Project Management in Strategy
Consulting

Siemens Management Consulting

Zürich, July 22th, 2006
Goal of today is to give insights in managing strategy consulting projects

Project management in strategy consulting – Insights: Agenda

- Introduction to Siemens and SMC  15:15 – 15:30
- Project Management  15:30 – 16:45
  - A framework
  - Intellectual
  - Client
  - People
- Questions  16:45 – 17:00
Siemens is a high-tech enterprise in the fields of electronics, electrical equipment, and related services

Business Groups of Siemens, product examples, Sales FY 2005

- **Information & Communication**: 18.5
- **Automation & Control**: 21.1
- **Power**: 12.3
- **Transportation**: 13.8
- **Medical**: 7.6
- **Lighting**: 4.3
- **Others**: 2.2

Sales FY 2005: 75.0

1) Consolidated Siemens World

Source: SMC
Siemens is a global, robust and long established firm

Siemens values and key figures

Values

- Sustainable success
- Business excellence
- Financial integrity
- Global presence
- Network of innovations

Key figures

158 years old (founded in 1847)

FY 2005:
- € 75 bn. sales
- € 2.2 bn. Net Income
- Aa3 Credit Rating

- ~ 461,000 employees in FY 2005
- ~ 190 countries (out of ~ 200)

Over 30 inventions everyday

1) Annual Report 2005  2) Moody's, 23.01.04

Source: SMC
Siemens Management Consulting is the internal consultancy of Siemens AG

Facts about Siemens Management Consulting at a glance

- Siemens internal management consultancy
- Located in Munich, New York City and Beijing
- 159 Consultants, Project Leaders and Partners
- € 66 million sales worldwide in FY 2005
- Business unit with P&L responsibility, reporting directly to Siemens CEO
- Competes against McK, BCG, Bain, ATK

1) As of Sep 30, 2005
Source: SMC
SMC is positioned to create value for Siemens

Mission of Siemens Management Consulting

SMC Mission

Projects
- We support our clients in overcoming their challenges with lasting solutions

People
- We create a pool of management talent

SMC value proposition

1. Top management consulting expertise
2. Knowledge of Siemens and its markets
3. Impact orientation

= Value for Siemens

Source: SMC
SMC projects worldwide are staffed from Munich, New York or Beijing

Countries in which Siemens Management Consulting projects have been based

- Argentina
- Netherlands
- Belgium
- France
- Spain
- USA
- Canada
- Thailand
- Japan
- Brazil
- Denmark
- Switzerland
- Austria
- UK
- Ireland
- Belgium
- France
- Germany
- Norway
- Sweden
- Russia
- Turkey
- Venezuela
- Greece
- Italy
- Turkey
- Egypt
- Singapore
- Indonesia
- China
- South Korea
- Japan
- Hong Kong
- New Zealand
- Brazil
- Argentina
- New York City
- Orlando
- Boca Raton
- Colombia
- Sacramento
- Chicago
- Grand Rapids
- Portland
- Atlanta
- Washington DC

Source: SMC
SMC projects comprised all major project types in 2005

SMC's portfolio and underpinning research work

SMC's portfolio 2005 (in %)

Strategy / Innovation  Corporate Programs  Benchmarking  Restructuring  Growth  Post Merger Integration  World Class Processes

Source: SMC
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Most strategy consulting projects are "controlled dynamical"

Categorization of projects

- **Fixed target**
  - Stable environment
- **Steady process**
  - Emphasis might shift

**Target start**

**Target finish**

- **"Moving targets"**
  - Changing environment
- **Methods might change**
  - Propelled by its own momentum

**Actual start**

**Actual finish**

**Sub-start**

**Sub-finish**

"Structured"

"Controlled dynamical"

Content setting opportunities & risks success factors & tools

Source: SMC
Managing a strategy consulting project encompasses the entire consulting process in 3 dimensions

Managing projects: A framework

<table>
<thead>
<tr>
<th>Acquisition</th>
<th>Preparation</th>
<th>Conduction</th>
<th>Review</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Start</td>
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<td></td>
<td></td>
<td>&quot;Project&quot;</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Finish</td>
<td></td>
</tr>
</tbody>
</table>

- Intellectual
- Client
- People

Source: SMC
Today's focus on the conduction of managing strategic consulting projects

Managing projects: A framework and the content of your course

<table>
<thead>
<tr>
<th>Acquisition</th>
<th>Preparation</th>
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<th>Review</th>
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<td></td>
<td>Finish</td>
<td></td>
</tr>
</tbody>
</table>

Intellectual
- Managing knowledge

Client
- Managing clients
- Managing clients

People
- Managing people
- Managing people
- Managing people
- Managing people

Source: SMC
Managing projects: Reasons why projects fail

<table>
<thead>
<tr>
<th></th>
<th>Acquisition</th>
<th>Preparation</th>
<th>Conduction</th>
<th>Review</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Start</td>
<td>&quot;Project&quot;</td>
</tr>
<tr>
<td>Intellectual</td>
<td>• Is it a project at all?</td>
<td>• Missing project rules</td>
<td>• No milestones</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The wrong project</td>
<td></td>
<td>• No method support</td>
<td></td>
</tr>
<tr>
<td>Client</td>
<td>• Top-Management uninterested</td>
<td>• Team members aren't missed elsewhere</td>
<td>• Resistance from other parties</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Selection of team members not by skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People</td>
<td>• Responsibility without authority</td>
<td>• No incentives</td>
<td>• Not enough PM-knowledge</td>
<td></td>
</tr>
</tbody>
</table>

Source: SMC
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Basically, every consulting project proceeds according to the same generic intellectual steps

Generic steps of a consulting project

**Process**
- Week 0
  - Team kickoff
- Project
  - Development of solutions
  - Problem-definition
- Project
  - Problem-structuring
  - Problem identified
  - Problem clearly defined
- Project
  - Hypotheses checked
  - Hypotheses developed
- Project
  - Effects analyzed
  - Effects determined
- Project
  - Recommendations developed
  - Recommendations identified
- Project
  - Documentation of project work
  - Documentation scheduled

**Target**
- Overview of the project
- Understanding the business
- Problem identified
- Problem structured and understood
- Options / solution area identified
- Options / solution area determined
- Main areas of focus determined
- Main areas of focus developed
- Schedule determined
- Schedule determined
- Responsibilities assigned
- Responsibilities assigned
- "Impact, end product orientation"
- "Impact, end product orientation"
"Structured" projects are to be structured thoroughly & forwards

**Differences in structuring of different project types**

<table>
<thead>
<tr>
<th>Key question</th>
<th>Issues</th>
<th>Work plans</th>
<th>Specific analysis</th>
<th>Pulling it all together</th>
<th>Final result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Issue 1</td>
<td>Work plan 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Issue 2</td>
<td>Work plan 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Issue 3</td>
<td>Work plan 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Issue 4</td>
<td>Work plan 4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

"Controlled dynamical" projects are to be structured quickly & backwards

Source: SMC
Cognitive thought patterns accompany the consultant work from the beginning to the end of a project

**Overview of cognitive thought patterns**

<table>
<thead>
<tr>
<th>Important cognitive thought patterns</th>
<th>Contents</th>
</tr>
</thead>
</table>
| **End product orientation**          | - Orientation on end products from the project start during the complete project  
- Permanent challenging of possible end products |
| **Focusing: 80:20 rule**             | Focus on the main aspects of the problem (“Don’t boil the ocean”)  
**application:** wherever there are limited resources and time pressure (e.g. development and implementation of the analysis plan) |
| **Situation – complication – solution** | - What is the current situation?  
- What is the problem?  
- What are the solutions? |
| **30-second elevator message**       | The other person is to be given all the significant information in 30 seconds – Sit-Com-Sol should be applied here |
| **MECE**                             | Mutually Exclusive Collectively Exhaustive:  
- Mutually exclusive: No overlaps of content  
- Collectively exhaustive: All statements exhaustively describe the problem or statement at the next level |

Source: SMC
Any problem and presentation can be structured with the help of the thought pattern "Situation – Complication – Solution"

Overview of "Situation – Complication – Solution"

Three components of "Sit-Com-Sol"

- **Situation**
  - What is the current situation?
  - Objective description (without interpretation) of
    - Situation / current state
    - General conditions

- **Complication**
  - What is the problem?
  - Description of problem
  - Reasons

- **Solution**
  - What are the solutions?
  - Ideas
  - Approaches
  - Solution concepts

Areas of application

- Structured description of any kind of problem
- Generation of presentations
  - Examples:
    - Steering Committee Meeting
    - Proposal
    - Kickoff
- Status reports
  - Examples:
    - Phone calls (with clients / proj. manager, etc.)
    - Module discussions
    - E-mails
    - 30-second elevator message

Universal tool for problem structuring

Source: SMC
Working through the problem definition sheet ensures a detailed understanding of the problem

**Problem definition: Overview**

### Contents:
- Problem statement
- Success criteria and measures
- Decision maker
- Motivation for decision maker
- Limitations of solution
- Accuracy
- Timeframe

### Advantages:
- Detailed understanding of problem
- Focus on most important levers
- Useful checklist during project
- Assurance that you are "working in the right direction"

Source: SMC
The analysis plan is the base for the further activities within the project.

**Development of analysis plan**

**Problem understanding**
- Problem definition
- Problem-structuring
- Prioritization

**Analysis**
- Development of analysis plan
- Conducting of analyses

**Recommendation**
- Development of implications
- Development of solution proposals

**Implementation**

**Analysis plan**
- Question
- Hypotheses / Prioritization of Hypotheses
- Analyses / Prioritization of Analyses
- Source

**Plan of activities**
- Responsibility
- Final product
- Time

**Questions**
- What is the decisive question?
- What is a possible answer?
- Why?
- Which hypotheses lead to the end products?
- How can the hypotheses be proven or disproved?
- What data is required?
- Which are feasible analyses (regarding time, effort)?
- Where can the data be obtained?
- Who will obtain the data and conduct the analysis?
- What should the result be?
- When should it be available?

Source: SMC
In theory top-down communication brings statements to the point

Reasons for top-down style of communication for presentations in consulting

Source: SMC
Normally however the storyline is a mixture of top-down and bottom-up.

**Storylining**

**Top-down**
- Supported by single assertions / arguments
- Supported by issues / deductions

**Bottom-up**
- Summarized to main message / conclusions
- Summarized to one level higher of abstraction
- Single assertions / arguments

**Rule of thumb:**
- The less time the more top-down
- The less trust the more bottom-up
- The more normal the more mixed

Source: SMC
Structured module planning mandatory

Project team setup

Steering Committee
- Mr. …
- Mrs. …
- Prof. Dr. …
- Mr. …
- Mr. …
- Mrs. …
- Mr. … (SMC)

Project Management
- Hr. … (…)
- Hr. Jellema (SMC)

Modules
- Internal data
  - Mr. … (…)
- Reverse engineering
  - Mr. … (…)
- Market / competitor
  - Dr. … (… 2)
- Best-of-best
  - Mr. … (…)
- Strategy 1)
  - Mr. … (…)

Module team leader
- Mr. … (…)
- Mr. … (…)

Module teams
- Mr. … (…)
- Dr. … (…)
- Hr. … (…)
- Mr. … (SMC)
- Mr. … (…)

SMC support
- Mrs. … (SMC)

Sponsor
- Mrs. …

BV Coach: Mr. …

1) Until the first SCM (03.05.) members of the strategy module work together with the market / competitor module
2) Until May 1st: Mr. … (…)
3) On expert basis available for modules BoB & Strategy

Source: SMC
"From cost gap to strategy" during a Benchmarking project: Main challenge is managing the interfaces between the modules.

Non complete overview of interfaces between the different modules

Additional challenge: Strategy development is an iterative process – esp. when the outcome of modules is not yet finalized.

Source: SMC
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Detailed knowledge of market, competitor, and company information at project start is essential for a successful project.

Business understanding: Required information

**Internal (self-assessment)**
- **Business understanding**
- **Value proposition**
  - Uniqueness
  - Competitive advantage
- **Financials**
  - Sales, EBIT, Bookings, ...
  - SG&A, R&D, ...
  - Business Plan
  - Investment Plan
  - Asset status
- **Organization**
  - Locations
  - Overhead
  - Restrictions for change
  - Organizational prerequisites
  - Culture / History / Paradigm
- **Operational excellence**
  - Process efficiency
  - Product costs

**External**
- **Why am I existing? / How do I want to make profit?**
- **Market**
  - Size
  - Share
  - Forecast
  - Value Chain
- **Customers**
  - Key customers
  - Key buying factor
  - Satisfaction degree
- **Competition**
  - Financials, Portfolio, Locations
  - Strategy moves
  - SWOT
- **Scope**
  - Portfolio / Offerings
  - Profitability

Business understanding has to be deepened during the project.

Source: SMC
Interviews are conducted in three process steps

Obtaining information through interviews / meeting

Preparing
- Content
- Definition of clear goal
- Background of interview partner
- Organizational issues (needed material, room, …)

Conducting
- Opening (welcome, goals, benefits for interview partner, further use of information)
- Obtaining information (tools: clear guideline, question techniques)
- Conclusion (closing all questions, summary, thank you)

Reviewing
- Debriefing
- Reflection/Evaluation
- Documentation
- Communication of results
- Formal closure of interview (Thank you-mail, …)

Best possible result

Each client contact (telephone call, meeting, workshop) must be set up according to this process

Ratio of time spent
- Preparing: 2 hours
- Conducting: 1 hour
- Reviewing: 1-2 hours

Source: SMC
A detailed preparation of a meeting / workshop has 4 main steps

**Preparation of Workshop / Meeting**

### Content related Preparation
- Try to understand the topic of the group work
- Clarification of goals for the preparation of the methodological concept
- Preparation of participants
  - Who takes part with which interest?
  - Which attitude exists regarding the moderator?
  - Which "Hidden Agenda"?
  - Which pre-information / which knowledge level?

### Methodological Preparation
- Setup of a moderation plan
- Selection of moderation methods
- Preparation of visualization
  - Flip-Chart
  - Cards
  - Poster

### Organizational Preparation
- Depending on group / topic / goals / duration:
  - Time frame
  - Location and room
  - Seating arrangements
  - Media (backup material!)
  - Invitation with key information regarding the workshop
- Physical and mental fitness (plan breaks!)
- Become acquainted with the location in advance (home field advantage)

### Personal Preparation
- Physical and mental fitness (plan breaks!)
- Become acquainted with the location in advance (home field advantage)

Source: SMC
Facilitation supports the development of the group potential

Clarification of goal and principles of facilitation

**Term**
- In contrast to an authoritative style of group leadership this concept focuses on a behavior that means to balance, to moderate and to steer a group

**Facilitation**

**Basic principles**
- Open planning
- Participant activation
- Consistent visualization
- Positive atmosphere

**Tasks of facilitator**
- Challenges and secures end products by content driven processes
- Motivates and energizes group
- Handles conflicts

**Fields of use**
- Meetings
- Workshops
- Discussions

Source: SMC
Conflicts are the result of disappointed expectations

Description of conflicts

"When incompatibility is observed in the actions of two parties in conflict"

Lutz von Rosenstiel

"A conflict between people exists if different perceptions cannot be accepted by at least one side"

Michael Lönner

"There are no objective conflicts – conflicts are always relationship conflicts"

Karlheinz Wolfgang

"A conflict is the collision of interests, values, actions and / or directions"

Edward de Bono

Source: SMC
Symptoms are often overlooked or falsely interpreted

**Examples of symptoms lurking beneath the "blister of confrontation"**

- No returned calls
- Promises broken
- Reticence, retreat
- Excuses
- Assigning blame
- Forgetfulness
- Documents not returned
- Looking for problems
- Bean counting
- Reservation
- Illness
- Unreachable
- Unfriendly
- Emphasis on objectivity
- Sulking
- Collapse
- Incomplete information
- Misunderstandings
- Superficiality
- Delays
- Resistance
- Impatience, pushiness
- Passivity
- Pseudo-rationality
- ...

Source: SMC
Feedback – implicit or explicit – is part of every management discussion

General rules on feedback

Constructive feedback is

- Open-minded
- Alterocentered
- Specific
- Goal-oriented
- Descriptive
- Timely
- Well-prepared
- Well-documented
- Focused
- Realistic and achievable
- Comprehensive

... rather than ...

- Petty
- Egocentric
- General
- Destructive
- Evaluative
- Tardy
- Improvised
- Invented
- Distracted
- Impossible
- A barrage

The perception of mutual esteem is independent of analytical intelligence

- A good feedback technique can strongly enhance the self-esteem of your team
- But a good feedback technique can never disguise lack of interest

Source: SMC
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Team want to achieve goals – Groups want to feel fine

Description of team and group

Team

- Outside oriented towards target
- Functional relationship
- Empathy
- Integrate others
- Rational consensus
- Transparency
- Structure, hierarchy
- Performance

Group

- Self occupied
- Friendship
- Sympathy
- Receive or shelve others
- Emotional consensus
- Harmony
- All are equal
- Satisfaction, contentedness

Source: SMC
Teamwork has advantages and disadvantages

Advantages and disadvantages of teamwork

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Slow decisions</td>
</tr>
<tr>
<td>Feeling of solidarity</td>
<td>Friction</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Costs of conviction</td>
</tr>
<tr>
<td>Easier job because of choice</td>
<td>Competition</td>
</tr>
<tr>
<td>Image gain</td>
<td>Nobody is responsible</td>
</tr>
<tr>
<td>Mutual stimulation</td>
<td>Unfair recognition</td>
</tr>
<tr>
<td>Wider horizon</td>
<td>Opportunism</td>
</tr>
<tr>
<td>Creativity</td>
<td>Lack of control of your own job</td>
</tr>
<tr>
<td>Security</td>
<td>Compromises</td>
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<tr>
<td>More reserves</td>
<td>Risky to depend on others</td>
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<tr>
<td>Tolerance</td>
<td></td>
</tr>
<tr>
<td>Cross cultural</td>
<td></td>
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<tr>
<td>Cross regional</td>
<td></td>
</tr>
<tr>
<td>Feeling responsible to help others</td>
<td></td>
</tr>
<tr>
<td>Having fun</td>
<td></td>
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</tbody>
</table>

Source: SMC
"Nobody is perfect, but a team can be"

Success factors of effective teams

1. Clear targets, accepted by every stakeholder
2. Fulfilling interest of the team and the individuals
3. Realistic planning
4. Optimal use of resources – Clear roles and tasks
5. Openness – inside and outside
6. Intensive cooperation and trust
7. Committed and respected project leader
8. Mutual support – Alterocentric behavior
9. Regular control – team and individuals
10. "Guts"

Source: SMC
Teambuilding has 4 phases

Teambuilding cycles

Team performance

Time

"Valley of tears"

Forming Storming Norming Performing

High performance team

Average team

Desaster Team

After each change in team the cycle starts again

Source: SMC
Leading a team is a challenging task

Description of leading a team

"To lead means"

- To build a team out of individuals and to maintain it,
- To align it to responsible goals and to reach these goals with it
- Concurrently, to promote individual development, and with all this
- To act with technical, methodical and social competence"

Team ≠ Group

Compatible with personal and company values and each other

Individual ≠ clone; psychological basis; idea of man

Clear & adaptable Vision, Strategy

- Ongoing diagnosis & control needed
  - Continuity
  - Cohesion

Where does the team member want to grow the most?

- Continuous persuasion efforts
- Everyone must know the goals and admit to them

Two independent tasks

Good ≠ meant well
Intention ≠ Doing

Intellectual leadership

Leadership techniques, esp. project management "Locomotion"

"What's in for me?" is a legitimate question

Inclusion of interpersonal relationships

Both in reaching goals as well as in co-worker development

Source: SMC
Depending on situation the appropriate leadership style to be chosen

**Leadership styles**

<table>
<thead>
<tr>
<th>Style</th>
<th>Coercive</th>
<th>Authoritative</th>
<th>Affiliative</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader’s modus operandi</td>
<td>• Demands immediate compliance</td>
<td>• Mobilizes people towards a visions</td>
<td>• Creates harmony and builds emotional bonds</td>
<td>• Forges consensus through participation</td>
<td>• Sets high standards for performance</td>
<td>• Develops people for the future</td>
</tr>
<tr>
<td>Style in a phrase</td>
<td>• &quot;Do what I tell you&quot;</td>
<td>• &quot;Come with me&quot;</td>
<td>• &quot;People come first&quot;</td>
<td>• &quot;What do you think?&quot;</td>
<td>• &quot;Do as I do now&quot;</td>
<td>• &quot;Try this&quot;</td>
</tr>
<tr>
<td>Underlying EI-compe-tencies</td>
<td>• Drive to achieve, initiative, self-control</td>
<td>• Self-confidence, empathy, change catalyst</td>
<td>• Empathy, building relationships, communication</td>
<td>• Collaboration, team leadership, communication</td>
<td>• Conscientiousness, drive to achieve, initiative</td>
<td>• Developing others, empathy, self-awareness</td>
</tr>
<tr>
<td>When the style works best</td>
<td>• In a crisis, to kick start a turnaround, with problem employees</td>
<td>• When change requires a new vision, when a clear direction is needed</td>
<td>• To heal rifts in a team, to motivate people during stressful circumstances</td>
<td>• To build buy in or consensus, to get input from valuable employees</td>
<td>• To get quick results from a highly motivated &amp; competent team</td>
<td>• To help an employee improve performance or develop long-term strengths</td>
</tr>
</tbody>
</table>

Source: Goleman, HBR 2000
The team contract is based on modules that support the implementation of the success factors and that can be combined as needed …

Module "Team Contract" and Individual contracts

Module "Team Contract"
- Individual goals (Initiative of each individual)
- "Rules of the Game" for team
- Roles in Team (Transparent Cooperation)
- Goals / Success – Factors in Project (Clear goal and end product orientation)

Individual contracts
- Consultant XY
- Consultant TQ
- Consultant AB
- Project manager

... and that are supplemented by individual contracts

Source: SMC
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