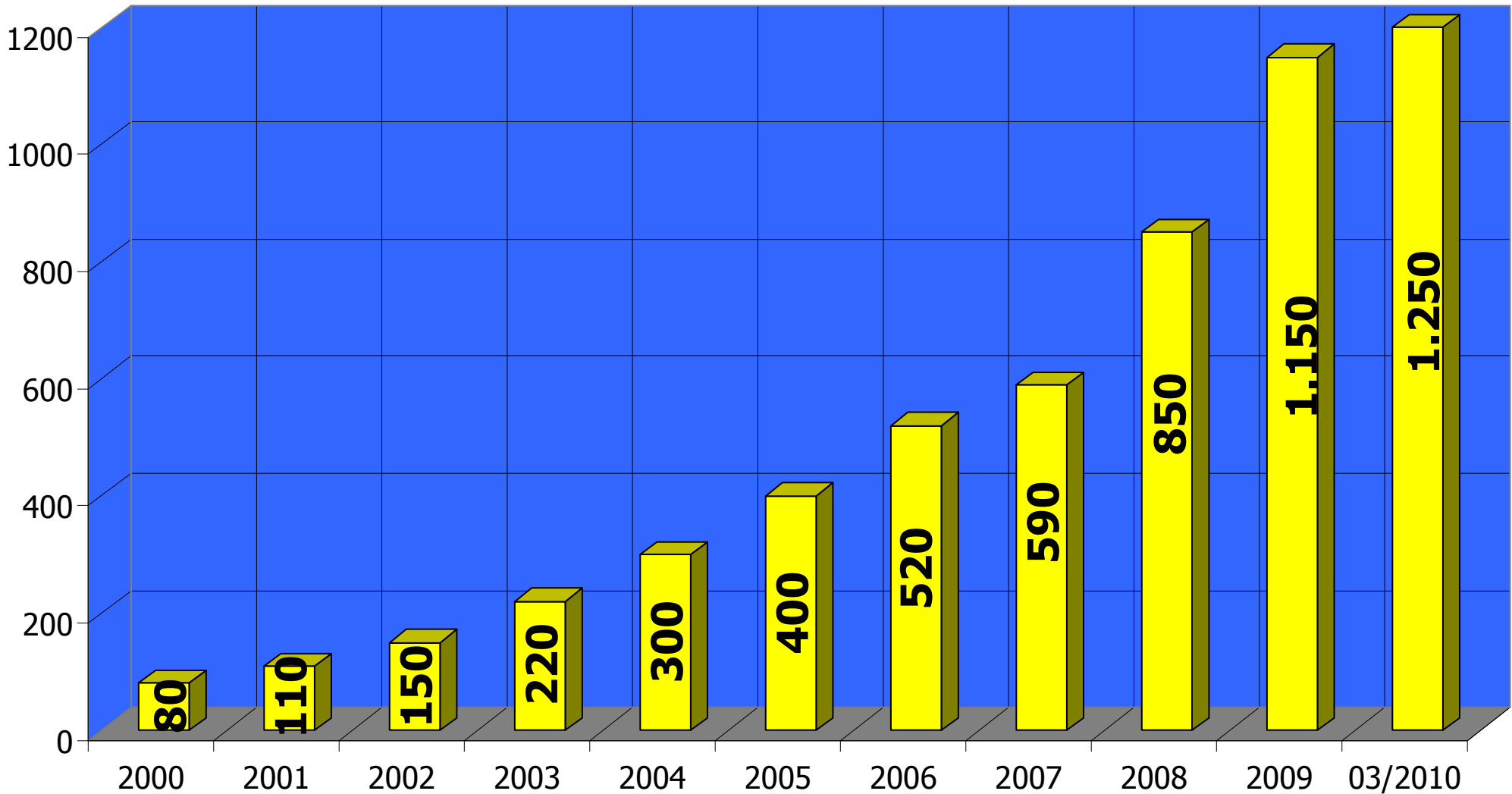
The Growth of PMI®-NIC



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The Observatory P³MO

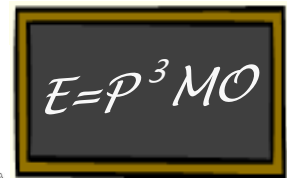
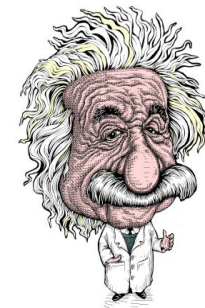


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- The main objectives of the Observatory P³MO are:
 - Monitoring the state of the art and the evolution of PMOs in the Italian enterprises
 - Helping the Italian enterprises in setting-up effective and efficient PMO structures
 - Measuring the value delivered by the PMOs
 - Developing the practice of PMO in the Italian business environment



What is a P³MO



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P³MO

Project
Program Management Office
Portfolio

- A P³MO is an organizational unit, either temporary or permanent, that directly manages or supports the Initiatives that fall under its domain
- Initiatives can be projects, programmes or portfolios of projects and programmes

The Initiatives of the Observatory

P³MO



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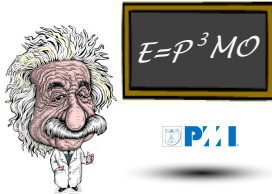
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05/2006, “PMO: sharing experiences”. In this conference we analyzed the main issues that every company is facing when it decides to establish a PMO, namely:

- ✓ The reasons behind the decision to implement a PMO
- ✓ The PMO models to be referenced and the tools to be used
- ✓ The expected business benefits.



06/2006, Birth of the Observatory P³MO



07/2007, Established the Yearly Project Management Office Award



11/2007, The Research “PMO: where are we”. The research surveyed and assessed the status of PMO organizations in Italian enterprises. For its importance and uniqueness this research has become a milestone for all future Observatory



12/2008, Workshop – Conference “The PMO as A Business Solution”. Workshop held by Gerard Hill, author of *The Complete Project Management Office Handbook–Second Edition*. Presentation of PMO case studies from the Italian market



10/2009, Guidelines for initiating and improving the PMO

The link with the PMI®



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PMI® Emea Link, February 2009

PM Network®, July 2009

ChapterLINKS news | people | projects

PMI Northern Italy Chapter

Workshop and Conference Center Around the PMO

ON 10 DECEMBER 2008 the PMI Northern Italy Chapter (PMI-NIC) hosted "The PMO as a Business Solution," an event that studied how project management offices (PMOs) fit in between the "business" and "operations" sides of an enterprise. The Milan event also focused on how PMOs contribute to the integration of these two sides, both by supporting project managers and their teams with the application of professional project management practices, and by bringing business interests into the project management environment.

The full-day event was divided in two parts. In the morning, a workshop was presented by Gerard Hill, PMP, a worldwide expert in the field of project management and author of several books on the topic of PMOs, including *The Complete Project Management Office Handbook* (Second Edition) (Taylor & Francis, 2007).

The workshop aimed to provide participants with a set of guidelines for initiating and assessing a PMO. It also analyzed the reasons for establishing a PMO, examined the relationship between a PMO and the external environment (customers, project executives, project team, functional managers, etc.), and proposed a frame of reference and an implementation scenario.

The afternoon began with a conference that presented the activities of the Observatory PPMO (Portfolio Program / Project Management Office), which is PMI-NIC's workshop dedicated to monitoring PMO organizations in the Italian market and to analyzing the PMO practice topics in depth.

The day then continued with the presentation of case studies prepared by PMO organizations that participated in the Project Management Office 2008 Award. Participants included Alcatel-Lucent, Banca C.R.F. Banca, UGIS-UniCredit Global Information Services, Comau Italy and Ericsson Marconi. During the conference, the chapter

Below: Shown from left are Nicola Marconi, member of the PMO Observatory, author Gerard Hill, PMP, Michele Maritato, PMP. PMI-NIC also provided organization and responsible for PMO Observatory and PMO Observatory member Giulio Scappato, PMP, and Giuseppe D'Amelio, PMP.

Left: Gerard Hill, PMP, led the morning workshop at "The PMO as a Business Solution," a December event hosted by the PMI Northern Italy Chapter.

A team from Ericsson Marconi was awarded the Project Management Office Award 2008 by the PMI Northern Italy Chapter.

awarded the Project Management Office 2008 award to Ericsson Marconi.

More information on the event is available on the PMI-NIC website, www.pmi-nic.org. For further details, please send an e-mail to observato@pmi-nic.org.

It's fast becoming do or die for project management offices (PMOs).

“The PMO that doesn't deliver on its main goal to keep business and delivery aligned while continuously improving the performance of business will be useless and will be canceled,” says Michele Maritato, PMI owner of project management consulting firm, PMProgetti, Milan, Italy. He is also vice president of the PMI Northern Italy Chapter and a part of PMO Observatory, a chapter workshop devoted to studying portfolio, program and project management offices.

“The challenge is that many people see the PMO as a nice-to-have department that mostly acts as a buffer between the project team and senior management,” says Rommy Masch, business manager at Orange Business Services, an IT services company in Wellington, New Zealand.

“But now that times have changed, the PMO has to change the company's mindset about what purpose it serves. We need to transition from nice-to-have to a business-critical function that is part of the way business is done,” says Ms. Masch, who is also the vice chair of governance for the PMI Program Management Office Specific Interest Group.

PMOs can and often do provide bottom-line benefits through better project selection and decision-making. But those that don't are in serious danger.

“The PMO that doesn't deliver on its main goal to keep business and delivery aligned while continuously improving the performance of business will be useless and will be canceled,” says Michele Maritato, PMI owner of project management consulting firm, PMProgetti, Milan, Italy. He is also vice president of the PMI Northern Italy Chapter and a part of PMO Observatory, a chapter workshop devoted to studying portfolio, program and project management offices.

In Italy, Ms. Maritato has seen several companies scale back or shut down PMOs deemed ineffective. On the other hand, organizations that do see the value are opening new PMOs or fortifying existing ones to improve project selection and oversight, while also increasing efficiencies in tighter markets.

To survive these days, PMOs must deliver value and provide evidence of that value, not only to the project management process, but also to the overall organization.

“Company investments in projects are increasingly rare, and there is no room for waste and wrong decisions,” Mr. Maritato says.

LET'S TALK BUSINESS

Most PMOs already provide value to an organization. But they operate within the confines of the project team and culture, rarely making their case in terms that click with executives, says Jack Duggal, PMP, managing principal of Projective Group, a project management consultancy in Avon, Connecticut, USA.

“Typical PMOs focus only on project success rates—in terms of on time or within budget—but they need to look beyond these metrics to define how their projects benefit the company,” he says.

That means looking at revenue, cost savings, customer satisfaction or other business-focused metrics. Instead of



The Team



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Michele Maritato, PMP®
Resp. Observatory P³MO



Prassede Colombo, PMP®
Resp. Communications



Giuseppe D'Amelio, PMP®
Resp. Sponsors



Anna Maria Caccia, PMP®
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Maurizio Ferrantelli, PMP®



Emanuele Zanotti, PMP®



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The Activities of the Observatory

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MONITORING
PMOs IN THE
ITALIAN MARKET



ANALYZING
INTERNATIONAL
TRENDS



DEVELOPING
TOOLS FOR THE
PMOs



INNOVATING



DEVELOPING THE COMMUNITY, EDUCATION,
PUBBLICATIONS, TOOLS



Join us



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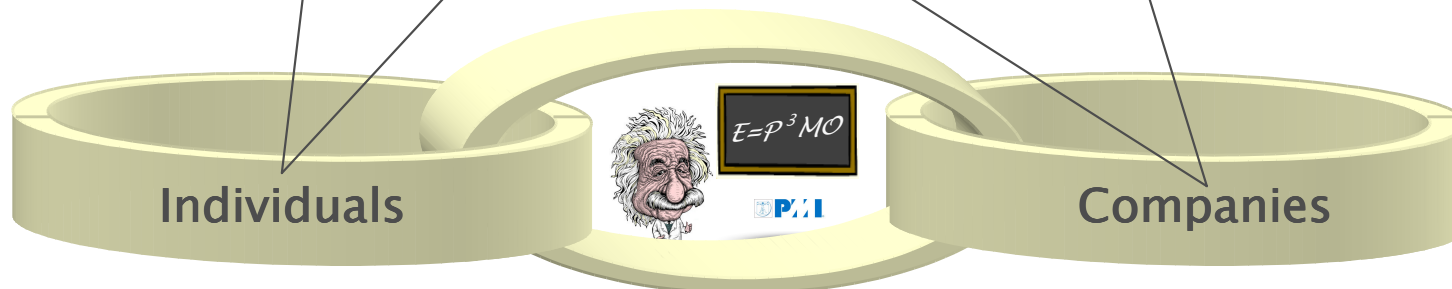
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We have defined several forms of support and sponsorship, for both Companies and Individuals

Professionals can join the Observatory P³MO Team and participate in our initiatives

Companies can contribute by proposing research topics, sending case studies, sponsoring the Observatory by providing financial, operating and logistic support, advertising the Observatory initiatives



References



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By supporting the Observatory P³MO initiatives you can have many benefits. For more information please send us an e-mail and you will be contacted by our Team:
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