Meeting Today’s Global Project Challenges

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Global Sales Manager Life Sciences
Agenda

Challenges of Today’s PM Environment
A Global Structured Approach
Lessons Learned: Case Study
Historical Reasons for Project Failure

- Bad Communications: 57%
- Lack of Planning/Scheduling Resources: 39%
- No Quality Control: 35%
- Milestones Not Being Met: 34%
- Inadequate Co-ordination of Resources: 29%
- Poor Cost Controls: 26%
- Mismanagement of Progress: 20%
- Overall Poor Management: 17%
- Supplier Skills Overstretched: 13%
- Supplier Under Resourced: 12%

Source: 1994 Chaos Report
Today’s Project Challenges

Today’s Project Demands Are Even Greater

• Wider range of projects being managed
  – Project size from <$50K to > $10M
  – Multiple global suppliers & customer requirements
  – Faster Implementation Targets

• Increased technological complexity
  – Greater integration of information systems
  – Broader access to information
  – Faster informational needs

• Broader global requirements
  – Off-shore manufacturing
  – Low-cost resource utilization
  – Varied local support needs
Facing The Challenges

Customer Needs Are Driving:

• **Project Standardization: Global Consistency**
  – Scaleable Integrated Processes
  – Common Network Based Tools
  – Integration of vendor & customer business processes

• **Delivery Readiness: Anytime, Anywhere**
  – Available Global & Local Resources
  – Project Implementation Capabilities

• **World Class Execution: On-time, On-spec, On-budget**
  – Industry Domain Knowledge
  – Project/ Program Management Expertise
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Challenges of Today’s PM Environment

A Global Structured Approach

Lessons Learned: Case Study

- PMI is a leading professional association in project management
  - PMI has over 200,000 members in 125 countries
  - The PMBOK® Guide is the globally recognized standard for managing projects in today's marketplace
  - The PMBOK® Guide is approved as an American National Standard (ANS) by the American National Standards Institute (ANSI)
Project Execution Methodology

• Global Standards Across the Project Life Cycle
  – Communication
  – Progress Tracking
  – Direction, Coordination & Corrective Action
  – Issue Resolution
  – Customer Advocate; Customer Satisfaction
  – Commercial Management

• Consistent Performance
  – Project Management Plan and Schedule
  – Status Reports
  – Communication Meetings and Minutes
  – Life Cycle Documentation
Worldwide Delivery Readiness

Global Practices

Global Office of Program Management

Regional Delivery

North America

EMEA

AP Regions

Latin America

Regional Project Execution & Delivery

Global Program Execution & Delivery, Strategic Programs

PM Standards, PM Methodology, PM Competency
Global Deployment of Solutions

Challenges of Multi-Plant Implementations

- Providing sufficient **bandwidth**
  - Ability to support multiple deployments in parallel globally
- Ensuring **consistency**
  - Customers want to reap the rewards of a consistent solution
    - Realize efficiencies / savings in development costs
    - Standardized reporting, training and documentation
    - External and internal support costs
    - Follow product standards (eg ISA88.1 & S95 for MES Mfg)

A sound approach to global deployment controls cost & assure a successful program
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Challenges of Today’s PM Environment

A Global Structured Approach

Lessons Learned: Case Study
Case Study - Global Pharma Company

Customer Issues
- Achieve aggressive Mfg goals:
  - Delivery on time and in full
  - Reduce deviations
  - Shorten cycle time
  - Minimize unplanned downtime
  - Reduce factory losses and scrap
- Project stakeholder spread across France, Spain, United Kingdom, United States, Italy and Puerto Rico

Issue Resolution
- Core solutions, with standardized functionality, providing significant project cost and lifecycle savings
  - Helped customer reduce operator errors and lost batches,
  - Gained insight into operator work flow and equipment operation, and view integrated data at multiple levels

Project Analysis
- Regional support of older systems
- Communication w/ legacy systems
- Global project coordination
- Customers required both:
  - Critical Chain Method
  - Critical Path Method.

Results
- Successfully review by exception
- Reduced review time from three months to days.
Lessons Learned

- Standardized methods / tools help overcome language barriers
- Certifications (e.g., PMP) provide a common understanding from which to improve communications irrespective of language barriers, and thereby reduce project risks
- Internet training is effective in introducing and reinforcing concepts, but it is still better to utilize face-to-face / interactive training for complex subjects
- Standardized methodologies are widely accepted, adopted and effectively used across a broad age group of professionals
- Native language support is still preferred / required in certain countries (e.g., China) despite broader use of English as a second language.
## Global Projects

<table>
<thead>
<tr>
<th>Client</th>
<th>Program Description</th>
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<tbody>
<tr>
<td>Global Consumer Products Company*</td>
<td>Global rollout of next generation process; program-managed 15+ OEMs from Europe, Asia, &amp; US to globally deliver 250 lines to 60 manufacturing sites, over 5 years.</td>
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<tr>
<td>Kraft Foods</td>
<td>Managed 3 year rollout of OEE implementation across 50 facilities and 650 packaging lines. Continue to supply application-specific support as part of multi-tiered support strategy.</td>
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| Global Consumer Products Company* | **In Process:** Rollout of high-performance continuous converting process application across 8 global plants in 4 countries over 4 years.  
**In Process:** Rollout of new generation continuous process control across 4 plants in 3 countries over 3 years. |
| Global Food Manufacturer | Global rollout of energy & environmental monitoring solution across 42 facilities over 7 years.  
**In Process:** data collection upgrade – 15 sites complete; also designated for immediate implementation in any new construction. |
| Korean Automotive Manufacturer | Paint shop monitoring and production scheduling. Concept developed in Korea, teaming with German sub contractor and deployed in USA; staging for rollout in Germany, US and Korea. |
| General Motors | Global deployment of error proofing and andon solution. Deployed in 14 sites in USA, 2 sites in Latin America, 1 in UK, 1 in China. Received ‘CIO Award’ from GM for “Best Execution” in 2005 |
| Global Pharma Company* | **In Process:** Integration with ERP and Automation Layer. 3 Sites in Port Rico, 1 in USA, 2 in Ireland, 2 in Germany, 1 in Benelux |
| Global Pharma Company* | **In Process:** Global MES legacy system upgrades & standard platform implementation across 10 global sites over next 4 years. |

*Examples not from the same customer*
Questions?

Shaun Guy
Challenges to Delivering Consistency

- Language/ Cultural
  - FDS
  - Multi-language support
  - Support of Std editing tools
  - (More English or ???)

- Training Delivery
  - Application specific
  - Technology – Remote Learning

- Placeholder
  - Placeholder