

Time 4 Change

IPMA's Product & Services Strategy 2022

IPMA, The International Network for Project Professionals,
Moving Forward to Achieve Business Results

Building our Success



IPMA is proud of the work we've accomplished over the last 54 years and we plan to increase the momentum well into the future. With your help, we updated our strategic plans to incorporate the best thinking of our customers, members, boards, partners, staff and other stakeholders. We would like to thank the many individu-

als and organisations who have generously contributed their time, efforts, competences and professionalism to a clearly outstanding story of success – with a great future and potential to move IPMA fast forward.

The Executive Board of IPMA

4 Milestones of IPMA's Success

1

IPMA is a unique international network that thinks globally, acts regionally and engages locally

2

IPMA offers advanced, competence based certification underpins a comprehensive portfolio of products and services offered through its network of Member Associations, Certification Bodies, training providers, publishers, event organisers and the like

3

IPMA continues to recognise, respect and build on its diversity as the foundation of its networks of colleagues, friends and associates with complimentary visions and horizons

4

IPMA remains the developing network set up by the perceptive founders over fifty years ago.

Our Vision, Mission and Values

IPMA's Vision

*Promoting Competence
throughout Society
to enable a World
in which all Projects succeed*

IPMA's Mission

- 1 Facilitate co-creation and lever the diversity of our global network into benefits for the profession, economy, society and environment
- 2 Offer know-how, products and services to the benefit of individuals, projects and organisations across public, private and community sectors
- 3 Maximise the synergies in our global network to help all member associations develop according to their needs
- 4 Promote the recognition of project management and engage stakeholders around the world in advancing the discipline

Our 4 Values



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Actual Situation

- » IPMA is a global network of country focused Member Associations
- » The main objective of the network is to make individuals, projects and programmes, and organisations more successful
- » The target audience includes the whole project management profession (with individuals, temporary and permanent organisation, the society and the profession as such)
- » IPMA is targeting the local markets through the Member Associations, while ensuring global reach
- » The core products and services of the value chain include:
 - » **Standards** to ensure consistency and professionalism
 - » **Education and training**, and **events** to improve the various parties in the whole PM eco system
 - » **Certification** to ensure measurable development and progress
 - » **Awards** of the achieved results to make the profession more visible
 - » **Research** to better understand and to inject new insights into the system to improve
- » IPMA's role in the PM eco system include:
 - » **Provisioning** of the competence standards
 - » **Regulation** of the Education and Training market
 - » **Organising** of professional events
 - » **Running** the certification systems (including supporting and validating of the local Certification Bodies)
 - » **Offering** recognition
 - » **Participating** in research

Main Challenges

- » Strengthening of **advocacy** to thrive for though leadership in the field of project management
- » Becoming a more **customer centric** organisation with increased sales capabilities
- » **Spreading throughout the whole global markets** all IPMA products & services
- » Developing stronger regulation of the **education & training** market
- » Becoming recognised leader and driver of core **PM events**

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- » Promoting of IPMA **Awards** through various channels; establishing shared marketing plan for all the Member Associations
- » Promoting of IPMA **Awards** through various channels; enlarge number of award applicants to reach the required critical mass
- » Enlarging sales of **Delta**, developing an equivalent for projects and programmes
- » Serving **global customers**, integrating them into the IPMA network on regular basis
- » Establishing shared marketing plan for all the Member Associations

Our main product certification*, faces a lot of challenges, including:

- » Strong competition – one big competitor
- » Certification of “classical” project managers only, other roles missing
- » Difficulty to selling the concept of competences, mixing up with pure methods and approaches
- » Eroding markets in the core countries in Europe, jeopardised mainly by agile approaches
- » 10 countries provide 90% of the certification revenue, very “long tail” with many countries just at the starting point

The recently introduced **IPMA ICB4®** describes competences of INDIVIDUALS working in the domains of project, programme and portfolio Management and therefore, opens up the profession from a single person (manager of a project) to a multitude of individuals with various roles in the management of any change



e.g.
 IPMA Level A® certified programme director
 IPMA Level B® certified senior project planner
 IPMA Level C® certified Scrum master
 IPMA Level D® certified PM assistant

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IPMA 4 Strategic Development Axis

1. Individuals

- » The recently introduced **IPMA ICB4®** does – in contrast to its previous versions – NOT address exclusively the project manager anymore. It describes competences of **INDIVIDUALS working in the domains of project, programme and portfolio management**
- » This baseline opens up the profession from a single person (manager of a project) to a **multitude of individuals with various roles in the management of any change**, including, but not limited to project manager, programme manager, portfolio manager, sponsor, assistant, purchaser, risk manager, project planner etc
- » In addition, because the IPMA ICB4® addresses **competences and not methods or approaches**, it covers all methods and processes, and allows to expand its reach to emerging approaches, including to the **agile world**
- » This big **opportunity of expansion** shall be addressed within the next years, after the proper installation of the IPMA ICB4®
- » Because of its flexibility, the IPMA ICB4® shall be applied unchanged. A **system** which defines what competences, KCI's and measures has to go along with a **specific role** in managing projects, programmes and portfolios will be developed

DEVELOPMENT PRIORITIES:

- » Rolling out of the IPMA ICB4® world-wide with **same baseline and same processes**
- » Developing of a certification system for **agile project management**
- » Developing of a **system** to cope with new roles primarily:
 - » PMO
 - » Sponsors
 - » Risk managers
 - » Contract manager
 - » Project planner
- » Implementing roles stepwise, applying the new product development process, based on **real market needs**

2. Projects and Programmes

- » The recently updated **IPMA PEB®** describes team competences, basis for all IPMA Awards
- » The core service for projects and programmes are the various awards to provide recognition
- » The IPMA PEB® offers a big **potential** mainly for the **training and consulting** market, this potential shall be made accessible
- » The market needs of an update of the **registration system for courses, trainers, and training companies**, the application of the PEB shall further be investigated

DEVELOPMENT PRIORITIES:

- » Rethinking the awards system to achieve a much larger audience
- » Developing **lighter award processes**, integrate Member Associations much better
- » Integrating DIPM Award into the Achievement Awards family, adapt processes

3. Organisations

- » The Delta product with the newly updated **IPMA OCB®** is in place, easier to sell **light version** shall be investigated and developed
- » An **Award for organisations** shall be investigated and developed
- » A **training / qualification scheme for organisations**, based on the IPMA OCB® shall be investigated and developed
- » **Large consulting firms** shall be attracted to apply the IPMA OCB®, an adequate business model shall be developed

4. Society

- » The **Coaching for Development (C4D)** service shall be the future core driver to recognise IPMA as a supporter of the world of project management
- » Events in specific areas like sustainability shall be organised
- » White papers for specific societal issues (like smart cities) shall be enforced



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4 major Changes already implemented in Q1 2018

1

IPMA CORPORATE BROCHURE RE-CREATED WITH A CLEAR CUSTOMER FOCUS, AVAILABLE IN A MULTITUDE OF LANGUAGES

2

NEW WEBSITE LAUNCHED – BIG STEP TOWARDS BUILDING IPMA'S DIGITAL MARKETPLACE

3

BRANDS OF THE IPMA GLOBAL AWARDS REFRESHED AND HARMONISED

4

STANDARDS FRESHLY EDITED (WITHOUT CONTENT CHANGE) TO ADDRESS CUSTOMERS' NEEDS TO RECEIVE MORE HANDY BOOKS

IPMA Product & Services Strategy

1

Developing more Customer Centric Approach towards Individuals

- » IPMA and its **Member Associations** develop **sales capabilities** to better position **the concept of competences**
- » IPMA **certifies competences** of individuals working in the field of project, programme and portfolio management in **multiple roles** across the whole PM eco system
- » IPMA opens up the system from a single person of a project (project manager) to a **multitude of individuals** with specific role in the management of any change: project manager, programme manager, portfolio manager, SCRUM master, product owner, sponsor, assistant, purchaser, risk manager, planner etc.

2

Developing new Products and Service with an agile Approach

- » IPMA researches market needs to recognise **trends** in the field of project management in very early stage
- » IPMA develops new products and services only on **real market needs**
- » IPMA **prototypes** new products and services in limited markets, **leverages products and services of the Member Associations to an international level**
- » IPMA develops a **business model** which makes it attractive for the Member Associations to participate

IPMA's core marketing Channels



3 Building and engaging Community around IPMA using core Marketing Channels

IPMA develops marketing and communications strategy and plans in order to:

- » Assuring strong **brand consistency** and IPMA's **brand awareness**
- » Consequent digitalising of communication and content marketing initiatives leading towards creation of IPMA's **digital marketplace**
- » Leading IPMA's own **events** and supporting local initiatives in order to drive **consistent and professional event management** onto global and local levels
- » Promoting and marketing plan for **IPMA Awards** to assure reach of the critical mass
- » Establishing quality **Public Relations** and **Public Affairs** allowing IPMA to build an image among a wider audience at global and local level

4 Increasing IPMA Brand and Values Recognition

- » IPMA as the **core brand** must be **recognisable throughout all activities** related to IPMA, including activities of the Member Associations
- » The IPMA brand must be **protected** to make sure the market understands the various offerings by the very many market participants
- » IPMA shall be used only for products & services offered and controlled by IPMA internationally
- » **Sub-brands** (eg product specific brands) shall be adjusted accordingly (eg brands which are not easily linked to IPMA)
- » There shall be **no new** brands created not in line with the core brand
- » The brand message **shall always** include:

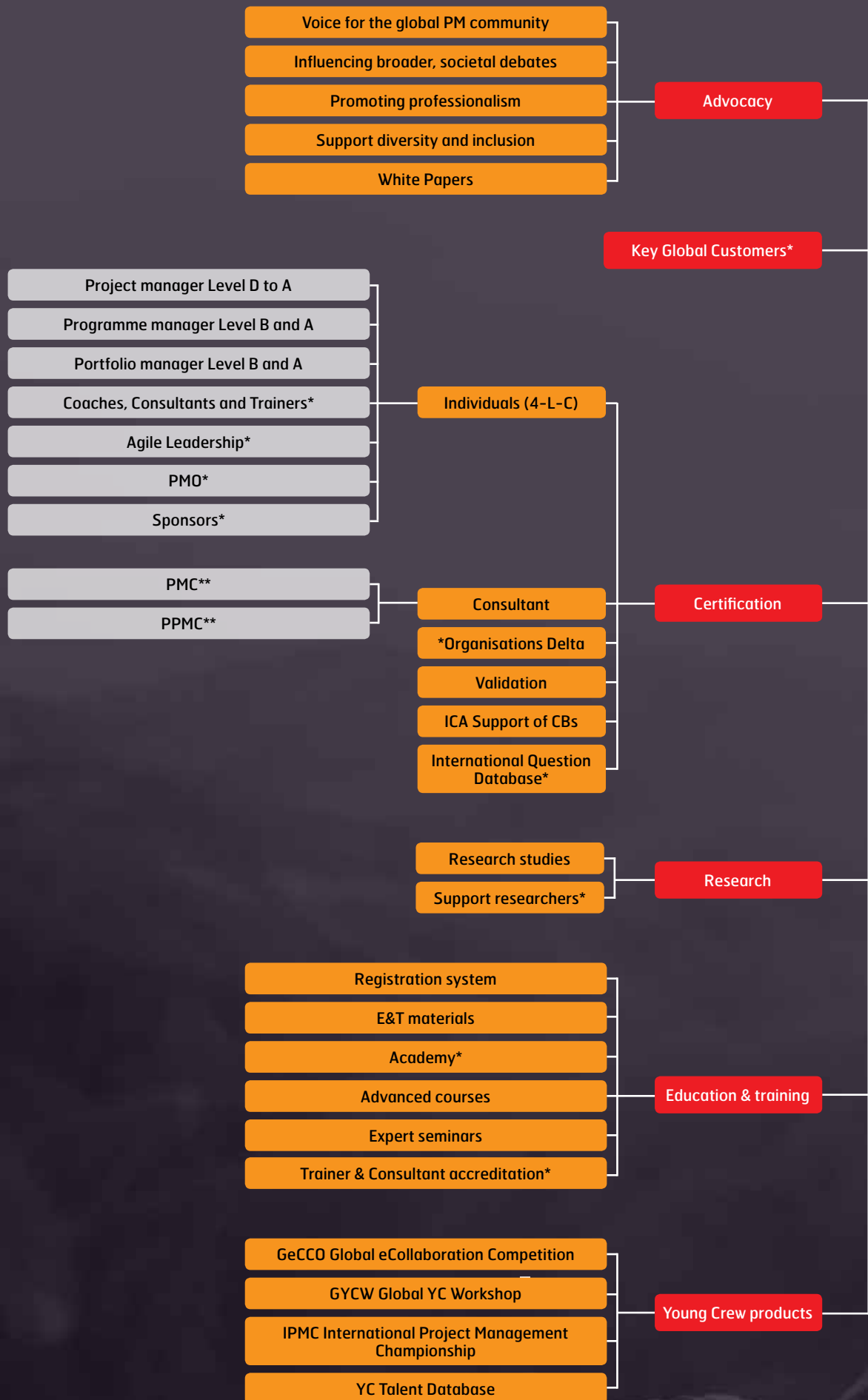
Professionalism

Competences

Quality

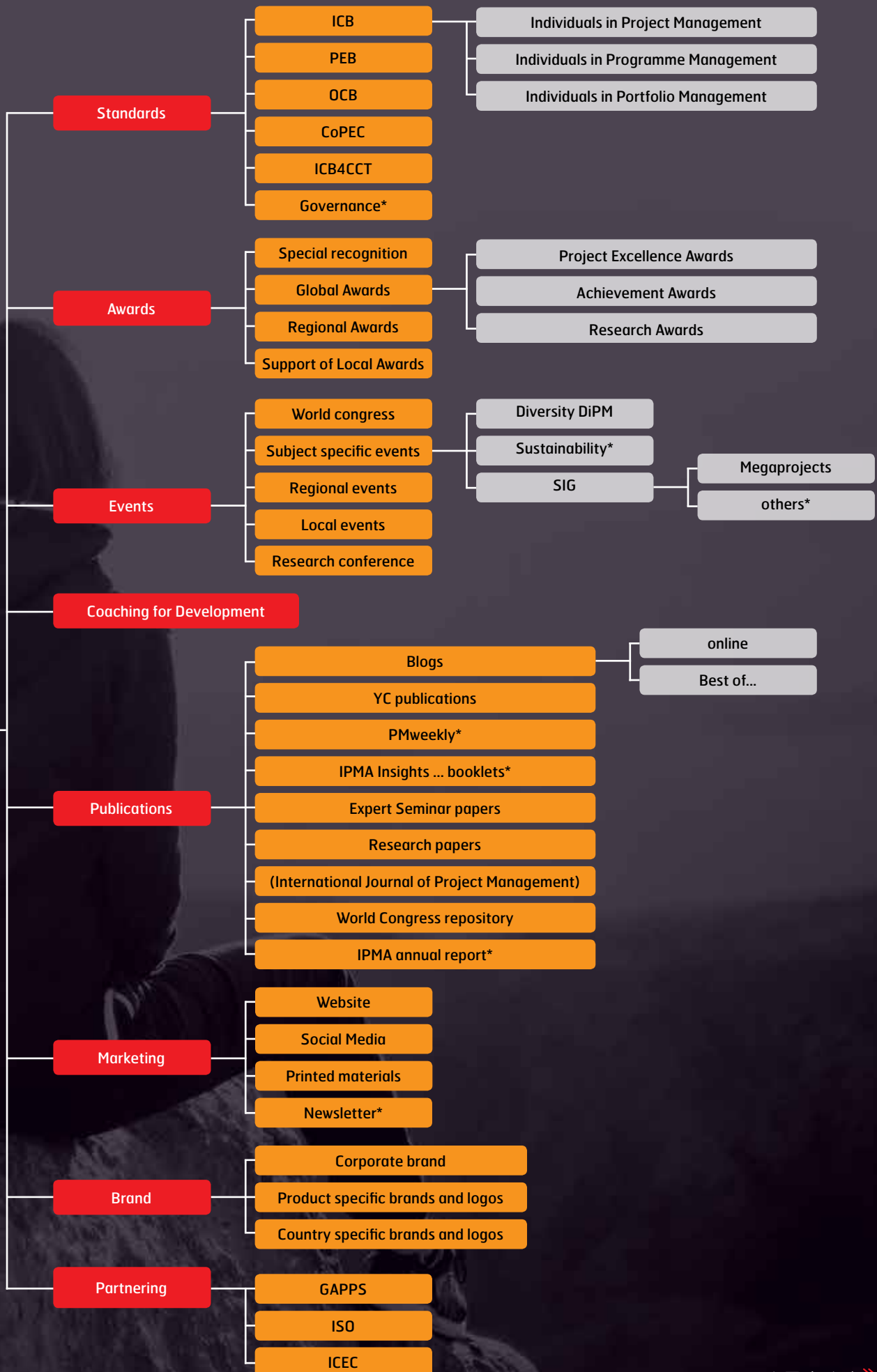
Partnership

PRODUCT & SERVICES – DELIVER IPMA



*) IN DEVELOPMENT / TO BE DEVELOPED
 **) TO BE DISCONTINUED / REPLACED

PRODUCT & SERVICES – DELIVER IPMA



IPMA World Map



ALGERIA
ARGENTINA
AUSTRALIA
AUSTRIA
AZERBAIJAN
BOLIVIA
BOSNIA AND HERZEGOVINA
BRAZIL
BULGARIA
CANADA
CHILE
CHINA
COLOMBIA
COSTA RICA

CROATIA
CYPRUS
CZECH REPUBLIC
DENMARK
DOMINICAN REPUBLIC
ECUADOR
EGYPT
ESTONIA
FINLAND
FRANCE
GERMANY
GREECE
GUATEMALA
HUNGARY

ICELAND
INDIA
INDONESIA
IRAN
IRELAND
ITALY
JAPAN
KAZAKHSTAN
KOSOVO
LATVIA
LITHUANIA
MALAYSIA
MOROCCO
MEXICO

NEPAL
NETHERLANDS
NIGERIA
NORWAY
PANAMA
PERU
POLAND
PORTUGAL
PHILIPPINES
ROMANIA
RUSSIA
SERBIA
SLOVAKIA
SLOVENIA

SOUTH AFRICA
SOUTH KOREA
SINGAPORE
SPAIN
SWEDEN
SWITZERLAND
TAIWAN (CHINA)
TURKEY
UNITED KINGDOM
UKRAINE
UNITED STATES
URUGUAY

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