

# NewsLetter

IPMA<sup>»</sup>  
international  
project  
management  
association

first quarter | 2014

## MEGAPROJECTS should perform for community!

A joint MEGAPROJECT and Omega Centre Workshop was held on 2nd April 2014 in Brussels. Megaprojects are extremely large and complex infrastructural projects with values over €0.5 billion. Megaprojects will provide a foundation for much of the activity of the European Commission in providing its networks of infrastructure.

The Workshop showed how long ideas of success and failure in megaproject need to be questioned. It was discussed how issues that were thought to be crucial are irrelevant to megaproject performance and which are the characteristics that can predict how megaproject will behave.

### Main speakers on the event:

Prof. Mladen Radujković, IPMA President;

Prof Naomi Brookes, Chair of the MEGAPROJECT COST action, Witold Willak from European Commission; Directorate-General for Regional and Urban Policy;

Tim Cummins, President and CEO of the International Association for Contract and Commercial Management (IACCM);



In the photo: attendees of the event

Harry Dimitriou, Barlett Professor of Planning at UCL and Director of Omega Centre.

Prof. Radujković presented a keynote titled "IPMA and Megaprojects", showing IPMA's position and activities related to Megaprojects. The speech consisted of three blocks: individual related (IPMA certification level A), project related (IPMA Award – excellence) and company related (IPMA Delta). One of the main ideas from the event was questioning megaproject performance. Prof. Radujković, IPMA President stated: "Megaprojects' performance should serve the community!"

Sandra Mišić, MA

Photo from left to right: Sandra Mišić, M.A., Professor Naomi Brookes and Prof. Mladen Radujković



### About the author

Sandra Mišić, MA is a member of IPMA Young Crew and board member for Marketing and PR of Young Crew Croatia. She was born in 1987, graduated Faculty of Economics and Business Zagreb from the University of Zagreb in 2012. During her studies she worked for Procter & Gamble d.o.o. After graduation, she started to work for IPMA as Assistant to the IPMA President & Executive Director. She is a young research attending PhD on Faculty of Economics and Business. As a board member of Young Crew Croatia, Sandra is part of various projects on national and international level. She is also team member of Young Crew Newsletter

# APM becomes first professional body to achieve volunteer award!



The Association for Project Management has become the first professional body to be officially recognised for the excellent work done with its volunteers.

The Investing in Volunteers Quality Standard was awarded to APM following an assessment against a range of good practice standards. The results showed that APM excelled in all aspects of working with its volunteers.

The majority of APM's growing community of 339 volunteers deliver a nation-wide calendar of cutting-edge events through a network of local branch committees and Specific Interest Groups (SIG).

Additional voluntary work includes promoting project management as a career within schools, corporate liaison roles and writing for APM. Volunteers also have roles as award judges, accreditation assessors and Board members amongst other opportunities.

Following the confirmation of this achievement, APM president Tom Taylor said: "APM is blessed with a high number of conscientious and generous volunteers. They established APM over forty years ago and volunteer participations, involvements and contributions currently run through every aspect of APM's activities in many different ways.

"I believe for people who aspire to a professional life volunteering will enable them to put some vigour into their profession."

Investing in Volunteers is the UK quality standard for all organisations which involve volunteers in their work. As the largest professional body of its kind in Europe, APM relies on the expertise and commitment of its volunteer community to aid in the development and promotion of project and programme management.

Investing in Volunteers aims to improve the quality of the volunteering experience for all volunteers and for organisations to acknowledge the enormous contribution they make.

Investing in Volunteers demonstrates real achievement measured against a rigorous national standard. By achieving this quality standard publicly demonstrates APM's commitment to volunteering and effective volunteer management.

David West, APM volunteers' manager, is delighted to have achieved this award through a concerted effort: "A tremendous amount of work has been carried out by volunteers and staff to achieve this and it's a real reflection of how APM use and value our volunteers.

"Volunteers really are the foundation of this organisation and the award has demonstrated our commitment to ensuring they have the best experience possible."

Investing in Volunteers is unique in that it is the only standard that focuses on volunteers. It is based on four areas of volunteer management; planning for volunteer involvement, recruiting volunteers, selecting and matching volunteers and supporting and retaining volunteers.

It is the only quality standard that has independent external validation with a UK Quality Assurance Panel that makes recommendations to the UK Volunteering Forum, the awarding body.

Tom added: "In recent years APM has been devising suitable ways to recognise and appreciate volunteer contributions.

"This valued award of Investing in Volunteers is a universal recognition in which all volunteers can take pride – past, present and hopefully those to come – along with the staff, contractors and consultants who work alongside the volunteers."

Amy Reid  
Marketing Assistant APM

# New publication: The end and the future of project management

Author Ronald Hanisch interviewed pma chairman Brigitte Schaden

In his new publication “The end of project management – How digital natives take the lead and change companies” (published by Linde), management expert Ronald Hanisch looks ahead. Therefore he asks leading economy-experts to give their opinion about the future of project management.

One of them was Brigitte Schaden, chairman of the board of Project Management Austria (pma). She confirms, that there are some **changes** in the business: “At the beginning, project management had a very technical focus. And it was seen as the creation of network diagrams. Over the years projects got more international and social skills are nowadays more important when working in projects. In fact, topics such as ‘diversity’ are coming up.”

When talking about the generation gap between **digital natives and digital immigrants**, the different ways of communication are getting in focus. Brigitte Schaden tries to manage this within pma: “For us, it is really important to communicate face-to-face. Sending e-mails and communication via Internet is too little for good teamwork. Moreover, IPMA and pma have established an own platform for the future generation of project managers called ‘(I)pma young crew’. There, international networking is promoted, to be attractive for the ‘right potentials’ of the next generation.”

For **future projects**, project management expert Brigitte Schaden expects more reality relationships of business cases: “Certain quality costs. Nowadays people expect low prices but high benefits. Low-budget suppliers, who make unrealistic promises should not realize jobs. They do not have a reference to reality – and this from the beginning of the project on.”

Besides Brigitte Schaden, Ronald Hanisch interviewed other successful managers and project management experts about challenges and changes in the project management working process. If you are interested in the book “The end of project management” (ISBN 978-3709205096), you can buy it online via [www.ronaldhanisch.com](http://www.ronaldhanisch.com).

Sandra Schabhüttl  
on behalf of pma



**Brigitte Schaden, chairman of the pma board, states, that changes are part of shorter project development cycles: “In successful finished projects it is not necessary to achieve all of the arranged targets completely. But it is very important to communicate and integrate changes properly. The job of the project manager is to handle these changes.”**

# Report on the IPMA Project Excellence Award Assessors Training



“Seeing our most experienced assessors and sharing their most interesting

Project Excellence stories. I guess that’s what makes it worth participating in these workshops every year”

Grzegorz Szałajko from Poland, experienced Team Lead Assessor, trainer of Advanced group.

Last February over 50 people, from 18 countries and 5 continents arrived to Warsaw 21-23 February 2014 to learn the PE Model, assessment process and exchange their experience. It was the biggest training for the IPMA International Project Excellence Assessors ever organized.

The training is conducted yearly to train potential new Assessors and re-trained experienced ones to run the Assessment process during the IPMA International Project Excellence Award. This year, for the first time there was a separate path for advanced Assessors who have potential to become TLAs. “The advanced level was really what I needed” says Hossein Ossooli from Iran.

“I am glad that I attended this training as I have learnt a lot even though I have been an assessor for a long time. The practical sessions made these sessions helpful to understand better what is being expected from a TLA. One of the best trainings I have attended. Thank you.”

Robert Wagesreiter from Austria

What participants of the training liked the most was the atmosphere of enthusiasm about Project Management, strengthening the family links between future assessors as well as meeting people who share the same passion for the PE Model.

The training was prepared by trainers



**Participants of the IPMA PE Award Assessors Training. 21-23 February 2014, Warsaw, Poland**

from 5 different countries. It consisted of dialogues, discussion groups, case study and presentations. All of these contributed to the effectiveness of the training and made it also a great networking event. As Graham Woodward (UK), trainer of the standard group, says “I feel privileged that I was chosen to help out. It was probably the best group of IPMA trainees I had a pleasure to take.”

We believe that professional assessment of the projects applying for the Project Excellence Award is possible thanks to the mature process of training and mentoring. That is why we are especially

proud to hear from participants: “You have set a new standard for Training planners” (Ayman Nabet from Jordan) and “If there is an excellence training award - this training is definitely an award winner!” (Tomasz Boiński from Poland). That is how we make sure that all applying projects are being assessed according to the highest standards!

Since 2002, over 100 Assessors were trained to carry out assessments for Applicants of the IPMA PE Award.

For more information visit <http://www.ipma.ch/awards> or contact the IPMA Award Office at [award@ipma.ch](mailto:award@ipma.ch). We will be more than happy to help you being recognized as excellent.

Kasia Pachuta  
IPMA Award Office Manager  
[kasia.pachuta@ipma.ch](mailto:kasia.pachuta@ipma.ch)

“I was extremely impressed with the training, the material and the management of the training. It's a rare combination to get enthusiastic, practical, keen and helpful Trainers like Pau Lian Staal and Graham Woodward. They were well prepared. Everyone felt that they did a superb job organizing the workshops, selecting thought-provoking topics.” Ayman Nabet from Jordan

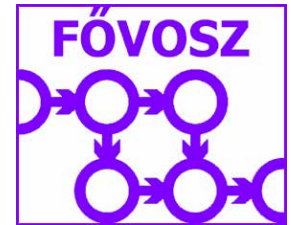




Bakony-Balaton  
Mechatronikai és  
Járműipari Klaszter



KÖZÉP-PANNON  
REGIONÁLIS  
FEJLESZTÉSI ZRT.  
*Az RFH Csoport Tagja*



## The Bakony-Balaton Mechatronics and Automotive Cluster hosted the 3rd Project Management Academy Conference of FOVOSZ on 14th November 2013 in the city of Ajka.

Thanks to the fruitful cooperation of Hungarian IPMA partners, on the 14th November 2013 the 3rd event of project management academy conference series attracted participants from regional and national level to the centre of Bakony-Balaton Area in the Main Hall of Municipality of Ajka.

The conference was held under the patronage of the Hungarian IPMA member FOVOSZ, its regional representative the Mid-Pannon Regional Development Co. and the Municipality of Ajka. The speakers, coming from the high-level development and project management sectors from different companies, shared their best practices, methodologies, mapped the particularities of certain regional policies and compared them with the expectations of the participating organisations.

The event was opened by Mr Béla Schwartz, major of the city of Ajka, who was followed by Mr Zoltán Csabina, the representative of Mid-Pannon RD Co., greeting the participants. He underlined in his speech that the Central Transdanubian Region can be considered one of the supplier and production centres of the Hungarian automotive industry. The sign of intention for cooperation, which is paralleled by the competition in the industry, is the core aspect of the Bakony-Balaton Mechatronics and Automotive Cluster (BBMAC). The cluster is made up by 37 members operating in the automotive sector and regional development organizations coming from the Bakony-Balaton Area; and the strategic alliance is co-ordinated by Mid-Pannon Regional Development Company, which is one of the dominant local partners of FÖVOSZ. In the third block of speeches Mr Péter Tárnoki presented the competences of

IPMA Hungary and results gained by the association.

After the opening welcome speeches, the professional part of the program had just started with several interesting presentation, especially on the topic of project management.

At first, Zoltán Trenka gave a brief introduction about the past, present and the future plans of the BBMAC, on behalf of the cluster management team of Mid-Pannon Regional Development Company. He also presented one of their international EU funded project, called VIBE, emphasizing its main aims, target groups and some possibilities of stock financing in the national level of Hungary.

Mr. Trenka was followed by Péter Éliás, the representative of Audi Akademie Hungarie Ltd., from whose presentation the guests of the event could get more information about the major pitfalls and success factors of a project. Added to these, he talked about the importance of the attitude and special knowledge of the project managers and their co-workers in order to avoid the failures. After presenting this general overview based on their experiences, Mr. Éliás listed the main services of Audi Akademie as well as their biggest projects.

The next speech was given by Iván Herczeg, one of the instructors of Semmelweis University. He summarized their experiences in the field of project management regarding the supplier companies of the automotive industry, which resulted that project management has to be handled as a separate professional.

After discussing project management, the topic returned to financial questions in the following presentation of József Koltai. He talked about the key factors and rules how to apply for a loan with success and about the main aspects of

choosing the correct bank/lender.

The last two presenters were András Kézai and László Karas. Mr. Kézai was representing Project Control Expert Ltd., who shared the difficulties of controlling activities connecting to projects in the building industry, shortly summarized the possible solutions, too.

Last, but not least the participants could listen another presentation about the special features of project management from Mr. Karas, stressed the significance of the continuous training and skill development.

The morning session was closed with a buffet lunch, which was followed by an informal business matchmaking meeting, where the attendants could ask their questions to the presenters, and could make contacts in order to have fruitful associations in the future. The usefulness of the event is shown by the participation of cluster members at the knowledge sharing seminar and matchmaking part, too.

Budapest, 20th December 2013

Reported by Zoltan CSABINA  
Regional Representative of FOVOSZ

# APM launches 14th SIG – Enabling change

Following a successful conference in London in November entitled Change – the Imperatives for Success, APM is delighted to announce that a 14th Specific Interest Group (SIG) has been adopted.

The brand-new APM Enabling Change SIG is chaired by Martin Taylor and supported by a committee of seven people – Bob Thomas, John Gillett, Colin Bradley, Neil White, Elisabeth Goodman, Matt Delany and Sebnem Umman.

The committee has backgrounds including programme management, project management and change management. They are from industry,

with wide-ranging experience in public and private sector organisations.

The group is initially interested in organisational change; strategy for change; change readiness; engagement and communications; enabling change methods; embedding change; and training and support needed for successful change.

Join the SIG by visiting the APM Enabling Change SIG webpage.

Find out more on the other 13 APM Specific Interest Groups by downloading a guide to Specific Interest Groups.

Amy Reid  
Marketing Assistant APM

## “This is how it starts”:

pma young crew with new corporate video in 2014

“Oh, this is how it starts, lightning strikes the heart. It goes off like a gun, brighter than the sun”. These lyrics, full of happiness and positive energy, were chosen for the new video clip of pma young crew, which was presented at the opening event in January 2014. Colbie Caillat’s song “Brighter than the Sun” could not describe pma young crew and their activities any better.

The aim of the clip: The pma young crew management board wanted to produce an enjoyable corporate video to introduce the concept of the various young crew events to their target group of young (future) project managers. The video shows all of pma young crew’s activities in a humorous way: workshop,

get2gethers and company visits. That is where pma young crew members meet project management experts for networking and knowledge transfer.

All of the “professional project management actors”, who are pma young crew members and cooperating experts, had a lot of fun during the shooting.

Further information about **pma young crew**: <http://www.p-m-a.at/pmayoungcrew.html>

Sandra Schabhüttl  
on behalf of pma



**Corporate Culture:**  
pma young crew management board won Brigitte Schaden, chairman of the board of Project Management Austria (pma), to act in their new video.



Making of pma young crew’s corporate video.

# APM launches refreshed qualifications

The Introductory Certificate (The APM Project Fundamentals Qualification) and APMP (The APM Project Management Qualification) have been refreshed and aligned with the APM Body of Knowledge 6th edition.



## APM QUALIFICATIONS

The revised syllabuses, sample papers and guidance notes can all be viewed on our dedicated web pages:

- Introductory Certificate – The APM Project Fundamentals Qualification
- APMP – The APM Project Management Qualification

This marks the latest step in a refresh and review of the APM qualifications suite, keeping them up to date and relevant, supporting project management professionals throughout their career.

“We recognise the importance of keeping our examinations fresh and relevant, so they reflect the knowledge that you have, the work that you do and the skills that you have developed,” explains Liz Wilson, head of professional standards and knowledge at APM.

“There will be more announcements throughout 2014 including new qualifications, as we continue to develop and adapt to the changes and demands of the profession,” she added.

### More to come in 2014

2014 will see a complete refresh of the suite of APM qualifications along with the momentous launch of two brand-new qualifications at IPMA Level A and Level B.

These new qualifications will include programme and portfolio management, at Level A, and will enhance the suite of qualifications that can support project professionals throughout their career.

These two new qualifications sit alongside the APM Registered Project Professional (RPP) designation, which distinguishes those able to demonstrate the capabilities of a responsible leader,

who can manage a complex project and use appropriate tools, processes and techniques.

Visit the APM qualifications webpage for more information on the timeframes for the new qualifications.

You can also book your Introductory Certificate or APMP qualification now, with an exclusive discount for APM members.

Amy Reid  
Marketing Assistant APM

# The IPMA Award Management Board has the pleasure to invite you to the IPMA Project Excellence Award 2014



The IPMA awards excellent projects from different industries and organizations worldwide. Excellent projects are recognized by going through the annual assessment process based on the IPMA Project Excellence Model. This year we would like to invite your company to take part in this prestigious event.

## Celebrate your success at the 28th IPMA World Congress in Rotterdam



### As an Applicant you benefit from:

- **Recognition.** You are assessed against global projects of a similar budget and complexity.
- **Experience Exchange.** Pass your experience of "Project Excellence" to other Applicants. Share your knowledge and adapt others.
- **Assessment Process.** You give yourself a chance to be evaluated by a group of international assessors who grade your project by adapting a unified model – the IPMA Project Excellence Model.
- **Benchmarking.** At the end of the process you receive a detailed Benchmark Report prepared by group of best international PM professionals. You get a valuable feedback against comprehensive criteria.

### As a Winner you gain:

- **Prestige.** Winners can use prestigious logo of the IPMA Project Excellence Award for company documents and publications. They are indisputably recognized as one of the most successful project teams worldwide.
- **Motivation for your team.** Celebrate your success at Gala Dinner in Rotterdam. Prove them they are the best.
- **IPMA World Congress.** It is your chance to be where entire PM World is. Demonstrate Project Excellence of your team and organization.

For more details visit our website or contact the Award Office:  
[award@ipma.ch](mailto:award@ipma.ch)





- >> Internationally Funded Humanitarian Aid Project
- >> Project Manager of the Year
- >> Community Service / Development Projects
- >> Young Project Manager of the Year



## Achievement Awards – making a difference

# Call for Applications

Increase your visibility by applying to one of 4 categories that recognize extraordinary achievements on project and individual level.

Achievements in project management are recognized in two categories - the Awards for **Internationally Funded Humanitarian Projects and the Community Service/ Development Projects**. These non-profit projects may be of any size or value, from either the public or private sector. A winning project will be one that demonstrates, through narratives and documentary evidence, excellence and/or innovation in the application of project management.

Individuals showing excellent performance in the field of project management are recognized in two other categories: **Project Manager of the Year and Young Project Manager of the Year** (age 18 -35). The Award recognizes the individuals who provide the most effective demonstration of their project management competence, no matter the scale, number or type of projects referenced.



### ACHIEVEMENT AWARD »

Internationally Funded Humanitarian Aid Project



### ACHIEVEMENT AWARD »

Community Service / Development Project



### ACHIEVEMENT AWARD »

Project Manager of the Year



### ACHIEVEMENT AWARD »

Young Project Manager of the Year

#### Apply to get:

- **international recognition** of your achievement
- possibility to learn more and **make better projects** in the future opportunity for **sharing experience** and **networking**

#### What steps you need to take:

- submit application **free of charge**
- present your achievement to the **international panel of judges** prepare yourself to participate in the **IPMA World Congress** in Rotterdam

#### DATES TO NOTE:

**Application due date: 18th July 2014.**

Download application form and read more about the assessment process: <http://ipma.ch/awards/achievement-awards/>

For more information please contact the IPMA Award Office at [award@ipma.ch](mailto:award@ipma.ch).

# Engineering the Future of Europe: The UNITECH Perspective Overview of the Forum

On September 2013, UNITECH International, a non-profit association of leading European engineering universities, innovative companies and top-level students, held an interactive forum "Engineering the Future of Europe: The UNITECH Perspective."

Organized by Politecnico di Milano, a founding UNITECH Academic Partner within their 150th Anniversary celebrations, the event explored how Europe is challenged by its most critical economic crisis for several decades and how it must deal with an urgent need for new solutions to ensure a rapid return to growth that will prove sustainable in the long run.

To that end, the keynote speech, presentations and interactive panel discussions focused on answers to the following questions:

- How can sustainable economic growth and industrial development be promoted throughout Europe?
- What roles can engineering, technology and innovation play in promoting a high-value, globally competitive industrial economy in Europe?
- How should the political, industrial and academic agendas be aligned to support proposed strategies?

Drawing on established UNITECH experience created through the long-standing and continuous engagement of technical universities and industrial corporations, the following key messages guided the forum:

- Engineering – A structured and coherent engineering approach is needed to analyse the European situation, design feasible solutions, and execute the necessary actions; technology and innovation are likely to be crucial elements of a successful development strategy.

- Future – Proposed strategies and actions should look to the future in ways that ensure sustainable and competitive development in the European region that is based on technological advancement and economic development.
- Europe – A well-designed development strategy should bring together political, industrial and academic leaders from across Europe to provide a holistic and comprehensive view of the European outlook.

The forum's keynote speaker, Jeremy Rifkin, President of the Foundation on Economic Trends, addressed the micro- and macro-economic factors that engineers of the future will be facing. After his speech, a panel of Executive Board members of relevant European corporations and leaders of academic institutions discussed possible strategies and opportunities to link companies and universities more closely together to help European engineers tackle the future challenges that Mr. Rifkin outlined.

## Participants in the panel discussion included:

- **Karin Markides** (President, UNITECH International and President, Chalmers University of Technology)
- **Giovanni Azzone** (Rector, Politecnico di Milano)
- **Jack Golden** (Group HR Director, CRH)
- **Dieter Kerkhoff** (Director New Technologies, Johnson Controls)
- **Reinhard Ploss** (CEO, Infineon Technologies)
- **Hendrik Wehr** (Lead Production Director, Vorwerk)
- **Filippo Zingariello** (Global Strategic Development Director, SKF)
- **Gianni Riotta**, Chair (La Stampa)

## Jeremy Rifkin's Vision

The European crisis is part of the larger global downturn affecting every nation, Mr. Rifkin explained. A mounting energy bill, the real time impacts of climate change on agriculture and infrastructure, the slowdown of the global economy, rising unemployment and escalating consumer and government debt have brought the world to the brink of a historic crisis of epic proportions.

Nearly everyone, he said, is in agreement that tough new austerity programs will have to be enacted in the member countries to reduce government debt, and new regulatory mechanisms will need to be put in place to oversee European financial institutions and markets. Any austerity programs, however, have to be designed carefully so that they do not compromise the guiding values of the European Dream, which include the preservation of the social/market model and the continued commitment to sustainable economic growth.

Mr. Rifkin noted that the Second Industrial Revolution -- powered by ever more expensive fossil fuels and organized around an aging electricity grid and an outmoded transport network, all embedded in a crumbling carbon-based infrastructure -- is incapable of spawning thousands of new businesses and millions of new jobs. It is becoming increasingly clear, he said, that what Europe needs, above all else, is a bold new economic narrative that can take it into a more equitable and sustainable future.

Today, internet technology and renewable energy resources are beginning to merge in Europe to create the infrastructure for a Third Industrial Revolution, one that can revitalize the European market, advance the next stage of European economic integration and help solidify the European Union as a political space.

In the coming era, he said, millions of Europeans will produce their own green energy in their homes, offices and factories and share it with each other in a green electricity grid over the internet, just as we now generate and share information online.

The five pillars of the Third Industrial Revolution that Mr. Rifkin outlined include:

- Shifting to renewable energy
- Transforming the building stock in every country into micro-power plants to collect renewable energy on-site
- Deploying hydrogen and other storage technologies in every building and throughout the infrastructure system to store intermittent energies
- Using internet technology to transform the power grid of every continent into an energy internet that acts just like the internet in that when millions of buildings are generating a small amount of energy locally, on-site, they can sell surplus back to the grid and share electricity with their continental neighbors
- Transitioning the transport fleet to electric plug-in and fuel-cell vehicles that can buy and sell electricity on a smart, interactive, continental power grid.

Regarding these five pillars, Germany is setting the pace in the transitioning of the continent into a Third Industrial Revolution, according to Mr. Rifkin. The country currently generates 20% of its electricity from renewable sources and is expected to produce 35% of its electricity from renewables by 2020.

The distributed nature of renewable energies necessitates collaborative rather than hierarchical command-and-control mechanisms. Mr. Rifkin explained that the extraordinary capital costs of owning and operating gigantic, centralized telephone, radio and television communications technology, as well as fossil fuel and nuclear power plants, are giving way to the new “distributed capitalism.” In this system the low entry costs in lateral networks make it possible for virtually everyone to become a potential entrepreneur and collaborator and to create or share information and energy in open commons.

The shrinking of transaction costs in the music business and publishing field -- due to the emergence of music file-sharing, the advent of eBooks, and the growing reliance on news blogs, for example -- is wreaking havoc on these traditional industries. He predicted that we can expect similar disruptive impacts as the diminishing transaction costs of green energy allow manufacturers, service industries and retailers to produce and share goods and services in vast economic networks with little outlay of financial capital.

As an example, Mr. Rifkin cited manufacturing in the past and the future. The traditional industrial way of life is made of highly capitalized, large, centralized factories equipped with heavy machines that churn out mass-produced products on assembly lines. But what if in the future, he asked, millions of people could manufacture batches or even single manufactured items in their own homes or businesses, and do so more cheaply and more quickly but with the same quality control as the most advanced state-of-the-art factories on earth?

Although it sounds like science fiction, he said, that particular process of 3D printing is already coming online, and it promises to change the entire way we -- and European engineers of the future -- think about industrial production.

### Key Messages from Panel Discussion

Mr. Rifkin's thought-provoking comments acted as a stimulus for discussion in the following panel. Participants debated some of the possible scenarios he outlined and concluded that in the long run, success will be feasible only through decades of efforts and investments in governmental policies, through development of new technologies across industries and through massive cultural change.

The panelists reminded the audience not to take for granted that all the forces Mr. Rifkin described will act together in the same direction. For example, it is not clear how emerging countries, which are the current engines of the global economy, will respond to these ideas and in which direction they will invest.

In Europe, however, innovation and change are the key ingredients in the recipe to end the current crisis. It is not enough to do things better and create new products and services, participants said. Real wealth creation comes from completely new business models and concepts, wherever they come from and whatever their form.

Within its current knowledge economy and knowledge society, Europe has a desperate need for the new, participants pointed out, and this success factor should come from the collaborative interaction between companies and universities. This interaction must occur at both the teaching and the research level, thus enabling European graduates to bring value to their employers and to conduct research projects that will deliver innovation to society. At the same time, corporations will have to further interact with academic institutions and support relevant projects and activities within universities.

Moreover, panelists pointed out, real breakthrough innovations will come more and more from crossing the boundaries of different fields and disciplines in companies and in universities. Multi-disciplinarity and cross-fertilization are the key sources of new ideas and concepts. In the last years, some of the most disruptive innovations and developments have come from the intersection between medical doctors and engineers, for example.

It is not always easy to foster such kinds of integration among disciplines and people, who normally are used to their own approaches and mindsets. Participants believed that only through inspiration, hard work, passion and courage to push ahead on integrative innovation will we step forward and be able to create a sustainable wealth for the future.

Within this context, European universities will need to face three major challenges, according to the panelists:

- They must leverage the globalization process by being able to attract top students and professors; only in this way can they offer the intellectual capital required to foster innovation within the society.
- The global arena leads to the digital

competition; contents digitalization is a fast -growing trend across all disciplines in universities, and it will radically change the way students are trained.

- The quality of the surroundings and the ecosystem around the universities are crucial to feed their innovation process and to develop human capital. No university can compete globally if it is not stimulated and supported by a strong industrial network around it.

A last key message was recorded from the audience. Mr. Roberto Mori, Chairman of IPMA (International Project Management Association), recalled that research, change, innovation can only be successfully achieved through projects, which in turn call for effective, professional project management. Therefore Universities, Corporations and Project Management Organizations should interact and cooperate more widely and deeply to ensure the success of all the new projects. IPMA, the first world project management association established in Europe and comprising today of 55 countries from all the continents, is in the best position to take primary part in that interaction thanks to its deep roots into the European culture.

Whatever the visions and the different perspectives expressed by the individual participants, one message was crystal clear. Collaboration and innovation in the political, academic and corporate arenas are critical elements to help engineers usher Europe out of the current crisis. Such a change is not easy and it will take time, but all panelists agreed -- it is a necessity.

### **Background on UNITECH**

For more than a decade, UNITECH, a unique consortium of Europe's top technical universities and industrial firms, has been addressing the issues discussed during the forum. They have done so by preparing the best young engineering talent to fill the leadership roles that will be responsible for securing Europe's future. UNITECH was created with the following mission:

- to bring the top technical universities in Europe closer to the corporate world
- to foster the all-round development of the top young engineering talent in Europe – from technical knowledge to soft and behavioral skills
- to develop those talents into responsible and ambitious future leaders for European industry

UNITECH International Society currently incorporates 20 leading multi-national companies, 9 elite European engineering universities and an active alumni association. More than 850 students have participated in the decade-old program, and the UNITECH Alumni Association includes more than 350 UNITECH young international engineering professionals who actively network in the communities where they work following graduation.

As part of the year-long UNITECH programme, engineering students receive intensive business training and coaching and complete a university exchange and an internship with the blue-chip industrial companies who are UNITECH corporate partners. In addition to in-depth specialized subject knowledge, students must demonstrate management, social, communication and foreign-language skills to complete graduation requirements.

#### **For further information, please contact:**

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