

Forum 2009 du Management de Projet PRINCE2 - 3ème édition



Note:

**This version is adapted for
publication purposes.**

PRINCE2 Appliqué - Savoir Faire

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Agenda



- Where does our enthusiasm come from?
- Prince 2
 - Why Prince2 ?
 - High level Process
- Case Studies
 - 20 Year Company Celebration
 - Rapid Tooling Project for a global mobile phone company
 - Fleet Renewal within an aviation business
- Project Management and Organizations
- Lessons learnt - Summary

Where does our enthusiasm come from?



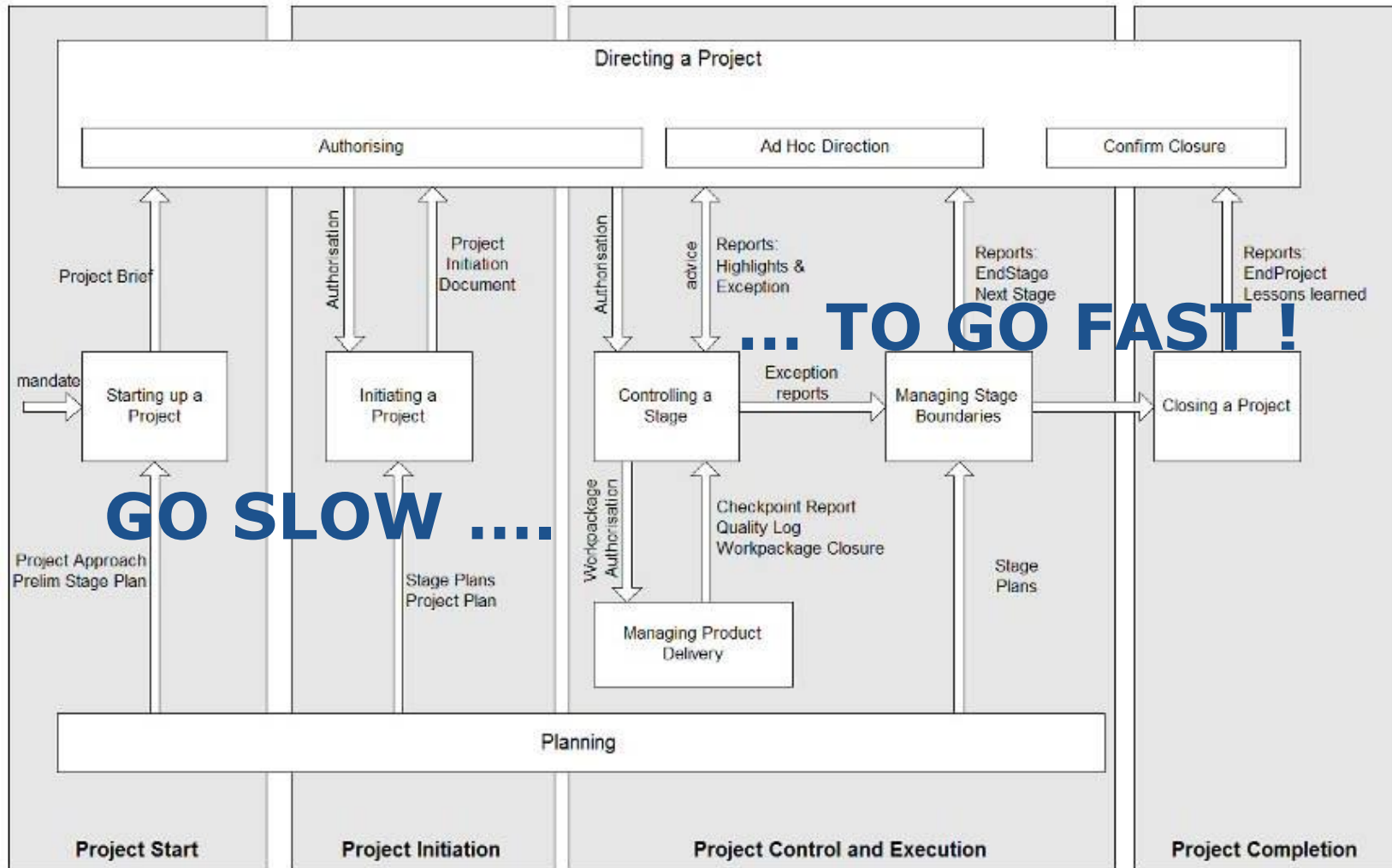
- Projects done in small, medium to large organizations
- Applied methods in various business branches like professional services, healthcare, plastics, petrochemical, Europe, Asia and telecom, ICT, aviation and equipment & machinery industry
- Worked with local and global teams in Europe, Asia and the Americas
- Project Management and Strategy
- Common sense and pragmatic approach



Why Prince2 ?

- Ready to use, teachable method
- Process and components
 - « what to do when » vs. « how to do what ».
 - Repeatable process, Organisation and Responsibilities
 - Communication and Controls
 - « Management by Exception »
 - Focus on monitoring Business Case
 - Scalable for small to big projects.
 - Focus on Outcome rather than Activity
- Techniques
 - Product Based Planning
 - Is complementary to « normal » Project Management training and techniques (personal skills, six sigma)

High Level Process



Case Study 1: Company Party



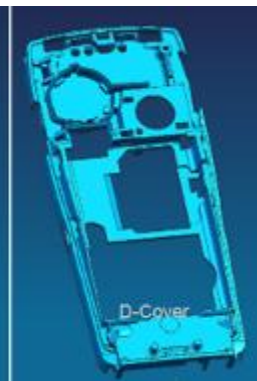
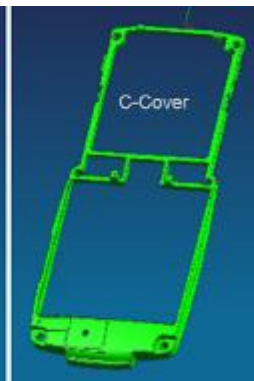
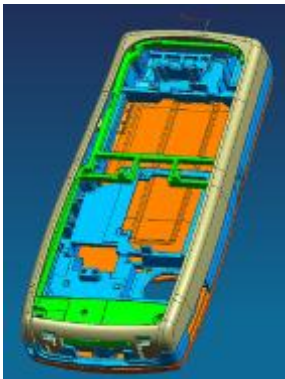
- Background
 - Semi-official celebration of 20 years company birthday
 - >500 guests; high expectations PR
 - “Many celebrations done before”
- Project_Highlights
 - Project brief and issue list key to project execution
 - Very successful celebration despite last minute changes
 - Great internal case study
- Lessons learnt
 - Basic PM methodology very effective “against all odds”
 - Managing cost and expectations
 - Baseline for next events – Lessons learnt; closing report

Case Study 2: Rapid Tooling



- Background

- Global mobile phone manufacturer asking suppliers to team up to reduce lead-time for molded phone covers from 6-9 weeks to 1 week !!!
- Huge scope: internal, external (customer), external (co-suppliers)
- New design, tooling and molding technologies to be developed



Case Study 2: Rapid Tooling con't



- Project Highlights

- Mutated from internal project only to very big scale project managing multidisciplinary, cross-company work packages and an entire tooling plant (>200 people)
- Internal components
 - Engineering and programming CAD/CAM
 - Manufacturing with dedicated production cells (EU & APAC)
 - Global sales and service network
- External components
 - Supplier management (IT, Molding, Tooling)
 - Customer management (Pricing, business model, ramp up coordination)
 - Design standardization
- High exposure and visibility for all stake holders

Case Study 2: Rapid Tooling con't



- Lessons learnt
 - Simplification of PBS is essential to reach critical objectives
 - Project vs. Programme Management
 - Times and Materials vs. Work packages
 - Product based planning
 - Communication and organization are key
 - Highlight and Checkpoint reports
 - Never be afraid to escalate – as bigger the stake as higher the PM's responsibility
 - “nothing is impossible until you prove it”
 - Reducing lead-time for one particular sub-assembly from 4 weeks to 3 days seemed impossible
 - Today 5 days is realized 15 times/week

Case Study 3: Fleet Renewal



- Background
 - Aging fleet
 - 2 mixed businesses
 - VIP Executive
 - Air Ambulance
 - Decisions of strategic importance for company future
- Project Highlights
 - Combination of business case and strategy discussions
 - Factual argumentations and cross-functional decisions
 - Technical
 - Sales
 - Finance
 - Output used for implementation + sales launch projects

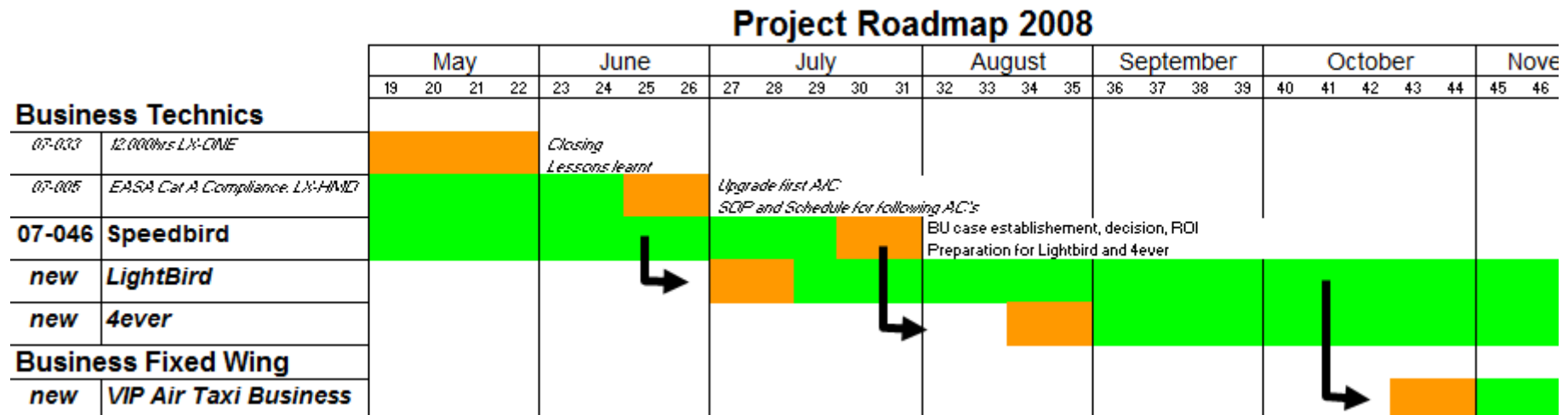


Case Study 3: Fleet Renewal con't



• Lessons Learnt

- Facts only ... and soft factors
- Programmes vs. Projects
- Sequencing and dissection of projects important to realize results and keep advancing



Lessons Learnt - Summary



- Prince 2 works
 - for many types of projects
 - for any type of business
- Programme vs. Project Management
- Prince 2 complementary, not exclusive method
- PM critical element for company Strategy Planning





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