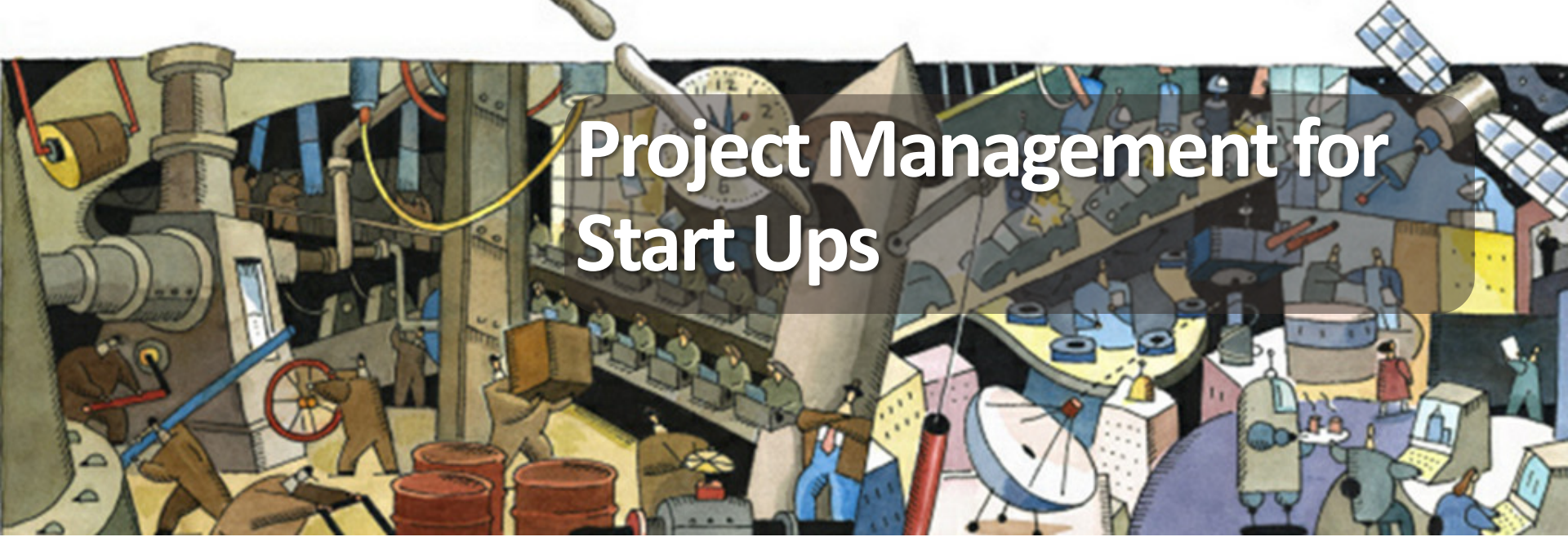

Project Management for Start Ups

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CAMERA DI COMMERCIO MILANO

Università Commerciale Luigi Bocconi

Milano Comune di Milano

speed up

The speaker

- Ph.D in Vocational Education and Training, University of Brema, Germany.
- Professor and Core Faculty Member, SDA Bocconi School of Management.
- Contract Professor (Project Management), Università Bocconi.
- Faculty Member, MISB - Mumbai International School of Business, India

- Conctract Professor (Project Management), Milano Fashion Institute.
- Visiting Professor at IHU, Thessaloniki, Greece and Visiting Instructor at the University of Queensland, Brisbane, Australia
- 3 times speaker at the NASA Project Management Challenge, USA
- Speaker at the Project Management Institute (PMI) Global European Congress, 2010.
- Co-author of 10 project management books. The latest
  - Sampietro, M, Villa, T. Empowering Project Teams: Using Project Followership to Improve Perfomance, CRC Press, 2014.
- Member of the Steering Committee of IPMA Italy
- Expert reviewer in Venture Contexts.

Project critical success factors in start-ups

CSF
• Having clear CSF and translate them into guiding principles • Realistic relationship with the market
• Having clear objectives but be ready to change them (but still you have to be compliant with the guiding principles)
• Team focused on objectives
• Competencies of the team
• Proper planning
• Homogeneous effort of team members

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Pareto

What are the most important variables that are able to determine the success of your start-up?

An example

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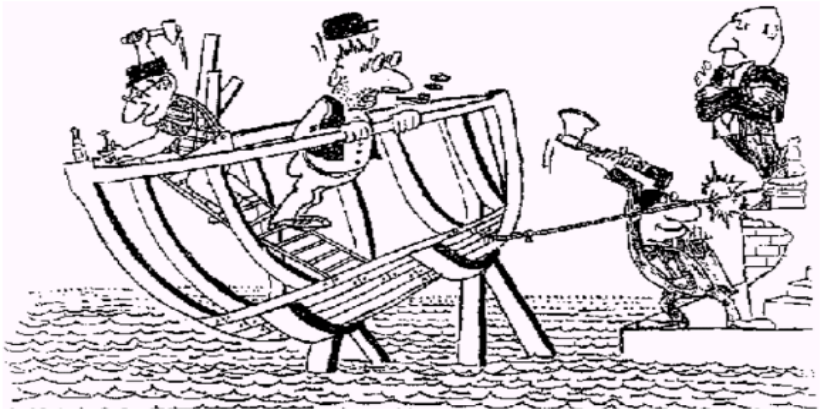
Realistic relationship with the market



Deadline is deadline !

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Are objectives important?

I found that if you have a goal, then you might not reach it. But if you don't have one, then you are never disappointed!

Peter La Fleur, DodgeBall, 2004

The importance of having clear objectives

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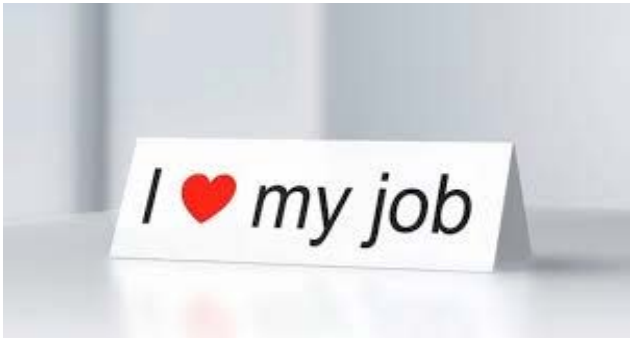
Teams in Start Ups



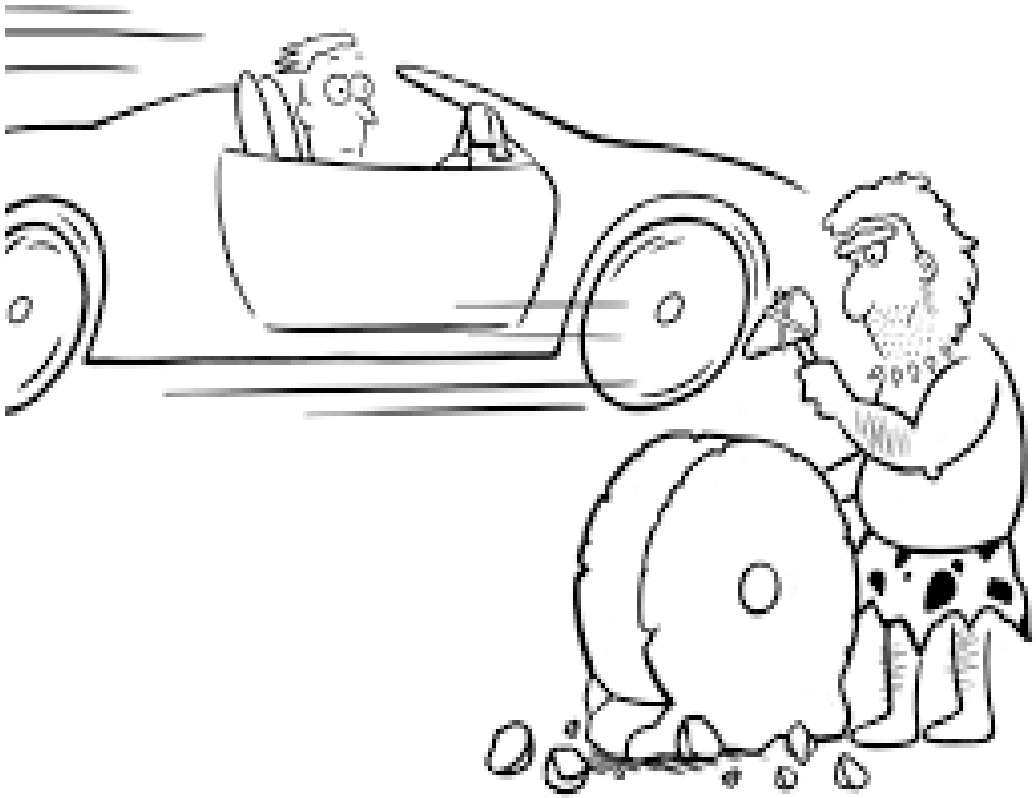
Risks: cognitive capture

Risk: Gold Plating

Risk: Scope Creep

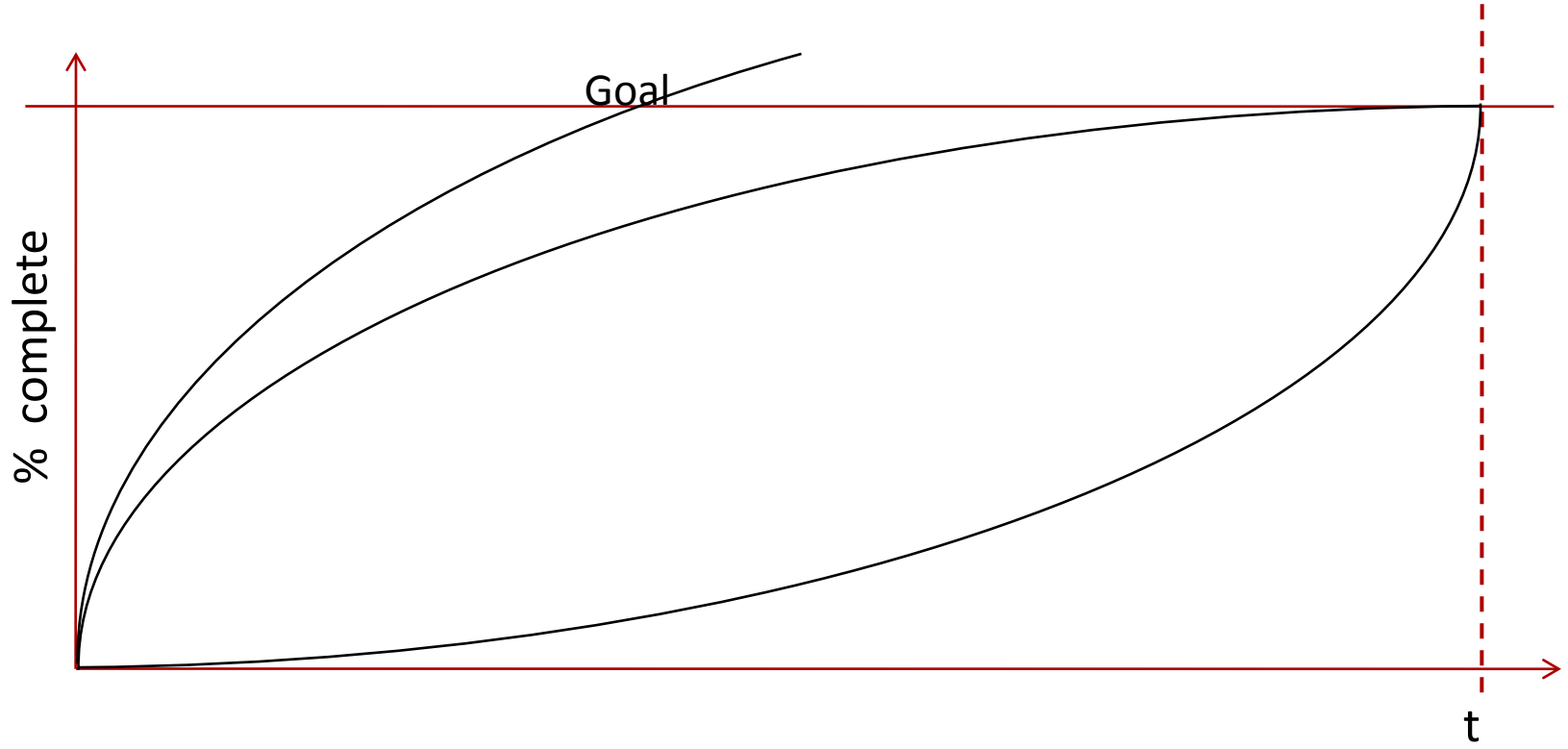
Risk: NIH syndrome

Outcome of NIH

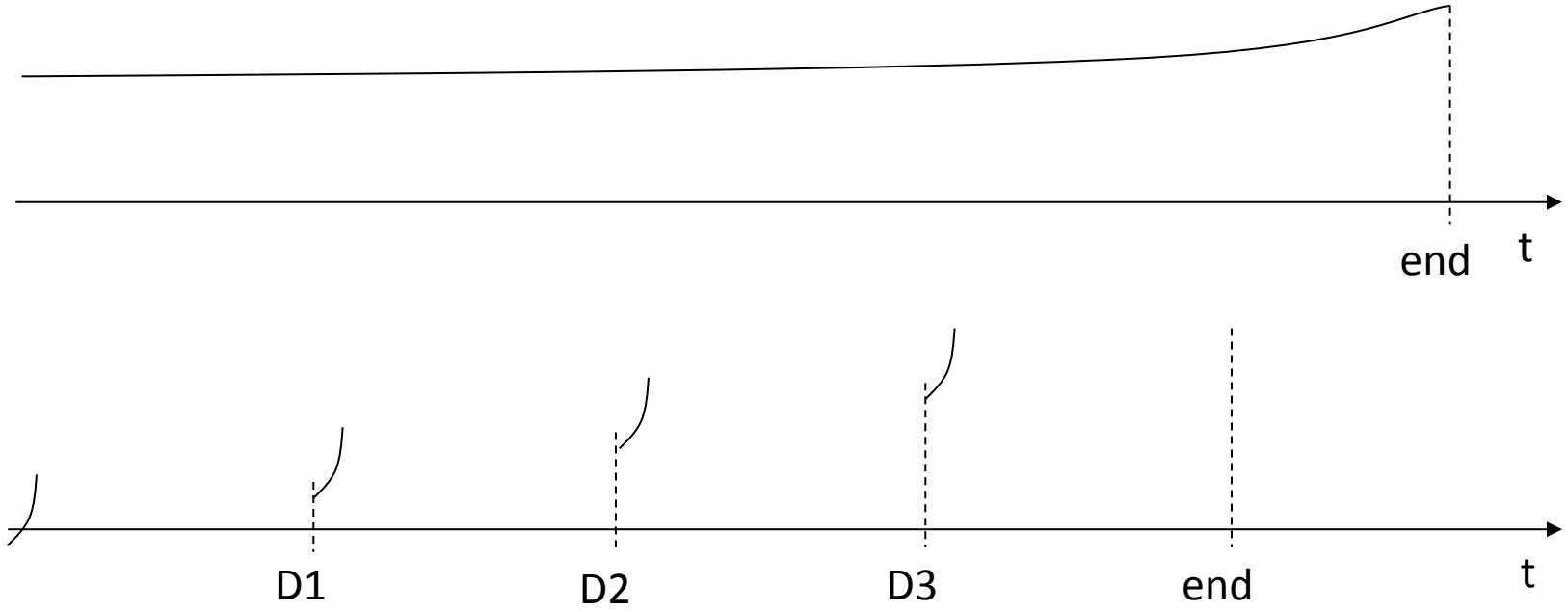


Risk: non-realistic judgements

A suggestion: deliverable orientation



Result



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Competencies of the team

Are your competencies aligned to CSF?

Is your supply chain clear since the beginning or you are waiting for magic suppliers?

If you need critical suppliers, are you able to control them?

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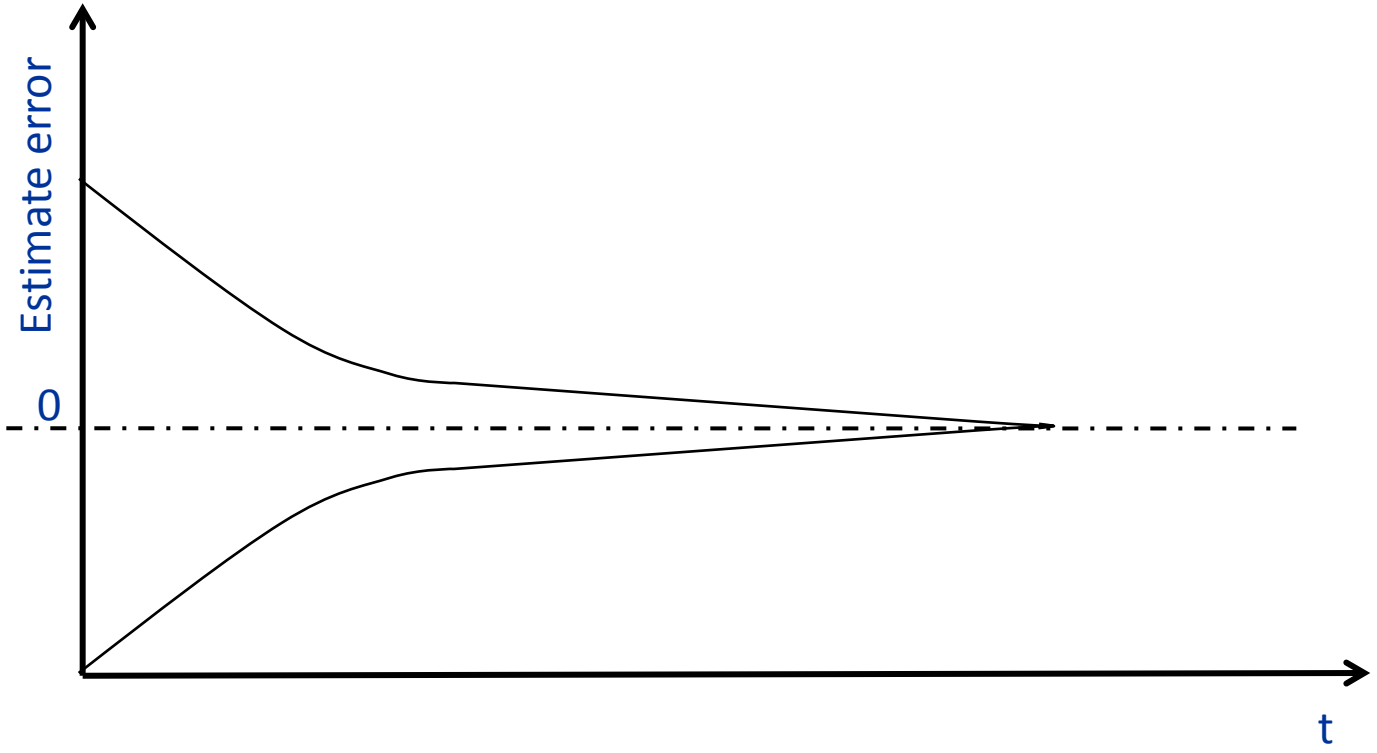
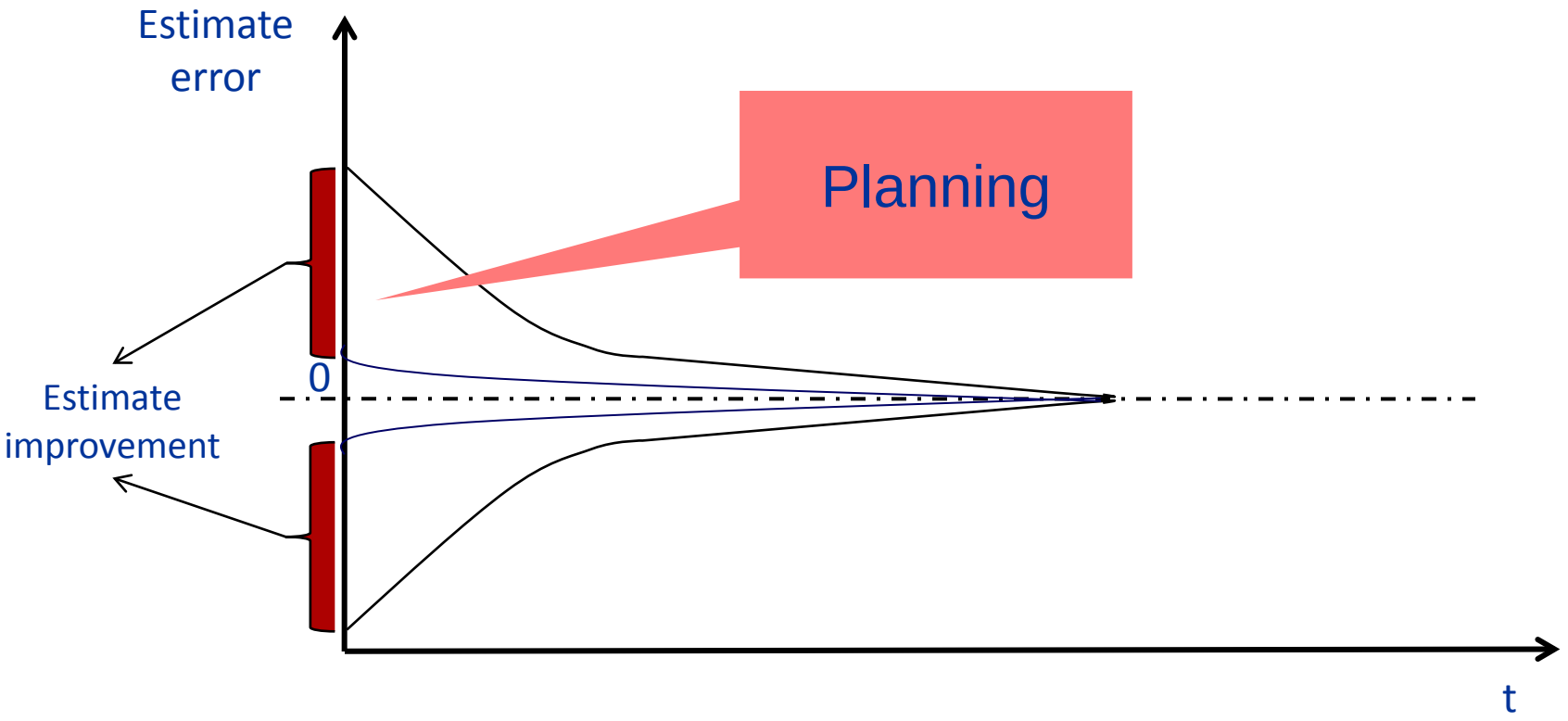
Cone of uncertainty



Gestire l'incertezza nei progetti a bassa innovazione



The approach

Analysis

Detail planning

Execution

Test

Examples

Here FEP works

Sample 609 projects, $37 billions

Results of good FEP

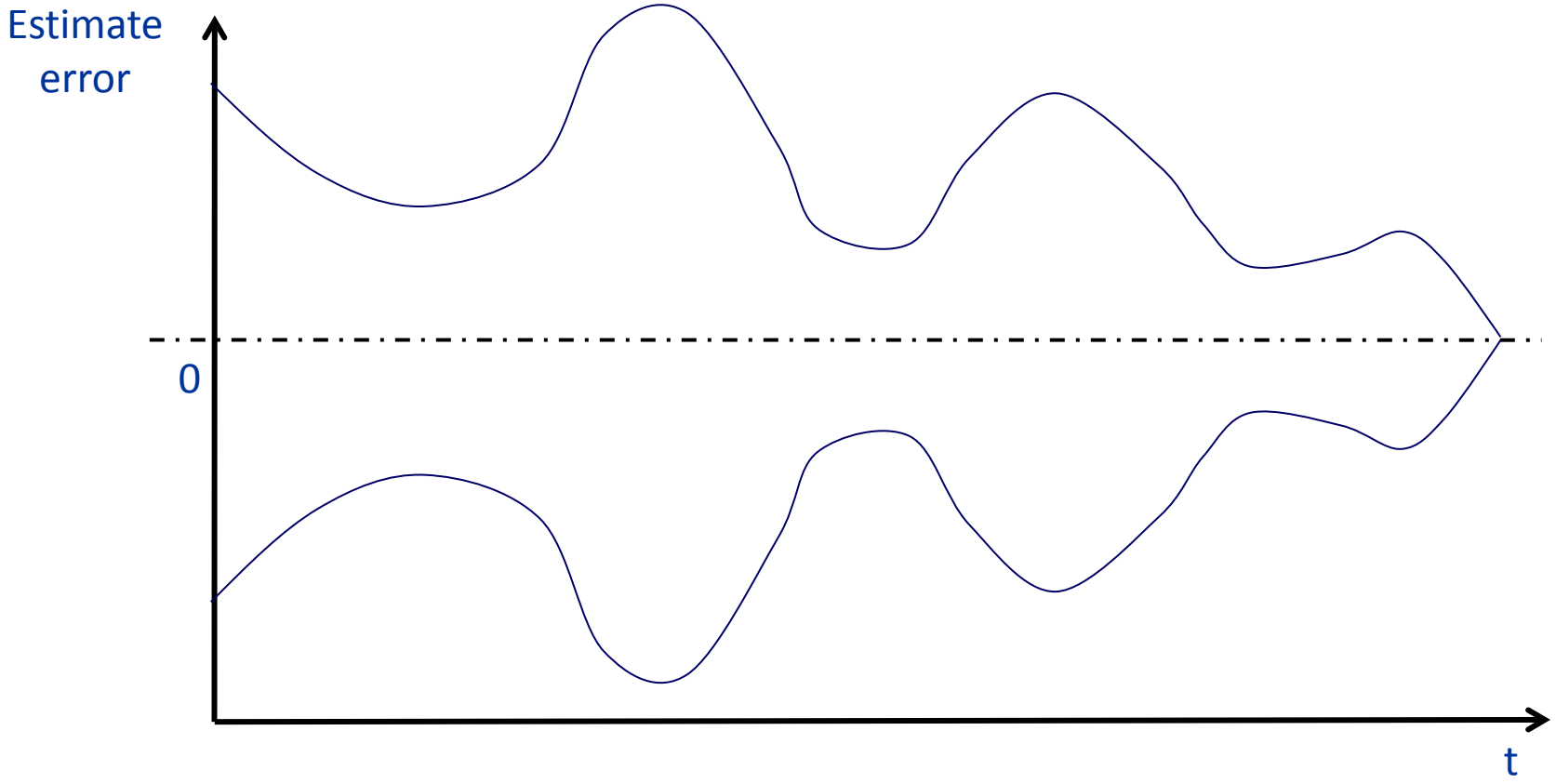
-10%

-7%

-5%

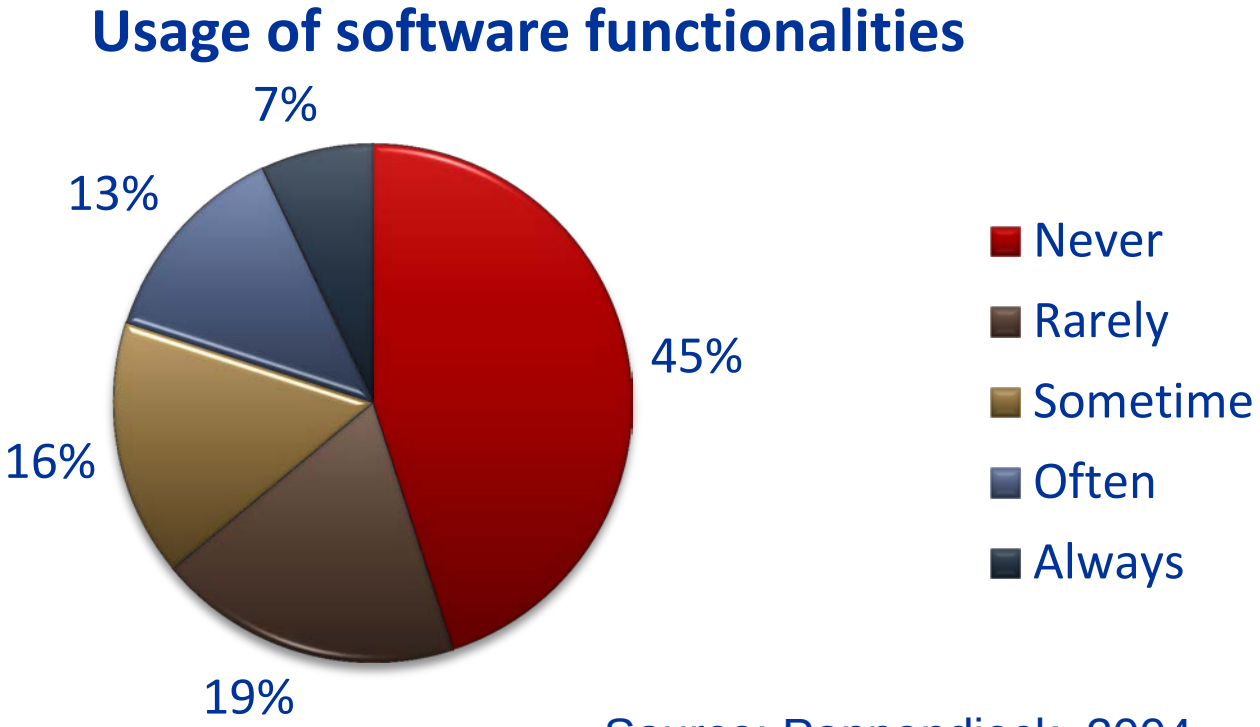
Source: CII, 2012

Uncertainty in Start Ups



The wrong reaction: no plans

Wrong planning approach



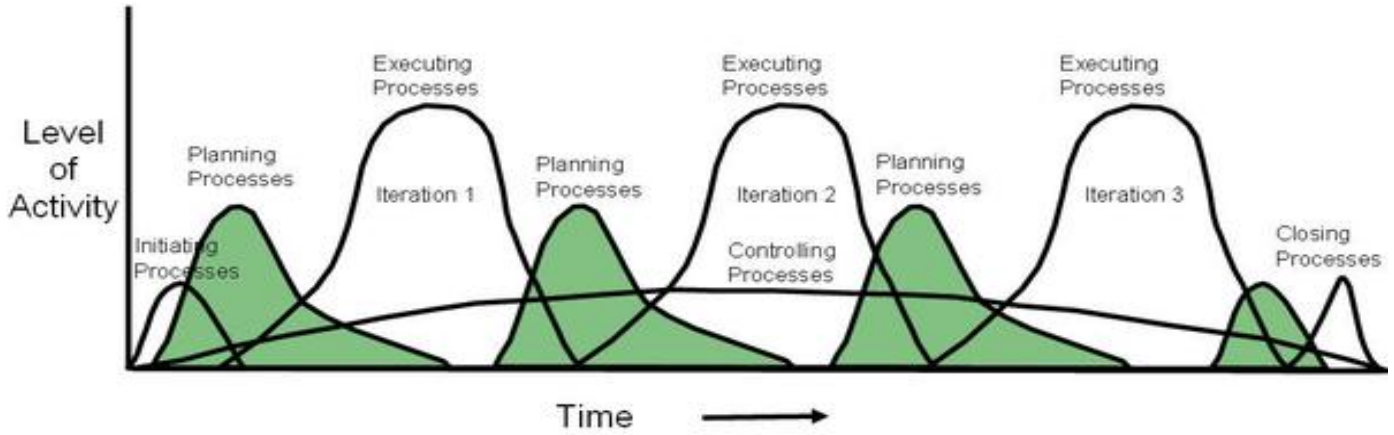
Source: Poppendieck, 2004

Never ending planning

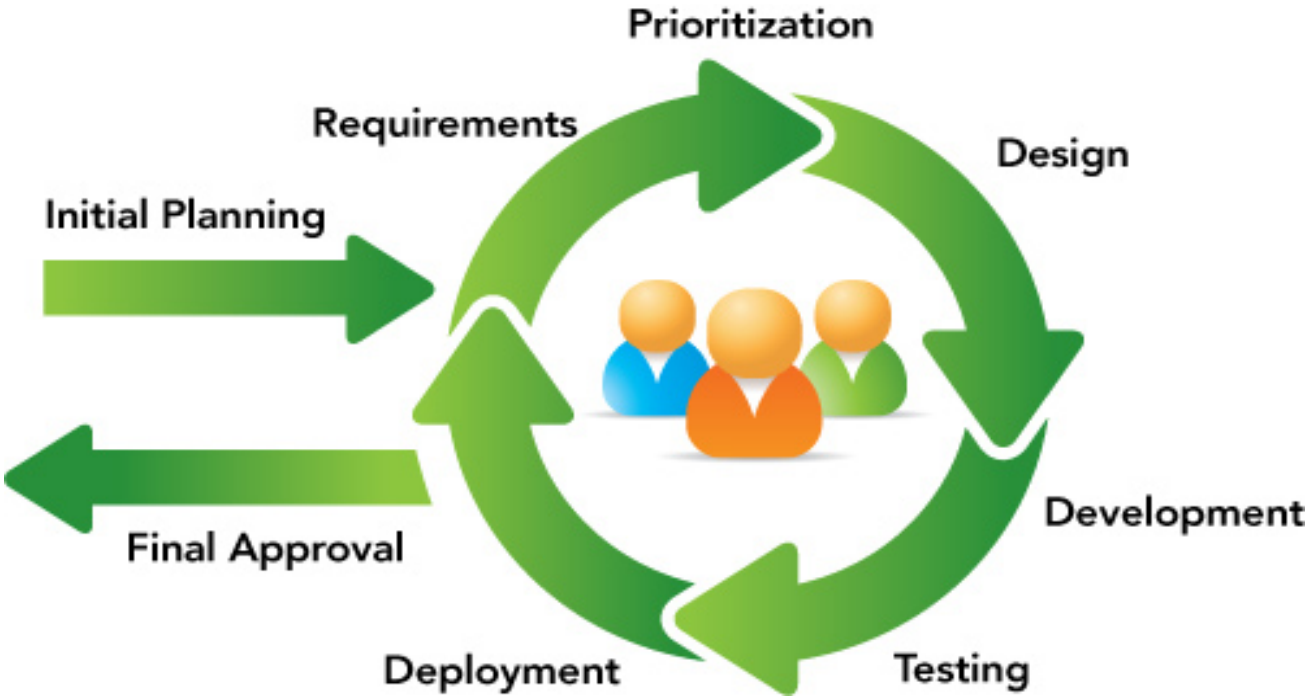
Analysis Paralysis

over-analyzing (or over-thinking) a situation so that a decision or action is never taken.

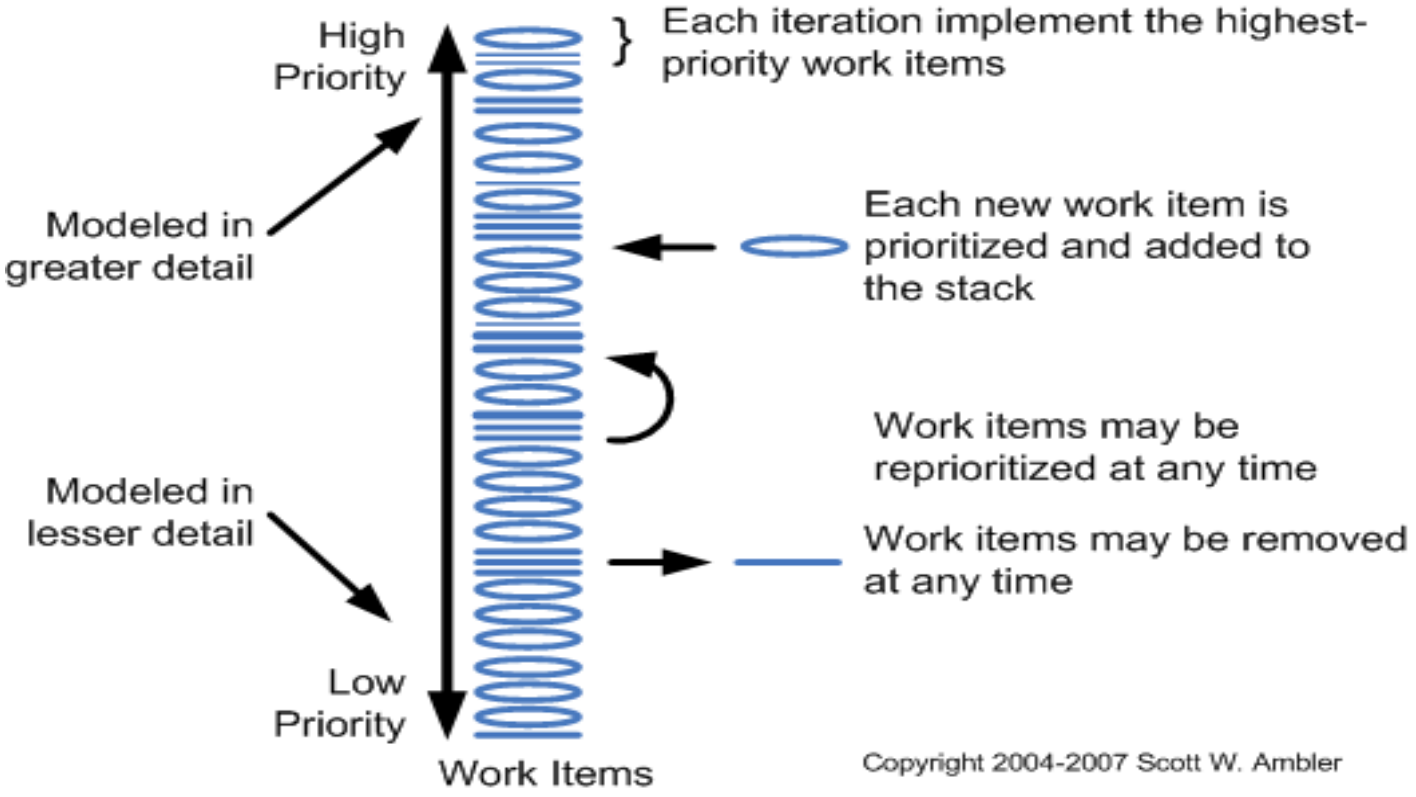
The right approach



The right approach

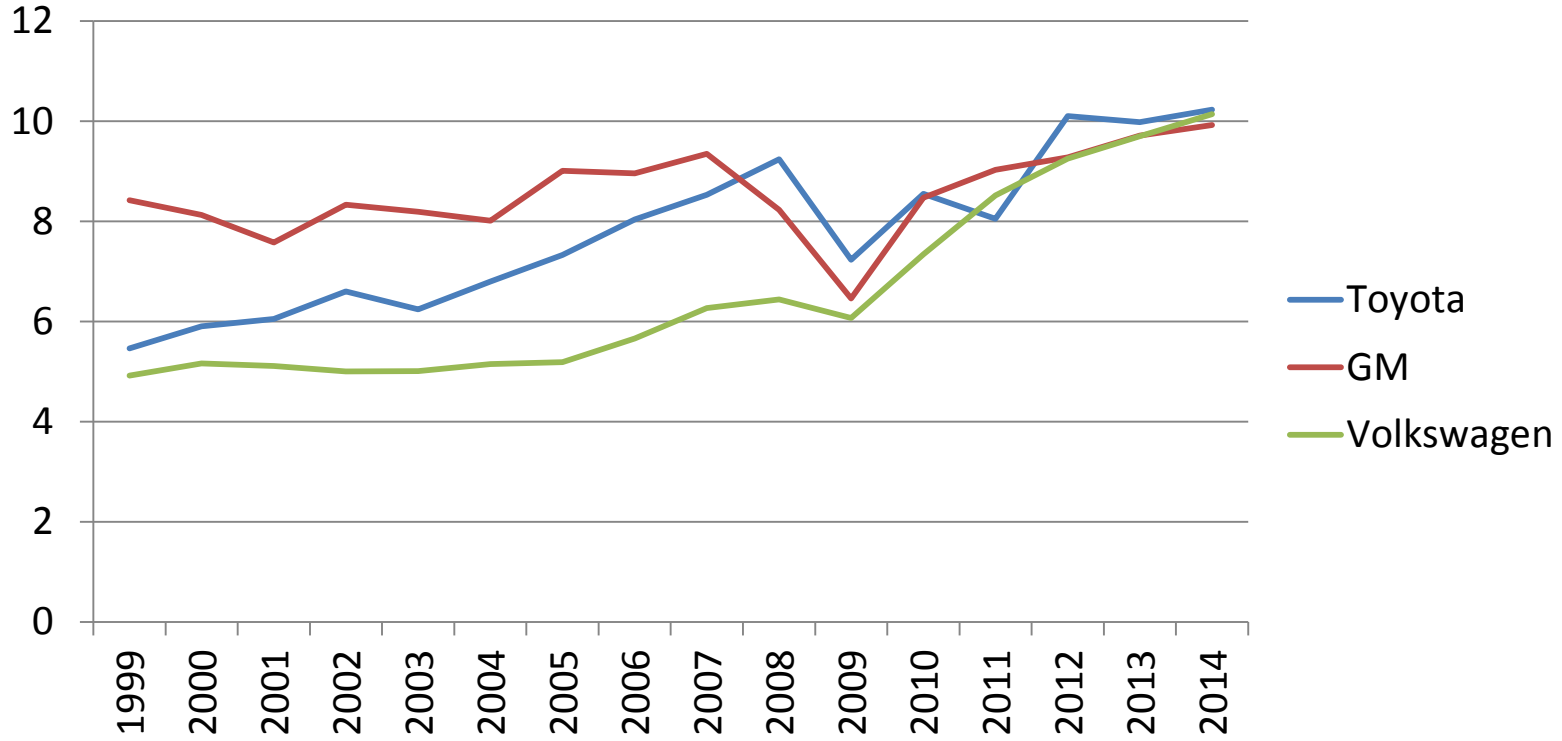


The right approach



An example

An example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2012
2013
2014
Toyota
GM
Volkswagen

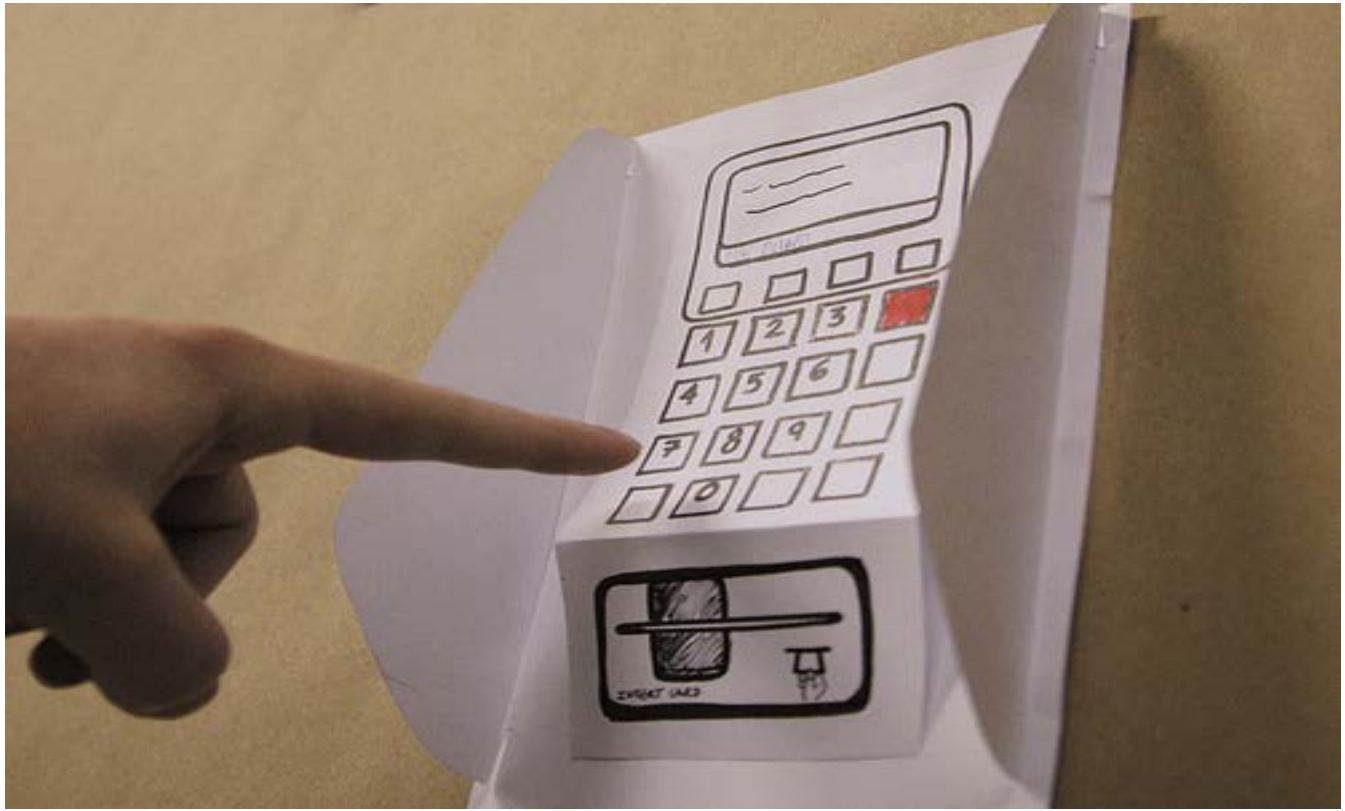
The project

Panasonic
DENSO
TOYOTA
ESSO
KÄRCHER
Panasonic
MICHELIN
time inc.

Results

Debut	2002 Australian Grand Prix
Races competed	140
Constructors' Championships	0 (best finish: 4th, 2005)
Drivers' Championships	0
Race victories	0
Podiums	13
Pole positions	3
Fastest laps	3
Final race	2009 Abu Dhabi Grand Prix

Again: deliverable orientation



Old-style communication

Table I Differences between face-to-face and e-mail communication

Component of communication system	Traditional communication: face-to-face	Virtual communication: e-mail
Signal	Verbal and non-verbal "language" (visual, auditory, kinaesthetic/tactile, olfactory impulses)	Written language (visual impulses)
Communication medium	Signal transmitted through air/space between communicators	Signal transmitted by Internet technology
Character of spatial distance between communicators	Closeness	Remoteness
Noise source	Communicators are aware of and possibly can control noise within the situation (e.g. close window if street is too noisy)	Communicators have limited ability to gauge and control noise (e.g. transfer problems might remain unnoticed)
Feedback	No noteworthy delay, originator can directly control the effect of the message on the addressee	Relevant delay exists, originator cannot directly gauge impact of his message

Sources: Based on Duarte and Tennant Snyder (2001) and Wickham (1999)

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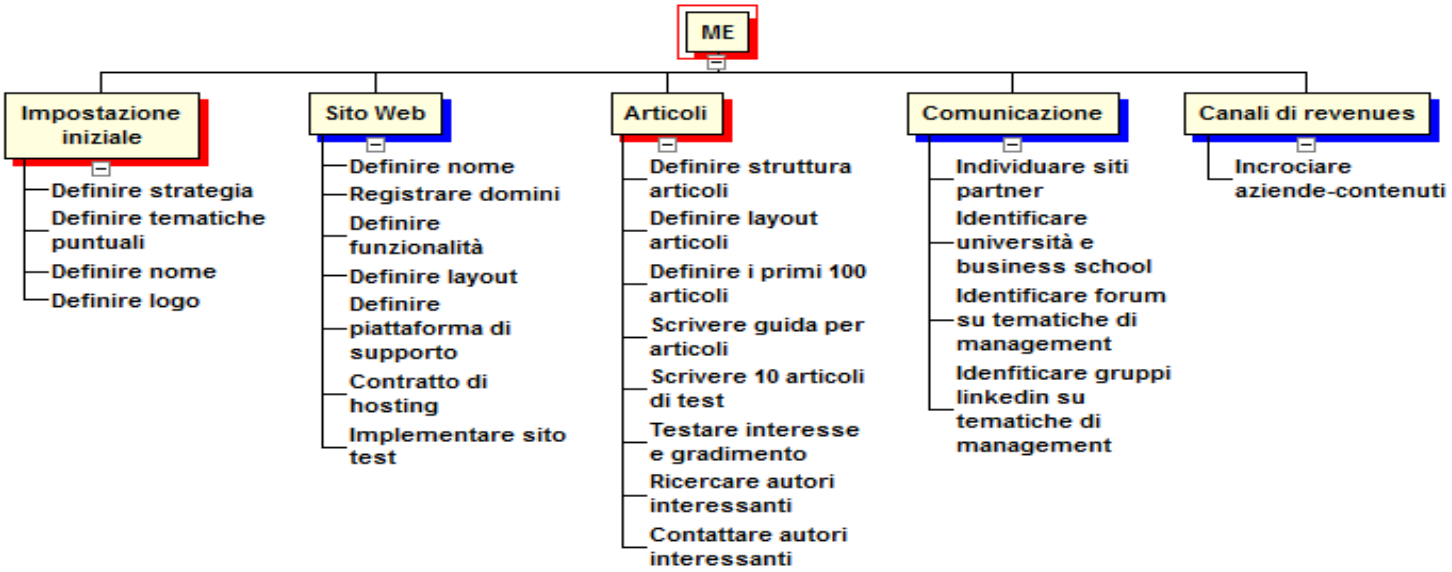
Frequent communication

An important methodology: the WBS

La WBS rappresenta la scomposizione dell'obiettivo del progetto in attività pianificabili, gestibili e attribuibili a un unico responsabile per il loro completamento.



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Homogeneous effort of team members

Conclusions