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Strategy

2020-2024

The Way Forward



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Introduction

The world has faced unprecedented challenges in 2020 but this did not stop us from continuing to work on refining and redefining our mission, goals, and values.

Our focus has always been, and will continue to be, on Individuals, Innovation, Learning and Development and we are proud to have devised a mechanism to overcome all challenges and prepare our chapter's new strategy for the next 5 years.

Welcome to PMI UAE Chapter 20-24 strategy announcement.

Dr. Mohammad Al Redha
PMI UAE Chapter President



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Message from the Board of Directors



When life gives you lemons make lemonade...

This is our moto and attitude towards the challenges that we all have been facing recently. With a global pandemic having a major impact on the economy, businesses, jobs and our livelihood we were faced with an unprecedented situation in leading the chapter and had to think out of the box and quickly adapt to the new norm.

We are all Project Managers by heart and practice and we are proud to have learned – through the application of project management practices in our daily lives – the agility and resilience to challenges and making things happen.

Message from the Board of Directors

We were challenged by the cancellation of all our on-ground events, we were challenged by the risk of retention of our chapter members, we were challenged by realizing the benefits of being a chapter member and we were challenged by maintaining a relevant channel with our partners and sponsors.

When life gives you lemons... Make lemonade.

This is what we did. We adapted. We changed. We reflected and We never looked back... With the direction of Dr. Mohammad Al Redha PMI UAE Chapter president we worked together, through hard times to come up with our Chapter Strategy for the next 5 years that we are presenting today.

We are a value-based and member-centric community and our aim is to always drive benefits to our members to ensure we are relevant to the industry and excel in the new normal

PMI UAE Chapter
Board of Directors



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Strategy Outline

PMI UAE Chapter's strategy 20-24 is driven by the advancement in the Project Management industry that have witnessed over the past few years. With the emergence of the Project Economy concepts – empowering and turning an individual's idea into reality – the vast array of Digital Technology, AI, IoT, the emergence and rollout of 5G internet connectivity, the Agility of Project teams, and lately with a Global pandemic that helped change how businesses operate. It was inevitable to revise, review, and come up with a new strategic direction that would help this chapter go through the challenges and leverage the opportunities.

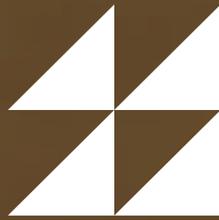
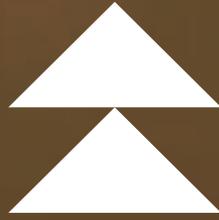
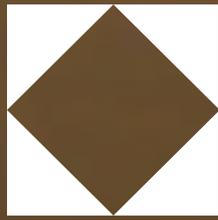
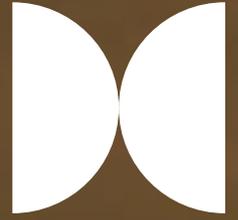
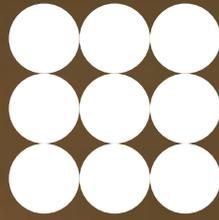
While drafting the strategy guidelines we started by analyzing our different stakeholders and took deep consideration into what we can offer them. Our stakeholders include:

- o Chapter Members (current and former)
- o Youth
- o Students
- o Volunteers
- o Sponsors
- o PMI Chapter Development
- o Regional and International Chapters
- o Government Entities
- o Private Sectors
- o University, Schools and Educational Institutes

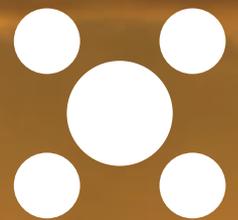
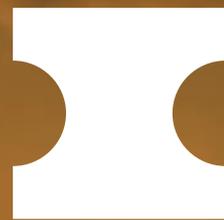


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Vision



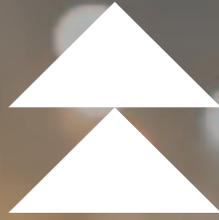
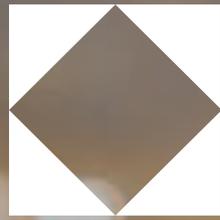
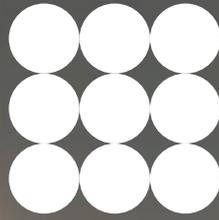
**“Empower and influence
individuals with the
innovative Project
Economy principals to
turn ideas into a
reality”**



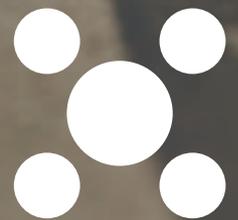
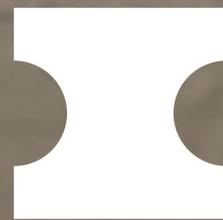


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Mission



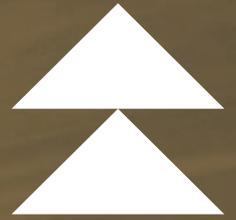
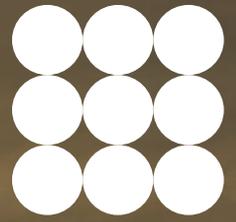
To disrupt and create value
driven to our chapter members
and partners to become agile,
innovative, productive in the
platform for the growth
of Project Economy





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Values



**Innovation
Accountability
Trust
Equality
Compassion
Collaboration
Commitment
Community
Determination
Engagement
Learning**

Looking Forward

Considering the necessity to review the strategic direction of the chapter following the economic, technological and epidemic reasons as stated in the Strategy Outline section, the chapter carried out capability analysis on each of the teams that made up the chapter, SWOT analysis was also carried out to identify both strength and issues that are internal and external. The outcome of this led to 6 focused areas the chapter has identified in its strategic plan for the next 5 years. The focused areas as enumerated in the section that follows bother around the technical tool improvement, benefit for stakeholders and effective framework for governing the chapter.

1. Effective Governance Framework
2. Cultural and Industrial Diversity
3. Meaningful Engagement
4. Event Tailoring
5. Knowledge Hub Activation
6. Digital Community Platform



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Plan 1: Effective Governance Framework

Disruptions as the current one forces globally, to reset the strategies for a renewed future state. We are not returning to normal anytime soon or maybe never. The current norm could be the default state going forward. Having an adaptable governance framework is key in this ever changing environment. There no one size fits all governance system. It needs to be tailored.

Operating a tailored governance framework requires a mechanism to learn, adapt and change the elements of the framework into practices. This mechanism involves Organization Agility, ability to map the changes to goals, re-alignment to strategy and execution, resources scaling, defining accountabilities and responsibilities, and to adhere to regulatory compliance and transparency of operations.

The need for an efficient and effective governance structure is of utmost importance than before to support the chapter's strategic goals and objectives. The chapter through its governance and finance team has aimed to set up an effective governance framework in order to provide clear understanding of mechanism for both strategic and operational level.

Plan 1: Effective Governance Framework

The plan has subcomponents that are required to achieve this goal. One of its plans is to setup a Project Management Office to centralize the management of all chapter's projects and initiatives. This will enable successful delivery of 80% of the projects through the centralized management and governance. To achieve this, the PMO may apply the governance framework with the operating model to strategically develop and implement the framework as well as integrating the chapter's enterprise governance with projects works. The implementation of an effective governance framework is also targeted to reduce expenses of the chapter, create more channels of income generation, streamline invoicing processing and optimum budget utilization. With these strategies, it is aimed that the following will be achieved;

- o Total expenses to reduce by 20% from the first year;
- o Percentage of project completion to grow steadily from 80% onward.
- o Creation of at least 2 channels of income generation yearly.
- o Early approval of budget in Q2.
- o Achieve 95% SLA in clearing of invoices yearly.



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Plan 2: Cultural and Industrial Diversity

The formation of chapter is characterized by the collection of vary professions which has brought out its uniqueness with a representative of each profession bring technical know-how from their industry therein and in reverse transpose the knowledge, principles, tools and technique of the professional body into enabling tools and vehicle for completing tasks, developing systems, managing projects in these representative industries. It is therefore not unnecessary to beef up knowledge in vase area of industries looking forward into the future for members and non-members to benefit from the chapter.

Industrial focus has been lopsided owing to the uniqueness of the host country of the chapter, UAE is a commercial hub for the region, with significant infrastructural development which is a vehicle to promote tourism - a significant contributor to its GDP. As a smart city, Information Technology is a conduit to propagate the intentions of the leaders. From AI to IoT and other IT infrastructures, the use of IT to achieve its objectives has been enormous. These gave the pretext for the high workforce in these two industries (Construction and IT) and consequently a large representative is present in the chapter causing the lopsidedness of knowledge engagement in the chapters' planning and execution.

Plan 2: Cultural and Industrial Diversity

The large presence of multinational residents in UAE also meets with large cultural diversification. Diverse cultures from Asians to the Arabs, Africans to Europeans, Americans and many more exist in excess of 200 nationalities who are resident in the country and are members or potential members of the Chapter.

Looking forward, the chapter through its Knowledge Team has determined Cultural and Industrial diversity as one of its focused points for the next 5 years. This is to focus on covering different cultures and industries, which will increase the number of different industries that are covered in our events annually. To achieve this, the chapter planned starting events across the existing groups created as detailed on LinkedIn, without any biased attention on a particular industry, the number of industries covered annually is projected to increase over the years. Other points to achieve this is to start workshops, book reading clubs, webinars, which are patterned according to different industry.



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Plan 3: Meaningful Engagement

Engaging Stakeholders can mar or make an establishment. From members to volunteer and the youth community, they are strong entities with their respective interest in the chapter. With the high dependency on volunteers to execute its agenda, and members who as well make up the directorate, the sponsorships from public and private sectors whose employees are members and the strong youth community that needs effective grooming for the future ahead of them, the crux of meaningful engagement cannot be over emphasized.

Meaningful engagement means to attract and hold fast, it stems from two laws; attraction and retention, it is about holding attention long enough to create sustainable value such as financial, transactional or relational, it involves creating both a valuable and desirable opportunities. Meaningful engagement is the intersection created where the objectives of the stakeholders meet with the objectives of the chapter, this intersection creation is an opportunity which creates meaningful engagement. This intersection provides a win-win situation where both the stakeholders and the chapter's needs are met providing value for all.

Plan 3: Meaningful Engagement

The ex-members community is seen to have been emanated when these members could not create meaning to connect their interactions and experiences to their needs, desires and deeply held values. While the chapter has built on value proposition to meet members, volunteers and non-members needs, its transactional approach to propose these values to its stakeholders has limited the benefits from engagement with them. Emotional approach is a thoughtful process of engaging with stakeholders where a comprehensive plan is meted out to meet the needs the stakeholder fully; this is the basis of meaningful engagement. Meaningful Engagement is value based, decision oriented and goal driven. It involves collaborating at the planning stage with the stakeholders, collecting feedbacks. Collaborating with the stakeholders means surfing on different level of engagement from inform, consult, involve, collaborate and empower. In order to engage meaningfully, three important stakeholders have been considered; Members, Volunteers and Youth and to reach these groups, the Outreach Team, Volunteering, Youth and Membership Teams have been saddled with the task to bring these value proposition to an optimum level for all entities. Riding on its strength and capability, the chapter through these teams have identified strategic ways to achieve these goals through the four steps as detailed below.

Plan 3: Meaningful Engagement

Create Value

Creating value is about identifying and defining what value intended to be created. In order to engage stakeholders meaningfully, a broad spectrum of value needs to be identified to be meet the needs. One of the chapter's strategic plan; Enhanced Benefit Package is designed to enhancing the set of values the chapter has been offering its stakeholders by increasing satisfaction, tailoring events to their needs, introducing rewards and incentive program.

Market Value

These values have to be proposed to these stakeholders and the chapter has identified areas of marketing this. Organizing roadshow to identify high level stakeholders to get their buy-in and to identify youth to share the benefit of membership. Other avenues of proposing this include making chapter membership free for 12 months for PMI Members, offering of free membership extension for 3 to 6months, identifying high-level stakeholders such as government and private sector, universities, charity or non-for-profit organization for sponsorship and signing of new MOUs

Implement Value

After proposing the value and there is buy-in and influx of new stakeholders, it is time to implement the value proposition. Some of the tools these stakeholders can use to gain these benefits

Plan 3: Meaningful Engagement

include implementing Volunteer Activity Tracking System (VATS), Application for Recording Volunteering Hour, Volunteering Empowering Program (VEP) sessions, Stakeholders Mapping to identify key stakeholders who will support in achieving the overall objectives. By establishing a robust onboarding process for directors, members, volunteers and youth, these will also help in orientating these stakeholders into the benefits that await them and how they can avail themselves of these benefits. The development of onboarding guide book, creating specific program for Youth Engagement which will focus on increasing their participation in the chapter, a bespoke program that pencils down the path to future engagement, mentoring program that builds relationship between the mentor and the mentee and so on.

Measure Value

Performance metrics helps with indicators which show that the interaction between the value proposed by the chapter is meeting the needs and expectation of its stakeholders. The factors that depicts value is being generated have been identified and these include the following;

- o The percentage increase in membership
- o The percentage of retention of new members
- o The number of active volunteers
- o The increase in the percentage of volunteers who are members
- o Level of satisfaction of stakeholders



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Plan 4: Event Tailoring

Looking forward into the next 5 years, one of the focused areas in the strategic plan of the chapter is Event tailoring. To tailor its events, chapter has determined to organize events that are characterized with interests and purpose of event stakeholders.

One of the elements of tailoring events involves developing topics in diversified areas which are of interest to the stakeholders. These stakeholders which are prospective attendees such as members, non-members and ex-members. Database of past attendees, members readily provides information on their profession and industries to identify all areas where attendees will be interested in, survey are also carried out frequently to collate data from individuals which are used to narrow down the precise interests from the profile of members and event attendees. By organizing events from wide array of topics which are touching focused areas of large stakeholders, the chapter aims to increase the percentage of fulfilling the delivery of benefits to its stakeholders. To increase the benefit of event tailoring, venue of physical events is planned to be decentralized and focus on across different emirates of UAE. Situational Analysis revealed that more than 50% of events have been organized in the Dubai Emirates, with less attention paid to the interest of members and prospective attendees from other emirates and consequently losing the potential membership quota in those emirates which have infinitesimal contributory effects to the goal of the global institute.

Plan 4: Event Tailoring

Ex-member community is also a weighty stakeholder in the running of events and tailoring same to achieve chapter objectives. While other factors may exist to becoming an ex-member, dissatisfaction is seen as one of the factors that increases disengagement of members with the chapter. Dissatisfaction could also result from misalignments of events with the benefits members envisage from events. Voice of member and ex-members is a powerful tool to understanding the benefits this specific stakeholder expects from the chapter. Matching events with expected benefits from stakeholder is the hallmark of tailoring events, which ultimately yields increase in satisfaction and comeback for subsequent events. This is one of the tools the chapter has determined to tailor events and meet its objectives.

The Event Team which is empowered to execute this strategic plan has one of its approaches to have a centralized Event Calendar which will aid proper management of the events across the chapter thereby providing necessary and adequate resources to each event without disregard to other areas. By using its key identified strengths, such as Availability of Excellent Speakers and Venues for its events, Free registration for members, it aims to achieve its key deliverables.



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Plan 5: Knowledge Hub Activation

The hallmark of the institute's purpose is learning and development, which is the bedrock of innovation. Knowledge is a nexus that unifies the purposes of the entire teams, leadership, members and non-members. With this impressive singular factor, the chapter still fight to measure up to its expectations in delivering its goals in learning and knowledge dissemination, with factors such as inability to provide training, dearth of researchers, analyst and content providers. There is therefore need to activate a system which aid accomplishment of achievements of the institute at a global level. The chapter has determined creation of a hub where knowledge will be generated, shared and development will be nurtured. The activation of a knowledge hub in the chapter involves rolling out mentorship program. Mentoring program which will involve sharpening of knowledge, skills, tools and techniques applied by a mentor to a mentee. An effective mentoring program where guide is implemented such as predefined competencies, selected competencies. It also involves sustaining the mentoring process through incentive, recognition and sharing success stories and training.

The chapter through its sponsors and highly placed influential members aim to create internship and job opportunities in several industries. The internship program and job opportunity will help improve learning and development by engaging individuals in environment where teamwork can be valued,

Plan 5: Knowledge Hub Activation

understand how ones deliverables are integrated into the deliverables of others to achieve the overall objectives of the organization, cross-carpeting of roles in the organization, these and more which improve the broad view of the individual and assurance of continuity for future generation.

Building a knowledge hub where professionalism is prominent is one of the plans to strategically place the chapter in the forward direction. This involves continuing learning in specific area of specialization. The chapter professional development program aims to give the chance for expansion in professional skills and exposure to other aspects of the chosen field. Keeping up to date current trends, development of new skills for advancement in the field. This can also be achieved through PDUs to enhance renewal of PMI certificates.

The activation of knowledge hub is also meant to increase the number of white paper published and presented in the chapter, to improve the research skills of individual and promote knowledge development in business field, politics and presenting complex professional issues in simplistic way to aid understanding and help make informed rightful decisions.

Plan 5: Knowledge Hub Activation

By considering varied cases to study, from business to career, politics and global issues, the increase in the number of case studies will improve on the knowledge base of the chapter. Promoting the culture of research and conducting analysis will empower The knowledge hub, increase the number of publications, event presentation and dissemination of knowledge to members and event attendees.

Activation of the knowledge hub also includes book clubs which will focus on specific areas of interest for members to join and review topics on varied levels. This also is intended to promote technical knowledge, business knowledge and reviews of books in governance, management and other less technical spheres. Workshops Using existing industry groups and creating new groups in focused areas, it is planned to improve the number of workshops annually. With this sessions will be conducted to review case studies, white paper presentation, conduct industry focused webinars which will bring inclusion, diversity and increase the knowledge hub of the professional body and consequently increasing the benefits to members and no-members alike.



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Plan 6: Digital Community Platform

With the advent of COVID-19, the much essence of doing business outside of the four walls of the office or physical marketplace have come up to stage. The market for digital community platform has increased its share in the event of things and brought much more economic value and creating necessity for organizations to provide this offering as one of its resources to achieve its objectives.

Digital community platform provides connectivity for members to interact with each other and encourage voice of the members to be heard. This community platform helps to generate insights that can be extracted for shaping marketing campaigns, product development and development of business strategies. However, the utilization of this platform is negligible, this stems from various hindering factors such as; Poor engagement of members to utilize the platform; Dearth of resources to meet the growing number of industries; Limited number of digital community platform that is available for usage, Difficulty of usage of the platform.

The Marketing Team saddled with this responsibility has come up with a strategic plan to bring to bear the rewards that can be accrued from this powerful tool. One of its focused area is to build web and mobile community platform. This involves making use of free and owned community platforms where there is flexibility and control on how members are reached and also there

Plan 6: Digital Community Platform

is an existing community based that can be reached out to without starting from the scratch. Opensource platform like Facebook, Twitter, LinkedIn, Slack and so on are platform where members are already existing and can be reached on mobile or web platform. Features such as deeper analytics, single sign on (SSO), gamification, more access to members and custom design allows to create better experience for the members. A named project Website 2.0 Revamp has also been determined to upgrade the website, fix broken pages, create engagement channels for discussion forums, change the framework and outlook of the website, improve on its multimedia.

The team has also planned to improve on the content of the community platform which will give users better experience. By establishing content team, creating digital digest template for easy development of digest, reviewing and revamping the newsletter. Developing template for newsletter to create relevant and valuable content such as publication of mini-digests regularly on educational, societal and industrial updates. The knowledge corner that has also been underutilized is also to be revamped to enhance knowledge of the members and thereafter provide better engagement. Working with the knowledge team and event team, contents to be developed are to be tailored to the needs of the members, creating memories through sharing of pictures and conducting post-event deliberation and reviews on event's topics, sharing documents and

Plan 6: Digital Community Platform

insights, provide feedbacks to the teams for commendation and improvement opportunities all of which can enhance the business strategy of the chapter and create more opportunities to harness. Following these revamping and recreation of the digital community platform, the team has also plan a brand awareness campaign with the aim to reduce the churn rate of members and volunteers and improve the on the engagement and satisfaction of people. The awareness campaign is determined to increase the followership on social media platform and increase their engagement therein. It is also determined to increase the number of visitors to PMI UAE website, increase the percentage of members that are using the mobile community platform application as well as increase the satisfaction of people on all digital platform. Through the use of social media paid campaigns, these benefits and more can be realized from the digital community of the chapter.



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Thank you for all who participated and helped us achieve the PMI UAE 20-24 strategy

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The Way Forward

