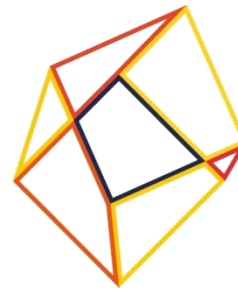


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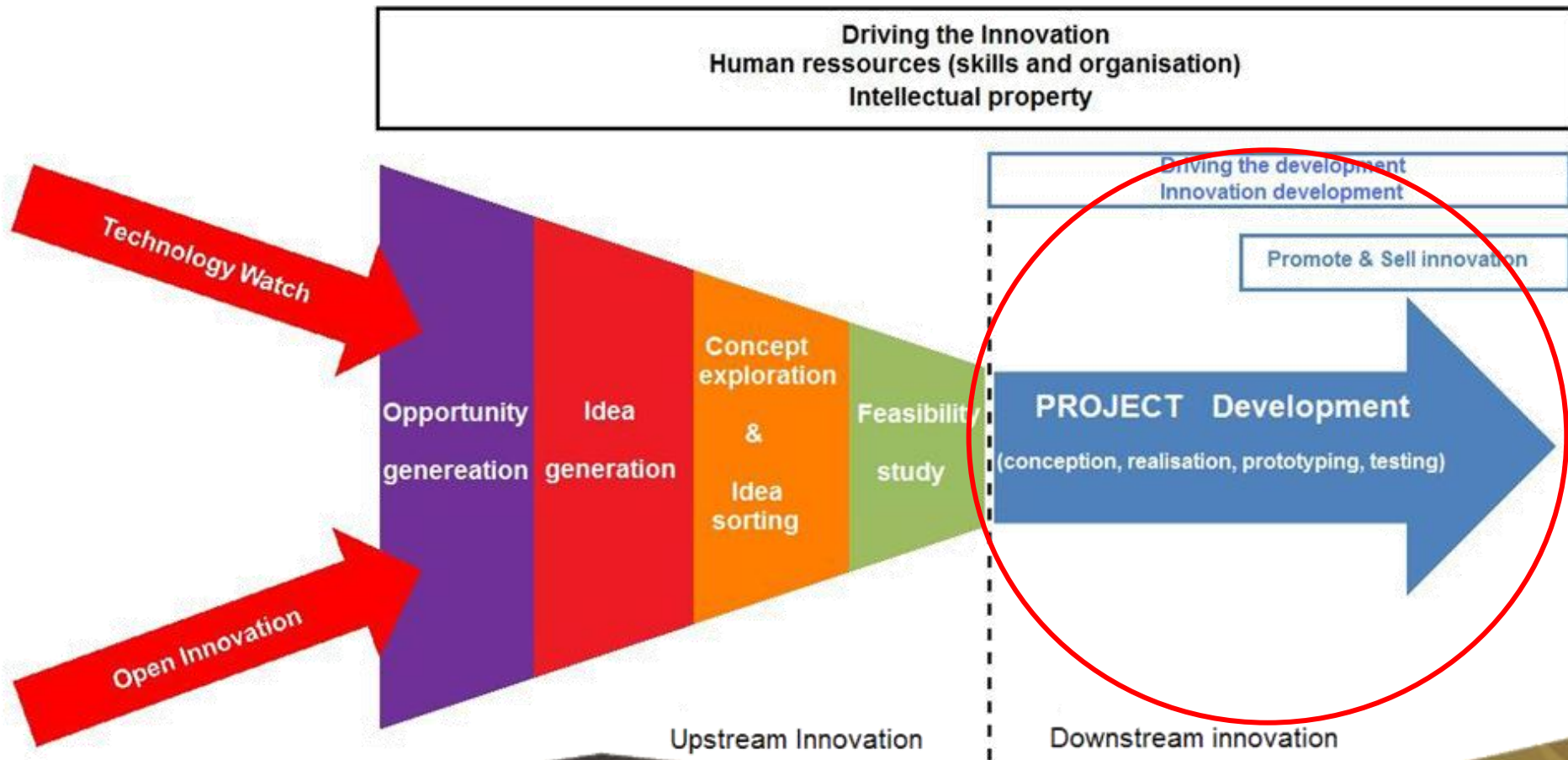
Project Management

Presented by Flavien Massi, Intelligentsia Consultants Sàrl



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Objective of the course



(True) Misconceptions

Project management is always chaotic

Time-consuming (waste of time)

Easy and trivial

Highly bureaucratic with unnecessary paper work

Project managers don't know what they are doing. They are paid to organise meetings and provide obvious recommendations.

In Reality

Project management helps to manage risks and implement mitigation actions

Time-consuming (to save time later)

Easy concepts for complex situation

Highly bureaucratic with boring paper work

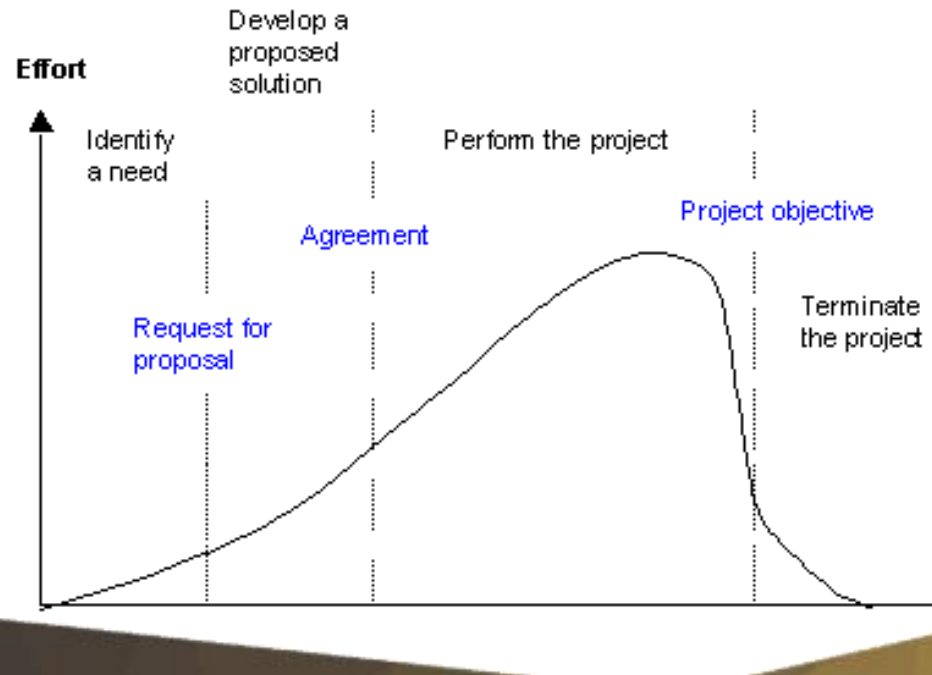
Project managers don't (always) know what they are doing. They are paid to organise meetings and provide obvious recommendations.

The Project Manager



Project life-cycle

- ❖ A project can be divided into 4 phases:
 - ❖ Identification of a need
 - ❖ Development of a proposed solution
 - ❖ Implementation
 - ❖ Termination



1/ Identification of a need

- ❖ Any project is the result of a given need and/or requirement.
- ❖ Defining the 'real need' will help to find a solution and then implement the project.
- ❖ The need can be identified and defined by:
 - ❖ Customers,
 - ❖ End-users,
 - ❖ R&D department,
 - ❖ Marketing department, etc.



2/ *Development of a proposed solution*

❖ Identify several solutions based on innovation techniques:

❖ Brainstorming

❖ The springs of creativity

❖ 5 why's



❖ Ichikawa

❖ TRIZ



❖ Select the 'best' solution you want to implement

3/ Project Implementation

❖ After the identification of your solution you must perform the project according your available resources:

❖ *Time*



❖ *Money*



❖ *People*



❖ *Competences*



❖ *Materials*



4/ Termination of the project

- ❖ In this phase you must perform the close-out activities and evaluate your performance based on pre-defined indicators.
- ❖ During this phase you must check the impact of your project and plan corrective actions to reach your objectives



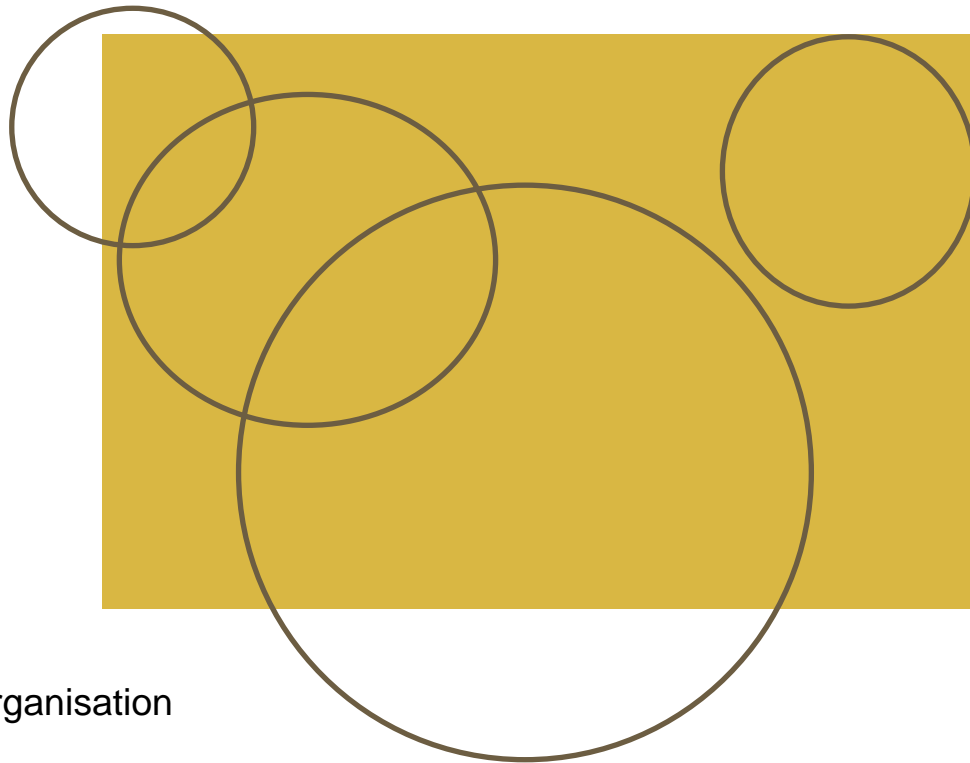
The project triangle



Types of project

- ❖ Large-scale projects
- ❖ Small-scale projects
- ❖ Maintenance projects
- ❖ R&D projects
- ❖ Development projects and new products launch
- ❖ IT projects
- ❖ International projects

Projects VS Organisation's Strategy

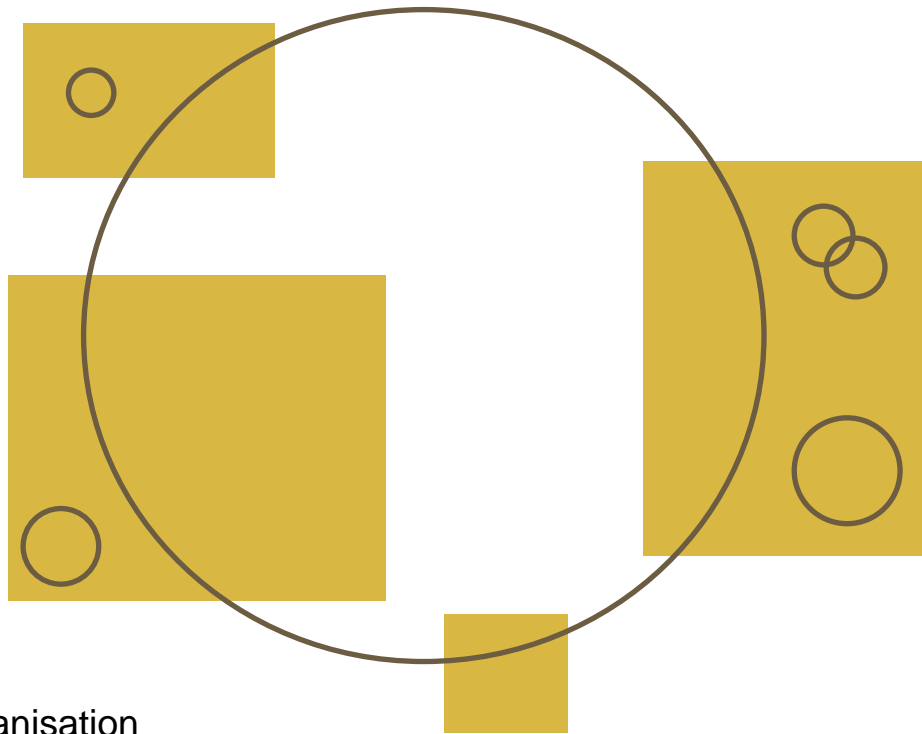


■ Organisation

○ Project

- ❖ Leading organisation which is controlling the work performed.
- ❖ Some cooperative projects but always leading the consortium.
- ❖ Involved in Large-scale projects, vital for its sustainability.
- ❖ Project organised and structured. Autonomous project running in parallel of the organisation's strategy.

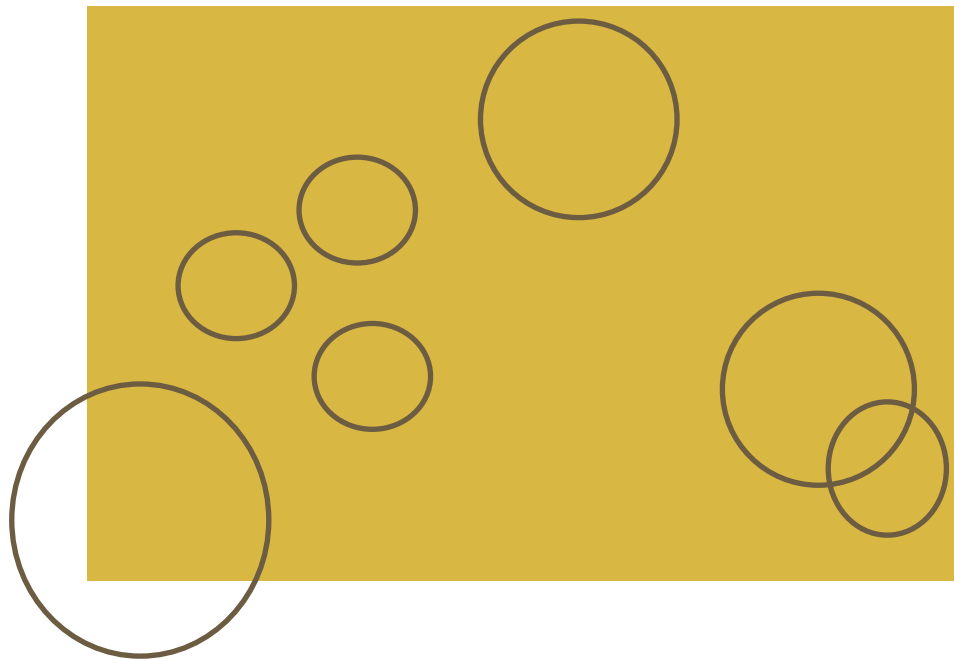
Projects VS Organisation's Strategy



■ Organisation
○ Project

- ❖ Central project involving several organisations.
- ❖ Organisations are not used to work together and have their own strategy.
- ❖ One organisation is more involved and coordinate the project and other organisations.
- ❖ Each partner contribute with its own experience, skills, equipments, etc.

Projects VS Organisation's Strategy

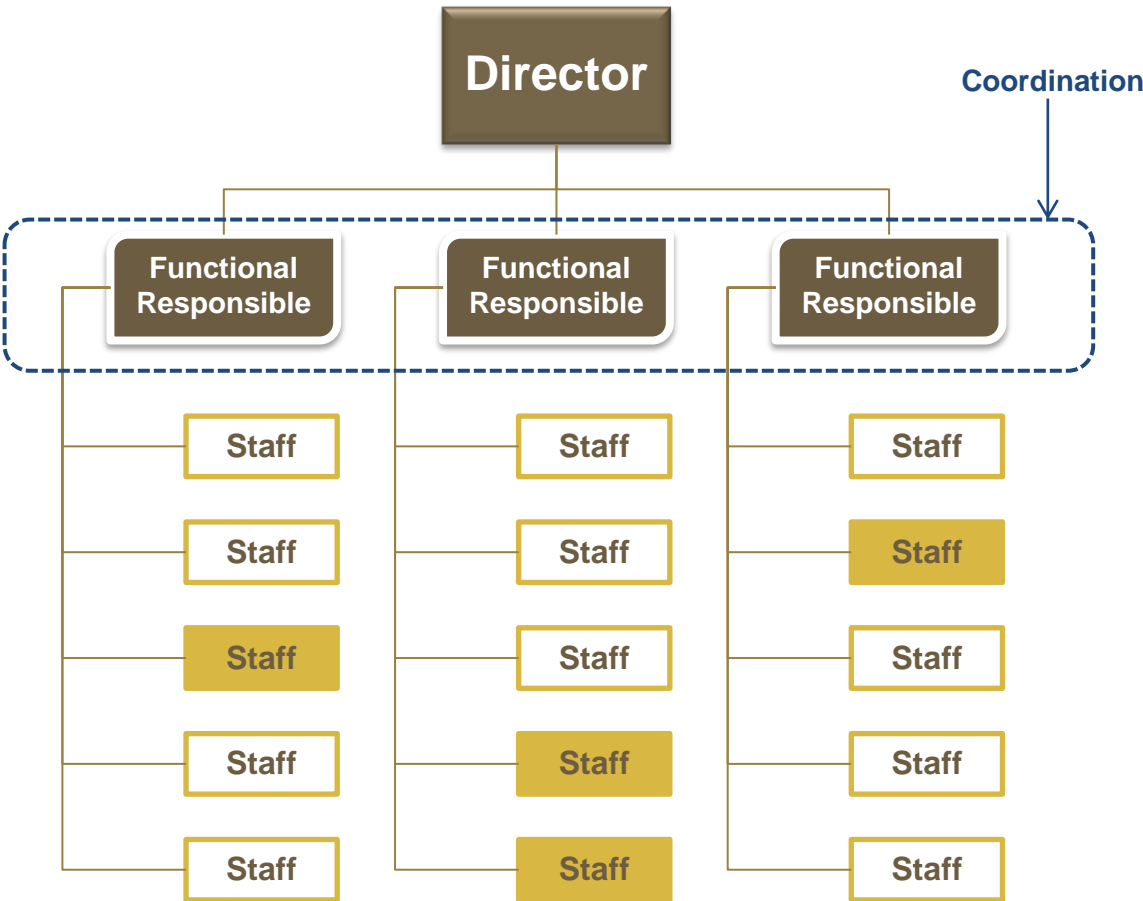


■ Organisation

○ Project

- ❖ One organisation leading several small-scale projects internally.
- ❖ Projects are usually independent from each other and then without affecting the organisation's sustainability.
- ❖ Project manager can run other activities on the side.

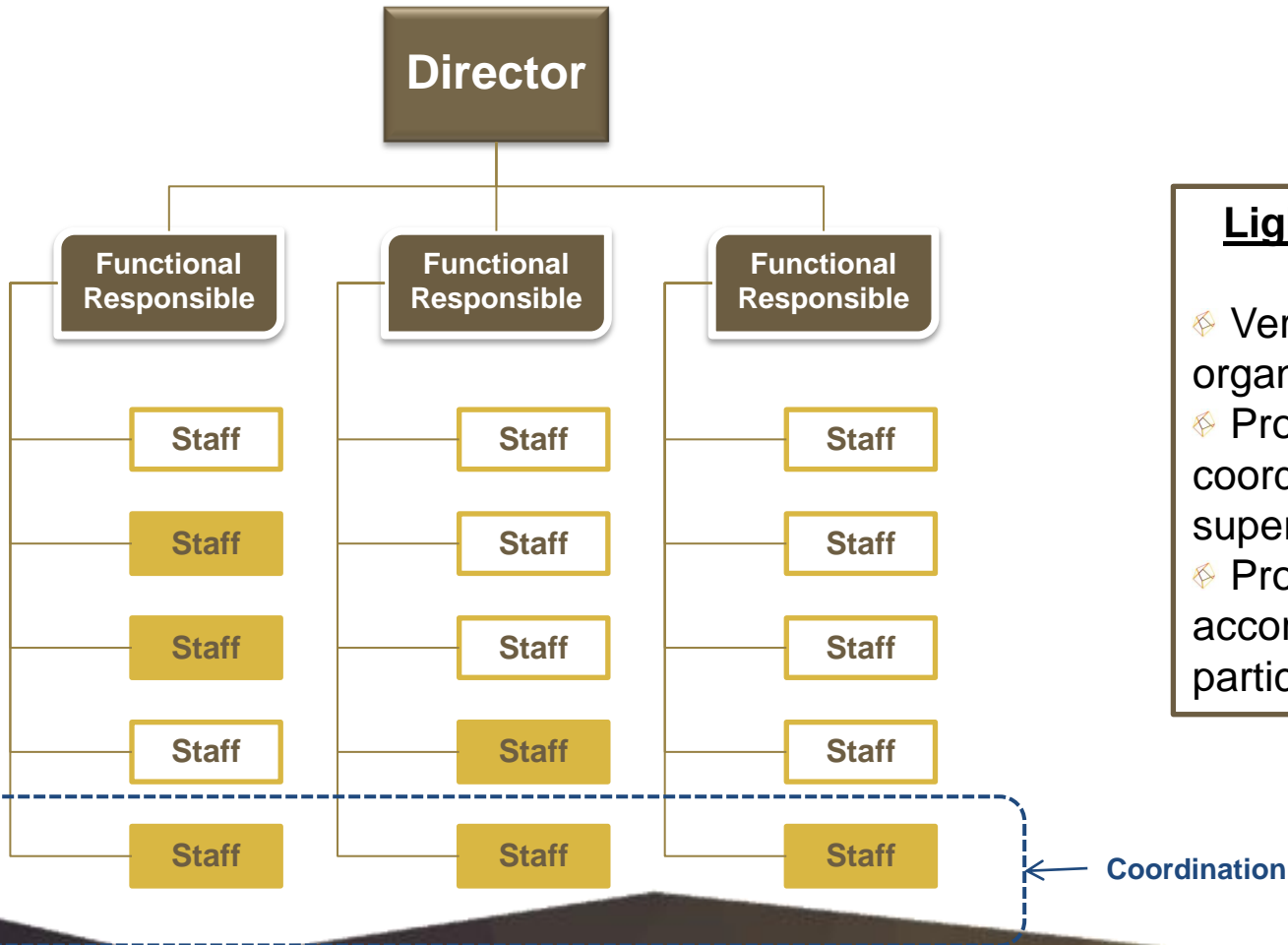
Organisational structure



Functional Organisation

- ❖ Teams are gathered by skills, competencies or specialties.
- ❖ Strong hierarchical structure.
- ❖ Project activities are divided according to the function of each participant.

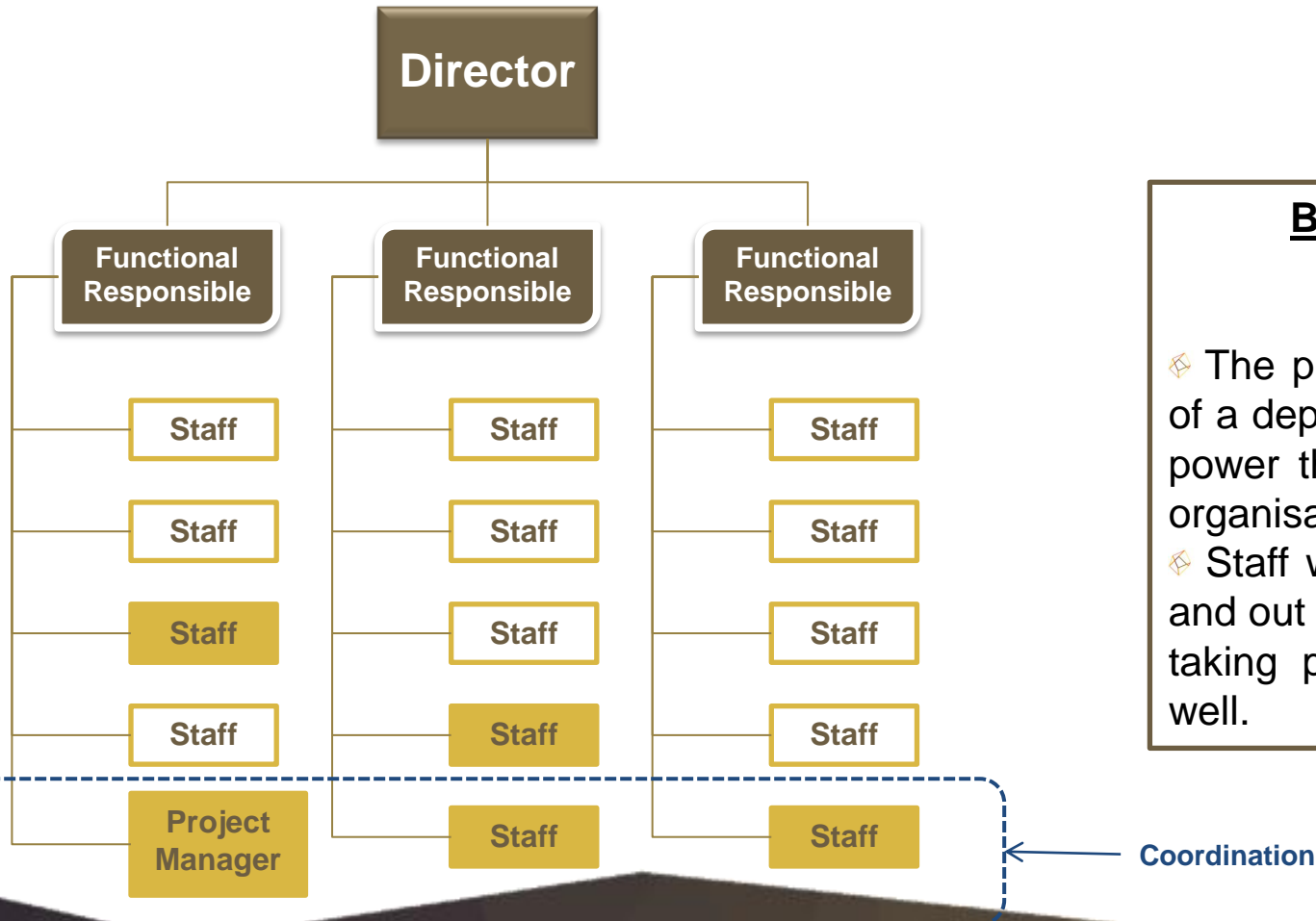
Organisational structure



Light matrix Organisation

- ❖ Very similar to functional organisation.
- ❖ Project manager is more a coordinator than a hierarchical superior.
- ❖ Project activities are divided according the function of each participant.

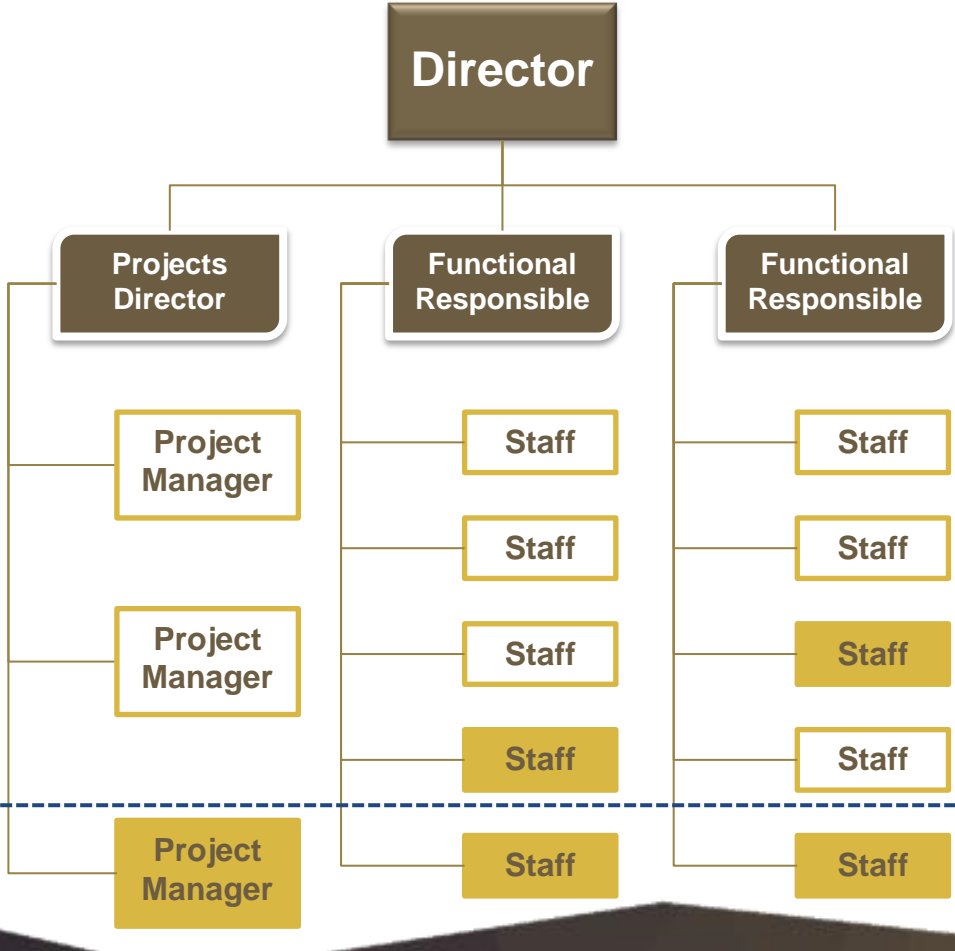
Organisational structure



Balanced matrix Organisation

- ❖ The project manager is part of a department and has more power than in the light matrix organisation.
- ❖ Staff with a defined function and out of the coordination are taking part to the project as well.

Organisational structure

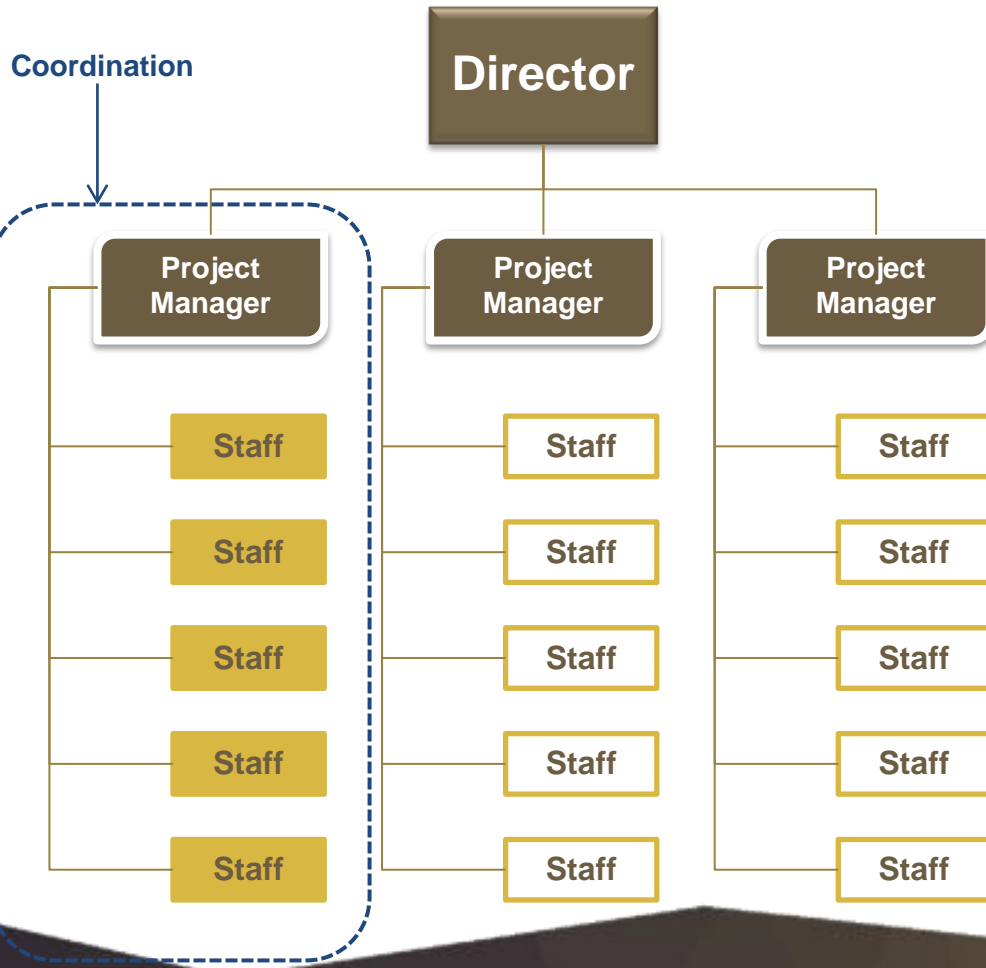


Strong matrix Organisation

- It exists a project department involving several project managers and a director supervising the project portfolio.
- Project managers work full-time on their respective project(s).
- Staff with a defined function refers to a project manager or another according their involvement on projects.

← Coordination

Organisational structure



Organisation per project

- ❖ Members of a project are usually gather in the same location and are working as a team.
- ❖ Project members have different specialties and competencies.
- ❖ Project managers have a strong power in this organisation and are independant.

Influence of organisational structure on the project

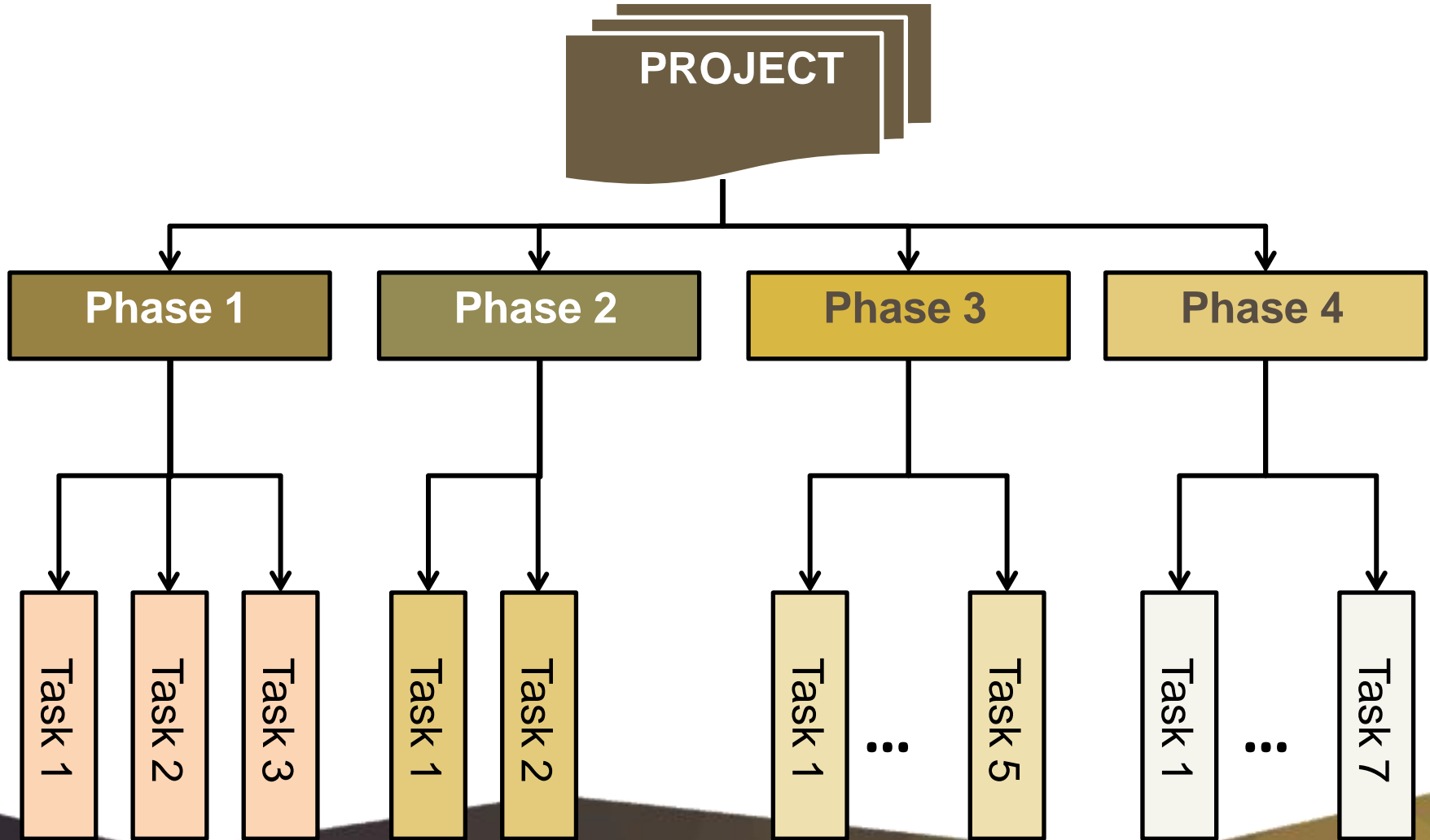
Project Characteristics	Functional	Light Matrix	Balanced Matrix	Strong Matrix	Organisation per project
Authority of the Project Manager	Small or not	Limited	Small to moderate	Moderate to strong	Strong to total
Percentage of staff working full-time on projects	Almost 0%	0 - 25%	15 - 60%	50 - 95%	85 - 100%
Allocation of the Project Manager	Part-time	Part-time	Full-time	Full-time	Full-time
Allocation of the management team	Part-time	Part-time	Part-time	Full-time	Full-time
Organisation's strategy oriented project	Small	Small	Medium	High	High

Project Management 'Starter Pack'

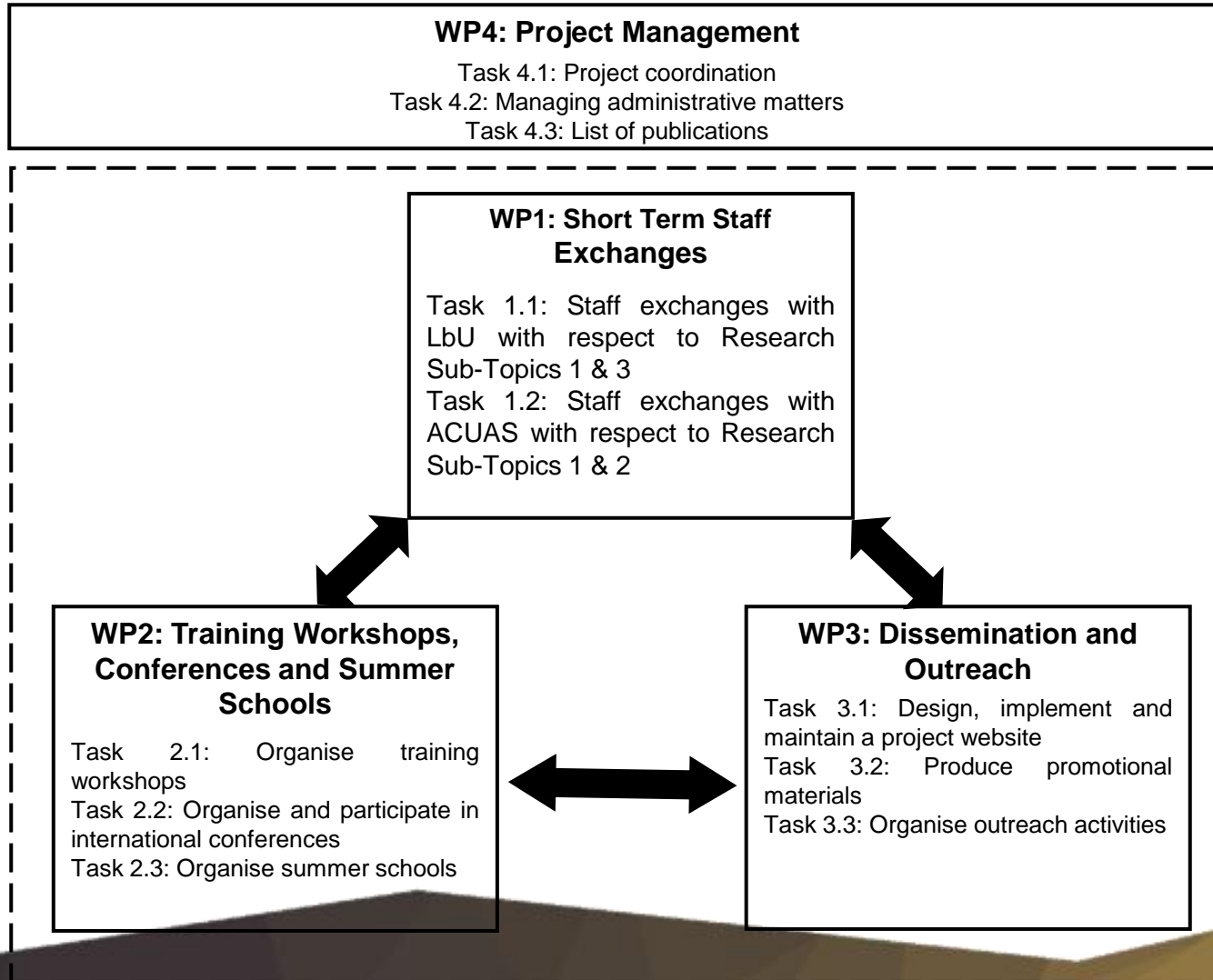
- ❖ You can implement basic management tools and techniques to help you throughout the project management process.
- ❖ You must first define the project requirements and resources to your disposal.
 - ❖ *Cost*
 - ❖ *Time*
 - ❖ *Scope (need and objectives)*
 - ❖ *Tasks*
 - ❖ *Materials*
 - ❖ *Competencies*



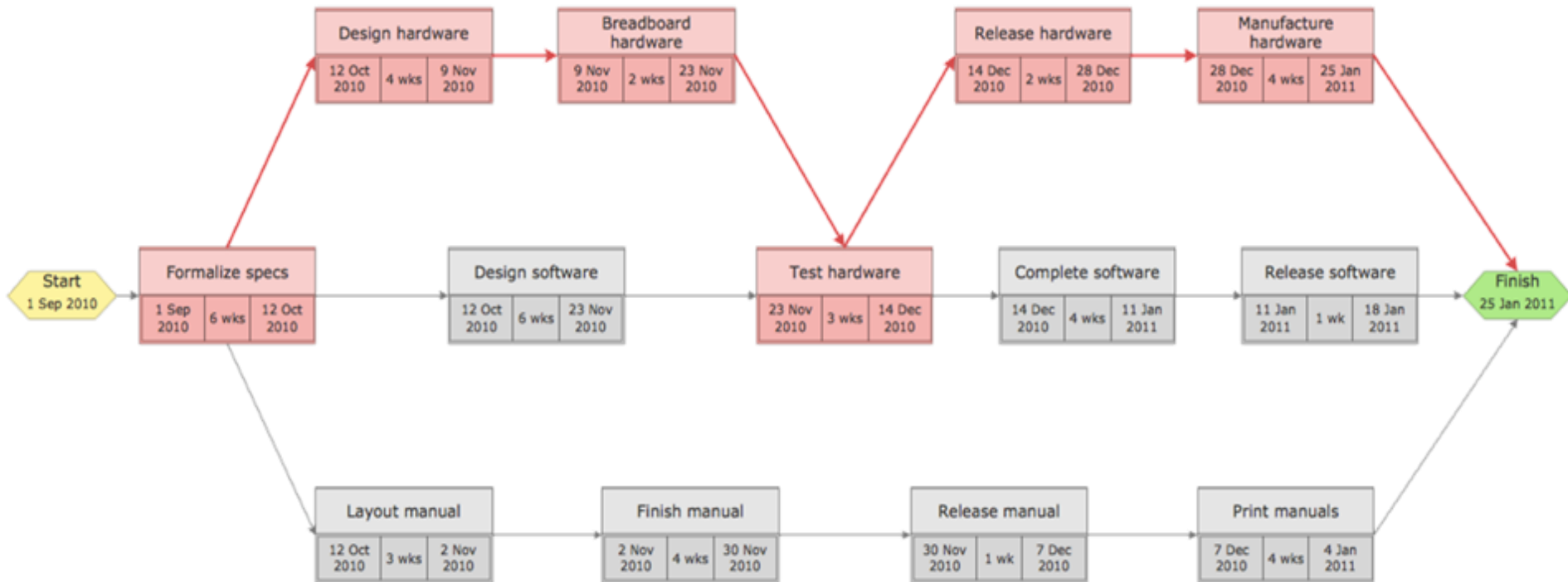
Work Breakdown Structure



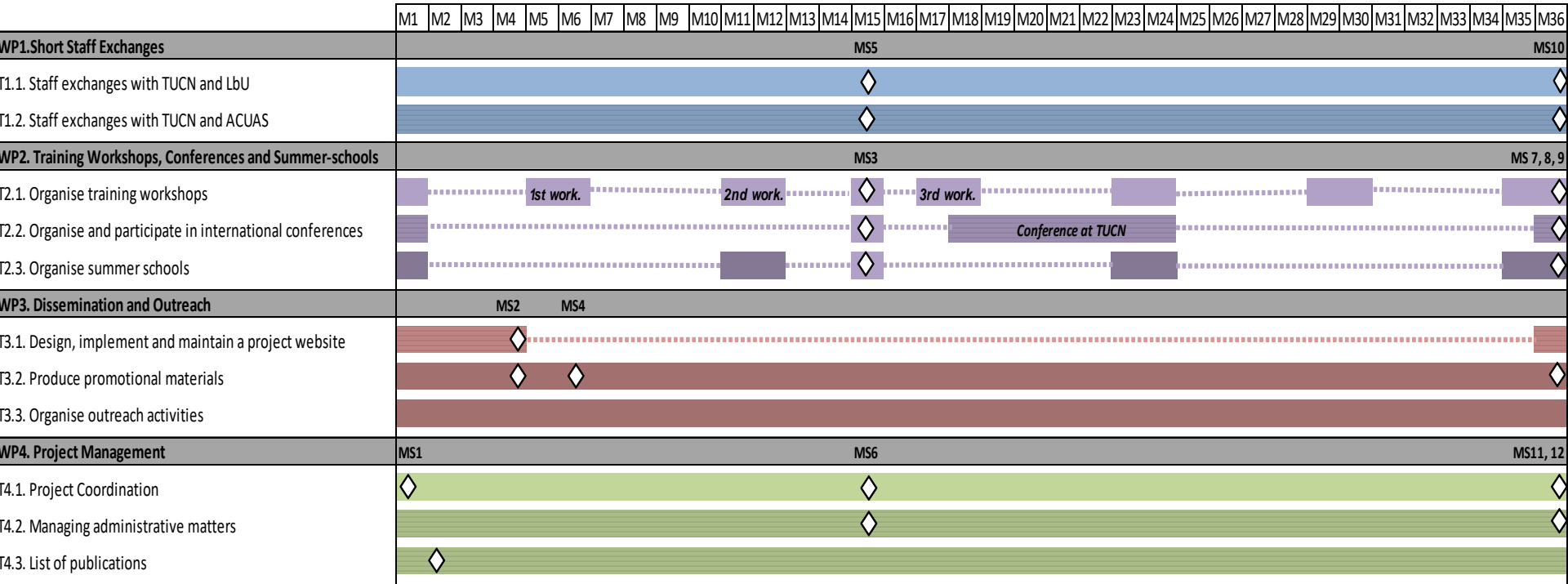
PERT chart



PERT chart

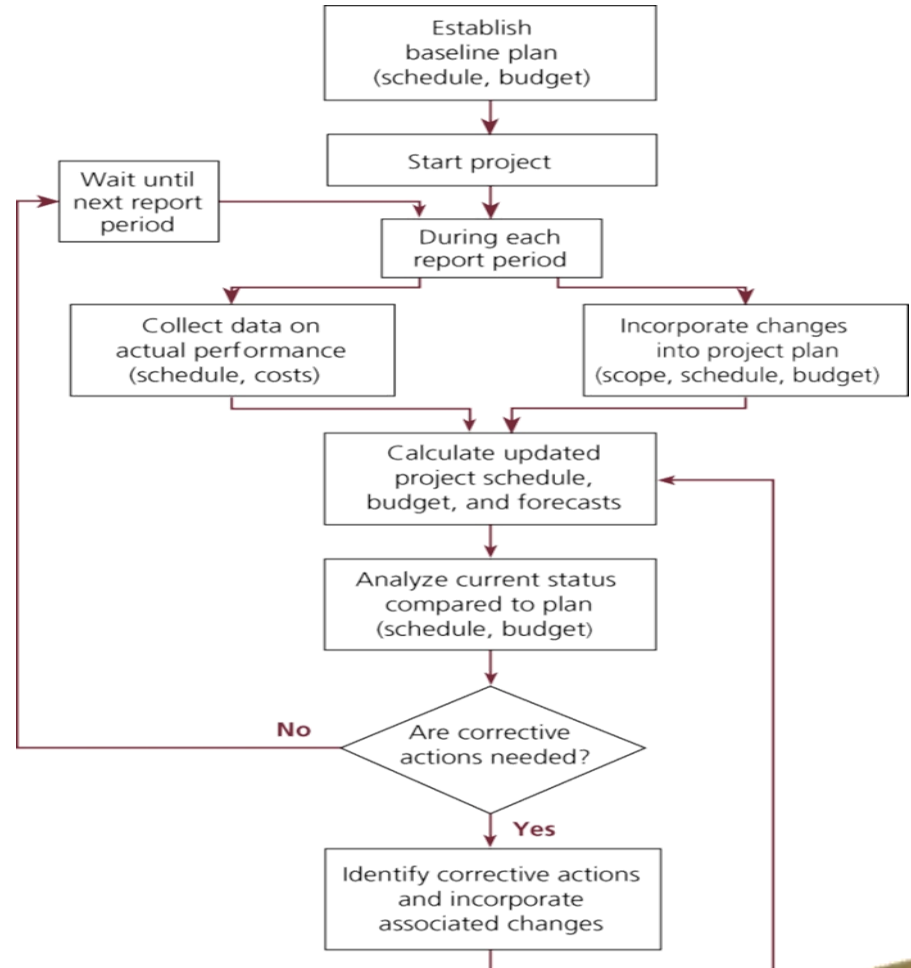


GANTT chart



- ◆ Deliverables
- Continuous activity
- MS Milestones

Control Process

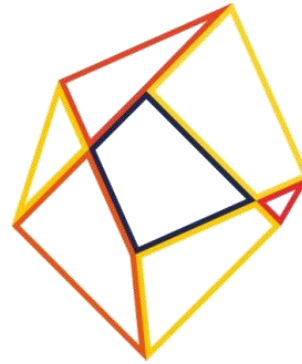


Risk management

Risk n°	Title	Description	Level	Mitigation plan	Contingency

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***Thank you for your
attention***

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