

LISTEN.  
THINK.  
SOLVE.®

## Meeting Today's Global Project Challenges

Shaun Guy  
Global Sales Manager Life Sciences

# Agenda

---

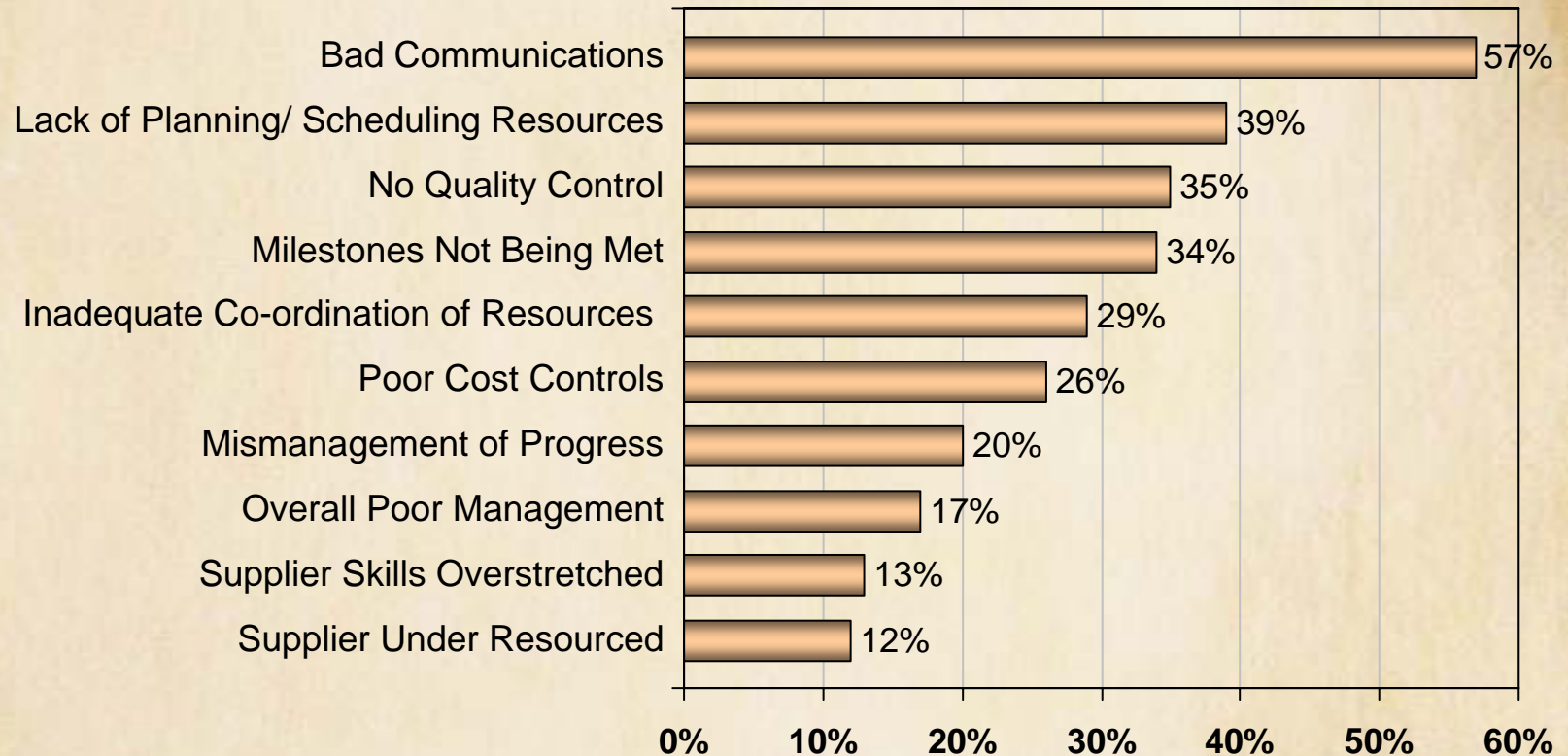
Challenges of Today's PM Environment

A Global Structured Approach

Lessons Learned: Case Study

# Traditional Challenges

## Historical Reasons for Project Failure



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**
  - Scalable 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



# Agenda

---

Challenges of Today's PM Environment

A Global Structured Approach

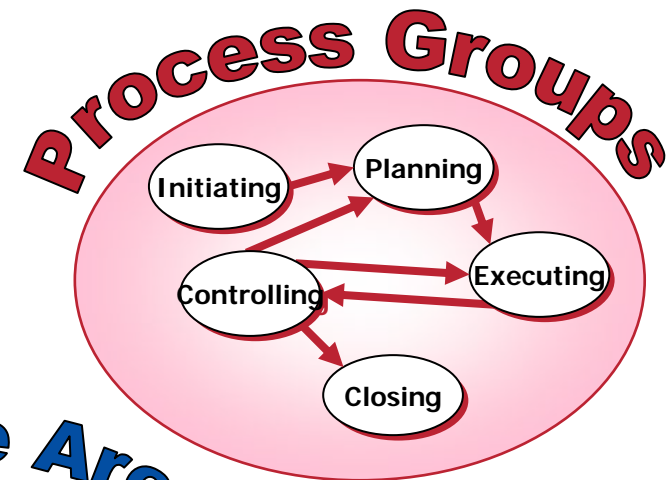
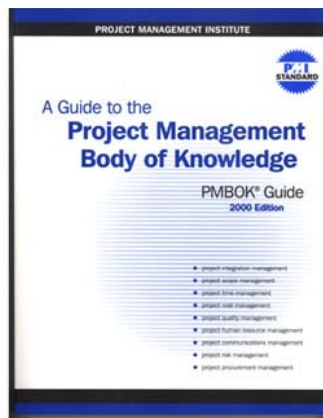
Lessons Learned: Case Study

# Global Standard PM Methodology

## A Guide to the Project Management Body of Knowledge (PMBOK® Guide):



- 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)



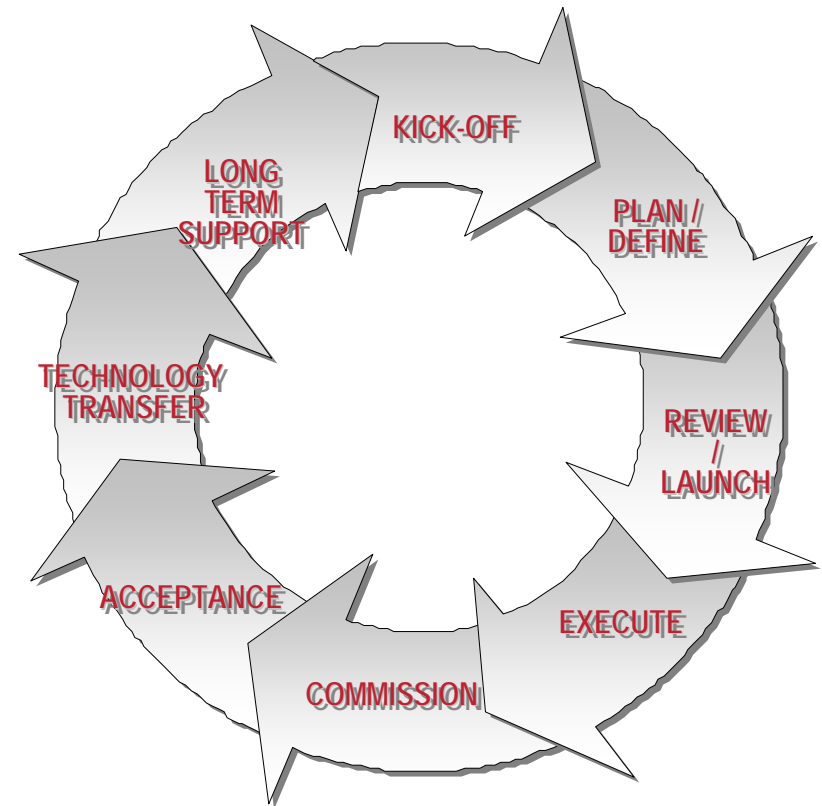
# Project Execution Methodology

- 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**

# Agenda

---

Challenges of Today's PM Environment

A Global Structured Approach

Lessons Learned: Case Study

# Case Study - Global Pharma Company

LISTEN.  
THINK.  
SOLVE.™

## 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

## Project Analysis



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

## 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

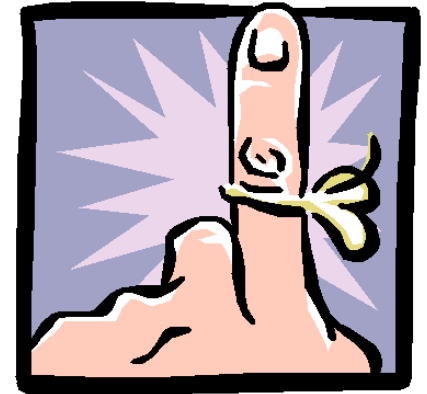
## Results



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

# Lessons Learned

- Standardized methods / tools help overcome language barriers
- Certifications (eg 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 (eg. China) despite broader use of English as a second language.



# Global Projects

Client	Program Description
Global Consumer Products Company*	Global rollout of next generation process; program-managed 15+ OEMs from Europe, Asia, & US to globally deliver 250 lines to 60 manufacturing sites, over 5 years.
Kraft Foods	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.
Global Consumer Products Company*	<b>In Process:</b> Rollout of high-performance continuous converting process application across 8 global plants in 4 countries over 4 years. <b>In Process:</b> 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. <b>In Process:</b> 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*	<b>In Process:</b> 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*	<b>In Process:</b> Global MES legacy system upgrades & standard platform implementation across 10 global sites over next 4 years.

\*Examples not from the same customer

LISTEN.  
THINK.  
SOLVE.®

Questions?

Shaun Guy

# Technology Transfer - Example

## 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

