

Project Management Basic Approaches and Practical Applications

Управление проектами Базовые подходы и их практическое применение

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*данные 2017г.

What is project?

- Building a bridge?
- Filming a movie?
- Planning a wedding?
- Raising a kid?
- Cooking a dinner?
- Climbing the mountain?
- Running a department?



Project phases

- I. Project planning (*hopes, assumptions, dreams, commitments, promises, begging, etc.*)
- II. Project execution (*facing tough reality, begging, hypocrisy, fights, parties, etc.*)
- III. Project completion (*lessons learned, rewards, punishments, credits, disappointments, etc.*)



Project planning Phase I

Key project defining characteristics

- **Duration:** well defined timeline – start and finish
- **Budget:** How much money one needs to complete the project **successfully**
- **Resources:** How many people will take to complete the project **successfully**

Is it all? What else do we need?

- What if someone comes and says: “I don’t think you’ve done enough!”
 - It means we need to have a **project scope**
 - It means well defined **project boundaries**
- What is someone (your boss or his counterparty) says: “Your project is a failure!”
 - It means we need **success criteria**
 - It means we need to have a well defined statement that speaks to what will signify the **successful completion of the project**

Project duration time and budget – how to establish?

- For each project:
 - Team of SMEs (subject matter expert)s – you ask all the right questions only if you describe the project goal clearly
 - Input from all functions
- Each one of them will tell you:
 - What it will take for their respective function to complete their respective tasks
 - That will yield the **Project plan**
 - Project plan will yield **Project schedule, budget and resources needed**

Project plan – what, who and how

Project plan – document that describes how each function, that represents the project team, by working collaboratively, will accomplish their respective tasks to bring the project to a successful completion.

How do we get the project team?

- Solicitation (begging) – going to each functional team lead and ask for the person to represent his/her function.
- Normally – same people from project to project

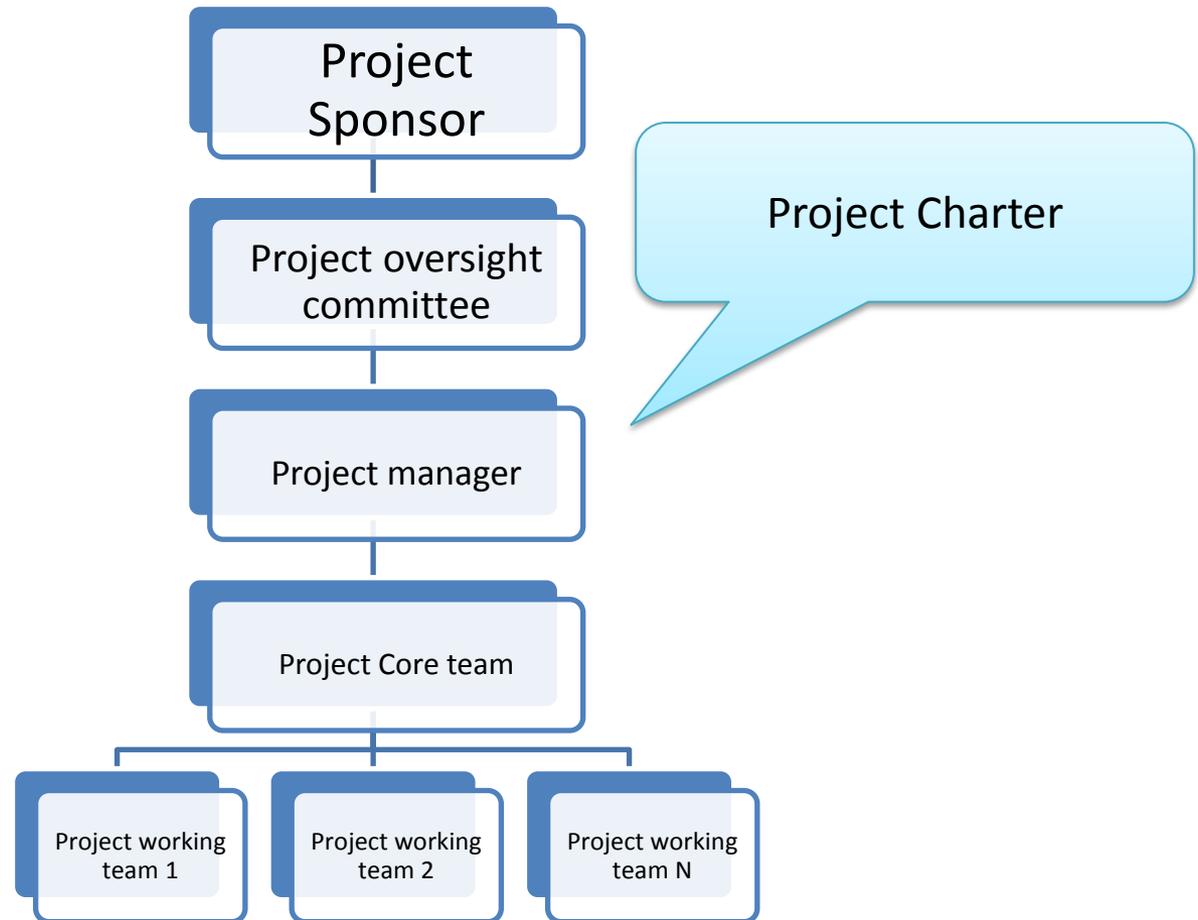
Once the team is formed, what do we need?

- Right – the team building session!

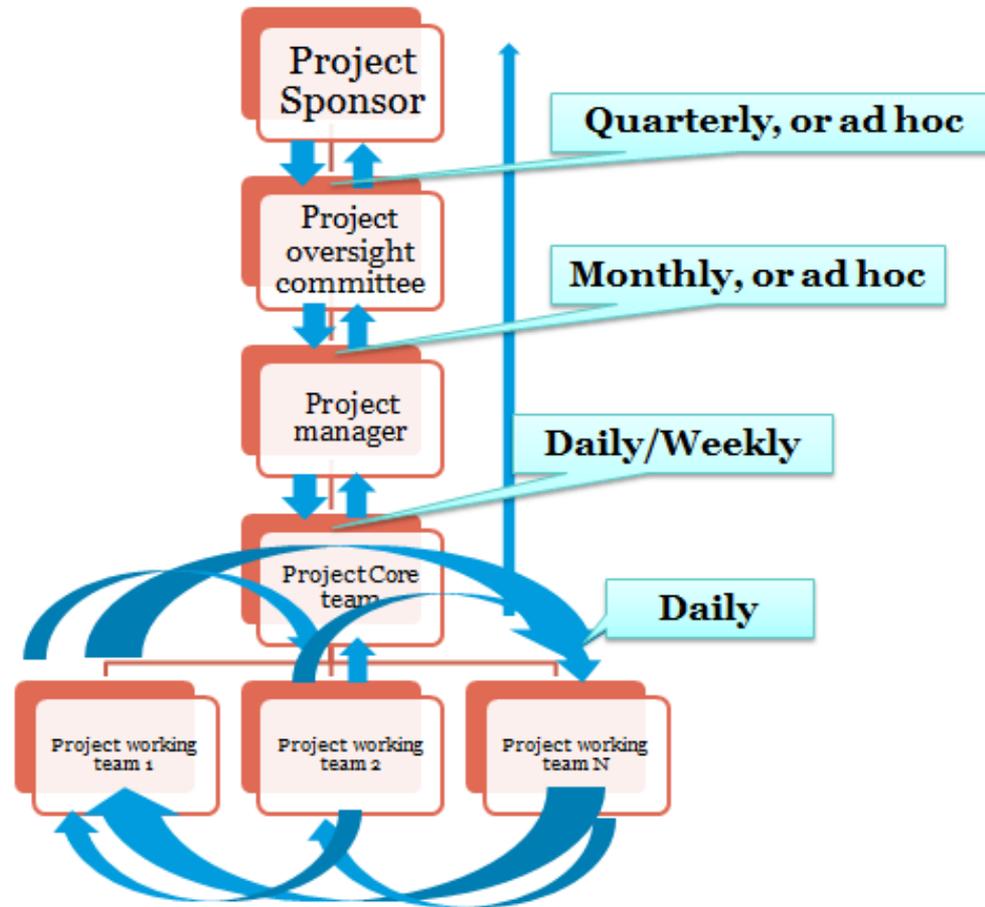
Project plan – what, who and how (cont.)

- Project team defines the project scope, timeline, budget and resources
- In pharma – “Change Request” is a trigger
- 360 degrees evaluation of a project
- Sequence of events
- Duration of events
- Tools for events (tasks) execution – equipment, raw materials, services, etc.
- Key milestones
- Resources required for each task
- Each tool & resource cost money = project budget (+20% contingency).
Planned based on assumptions and previous experiences

Project planning - governance



Project communication structure



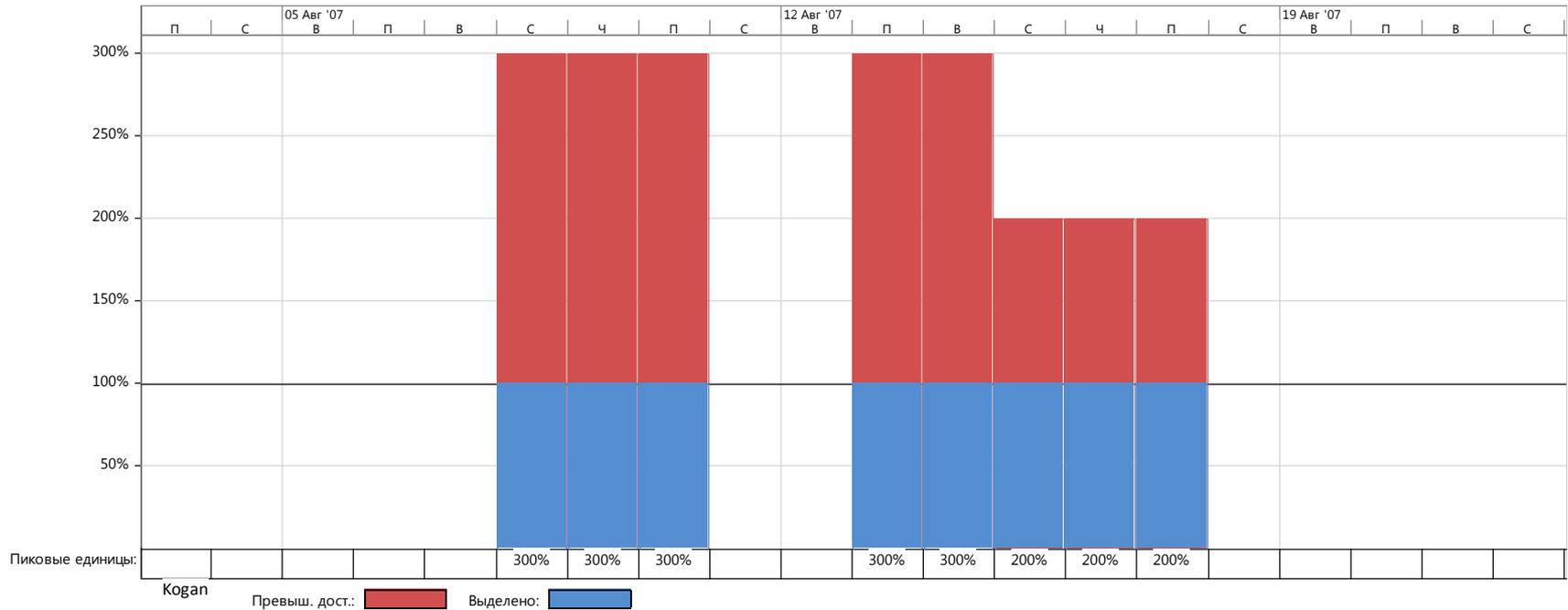
Project plan – content (may vary)

1. Scope
2. Background/Justification for Project
3. Goals and Objectives
4. Required Deliverables
5. Assumptions
6. Major Activities
7. Proposed Project Timeline
8. Resources
9. Costs/Budget
10. Risks and Issues
11. Operating Plan

Project schedule – part of the project plan

- Can be done in MS Word, Excel, or in [MS Project \(Decent and Sufficient\)](#), or other [more complex applications \(Primavera, etc.\)](#)
- Dissection of the entire project to miniscule tasks at various levels
- Assigning resources and durations to each task and sub-task
- Establishing interdependencies
- Optimizing durations and resource loadings
- Establishing critical path
- Establishing the baseline
- Approval by all functions (in writing)
- Placing on the shared drive

Project schedule – resource planning



Project schedule – critical path

Ид	Task Name	Длительность	Начало	Окончание	Пред	Capital Cost	Timeline														
							2008			2010			2012								
дн	Кв. 3	1-е полугодие	Кв. 1	Кв. 3	1-е полугодие	Кв. 1	Кв. 3	1-е полугодие	Кв. 1	Кв. 3	1-е полугодие	Кв. 1	Кв. 3	1-е полугодие	Кв. 1	Кв. 3					
22	Activities at inspection/labeling/packaging site	673 дней?	Ср 08.08.07	Пн 05.03.10		\$0,00	[Timeline bar from Q3 2008 to Q3 2010]														
24	Procurement and installation of the temp cold room	30 дней	Пн 31.12.07	Пн 08.02.08	23,4	\$100 000,00	[Timeline bar from Q3 2008 to Q3 2008]														
26	Building construction	280 дней	Пн 11.02.08	Пн 06.03.09	15,2	\$10 000 000,00	[Timeline bar from Q3 2008 to Q3 2009]														
27	Facility qualification	40 дней	Пн 09.03.09	Пн 01.05.09	26	\$100 000,00	[Timeline bar from Q3 2009 to Q3 2009]														
28	Facility inspection and permits	40 дней	Пн 04.05.09	Пн 26.06.09	27	\$20 000,00	[Timeline bar from Q3 2009 to Q3 2009]														
34	SAT	20 дней	Пн 29.06.09	Пн 24.07.09	33,2	\$20 000,00	[Timeline bar from Q3 2009 to Q3 2009]														
35	Equipment qualification	40 дней	Пн 27.07.09	Пн 18.09.09	34	\$0,00	[Timeline bar from Q3 2009 to Q3 2009]														
42	Activities at Pearl River	1151 дней?	Ср 08.08.07	Ср 04.01.12		\$0,00	[Timeline bar from Q3 2008 to Q3 2012]														
66	Regulatory activities	828 дней?	Пн 03.11.08	Ср 04.01.12		\$0,00	[Timeline bar from Q3 2008 to Q3 2012]														
67	Process and validation summary issued for review	30 дней	Пн 21.09.09	Пн 30.10.09	35	\$0,00	[Timeline bar from Q3 2009 to Q3 2009]														
68	QMC filing manager review	20 дней	Пн 02.11.09	Пн 27.11.09	67	\$0,00	[Timeline bar from Q3 2009 to Q3 2009]														
69	Submission with FDA	20 дней	Пн 30.11.09	Пн 25.12.09	68	\$0,00	[Timeline bar from Q3 2009 to Q3 2009]														
70	Review and approval	528 дней?	Пн 28.12.09	Ср 04.01.12	69	\$0,00	[Timeline bar from Q3 2009 to Q3 2012]														



Project Execution
Phase II

Project execution: kick-off meeting

Goals of the meeting:

- Count the actual participants
- Assess their ability to perform
- Build-in risks accordingly
- Ensure everyone sees the goals, objectives, tasks, issues and risks in the same way
- Get commitments and make everyone to sign under
- Meeting protocol with written commitments
- Team building
- Network and have fun

Project execution reality:

what does it mean to manage the project timeline

- Execution of each and every task and subtask can influence the timely completion of project, i.e. its success (remember?)
- Moreover, it might (and will) affect the budget and resources. How?
 - If the project is delayed there will be longer need for resources
 - If the project is delayed equipment and building will be standing still longer, and depreciate w/o ROI.
 - If the project is delayed, there will be a need to speed up the subsequent tasks
- Measure and document progress on daily basis

Project execution: PM Rules if PM follows these rules

- Never assume. Check and verify again and again.
- Collect documented evidence of execution completion, create library early
- Track all the critical path activities each and every day
- Take as many tasks off the critical path as possible
- Always have Plans B and C
- Be “dangerous enough” in all aspects of the project:
 - Construction
 - Equipment
 - Process
 - Control Methods
 - Quality
 - Regulatory

Project execution: reality of communication

Communication Means	Communication Effectiveness
Russian to Russian in person	95%
Russian to Russian by phone	85%
Russian to Non-Russian-Born Native Russian Speaker in person	85%
Russian to Non-Russian-Born Native Russian Speaker by phone	80%
Russian to Non-Russian Not Native but advanced Russian Speaker in person	80%
Russian to Non-Russian Not Native but advanced Russian Speaker by phone	65%
Russian to Non-Russian Not Native avg Russian Speaker in person	50%
Russian to Non-Russian Not Native avg Russian Speaker by phone	<20%

Project execution: reality of communication– rules of engagement

1. Verify over and over again if you were understood correctly
2. Verify from time to time that people in working teams are communicating amongst themselves
3. Always start (and end) day by talking to your counterparties
4. Ask for clarification if not sure
5. Ensure active communication: e-mail follow ups, documented deliveries. Communication is a 2-way street
6. Communicate vertically and horizontally, and encourage all project team members to do the same
7. Establish rules of communication (incl. boundaries, timeliness and filters)

Project management - budget

- At project planning phase budget was planned based on assumptions and previous experiences.
- Contingency is planned for that (as well)
- Reality is faced when we get commercial offers
- Need to have 2-3 options at least – equipment and services
- Resources (even internal) cost
- Track spending of budget regularly – it can be very complex
- Various phases of payments
 - Multiple payments to same vendor
 - Delayed deliveries
 - Taxes and duties

Project management - resources

- Working teams' members are key people on the project (not PM, not core team, not oversight committee)
- Make sure they are always aware of the changing surrounding
- Make sure they are always “watched” and that they know it
- Make sure they are always talking amongst each other and communicate outcomes of these talks
- Make sure there are no “silos” in terms of functions, or working groups
- Make sure committed resources are truly dedicated (fully, or partially as agreed)
- Make sure team members aware that project is a part of their job, not an “extra curriculum”, it's in their annual goals and KPIs
- Make sure resources' workload is “leveled”, people are not overwhelmed

Project management - timeline

- Timeline – main aspect, most visible and impactful of the project
- Make sure it's achievable from the “get go”
- Milestones are highly visible and pace defining – make sure you hit them
- Make sure it's understandable (including interdependencies)
- Make sure team members “own it” and track their progress constantly and representatively
- Make sure “critical path” activities are minimal and constantly re-evaluated and optimized
- Make sure delays and advances are evaluated from not only timing, but also personnel and budget stand point
- Predict the delays and counteract them based on “risks and issues” analysis (Project Plan – remember?)



Project Completion
Phase III

Have we met the success criteria?

- Need to demonstrate if all the planned deliverables were delivered, if not – why?
- Need to show if all the milestones were hit, if not – why?
- Did the project completion helped to achieve a business goal (Big Picture)
- And Most Importantly:

Lessons Learnt

What is “lessons learned”?

Deep analysis of all

- tendencies,
- problems,
- issues,
- behaviors,
- losses,
- gains,
- improvements,
- etc.

To capitalize on gains next time, and avoid losses next time

You've reported project completion. Now it's time to celebrate

Do!

- Invite all participants who was part of the project regardless of their position
- Give acknowledgement to everyone, even briefly
- Make sure management of participants knows of their role in the success (it is their success, too)
- Prepare a good and meaningful speech (short or medium length)
- Mention few real events through the project execution where people showed their dedication and praise them for that
- Cut few innocent jokes, but stay within ethical frames
- Mention those who left the project prior to completion

Don't:

- Concentrate on 1 or few people, even if they are true heroes – it's a team work



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