Disrupting Project Management

Are you ready?

Project Management specialist group (PROMS-G)
21 October 2020, 6:30pm

Martin Paver
CEO Projecting Success
martinpaver@projectingsuccess.co.uk

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Background

Martin Paver
CEO/Founder
Projecting Success

Professional Accreditation

- Fellow
- Chartered Project Professional
- Chartered Engineer

Roles:

Project Manager	**$1bn**
Programme Director	**$0.6bn**
Portfolio lead	**$10bn**

2017	we founded the **Project Data Analytics Community**. Now >6,000 members.
2018	we launched the first **#projecthack**. We are now preparing for our 7th.
2019	In 2019 we launched the first community **newsletter**
2020	In 2020 we mobilised the BCS accredited **Project Data Academy**; a scheme focused on creating a new cadre of project data analysts. In 2020 we launched the **Construction Data Trust**. We are the driving force behind the **Project Data Analytics Task Force**

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Overview

Disruption is coming. Advanced project data analytics and AI present an inevitable future

Project delivery roles will be impacted.
Some will be reinvented.

Business models will be disrupted

The challenge for all of us is…. how do we prepare?

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Context

Why disruption is inevitable

Reimaging project delivery

How do we prepare

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Context

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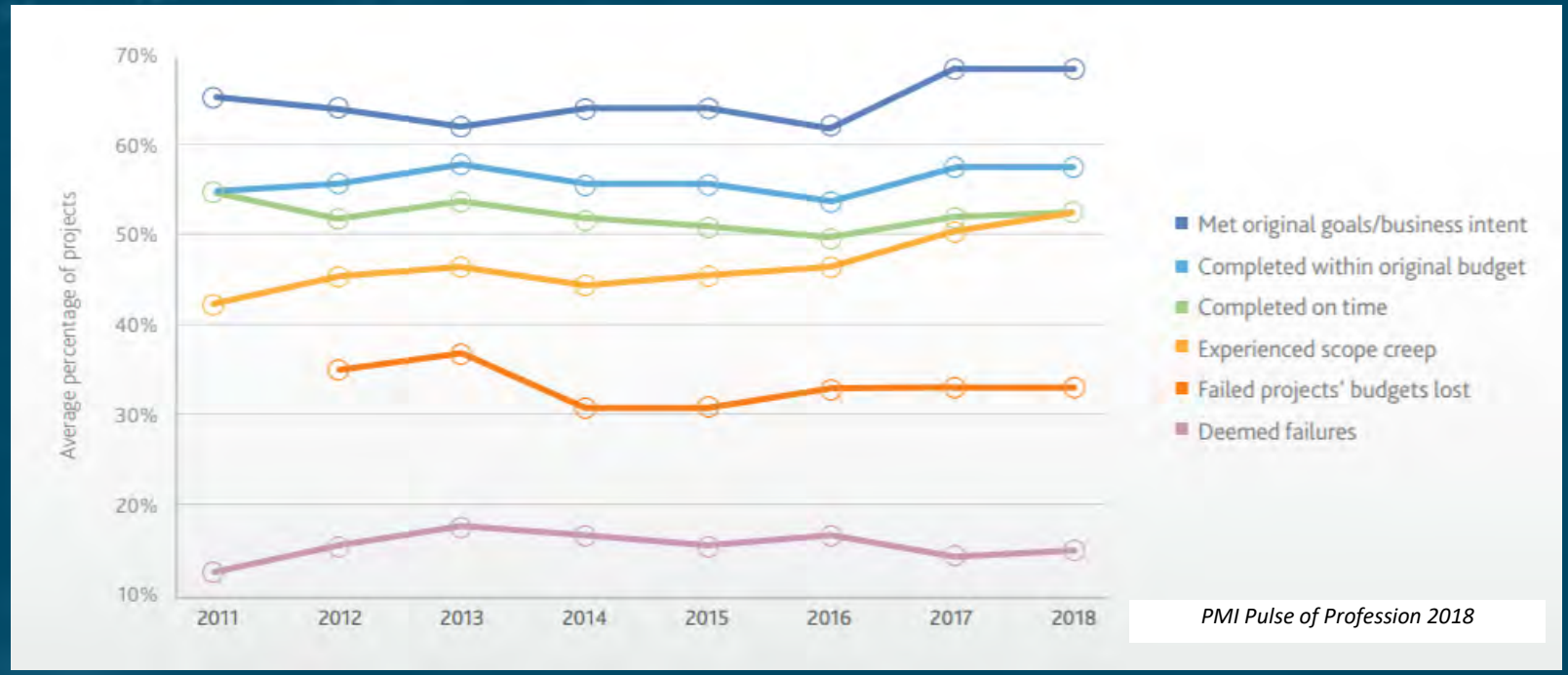
Performance has stagnated

Probability of delivering a project on time, on cost and on benefits (or better)

0.5%



PMI Pulse of Profession 2018

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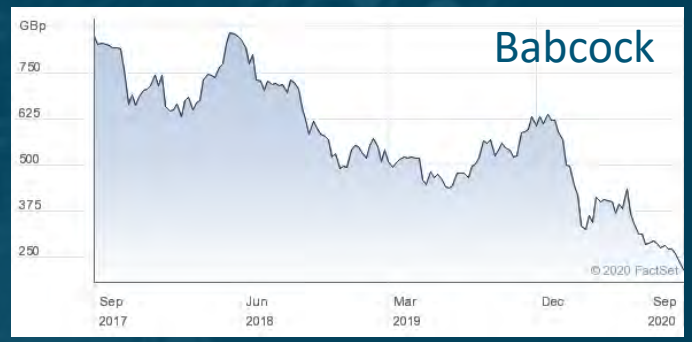
Share prices of large contractors are in terminal decline



COVID adds additional pressure

We must break the model

Project management has hardly changed in 20 years

Now is the time for disruption

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Unprecedented Financial Turmoil

UK Deficit £337bn for this FY and growing

National Debt >£2tn

Economic models do not account for a 2nd wave

We have a moral and economic responsibility to transform project delivery performance

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Examples tend to be from construction, but this applies to every sector

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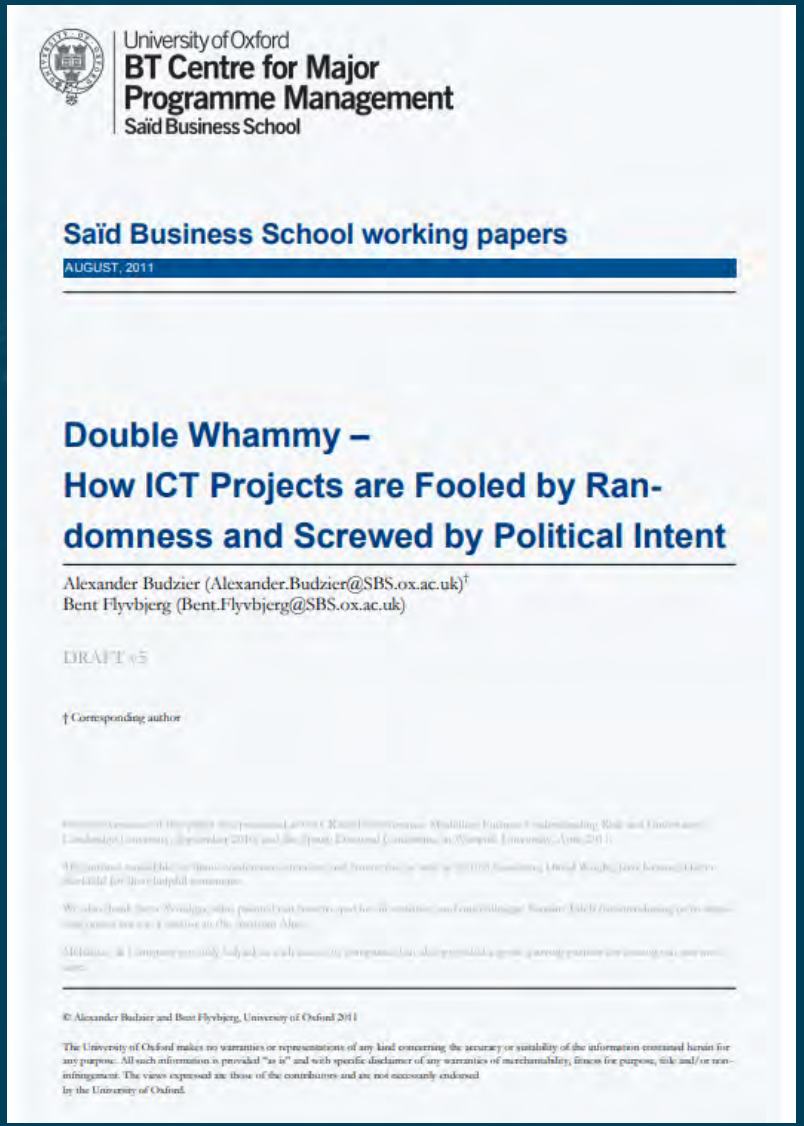
ICT Projects

Black Swan Blindness as a new cause of ICT project risk

Thus in total our sample comprises 1,471 projects, which represents a total value of USD 241 billion (in 2010 USD), it is the largest academic dataset to date. The average project size is USD 122.1m (plan) and USD 167.1m (actual) respectively. The median project

However, the high over-incidence of Black Swans underlines that ICT projects are a very important source of uncertainty in an organisation. The owner of a portfolio of ICT change initiatives needs to critically assess where the organisation stand when one in six projects develop into a Black Swan with 200% or more cost overruns and schedule delays of 70%.



University of Oxford
BT Centre for Major Programme Management
Saïd Business School

Saïd Business School working papers

AUGUST, 2011

Double Whammy – How ICT Projects are Fooled by Randomness and Screwed by Political Intent

Alexander Budzier (Alexander.Budzier@SBS.ox.ac.uk)†
Bent Flyvbjerg (Bent.Flyvbjerg@SBS.ox.ac.uk)

DRAFT v5

† Corresponding author

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Disruption is inevitable

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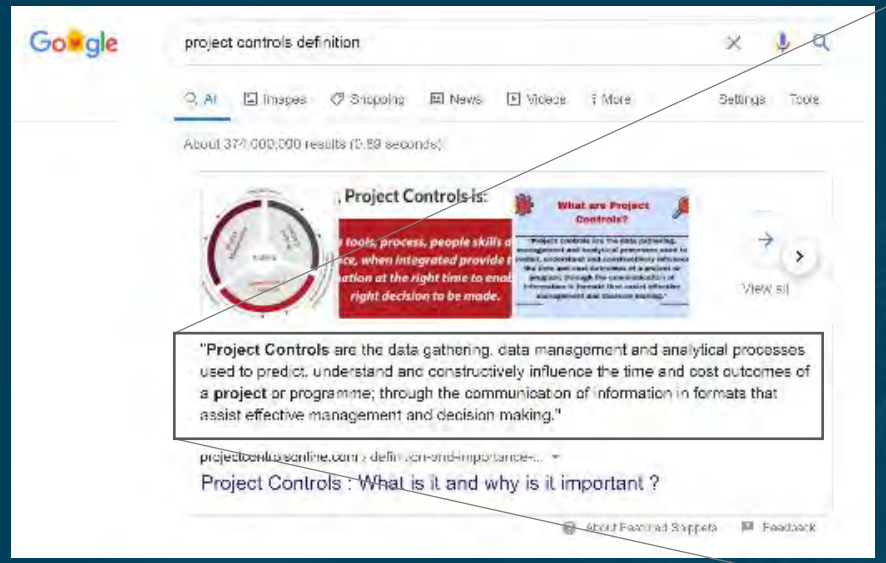
Reimagining roles



"**Project Controls** are the data gathering, data management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a **project** or programme; through the communication of information in formats that assist effective management and decision making."

Applying the process of change, schedule, cost and risk control

Or extracting insights from data to improve performance outcomes?

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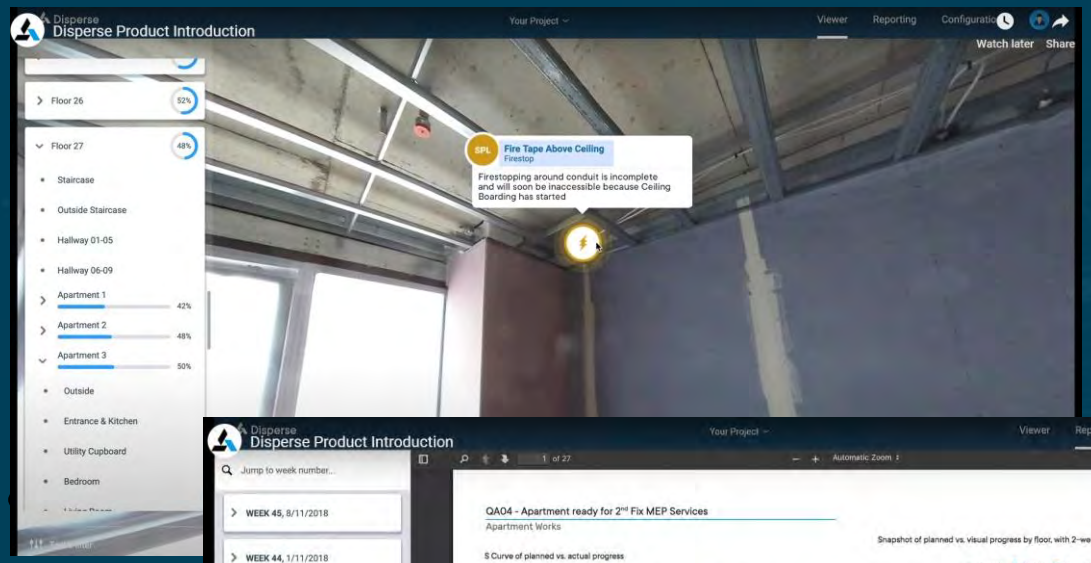
Reinventing Project Controls

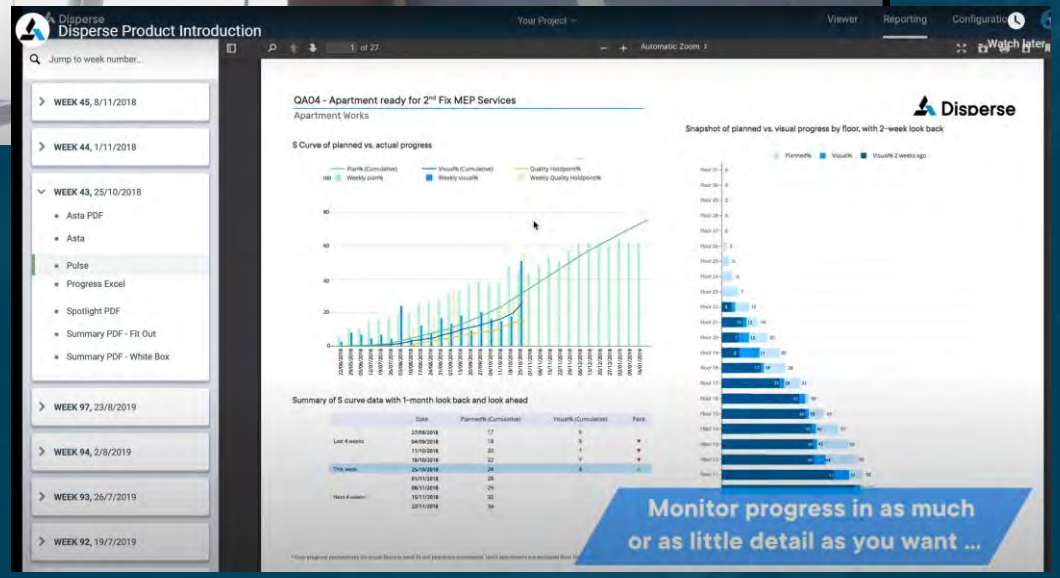
Disperse

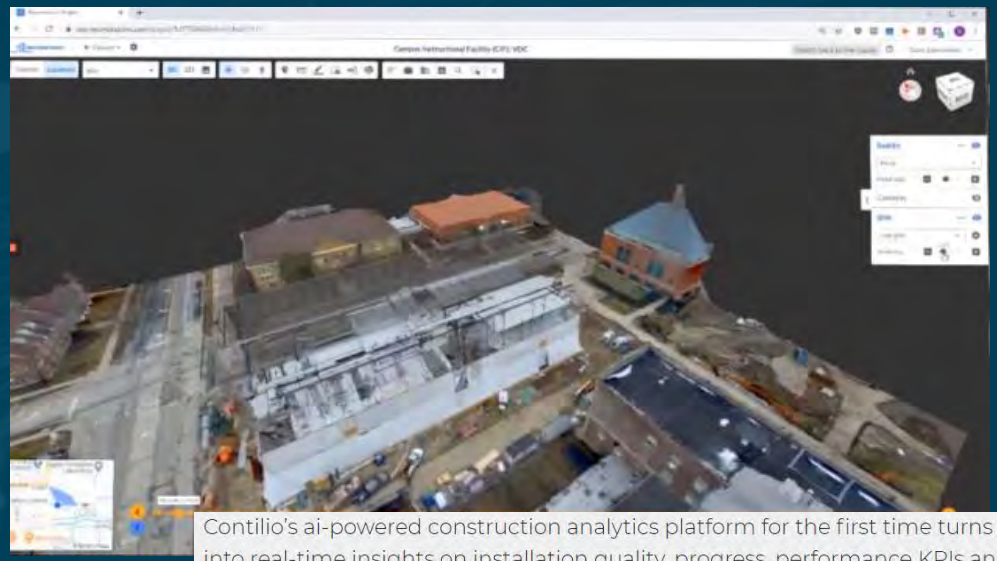
BUILDOTS

Contilio

RECONSTRUCT™







Contilio's ai-powered construction analytics platform for the first time turns your site data into real-time insights on installation quality, progress, performance KPIs and risks.

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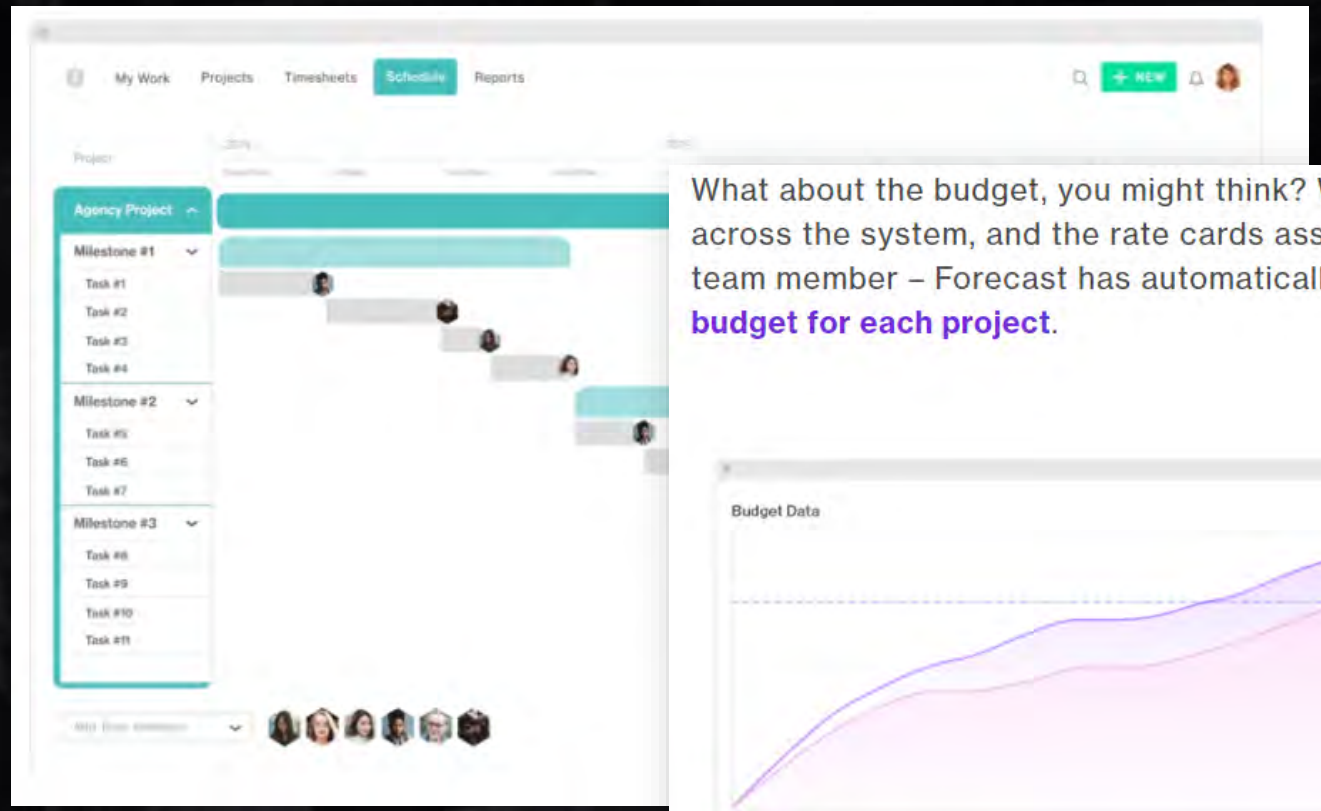
Forecast™



What about the budget, you might think? Well, based on your data across the system, and the rate cards assigned to each role and team member – Forecast has automatically generated **a real-time budget for each project**.

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Adapt or become obsolete

Are we recreating the equivalent of a 1960s typing pool by centralising data science?

Or are we giving everyone the skills and capabilities to work more efficiently and transform their role?

Project delivery professionals must adapt in order to automate processes and extract insights from data

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Opportunities….

…Everywhere

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Almost Limitless Opportunities

Risk
- Risks per workpackage or phase
- Statistical probability & impact
- Snowballing / interdependency
- Risk vectors. Rate of change
- Successful mitigation
- Risk windows – heightened alert

Quality
- Compliance to process
- Lead indicators
- Known areas of concern
- Probability based on situation
- Workface / product based insights

Benefits & Outcomes
- Actual vs planned
- Predisposition to shortfall
- Measured benefits
- Lead indicators
- Benchmarking

Schedule
- Logic, nesting, dependencies
- Benchmarking at any level
- Plan vs out-turn and why
- Predisposition to variance
- Triggers and lead indicators

Safety
- Leveraging observation data
- Predisposition to safety incidents
- Condition/situation based risk
- Wellbeing & fatigue
- Informing toolbox talks

Change
- Volume of change
- Interdependence/snowballing
- Predisposition of workpackages to change
- Predictability of change

Cost
- Benchmarking at any level
- Likelihood of variance
- Triggers and lead indicators
- Opportunities
- Influence of market conditions

Resources & Team
- Optimal team resourcing
- Lead indicators
- Likely bottlenecks/critical resource
- Team dynamics vs performance
- Leadership style vs performance

Commercial
- Compensation events
- Predisposition to claims
- Problematic terms and conditions
- Planned vs out turn

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Risk Manager

Process & management

Prediction & decision science

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If Bryden Wood can automate the design of a motorway….

….how close can we get to automating project delivery?

Credit: Bryden Wood

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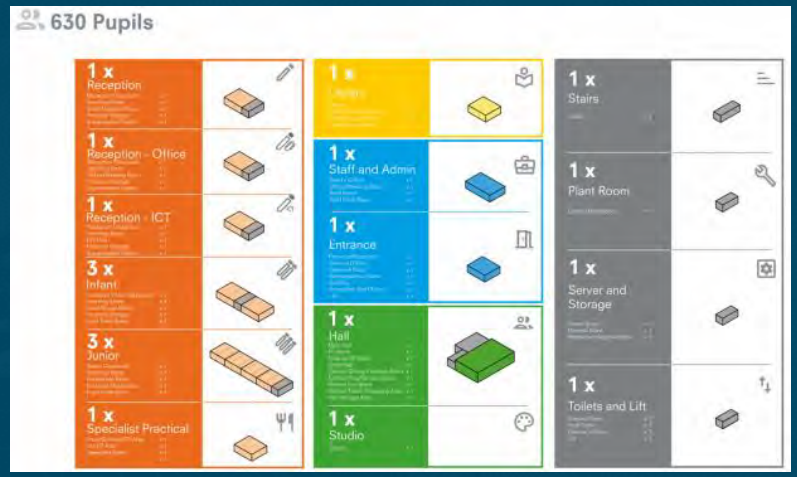
Kits of Parts

What will be the role of project delivery professionals as we move towards kits of parts?



Credit: Bryden Wood

Refurbs, brownfield sites, one offs, logistics, stakeholder management….

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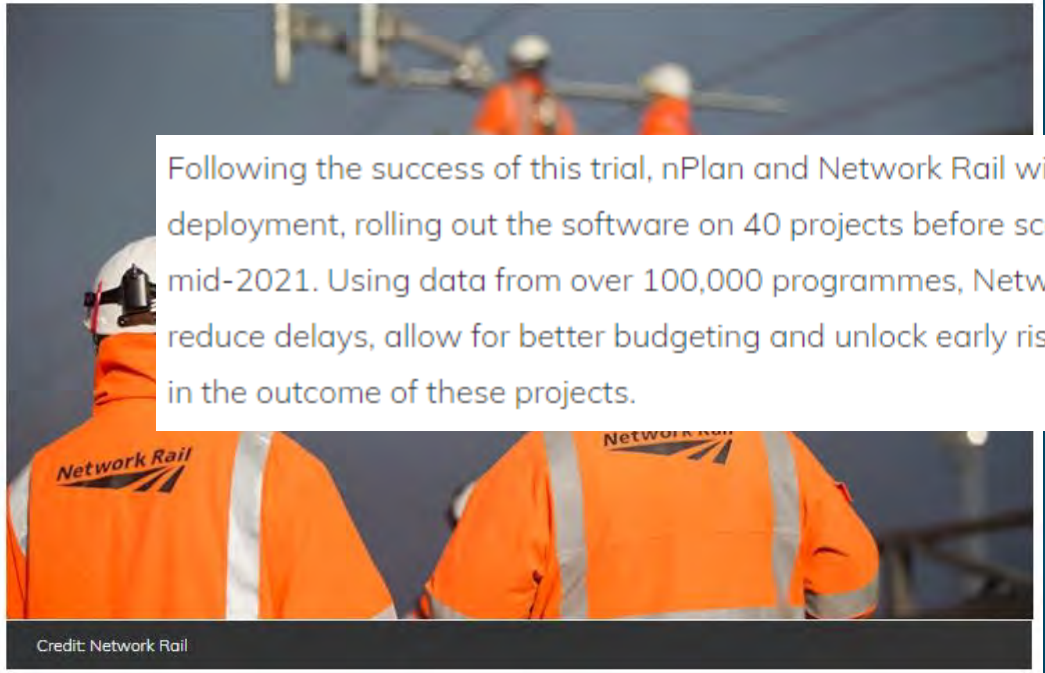
Schedule variance and areas of focus

Machine learning technology to transform delivery of major rail projects in UK

By utilising machine learning, Network Rail can increase prediction accuracy, reduce delays, unlock early risk detection and enable significant cost savings.



Credit: Network Rail

Following the success of this trial, nPlan and Network Rail will now embark on the next phase of deployment, rolling out the software on 40 projects before scaling up on all Network Rail projects by mid-2021. Using data from over 100,000 programmes, Network Rail will increase prediction accuracy, reduce delays, allow for better budgeting and unlock early risk detection, leading to greater certainty in the outcome of these projects.

Network Rail has announced that it is working with technology startup nPlan to use machine learning technology across its portfolio of projects, which has the potential to transform the way major rail projects are delivered across Britain.

nPlan

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Reinventing Commercial Models

Main contractors move into solution development

Specialist contractors acquire data analytics companies

Challenging Purpose

PRESS RELEASE | JANUARY 10, 2018

Arcadis acquires software and analytics firm SEAMS to improve infrastructure performance and resilience around the UK

Arcadis has further grown its digital and data expertise with the acquisition of Sheffield-based software and analytics firm, SEAMS. Together, both businesses will be able to provide clients with a unique blend of expert

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Becoming a Vendor has Downsides…..

A £900k project for a four part piece of work

Participant organisation names	Project title	Proposed project costs	Proposed project grant
BALFOUR BEATTY PLC	Big Data and Machine Learning-enabled Automated BIM for Projects (Auto-BIM): A Common Data Collaborative System for Improved Project Performance	£469,160	£234,580
Coventry University		£19,993	£19,993
Leeds Beckett University		£229,342	£229,342
WHITE FROG PUBLISHING LIMITED		£178,440	£124,908

1\.**Automated-Naming-of-BIM-model-in-a-CDE-approach(Auto-BIMName)--**This helps project team to name their files in consistency/compliance with PAS-1192 and BS-EN-ISO-19650\. It would also help in automatically mapping the title-block, which is currently being done manually between collaborating companies/originators and roles.

Similar outcomes can be achieved with commercially available automation solutions

It is possible to deliver the majority of element 1 using UI Path in 1 week

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Reimagining Project Delivery

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Blockbuster

CEO John Antioco initially saw Netflix as a niche player

Then saw the demise of video and invested heavily in an online platform.

Investors didn't like the cost of the programme. Franchisees saw the threat to their business.

Antioco was fired and the strategy was reversed. It went bankrupt 3 years later.

Kodak

1975, Steve Sasson, a Kodak engineer invented the digital camera

Made most of its money from developing film

Invested in printing digital photos

Became increasingly irrelevant

Filed for bankruptcy in 2011.

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The Future Role of Day Rate Consultants?

Expertise/Knowledge based business

- More experience = higher rate
- Knowledge is power. Knowledge creates revenue
- Automation = less days

Dominated by large organisations

You are selected on the basis of your knowledge and experience

Insights based business

- Automating to improve efficiency and repeatability
- Predicting variance by leveraging broad datasets.
- Targeting interventions and shaping priorities
- Blending domain expertise with advanced data analytics

Provides opportunity for niche providers

You will be selected on the basis of your ability to provide effective insights, do more with less and improve delivery confidence

Will the cash cow consultancy business lead to terminal decline?

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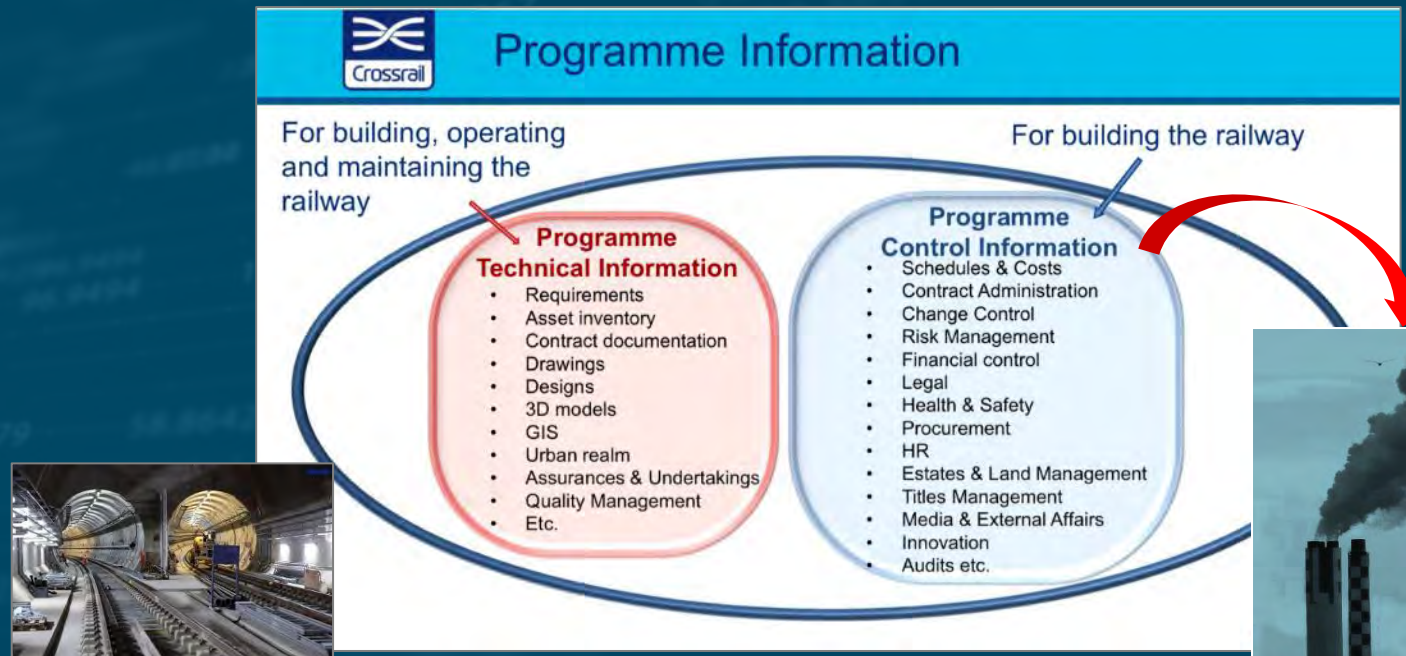
How will the client role evolve?



- See projects as a pipeline of activity, not one offs – be more strategic
- Contract for data availability
- Insist on end to end data pipelines (recognising the need to protect sensitive data)
- Develop data taxonomies, ontologies and standards
- Become experts in extracting value from this data
- Reward collegiate working
- Transform procurement strategies

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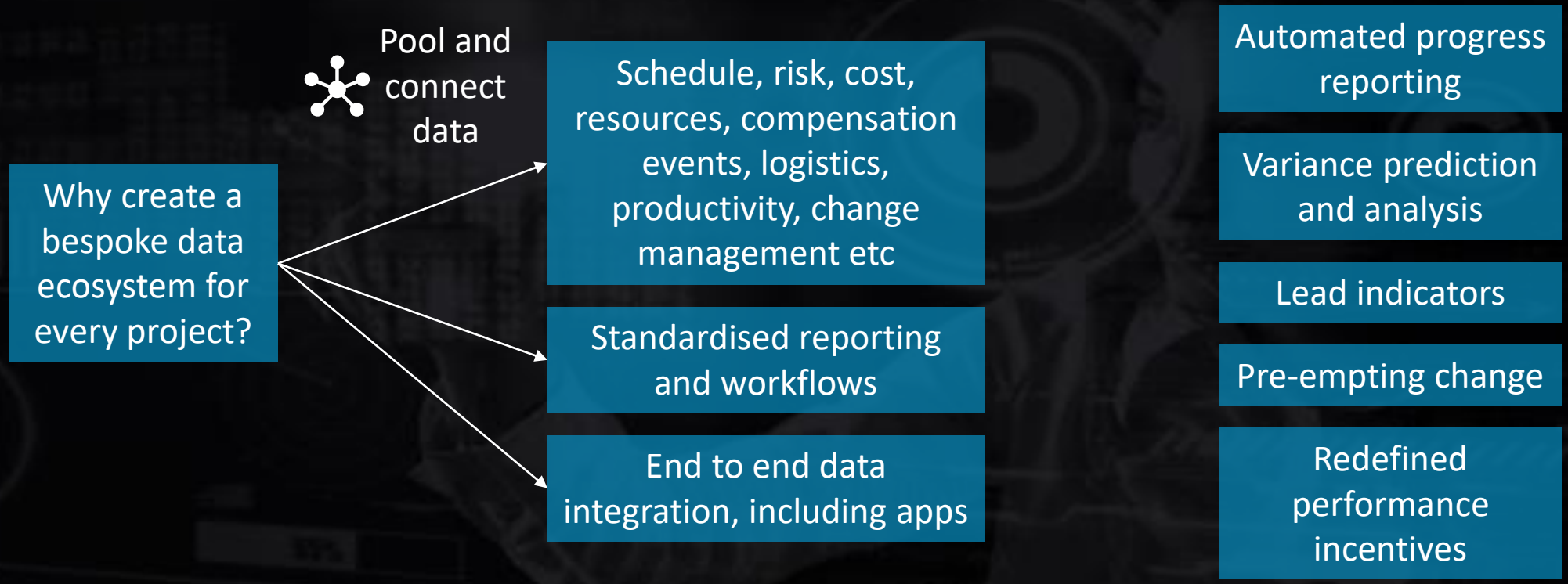
Integrated and Pooled Data



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Examples:

Highways
Schools
Hospitals
Decommissioning

- We collectively understand:
  - Schedule logic
  - Durations
  - Predisposition to variance
  - Risks
  - Productivity norms
  - Impact of weather
  - Change management
  - Likelihood of compensation events

So why do we reinvent this for every project?

- Could we create an enduring PMO?
- Contractors are selected on their ability to drive up productivity and delivery performance.

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The same applies for:

- ICT upgrades and roll out
- Service improvement projects
- Transformation projects
- Workforce planning/resource allocation

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Will future projects be won by those who work collegiately in the long term interests of the client?

Who ensure that the next project is better than the last

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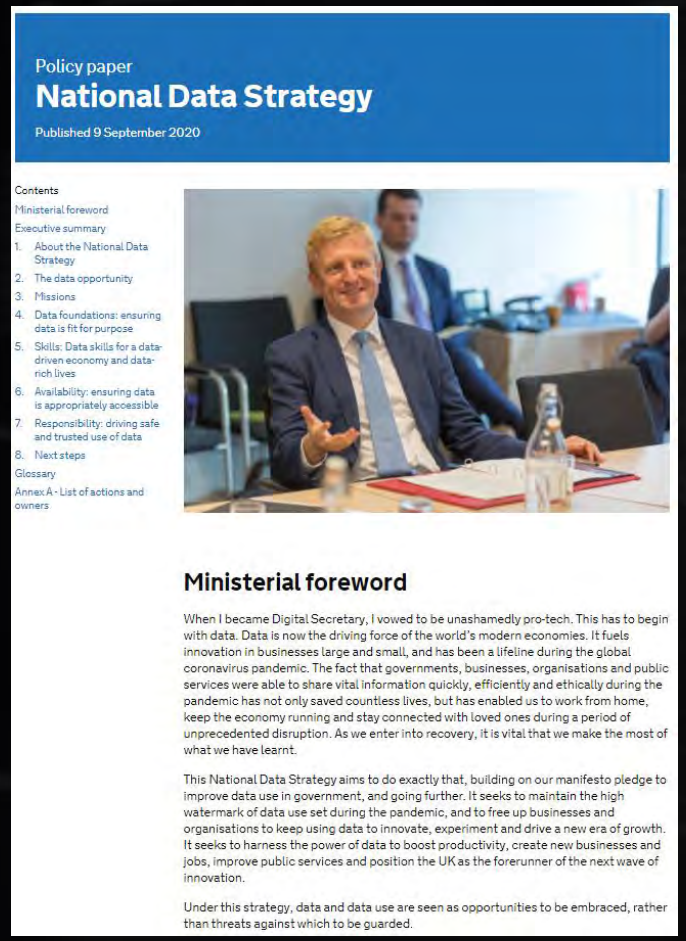
National Data Strategy



Policy paper

National Data Strategy

Published 9 September 2020

Contents

Ministerial foreword
Executive summary
1. About the National Data Strategy
2. The data opportunity
3. Missions
4. Data foundations: ensuring data is fit for purpose
5. Skills: Data skills for a data-driven economy and data-rich lives
6. Availability: ensuring data is appropriately accessible
7. Responsibility: driving safe and trusted use of data
8. Next steps
Glossary
Annex A - List of actions and owners

Ministerial foreword

When I became Digital Secretary, I vowed to be unashamedly pro-tech. This has to begin with data. Data is now the driving force of the world's modern economies. It fuels innovation in businesses large and small, and has been a lifeline during the global coronavirus pandemic. The fact that governments, businesses, organisations and public services were able to share vital information quickly, efficiently and ethically during the pandemic has not only saved countless lives, but has enabled us to work from home, keep the economy running and stay connected with loved ones during a period of unprecedented disruption. As we enter into recovery, it is vital that we make the most of what we have learnt.

This National Data Strategy aims to do exactly that, building on our manifesto pledge to improve data use in government, and going further. It seeks to maintain the high watermark of data use set during the pandemic, and to free up businesses and organisations to keep using data to innovate, experiment and drive a new era of growth. It seeks to harness the power of data to boost productivity, create new businesses and jobs, improve public services and position the UK as the forerunner of the next wave of innovation.

Under this strategy, data and data use are seen as opportunities to be embraced, rather than threats against which to be guarded.

This will become an increasingly important component of future contracts

Clients will demand it

Companies will need a project data strategy

End to end

The pillars

A number of interconnected issues currently prevent the best use of data in the UK. These are reflected in the core pillars of this strategy:

1. **Data foundations**: The true value of data can only be fully realised when it is fit for purpose, recorded in standardised formats on modern, future-proof systems and held in a condition that means it is findable, accessible, interoperable and reusable. By improving the quality of the data, we can use it more effectively, and drive better insights and outcomes from its use.

2. **Data skills**: To make the best use of data, we must have a wealth of data skills to draw on. That means delivering the right skills through our education system, but also ensuring that people can continue to develop the data skills they need throughout their lives.

3. **Data availability**: For data to have the most effective impact, it needs to be appropriately accessible, mobile and re-usable. That means encouraging better coordination, access to and sharing of data of appropriate quality between organisations in the public, private and third sectors, and ensuring appropriate protections for the flow of data internationally.

4. **Responsible data**: As we drive increased use of data, we must ensure that it is used responsibly, in a way that is lawful, secure, fair, ethical, sustainable and accountable, while also supporting innovation and research.

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Disrupting Data Availability

We went to court in 2019 to test whether opening up this data is in the public interest

We WON

The National Data Strategy adds further weight to this argument.

The public sector has an obligation to the taxpayer to drive up delivery performance. We can do this together.

Hiding behind commercial sensitivities is no longer sustainable.

A new era is upon us.

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Data Trusts

A key part of government's AI Strategy in 2017

To continue developing and applying AI, the UK will need to increase ease of access to data in a wider range of sectors. This Review recommends:

- Development of data trusts, to improve trust and ease around sharing data
- Making more research data machine readable
- Supporting text and data mining as a standard and essential tool for research.

4 Innovation Proposals into government.

"Too big, too bold and undeliverable"

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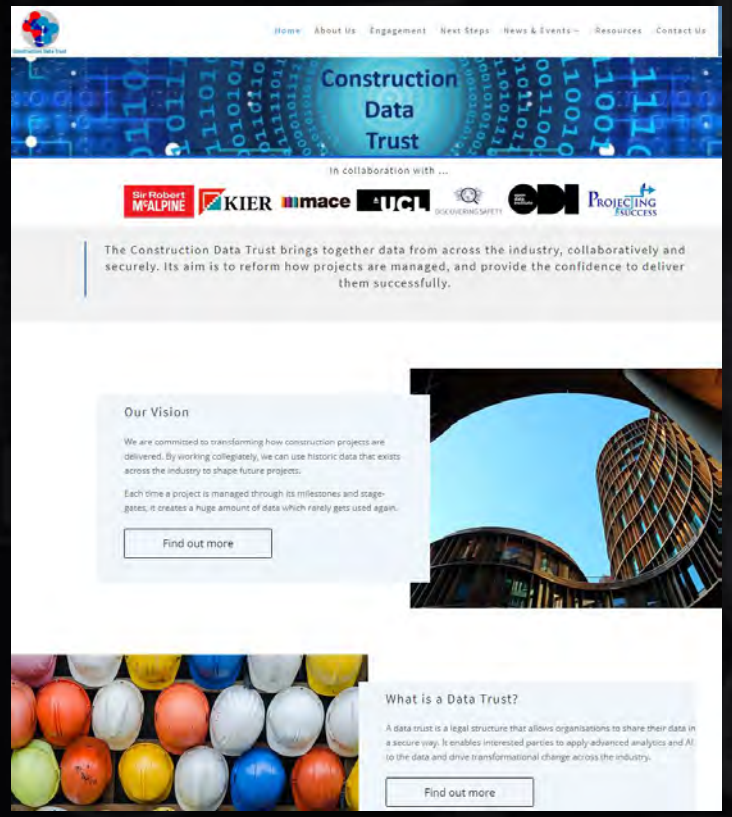
Construction Data Trust



Microsoft

Key collaboration partner

- Securely pool data in the collective interest
- Provide access to researchers, vendors, consultants etc
- Solve shared challenges:
  - Productivity
  - Health & Safety
  - Sustainability etc….
- Facilitate end to end data pipelines
- Drive up data quality & availability

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The connections between the data is more important than the siloes of data

Pooling data is a critical step forward

Credit: Lawrence Rowland

But when we connect data, we derive insights that would otherwise have been unimaginable

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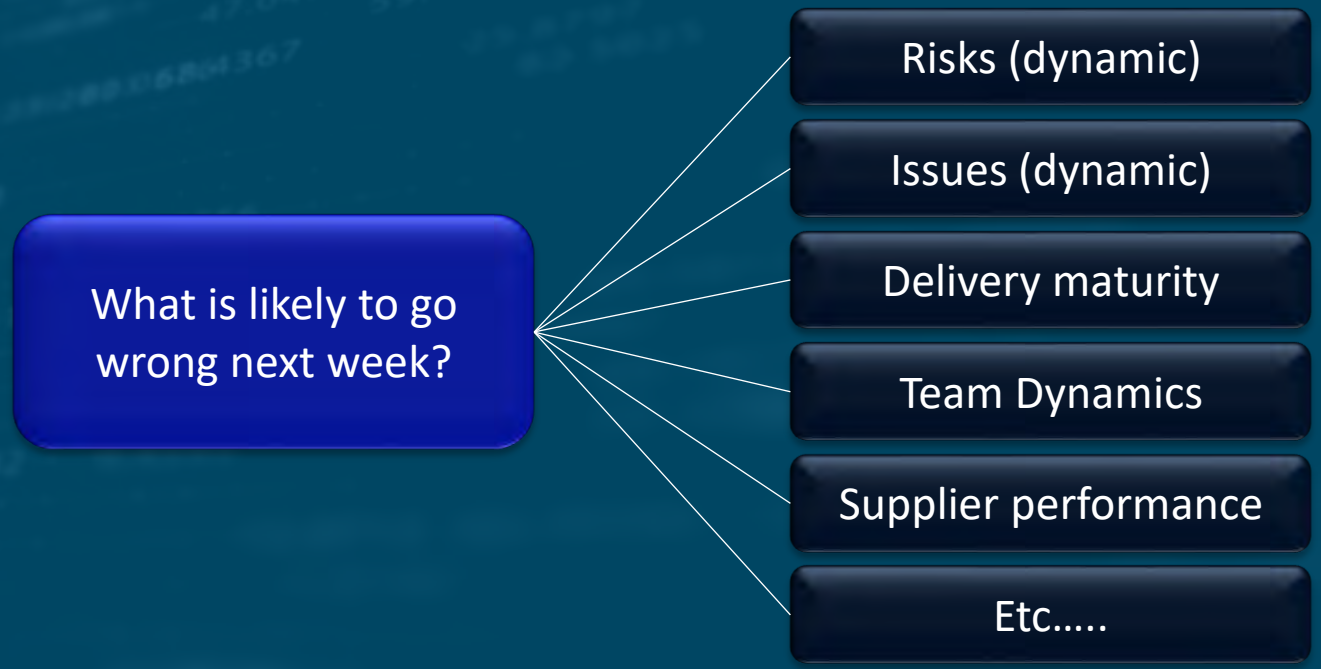
We don't have the right data today



We need:

- Defined use cases
- Data models, taxonomies, ontologies, standards
- Gap analysis
- Data pipelines

We also need to evidence the benefit that we can deliver

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Predisposition

Project Performance Map

	Mean cost overrun	Frequency of cost overrun	Mean schedule overrun	Frequency of schedule overrun	Mean benefit overrun	Frequency of benefit shortfall
Solar power	1%	4 out of 10	0%	2 out of 10		
Energy transmission	8%	4 out of 10	7%	1 out of 10		
Wind power	13%	6 out of 10	22%	6 out of 10		
Pipeline	14%	6 out of 10				
Water	21%	7 out of 10	33%	8 out of 10		
Road	24%	7 out of 10	38%	8 out of 10	-3%	6 out of 10
Bridge	27%	6 out of 10	19%	7 out of 10	2%	7 out of 10
Mining	27%	5 out of 10	45%	6 out of 10		
Oil+Gas	31%	8 out of 10				
Thermal	33%	6 out of 10	37%	8 out of 10	-6%	7 out of 10
Tunnel	37%	8 out of 10	21%	6 out of 10	-21%	8 out of 10
Rail	38%	7 out of 10	39%	6 out of 10	-26%	7 out of 10
Airport	46%	6 out of 10			-15%	5 out of 10
Defense	52%	5 out of 10	41%	8 out of 10	0%	3 out of 10
Aerospace	61%	9 out of 10	27%	9 out of 10		
Buildings	63%	7 out of 10	38%	6 out of 10	-5%	6 out of 10
IT	74%	4 out of 10	47%	5 out of 10	17%	5 out of 10
Dams	85%	7 out of 10	42%	8 out of 10	-11%	6 out of 10
Nuclear power	122%	10 out of 10	65%	9 out of 10		
Olympics	172%	10 out of 10	0%	0 out of 10		

N=1 1,907 (Oxford Global Project's Database, as of March 2019) © Bent Flyvbjerg and Alexander Budzier

Some projects are more predisposed to variance than others

Some work packages are….

Some suppliers are…

Some clients are….

We can't measure all of this yet, but it is progressing at pace

If we have a forensic understanding of predisposition we transform project delivery

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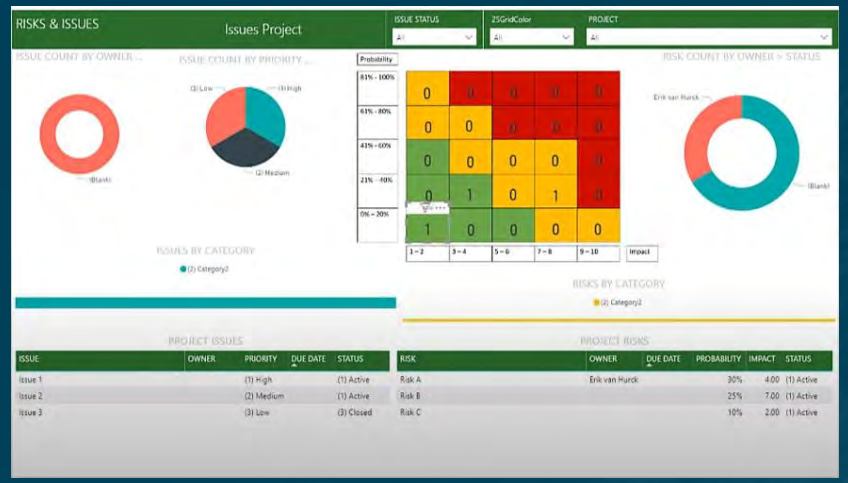
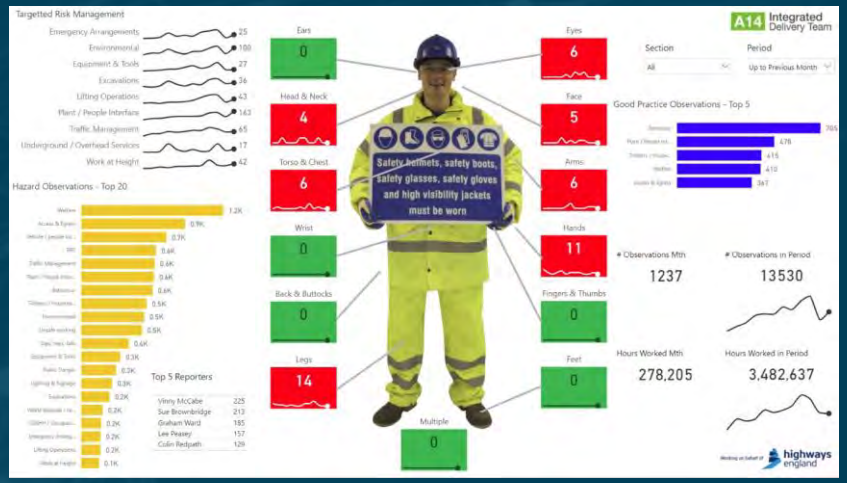
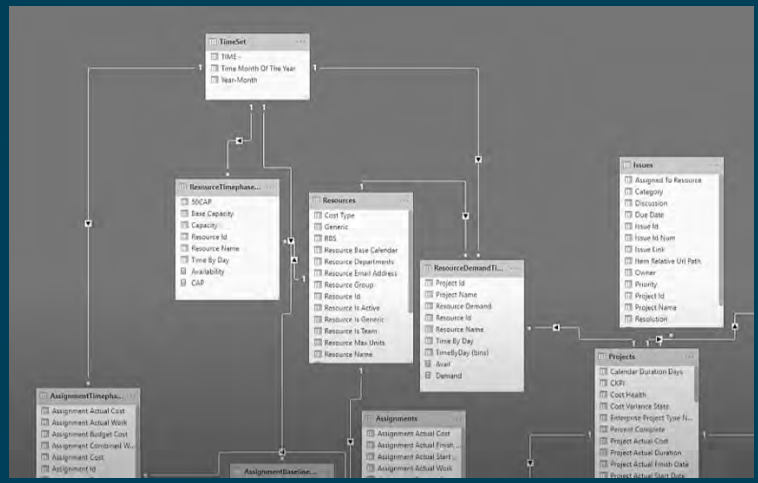
Democratising Solutions

Why does every organisation need to create their own dashboards, data models, ontologies?







Credit: https://www.youtube.com/watch?v=UgcTR4XHeLw

Why not work together and pool them?

Then focus effort on higher end commercial differentiators.

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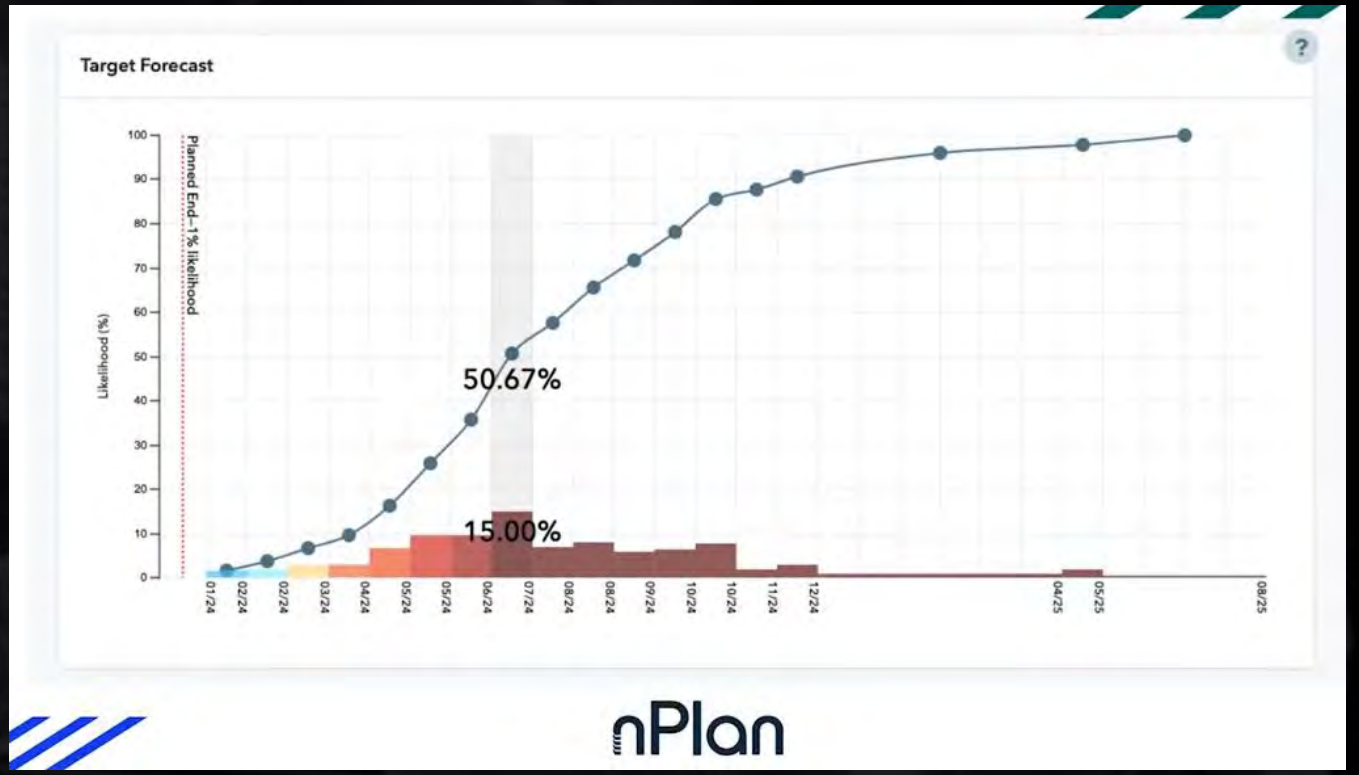
Disrupting Procurement Strategies

‘Bidding for realism’



Credit: nPlan see https://www.youtube.com/watch?v=rtvRLzYEV4Y

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Disrupting the bidding process

Evidence driven

Why insist on marking the same information time and time again:

- Health and safety
- Sustainability
- Business resilience
- Etc….

Centralised datasets, annual submissions.

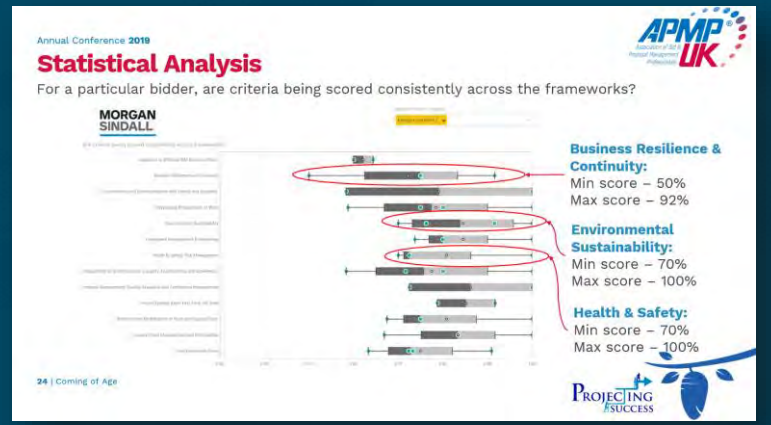
Bid on the project specific differentiators.

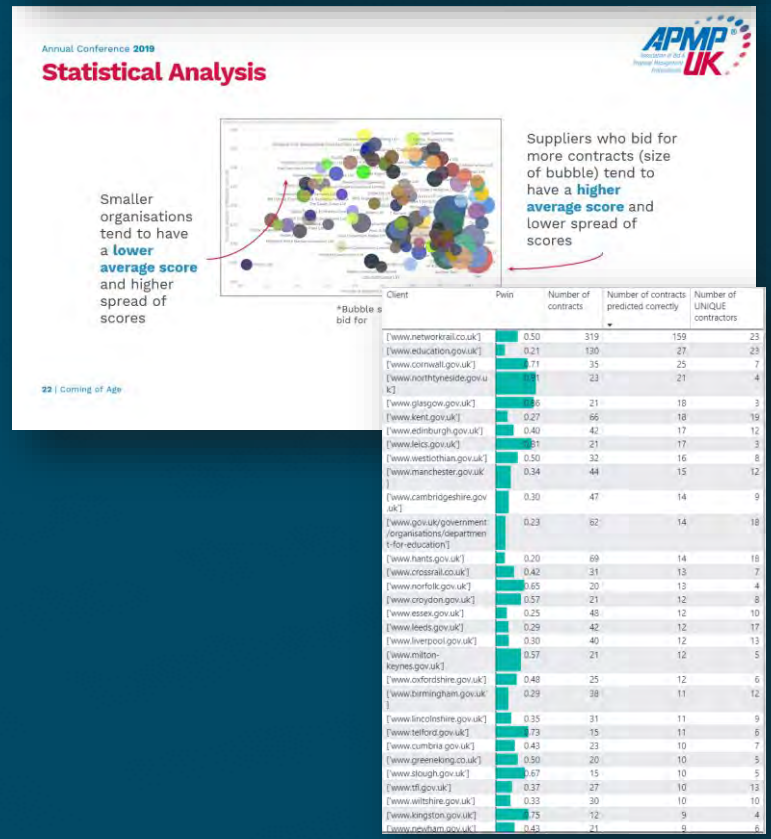
Brexit provides us with the ability to transform the approach

Predictive Capabilities

Increasing use of prediction

Disrupts procurement





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Redefining the boundaries between explicit and tacit knowledge

We redefine our concepts of knowledge management

Knowledge graphs and machine learning capture:

- Assumptions
- Dependencies
- Expertise
- Correlation and causality

They help to derive:

- Best practice
- Heuristics, tailored to the context of the project

They help to enhance or moderate intuition

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Insurance

What is the impact on insurance if we understand predisposition to variance?

How will professional insurance adapt if it can be proven that we disregarded key information?

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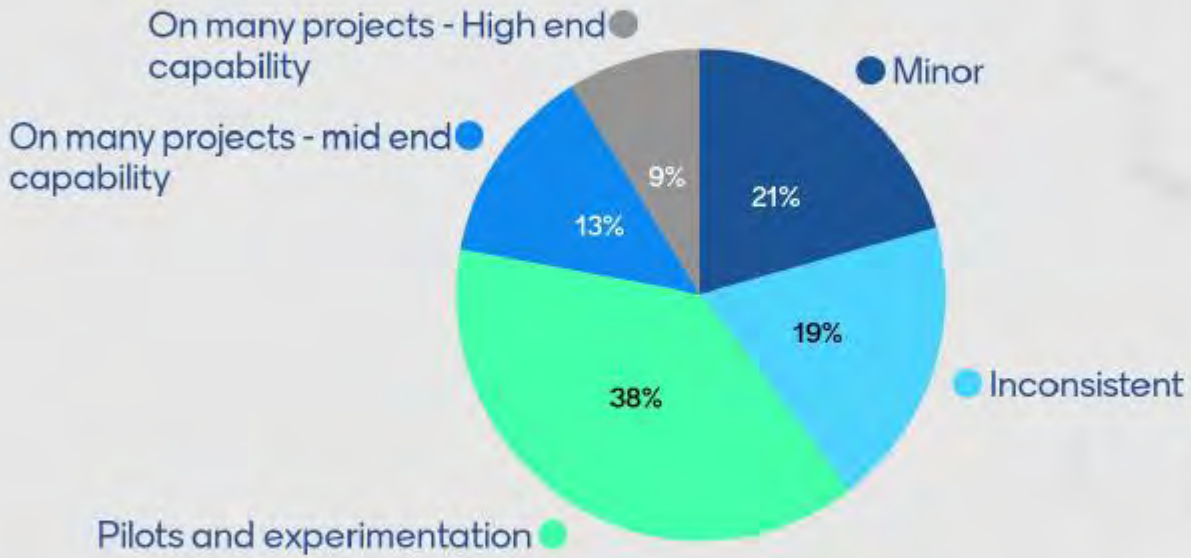
How are you using project data analytics today



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Survey on 14 October 2020: Project Data Analytics Panel Session

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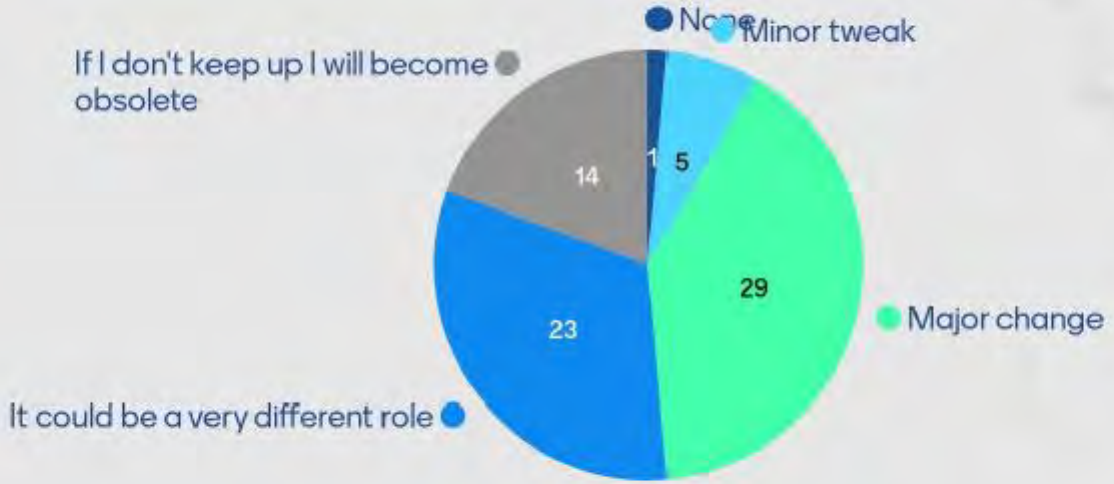
How do you envisage project controls evolving?



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Survey on 14 October 2020: Project Data Analytics Panel Session

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How Should We Prepare?

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Industry Led Task Force

- Work together to drive change; cross sector initiative
- Aspire to deliver a 10x improvement in project delivery performance

PDATaskForce.com

6 key workstreams

Engagement
Developing the vision, blueprints and roadmaps. Community engagement, sharing good practice, inspiring others.

Solutions development
Use case development. Democratising project data analytics methods, tools, code, good practice and solutions. Hackathon liaison. Open source development.

Data access
Data pooling/sharing, security, data protocols/APIs, development of trustworthiness

Skills
Skills gap, capacity and training. Training needs analysis, roles, syllabus, emerging practice

Data quality
Data quality, standards and models. Gap analyses, data audit, data quality benchmarking, ontologies, taxonomies, standards.

Research
Research, horizon scanning, identifying good practice

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Portfolio and project data strategy

- What are your ambitions?
- What skills will you need?
- What is your high level roadmap?

It should extend far beyond your organisational boundaries

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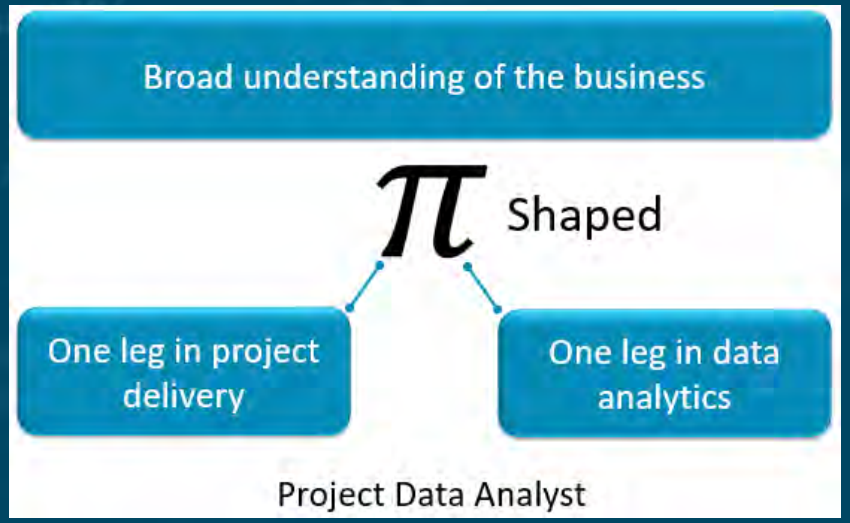
Up Skill



Project Manager **Project Engineer** **PMO**

Risk Manager **Planner** **BIM** **Health & Safety**

Portfolio Manager **Document Controls** **Cost Estimator**

Logistics **Change Manager** **Benefits Manager**

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Up skilling

Project Data Analytics

Meetup

Twice a month
Free events

apm

Project Management Institute

MPA

Additional events

Meetup

Niche areas of focus e.g. LBAG

Project:Hack

Every 4 months
Industry challenges and data
Masterclasses
Nominal fee (for charity)

Project Data Academy

Every 2-3 months
95-100% funded by HMG
Foundation degree
Structured learning
Industry practitioners

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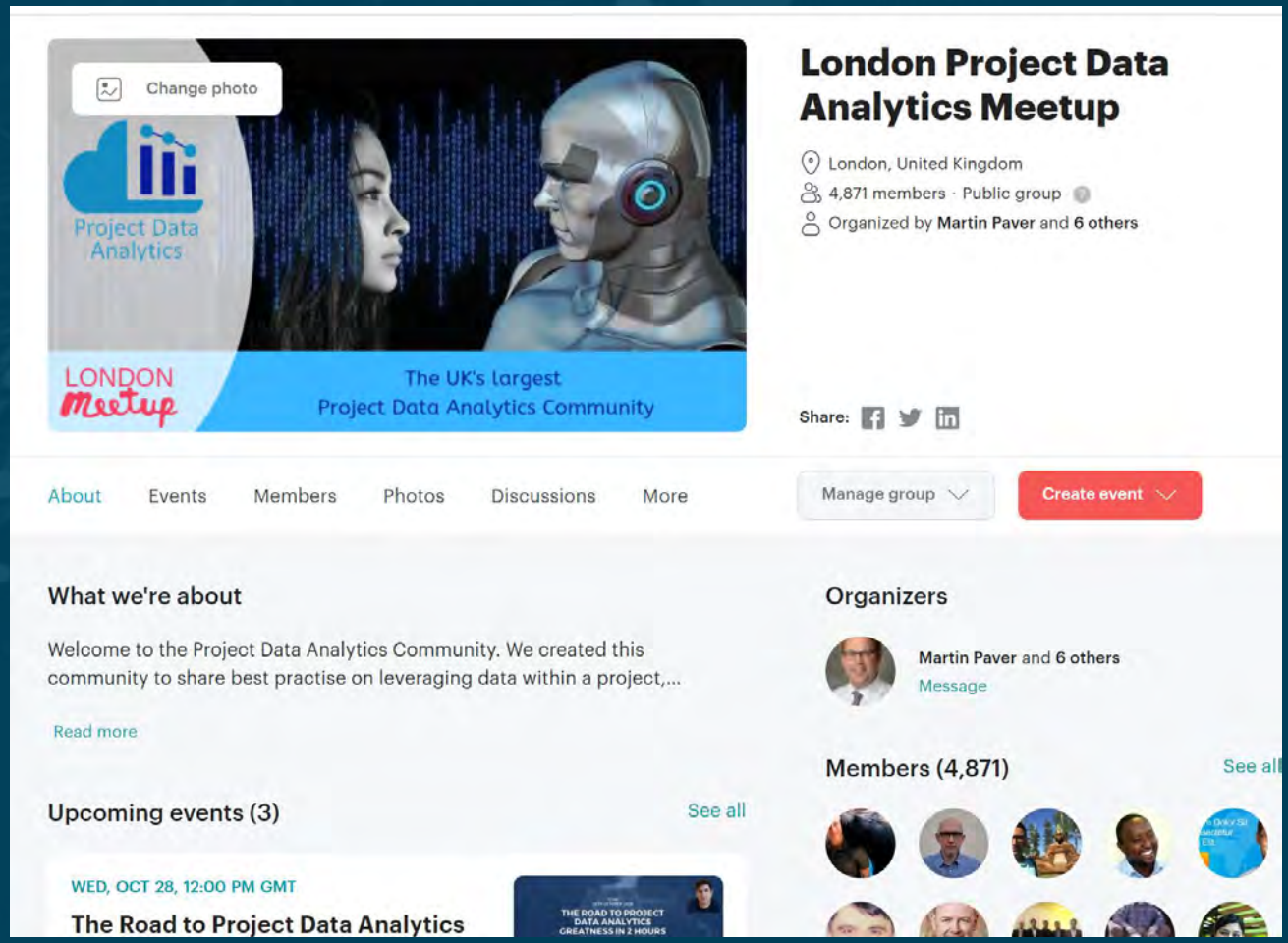
Project Data Analytics Meetup

- London
- Bristol
- Northwest
- Yorkshire
- Aberdeen

- >6,000 members



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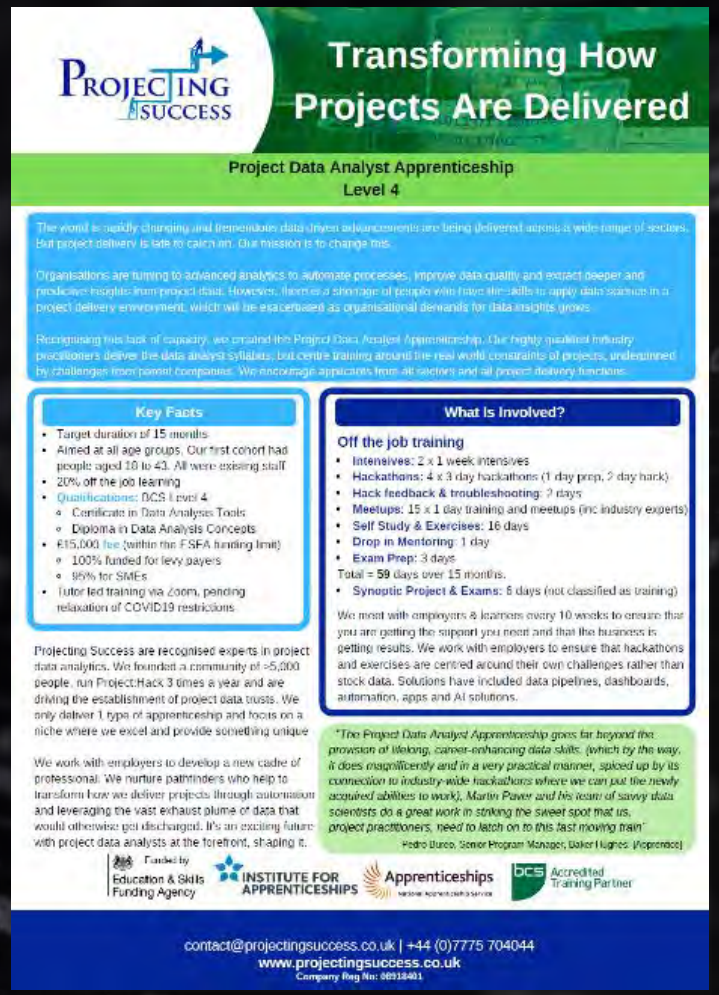

Transforming How Projects Are Delivered

Project Data Analyst Apprenticeship
Level 4

The world is rapidly changing and tremendous data driven advancements are being delivered across a wide range of sectors. But project delivery is late to catch on. Our mission is to change this.

Organisations are turning to advanced analytics to automate processes, improve data quality and extract deeper and predictive insights from project data. However, there is a shortage of people who have the skills to apply data sciences in a project delivery environment, which will be exacerbated as organisational demands for data insights grows.

Recognising this lack of capacity, we created the Project Data Analyst Apprenticeship. Our highly qualified industry practitioners deliver the data analyst syllabus, but centre training around the real world constraints of projects, underpinned by challenges from parent companies. We encourage applicants from all sectors and all project delivery functions.

Key Facts

- Target duration of 15 months
- Aimed at all age groups. Our first cohort had people aged 18 to 43. All were existing staff
- 20% off the job learning
- Qualifications: BCS Level 4
  - Certificate in Data Analysis Tools
  - Diploma in Data Analysis Concepts
- £15,000 fee (within the ESFA funding limit)
  - 100% funded for levy payers
  - 95% for SMEs
- Tutor led training via Zoom, pending relaxation of COVID19 restrictions

What Is Involved?

Off the job training

- **Intensives:** 2 x 1 week intensives
- **Hackathons:** 4 x 3 day hackathons (1 day prep, 2 day hack)
- **Hack feedback & troubleshooting:** 2 days
- **Meetups:** 15 x 1 day training and meetups (inc industry experts)
- **Self Study & Exercises:** 16 days
- **Drop in Mentoring:** 1 day
- **Exam Prep:** 3 days

Total = **59** days over 15 months.

- **Synoptic Project & Exams:** 6 days (not classified as training)

We meet with employers & learners every 10 weeks to ensure that you are getting the support you need and that the business is getting results. We work with employers to ensure that hackathons and exercises are centred around their own challenges rather than stock data. Solutions have included data pipelines, dashboards, automation, apps and AI solutions.

Projecting Success are recognised experts in project data analytics. We founded a community of >5,000 people, run Project:Hack 3 times a year and are driving the establishment of project data trusts. We only deliver 1 type of apprenticeship and focus on a niche where we excel and provide something unique.

We work with employers to develop a new cadre of professional. We nurture pathfinders who help to transform how we deliver projects through automation and leveraging the vast exhaust plume of data that would otherwise get discharged. It's an exciting future with project data analysts at the forefront, shaping it.

"The Project Data Analyst Apprenticeship goes far beyond the provision of lifelong, career-enhancing data skills. (which by the way, it does magnificently and in a very practical manner, spiced up by its connection to industry-wide hackathons where we can put the newly acquired abilities to work). Martin Paver and his team of savvy data scientists do a great work in striking the sweet spot that us, project practitioners, need to latch on to this fast moving train"

Pedro Durco, Senior Program Manager, Baker Hughes (Apprentice)

Funded by Education & Skills Funding Agency | INSTITUTE FOR APPRENTICESHIPS | Apprenticeships | bcs Accredited Training Partner

contact@projectingsuccess.co.uk | +44 (0)7775 704044
www.projectingsuccess.co.uk
Company Reg No: 08918401

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Next cohort 16 Nov

https://bit.ly/2ZVTwrL

Free* training to prepare yourself for the next 10+ years
Become a pathfinder
Disrupt the status quo

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Community Hackathon

https://bit.ly/3dTvvYg

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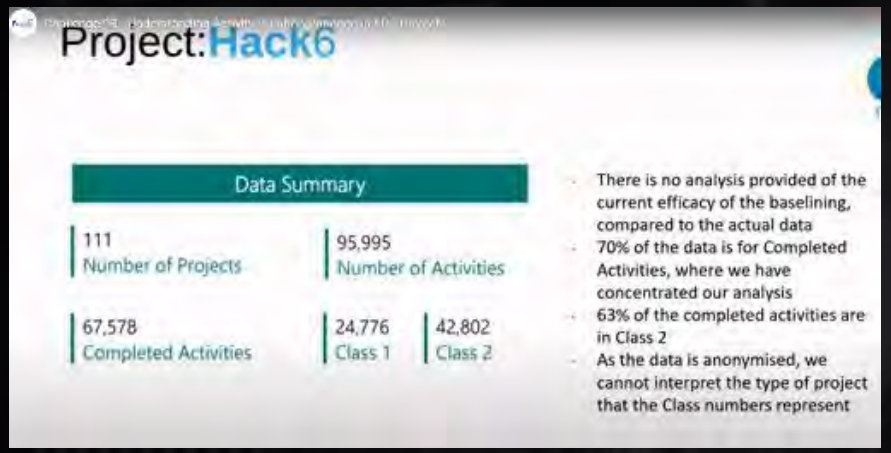
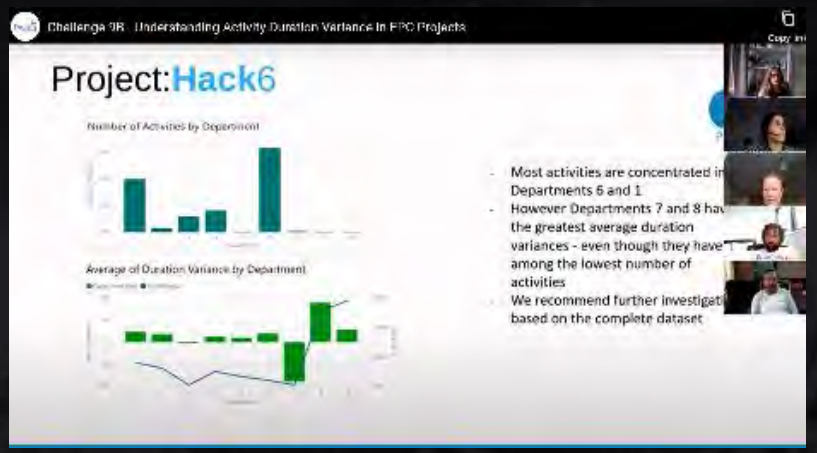
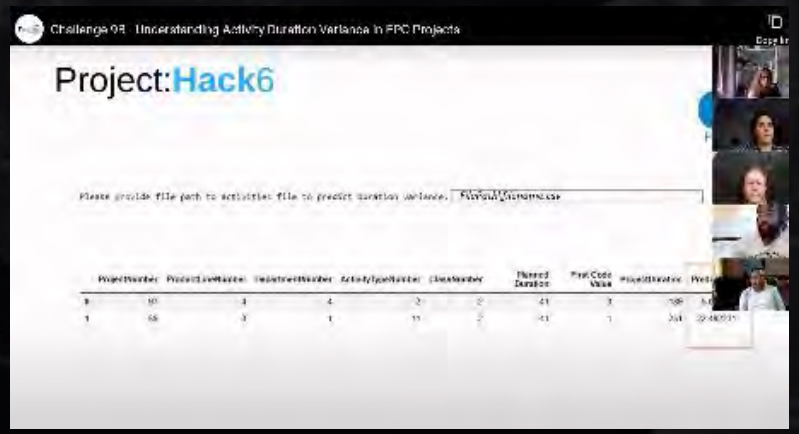
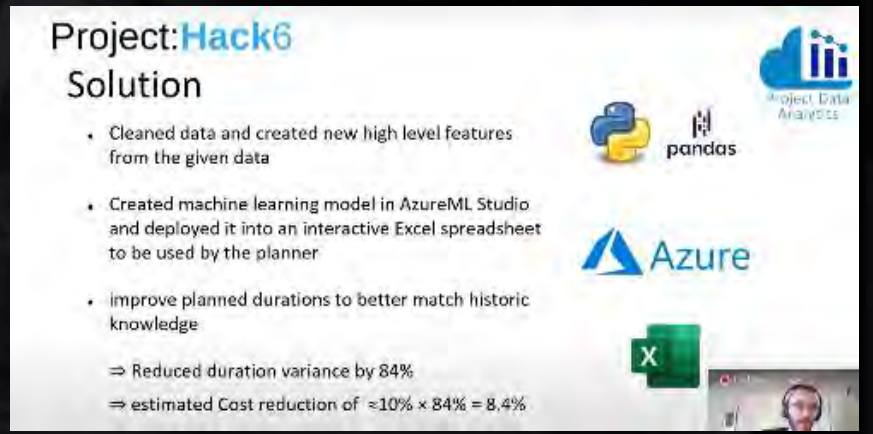
Hack 6









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This future is inevitable and in some cases already here…

…the uncertainty is the pace and how we all engage with it.

Many of these capabilities are available today…

…but we lack the momentum. The Task Force will help.

We can move much quicker together than alone…

…opening up data will be a big driver.

Business models will be impacted…

…develop strategies and plans to react.

Roles will be impacted…

…**get involved**, up skill and adapt.

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Martin Paver
CEO Projecting Success
martinpaver@projectingsuccess.co.uk

SCAN ME

https://www.linkedin.com/in/martin-paver-51288423/

https://bit.ly/3hOEJp1

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