

PREPLANNING FOR MULTI-TIERED PRODUCT DEVELOPMENT

Our client designs and manufactures large mechanical systems for infrastructure development and construction. CGN introduced a TeamPort approach to the core team responsible for total systems integration and control.

Business Problem

Our client's core team must plan ahead several years, yet is dependent on schedules from separate organizations each with their own complex schedules and dynamics. For example, components are engineered by a major subsystems team for several different end-products at the same time. Often cost and schedule targets are set without validation of feasibility. The core team needed a way to plan ahead and demonstrate to the corporation the set of priorities necessary to achieve portfolio performance commitments.

CGN Solution

Over a few weeks the core team was led through a rapid design session to capture and simulate a project's deliverables, standard work processes, dependencies, and teaming. A visual model showing the entire product development project was created from Product, Work, and Team views. More than 50 forecasts of likely duration and cost were generated in an iterative dialogue between the core team and related teams across functions and divisions of the business.

Customer Benefit

The forecasts showed communication, concurrency, and re-work risks that could lead to a duration 1 year longer than acceptable business targets. These risks were addressed in turn, crafting a schedule, teaming, concurrency, and coordination approach that was both feasible and within schedule requirements. One year was cut in the schedule without reducing project scope and minimal impact on cost. Significant awareness of the project risks was established many phases earlier than typical.

SCOPE

Complex multi-tier schedule coordination and planning

BUSINESS DRIVERS

Quality, Timeliness, Visibility, Prioritization, Advanced Forecasting.



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