Innovation at Complex International Projects
Agenda …

• Introduction
• Trends/Benefits of Global Business & PPMs & Big Picture
• Affecting Success and Failure Factors, Regulatory issues, etc.
• Uniqueness/Innovation of International Projects
• A Few Failure Factors
• Characteristics/Complexity of International Projects
• Intellectual Properties and Legal Issues
• Agile as Mindset
David Bakhtnia

- BSEE, MS-Engineering Management
- Programmer (Mobile App, LAMP, .NET, (pl-)SQL, XML/DTD, Python, Shell, Full Stack, etc.)
- Product Development (HRIS, CRMS, LMS, web apps, CRM-ERP-Accounting Integrated systems)
- Technical Solutions Provider (Digital Change Management, Agile PLM, CMS, CRMS, ERPS, HRIS, IT-Labs, DevOps, Analytics)
- 200+ testimonials, 20+ Apps (PM), 40,000+ Hours of documented PM
- Coach, Mentor, Trainer, Instructor; Project Management (Scope, Risk, Schedule, M&C, etc.), Agile Frameworks (CSM, CSPO, Scrum@Scale, and SAFe®-SPC; SA, DevOps, SM, SPO, RTE, etc.)
- Team and executive mentor, Change and Transformation Coach, Academics (Northeastern University and UCSC Silicon Valley Extensions)
- Building a community of Agile Project Management; www.svprojectmanagement.com
- Certified Consultant; https://patca.org/members/dbakhtnia/
- Customized training and workshops; www.SVAgile.com
## Trends in Global Business

**Expansion of individual firms to sell their products & services in other countries**

**Standardization in regulations**

**Mergers and acquisitions**

**Worldwide manufacturing and distribution**

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### Seven trends in global business strategies

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<thead>
<tr>
<th>Trend</th>
<th>Description</th>
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<tr>
<td>1. <strong>Renewal</strong></td>
<td>Transforming business structures and brand</td>
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<td>2. <strong>Exploration</strong></td>
<td>Exploring new businesses and business models</td>
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<td>3. <strong>Re-alignment</strong></td>
<td>Relocating production and R&amp;D bases</td>
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<td>4. <strong>Emerging markets</strong></td>
<td>Expanding to these markets to seek long-term growth</td>
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<td>5. <strong>Alliance</strong></td>
<td>Forming new intra and inter-industry partnerships</td>
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<td>6. <strong>Convergence</strong></td>
<td>Converging technologies and functions</td>
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<td>7. <strong>Cheap and competitive</strong></td>
<td>Providing low-cost, competitive products and services</td>
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Affecting Factors

A few factors impacting International Projects:

• **Logistical Concerns:**
  - Communication
  - Cultural Values
  - Geographical Issues
  - Time Differences
  - Coordinating Interdependencies
  - Global Business Environment
  - Legal and Political Issues
  - Integration Management
  - Project Organizational Structure
  - Global Procurement Management
  - Leadership and Trust
  - Planning, Execution, and Control
  - Stakeholder and Customer Satisfaction
  - Fast and Reliable Information Systems

• **Regulatory Issues:**
  - IP Laws (Patents, Copyrights, Trademarks, etc.)
  - Regulations and Restrictions On Hazardous Substances (RoHS)
  - Import / Export Regulations / Processes
  - Sales and marketing restrictions and Laws
Uniqueness/Innovation of International Projects

A Few Challenges

- Faltering by Political Instability
- Weakening by Laws and Rules
- Pausing by Org. Culture/Policies
- Impeding by Home-Filed Advantages
- Misreading by Environmental Factors
- Lingering b Contracts
- Lost in Translation
- Missed in Time
- Crashed in Cost
- Faded in Needs

Globalization; A Fact

Innovative Ecosystem
Connected Megacities
Global Economies
Global Enterprises

James Canton, Future Smart
Da Capo Press (2015)
Why International Projects Fail

- Failure to plan
- Focus on hard facts & ignore soft facts
- Do not focus on processes
- Spend too much time analyzing current situation
- Proceed without strong global executive leadership
- Be cautious in transformation
- Move directly from conceptual design to implementation
- Transform slowly
- Adopt a conventional (1 culture-focused) style
- Ignore the concerns of the project team
- Managing an International Project as a Standard Project
- Lack of understanding the local culture and business practices
- Over-dependence on technology
Unique Characteristics of International Projects

**Complexity:** organizational/geographical reasons, multi-interdependencies, dispersed stakeholders, communications difficulties, lack of standard PM approach.

**Risk:** Complexity crafts risks of dwindling triple-constraints (scope, cost, and schedule)!

**Uniqueness:** specific objectives with no prior examples, varied results from diverse and unlike projects, outcomes, lessons-learned, technical/technology differences, cultural influence, etc.

**Diversity:** Cultural/Religious differences, communication barriers, and educational/knowledge/social differences as major challenges.

**Dynamics:** Management Involvement/Attitude, Sudden numerous changes within the projects’ processes such as quick decision makings, sudden departure of sub-vendors, etc.

**Limited resources:** Lack of appropriate resource in any of process groups (planning, execution, monitoring, etc.), funds for transportation, coordination challenges, skills barriers, language and intellectual diversity.
Intellectual Properties and Legal Issues!

- **Intellectual Properties**: Knowledge, creative ideas, expressions of human mind (idea, process, invention) with **commercial value**!
- **Patents**: A government authority/license for a set period, especially sole right to exclude others from making, using, or selling inventions.
- **Trademark**: A brand identification of a particular product or service.
- **Copyright**: A legal right of original work exclusivity (use/distribute).
- **Licensing**: The right to use a creation.
- **Protecting IP**: create policies to protect & enforce it, all material to be copyrighted, experts’ advices (to prevent/prosecute theft), record evidences, look for intl. IP infringements, and be proactive!
Agile Mindset & International Project Management

Agile Values

Individuals and interactions over *processes and tools*. Working software over *comprehensive documentation*. Customer **collaboration** over *contract negotiation*. Responding to change over *following a plan*.

AGILE PRINCIPLES

**12 CORE PRINCIPLES**

1. Satisfy the *customer* through early, continuous delivery
2. Welcome *changing requirements*, even late
3. Deliver *working software* frequently
4. Business people and developers **collaborate daily**
5. Build projects around *motivated individuals*
6. Convey info via *face-to-face* conversation
7. Primary progress measure: *working software*
8. Maintain a *sustainable pace* indefinitely
9. Continuously demonstrate *technical excellence*
10. Essential to *simplify*; maximize amount of work not done
11. The best architecture etc. emerge from *self-organize teams*
12. At regular intervals, the team *reflects* and tune behaviour

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