



# Hamdan Bin Mohammed Award for Innovation in Project Management



# Agenda:

#	Items:
1.	Introduction & Background (Video)
2.	Award Goals
3.	Target Audience
4.	Award Management
5.	Award Categories
6.	Evaluation Criteria
7.	Award 2 <sup>nd</sup> cycle Statistics
8.	Winning Examples





# 1. Background



## Background :

- The **Hamdan Bin Mohammed Award for Innovation in Project Management** was launched under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council during the Dubai International Project Management Forum DIPMF in 2015.
- The award reflects Dubai's vision of **becoming an international hub for innovators, professionals & corporations** worldwide while serving as a platform to discover, encourage and promote innovation culture in the Project Management Field.
- **Award Vision:** Promoting innovation culture in the Project Management field worldwide



## 2. Goals



# Award Goals:

- 1 Conduct and develop projects through innovative, smart and sustainable solutions.
- 2 Award leaders and innovators in project management locally, regionally and internationally.
- 3 Identify & highlight best & innovative practices in project management
- 4 Provide a platform for participants with innovative success stories in this area to exchange distinctive experiences in project management.
- 5 Exchange knowledge in project management.
- 6 Learn and share distinctive innovative ideas in project management and apply them.



# 3. Target Audience





# Target Audience:

- ❖ The award targets the **international community** of Project Management **Professionals, Specialists and researchers.**
- ❖ Participation in the Award is open to:
  - **Individual** Project Managers
  - Project Management **Teams.**
  - **Organizations** that manages any type of Projects, Programs, or Portfolio.
  - **Student, researchers & academics** conducting research in the Project Management Field.



# 4. Award Management



# Award Management:

**H.E. Eng. Mattar Al Tayer**  
Director General, Chairman of the  
Board of Executive Directors, Roads  
and Transport Authority (RTA)  
**Chairman**



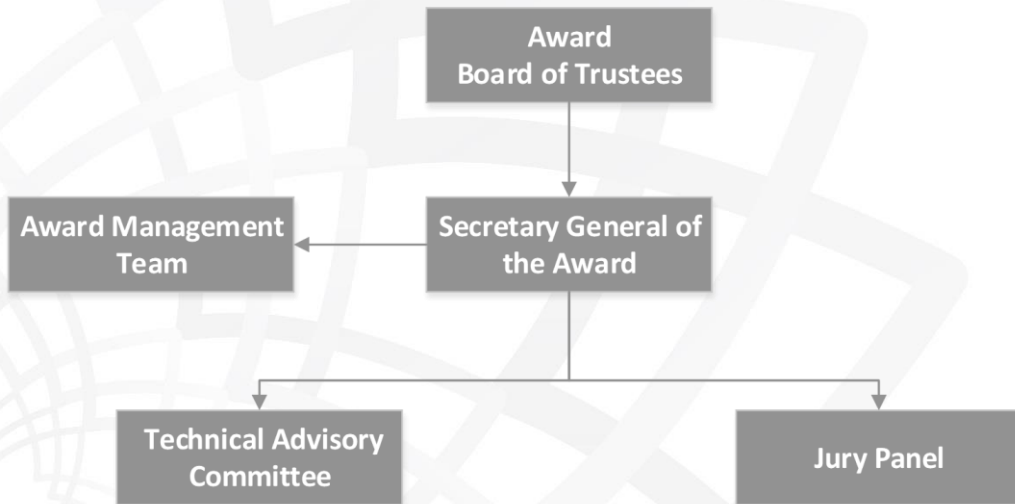
**H.E. Dr. Essa Al Bastaki**  
President, University of Dubai  
**Vice Chairman**



**H.E. Dr. Aref Sultan Al-Hammadi**  
Dean & Deputy Executive  
Chairman, Khalifa University



**H.E. Saif Abdalla Al-Aleeli**  
**Member**



**Nasser Hamad Abu Shehab**  
CEO of Strategy & Corporate  
Governance, Roads and  
Transport Authority (RTA)



**H.E. Huda Naim Al-Hashmi**  
Assistant to the director-general  
for Strategy and Innovation, Prime  
Minister's Office



**Laila Mohammad Faridoon**  
**Secretary General of Award**



# 5. Award Categories



# Award Categories:

## Individual Category

- ❖ Innovative Project Manager Award \$50,000
- ❖ Innovative PMO Manager Award \$50,000

## Teams Category

- ❖ Innovative Project Team Award \$80,000

## Organizations Category

- ❖ Innovative Organization in Project Management Award – 1<sup>st</sup> \$200,000
- ❖ Innovative Organization in Project Management Award – 2<sup>nd</sup> \$150,000
- ❖ Innovative Organization in Project Management Award – 3<sup>rd</sup> \$100,000

## Academic Category

- ❖ Research in Innovative Project Management Practices Award \$40,000
- ❖ Innovative Use for Project Management Practices Award – Academic Category \$40,000

**Total of \$710,000 Cash prizes**



# Individuals Category



## The Innovative Project Manager Award

### Eligibility Criteria:

- Submitted by an individual Project Manager who is the assigned Project Manager by owner or sponsor of the project.
- Based on a completed Project.

## The Innovative PMO Manager Award

### Eligibility Criteria:

- Submitted by an individual PMO Manager, who is the assigned PMO Manager by Program/Portfolio owner or sponsor.
- Based on a completed or ongoing Program or Portfolio.



# Team Category



## The Innovative Project Team Award

### Eligibility Criteria:

- Submitted by a designated Project Management Team member, assigned by Project owner or sponsor.
- Based on a completed Project, or on a completed or ongoing Program.
- Submitted by the Project Management Team, which must have at least three members.



# Organizations Category



## Innovative Organization in Project Management Award (Three Winners)

### Eligibility Criteria:

- Submitted by the organization that managed and executed the Project.
- Based on a completed Project.
- Project duration must be not less than 12 months.





# Academic Category

## Research in innovative Project Management practices Award

### Eligibility Criteria:

- This award can be submitted by individuals or organizations, including Academic Institutes, Researchers, Practitioners and Corporates.
- Submitted application should provide proof of research publication.
- Application must be submitted by the owner/s of the submitted research

## Innovative use of Project Management Practices Award (Academic Category)

### Eligibility Criteria:

- Submitted by a Student or an academic researcher.
- Based on a completed academic Project.



# 6. Evaluation Criteria



# Evaluation Criteria

- ❖ Evaluation criteria for Individual, Team and Organization categories in addition to Innovative use of Project Management Practices Award – Academic Category:

#	Criteria	Weight
1.	Project complexity and scale	20%
2.	Description of the project or research theory and new innovation	35%
3.	Innovation result and impact	45%

- ❖ Evaluation criteria for Research in innovative Project Management practices Award

#	Criteria	Weight
1.	Complexity and importance of research topic	10%
2.	Description of discussion theory and level of proposed innovation	60%
3.	Potential impact of research on Project management	30%



# 7. Statistics -2018

# Award 2<sup>nd</sup> Cycle Statistics:

**823**

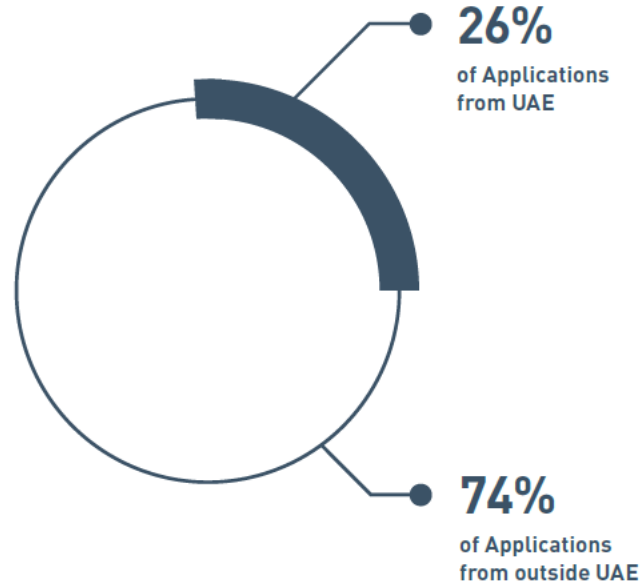
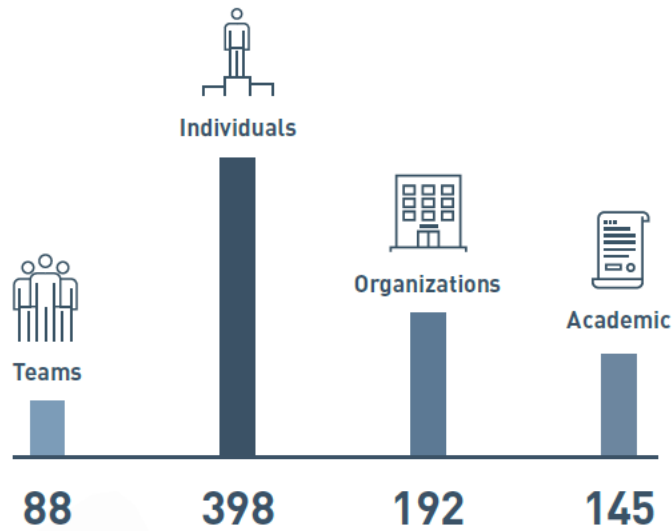
Applications received

**32%**

Applications qualified of the second phase of the Award

**December 2018**

Awarding the winners during Dubai International Project Management Forum





# 8. Winning Examples



## Innovative Project Manager Award – Winner 2017

**Award Winner** Amjad Odeh AlShabatat  
Project Director

**Project Name** Makkah Al Mukarramah Water Reservoir

**Project Details** The project consisted of four steel cylindrical tanks; each tank has a height of 21 meters and a diameter of 110 meters with a capacity of 190,000 m<sup>3</sup>, inclusive of the supply of all materials, equipment and services required for the project.

The project supplies up to 760,000 m<sup>3</sup> of drinkable fresh water for the Mashaer area in Makkah (Arafat, Muzdalefa and Mena) and the resident population as well.

Budget: Approximately SAR 300 million (Approximately USD 80 Million)  
Project Duration: September 2013 – June 2016

**Innovation Areas** Management, Stakeholder, Culture and Change Management

**Innovation Description** To ensure smooth and seamless change management within such a critical and sensitive project, the project manager adopted a modified version of Lewin's three-step change plan (unfreeze-change-refreeze) along with a shock-negative/shock-positive approach to the project environment to create a successful change by using a simple software that contained several interfaces, each covering a topic related to project management or technical process, playing an important role in convincing stakeholders of the importance of change in a quantitative manner.



## Innovative PMO Manager Award – Winner 2017

**Award Winner** **John Donohoe**  
Director, PMO and Change Management

**PMO Name** **Star Alliance Project Management Office**

**PMO office Details** Enterprise PMO provides portfolio management and project management services to all Star Alliance business units. The PMO has a team of dedicated project managers, all PMP certified. Project durations are typically between 6 -18 months, and usually range from supporting large airport facility projects, to building an IT hub, to providing API's for member carriers to improve digital experiences for travelers. Annually, the PMO manages approximately 15-20 programs and projects.

Key stakeholders include Star Alliance product owners such as the Customer Experience department and other supporting business units such as IT, Digital Department, Legal, etc. Project teams are made up of members from the 28 Star Alliance global airlines plus third-party suppliers.

PMO strategic objective:  
Improve strategy execution by providing a portfolio management framework for selecting projects aligned to strategic objectives, and project managers who execute projects knowing and constantly aligning to the expected strategic value of their projects throughout the project's lifecycle.

**Innovation Areas** Strategic Alignment Management

**Innovation Description** Projects and programs are primary tools for strategy execution. Yet the ability to successfully execute often falls short, creating a gap between strategy and execution.

The Star Alliance PMO addressed the strategy execution gap by incorporating strategic portfolio Prioritization metrics into every project, which is a unique unconventional approach in project execution. This provides a direct link between project and strategic objectives. Every project charter includes the strategic prioritization metrics along with the positive impact the project makes to airline customers around the world.

Knowing the link of the project to the strategic contribution (the big picture) plus keeping in mind the positive contribution of project outcomes on people's lives resulted in many benefits. Primarily improved strategic alignment and execution with reduced project failure rates, increased project performance and benefits realization and a much greater sense of purpose and motivation across all project teams by understanding how their project contributes to the 'bigger picture' and the positive contributions of their projects.





## Innovative Project Management Team Award – Winner 2017



**Award Winner** Hyperloop UC Project Team

**Project Name** Hyperloop UC

**Project Details** Hyperloop is a proposed '5th mode of transportation' that would propel a capsule-like vehicle in low-pressure environment tubes to move freight and passengers. Hyperloop UC built a pod prototype at half scale to participate in the SpaceX Hyperloop pod competition in January 2017. The Hyperloop cuts down travel time by half and expense by 67% compared to that of an airplane, respectively.

Over 1200 applicants who entered the first round submitted to SpaceX, and were then filtered through the preliminary design detailing in October 2015 to 326 teams, after which 124 teams would be invited to Texas A&M University to present their designs to a panel of judges. From here, 27 teams, including Hyperloop UC, were selected as the final participants to build a pod prototype for competition week in Hawthorne, California. Hyperloop UC was the first team to demonstrate magnetic levitation for a Hyperloop pod during their October 2016 unveil, gaining global attention. The team finished in 12th place and is now focused on building prototypes for a future version of the SpaceX Hyperloop pod competition, tentatively to be held yearly. The team is also focused on exporting the Hyperloop UC model to create an Advanced Transportation Research Center at UC, to develop cutting-edge transportation technologies. Project duration: July 2015 - January 2017

**Team Details** Faculty Advisor and Mentor: Shaaban Abdallah, Professor  
Project Manager & Director: Dhaval Shiyani, Graduate Student  
Department of Aerospace Engineering, University of Cincinnati

The Hyperloop UC Team is a group of over 60 students from the University of Cincinnati (UC) who came together to work on building the Hyperloop with the focus on a complete transportation solution including engineering, business, design, marketing and customer experience. This meant the team had to be a diverse group of students from various colleges at UC with different skill sets, motivations, geographic locations, stages in their degrees and time priorities. The team comprised of students from seven countries along with a diverse group of national (American) students, and was supported by 16 sponsors (USD 200,000).

**Innovation Areas** Project Integration Management and Communication Management

**Innovation Description** A unique communication model with innovative roles employed to ensure smooth flow of information within the large and very diverse Hyperloop team. The team was composed mainly of 60 volunteer students who worked in a high-complexity project related to a first-of-its-kind technology. One of the new roles is floaters. A floater would make a major contribution to his/her subsystem and in parallel stay associated with other subsystems. One floater was assigned to every subsystem.

In addition, a system integration manager was assigned to act as an integrator and keep in constant touch with the team leads from all subsystems. The team also employed state-of-the-art practices such as agile practices and tools, and successfully managed to deliver the project despite the complexity, and technological, cultural and diversity challenges.



## Innovative Idea in Project Management Award - Winner 2017



**Award Winner** UNICEF USA

**Organization Profile**

The United States Fund for UNICEF - also known as UNICEF USA - is the United States non-profit, nongovernmental organization (NGO) that supports the United Nations International Children's Emergency Fund (UNICEF). Founded in 1947, it is the oldest of the 36 UNICEF National Committees that support UNICEF worldwide through fundraising, advocacy and education.

**Project Name** UNICEF Kid Power: scaling the world's first Wearable-for-Good

**Project Details**

Named one of TIME Magazine's 25 Best Inventions in 2016, UNICEF Kid Power is the world's first Wearable-for-Good®, and one of the largest education-technology programs serving high-need elementary Schools in the U.S., Kid Power uniquely taps into a kid's intrinsic desire to help others by using wearable technology to convert their physical activity to real-life impact. By getting active with a UNICEF Kid Power Band, kids earn points and unlock funding from partners, which UNICEF uses to deliver packets of therapeutic food for severely malnourished children. The more kids move, the more points they earn, the more children they help.

Launched in 2014 in the U.S., UNICEF Kid Power aims to inspire an entire generation of American children to grow up as healthy and globally aware citizens, by getting active to help end severe malnutrition around the world. During the first three years of Kid Power, the venture's startup phase which lasted from May 2014 to May 2017 (which is the project timeframe for this application), scaled from a pilot in 7 classrooms in a single city to almost 7,000 classrooms in 1,600 cities and towns in 49 states across the U.S. In doing so,

Kid Power engaged 450,000 kids who collectively walked over 100 billion steps, to unlock enough funding for UNICEF to deliver enough therapeutic food packets to help save the lives of 52,000 severely malnourished Children.

Project duration: May 2014 - May 2017

Stakeholder, Culture and Change Management

**Innovation Area** The program is the largest tech-enabled initiative in high-need elementary schools across the U.S., being implemented in 1,600 cities and towns.

**Innovation Description** To reach this huge coverage, the Kid Power team developed a unique form of Scaled Agile Framework, which followed scrum methodology and combined short and medium periods to allow fast-moving product development and marketing teams to work in a synchronized manner with slower-moving educator outreach and schools' implementation teams.



## Innovative Idea in Program Management Award - Winner 2017



**Award Winner** Etisalat

**Organization Profile**

Etisalat Group is one of the world's leading telecom groups in emerging markets. Headquartered in Abu Dhabi, Etisalat was established four decades ago in the UAE as the country's first telecommunications service provider. An international blue-chip organization, Etisalat Group provides innovative solutions and services to 140 million subscribers in 16 countries across the Middle East, Asia and Africa.

**Program Name** Etisalat Dubai Parks & Resorts Smart Theme Parks Program

**Project Details**

Dubai Parks and Resorts (DPR) is the region's largest integrated theme park destination, comprising of three theme parks. The DPR program was dispersed across 5 different geographically connected areas, and had more than 300+ contractors working under the domain of DPR. Notwithstanding that, Etisalat's proposition was unique, groundbreaking, and innovative. The complexities attached to the program were equally harsh; but, the Etisalat PMO banked on their sheer determination, and using planning, governance models, smart funding, technologies and contemporary but innovative program management methodologies & framework, accomplished the mark as desired, in a period less than anticipated, and at a cost less than budgeted.

The program consisted of 40 projects across 6 mainstreams. The smart services stream included a comprehensive web portal, e-commerce, mobile application, augmented reality, customer support, payment management and visitor's park engagement services.

The active ICT and passive streams provided end-to-end park network connectivity over 250+ IDF/ MDF rooms, 2400+ Wi-Fi access points, 1700+ IP telephony and extensive Tier 3 Data center, cloud infrastructure, SWDM & GPON technology services on over 256km of fiber optics spread across 165 IDFs. The Security Video surveillance infrastructure encompassed 6000+ CCTVs, 1600+ Access Controls, Electronic Number Plate Recognition Systems, 5 Security Equipment Rooms, and 31 Operational Control Rooms for Show & Ride monitoring.  
Program duration: 12 July 2015 – 18 December 2016 (Park Launch).

**Innovation Area** Program Strategic Alignment and Benefits Realization Management

**Innovation Description**

Due to scope complexity, diversity and having several interdependent deliverables across multiple subprograms, an innovative practice of simulation to identify dependencies was employed in the work breakdown structure (WBS) creation, followed by an iterative fine-tuning to ensure better scope definition and management.

The application of a blended mesh of newer & sound project management processes, tools and techniques significantly improved the Program's performances and successes. The Program used an integrated management approach using combinations of Agile, Waterfall, Scrum and Xtreme for the crucial areas of the program.

The program's complexity and diversity required the employment of a wide range of intranet and extranet solutions supported by social media tools in a harmonized integrated way to maintain proper communications with program stakeholders.



## Innovative Idea in Portfolio Management Award - Winner 2017



### Award Winner

**Borouge PT Abu Dhabi**

### Organization Profile

Borouge is a leading petrochemical company that provides innovative and value-creating plastics solutions. A joint venture between ADNOC and Austria-based Borealis, Borouge is a leading provider of chemical and innovative plastics solutions. With its base in the UAE and the Marketing & Sales head office in Singapore, Borouge employs more than 3,000 people representing over 40 nationalities, and serves customers in 50 countries across the Middle East, Asia and Africa. The company's annual capacity of 4.5 million tons of polyethylene and polypropylene makes Borouge's site in Ruwais, the UAE's and the world's largest integrated polyolefins complex.

Focused on its mission, 'value creation through people and innovation', Borouge ensures its customers are provided with differentiated products and improved reliability of supply throughout the value chain.

### Portfolio Name

**Borouge Innovation Portfolio**

### Portfolio Details

Building on the unique Borstar® and Borlink™ technologies, and over 50 years of experience in polyolefins, Borouge provides innovative, sustainable and value-creating plastic solutions for packaging, infrastructure, energy, mobility, agriculture and healthcare applications that address global challenges such as climate change, food protection, access to fresh water, energy conservation, healthcare and waste management. Innovation Portfolio is a complex group project catering to the different business segments in Borouge. The portfolio is a mixed bag of short, medium and long-term projects catering to the needs of different regions/markets.

Annual, five-year and long-term budgets for innovation are discussed, planned and approved at different forums. In line with the overall strategic direction of the company, the project plans and resource spend are meticulously dealt with at various levels.

**Innovation Area** Portfolio Strategy and Governance Management and Portfolio Performance Management

**Innovation Description** Borouge owns a creative portfolio process designed to deliver innovative new solutions that cater to the actual needs of the customers, with the mission of "value creation by people and innovation". The several hundred million Emirati Dirhams portfolio is only four years old, employs state-of-the-art technologies for managing the innovation portfolio, while positively contributing to the environment, society and the economy.

Borouge created a unique agile system for stakeholder management including creating Executive Level Innovation Council headed by the CEO of the company. This council meets quarterly to respectfully and openly discuss the innovation portfolio recommendations which helps with making decisions effectively and in a timely manner.



## Innovative Project Manager Award – Winner 2018

**Award Winner** Dr. Michael O'Connor  
Project Director

**Project Name** EU MDR EPMO (European Union, Medical Device Regulation - Enterprise PMO)

**Project Details** The winner managed the implementation of a complex large-scale Enterprise Project/Project Management Office (EPMO) that spans the entire organization. This is in response to a program called European Medical Device Regulation or MDR and European Diagnostic Device Regulation or IVDR. The program has four business groups and eighteen business units brought together under one EPMO umbrella, increasing efficiency and productivity while creating one source of truth.

**Innovation Areas** Management, Stakeholder, Culture and Change Management.

**Innovation Description** Establishing a project management team and managing its meeting and communication by utilizing an innovative war room in which the entire room was painted with Fuze paint (writable walls) and using an internal social media tool to communicate with the rest of the organization. This was an out-of-the-box and innovative approach to communicate to the organization and reach out to 84,000 employees in an effective and efficient way.



## Innovative Project Management Team Award – Winner 2018

**Award Winner** Saudi Aramco

**Project Name** Master Gas System Expansion (MGSE) Phase 1

**Team Details** The project team included professionals from various engineering backgrounds as well as experienced construction and project professionals. The project team utilized this opportunity of constructing the compression stations to train many young engineers who became dependable and important members of the team. The senior leadership team for the project consisted of Manager of Pipelines Project Department, General Manager of Downstream Project Management and Vice President of Project Management.

### Project Details

This project is a multidisciplinary mega-project to meet the increasing demand for natural gas in Saudi Arabia and in direct response to Saudi Arabia's new direction to replace crude oil with natural gas in power stations for a cleaner environment and sustainable future. The compression stations constructed under the project are the largest of its kind in the world, which provided a unique level of complexity in terms of logistics and constructability.

### Innovation Description

The project team has gone beyond the norms of a traditional owner-contractor relationship and has fully partnered with the contractor to deliver an unofficial alliance approach to mitigate the communication barriers and overcome the cultural difference with the foreign contractor (from China). This was instrumental in executing the project before the deadline and achieving 10,000,000 man-hours with zero lost time incidents.



## Innovative Idea in Project Management Award - Winner 2018



**Award Winner** Implement Consulting Group

**Project Name** Project Half Double

**Project Details** Project Half Double was initiated with a clear mission. We were to succeed in finding a project methodology that could increase the success rate of projects while increasing the speed at which we develop new products and services. We were convinced that by doing so we can strengthen Denmark's competitiveness and play an important role in the battle for jobs and future welfare.

### Innovation Description

The project team have developed a new project management paradigm focusing on 3 core elements:

- Impact - From the triple constraints to focusing on impact
- Flow - From resource optimization to flow optimization
- Leadership - From the management of systems to the leadership of people

These element helped in reducing execution time and maximizing the positive impact of project results.



## Innovative Idea in Program Management Award - Winner 2018



**Award Winner** Emirates Global Aluminium (EGA)

**Organization Profile** EGA is the world's largest 'premium aluminium' producer and the biggest industrial company in the UAE outside oil and gas.

Emirates Global Aluminium (EGA) operates aluminium smelters in Abu Dhabi and Dubai and is developing an Alumina Refinery in the UAE and a bauxite mine and associated export facilities in the Republic of Guinea. In 2017, EGA produced approximately 2.6 million tonnes of cast metal.

**Program Name** Al Taweelah Alumina Refinery (ATA) Program

**Project Details** The ATA Program comprises of three projects:

- a. Refinery: The refinery has the capacity to process approximately 4 million tonnes per annum of bauxite to produce approximately 2 million tonnes per annum of Smelter Grade Alumina.
- b. BRSA: The Bauxite residue storage area (BRSA) is capable of processing and storing the 2.4 million tonnes of bauxite residue to be produced annually by the refinery.
- c. PSIP: Power & Steam Integration Projects (PSIP) is an expansion of an existing 3,000 MW, combined-cycle power plant to add approximately 230 MW and 430 tonnes per hour of steam production to support the new refinery and BRSA.

### Innovation Description

The management team has established a holistic program to revise the organization structure and the performance management system to focus on delivering project value by actively championing lean construction practices and tools on site. This practice improved project performance through establishing an excellent safety program and a clear alignment with roles and responsibilities, which led to improved project safety, execution time and quality of deliverables.





## Innovative Idea in Portfolio Management Award - Winner 2018



**Award Winner**

Nestlé

**Organization Profile**

Nestlé is the world's largest food and beverage company. We have more than 2000 brands ranging from global icons to local favorites, and we are present in 189 countries around the world. Nestlé have been providing safe, quality nutrition for more than 150 years and has 413 factories in 85 countries.

**Portfolio Name**

Nestlé Business Services – End to End Project Portfolio Management

**Portfolio Details**

It is a global portfolio in value of 500 million CHF investment annually. It represents traditional IS/IT programs and projects, as well as organizational transformations and process improvement projects.

**Innovation Description**

The portfolio management team used visual methods and tools that was the first of its kind, taking portfolio data and representing it in a physical way. It allowed participants to walk around Nestlé's portfolio, pick up projects and programs and physically place them according to their strategic alignment. This made great positive outcomes across portfolio metrics and senior stakeholders' engagement.



## Innovative Use of Project Management Practices Award - Winner 2018

**Award Winner** Dr. Yvette Burton

**Project Name** Columbia University - Human Capital Management Master of Science Project

**Project Details** The design and launch of Columbia University's School of Professional Studies (SPS) Human Capital Management Masters of Science Program Launch Project. This was a first-of-its-kind, industry-driven program.

**Innovation Description** The innovation used for the Human Capital Management Program Launch Project was the use of a Monte Carlo simulation model for predictive planning and decision-making on key project deliverables that presented a significant degree of unpredictability in multi-variate outcomes with downstream impact.



## Research in Innovative Project Management Practices Award - Winner 2018

**Award Winner** Yousef Qteit

**Research Name** Exploring the relationship between iterative-sequential learning during the life cycle of exploratory projects and the innovation maturity.

**Research Details** This research aimed to investigate the relationship between iterative-sequential learning in exploratory projects and the corporate innovation maturity. Results of the research suggest that iterative-sequential learning during exploratory projects is a fundamental underpinning for innovation leadership, innovation strategy, innovation culture and innovation capacity.

**Innovation Description** The study proved that there is a statistically significant and positive relationship between exploratory project's iterative-sequential learning and the enterprise innovation maturity. It also suggests that iterative-sequential learning during exploratory projects is a fundamental underpinning for innovation leadership, innovation strategy, innovation culture and innovation capacity.



**Thank you**

**Questions?**