



# Practical Implications of CRGP Research for Global Project Business

*Ryan J. Orr, Ph.D*

# Scenario: The CEO calls...

“I’m contemplating a risky overseas project... any advice?”

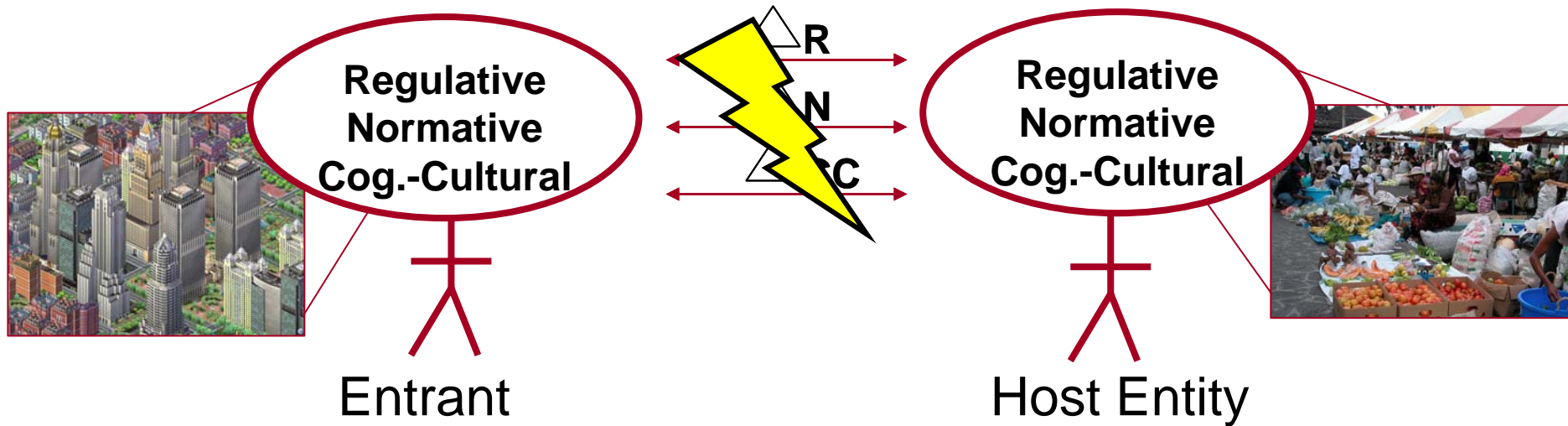


**BARRICK**



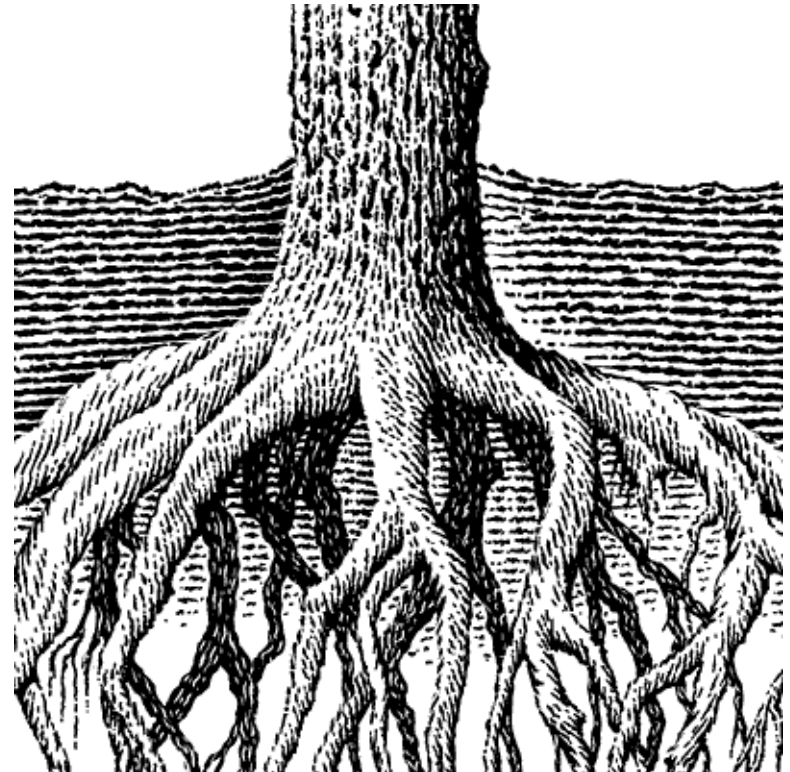
# Lesson 1: Understand “unforeseen costs”

Arise from misjudgments, misunderstandings, conflicts



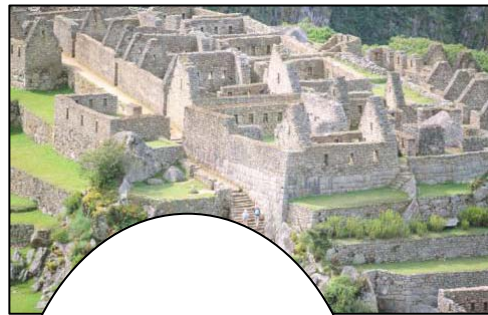
# Lesson 2: To embed, or not to embed?

A quick dip? Or deep roots?

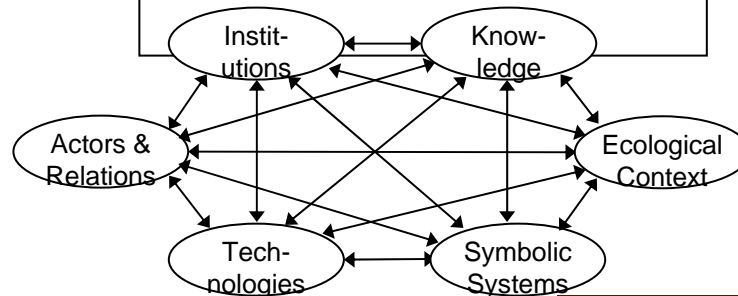
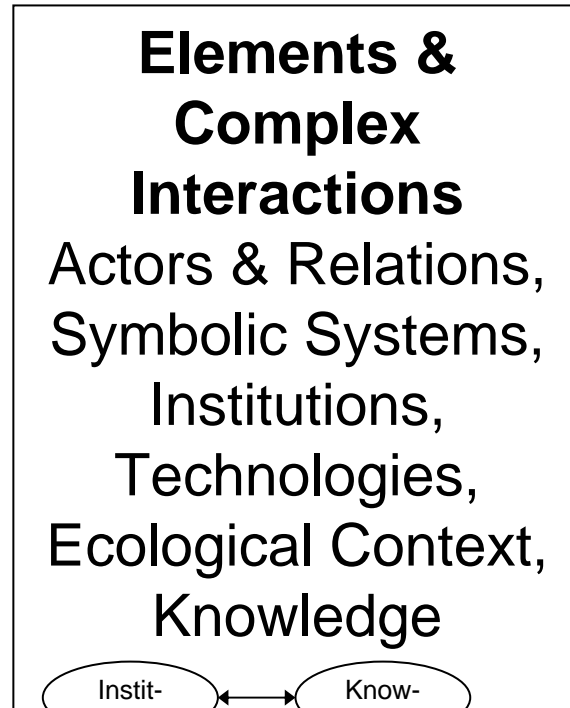
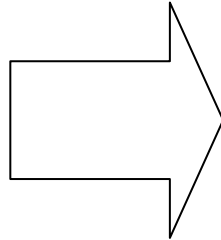


# Lesson 3: Be a student of history

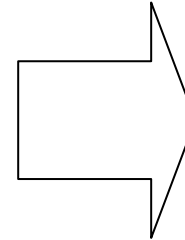
The logic of the present is locked in the actions of the past



**History**



**Future Action**



# Lesson 4: Get sound country entry surveys

Synthesize information from multiple sources

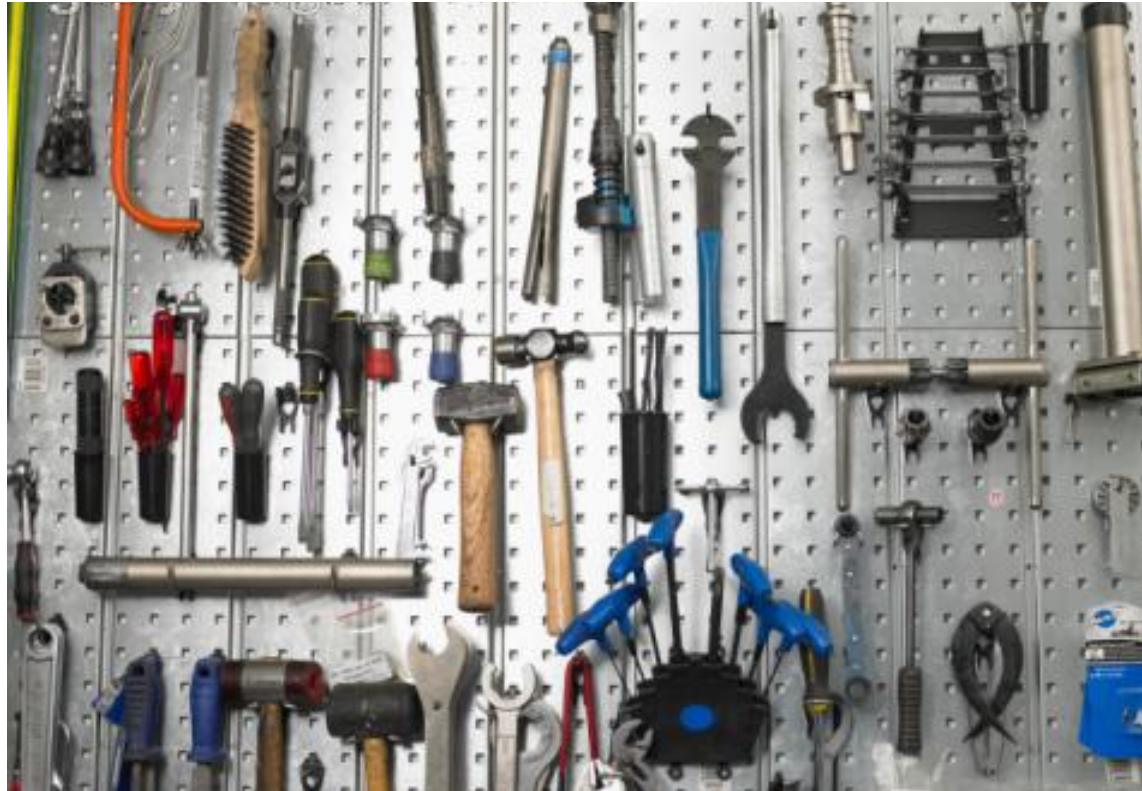
Category	Concepts Reported, by Market Intelligence Report #										Total	
	1		2		3		4		5			
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1 Actors & relations	40	18%	47	14%	22	17%	12	12%	7	11%	<b>128</b>	<b>15%</b>
2 Symbolic systems	2	1%	9	3%	2	2%	2	2%	1	2%	<b>16</b>	<b>2%</b>
3 Culture & institutions	17	8%	33	10%	62	<b>49%</b>	43	<b>44%</b>	40	<b>62%</b>	<b>195</b>	<b>23%</b>
4 Technologies	5	2%	15	4%	19	15%	5	5%	4	6%	<b>48</b>	<b>6%</b>
5 Ecological context	5	2%	12	3%	3	2%	15	15%	0	0%	<b>35</b>	<b>4%</b>
6 Knowledge	0	0%	0	0%	1	1%	0	0%	0	0%	<b>1</b>	<b>0%</b>
7 History	39	18%	179	<b>52%</b>	8	6%	12	12%	7	11%	<b>245</b>	<b>29%</b>
8 Action	111	<b>51%</b>	52	15%	10	8%	8	8%	6	9%	<b>187</b>	<b>22%</b>
<b>Total</b>	<b>219</b>	<b>100%</b>	<b>347</b>	<b>100%</b>	<b>127</b>	<b>100%</b>	<b>97</b>	<b>100%</b>	<b>65</b>	<b>100%</b>	<b>855</b>	<b>100%</b>

1 – Economist Country Report, 2 – US State Department Background Note, 3 – Private Real Estate Executive Briefing, 4 – Int'l Contractor Local Knowledge Checklist, 5 – Mgmt Consultant PESTEL Analysis

Analysis Method - Conceptual Content Analysis (Busch et. al., 2005; Carley, 1992)

# Lesson 5: Assess pros/cons of partners

Adopt a “proper tool for the proper job” approach



# Lesson 6: Map out key local “protocols”

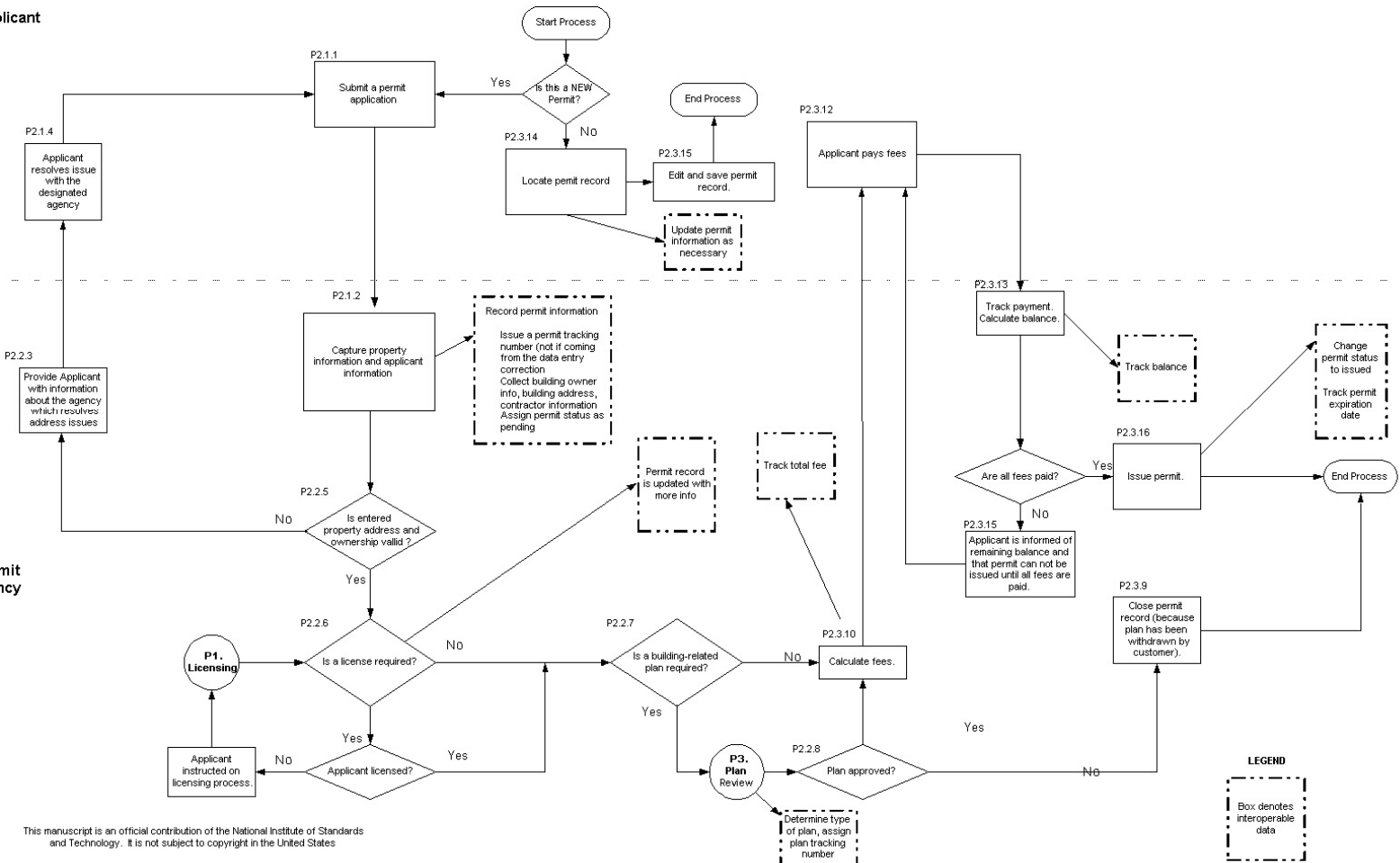
Buying land, getting permits, hiring labor, importing thru customs

DRAFT 09/17/2003

## P2. Permit Issue Process Map

Applicant

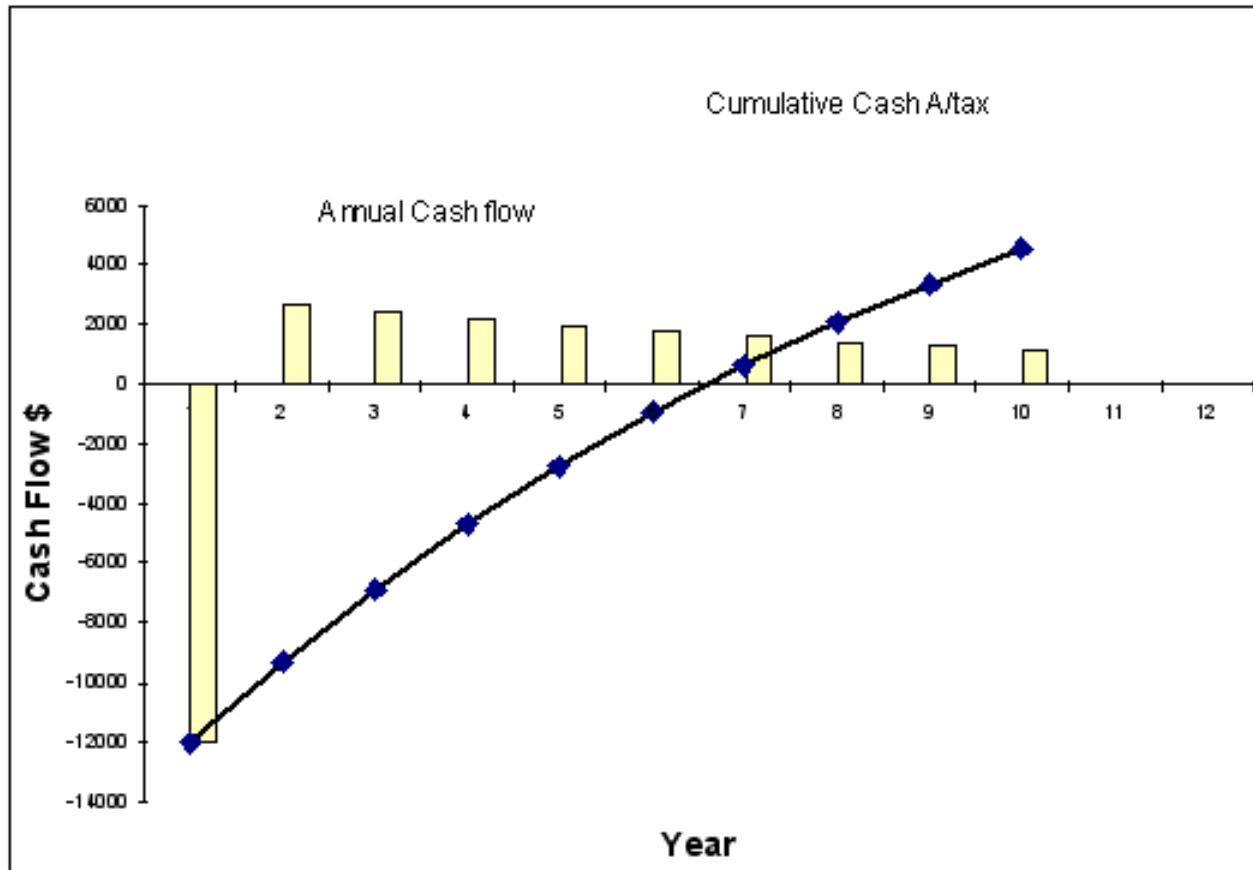
Permit Agency



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# Lesson 7: Stay ahead of the cash flow curve

It doesn't matter how risky the country, if you maintain a positive cash flow you can always exit unharmed!



# Thank You!

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Ryan J. Orr, [rjorr@stanford.edu](mailto:rjorr@stanford.edu)

*Executive Director*

Collaboratory for Research on Global Projects  
Stanford University