Topic	Information
Presenter Name	Mark Kozak-Holland PhD, PMP, IPMA-D, Cert.APM
Series	This series uses relevant case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then harvests the lessons learned on these past projects and applies them to today's projects.
Presentation Title	**Lessons in Project Funding**
Summary Description of Presentation	One of the core pillars of a project is the funding. In a recent Standish Group Report the contributing factors to project success are having good executive support and adequate project resourcing. Significant to this is a solid business case that is well articulated and understood by the project stakeholders, yet a challenge in many projects across industries. Projects suffer a lack of funding because often the budget process is arduous and complicated, there is competition for funding with other projects, or the sponsors are holding back and unwilling to fully commit.

So how were projects funded in the past? This presentation will reach back in history and describe project examples from several eras where we can take lessons from. The first is the medieval era and the French Gothic cathedral projects. The scope of these projects was well beyond the resources of the chapter initiating the project, and the city (Chartres only had a population of 9,000). With practically no funding not only were these projects completed but a race broke out between cities as world record fever gripped them to build the tallest cathedral. In France the record was broken 5 times in 62 years. The second is the era of the industrial revolution where new technologies were creating exciting new opportunities and projects. But these projects were often large, leading-edge, complex, requiring significant investments, high risk, and had similar initiation and sustainment challenges.

Important lessons are buried in these projects and this presentation will extract them and connect them to today's world of projects. For example, how these projects were initiated and sustained, and how the project team was motivated to continue through difficult times and over an extended period. These projects demonstrate how private funding augmented public resources and how private money allowed for enhancements and lessened the criticisms of extravagance. Sponsors who contribute to projects take a keen interest in them and a successful outcome. Powerful contributors are an advantage as they are active in politics and business and will help secure the project especially if there is competition for resources.

New insights emerge when dissecting historical projects through a project management lens, and Mark brings this to life in his analysis. You will walk away with new insights and curiosity to re-examine these project more closely for lessons. Paying attention to how historical projects and emerging technologies of the past solved complex problems of the day provides some very valuable insights into how |

	to solve today's more challenging business problems.
Learning Objectives Purpose/Benefits	The presentation shows: • How projects initiated with a minimum budget, require creative strategies for ROI to sustain the project to completion. • Some of the organizational challenges in creating a business case and how to address these. • The importance of creating accurate estimates. • How to define different sets of benefits for multiple stakeholders. • How to find funding from multiple sources (private and public). • How decision makers want objectivity in the advice that they are seeking. Entertaining and full of intriguing historical details, the presentation highlights the steps in securing project funding.
Presenter Biography	The presentation is from the "Lessons from History" series. As the author behind the series, Mark Kozak-Holland brings years of experience as a consultant who helps Fortune-500 companies formulate projects that leverage emerging technologies. Since 1983 he has been straddling the business and IT worlds making these projects happen. He is a PMP, certified business consultant, the author of several books, and a noted speaker. Mark has always been interested in tracing the evolution of technology and the 3 industrial revolutions of the last 300 years. Whilst recovering a failed Financial Services project he first used the Titanic analogy to explain to project executives why the project had failed. The project recovery was going to take 2 years and $8m cost versus the original $2m cost and 1 year duration. As a historian, Kozak-Holland seeks out the wisdom of the past to help others avoid repeating mistakes and to capture time-proven techniques. His lectures on the Titanic project have been very popular at gatherings of project managers and CIOs.
Presenter's Authorship	The books from the www.lessons-from-history.com series have been written for organizations applying today's business and technology techniques to common business problems. *Lessons from the past assist projects of today in shaping the world of tomorrow.* The series uses relevant historical case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then draws comparisons to challenges encountered in today's projects. Mark has contributed to far reaching series of articles on Gantthead.com, DM Review, and PM Forum today. He has written several academic papers on historical project management. He defended his dissertation titled "The Relevance of Historical Project Lessons to Contemporary Business Practice" in November 2013 to complete his PhD. Mark's book (http://www.mmpubs.com) is titled "History of Project Management." Mark can be contacted via his site www.lessons-from-history.com or mark.kozak-holl@sympatico.ca
Presenter's Educational Background	PhD from the Salford University Business School, UK (2014) B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK).
Presenter's Company Name	Lessons-from-History