

“I am not here to help you”

Mark Notschaele
Business Develop Manager
October 2006



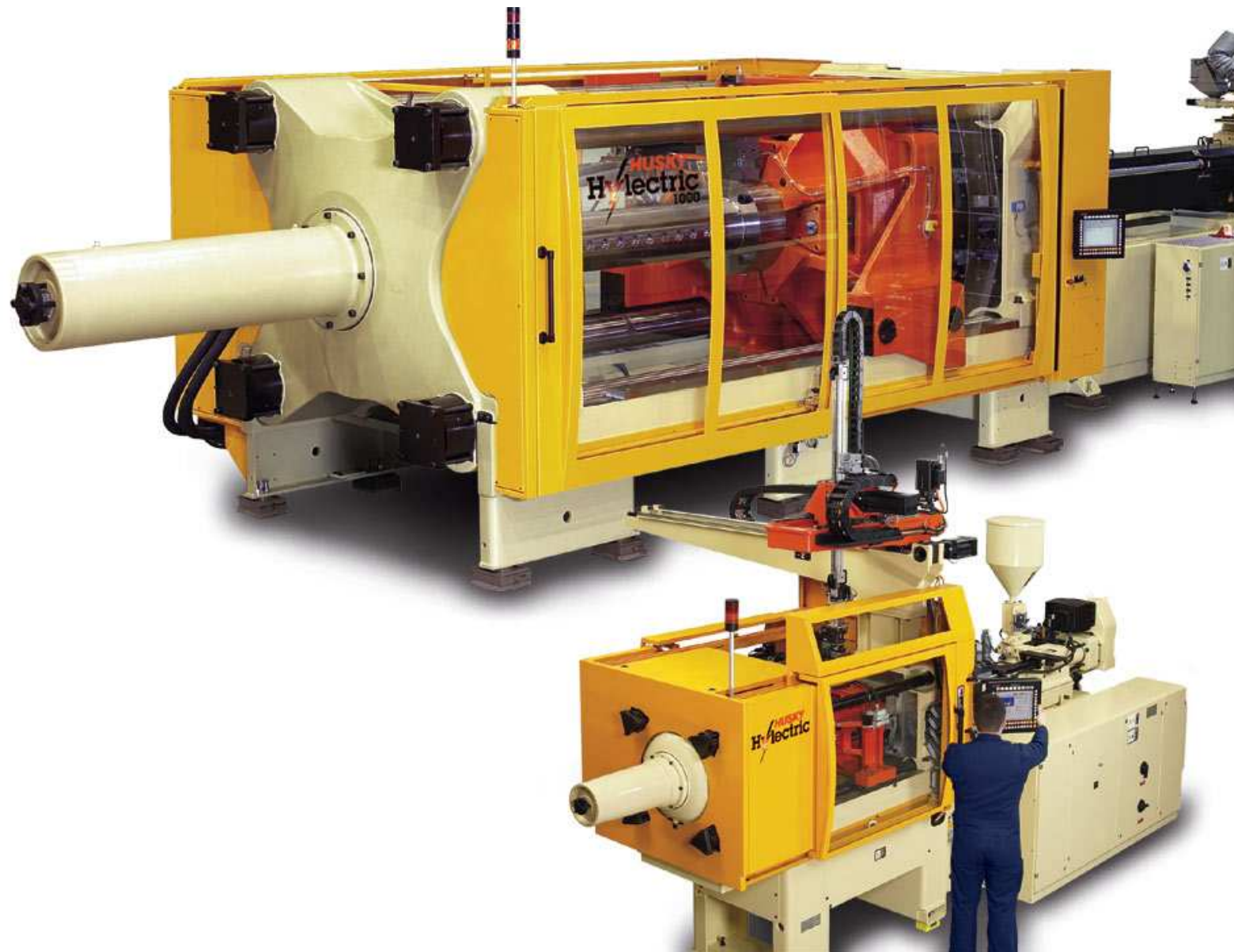
HUSKY

Keeping our customers in the lead

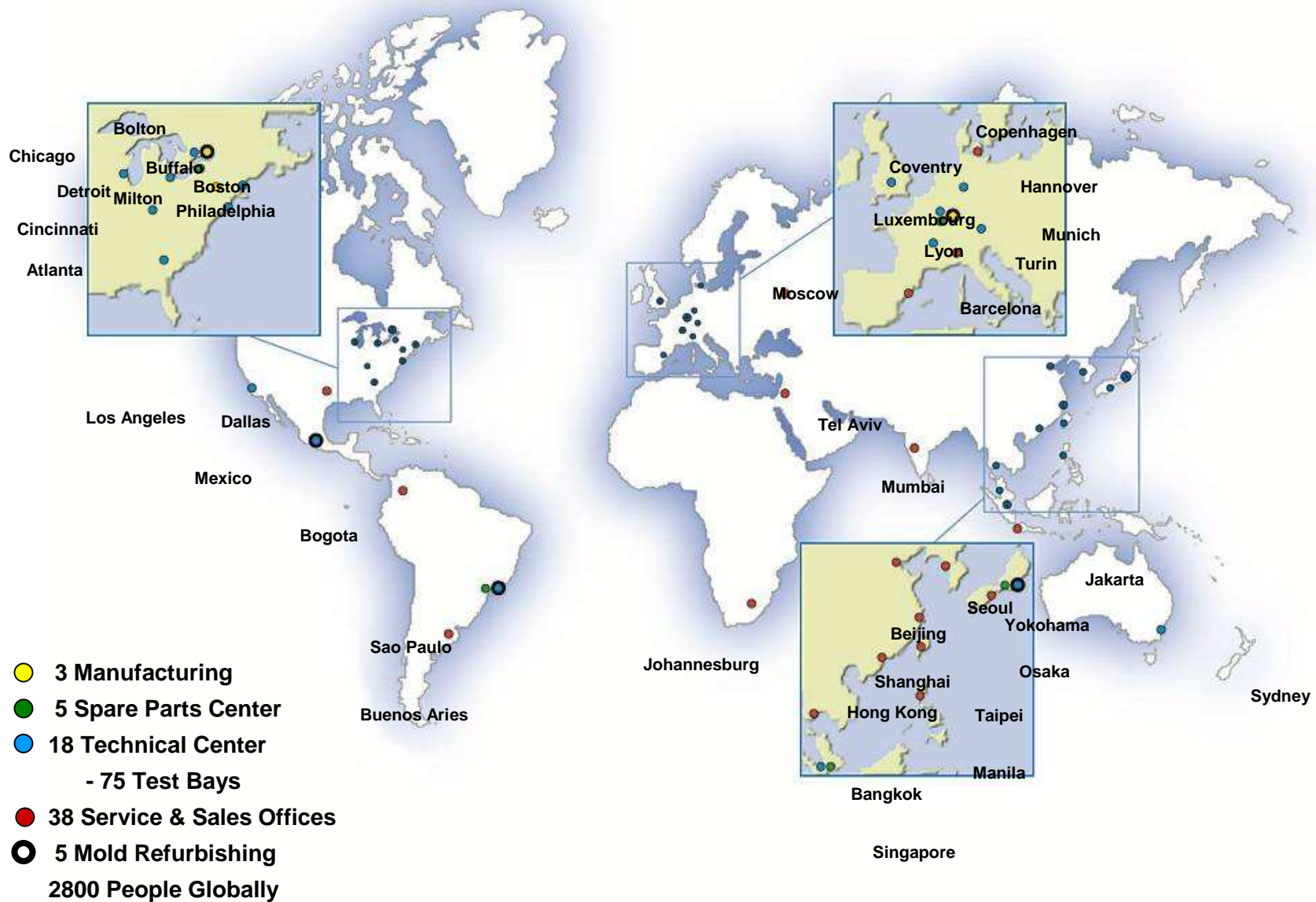
Agenda

- Intro
 - Husky overview
 - PM/PMO at Husky quick history
- Case Study “Large manufacturer of Mobile phones”
 - Illustration of:
 - Why a Project Management Methodology ?
 - Why Prince 2 ?





Prince2 - M Notschaele - Husky IMS



Global Network

Keeping Our Customers in the Lead

- Strong commitment to R & D
- Broadest product line in the industry
- Value-added services
- Strongest Service & Sales network
- Core Values

Intro PM / PMO at Husky

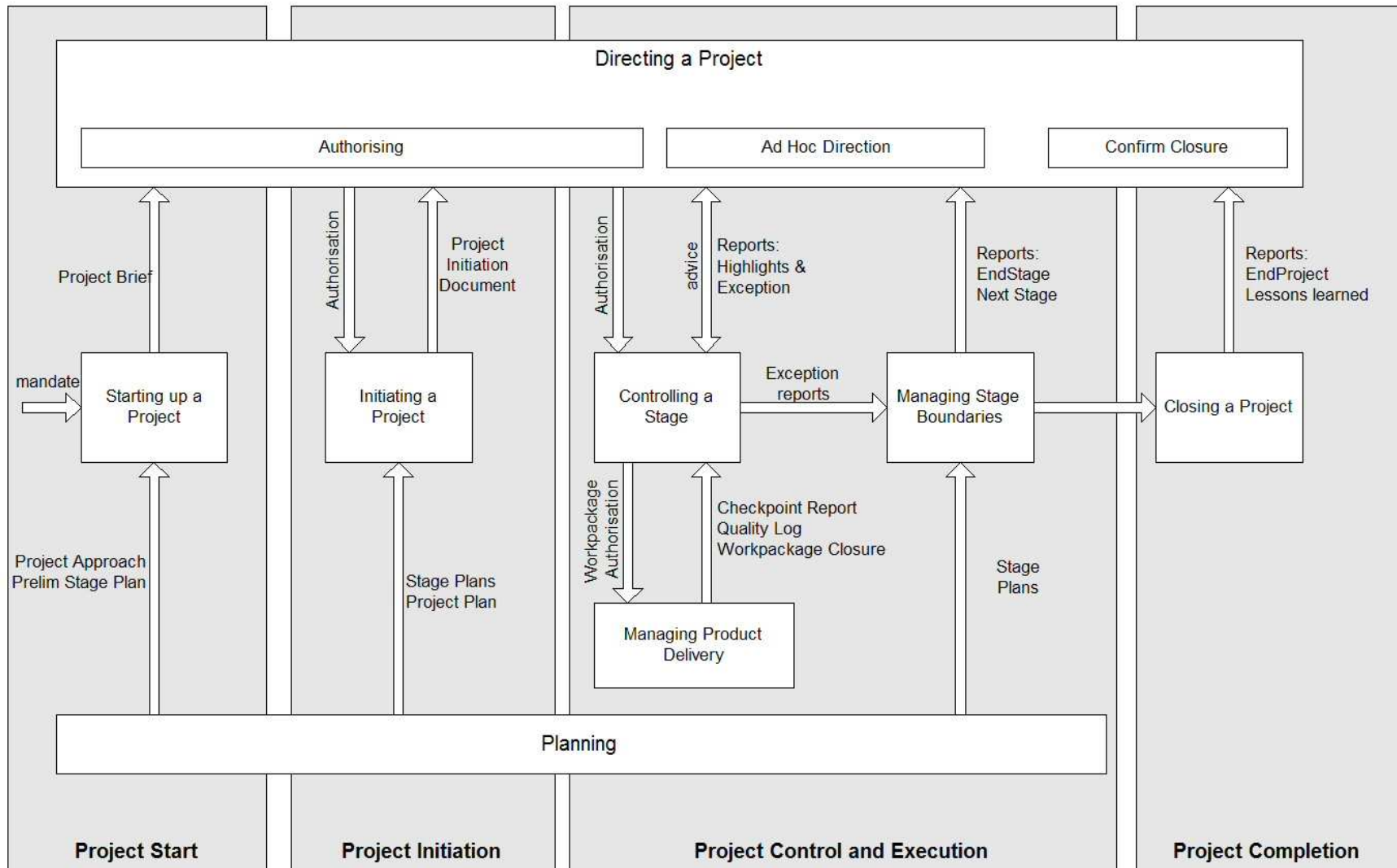
- Started 5 years ago in IT
- Used PMO / PM as vehicle to create “global” IT organisation.
- Based service management on ITIL
- Connected up to ITIL with Prince 2
- 3 years ago adopted “Eclipse” Portfolio Management tool to keep global lists of projects.
- Today:
 - One global governed list with KPI's
 - Projects under P2
 - “Business” is adopting PM/PMO.
 - Free flow of resources

Why a Project Management Method ?

Why Prince2 ?

- Ready to use, teachable method.
- Process and components
 - « what to do when » vs « how to do what ».
 - Repeatable process
 - organisation
 - communication.
 - controls
 - responsibilities:
 - « Management by Exception »
 - Focus on monitoring Business Case
 - Scalable for small to big projects.
- Techniques
 - Product Based Planning
 - Is complementary to « normal » Project Management training and techniques (personal skills, six sigma).

Prince 2 Process Scheme



Questions !

- How difficult is it to start using a formal methodology ?
- Does it really help ?

Case Study

Large Manufacturer of Mobile
Phones



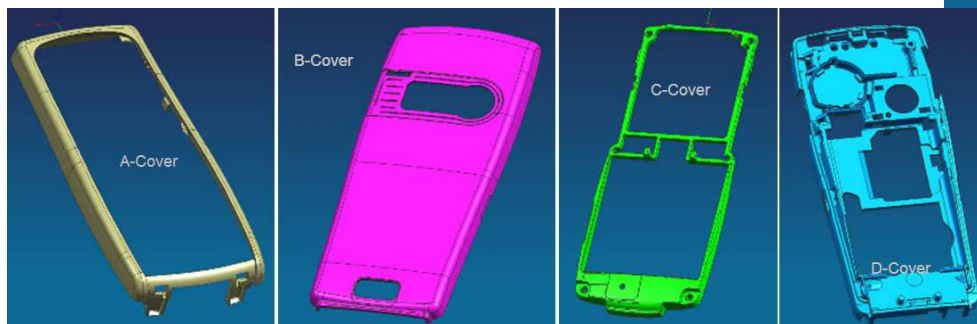
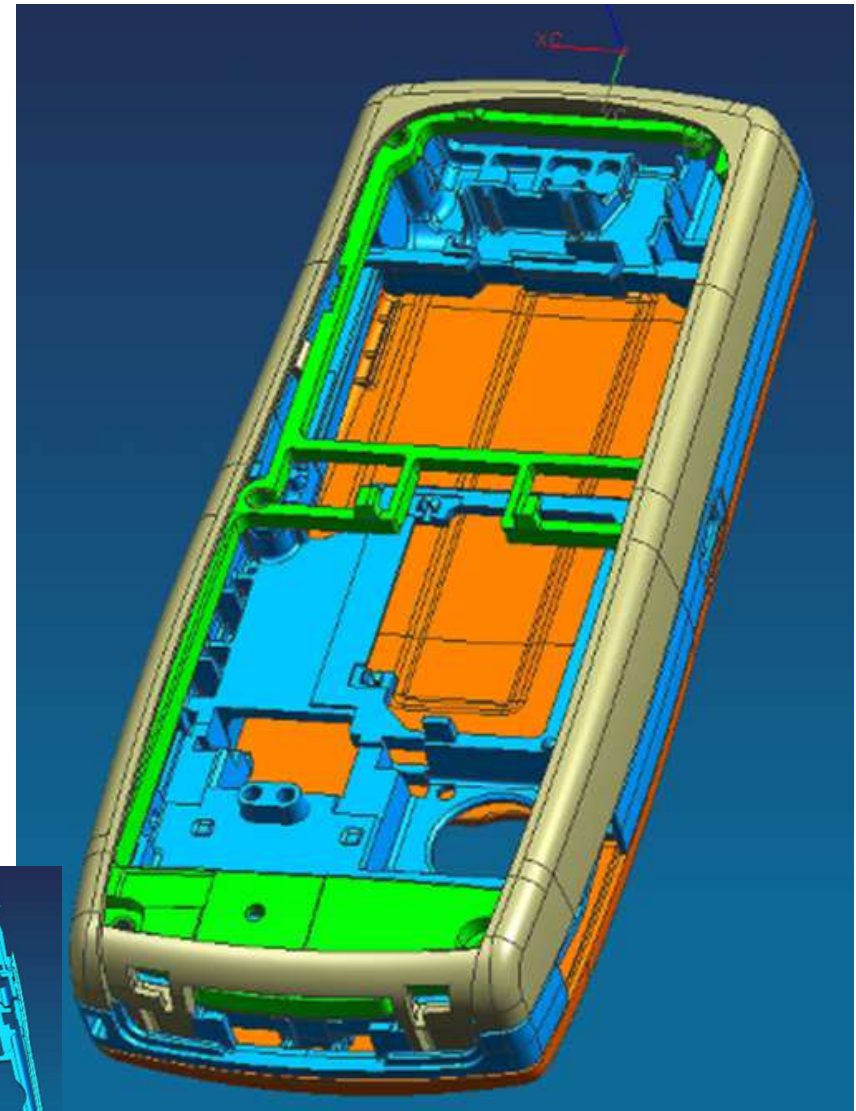
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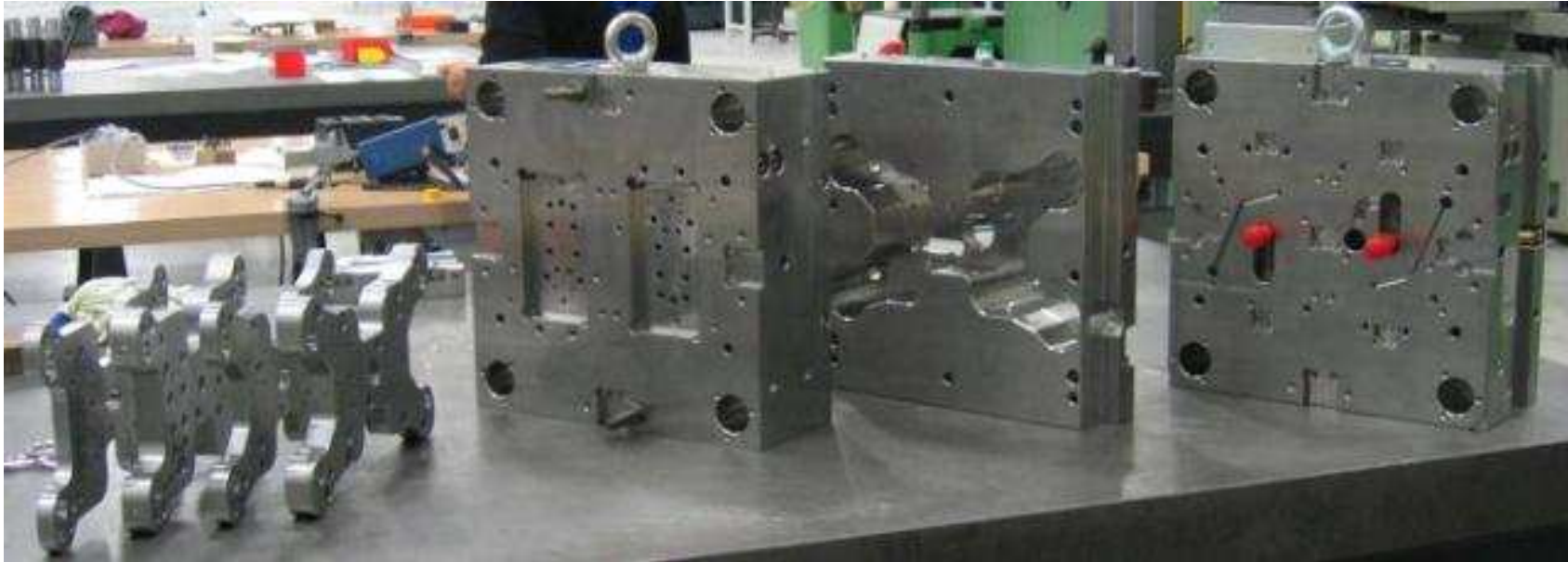
Case Study - setting

- Large Mobile Phone manufacturing company launched venture:
 - “Rapid” method to achieve steel “Tool/Mould” design, engineering, manufacturing, test, acceptance processes for “covers”

Tooling - Covers



Tooling - Covers



Case Study - setting

- Large Mobile Phone manufacturing company launched venture:
 - Decided to create “blueprint” site to change “the game”.
 - Desired outcome:
 - Reduce leadtime
 - Increase capacity of worldwide supply chain
 - Standard design –
 - Tool cost
 - Tool performance and durability
 - Parts quality
 - Tools per programme
 - Part price
 - Technology franchise-able
 - Expandable to other “parts” of mobile phones

Case Study – Setting

- Figures
 - Customer Tooling Purchase volume order of €1MMM / year
- Method chosen
 - Acquire participation to partner / new company that was to act as “pilot Blueprint site”.
 - Company grew from 20 to 220 people in one year.
 - 12 Development partners involved (next slide)

Case Study – setting

The Development partners involved

- Customer
- Tool Maker (all departments)
- Cluster partners
- ERP system
- Scheduling System
- CAD / CAM systems
- General IT Infrastructure
- MES
- Shop floor Equipment/Machines
- Storage systems
- Data exchange
- Document management / writing
- Quality System
- Husky – Mold Base & Hot Runner

Case Study – Situation Sept 2005

- Project running for over a year
- No significant progress made towards objectives
- Operating cost absorbed by customer
- Blaming culture on project
- Husky business opportunity in danger
- IT Manager (me) asked to sit in on some perceived “technical problem” meetings.
- Conclusion: Potential root cause
 - Lack of formal organisation on project.
 - New fast grown company
 - Dev partners working in silos
- Action from Husky : “Keep customer in the lead”....

Case Study – Decision point

“I am not here to help you”

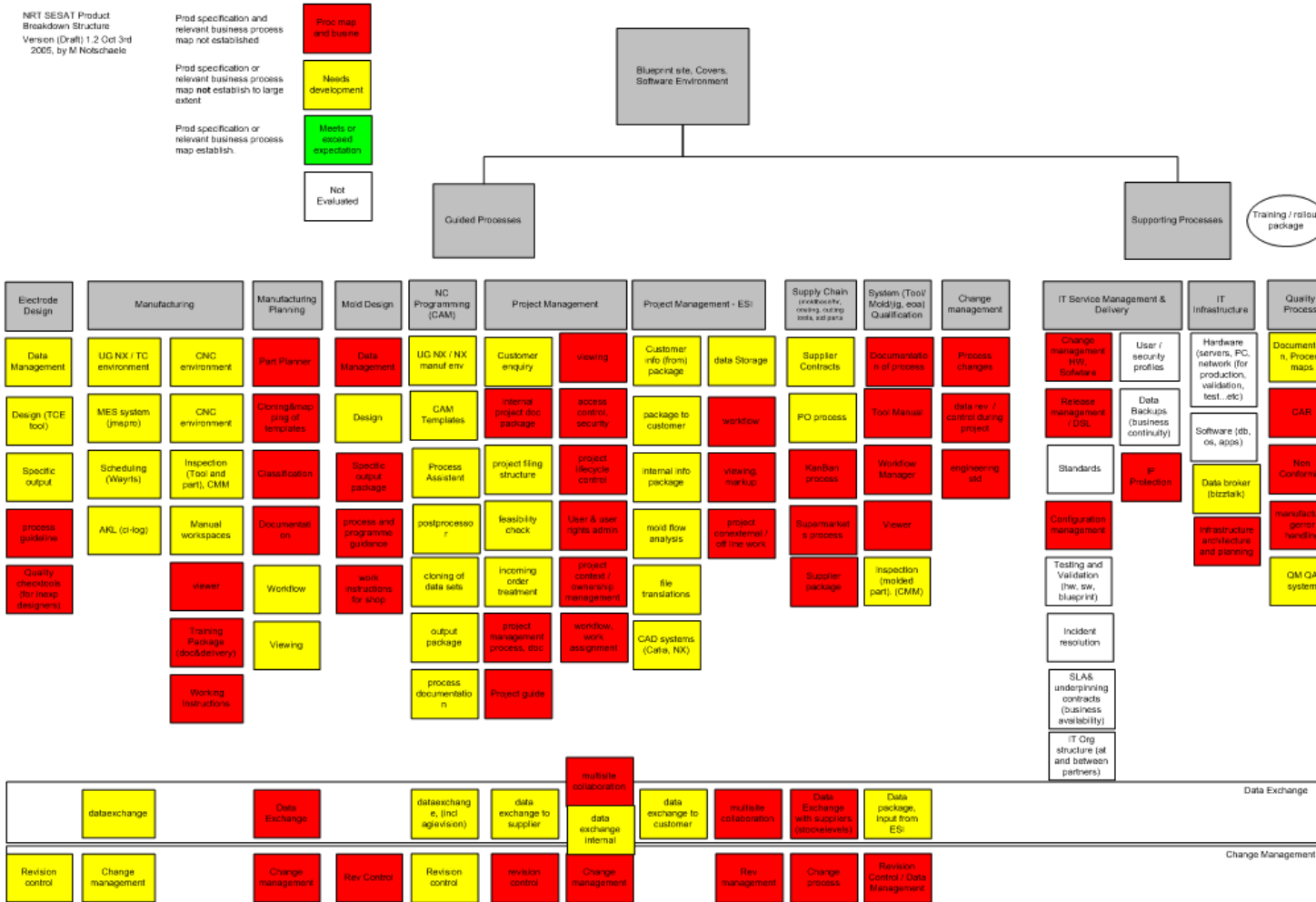
Customer quote

First 4 weeks - Reverse engineering the project – controlled re-start

- Quick intro session on Prince2 to “board” (1 hour)
- Create Product Breakdown Structure
- Homework; identify “current”:
 - Workpackages
 - Product descriptions
- Inventory: Specialist products looked for:
 - Business process maps
 - Technical specifications
 - Configuration details (software, hardware versions). Org structure of project
- Communications plan
- Business case / objectives
- Issue Log
- Risk Log
- Project approach

Product Breakdown Structure

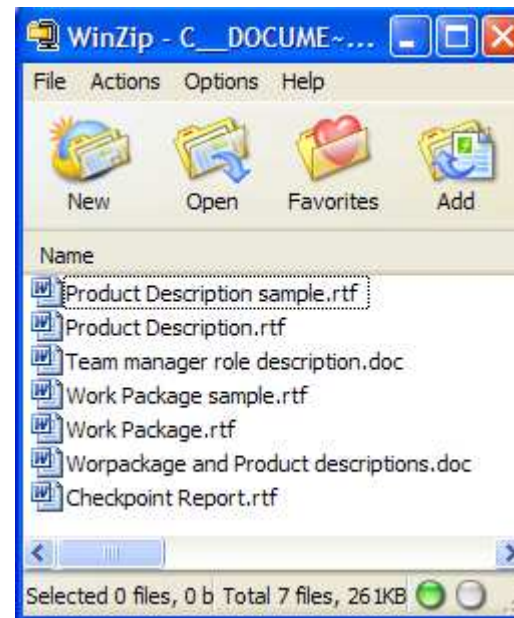
- Ground Zero



Home work: identify “current”:

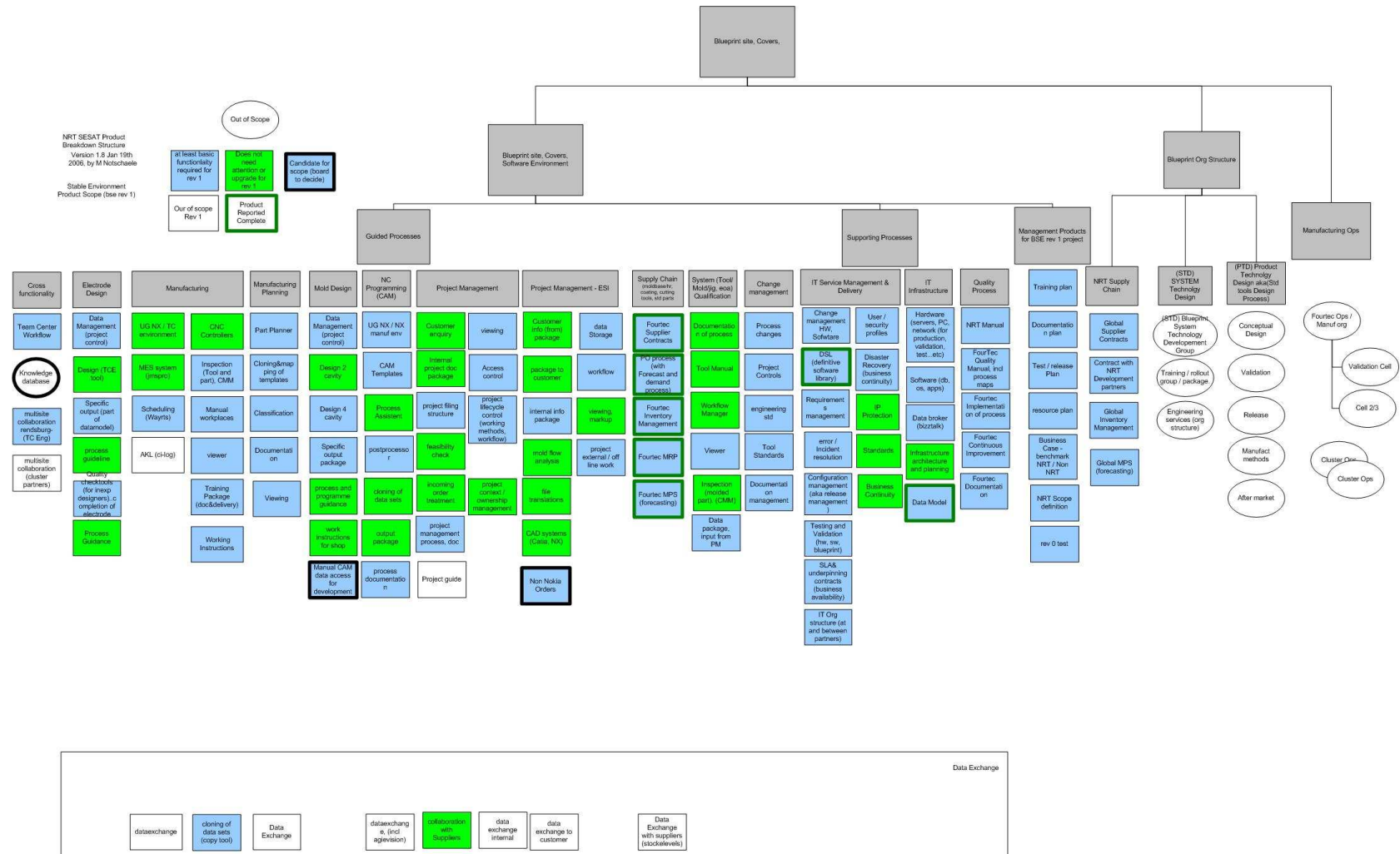
- Workpackages
- Product descriptions

- Quick immersion of Team Manager and development companies staff



Product Breakdown Structure

- Rev 1 project "scope"



Prince2 - M Notschaele - Husky IMS

Initiation Stage outcome

Week 4: PID approved
(Project Initiation
Document)

“not bad for someone who has no clue”
Quote from GM

After 4 weeks :Running the project

- Regrouped / redefined / changed ownership of Workpackages.
- Training of Team managers and Tech leads on “Controlling/Managing Stages” and “Managing Product Delivery” (3 hour session)
 - Responsibilities of Team Manager
 - Make them understand “PM responsibilities”
 - How “Stages” work
 - Workpackages
 - Product descriptions
 - Checkpoint reports
 - “Controls” & “Quality Planning”

Running the project

- Managing Stages

SESAT BSE REV 1 Project Overview / Workpackage list per Stage				
By: Mark Notschaele		March 01 2006		
Exception report	WP Number	Title	issued	Stage
	wp 02	Change Man, Doc Man, Incid	y	2
3	wp 05	Validation Cell (aka cell 1)	cancelled	2
2	wp 10	Multisite temp solution	y	2
	wp 11	Mold Design (workaround + rev 2 version)	y	2
	wp 12	Electrode design (workaround + rev 2 version)	y	2
	wp 13	CAM - WEDM	y	2
	wp 14	Supply Chain	n	2
	wp 15	Manufacturing	y	2
	wp 16	Quality System	y	2
	wp 18	Simulation Rev 1 (theoretical)	NA	2
	wp 19	Test Process rev 0	y	2
	wp 20	IT Service delivery	y	2
	wp 21	ESI	y	2
	wp 22	Project Management	y	2
	wp 23	Mold Qualification	n	2
	wp 24	Manuf planning	y	2
	wp 25	bizztalk	y	2
	wp 26	way rts	y	2
	wp 27	xrt package scope for rollout	n	2
	wp 28	benchmarking non xrt	cancelled	2
	wp 29	Team Center Workflow	draft	2
	wp 30	XRT manual	part of QA system?	2

Communication Plan / Controls

- General
 - Stage Plans
 - Risk & Issue Log
 - Exception reports
- PM to Exec Management
 - Highlight report
 - Exec Board Meeting
- PM to Project Board
 - Highlight report
 - Project Board Meeting
- Team Manager to PM
 - Checkpoint reports
 - Team Leader meeting
- As part of WP's
 - Milestones
 - Quality “work”



Stage Plan



Highlight Report



checkpoint

Outcome

- Sept 2006 Successful Closure of project
 - Project Closure report
 - Follow On Actions
- Tool Maker “ramped up production”, self sustaining.
- Tool Maker adopted ITIL, P2, PMO
- Complete “configuration of system” documented and controlled
- Already 4 cluster partners adopting technology
- Husky Business secured
- Mark Notschaele back to Luxembourg !

Why a project Management Method ?

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You have done such a good, systematic and independent project work that having this exec meeting has outlived its purpose. Keep on doing good work... *Project Executive quote*

Conclusion

- Why methodology:
 - Without method « result will vary... », even « good PM » cannot compensate.
- « Power of Prince »:
 - No time wasted on « PM system discussions», but focus on Project
 - Expert knowledge of all parties involved is not required. (PM should be savvy though...)
 - Common sense of system recognised fast
 - Principles work on small and large project, properly done with no overhead.
 - RTM...
- Experiencing good PM is contagious

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