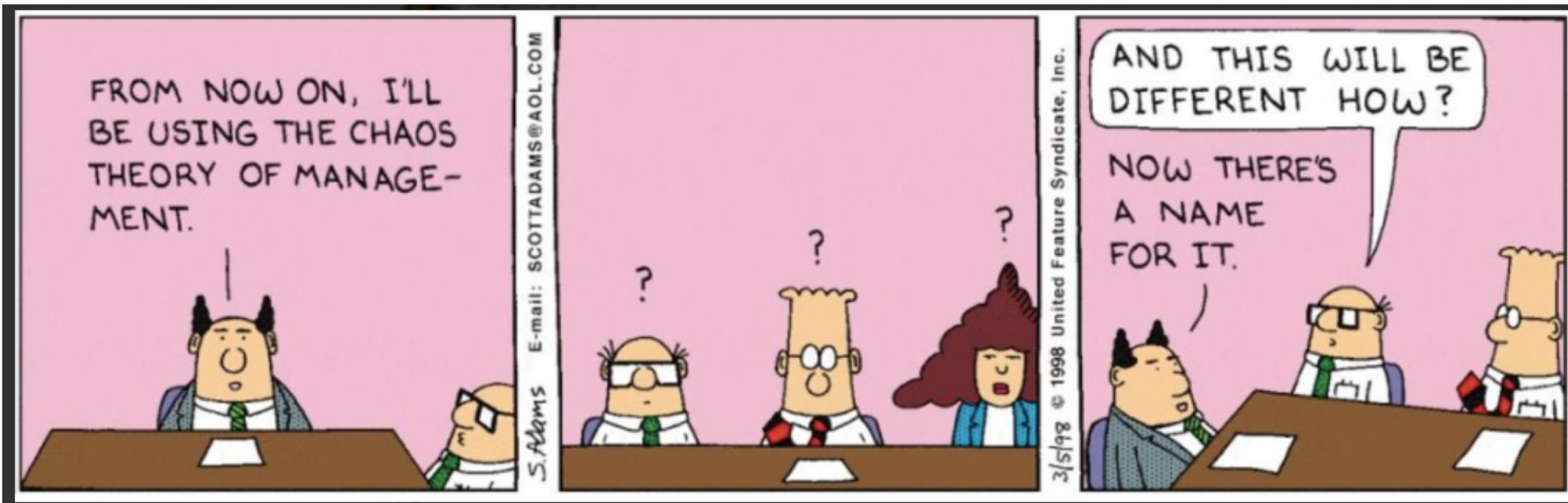


SOLVING THE PROJECTS PROBLEM

It's not about buffers or behaviors

Presented by Sanjeev Gupta, CEO, Realization
& Michael Hamlin, President Field Ops, Realization
01-May-2018, TOCICO International Conference

STATE-OF-THE-ART IN PROJECTS



IMPORTANCE OF PROJECTS

**PROJECT
BASED
BUSINESSES**

R&D/NPD

CAPEX

STO/MRO

**CHANGE
INITIATIVES**

**PROJECT-LIKE
SERVICES**

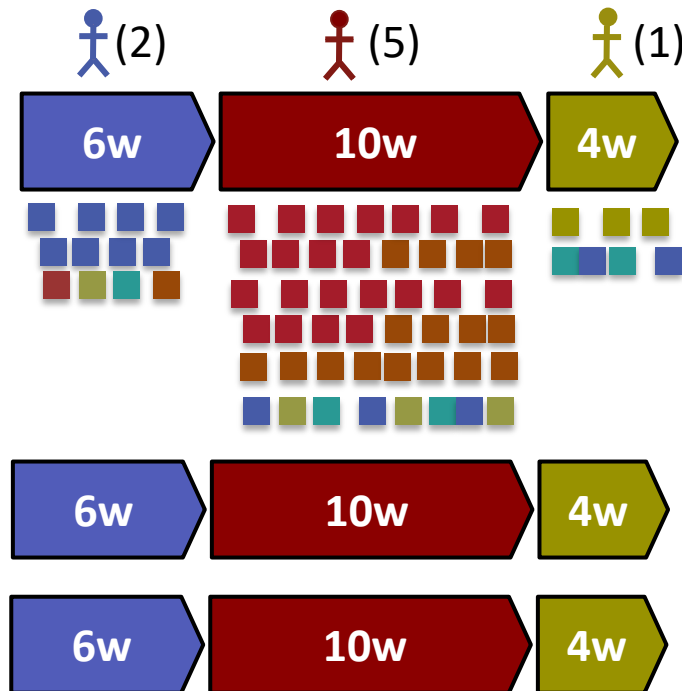
- \$10T spent on infrastructure projects every year
- We are entering the age of hyper competition
- Digital Transformation is on the top of CEO's agenda
- US Healthcare is bigger than Global Automotive Industry
- \$500 million on the balance sheet of PMI (purveyor of certifications)
- \$8-10 billion/ yr. spent on project management software and services
- \$208 billion GDP impact of 2017-2027 Talent Gap

NOT THE MAIN SOURCE OF VALUE

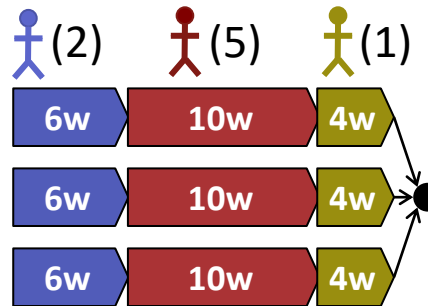
A large, semi-transparent red prohibition sign (a circle with a diagonal slash) is centered over the text, indicating that the listed items are not the main source of value.

AGGREGATION OF SAFETIES
ROADRUNNER
BUFFERS
WIP CONTROL
BUFFER MANAGEMENT
NO BAD MULTITASKING
OBJECTIVE-DRIVEN PLANS
FULL KITTING
FLOW-BASED PLANS

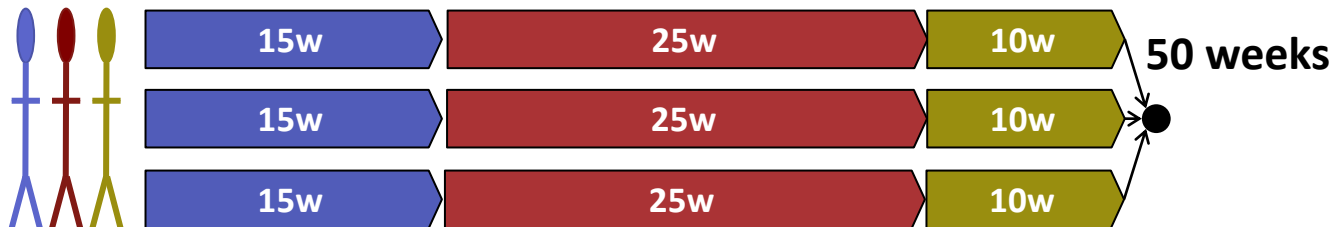
THOUGHT-EXPERIMENT



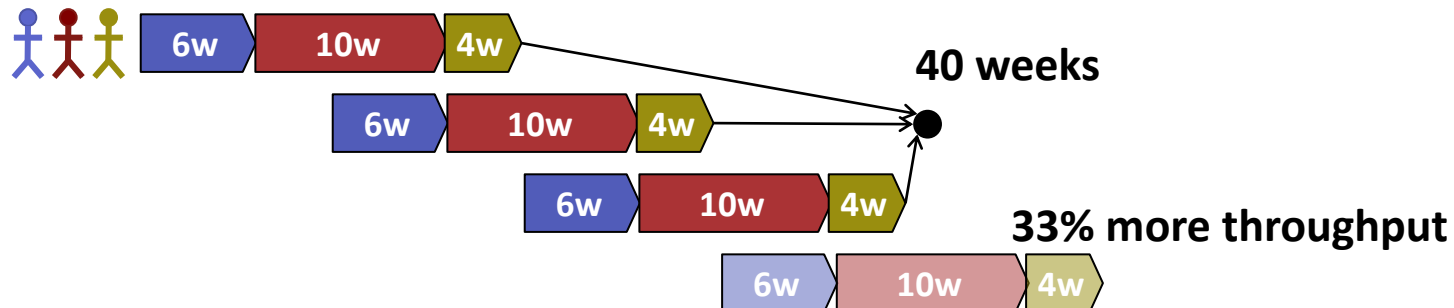
LOCAL VS. GLOBAL OPTIMIZATION



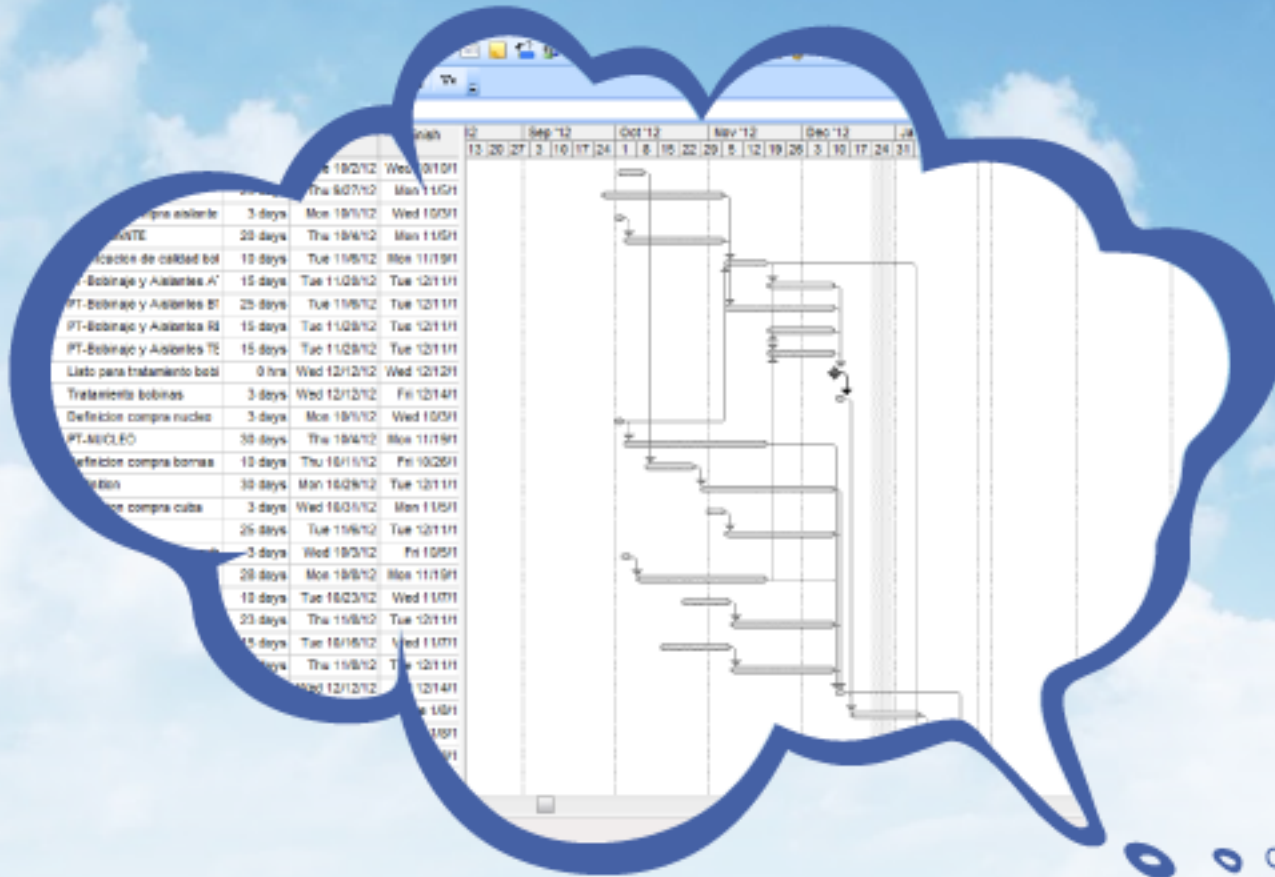
LOCAL OPTIMIZATION: KEEP BUSY, SHOW PROGRESS EVERYWHERE



GLOBAL OPTIMIZATION: FOCUS & FINISH



THE PROMISE OF PROJECT PLANS



Task sequence had to change

Planned resources not available

Work took longer than estimated

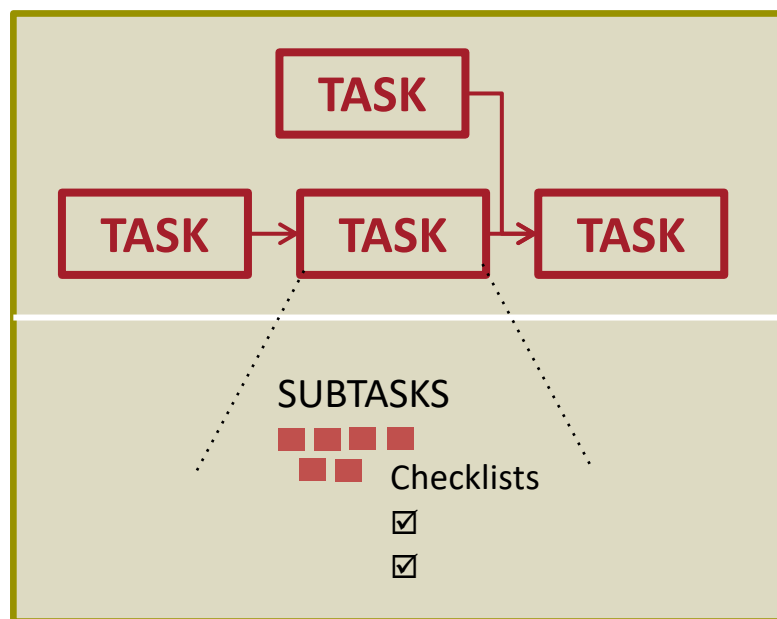
Suppliers were late

Approvals didn't happen on time

Encountered technical problems

Scope and specs were changed

SOLUTION: FOCUS & FINISH WORKFLOWS



CASE STUDY: LANDSCAPING BUSINESS



Mr. Baltazar Martinez
Owner
South Valley Landscape

FROM 4 MONTHS TO 4 WEEKS



FROM 1 YEAR TO 4 MONTHS



FROM 6 MONTHS TO 3 MONTHS



BALTAZAR'S PERSONAL JOURNEY

CHILDHOOD RESIDENCE



PRESENT RESIDENCE



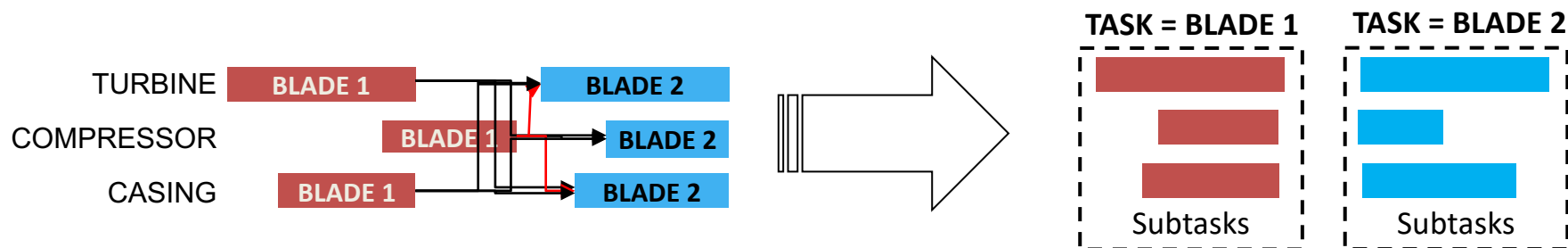
NEXT RESIDENCE



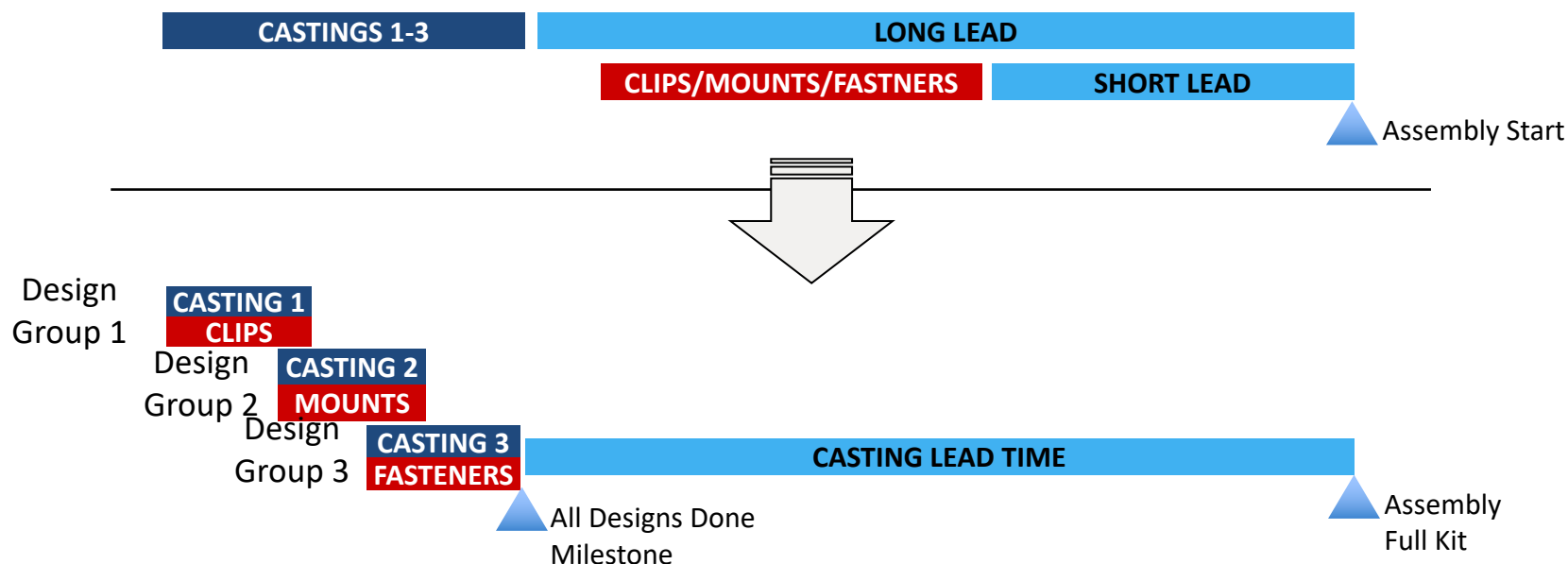
FOCUS & FINISH WORKFLOWS

APPLICATION	DESCRIPTION
1. INTERACTIVE WORK	Continual flow of information between different tasks
2. INTERACTING RESOURCES	Back-and-forth handoffs at a high frequency
3. MINI-ASSEMBLIES	Many integration points along the flow of work
4. BATCHING TO SAVE SETUPS	Avoid frequent setup-up, tear down
5. ENFORCE AN EXECUTION SEQUENCE	Any of the many tasks can be done in parallel but only a certain sequence is best for FOCUS & FINISH
6. FLEXIBLE EXECUTION SEQUENCE	Allow flexibility in what task to pick up next
7. ROLLING-WAVE (AGILE) PLANNING	A valid end-to-end plan possible at the project level, but details are available only a few days or weeks out

INTERACTIVE WORK

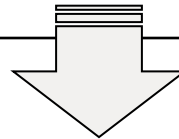


INTERACTIVE WORK: ANOTHER EXAMPLE



INTERACTING RESOURCES

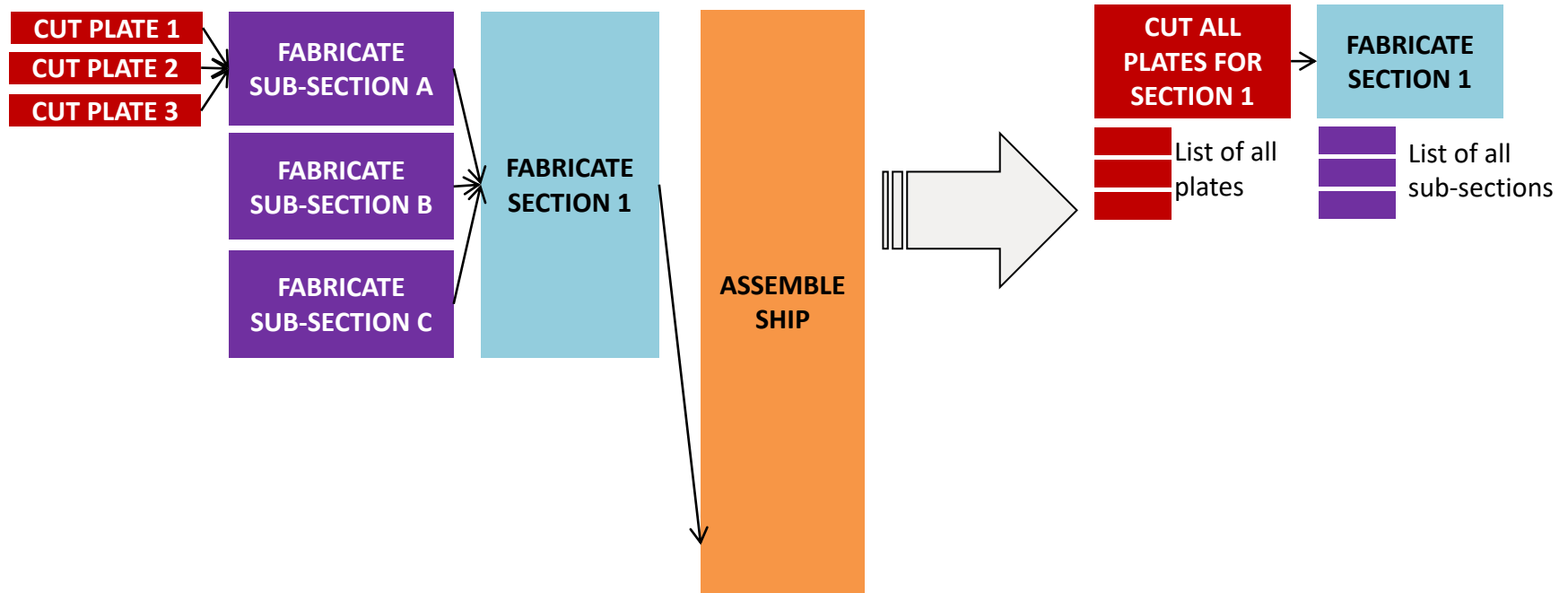
WORK-STREAM 1	DRAWINGS #1 priority for PURPLE Resource	REVIEW #4 priority for RED Resource	REWORK	REVIEW	APPROVAL #8 priority for BLUE Resource
WORK-STREAM 2	DRAWINGS	REVIEW	REWORK	REVIEW	APPROVAL
WORK-STREAM ..	DRAWINGS	REVIEW	REWORK	REVIEW	APPROVAL



WORK-STREAM 1

- Drawing
- Review
- Rework
- Approval

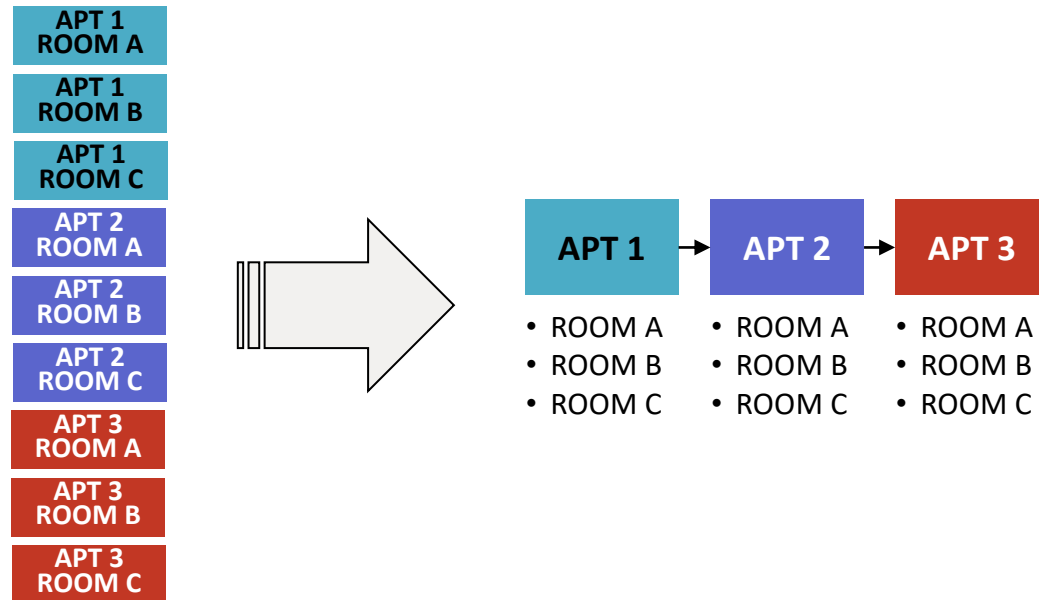
MINI-ASSEMBLIES



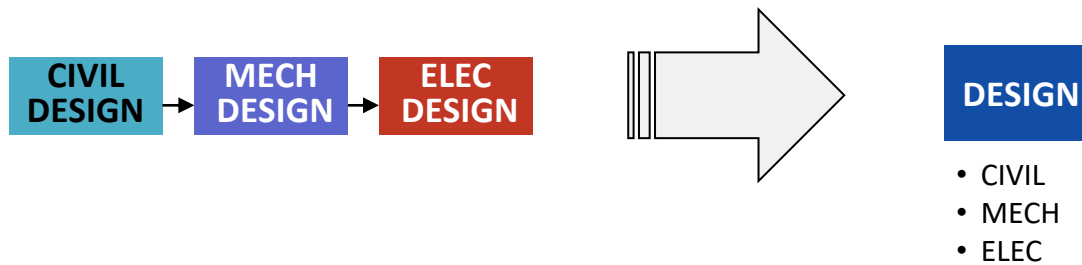
BATCHING TO SAVE SETUPS



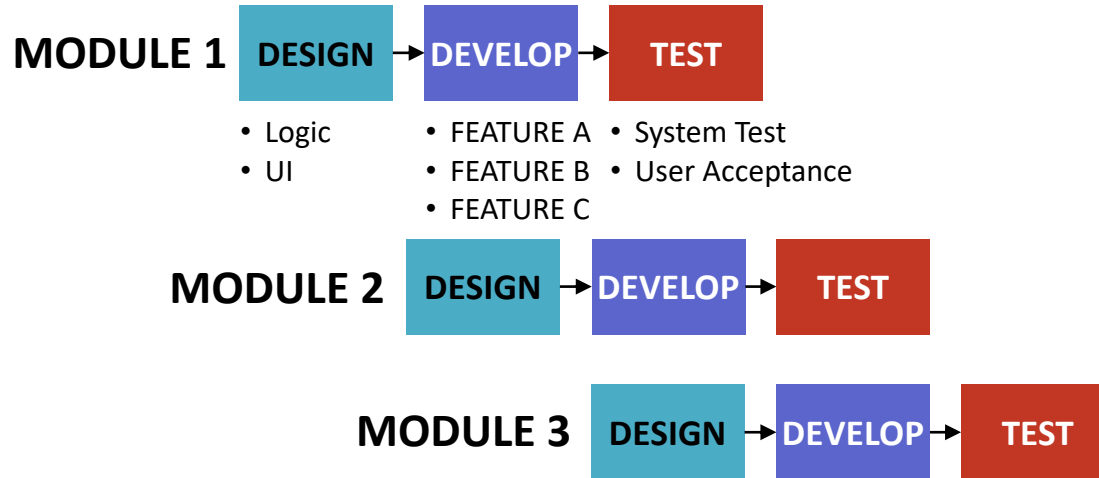
ENFORCING AN EXECUTION SEQUENCE



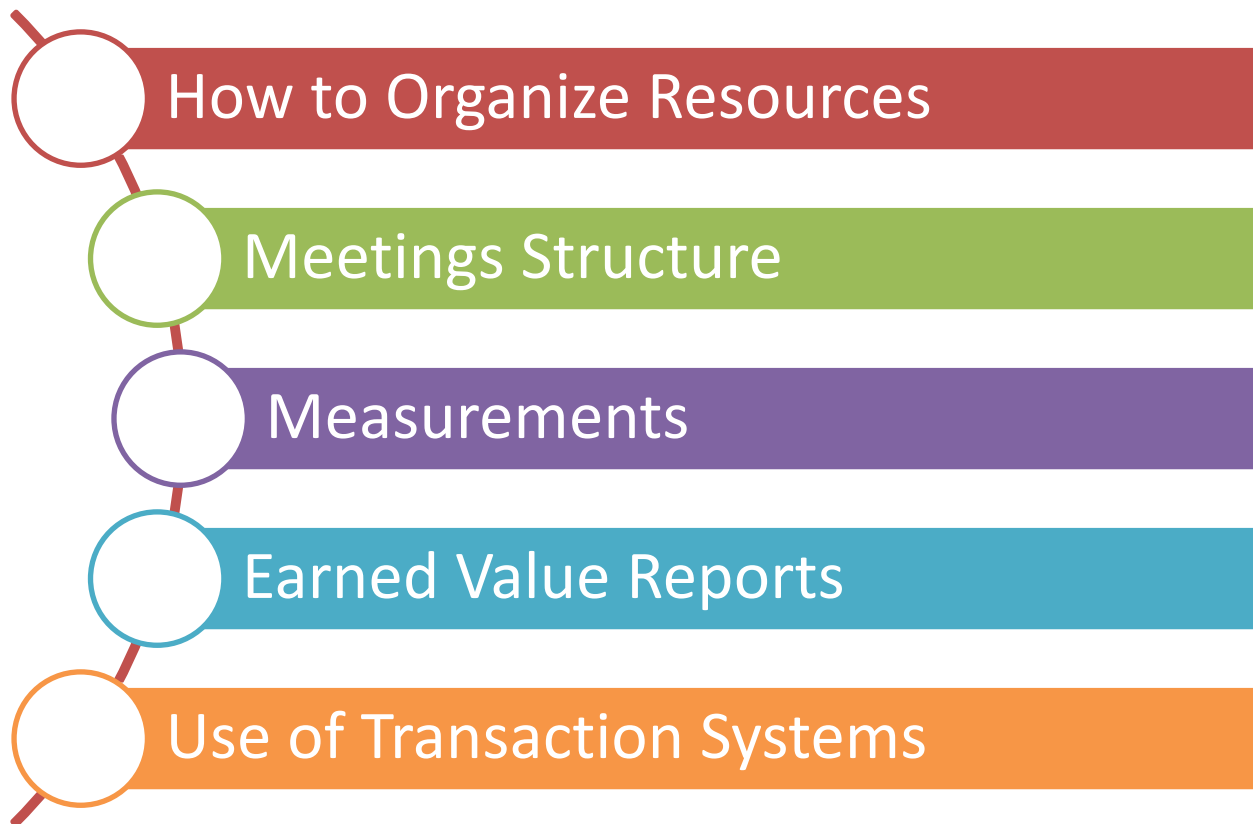
FLEXIBLE EXECUTION SEQUENCE



ROLLING-WAVE PLANNING



F&F WORKFLOWS DEFINE EVERYTHING



IT'S A CHOICE

