

Benefits of structured Project Management

Petra Heumann* discusses how Heye International implemented a modern project management concept to fulfill customers requirements and bring the project to a success.

With a new investment, certain targets have to be kept. Finally it is all about budget, quality and time: The fixed budget may not be exceeded, the quality of products and practices must be satisfactory and the time schedule has to be kept. There is often an overwhelming amount of information when it comes to a new investment in a glass production facility. When Heye gets a machine order, the company handles all commercial and technical processes with a structured and permanently reviewed project management system, called 'PM@Heye'.

According to the project's type and scope the basic structure can be adapted and customised. In the first phase Heye's Sales Managers finally clarify all technical and commercial points with the customer before they hand over the project to the project manager, who then is the permanently responsible contact person during the entire project (one-face-to-the-customer). The project management processes at Heye are well-organised and transparent to the customer. In each stage of the project the customer is informed on the latest status, kept in the loop, with a comfortable 'one-face-to-the-customer' approach.

With the invention of the SpeedLine IS-Machine, Heye's flagship within the Hot End portfolio, tremendous improvements in project time-schedules have been generated based on standardised parts logistics, modular assembly and the integration of many sub-systems into the factory-assembled and factory-tested machine. This also allows the machine to be installed and put into operation in shortest time due to standardised processes, less interfaces and its modular and premounted design. Under best conditions, a skilled Heye installation team can move and install a Speedline-machine within a period of 15-20 days from unloading from a truck until start of

the cold-run. Start-up and performance-run is an important part of the project and the experienced Heye service team is able to achieve full machine performance already two days after hot production start. During all these project stages the project manager is the link between all acting groups and the customer.

The following schedule gives an overview of all typical project phases (here: Hot End project of an IS-Machine).

Phase 1. OPENING

- Final customer meeting
- Commercial and technical clarification
- Placement of purchase order / contract signing

Phase 2. PLANNING

- Heye internal project handover form Sales to Project Management department
- Customer kick-off:
- Introduction of the Project Manager
- Verification of the scope of supply
- Project planning including milestones for delivery, start-up and training
- Determination of start-up containers
- Continuous customer communication

Phase 3. PRODUCTION

- Production phase
- Testing and verification of machinery and equipment.
- Preparing of readiness for shipment

Phase 4a. TRANSPORT

- Transport and shipping process in accordance to agreed Incoterm

Phase 4b.

INSTALLATION AND COMMISSIONING

- Arrival of machinery and equipment at site

- Installation
- Training
- Cold run and approval for first glass.
- Commissioning
- Approval of readiness for packing bottles by customer
- Acceptance

Phase 5.

COMPLETION AND LESSONS LEARNED

- Final project meeting of customer and Heye Project Management
- Lessons learned
- Special support until end of warranty period

These single phases have proved a useful tool to structure and manage the complexity of many projects. By stipulating and maintaining these project goals and sub-goals in their single phases, the overall goal is usually better achieved and customers are satisfied.

Ralph Versluis, Production Technology Manager at Ardagh Glass Europe, confirms: "Since my cooperation with Heye I have been involved in many projects and I also met several project managers.

"The process PM@Heye is certainly a main driver for an effective flow through the different phases of a project and finally for a successful start of a machine. I am a strong believer that good processes drive good results. The main focus for the cooperation with Heye has always been on the process and the transparency. A mutual understanding of what the needs are and how those can best be translated into the project process is what has driven the good results over the latest projects."

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