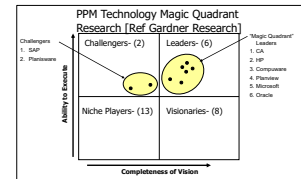


How can I overcome the increasing complexity and improve program performance of my vehicle launch and CapEx programs?

The Enterprise Organization

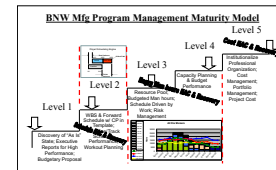
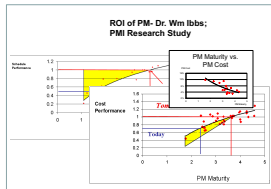
Program management performance and productivity can be improved by leveraging the appropriate technology and change managements. So, what are my organizational and enterprise wide program performance and integration requirements to get everyone on the same page?

Enterprise wide program management tools – formally call PPM [Portfolio, Project Management] technology –are now becoming more commonplace and powerful enterprise tools for the last ten years in US Industry. There are eight such high quality manufacturers [ref Gardner Research study]—the most widely known and used being MS Project EPM [Enterprise Project Management] of manufacturing & engineering industry and Primavera [Oracle Corp.] for Construction industry.



PPM technology provides Program/ Project management [doing projects and programs right] and at same time use a central database to store multiple projects placing demands on the same but limited number of resources with web access - user access controls for enterprise wide information.

Organizational maturity as a measure has its roots in a PMI Research land mark study that can be nicknamed “ROI of PM” which shows without reference to any technology at more mature stages high levels of project schedule performance, project cost performance, and percent cost of project management cost declining [in other words, “more with less”]. BNW has implemented with high success rates, an organizational maturity model that effectively leverages PPM technology [Project Tools].



Vehicle Launch Program Management Decision Making

Complexity on Vehicle programs can be overcome by institutionalizing PM metrics that are important to get the right decision making at the right time.

What is the decision making information I need to simplify and manage effectively? In order to answer this question, think about the Manufacturing Axiom – **“If you cannot see it, you cannot control it”**

Project and program deliverable content like phases, the task processes, and milestones that can be planned, executed and tracked so as to predict troubled projects needs to be put in place in order to provide this decision making approach.

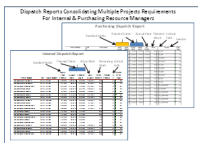
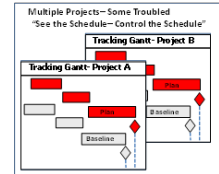
Schedule performance and resource availability are the two primary elements that are required to plan and track performance mid project to allow decision makers to have the right information at the right time to reduce the complexity while improving performance. These would include a dynamic [forecast] schedule, a baseline goal and regular tracking of project schedule progress. Resources required to meet the schedule demand must be planned and then compared to capacity. Since auto and truck vehicle program launches typically use relatively large percentages of outsourced services for over allocated internal man hour resources, the ability to plan, execute and track these outsourced resources must be part of the planning and execution cycle. Capacity load forecasts and outsource plans must both be available to executives for effective decision making. BNW Mfg uses Re-configured Project Tool with a “3 Mouse click Ability” to see all critical data.

Standards, Tools, and Methods 470 words

Are there any known standards, tools and methods that can reduce complexity and increase vehicle program launch effectiveness—as evidenced by their success in implementation?

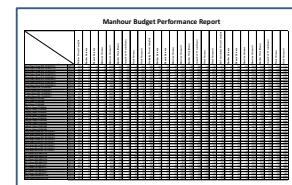
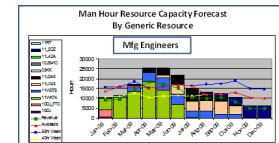
Standardization with the right complement of custom vehicle program specific data eases the burden of cultural adoption; allows their metrics to roll up to the executive level for simplified evaluation of effective decision making. Utilization of custom information unique to each company, product, and internal processes are incorporated into standard reports in a re-configured project tool designed specifically for these purposes and for vehicle launch applications. The long now commercialized PPM Technology tools have proven their ability to provide the leverage of integrating the entire enterprise using their central database web tool functionality. Development of a simple, standard suite of reports that can be most easily institutionalized to make all stakeholders' roles easier is the answer. Years of high performance PM system experience has taught us there are only four of those reports critical for high performance results:

- Tracking Gantt [report compares a frozen schedule to the planned and actual mid project schedule]. Overtime working calendars allow compression of schedules applied to any or all programs, projects, Department, and selective critical path tasks work schedules.
- Dispatch priority reports for resource managers and outsourcing buyer to the supply base. These provide tabular information on incomplete project work prioritized by

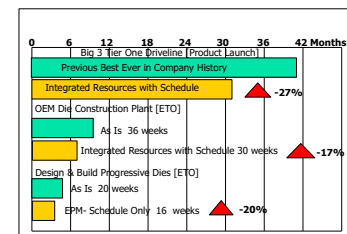


Critical Path and late schedule performance both internally and to outsourced supplier work. This places these managers of internal and subcontract suppliers in complete synchronization with *all program managers on all multiple projects* using the critical path method.

- Monthly Resource Capacity by specific skills allows Program Managers, Resource Managers, and Executives to re-plan over or under allocated resources on a forward planning horizon. Work decisions to re-allocate by shifting internal work to external subcontracted suppliers using the 3 mouse click access method quickly re-plans the schedule to be performed on time for recovery. Capacity load forecasts are synchronized with the finance on the month end financial closing and project closing cycle in order to provide Finance accurate direct labor burden absorption forecasting.
- Budget man hour performance reports produce month end man hour budget performance and forecasted performance information with—again using the 3 mouse click access method.



Producing all these decision making reports in an integrated and timely method with the “3 mouse click access method” on a vehicle program allows executives the decision making view forward and mid project trouble forecasting to reduce complexity and improve performance with “Game Changing Speed” to Vehicle Program results. Adjacent diagram shows Auto and Truck examples of Game Changer program management speed produce >> 15% speed to market results. Note 17%, 20% and 27% program timing speed changes in large product launch and CapEx tools and dies. Game Changer company executives’ references are available upon request.



About the Author: Ted Barth has managed seven plants in five states in his salary career and is Past President of Detroit Chapter of PMI. His company has developed a complete re-configured MS Project tool set that allows these principles, standards, tools, and methods to be *adopted with ease* in any automobile and truck manufacturing and engineering company. These successful implementation practices in thirty different clients over the eighteen years of company history has produced these capabilities. BNW Manufacturing announces in

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addition to its implementation business a complete corporate training curriculum how to use the re-configured toolset to implement game changer results in auto and truck vehicle programs.