

# PROJECT MANAGEMENT AND BEST PRACTISES IN DEVELOPMENT

By

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# Introduction

...Here are a few points worth considering

- ▣ Markets are becoming more Global
- ▣ Many local services are now being done overseas
- ▣ Only 1 in 7 products are a success
- ▣ 47% of resources wasted on failures
- ▣ Clearly, we need to be more competitive

# Solution

- ▣ Best practises to
  - Focus activities,
  - Streamline process
  - Reduce waste (non-value added activities)
  - Improve the flow of information
  
- Motivate teams

# Side Notes

- ▣ Best practises are taken from many proven industry processes
- ▣ Steps can be iterative, not just sequential
- ▣ Applicable to development and process improvement type activities
  
- ▣ Assuming an adequate business infrastructure exists

# Sources of Best Practises

- ▣ Quality Systems including,
  - ISO 9000
  - US FDA's GMP, for medical devices
- ▣ Stage/gate process – Dr. Cooper
  - Gating and funnelling
- ▣ PMBOK guide
- ▣ Lean Manufacturing (for the office)
- ▣ Estimating systems

# Best Practice Steps

1. Market analysis / requirements definition
2. Concept development
3. Business rationale
4. Project planning
5. Development
6. Production
7. Launch

# Market Analysis

## Requirements Definition

- ▣ Typically occurs before “the project” actually begins
- ▣ Poor market analyses is the number one cause of product failure
- ▣ Turn customer’s qualitative needs into quantitative technical requirements
  - Clear, unambiguous requirements

# Market Analysis

## Requirements definition

- ▣ Analysis should included the following,
  - Customer & market needs
  - Competition
  - Product differentiation
  - Value proposition
  - Product pricing
  
  - Market launch plan
  - Market potential

# Concept Development

- ▣ Determine how to meet the requirements
  - Look at options v.s. benefits
  - Narrow down options to as few as possible
- ▣ Identify expected product costs
- ▣ Start project initiation
- ▣ Production input starts here
- ▣ Activities may also include research, modelling, prototyping, etc. for high risk projects

# Business Rationale

- ▣ Determine if the inputs are accurate and complete
- ▣ Compare benefits to acceptable business commitment
- ▣ Outlines acceptable costs, resources, time to market etc.
- ▣ Results in project justification

# Project Planning

## - a few key points

- ▣ Project management -> The assurance of meeting the business plan
- ▣ Ensure project initiation and planning are complete
  - Enough structure to ensure predictability
- ▣ Includes risk control activities
- ▣ Clearly outlined deliverables, including documentation
- ▣ Determine project cost, schedule, resources etc.
- ▣ Include quality activities (planned in advance)

# Development

- ▣ Start project execution with a clear target
- ▣ Cross functional input is required
- ▣ Managing scope is a priority
- ▣ Trending can be useful
- ▣ Clear communication is paramount
- ▣ Focus development
- ▣ Quality activities & documentation
- ▣ Prototype & test
- ▣ Transfer to production – don't throw it over the wall, blend it

# Development

- ▣ Remember, two of the 4 leading causes for product failure are,
  - Higher-than-expected development and product costs
  - Product defects or quality issues

# Production

- ▣ Develop processes
- ▣ Set-up quality controls
- ▣ Set-up suppliers
- ▣ Pilot production
- ▣ Packing & shipping

# Launch

- ▣ Inform the market of the new product
- ▣ How will the product be distributed?
- ▣ Product launch should be a pre-planned activity
  
- ▣ Implement production
- ▣ Training of sales staff
  
- ▣ Note: “Poor launch” is the 4<sup>th</sup> top cause for failure

# Process Improvement

- ▣ The key steps are adjusted slightly for process improvement projects
  1. Clearly Identify the requirements
  2. Concept development
  3. Business rationale
  4. Project planning
  5. **Development**
  6. **Implementation**

# Summary

- ▣ Focused development with,
  - Clearly defined requirements
  - A well define path -> concept
  - A funnel approach to reduce options
- ▣ Streamline processes by,
  - Improving the flow of useful information
  - Reduction of non-value added activates
  - Gating

# Summary

- ▣ Business rationale based on accurate and complete information
  - Making informed decisions
- ▣ Project planning is used to ensure,
  - Project has an effective structure
  - Business needs are met
- ▣ Effective transfer to production
- ▣ Target customers and market with a planned product launch

# Conclusion

- ▣ The use of best practices will result in,
  - A superior product
  - Lower costs
  - Shorter time to market
  - Improved quality
  
  - Increased profitability

Thank you for your time

