



In Time and Budget

using Best Practices in large infrastructure projects

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APMG-International
Accrediting Professionals



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- Examples
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About APMG

Largest Project
& Programs
Qualification
Body

Supporting 30
Products in 21
languages

Global access
to leading
qualifications

ISO 17024
ISO 17021

Accredited
Consultants

150+

Accredited
Organisations

350+

Accredited
Trainers

1800+



1,000,000 + since 1996

Portfolio...



The Concept of using Best Practices...

**...is about stakeholder management
and governance doing it the right way**



Project-, Program- and Portfolio Management involve people

...ending up in a conflict between priorities of a matrix organisation and those of the authority in the line business



The principles are simple...

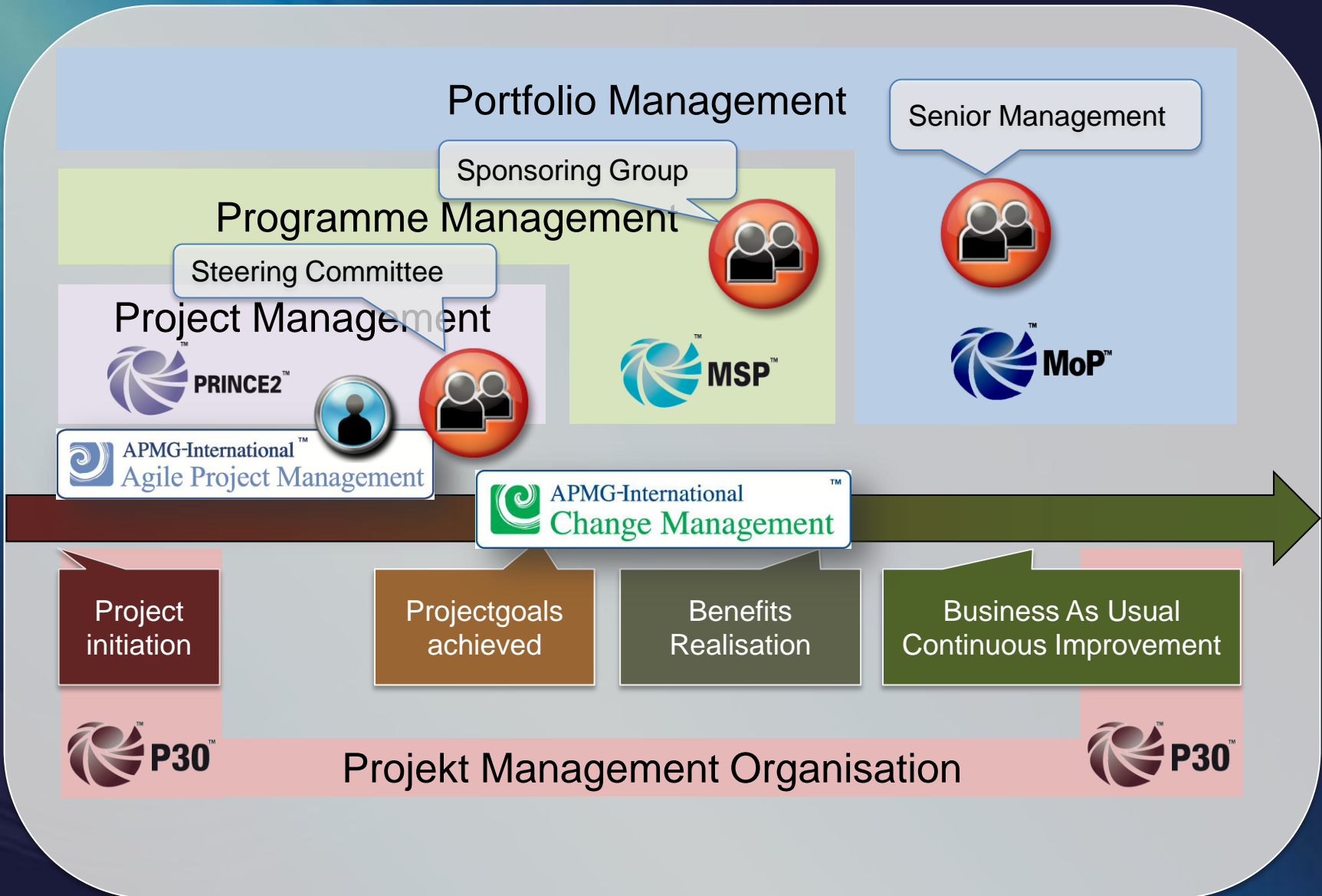
- A change is not just a project
- Don't rely on the PM as the local hero
- Stakeholders are the ones who direct projects and programmes
- Project governance is a must



... the reality is difficult

- Resource allocations
- Dedication of work
- Managing interests
- Controlling
- Managing the changes of changes

In a glance...



**Where do these have an impact
on infrastructure projects?**

...and what happens if they are ignored?



Berlin Airport

Impact if ignored

- Planning started in 1991
- Opening postponed 2 times
- No new opening date scheduled yet
- € 20 Mn monthly operational cost
- € 14 Mn monthly loss of planned income
- Overall cost increased from € 2.7 Bn to € 4.7 Bn



German sense of humor:

<http://www.youtube.com/watch?v=JFjApe7zRdQ>

Berlin Airport

Failure Reasons identified

- Airport Management ran this as a project within their running operations of 2 other airports
- No Steering committee - a board of politicians
- Ambitious goals had been set without any experience and no adoption of Best Practice
- Approvals rejected due to lack of planning and quality assurance in fire protection

**But it actually can
work quite well...**

- 
- An aerial photograph of the Port of Rotterdam, showing a large, complex harbor system with numerous docks, piers, and ships. The water is a deep blue, and the surrounding land is green with some urban development. The port is situated along a large river, likely the Rhine-Meuse.
- Operational since 1350
 - The world's third largest sea port
 - 35.000 Freight liners per year
 - 130.000 Inland ships per year
 - 10.500 hectares in size
 - 41 km spread

...and expanding



Port of
Rotterdam

Massvlakte 2

- Project started in 2004
- Resistance in the parliament
- Opening on 11 July 2012
- Involving 20.000 people
- 1 year ahead of time
- in budget (€ 2 Bn)



Port of
Rotterdam

<http://www.apmg-international.tv/qualifications/programme-a-project-management/item/presentation-of-level-5-maturity-award-to-the-maasvlakte2-project-team>

Ronald Paul, Project Director of Maasvlakte 2

“Due to the project governance according to PRINCE2, the project was within budget and time.”




**Port of
Rotterdam**

Massvlakte 2

- 215 million cubic metres of sand
- 3.5 km long hard seawall
 - using 20,000 blocks of recycled concrete
- 7.5 km long soft seawall
 - beach with 14 metre high dunes



Port of
Rotterdam

An aerial photograph of the Port of Rotterdam, showing a large-scale construction project involving a sea wall closure. The image is darkened to serve as a background for text. The port area is filled with numerous ships and industrial structures, surrounded by water and greenery.

Hans Smit, CEO, Port of Rotterdam

“The project governance was one of the key factors for the success of the project. After three-and-a-half years of hard work, the seawall closure is a milestone in Dutch history”



**Port of
Rotterdam**



Reasons for Success identified

- Dedicated Board established
- Full commitment of senior port management
- Excellent stakeholder management
- Strict project governance
- Regular Business case re-calculations
- Regular maturity assessments



Lessons learned

- **Involve stakeholders based on their interest**
- **Ignore those with no stake**
- **Keep them under control**
- **Change stakeholder focus accordingly**
- **Make sure authority conflicts are resolved**
- **Allow regular assessments**
- **Permit flexibility to adjust the business case**



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Thank you