Professional MBA
Automotive Industry

Project management optimization to increase implementation effectiveness

A Master's Thesis submitted for the degree of
"Master of Business Administration"

supervised by

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Nitra, 15.4.2013

Preface

When I thought about Master Thesis scope I wanted to spend my time in the most effective way, focus on real results applicable in the practice. The main idea was to consider the six months of my probation period on new position of Launch manager as a possibility to reach the department and company targets and goals. Then discuss and evaluate the results and ongoing activities, look on their affect on the team, other departments and short-term financial impact.

Even though the process orientation and new approach are long-term targets, rules in automotive industry are strict and six months has to be suitable period to review the results and set the targets which are achievable. The work presented in this thesis has been supported and created for the company Kongsberg Automotive. It can be used as a short guide for any new Project or Launch manager, to think about their attitude before their start on a new position.

My beginnings were confusing and difficult, predominantly because of the fact that the results originated from my carrier in the real time. But day by day this master thesis was co-created more and more by my team; therefore I appreciate their support and individual feedback. My role was to transfer ideas from two important books (M.Hammer: Agenda 21, L. Bossidy & R.Charan: Execution) to daily work of my team and based on them improve us, our processes, culture and environment. The book Execution shows how to link together people, strategy and operations, the three core processes of every business. Leading these processes is the real job of running a business, not formulating a "vision" and leaving the work of carrying it out to others. Bossidy and Charan show the importance of being deeply and passionately engaged in an organization and tell, why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism.

The Agenda 21 teaches the ideas and techniques that any company—large or small, service firm or manufacturer — can use to out-execute and out-innovate its competitors. Businesses that follow these principles will grow by taking market share away from those that do not. While others decline, the company can thrive.

I´ve read the books several times, in Czech and English mutations and as time went on I´ve returned to the meanings of some chapters with new experience and different angles. Therefore is necessary to know mentioned literature, to understand this Master Thesis and personal feedback resulted in the closure.

The Master Thesis should meet the requirements of the student of Management and new potential managers, not bosses but leaders, who have had no experience with team work, direct responsibility of the team results and long-term development of team members.

To support the text, the master thesis contains case study, citations, personal feedback and conclusion of achieved results and long term prediction for new potential managers of Launch/Project departments.

Acknowledgements

Affidavit

I, **Zuzana Šolopová**, hereby declare

1. that I am the sole author of the present Master's Thesis, "Project management optimization to increase implementation effectiveness ", 71 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and

2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

Vienna, 30.05.2013

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Signature

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List of abbreviations

QAP – Quality assurance plan

NPV – Net present value

PCP – Product change plan

NPI – New product implementation

PIP – Product improvement implementation

HR – Human resources

CSR – Customer specific requirements

CER – Customer enquiry review

QM – Quality management

SOP – Start of production

EOP – End of production

ASAP- as soon as possible

PSW – Part submission warrant

KPI – Key performance indicator

EPS – Enterprise planning system

APQP – Advanced product quality planning

Abstract

Ing. Zuzana Šolopová, Project management optimization to increase implementation effectiveness, a Master´s thesis submitted for the degree of The Professional "Master of Business Administration" Automotive Industry, in a cooperation between the Vienna University of Technology (TU Vienna) and Slovak University of Technology in Bratislava (STU Bratislava). Supervised by Pavol Strýček Ing., PhD., MBA, 71 pages and 9 appendixes.

Main scope of the Master Thesis is optimization of project management definition and structure within local conditions including detailed definition, project steps interface and a clearer communication and responsibility matrix definition. The main purpose for practice is to help and support the local management team to build a strong Launch team with suitable conditions for daily work, according to comprehensible process flow and milestones definitions. The research problem is to provide an overview of project implementation within Driveline Operations at Vráble plant. Used source of inspiration than finally a source of data according to simple but very truthful books from Michael Hammer: Agenda 21 and L.Bossidy & R.Charan: Execution.

Expected results include new process organization structure with flexible core competencies and skill matrix of staff potentially used out of launch team department borders. Then staff motivation by wider range potential work task, routine elimination, finally create experienced but still inspired work team, which will be able to flexibly meet expectation of customer and global company management.

Professional and personal recommendation concludes the mater thesis as guidance for any new Launch or Project manager, who needs to get base information for first months in their new role.

1.   Introduction

1.1. Purpose of research proposal, motivation

As the theoretical main purpose of master thesis is optimization of Project management definition and structure within local conditions. Theoretically this does not mean any process change itself, but detailed definition, project steps interface and a clearer communication and responsibility matrix definition. In other words, it is to increase effectiveness of project team members daily work performance. Due to the fast requirements change from OEMs and other 1st tier suppliers as a customers, strong market competition and decreasing market penetration is needed a new approach, flexibility and strong personal competencies. Kongsberg Automotive as a driveline system supplier has huge potential to win the customer satisfaction, especially production plant in Vráble - Slovakia as the biggest producers within Kongsberg Driveline Division in Europe.

Technically, the main purpose is to help and support the local management team to build a strong Launch team with suitable conditions for daily work, according to comprehensible process flow and milestones definitions. This will be able to provide not only basic project work but keep within the process required. This would then be able to predict customer expectation based on general automotive knowledge, trends on the market, basic of production technologies and strong communication competencies. Additionally, all Launch team members have to be able to support any other value added process of production to utilize human resources within changing demand conditions (for instance industrial engineering, process developments, internal audits performance, purchasing, project controlling).

1.2. Section of background information

As main source of the inspiration, than finally a source of data is simple but very truthful books from Michael Hammer: Agenda 21 and L.Bossidy & R.Charan: Execution. Books are easily describing, how focused and simple can be problem formulation in daily troubles and hard work. How unambiguous can be solution for any problem. I had started to read the book sooner as I got a manager job, but I clearly remembered trouble with official procedure without details, daily communication, conflicts without real reason and final output, struggling in achievement of individual targets and personal aims when I worked as a project coordinator. All these small disturbing details created chaos and frustration within the team even in fully controlled, global and amazing company.

I tried to ask myself, how is it possible, that the book was written in 2001, became a bestseller, all MBA courses offer this book as a guide for potential managers, but a major portion of managers or leaders make the same mistakes.

Before I started with my manager job, I was pretty confident that based on information in this book will be really simple to set the right processes. I had the plan to create these processes, set the right responsibilities without borders and discover new galaxy with great success. After one month I had to calm down and recognize, that new galaxy is already known. Processes were existed, but curiously, nobody follow them. Despite this fact I was not disappointed, but motivated to continue and set up processes to the end. For this topic was really helpful the book: Execution, which helped follow up improvement within micromanagement and see the results on daily basis. Of course, result not coming so easy and not so fast as the book can be read. But that day, I finished reading of the both books in Czech and English edition; the master thesis has got started.

"Here is a fundamental problem: people think of execution as a tactical side of business, something leaders delegate while they focus on the perceived "bigger" issues. This idea is completely wrong. Execution is not just tactics – it is a discipline and a system. It has to be built into a company´s strategy, its goals, and its culture. And the leader of the organization must be deeply engaged in it. He cannot delegate its substance. Many business leaders spend vast amounts of time learning and

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promulgating the latest management techniques. But their failure to understand and practice execution negates the value of almost all they learn and preach. Such leaders are building houses without foundation." (Bossidy, Charan 2009:6)

The rest of background information is ensured from internal process documentation of Kongsberg Automotive. Ensure compliance with internal Confidentiality commitments and Business ethics code, some of information and attached documents have to be changed or not published completely.

2.   State-of-art situation, main research question, hypothesis

Company Kongsberg Automotive, Division Driveline, production facility in Vrable, Slovakia has had traditional problems as other global companies, which reflect on market situation and transfer their subsidiaries to low cost countries or closer to the growing markets. The same scenario held in Vrable. Twelve years ago, production facility in Vrable has been open as a tier 2 supplier for European subsidiaries and potential production plant as a tier 1 supplier for future business for OEM production facilities, which were open that time in Slovak republic (PSA, KIA).

Growing markets in middle and Eastern Europe, and increasing labor cost in Western Europe forced Kongsberg to close or decrease a number of production and support facilities in Western Europe. This means increasing requirements for experienced staff in Vrable´s plant which will be able to provide much more than simple operational tasks. Long term strategy forced HR to hire experience people in projects, global logistics, English speaking staff and staff with experience with automotive production and business at all. The lack of this automotive experienced staff caused slower growing of independency and not so gainful input for global Kongsberg as was planned. Especially, the lack of technical experienced staff is still missing on labor market, which forced the management more focus on coaching own staff and ensure experience sharing. Hire expensive staff abroad can be short- term solution, but finally not beneficial.

Mentioned situation has affected project launching and the main goal of Launch team. Local staff has no experience with communication with OEM as a tier 2 supplier. Workers and production staff have not felt any responsibility and their impact on the quality or added value. Process owners and project coordinators did not want to take responsibility. Any feedback, neither reward or lessons learnt were provided to realize, understand and learn from previous experience. Many job positions and organizational structures were created to solve a problem but without proper root cause analyze and without any long-term goal which can be measurable and evaluated in timeframe. All these points created negative and stressful atmosphere - many changes to solve incoming issue but no real results. During these years, Launch team has gone a long way under organizational changes and single problem solving job position creation. Obviously, each new change came too long and did not reflect current needs. Establishment finished too late. Some of the specific problems which have persisted few years can be defined in few items:

- Projects tend to be opened after a not so successful launch, resulting in several projects being raised
- towards the end of the projects and then no project manager/coordinator to assist in closure
- procedure requires a NPV and project approval form completed which requires a team to complete
- however no team is available until projects is approved (analysis stage really should have a team)
- Assigning of resources to a projects is an afterthought
- Ownership of projects and raising is not in line with each department
- Purchasing raises a improvement projects as its urgent to them, quality and design have no resources
- Quality raises a improvement project as its urgent to them, purchasing and design have no resources
- Projects are often already started and progressed before any kind of approval
- Approval process is unclear

- Lack of initiator and ownership can create a grey area as a kind of gap
- Resources are not in place to co-ordinate or deal with the large amount of projects
- Projects are often required to be performed in a short space of time and condensed, for example quality issues are expected to be closed quickly
- Each plant has its own version of the process, this impacts especially when involving
- Possibility for intercompany plants to have negative, zero and positive NPV for the same projects

All these mentioned issues are related with processes - their definition, comprehensible description, sharing, accepting by all staff, finally adherence of management and executives. Main challenge is to fix these issues, set their long-term solution, maintain the development and provide the status within six month evaluation period. In the case, when current situation will not be improved, it can caused decreasing of production ability to launch new products according customer needs in top level quality and service which is general requests of any automotive producers or OEMs.

3. Definition of the research problem, aims and goals

As a main research problem is to provide an overview of project implementation within Driveline Operations at Vráble plant. This includes mapping the dates of the key tasks from a viewpoint of operations and launch. Improve the preparation of the key tasks and get an understanding of the personnel utilized by Launch, defined the scope of each project type group: NPI, PIP, PIP Requests, CER, Supported projects, Transfers.

The main topics are defined as follows:

1. Analyze and evaluate the current situation, means cost cutting versus competence availability in terms of skills, dedication and capacity and set up the new rules of Project management and structure within local conditions (short period of vehicle development, high variance, requirements increasing, global project teams).

2. Create and define in details the project steps interface and a clearer communication and responsibility matrix definition including new approach, flexibility and strong personal competencies.

3. Define the procedure in a few steps, how to improve the preparation of the key tasks and get an understanding of the personnel utilized by Launch, defined the scope (utilized staff, training program, KPI, reporting, knowledge transfer).

4. Respond the hypothesis question based on real results, whether this target is achievable within short-term period (approximately 6 months) as a main task of new head of Launch department

Main three goals with expected results can be considered as:

- New process organization structure with flexible core competencies and skill matrix of staff potentially used out of launch team department borders.

- Increasing of staff motivation by wider range potential work task, routine elimination.

- Experienced but still inspired work team, which will be able to flexibly meet expectation of customer and global company management.

Master thesis is structured in seven main topics, described below and progressively evaluate in methodical approach, working definitions, methods, models and finally in results and conclusion. Mentioned topics are:

    A. Employees performance
        a. Observing & listening
        b. Establish the gap of skills
    B. Focus on process
    C. Trainings program creation to achieve strong competence
        a. Customer specific requirements
        b. Training plan as a benefit
        c. Establish a training matrix
    D. KPI
        a. Personal KPIs
        b. Business KPIs

All mentioned items and open topics cannot be described and evaluated within too wide range, otherwise real result focusing can be lost. Master thesis is focusing on real tasks and results without huge theoretical background, which is generally known within automotive industry.

4. Description of the methodical approach

As a main procedure will be used global procedure matrix of NPI (New Project Implementation) and PIP (Product Improvement Process) created by company Kongsberg Automotive Holding ASA. Then management literature about new approach to understand processes in different way under the variable conditions on the market and extremely increasing customer requirements for development, quality, delivery conditions and production technologies. Main evaluation method will be using of case studies and literature study.

Data will be collected respectively based on global procedure matrix of NPI and PIP, common documents used in APQP and HR processes, described in short case studies with main issue description and root cause analysis. Then comparison of each issue with case studies in mention books defined above, comparison of both root causes and corrective action estimations and their potential implementation in local conditions of Kongsberg Automotive plant in Vráble, Slovakia.

Master thesis is focusing on team work, leadership and motivation of Launch team members on the edge of huge production facility with different priorities and targets. There are described the main seven topics and the description of their methodical approach:

4.1. Employees performance

At the beginning of the master thesis creation, there was a main idea to discuss with launch team about the situation and atmosphere in the company. Find the system and personal weaknesses. Honest and open discussions with team members as with friends on the same level will be much beneficial as with new boss on higher level. Advantage should be a personal experience from the past and friendship with some of them. Obviously, this planned goal has been achieved, even some persons kept the distance. After individual discussion with all 15 persons, the first conclusion was made, that only one important detail what is missing is the connecting point, which can comprehensible described what is requested, what is beneficial and what is effective to do in the right time. In the noise of many voices, targets and activities was missing one team member, who can collect these voices, filter them, categorized and prioritize. Latest; simple explanation of the facts to all team members in the same way. As M. Hammer wrote:

"By specifying a precise sequence of steps and pinpointing responsibility for performing them, we introduce composition and order into areas where chaos would otherwise rule. The payoffs include repeatability, predictability, and manageability. No longer do people have to put their energies into figuring out how to work; they can concentrate on doing the work itself. Performance soars as results: When you don´t waste time on futile efforts, you can get things done much faster and less expensively." *(Hammer 2001:83)*

4.1.1. Observing & listening

During first month period, there were asked many questions, but one of them was the most important: „Which job position do you want to get if it is not possible to do your current one within our company? " Some of asked team members had prepared response immediately and that case I was personally decided to support these persons. If the person is able to think about something new and to be potentially prepared for any change, especially if his or her personal abilities and skills and suitable as well, that is necessary to roughly plan other potential development even without carrier growth.

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Experienced and passionate people can provide important impact for current status evaluation and their ideas can be used for next steps, as process set up or optimization. In chapter 5.1.1 is described a method how the data for final results were collected and in chapter 6.1.1 the results are summarized in overview and case studies.

4.1.2. **Establish the gap of skills**

Based on personal discussion with each team member, it was realized many gaps and not standard or individual behavior for the same situations, procedure or official communication with customers. There was a time to evaluate current gaps which caused delays, miscommunication and finally results on different quality level. Additionally, processes were not traceable, neither commonly performed or described, many sub steps or milestones were forgotten or evaluated with different criteria. These project follow up could not be evaluated with the same KPI; no targets could not be comparable evaluated among coordinators. Each coordinator made own follow up even one procedure was globally set and the same documents and check list were used. The main reason was simple. Some of project steps were not exactly defined and the others which were described were not comprehensible understood by project team. Therefore five project coordinators made the same procedure with different approach; reported outputs and final results cannot be compared among them. The same situation was between two project logisticians, two IMDS coordinators, two cost accountants or other project members from other departments.

4.2. Focus on process

„*Process is a word now widely used in business world but often incorrectly. Put most simply, processes are what create the results that a company delivers to its customers. Process is a technical term with a precise definition:* **an organized group of related activities that together create results of value to customers.** *Each word here is important. A process is a group of activities, not just one...No single task creates the desired results. Value is created by the entire process in which all these tasks merge in a systematic way for a clear purpose.*"(Hammer 2001:53)

Even a Launch team is built from some positions which are necessary to achieve the core competencies; nevertheless without other departments support cannot provide the results. Support from other department is more important that own organization structure of Launch team. The main idea was to let the people do what they can in the best way. Project coordinator should coordinate; process engineer should understand the production process and IMDS coordinator should understand material specification, IMDS database and REACH legislation. These processes were defined before, but without direct dedication to the job positions. Some projects were coordinated directly by process engineers, which had no training and experience with project management. In other side, some project coordinators ordered tooling, confirmed feasibility study based on their previous experience from production. So many people within different job positions performed the same tasks in different way and different quality output.

4.3. Training plan creation to achieve strong competence

This chapter is split between three sub-chapters, where are described two important topics: knowledge of customer requirements and training program. Based on observation and many interviews was defined, that our biggest weaknesses were customer requirements, external communication and work team and some technical skills. So strongly the plan was to focus and eliminate these bottlenecks and the rest of improvement program leave for the future.

4.3.1. Customer specific requirements - CSR

Customer specific requirements are some special group of requirements, which are necessary to evaluate and confirm within each new project. There has to be ensured, that all relevant inputs are collected including customer specific requirements and that all requirements are evaluated by the team. Sales responsible make sure to delegate the different specific requirement to the cross functional team described above. The individuals in the cross functional teams are responsible for the review of the requirements and controlling and giving input to the system. Launch manager is responsible for driving the plant specific requirements and secure that all data is collected into the system (logistics, quality, environmental etc).

"By consistently meeting customer requirements, we can move to a different plane of satisfaction – delighting the customer. There is no doubt that many organizations have so well ordered their capability to meet their customers´ requirements, time and time again, that this has created a reputation for "excellence". A development of this thinking regarding customers and their satisfaction is customer loyalty, and important variable in an organizations´ success. (J.S.Oakland, 2003)

4.3.2. Training plan as a benefit

Last months of each year is that time, when HR and finance departments are asking for plan creation from each company department for some topics. Annual training plan with defined budget is usual request which is anyway requested by ISO 9001, but major portion of managers really believe, that is not beneficial for their departments. Especially if there is only a possibility to find suitable training from nominated and predefined list of trainings. Training as "how to create business presentation" or "how to make minutes of meeting" can be beneficial only for one time, but cannot be planned each year. And mostly can be done internally.

When I checked training plan from previous year I did not understand the real output for the team at all. Usual training program contains general topic as a time management, mandatory training required by national laws or some periodical training provided by customer service. In October, when raised requirements from HR department to create training plan for next year I did not have a clear idea which training my team really needs and technically can utilize in daily work. One major activity really supported me to define the direction for trainings even I could not defined exactly what this direction can include step by step. Focusing on process and personal evaluation of team members and their weaknesses was first and substantial data for training plan creation. The second point to consider was a budget, which was not defined as well. It was up to me to define a percentage portion from department budget dedicated for training program.

4.3.3.   **Establish a training matrix**

One of the first tasks was update of internal instruction, which defined processes owned and managed by Launch team. When the process was deeply checked, we realized, that major portion of activities needs to be done by staff out of Launch team. This means, that our instruction is much more important for the others as for us. Process required providing a possibility for comments.

Another question we can ask, whether organization structure of launch team needs to be the same each year, each month. Even is not simple task to train independent and accountable staff to some position, is than necessary to ensure the flexibility. Even it looks as a not so nice solution, but only personal willingness, passion and ability to listen and finish all ideas to the end is the best character we need to be flexible, much more that to have too much focused experts. Even experts are required, they can be occasionally hired, but their professional and personal focusing can be a limit for process oriented department, flexible updated based on potential incoming projects from customer and internal saving activities.

Solution for these topics is described in details in chapters 5.3.3 and 6.3.3.

4.4. KPI

Department without KPIs is a like a boat without coordinates. It wanders somewhere on the sea, drifts with sea flows and looks fully under control from universe perspective, even situation is totally different. Department without rules, aims, short-term and long-term target is like this boat. Team/crew tries to find the best direction to target which is unknown.

"In contemporary myth, a successful company is a taut ship-a showcase of efficiency where work is precisely defined, expertly performed, and tightly managed. Only people who have never been inside a real company believe this myth. The fact is that many parts of many companies are completely out of control. Individuals may work hard and be constantly busy, but place as a whole is in chaos. End-less effort is expended for naught, people work at cross-purposes, and that fact that anything gets done is almost as a miracle. Every situation is handled differently, with people

improvising and making up their work as they go. This chaos can turn up anywhere, but it is an endemic in parts of a company that deal in new situations: not in manufacturing or logistics or finance, but in product development and sales and marketing. (Hammer 2001:79)

Personally, I was able to think about KPI after 3 months in my position. Sooner it was not possible, because there was not possible to see and understand processes and "direction" which will be beneficial for a team and for the rest of the plant. After 4 months I was able to define a few indicators which could be a potential KPIs but I could not define exact tasks through them we can achieve the goals. Due to missing relation within responsibilities and details between some steps in process, it was not possible to define responsible team members, who should be accountable for them. As the step before KPI definition, some gaps had to be filled – no man´s land - between process steps with many open details, which accumulate there and belong to nobody. Simultaneously with KPI plan creation, there was prepared the update of internal instruction described in chapter above. Just in case, when internal instruction was finished, it was possible to set KPI, with responsibilities, measurable results and outputs for whole plant. Coordinates for boat was set, responsibilities for crew and designated harbor with arrival defined – KPIs.

4.4.1.   Personal KPIs

Performance appraisal is standard procedure of HR in companies, how to ensure annual overview about staff performance and chase manager to provide a feedback to employees. So process as it is, was implemented. But, when I asked the question to my team, if they have got any objective or official feedback of their performance, some of them said "no" and some of them did not know, what " official feedback" means. They assumed, when they are still employed, that means good or sufficient feedback. Nothing else was important as unlimited contract and fixed month salary. So this situation needed to be improved.

4.4.2. **Business KPIs**

During performance appraisal with the team raised the question, how to rate the persons, because no KPIs were set, which can be directly dedicated to personal responsibility, neither they were measurable. So all first evaluation of performance was very subjective even the objectives were discussed with the rest of team and previous Launch manager. After consideration about personal abilities, some professional targets needed to be set. Chapter 5.4.2 describes the background of KPI creation and their value added to the launch team. KPIs chart with team member dedication is added in results chapter with short summary about current status.

4.5. **Reporting procedures**

Huge quality system defined by ISO 9001 or TS 16494 requires traceability of all steps within processes even administrative, which not directly affect products. One example is reporting of project follow up. Projects can be reported from many perspectives, for instance: time required for production launch, time frame and milestone achievement, margin follow-up within milestones, planned versus real budget, workload per team, submission of PSW on time to the customer, production preparation before SOP, timeframe for containment plan with related cost, etc. Reporting activity is very important to ensure information about real status and improvement evaluation. Even it is time consuming; it brings no added value to the product. Therefore reporting has to be one of the most effective tasks - reliable, simple, fast, comprehensible and focused on next prediction. Report about value from history, which cannot be used as a lessons learned is just a view to the past and is not valid immediately in the moment, when is officially presented.

"The perilous condition of most measurement systems should in fact not surprise us; it is almost inevitable, given the genesis and evolution of these systems. Their first shortcoming is that they are overwhelmingly financial in nature. Measurement systems were initially developed to enable a company to report its financial results to shareholders and tax authorities; these systems were then inappropriately pressed into a service to support management decision making, where for the most part they are

useless. When a manager knows revenue, cost, and profit, he or she understands what has happened but not how to achieve better results in the future. When you see that costs are high, sales are low, and profit is falling, you know action is required, but you do not know what kind.

The second problem with traditional measurement systems is that their nonfinancial elements are fragmented and piecemeal, devoid of any underlying logic. They developed as departmental managers were called upon by their superiors to improve the performance of their various domains. Toward this end, managers invented measures to track how their people were doing; they measured cost, accuracy, speed, and productivity, often using dozens of variables. Rarely if ever certain what purpose this served, they substituted quantity for utility, multiplying the number of things they measured in the hope that at least some of them would be significant. Managers were compiling these statistics with the unarticulated belief that if their employees performed well according to them, then the company as a whole would achieve its over-all objectives. This was a vain and idle hope because no explicit connection was ever made between the individual items being measured and the overall desired results for the company." (Hammer 2001:103,104)

Next three chapters describe effective resource usage and balance based on their workload (do not use major portion of the time to create or update reports), than common formats of the reports and description how to use the report outputs for processes and projects control.

4.5.1.   **Resource investigation and balancing**

Source question was to understand what is added value of coordinators, what is really expecting from them. I focused on the questions I usually asked them, what I was interesting in from my perspective. Usually I wanted to support them, so I wanted to see in written form what they already did to achieve the results. Some of them were able to provide really comprehensible info in structured form focusing on facts; some of them neither can describe what their problem is about. Even it was possible to evaluate them, but there was nothing tangible or measurable. So there was requested something more

specific, regular and something, which is not directly related with their experience and attitude; something, which can be achievable with self-discipline, good time-management, clear prioritization, team work and daily routine work according process using software and EPS.

"To create a customer-centered company, everyone in the company will have to work extra hard, learn new skills, cope with unfamiliar problems, and in general rise to the occasion. If people do not understand, don´t believe in, or don´t care about what is going on, they won´t do any of these things. The way to make them understand, believe, and care is by communicating with them. Yet most companies are shockingly incompetent at internal communication. Masters of shaping their customers´ desires, they nonetheless seem incapable of establishing any genuine rapport with their employees. Their efforts to reach out are often tacky and naive. Many assume they can win hearts and minds by ordering everyone to watch a video of the CEO reading a cliché-laden speech at a dimly lit podium, or by distributing coffee mugs emblazoned with some hortatory logo. Such idiocies only turn people off and reinforce skepticism and cynicism throughout the company. (Hammer 2001:238)

4.5.2. **Reporting formats**

Create a template or any other reporting format is very simple, if is known what is requested to evaluate; usually as a trend of values in time frame or value target achievement. Then it has to be explained, what has to be considered as an input or output, what is the main goal, why is necessary to spend a time to consider the document to responsible person. Especially, the format and explanation need to be defined very simple, that each new person will be able understand the scope and value, which needs to be evaluated. Responsible approach can be ensured, when our serious interest is explained in proper way with open questions and regular check and evaluation. If our interest disappeared within a time, value add of the report disappeared as well. Each reports need to be evaluated within time and even there is not exact target defined which can be evaluated, we can focus on trend and evaluated improvement or deterioration.

"Managers no longer really understand their businesses, and so they can not know how to intervene to make them perform better. They are consequently reduced to either playing a passive role or to instigating initiative more or less at random in the hope that something will make a difference. In modern and complex businesses, leader´s intuition about how to make things better is sadly deficient-and their measurement systems are of little or no help. In fact, traditional measurements are not only usually useless, they can even be dangerous and can actually impede a company´s efforts to better its performance…In other words, the old saw that say, "Be careful what you wish for, you may get it," has a business version: "Be careful what you measure, you may get it-and it may kill you."(Hammer 2001: 106,109)

4.5.3. **Improvement projects process and control**

Improvement is nice word usually used to point out some kind of effort to maintain the development or achieve responsibility defined by certified quality system. Even the improvement should be a part of work routine, it considers as another duty forced to change something which obviously has started to work good. Obviously, there is not enough time for execution of any change and people cannot see results of their previous effort of improvement. The question contains two views: 1. really not enough time, or 2. people and execution of their tasks are too slow. The truth is somewhere in the middle. People do not consider that automotive industry is too fast and some goals defined by top management are unachievable. Technically means, if the target is achieved too late, or is unachievable from the beginning, people feel stressed to work fast without possibility to go to the details or properly closed and achieve results. Additionally, there is no time to stop for a while, return back, evaluate lessons learned, be rewarded and appreciate. New change or project comes sooner that this stop point may occur.

"Follow-through is the cornerstone of execution, and every leader who´s good at execution follows through religiously. Following through ensures that people are doing the things they committed to do, according to the agreed timetable. It exposes any lack of disciplines and connection between ideas and actions, and forces the specificity that

is essential to synchronize the moving parts of an organization. If people can´t execute the plan because of changed circumstances, follow-through ensures they deal swiftly and creatively with the new conditions.

Never finish a meeting without clarifying what the follow-through will be, who will do it, when and how they will do it, what resources they will use, and how and when the next review will take place and with whom. And never launch an initiative unless you´re personally committed to and prepared to see it through until it´s embedded in the DNA of an organization. (Bossidy, Charan 2009:127,128)

Only leader´s (launch manager) personal involvement for these lessons learnt will ensure real impact for project team behavior, results in short time and decreasing of not value added work. How can be beneficial long standing improvement project? Especially in case when income cash was predicted in rolling forecast? Each postponing of this project means missing resource which were already planned to spent, frustrated project team forced to make recovery plan as soon as possible. This resulted in recovery plan, which cannot be met again and again, team is looping in many of these projects and nobody knows why this is happened. The tool as a working method for solution and final results are mentioned in next chapters.

4.6. Long term results

Long term results are added to the master thesis as a kind of prediction and long term planning effort, despite the fact, that results will not be evaluated. Important point is the knowledge, that even we achieve all short-term goals, it does not mean that the same goal but in longer time frame will be achieved as well. Therefore is necessary to be concerned every time, when we are trying to see to the future based on facts, which are valid currently. Conditions are changing, people, markets, priorities. But all these aspects are changing independently.

"You are right to be concerned. Implementing the agenda goes against the grain of everything about your company. As I have argued time and again, the great majority of companies, large and small, are organized and managed in ways that directly conflict

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with the principles of this agenda. The customer remains and afterthought, processes are no one´s responsibility, and defending turf is everyone´s first instinct. There are not abstractions. They are wired into every aspect of your business, from how people regard themselves and their jobs, to how they are trained and paid, to how the company is organized and managed. Implementing any one item on the agenda, much less all of them, will mean changing virtually everything about your company and shaking up everything in your employees´ work lives." (Hammer 2001:22)

4.7. Motivation

About motivation can be written a thousand words and wider range of literature is available. But the main intention is not to speak or describe how to motivate the team. Discussion can be long without any exact result, because the meaning of work "motivation" can be individual and too much subjective. Motivation as a part of this master thesis is an important to provide a different side of optimization and team feedback related with these changes.

5. Working definition, methods and models

There are a number of ways to collect information at various points in the course of planning, carrying out, and evaluating the work that the organization does. It's important to be realistic about what information is most needed and the resources that the organization has available. Here is a few of them:

Face-to-face surveys - Can combine questions with standard answers to more open-ended ones. Best applied when the number of people to interview is relatively small or concentrated in one area. Personal interaction can be helpful, but can also bias the results.

Observation - An observer can either participate in the activity, or can watch as the participants go about their activities. Involves watching and listening to an activity or session, taking notes, from one or many events over time. A framework for

observation is needed so that different observers can describe what they see in a comparable way.

__Focus Groups__ - Collect data through group interaction on a topic determined by the researcher. They often help to generate questions but not necessarily definitive answers. Findings need to be compared to a larger survey. The value of a focus group can be strongly affected by the skills of the facilitator.

__Participatory learning and action (PLA)__ - A facilitated process involving a group of beneficiaries in which members of the group interact, mainly around visual ways of expressing their opinions and thoughts. These can include timelines, flow charts, resource maps, problem ranking, and a variety of other methods depending upon the context, the skills of the participants, and the levels of literacy.

__Case studies -__ A detailed and real world method that complements broader, less-in depth methods such as telephone surveys or print/online questionnaires. They can show examples of how things happen.

__Existing records__ - Records are existing sources that have been compiled for internal management uses. Looking at these for the purpose of understanding what is happened or to tell the story of the work.
(http://www.proveandimprove.org/meaim/documents/CompareChart.pdf - accessed on: 3rd April 2013

5.1. Employees performance

5.1.1. Observing & listening

The strategy was defined: ask the people how to do the work, how to plan the work which has to be done immediately, how to avoid contradictory target achievements and still enjoy the work time, have the time for relaxing, listen the others and plan long term improvements. Simple research methods are described before, which provided simple working condition without any expensive or difficult tools and possibility to use them within working time. Typical opportunities were: department meetings, projects meeting, personal evaluation, performance appraisal evaluation, lessons learnt meetings, operational meetings and unofficial discussion during lunch breaks.

5.1.2. **Establish the gap of skills**

All these gaps were collected and split to groups and priorities were defined:

1. Describe missing details for project steps were wider range of individuality may affect project delays (Feasibility study, Cost reporting, Tasks delegation within team, Common planning of human resources)

2. Set a best practice, training and regular check of three main project documents among coordinators (PCP/One Pager, NPV and QAP). Even some of these documents have been already created (PCP, NPV), regular check and my feedback about their usage was beneficial for their standardization

3. Reduce information flow for some sub-processes to increase their effectiveness, value add instead of only document fill in. Set the owners for the documents which are specialist for these topics:

    a. Logistic checklist to Project Logisticians instead of project coordinators

    b. Environmental checklist to IMDS coordinators instead of project coordinators

    c. Cost calculation to Process engineers instead of administrative job position – Cost accountants

4. Set common, but a few, exactly defined and not contradictory KPI and reporting rules for whole team. Example: refused low stock target for Project logistician and replaced by one common target with Prototypes coordinators to be able to produce samples for customer or validation on requested time. For example: originally, two contradiction targets were set for one team: Delivery performance for prototype coordinator and Stock volume for Project logisticians.

5.2. Focus on process

For comprehensible understanding of process, some main process definition needs to be explained. Kongsberg Automotive defines two main processes, which reflect commonly known process APQP and Change management.

NPI (New Product Implementation) is defined as process to develop and implement new product based on customer demand.

"Competitive pressures, cost challenges, and increased customer expectations are driving company to improve the way they develop and introduce products to the market. It enables all constituents to speak a common language. It automates tasks, exposes performance bottlenecks, drives consistent execution and continuous improvement. And, it provides management visibility into the product development pipeline." (http://www.ptc.com/WCMS/files/43550/en/NPI-2075-v3.pdf - accessed on: 31st March 2013)

In Kongsberg Automotive is this process defined in six phases and briefly described on Figure 1.

Figure 1 - NPI process

(http://www.kongsbergautomotive.com – accessed on: 23rd January 2013

PIP (Product Improvement Process) is defined as improvement of existing products (own developed as well as subcontracted) based on input from various sources (customers, suppliers or own organization) with the objective to improve the product quality or product function, to reduce cost or to change capacity. In house production problems caused by not optimized design, field problems that results in warranty claims, customer capacity increase requests and redesign to reduce cost are examples of input that shall be addressed to the PIP team.

5.3. Training plan creation to achieve strong competence

5.3.1. Customer specific requirements - CSR

Real involvement of the team was really poor. One important reason was not full involvement in project meetings organized by CER manager and not required feedback about CSR from our production and QM. Therefore nobody from the team was directly forced to check them excluding project logistics, which confirms logistic manuals for each new customer delivery destination. First impulse for real change start was TS audit, which reported findings about not comprehensible customer specific requirements fulfillment in project steps. In next case studies about logistic, quality and production is shortly explained how the work with CSR has been started and accepted them in daily routine.

Case study 1 - Training defined for managers to project coordinators. Based on audit results, the effort raised to coach project coordinators to behave professional, to be able predict instead of planning, have a helicopter view on the projects out of borders of our production facility and understand global relation with projects and customer needs. HR department provided the list of potential training courses suitable for coordinators, but none of them could be really considered as a beneficial. Later on we received a training program specifically dedicated for management. Based on course scope, I was pretty confident, that this course is the right way, what can improve customer service level of each coordinator. As the most important benefit was a new approach of coordinators for design and drawing review, quotation process and related issues which need to be evaluated and quoted and structure for documents defined system of control

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and inspections in production. And whole team recognized that project does not finish with SOP, but with EOP. As an example is attached the certificate from mentioned course – appendix 5.

Case study 2 – Logistic check list, Environmental check list. All checklists as many documents are required to follow up and report. Due to too fast change incoming and their implementation included huge quality system required traceability of all information, the real added value of this kind of document is zero. Document is filled in just with one aim, to be filled in. If it´s possible, with simple actions, real timing and still being actual. This required many updates which is time consuming. General reporting means the check, whether all actions are marked in green field, if not, recovery plan is needed. If all topics are under the control, or green or closed, nobody is asking, how these checklists were evaluated in reality. What is real value of the information? Does it mean that if the topic is closed and green, everything will be OK and no issue should rise? Currently, for any checklist within project are responsible program manager or project coordinators. They organized a meeting with team and try to respond all questions and predict any potential issues. But can they rely on project team members? How they can check reality and prove the status? Who is really interesting in results in mentioned documents? Who do real results need about logistic or environment? Project coordinator or logistic manager with production? Who does reality want to see and who wants to see successful project results? Answers on these questions are summarized in result chapter.

5.3.2.   **Training plan as a benefit**

To define really valuable training program, at first is needed to know, which kind of trainings we need based on team weaknesses. Background information is used from chapter 5.1.2. Be able to defined a weaknesses of the team took a time, much more as was available for master thesis creation, so after three months there was created a kind of training plan, but I was not sure whether really will improve the team. After six months, when training plan was re-evaluated, we realized that 50% of defined training we don´t need. For sure, at the end of this year, our approach will be different again. Training program as a "stress management" is a theory how to treat symptoms, but not

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to find how solve the illness. We do not want to solve accompaniment, but a root cause. Means, do not train the people how to work under the stress, but how to work without stress creation.

Additionally, each training course means a cost. Not only for the lecturer, but spent hours out of office anyway paid by company. So, unsuitable or not needed training courses are double lost and disappointment for employee, company and lecturer.

5.3.3. **Establish a training matrix**

In the chapter 4.3.3 are pointed out two topics about commenting process of internal instructions which describing processes and the flexibility of organization structure of launch team.

About commenting process, the instruction is sent to everyone with target date. Usually no comment is sent, so instruction is release. People are interesting in information about processes only in case, when they need to solve any task out of usual routine. Instruction of projects had 32 pages, so the best example for instruction without any comment from whole plant. Truly, frustrating, long and boring procedure. There was only one possibility, how to get the independence from people is to provide them rules, which will be simple and comprehensible. And this fact has nothing to do with huge instruction and its reading via email.

Flexibility of organization structure can be done by definition of the flexibility itself in job description for each job position. People are not fixed in boxes with strict borders and solid walls, where the touch of the others is not possible.

Solution for the both topics is described in the results chapter, which comprehensibly follow citation above:

"Agenda Item 3:
- *Obsess about the end-to-end processes that create all value for your customers.*
- *Ensure that every person understands processes and his or her role in team.*
- *Appoint senior process owners to measure, manage, and improve the processes.*

- *Create a process-friendly company by aligning facilities, compensation, and structure around processes.*
- *Develop a culture of teamwork and shared responsibility.*
- *Set up a process council so that you don´t replace functional silos with process sewers.*
- *Manage in process terms everything you do to make your company better.*
- *Make process into a way of life. (Hammer 2001:78)*

5.4. KPI

5.4.1. Personal KPIs

Case study 3 – Performance appraisal - I found in archive some performance appraisal forms from two years ago and started my personal evaluation meeting with team members to check their statement from that time. Honestly, it was very funny from one side, but from the different point of view I recognize, that that time this evaluation was done under high language and time barrier. Some examples are mentioned below:

- What do you consider to be your most important achievements of the past year?
- What action could be taken to improve your performance in your current position by you, and your boss?

When I checked with evaluated persons how he/she understands these questions in English and how they can see their statements after two years, I had got different responses with different emotions. Some of them could not explain their statement and were confused, some of them started to laugh. Some of them told me, that their responses were not honest, so I asked them out of the document to be honest. For the first question there were some responses as statements "nobody complain my job" or "company prolonged my contract". For second question was usual statement "company could provide me training" but after the question what could be expected improvement then, they did not have a clue. Obviously, word "training" is the most popular solution for everyone, who really doesn't want to improve their performance within the most difficult way - self improvement - and rely on signed participation list for whatever training they can mentioned in their CV without any real need.

I personally checked each question with each person and asked them to prepare their statement for previous year. To explain the questions and each point took an hour for each person, so together 12 hours. But I wanted to be sure; that people will really understand the point of questions and their statements in English will really match a meaning in Slovakian language.

In the tab with ten points about personal capability, each point was understood differently. Reporting was considered as ability to create report quickly. Adaptability and flexibility were considered as willingness to work over hours. Creativity was considered as ability to have as many ideas during root-cause analyses as is possible.

A4 Score your own capability or knowledge in the following areas in terms of your current role requirements (1-3=poor, 4-6=satisfactory, 7-9=good, 10=excellent)

1. Commercial judgement		10. Problem-solving	
2. Product / Technical Knowledge		11. Decision-making	
3. Time management		12. Team-working	
4. Planning Skill		13. Leadship and developing others	
5. Reporting		14. Adaptability, Flexibility ,	
6. Communication Skills		15. Corporate Responsibility and ethics	
7. IT /equipment skill		16. Initiative	
8. Meeting deadlines / commitments		17. Discipline	
9. Creativity		18. Cross function	

Tab 1 – A part of self-evaluation from Performance appraisal form

My time all these details and ensure that all responses will be comparable. After evaluation of the areas in the tab 1, each team member had to define two worst evaluated points and suggests improvement activity by himself/herself. Within next performance appraisal there will be discussed, whether this improvement was Process finally defined is described in results chapter with some recommendation how to maintain the development of this important topic.

5.4.2. **Business KPIs**

Based on my knowledge about the situation described in chapter 4.4.2, it was necessary to postpone KPI about customer satisfaction and personnel fluctuation for next

year. There were some steps before we have to achieve. There were defined in KPIs and looks really simple. Despite the fact in automotive business we have no time, it takes time to change individual attitudes and behavior. Even we cannot change them, it takes time to find and train right people on right position. Results will come later on but they bring us long term and real added value.

Before the KPIs were created for launch team, there was huge effort to try to be self-critic and avoid any high target, which cannot be achieved. On one side, it will mean that we as team will fail for sure, but most critical situation will be within team. It does not mean, that team needs to win in all tasks and be forced motivated, but targets have to be achievable and beneficial. Otherwise, people will be frustrated and no positive or passionate feedback will be added to the next KPI planning.

5.5. Reporting procedures

As the first step was necessary to define which one or maximum two outputs are needed from each team member based on his/her job description. From prototype coordinator are requested the samples on time, from project logistics raw material and components on time with minimal freight cost for samples to labs or customers. From IMDS coordinators are requested IMDS approval from customer on time, from jig designer the jigs implementation to production on time and from project coordinators all tasks done based on defined milestones and profit from projects. The plan was to focus on these main points and forgot any other subtasks reporting in first steps. For all job positions except coordinators there were created three tabs:

1. Jig plan, performance and on time delivery for serial production for jig designer
2. IMDS plan, performance and on time approvals of IMDS for IMDS coordinators
3. Samples plan, performance and on time delivery to labs or customers for projects logisticians and prototyping staff

These tabs are used as the monthly reports for trend evaluation of job position performance and value added tasks of launch team for production plant. They are included to KPIs spreadsheet as well.

5.5.1. **Resource investigation and balancing**

Procedure and global structure predefined document and templates, which should be used within process. But as it´s usual, if manager does not mandatory required their use or he/she does not use them, team members start to find the way the most suitable for their own practice. This was a practice I found among coordinators. Coordinator´s documents were filled in different way, therefore were comprehensible only for them personally, but not comparable among them. There was only one way, how to standardize these documents. Mandatory required using only official documents, creating best practice for each document and performing the training with owner of documents then with the rest of the team. And then, make things done, check these documents with each coordinator on weekly basis and personally evaluate documents preparation per coordinator.

This chapter creates the biggest portion of this master thesis, to comprehensibly described process optimization and balance of staff effective usage. In the results are described five main points which evaluate the results and asset for the team. There are:

- provide analysis of launch phases per coordinator,
- establish plan for workload in 2012 per coordinator,
- implement plan and balance workload between coordinators (inc new starters),
- review workload plan at end of 1st quarter included lessons learned,
- improve management of launch team and offload projects from launch manager.

5.5.2. **Reporting formats**

When we tried to understand which data we really need to evaluate, we decided to focus on the data we can improved. Goal was to avoid collecting data for short-term, but long-term usage (lessons learned, future prediction). Then create similar type of report format to avoid misunderstandings and different views from different persons. First step within reporting structure was to set rules, who and when needs to make and update and where these reports need to be stored. Then check on regular base real performance and availability of these documents. This evaluation has started after period when team was focusing on training of all coordinators and practical examples from

projects. After that we could started with comparable evaluation to avoid any complain from coordinators as usually – that they were not trained properly.

Only five reports for coordinators were set up to ensure evaluation of all processes which my department is responsible for: CER, NPI, PIP request, PIP, PIP support (project managed by different facility with request to support from our facility). Results are described in chapter 6.5.2 and related appendixes.

5.5.3.   Improvement projects process and control

In the citation from Mr. Charan and Bossidy is stated everything about the approach how to maintain the development of the process and take control. As the first point is establishment of a strong leadership culture with natural authority based on experience with ability and patience to listen, observe and coach. As the main tool will be process lessons learnt, which will be in direct responsibility of launch manager. The purpose is to achieve an evaluation of the issues and their solution in front of the team, ensure conditions for corrective actions implementation for each team member and to be a best practice in daily routine. In results chapter is used an example from lessons learnt document of Launch team.

"Execution paces everything. It enables you to see what´s going on your industry. It´s the best means for change and transition-better than culture, better than philosophy. Execution-oriented companies change faster than others because they´re closer to the situation.

 If you business has to survive difficult times, if it has to make an important shift in response to change-and these days just about every business does-it´s far, far more likely to succeed if it´s executing well.

Leading for execution is not rocket science. It´s very straightforward stuff. The main requirement is that you as a leader have to be deeply and passionately engaged in your organization and honest about its realities with others and yourself.

This is true whether you´re running a whole company or your first profit center. Any business leader, at any company or any level, needs to master the discipline of execution. This is the way you establish credibility as a leader. By the time you´ve

finished this book, you´ll understand how to do it. You know-how of the discipline of execution will be a competitive advantage. If you then proceed to put it into action in your business, we know you´ll generate better results." (Bossidy, Charan 2009:7, 8)

5.6. Long term results

For the long term results, there are considered two topics, which will be evaluated at the end of the master thesis, and after all previous tasks implemented or closed.

The first topic consist three corner stones and their description is mentioned in "Letter to new leader" – conclusion in book Execution – The discipline of getting things done from L.Bossidy and R.Charan being quoted below.

"What else do you need to stay on top of? The list can get endless, but three items stand out. First, make sure you and your people really understand you customers: their needs, their buying behaviors, and the change in those behaviors. Know why they would prefer your products to others. Understanding customers is the base of business success. Second, always look for ways to improve your results by introducing initiatives such as Six Sigma or digitization. They not only can be productive, they can also bind your people together in a common cause. Third, maintain and sharpen your intellectual honesty so that you´re always realistic. See things as they are, not the way you want them to be. (Bossidy, Charan 2009:268, 269)

The second topic is defined as a "transfer the local structure with specific training programs to global launch structure capable of supporting the volume of work, if will be successfully implemented". This sentence was defined for in September 2012 in the beginning of this master thesis. At the end of this master thesis will be the time to understand, whether is six months the right period to consider long-term results.

5.7. Motivation

There were already described many activities about team improvements and self-evaluation, but one activity has been started in October with other activities and it was motivation evaluation of the team. Team members did not want to speak individually, usually did not respond, or scared in front of the rest of team. Therefore the taken

decision was to make it anonymous. It is a nice habit on our weekly department meeting, that each team member get empty paper sheet and evaluate 6 targets from individual perspective. Motivation is split between two categories: internal and external motivation. External motivation includes tangible rewards as a salary, bonuses and benefits. Internal motivation includes emotions like a level of individual professionalism, feel independently as a kind of autonomy and understand the sense of the work. Persons can evaluate personal perception in 5 degree range from 1 – the best to 3 as the worst. Than the results are calculated by me and present of department board. Results chapter describes the results, their meaning and the approach, how these results can affect future optimization. It can be considered as a kind of feedback for all optimization activities described in this master thesis.

Figure 2 – Motivation Launch team

6. Results

6.1. Employees performance

6.1.1. Observing & listening

Based on evaluation within a meeting and dialogues described in chapters 4.1.1 and 5.1.1, all ideas were re-evaluated within team and prioritize. Final performance of the agreed tasks were done by team and officially released or approved by me as a Launch manager. This approach guaranteed easy description of responsibility, data flow, and traceability in communication in unwritten agreements and individual independence of each team member on higher professional level. Some of new tasks raised and had to be dedicated, some of task, especially double or contradictory work was eliminated. Finally, each team member could immediately responded to anyone, what is his/her position about, where they are in processes, which they need to inform, support, check and to who report (not just to boss). Target was achieved without "new organization or office layout structure change", what is usual first activity of many managers on start position. Time was used effectively; frustration from something new and unknown have been eliminated. There was invested time, proposals and energy and continue to build the work atmosphere based on previous results.

Many reports usually requested in automotive companies, which are prepared by managers, it was delegated to the team. Based on team inputs, were created:

- Training course planning to improve weaknesses but to enjoy the work as well

- Vacation planning even achieve substitutability even not for a job position but for exact activities (different from other departments) – see appendix1

- Method how to create and comment internal instruction and procedure instead of official commenting process via email to "everyone" without real interest and usually without any valuable feedback.

- Persons without or not updated job description create their own job description and discuss.

Case study 4-Personal abilities: Project coordinator with insufficient personal abilities for daily coordination of crosses functional teams and operational decision without courage and experience to predict unplanned situation should finish contract four months later. But a man in middle age, family father had many experience in engineering, automotive quality and drawing administration. In that time, SQA position was free, so the proposal was to transfer him to this position and evaluate if his performance increases or not. After first two months we got very positive feedback. New SQA got different responsibility, which were much suitable for his personality. In the position as a customer were not so much stressed. With his wonderful details orientation and enough patience to solve technical detail his professional support for suppliers increased his value. Except of his personal profit, my department got one important advantage. Launch team got the best partner in supplier´s quality, who exactly knows project procedure and can globally see and solve the quality issues with supplier with focusing on projects needs as a timing, design freeze or modification implementation. Generally, the company did not lose experience transfer and the time, which will be necessary to train a new employee.

6.1.2. **Establish the gap of skills**

Case study 5 - Not standard but standard global procedure: PIP (Product Improvement process) as a standard global procedure was defined in global structure but not defined in all details and were valid for all production facilities over the world. These a few missing details caused many individual approaches transferred from local or historical habits. For instance: French facility makes all documents in French, Chinese documents does no included comparable ISO standards to be understood globally, some production facilities without direct contact to final customer always relies on information and decision from facilities in direct communication with customers. In my case, Vrable plant had this process coordinated by five coordinators in different way. Even each coordinator followed up the process in different level, so the solution was started with long term training from zero. A big support was already set global procedure for introduction and human resources dedication by other directors or other facilities to the project team. As the first step was the introduction, that this procedure -

as something regular, mandatory and just a one possibility – will be one way how to open the project. All other potential efforts, even forced by top management decision were refused to do in different way. The second point was to continue with creation of "best practice" (appendix 2-4) for each document requested by process. Organize a general training to introduce and explain the meaning of scope, mission and output of one document, than check each coordinator after its creation till all coordinators understand these points in the same way within his projects and settle in these documents as a daily routine. No documentation was requested to update back, it would be a lost time only. After few weeks, when document was used and evaluate similarly, it has been started to train and used another documents. After three months, all five coordinators understood three most important documents in the same way and there was a good time to compare coordinator´s performance, find details which have not been understood comprehensibly and start improvement loop. This kind of feedback led to improve couching skills - which information was not properly presented and understood. Next plan is to continue with other documents and procedure. Final plan is to provide same background for coordinators to be able to compare their work, results and mainly support and learn each other – share experience – which has not been possible until now due to different understanding of project steps, own responsibilities and tasks. Coordinators have to be able to support them without any director - Launch manager. They have to be real owner of process from the beginning to the end - real project coordinators which are able to bring value added points instead of administration assistance with filled in checklist but many not finished details after project closure. Not even coordinator, project logisticians or prototype coordinators need to be owner of their processes independently able to decide, coach and professionally support.

6.2. Focus on process

Cases study 6 – Right responsibility to right people: The intention was to delegate all coordinating tasks to launch team only and transfer all production related responsibilities to production. Technically, some projects changed project coordinators during they implementation, some of them had to be closed and reopen due to unsuitable follow up and many times changed scope. After this process standardization and

dedication to only one job position increased number of project about 100%. Approximately from 50 projects to 100 projects. It does not mean that projects have not existed, they were just not reported. Management got first answer for project coordinator overloading. Real project number was significantly different from previous reported status. Except reporting of project phases and status, it has been started to report current workload of each project coordinators. This data provided background information for each project coordinator next dedication to project. The aim of this effort was the ability to improve each project coordinator to successfully implement each type of projects. If project coordinator can launch each type of project, then the workload and utilization can be used much effective. Original even very popular intention to have customer dedicated project coordinators cannot provides required flexibility. Even dedication according workload was a first priority; it also allows second prioritization according customer dedication and product experience. For this task, intention has been implemented successfully and in long term, workload evaluation led to decrease a number of projects.

6.3. Training plan creation to achieve strong competence

6.3.1. Customer specific requirements - CSR

Simple questions from case studies 4 and 5 provided simple answers how to define the responsibility matrix within the process. It has been stopped the work on results which cannot judge neither approve from project coordinators perspective. Main project coordinator responsibility is dedicated the team and lead time for checklist reporting and closure. All other activities are coordinated and evaluated by persons who know the process preferably. He/she can check if tasks are really done in suitable manner and based on his/her personal involvement and future relation on approved results naturally force to provide fair evaluation of each tasks. If logistic has to be responsible for supply chain management after SOP, is in its interest to set and check all steps in best condition. And obviously I can rely on it. The same results I can achieve with environmental checklist. Project coordinator is regularly checking in the process status and report and provide status whenever is needed. Additionally, it can be proved by logistic as reality.

6.3.1. **Training plan as a benefit**

Totally new approach was implemented during training plan creation. This approach can be defined in four main points:

1. Add a customer visit program in to the training plan. And budgeted for other project members even from different department. Main reason was to avoid potential refusal for business trip for them. What can be the best training for business and professional presentation or creation of minutes of meeting if not directly in front of customer? Nothing else is better than real experience. Budget for year 2013 with customer visit program was approved by management.

2. One planned training about customer specific requirement for project coordinators, even this training was dedicated for top management. The main reason was to provide them different view on that topic instead of direct training about procedures and documents. It should be much beneficial for coordinator to show themselves and how they professional behavior and communication looks from higher perspective. Additionally, the atmosphere and approach of lecturer increase importance of the topic and provide to project coordinators a spirit of top level personnel in the company. Result is shown in appendix 5 as a certificate.

3. The third activity was additional chapter in job description – adaptation program. This procedure is usual in many companies, in Kongsberg was establish as well, but not deeply defined for each job position. Just few points were added to job description document which clearly stated a main steps which new employee has to pass to be able to adapt in company culture and processes, and own work as well. Job description update for all job position was release at the beginning within fifth month of master thesis creation.

4. Final task was the most difficult – build up a professional team from bunch of friends. Explain the rules of team work in business – how to repress own individual needs in favor of the team. Prioritize team and company targets over the individual target. Especially for this topic was organized one day workshop outside the company with specific program. Preparation of this program took more than month, but final evaluation of personal feedbacks called "the mirrors" helped to understand individual perception. These evaluations are included in performance appraisal evaluation, which is

described in the case study 3. Feedback from team member is graphically displayed on the graph n. 1. Ten questions were about workshop preparation, location, atmosphere, work environment, used equipments and coaching tools, lecturer professionalism, met expectations, etc. The scale is defined as usually on satisfaction evaluation from "very satisfied" in blue, "satisfied" in green, "neither satisfied nor dissatisfied" in yellow, and "no response" in pink. No response about "not satisfied" was provided from 18 participants, who assured, that preparation on the workshop served the both purposes: team work and motivation.

Evaluation questionnaire

Workshop	Workshop Launch Team
Date / Place	15.3.-16.3.2013 Horné Hámre
Lecturer	Zuzana Šolopová, Zuzana Gajdošová

	evaluation scale						TOTAL
Evaluation	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	No response	
Workshop preparation	7	7	1	0	0	0	15
Presentation was comprehensible	7	8	0	0	0	0	15
Place and workshop equipment	11	3	1	0	0	0	15
Handout was comprehensible	5	7	3	0	0	0	15
Professional level of lecturer	6	9	0	0	0	0	15
Handout had structured form and friendly layout	5	9	0	0	0	1	15
The meeting was generally beneficial for further work	7	8	0	0	0	0	15
Meals, snacks, lodging	7	6	2	0	0	0	15
Did the workshop meet your expectations?	3	11	1	0	0	0	15
Workshop was too long / short	0	7	7	0	0	1	15

Graph 1 – Satisfaction rating of workshop – Theme: Team work

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6.3.2. **Establish a training matrix**

Solution for the topic about commenting of internal instruction is purely easy. Organize short meetings for specific groups of people categorized based on their duties is most effective way how to explain rules, tasks, expected results and relation with the others. Each group needs specific approach and different angle of view. Results can be summarized in the status: "People know that some document exists and contains a part of their job." As an example is commenting of internal instruction about project management with 32 pages:

1) Create the instruction draft, provide to Quality system administration for registration

2) Defined to Quality system administration what is requesting from commenting and from whom. Originally this point was missing and Quality management administration send general email with no specific requirements. For examples: required comments especially from Process engineers in chapter x, requirements comments especially from Purchasing and Logistic in tab y.

3) Proved a lead time for commenting preparation and organize a few meeting with specific group of people (Logistics + Purchasing, Production + Quality, Finance + HR)

4) Add the comments from these meetings and finalize the instruction

The question about flexibility of the department and its organization structure is partially related to previous topic about commenting process. The main goal is to enlarge the horizon, skills and involvement for each team member. Passionate staff has tendency to improve itself without any press from outside or from management level. This fact can be easily used in awareness project phase, when team members needs to be nominated and scope of their responsibility within cross functional team is for them clear including timing and possibility to create recovery plan. Is not enough to be able make a plan, but predict and prediction needs some standard rules with standard solutions and behavior, and this can be defined based on experience. This experience needs to be tracked via lessons learned out of Launch team directly to production and HR like the end of process line. Based on that experience, department managers with

HR can easily defined which kind of human resources are the best, than request them for each position. Automotive business is too fast and we cannot afford to coach each new employee from the basics. Skills and experience are just one portion need for a work, but bigger portion creates a spirit and personal individuality. Some of character traits are not suitable for some job positions, sometimes can be a kind of barrier, which does not allow employee to work. Too much technical oriented coordinator without persuasion skills and patience to coach the team is potential pioneer to fail in all aspects of his/her work. This info can be easily adds to the job description. To maintain the development of these skills can be followed up within adaptation process, during an employee can be trained from experienced colleagues based on best practice.

Criteria for successful work	
Project coordinator	Self-study of industry technologies, product specification and design, business communication in English language and CSR in timeframe one year.
IMDS coordinator	Self-study of new and progressive materials, legislation and their usage in production technologies according to customer CSR and directive REACH in timeframe one year.
Jig and Fixture designer	Self-study of new and progressive methods, materials and technologies needed for jigs and equipment design and manufacture in time frame one year.
Project Logistician	Self-study of new and progressive logistic method, packaging materials and supply chain management including possible optimization of extra freights. In time frame one year.
Prototype coordinator	Self-study of new and progressive production methods and technologies in automotive industry, production technology improvements (streamlining, cost breakdown) within design and manufacture of prototypes.
Tab 2 – List of job description annexes	

Other side of this procedure is to provide experienced "seniors" staff a kind of feedback for their reports and work procedure. Are they comprehensible for all or for

author only? Can be this report/procedure performed by someone else in the same way with the same output? Fresh mind without any routine blind spots can be the best feedback with simple question "why?" and simple idea for different solution, which chases to think about.

All this knowledge was implemented to all job descriptions belong to position within Launch team. In the tab. 2 is briefly pointed the main criteria for successful work which was added within job description update. Any improvement or knowledge will be evaluated within personal performance appraisal.

6.4. KPI

6.4.1. Personal KPIs

Final and most important issue was that feedback from appraiser was provided in verbal form. So person got a feedback, which was forgotten on the next day. Let´s summarize this case study and make lessons learned:

- Reason for this activity: original reason for appraisal was to get real feedback from employees, provide them feedback as a kind of company interest and support them with personal improvement.

- Result: the result was untrue answers or answers from misunderstood questions, rough feedback verbally communicated without records and without prejudice and finally no other action from side of employees neither company was set.

Despite the fact, that personal evaluation with performance appraisal is not completed before this master thesis finalization, there is very simple procedure how to continue:

1) evaluate performance appraisal form in proper way in cooperation with HR and other managers,
2) provide to each team member personal and written feedback,
3) plan next training for skills or carrier progress,
4) get feedback about personal self-improvement on yearly basis defined in tab.1,
5) reward or criticism distribution.

The recommendation for HR department was, to do this performance appraisal in Slovakian language with Slovakian documents. Just to avoid misunderstanding, especially with employees on position which do not request intermediate English level or higher. If manager does not allocate enough time for this evaluation, does not check intelligibility of sentences, or does not request this evaluation with passion and interest, people just fill in the document in easiest way and statement have no value for appraisal, for HR department, neither for manager.

This procedure is the one of top three duties and personal KPI within current year - from professional and personal perspective. People deserve to be evaluated and get a feedback. I appreciate it from my boss as well.

6.4.2. **Business KPIs**

KPIs were created based on discussion within the team and consider with target on the plant level. Each KPI was dedicated for specific job position; even the owner of the KPI is Launch manager only. This dedication created personal involvement on the target achievement and background for bonus system. At the end of the year will be evaluated each KPI and linked to job position to avoid the atmosphere, that collective win or lost with no direct responsibility.

Status after three months was the same as was assumed. Some tasks were really simple and were done on time, and in some tasks team totally failed, especially in long - term tasks which request discipline and strong driving. Due to the confidentiality commitment no examples can be provided comprehensibly. They related to timings and revenues. Just screenshot from original tab is add as a tab 3, when is mentioned a spreadsheet of activities and dedicated job description. Last group of tasks are tasks transferred from previous years as not achieved, neither started.

Comprehensible spreadsheet is presented on big board in Launch meeting room, to be visible and available for the whole team, visitors, management. Clear tasks daily reminded as a target team has to achieve within the year.

Launch team activities	MAIN TASK DESCRIPTION	KPI	Sub Tasks	Comments	Owner (Signed)	Support (Signed)	Reviewer (Signed)
			Key — Task Start or Completion Dates / Task Duration / Task Started or Completed / Major Milestone Tasks	**LEADER:** Zuzana Solopova — **TEAM MEMBERS:** Projetc coordinators, IMDS coordinator, Project logistic, Prototype coordinator, Jig & Fixture admin			
	NPI	CM & Timing	CM trend evaluation per coordinator for plant KAVR	Project coordinators	ZU SO	JA PA	DE BO
	NPI	CM & Timing	All documents for "production" in one pager prepared on time for gate pass per coordinator	Project coordinators	ZU SO	JA PA	DE BO
	PIP	Net saving & Timing	Final value of PIP project: 3 per coodinator in average (total 15)	Project coordinators	ZU SO	JA PA	DE BO
	PIP	Net saving & Timing	Max. 1 overdue project per coordinator	Project coordinators	ZU SO	JA PA	DE BO
	Visual Management	Visual Factory	Projects presentation in shopfloor in phase 5	Project coordinators	ZU SO	JA PA	DE BO
	Visual Management	Visual Factory	QAP overview for NPI and PIPs	Project coordinators	ZU SO	JA PA	DE BO
	Visual Management	Visual Factory	All 5 reports updated in Launch meeting room on biweekly or monthly basis (CER, PIP, NPI, PIP reuqest, Finance PIPs)	Project coordinators	ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	KBD procedure training		ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Training of Best practice documents - QAP, Issue list		ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Enviromental checklist - best practice + training	IMDS coordinator	KR KR	ZU SO	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Logistic checklist - best practice + training	Project logistic	MA BA	ZU SO	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Update of IS 7.3-1 - implementation of PIP request log procedure		ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Job description for all Launch team members		ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Update of IS 7.3-1 - cost calculation tranfer from Launch team to Value streams		ZU SO	JA PA	DE BO
	Internal instruction & Documents	Quality management & global proceduer	Internal instruction creation for prototype and samples warehouse	Prototype coordinator	PE SK	ZU SO	DE BO
	IMDS	Perfo Commun.	Communication flow procedure creation including PSQD within NPI	IMDS coordinator	KR KR	ZU SO	DE BO
	Jigs & fixtures	Perform.	80% of jig & fixture release on time to serial production	Jig & Fixture admin	JO VA	ZU SO	DE BO
	Logistic & prototypes	Performance	Database of all samples produce for projects and root cause analysis for delays + corrective actions. No target for year 2013	Project logistic	LU NA	ZU SO	DE BO
	Logistic & prototypes	Proce dure	Packaging responsiblity matrix for internal organisation structure	Project logistic	MA BA	ZU SO	DE BO
	Open activities from 2012 (see Vrable Roadmap)	Various	Resource Investigation and Balancing		ZU SO	JA PA	DE BO
	Open activities from 2012 (see Vrable Roadmap)	Various	QAP Structure and Efficiency		ZU SO	JA PA	DE BO
	Open activities from 2012 (see Vrable Roadmap)	Various	Training and Personnel	IMDS coordinator	KR KR	ZU SO	DE BO
	Open activities from 2012 (see Vrable Roadmap)	Various	NPI Workload	Project logistic	MA BA	ZU SO	DE BO

Tab 3 – Screenshot of KPIs

6.5. Reporting procedures

6.5.1.   **Resource investigation and balancing**

Only five general reports for coordinators were set up to ensure evaluation of all processes which my department is responsible for: CER, NPI, PIP request, PIP, PIP support (project managed by different facility with request to support from our facility). These five reports related to the process. Than additional few documents and checklist related directly the project follow up depends on the project type. In the results below are summarized concrete results with their affect and global asset. Data were valid during the time, when master thesis has been created.

Provide analysis of launch phases per coordinator

As the three main documents, which have to be mandatory created and evaluated for each project are: QAP (Quality assurance plan), Issue list and Time plan. Together with previously mentioned 5 documents, which report project status, coordinator´s performance can be evaluated based on their always updated status for projects and recovery plans, when unexpected events occur. Weekly evaluation is formulated to the graphs. Due to privacy rules, names are replaced by number in the graphs number. Even this kind of evaluation is so much time consuming, but it is most effective way, how to force coordinator to do their job on daily base. Graph n.2 describes first evaluation, which was little bit confused, because many documents were missing and coordinators was not able to understand them in the right way. Therefore was not possible to evaluate all documents in each week. But the goal was achieved. Coordinators could compare their personal performance and support each other in their unfamiliarity. Due to confidentiality commitment, coordinator´s names were replaced by number.

The target is 100% for each group of documents. Low performance evaluated based on this document as well decided of contract termination of coordinator nr.4.

Graph 2 – Coordinators performance evaluation

This procedure brought the two important outputs: 1. Measurable performance evaluation per coordinator, 2. Regular report with comparable values from all coordinators which can be used for lessons learned.

wk03/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	Others	
ROOS	3	13	1	2	2	0	0	21
STVE	3	4	6	3	3	0	0	19
MILI	4	4	2	7	0	0	0	17
MABO	1	2	5	10	0	4	0	22
FEST	3	7	1	6	0	4	0	21
ZUSO	0	0	0	3	0	0	0	3
wk03/13:	14	30	15	31	5	8	0	103

wk07/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	Others	
ROOS	3	13	0	2	2	0	0	20
STVE	3	4	4	5	3	0	0	19
MILI	4	3	4	7	0	0	0	18
MABO	1	2	5	9	0	2	0	19
FEST	3	8	1	7	1	1	0	21
ZUSO	0	0	0	3	0	0	0	3
wk07/13:	14	30	14	33	6	3	0	100

wk08/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	Others	
ROOS	1	13	0	2	2	0	0	18
STVE	4	2	4	5	3	0	0	18
MILI	4	3	4	7	0	0	0	18
MABO	1	2	5	7	0	2	0	17
FEST	0	8	2	6	1	1	0	18
ZUSO	0	0	0	3	0	0	0	3
wk08/13:	10	28	15	30	6	3	0	92

wk13/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	Others	
ROOS	2	13	2	3	2	0	0	22
STVE	4	2	4	6	3	0	0	19
PEDR	0	0	1	0	0	0	0	1
MABO	1	5	7	7	0	1	0	21
FEST	2	8	2	7	1	0	0	20
ZUSO	0	1	1	4	0	0	0	6
wk13/13	9	29	17	27	6	1	0	89

wk14/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	Others	
ROOS	2	13	1	3	2	0	0	21
STVE	4	2	5	5	3	0	0	19
PEDR	2	0	3	0	0	0	0	5
MABO	1	4	4	10	0	0	0	19
FEST	0	6	0	5	1	1	0	13
ZUSO	0	1	1	4	0	0	0	6
wk14/13	9	26	14	27	6	1	0	83

wk19/2013

Coordinator	CER	NPI	PIP Req	PIP	Support	Transfers	POT	
ROOS	1	13	1	4	3	0	0	22
STVE	3	4	5	6	2	0	0	20
PEDR	2	0	3	1	0	0	0	6
MABO	1	7	4	10	0	0	0	22
ZUSO	0	1	2	7	0	0	0	10
wk19/13	7	25	15	28	5	0	0	80

Figure 3 – First level of workload overview

As the first or base level of workload was just to count all project in five groups per coordinator and evaluate their volume on weekly basis. But this amount was only a number which cannot describe technical difficulty or time consuming aspects. As a first step it was useful, but to start with deep analyze it was not sufficient. Some of projects were only operative actions or single task requests and then have been frozen for months, then terminated due to missing information or interest. First level of workload evaluation is taken in Figure n. 2 and is usually used for workload planning.

Higher level of real workload report is defined in appendixes 7-8. Each project is evaluated separately and each position calculates his/her workload directly on project. Monthly report defined which kind of job is done, but annual overview reports only total cumulative amount of work hours per project.

As the next level of performance evaluation was workload for each team member, not for coordinators only. On monthly basis have been predefined all projects, included CER and PIP requests, and all spent hours were calculated per job position and per project. This evaluation helps us to see real difficulty of project preparation in awareness phase. It was a report and a message to top management focus on all requests and suggestions which are coming from customers or internal departments for improvement or saving projects. There is a vision to use this evaluation for prioritization of customer requests and internal saving activities and focus on suggestions, which create less workload and higher profit. Even such a kind of prioritization is already set, there is not really consider during CER or awareness phase of modifications. Effort to fulfill all customer requirements or wishes can destroy or fixed cash liquidity of company for a months or years. Sometimes is better to have no project as a forced one with negative margin, or without other potential business in the future. Current prioritization is described on Figure.3 Main prioritization can be done in two ways: compare cost avoidance like a risk rating on the right side and comparison between workload and revenues on the left side.

Figure 4 – Priority categorization

Implement plan and balance workload between coordinators (inc. new starters)

When first information was in place and we were able to recognize real workload even after few first weeks, we could dedicate requested hours to value added projects and suggestions. We could plan number of coordinators in long-term. We could evaluate individual performance of each coordinators based on their documentation preparation, workload report, compare this workload among the others. Decisions about organization changes and human resources planning for launch team were done easier and my personal persuasion about these changes was not so emotional and uncertain. With some organization changes came a request for temporary workload balance, due to the fact, that huge or difficult projects cannot be dedicated to new starters. This requested to create agenda for leaving coordinator and new starter with adaptation process. Despite the fact, that the care of juniors was dedicated to coordinators, there was still so high workload, that was not possible to dedicate only one senior to coach junior for next 6

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months and manage own projects. Therefore the situation forced to adjust the adaptation process for conditions of that period and split this process among all coordinators. Example for coordinator – junior is attached as an appendix nr.6. Each topic will be trained by different senior coordinator with best results.

Review workload plan at end of 1st quarter included lessons learned

This workload cannot be fully managed until this master thesis should be finished, but first results after workload screening we were able to summary after few first weeks as was mentioned in subhead before. But what was achieved is the first minutes from lessons learnt meeting focused on processes and customer specific requirements, escalation process, reporting style when a few projects with common issues are joined to provide bigger force for problem solving and return project in right direction followed the process. Procedure for escalation is attached as an appendix nr.9 and very simple describe how to escalate overdue task or missing feedback.

Improve management of launch team and offload projects from launch manager

In some model situation, we can find a department with one tired and overloaded manager and a bunch of satisfied or bored employees, who are leaving their offices each day with smile and plans for the rest of the day. It looks that full load of all department is hold on one arms of manager who does not want to dedicate responsibility and workload to his/her team. Why some managers want to solve the most difficult tasks by themselves only? Why they don't want to rely on team? Why do they think, that they need to be the most clever or fastest? Why do they think that results will be good only in case when they perform them personally? In this case, a manager is just another team member and work on tasks, but not to manage a team. Then nobody looks on people behavior, performance and added value for a department and a company. Whole department is working on tasks, which are not properly defined, dedicated based on routine not on personal skills and nobody knows what is right and what is bad.

My predecessor managed department in similar way. Even he was launch manager; he managed the most difficult projects for most important customer that time. He spent a major portion of his workload to launch a projects and modification and

satisfy customer expectation. For team management – follow up, evaluation and improvement – was no time. Each day I face a challenge to support some coordinators with some projects and sometimes I am really sure, that I can do the job better as my team. Especially if launch team fails or disappoints me, I think that results can be better, when I would make it personally. But in first level only mistake and disappointments improves our skills and make us stronger and experienced. I understand that I have let them fail, let them feel disappointment, think about it, make lessons learned, shared with team and accept, that even this most difficult way is the only one and right how to improve the team and team member. Then, in second level is up to them, whether they will learn themselves based on the mistakes of the others. What is my most important role to point out this situation, avoid any personal involvements, calm down emotions in team and focus all team to fact and new knowledge? Sometimes, lessons learned structured list of mistakes and different approach support personal improvement much effective as a punishment.

The main goal is team work improvement, set and implement effective internal and external communication, ask for feedback about my team performance, ensure organizational and process changes and optimization and solve interpersonal issues. Avoid project micromanagement and decision about recovery plans. The team needs to be the best within its own role and follow up processes without my direct decision making. Based on the previous overview and results, it can be summarized this topic as an achieved target. The team is less reliant on management involvement as was few months ago.

6.5.2. **Reporting formats**

Some examples of common used documents as the results of our effort and few months' discussion are attached in appendix 2-4:

- QAP – Quality assurance plant – document used for general APQP system for any project scope or scope to follow up all activities within change.
- Issue list – linked document to QAP which detailed defined each step and single task within micro management. Document simple offers the main set up to make one document but with different mapping for internal reporting and reporting in front of

customer. Than defined responsibilities, start date for tasks, original plan, updated plan and date for task closure. Spent cost and tasks prioritization can support coordinator to focus on tasks with higher priority within a context. This prioritization is not predefined, and can be set up based on risk analysis on the kick off meeting.

- Logistic checklist – document coordinated by project logisticians as we described in chapter 5.3.1.

- Lessons learned - even the document is established and mandatory required before each project phase closure, usually is filled in as a forced document by process, even people does not feel its need. Probably main reason is that this document is saved to project folder and forgotten as the rest of the project. The main goal was to collect all this info into one database and share among team on department meetings. But before the time I will establish that, it was necessary to get reliable and honest lessons learned documents for single projects. This could be got from coordinators, which started project in proper way, with risk analyze, valuable kick off meeting, and regularly follow up. So here is the explanation, why some of described steps and rules mentioned above are so important – to hammer out good start position for lessons learned and next project for the future. This is only one and right way, how to ensure sharing of experience even within resource fluctuation. Results and examples are mentioned in the next chapter in details.

6.5.3.   Improvement projects process and control

In the words of Mr. Bossidy and Charan is mentioned the solution. The time when companies will have enough space to do everything in proper way, in detail and take victory never comes. We can use available time to focus on value added tasks, prioritize and ensure their execution. Make lessons learned not for all projects, but:

- focus on those relevant which brought new ideas, process and really new products,
- grouping similar projects which came simultaneously (customer requested new version of product for short term),

- projects which went out of process and was too late to return them back into a process,
- projects which did frustration of project team for any reason.

Example of still ongoing process lessons learnt is described in tab 4. Column for department defined related department where experience raised occasionally and caused any issue. In the column "What happed," is simply describe what the issue is about and a solution in the last column "What can we learn from this". Lessons learnt are discussed on weekly department meeting at least one per quarter. Mentioned issue cannot be one time issues, or issues which were caused by someone´s mistake or unobserved of process. Issue needs to rise from the not defined gaps in the valid processes.

What to learn for the future - PIP

+/-	Dept.	What happened?	What can we learn from this
	LT	No freight costs are included in NPV.	Plan to estimate freight cost to first NPV based on product size/weight, number of tests and requirements for master pieces.
	Design	**GM:** Drawings are release for serial production without implemented corrections requested by production or out of ECN approval.	Add the ECN directly to issues list and time plan and required plant approval of ECN after GM3660.

What to learn for the future – NPI

+/-	Dept.	What happened?	What can we learn from this
	Production	Non-conformity from TS audit: Documents FMEA, FC, CP, Work instruction were not linked together.	Working operations numbers have to be same within all four documents. Documents have to be correct within project phases. FMEA need to have link to FMEA of incoming and expedition (logistics).
	Quality	Missing layout inspection=revalidation=requalification	New final assemblies have to be added to spreadsheet Layout inspection: J:\common\SPOLOCNY\QUALITY_AND_ENVIRO_MANAGEMENT_SYSTEM\AUDITS\Rekvalifikácia výrobku\Customer requirements for requalification
	Quality	Missing reaction plan in CP	Add the link to internal instruction about management of non-conformed products to the CP
	Quality	DFMEA is missing link to PFMEA.	Add the link (PLM number and project/product name) into PFMEA within project phases.
	Quality	Missing norms defined in drawings are not available or unknown. Some on them, which are saleable only from customer, need to be bought within project.	All norms have to available for quality and production in the last update. Within projects all norms have to be known by project team (QE, PE, PPAP, logistic).

Tab 4 – Process lessons learnt

6.6. Long term results

Two main topics from the chapter 5.6. need to be summarized and evaluated. As a three main stones of this global best practice should be three points mentioned in the citation of Mr. Charan and Mr. Bossidy:

- make sure you and your people really understand your customers
- always look for ways to improve your results by introducing initiatives such as Six Sigma or digitization
- maintain and sharpen your intellectual honesty so that you´re always realistic.

First corner is predominantly ensured within long term focusing on customer specific requirements, trainings and regular lessons learnt. Second corner is ensured by deeply workload balance, prioritization and final decreasing of open projects number. Too many open projects do not allowed to focused on the details and make the things done. The third point is intended to me as a Launch manager. As the one example about honesty and my realistic approach can be considered contract termination and relocation of two project coordinators mentioned in previous chapter. Even high number of projects provides me the reason to take these two coordinators; I decided to finish effort to improve their personal and professional abilities. I was realistic and saw the lack of potential and try to find other much difficult but long-term solution – find and focus on new coordinators with higher potential.

The second topic was to transfer local structure as a best practice case to the rest of launch teams worldwide within KA. Unfortunately, we are far away from the best practice to be used for global. We just need to be on top and see the results in the distance and follow up process – right direction – to achieve them on time.

Reality is, that some short-term activities have not last short term and requested much more: focusing, discipline, coaching, reporting, prioritization but the most important point – see this project process within higher = plant and different = customer perspective. All these points need change of people behavior, approach and perception. And change the people by own best practice needs more than six months. But what can be achieved within these six months is, to persuade the people without any persuasion – to be a leader, not a boss.

6.7. Motivation

At the beginning of Motivation evaluation I was pretty confident, that the trend will improve within next few months. I was sure, that all improvement activities and personal approach improve a satisfaction of the team members. But reality is different. Trend is still the same. On the figure nr.2 is the main presentation used for evaluation and results from last 6 months. Then tab 5 is describing collected results from period October 2012 until March 2013 and graph.3 describes the trend. Based on the results I asked to team two questions:

1. How is it possible that salary part increased much despite the fact that no actions were done to decrease salary? When I asked the team, they simple stated, that workload on project increased due to the fact that they have follow up the process. Previously they ignored some steps. Currently they have feeling that they need to work harder even for the same salary.

2. How is it possible that we made so many trainings and improvement activities to build a strong team, but the trend of professionalism is constant and have not increase within the team? How is it possible, that the team does not feel any self-improvement, but their satisfaction with salaries decreased? The answer for this question I did not get but the next plan is to focus in this relation and make root cause analyze and re-defined the approach how to changes and other activities are communicate to the team and finally, how they are implemented.

Assessment:	1 = completely satisfied		Average:	up 1,5			
	1,5 = more satisfied						
	2 = partially satisfied/not satisfied			up 1,5 to 2,0			
	2,5 = more not satisfied						
	3 = completely not satisfied			over 2,0			

Salary	Bonus	Benefits	Autonomy	Proffesionalism	Sense	Average	Month
1,96	2,65	2,69	1,62	1,77	1,81	2,08	10.12
1,85	2,70	2,73	1,53	2,00	1,93	2,13	11.12
1,92	2,62	2,85	1,69	1,77	2,00	2,14	XII.12
2,04	2,46	2,50	1,54	1,83	1,75	2,02	I.13
2,23	2,38	2,50	1,81	1,73	1,88	2,09	II.13
2,25	2,41	2,54	1,83	1,75	1,91	2,12	III.13

Tab 5 – Motivation Launch team – monthly evaluation spreadsheet

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Graph 3 – Motivation Launch team – monthly evaluation graph

Conclusion

The main purpose of the master thesis was to experiment, whether it is possible to switch organizational oriented plant /department to process oriented within usual probationary period for manager. The scope of the master thesis was defined within four topics and achieved within results of three main goals:

- *New process organization structure with flexible core competencies and skill matrix of staff potentially used out of launch team department borders.* This goal was implemented successfully, which helped management to implement other changes and optimizations in easier way, because clearly defined process and responsibilities can be predefined and immediately transferred.

- *Increasing of staff motivation by wider range potential work task, routine elimination.* Even though work tasks has been enlarged within 6 months period of master thesis preparation, there hasn´t been noticed any observed any positive feedback regarding motivation or satisfaction. On the contrary, some of motivation factors have been worsened.

- *Experienced but still inspired work team, which would be able meet flexibly expectations of customer and global company management.* This topic was successfully implemented, though it was not finished. It will take much more than few months to build a professional team prepared to meet customer´s expectations as a mission, not only a daily routine work. The direction through specific trainings, evaluation of their asset and the consideration of these trainings as a kind of benefit, self-training and lessons learnt. To be successful on the long run, it is necessary to continue with intensive approach, measure the performance on predefined milestones and celebrate results before starting next optimization.

Structured methodical approach of the master thesis, its working definition and methods resulted into seven main topics, which specified four main goals stated above:

- Employees´ performance

- Focus on process

- Trainings program creation to achieve strong competence

- KPI

- Reporting procedures

- Long-term results

- Motivation

Generally, in some topics, the team was successful (training program, using of documents, discipline, regular meetings, reporting, personal supporting of team members), but some of them were evaluated as not sufficient, not finished or failed (lessons learnt, workload, motivation). Next paragraphs describe the lessons learnt and guidance from results for each from mentioned seven topics.

Employees' performance: For each new Launch manager or any manager on new position it is necessary to reserve the time for observation and understanding current situation. It is much better to spend some time and try to get experience from the history before new decisions are taken. This strategy could avoid the situation when similar mistakes are taken with any new managers. Due to the fact that usual probation period is a few months, it is very important to set up when the new decision has to be taken not to waste time for change implementation and first results presentation in front of the management. It is beneficial for the launch manager, when the discussion about new strategy as a kind of optimization is made in front of the team and feedback is considered as a one of the most important inputs. Than it is easier to present and explain to the team, why the changes are so important, where the gaps are, how and until when they have to be improved. Even though the team does not want to accept the changes and usually unwillingness is manifested, final implementation is easier accepted by team due to the fact it was done on the fair base. There are no conditions which can influence performance this point.

Focus on process: The second step which has to be started is the real job of each manager is to focus on people and processes. After an observation period it is necessary

to start "the cleaning". Completely ban any efforts or actions out of the process and take full responsibility for the own process, even this can cause the first failures. Do not let the results to be affected in the own responsibility by other or related processes. If this kind of conflicts occurs, it is necessary to adapt these processes to eliminate contradiction targets and goals. This part of the work is the most difficult, because it requires strong leadership, comprehensible information about all related processes and departments. Finally this adaptation has to be done before any changes will start. As a recommendation for launch manager can be the fact, that no discussion about the people and processes is a waste of time. Only the facts should be collected and evaluated with a clear mind.

Training program creation to achieve strong competence: An essential part of any optimization is continuous improvement; however, not as a general strategy, but with clearly defined topics and pre-defined results. It´s not necessary to improve everyone and everything, however it is popular to do so. Every education process is time consuming, therefore it has to be defined really properly and planned in regards to work duties. Each new knowledge has to be incorporated to daily work and evaluated for its benefit to the company and targets achievement. A recommendation for any new manager can be: properly check each team member and focus on the improvement and training of those abilities, which can affect planned targets. Team members will see their new knowledge as big support to win and achieve the targets, which is very motivating. Small shorter wins are the first step for long term success.

KPIs: When people and processes are known and global long term targets are set, it is of the utmost importance for any manager to build a road with milestones, to achieve the target step by step and day by day. Then lead the team on this road, not just sit and follow up. Team needs to feel that Launch manager as a leader is a part of that group, which trying to overcome its role. These targets have to have direct relation with final global target and have to be as simple as possible. All team has to understand the scope of each KPI; believe that individual abilities are strong enough to achieve much more than just a pure target. Have another power to improve achieved targets, share the experience and positive energy to all. Each KPI needs to bring added value and make

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sense as a small piece to whole jigsaw of processes. There is much beneficial to have a few small and simple KPIs which bring more assess as a one huge KPI without particular structure.

Reporting procedures: Reporting as a procedure within process does not bring added value directly, therefore it has to be as simple and effective as possible. It needs to be comprehensible to everyone in the same way. Data used needs to be from the same source, formulas have to be identical and results have to be from similar period. Reports have to be regularly evaluated and used for lessons learnt and reward system. Team members need to have perception, that reporting is important activity for their own evaluation and improvement, to see what are their blind spots and their strong competences. And that these reports are interesting for Launch manager and management as well. If reports don't deliver the data, which can bring new approach and predict future status, it is better to stop this reporting.

Long-term results: Even though six months period for master thesis preparation is not enough time for any long term solution or strategy, it is very important to have an idea, what the situation should look like in future. Even though the situation on market and customer expectations are developing faster than ever before, production and marketing strategy have to be considered within any projects, which creates a production portfolio or changes production facilities. New technologies mean high investment, which can cause huge cash flow issue on the variable customer requirements.

Motivation: For any optimization or change activities it is very important to get feedback from the opposite side. It provides comprehensible overview about ongoing activities and reveals the indicators, which can predict the lost. Positive feedback does not look that honest considering the nature of people – not accepting changes that disturb their comfortable routine. Therefore it is necessary always to appreciate negative feedback, because only that one is the right one. To be successful it is necessary to separate emotions from negative feedback and focus on facts. There is the most value added information, which helps to achieve the target. There is the pure support from team to the leader.

This master thesis is also a kind of reflection of my personal improvement within a few years in automotive industry on background of Launch team. I have used experience from my work time for company Kongsberg Automotive from perspective of Industry Engineer, Project coordinator and Head of Launch department. The main goal was to describe the way of some ideas implementation and truth about process oriented company. The goal can be defined as a new challenge and make things done, which was achievable due to my work position. Six months' time to make things happened was the biggest challenge in my professional life. The main support for me and for team has been the man, who has coached me many years and provided me the most professional support. The man, who created a global procedure and led me within global process to set up the local one, so each open point was discussed with experienced colleagues. Exactly according "Letter to new leader" – conclusion in book Execution:

"It will be hard at times to know how you´re doing. We hope your organization gives you the feedback and coaching you will be giving your own reports. But even when that´s the case, we have found that a leader needs a confidant, someone outside the business to help her keep her head straight. This person should be someone wise, an individual who will be candid with you and help you to keep asking yourself whether you´re growing, learning, and making the tough choices. And take care about yourself. The new job can be stressful, and you need to live a balanced life. Don´t let yourself get too low or too high. Consistent behavior is a sign of a contained ego, and inspires confidence on you for those around you." (Bossidy, Charan 2009:269)

What is really easy to achieve within a six month for a new manager is trust of the team. Do exactly the same things as are required from team. Be positive, supportive, don´t scare to take responsibility for decision, do not blame, be honest to each others, provide service, share experience and do not consider colleagues as a kind of competitors who can take the job. Smile, enjoy the work and live each moment to improve people, process, culture and environment. And provide this culture in any customer visit or audit. First impression and customer feelings can affect customer approach and perception as much as quality or APQP reports. When customer is facing strong team (from professional and personal side), than any issues and agreements are

made easier and much beneficial for both sides. Even we have not achieved all expected results; we are on the right direction to be successful.

"Above all, Jane, remember that you´ve earned you leadership by your commitment to the work you´ve done. Keep that intensity of involvement and deepen it. Some people grow in their jobs, and others swell. The ones who grow are passionate about their business. They´re never too busy being big honchos to pay attention to the important details and stay close to their attention to the important details and stay close to their people. They´re never too high and mighty to listen and learn, to be as curious and inquisitive and open to new ideas as they were the first day of their careers.

This is probably more than you wanted to hear from two old friends. But we take great delight in your progress, and we know you have the talent to do a lot more.

<div align="center">

Sincerely,

Larry and Ram" (Bossidy, Charan 2009:269)

</div>

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Appendix 1: Substitutability matrix

Matica zastupiteľnosti - Substitutability Matrix

Oddelenie/Department:

Launch team

Prac. pozícia/Job position Proces - Process	Proj Logist. 1 Proj Logist. 2	PE Coordinaotor 1	IMDS coor. 1 IMDS coor. 2	Prototype coord. Prototype operat.	Coordinaotor 1 Coordinaotor 2	Coordinaotor 3 Coordinaotor 4	Launch manager Launch adminis.	Launch manager Jigs designer	Prototype operat. Jigs designer	Launch manager IMDS coor. 2		
NPI Logistika **NPI Logistics**	●											
Tvorba kalkulácií **Cost calculation creation**		●										
IMDS			●									
Manažment skladu vzoriek **Samples warehouse man.**				●								
Operatíva v rámci projektov **Operations within projects**					●	●						
Dochádzkový systém **Attendance system**							●					
Porada oddelenia LT **Launch team review**								●				
5S									●			
Plnenie zistení z auditov **Audits management**										●		

Zodpovednosť/ Reponsibility　　●　　　Vypracoval/Issued by:　Z.Šolopova　　　Aktualizované/Updated : 6.3.2013

Appendix 2: Logistic checklist – best practice

Logistics checklist

Project	Project name			Name of owner		Document No.	
Product	Customer			Owner		Version	
Date of	Date of this revision		Date of closure				
Part/ma	Part/material name						

	Planned / follows plan	
	Completed	
x = Responsible function	Late with recovery plan	Y
y = in conjuction with	No plan / No recov. plan	R
In a NPI project / in a ECM/PIP project	Not applicable	NA

KONGSBERG AUTOMOTIVE

Start (of this checklist) & analyse of the project / change

Activity (define how this list shall be used)	Comment	Cust.	Sales	PM	Design	Purchase	Prod. eng.	Logistic	Quality	After Market	Responsible (name)	Target completion date	Actual completion date	Status
Decide who shall perform what in this list			y	x	y	y	y	y	y	y				R
Decide target completion dates			y	x	y	y	y	y	y	y				R

Analyse of the project (Phase 3 in NPI or Analyse in ECM

Input (check)	Comment	Cust.	Sales	PM	Design	Purch.	Engn.	Logistic	Quality	After M.	Responsible (name)	Target	Actual	Status
CER checklist 8.3: Packaging and Shipping		y	x			y	y							R
CER checklist 9.2: Packaging and Shipping		y	x			y		y						R
Release of A and/or B drawings				x	y	y								R
Buy/make clarified		y	x	y	y	y	y	y						R
Suppliers selected					x				y					R

Activity (to be performed during this phase)

Check and state stock of involved parts					y		x							R
Check for deliveries outside this project of involved parts		x			y		y		y					R
Investigate Customer Packaging requirements		y	y	x			y	y						R
Obtain production requirements from customer		y	y	x		y	y	y						R
KA parts capacity Planning					x	y								R

Phase 4 (Validation) / Perform the change

Input (check)	Comment	Cust.	Sales	PM	Design	Purch.	Engn.	Logistic	Quality	After M.	Responsible (name)	Target	Actual	Status
Release of S (C) drawing				y	x	y	y							R
KA purchase create and send RFQ package			y		x	y	y							R
All completed quotations received from all suppliers					x									R
Evaluate quotations for purchased parts					x									R
Supplier nomination					x									R
Contract Supplier agreement/order placement					x									R

Activity (to be performed during this phase)

Match customer need with avaliable KA capacity				x		y	y	y						R
Populate MM01 in SAP with product code				y		x								R
Check all BOM parameters are populated						x								R
Inform Logistics about the change						x	y							R

Right panel

PHASE 3

Activity (define how this list shall be used)	Comment	Responsible
Decide who shall perform what in this list	1) Decide for all activities below if it shall be performed or not. 2a) If No select NA in column Q for that activity 2b) If YES write the name of the person responsible for the activity in column N.	project coordinator
Decide target completion dates		project coordinator

Analyse of the project (Phase 3 in NPI or Analyse in ECM/PIP

Input (check)		
CER checklist 8.3: Packaging and Shipping		sales
CER checklist 9.2: Packaging and Shipping		sales
Release of A and/or B drawings		design
Buy/make clarified		project management
Suppliers selected		purchase

Activity (to be performed during this phase)

Check and state stock of involved parts	check stock of components for prototype builds	logistics
Check for deliveries outside this project of involved parts	check if there is any necessary deliveries to be made to other customers (eg spare parts to another customer facilty)/ support from sales needed	sales
Investigate Customer Packaging requirements		project management
Obtain production requirements from customer		project management
KA parts capacity Planning		value stream leader

PHASE 4

Phase 4 (Validation) / Perform the change

Input (check)		
Release of S (C) drawing		design
KA purchase create and send RFQ package		purchase
All completed quotations received from all suppliers		purchase
Evaluate quotations for purchased parts		purchase
Supplier nomination		purchase
Contract Supplier agreement/order placement	purchasing to agree on MOQ, rounding values and lead time with the supplier	purchase

Activity (to be performed during this phase)

Match customer need with avaliable KA capacity		project management
Populate MM01 in SAP with product code		process engineer
Check all BOM parameters are populated		process engineer
Inform Logistics about the change	egineer informs about the BOM set up in SaP	process engineer

PHASE 5

Appendix 3: QAP – best practice

Quality Assurance Plan, Production

☐ Prototype   ☐ Pre-Production

Part number Top assembly	Part name		Document number
Project no	Drawing no		Drawing issue
Responsible for the QAP	Date		Issue	Distribution

		done	Getting late	Late

Part number	Issue	Part name	Project no	Planning / Rough planning Dates / Rought planning resources	1. Check of Input Data	2.1 Flow Chart	2.2 P - FMEA	2.3 Control Plan	3. Checking Aids	4. MSA Studies	5. BoM and RTG Registration	6. Order Purchased Material	7. Purchased Material Approved	8. Tools	9. Production Equipment	10. Environment	11. Work Instruction	12. Rework Instruction
					Proj. Coor.	PE	PE	QE	QE	Metrologist	PE	Buyer	SQA/SQD	SQD/Tooling	PE	IMS	PE	PE
				COPY AREA BELOW WITHIN GREY FRAMES														
8129001550	01	SCHALTHEBEL UMSPRITZT	0	Resp	Proj. Coor.	PE	PE	QE	QE	Metrologist	PE	Buyer	SQA/SQD	SQD/Tooling	PE	IMS	PE	PE
			0	Due Date	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900
			0	Status	R	R	R	R	R	R	R	R	R	R	R	R	R	R
8129101550	02	ASSY LEVER	0	Resp	Proj. Coor.	PE	PE	QE	QE	Metrologist	PE	Buyer	SQA/SQD	SQD/Tooling	PE	IMS	PE	PE
			0	Due Date	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900	00.01.1900
			0	Status	R	R	R	R	R	R	R	R	R	R	R	R	R	R

Appendix 4: Issue list – best practice

KONGSBERG AUTOMOTIVE

Issues List for 100522 xxxxxx (Updated by Xth March 13)

	Issue/action Identified	Action Implemented	Action Implemented	Success Confirmed

SOP:

Creation Date:
Prepared by:

				25% ESTABLISH	50% REVISED I.	75% REVISED II.	Completed FINAL			

ISSUE TRACKING NUMBER	STATUS (G, Y, R)	PRIORITY (A, B, C) Closed	CUSTOMER/ INTERNAL ISSUE	Part Number	ISSUE / REQUEST	ACTION(S) TO BE TAKEN	RESPONSIBLE	START-UP DATE	ORIGINAL PROMISE DATE	REVISED PROMISE DATE	ACTUAL COMPLETION DATE	COST	COMMENTS	STATUS % COMPLETE
1.1	G	A	CUSTOMER/		Check of Input Data - DWG	Get Basic project data (timing, volumes, CSR)	KAM							0%
1.2	Y	A	INTERNAL		Check of Input Data - DWG	CC creation (capacity, investments)	PE							0%
1.3	R	A	CUSTOMER/		Check of Input Data - DWG	PO from customer	KAM							0%
1.4		A	CUSTOMER/		Check of Input Data - DWG	Invoice to customer	Project coordinator							0%
1.5		C	INTERNAL		Check of Input Data - DWG	Drawing submission	ACE							0%
1.6		B	INTERNAL		Check of Input Data - DWG	Design review/Feasibility study	Project coordinator							0%
1.7		A	CUSTOMER/		Check of Input Data - DWG	Drawing release	ACE							0%
1.8		C	INTERNAL		Check of Input Data - DWG	IP creation / approval	Project coordinator							0%
1.9		C	INTERNAL		Check of Input Data - DWG	Project folders creation (server, PLM)	PM/ Proj. Coord.							0%
1.10		C	INTERNAL		Check of Input Data - DWG	PLM folder finalization	PM/ Proj. Coord.						KA:	0%
1.11		C	INTERNAL		Check of Input Data - DWG	TOJ registration	PM/ Proj. Coord.						Cost = all spent hours x	0%
1.12		C	INTERNAL		Check of Input Data - DWG	TOJ account closure	PM/ Proj. Coord.						30€	0%
2.1		B	CUSTOMER/		Flow chart	Documentation creation/ update	PE							0%
2.2		B	INTERNAL		PFMEA	Documentation creation/ update	PE							0%
2.3		B	CUSTOMER/		Control plan/Work instruction	Documentation creation/ update	QE							0%
3.1		C	INTERNAL		Checking Aids	CSR for checking aids	QE							0%
3.2		C	INTERNAL		Checking Aids	Place an order for checking aids	QE							0%
3.3		C	INTERNAL		Checking Aids	Instalation and release for serial production	QE						KA:	0%
4.1		C	INTERNAL		MSA Studies	MSA performance and report	Metrologist						Real cost	0%
5.1		B	INTERNAL		BoM and RTG Registration	Registration for raw materials and parts	PE							0%
5.2		B	INTERNAL		BoM and RTG Registration	Registration for assemblies	PE							0%
5.3		A	CUSTOMER/		BoM and RTG Registration	SAP Routing, EDI set	Logistic							0%

Appendix 5: Certificate

SNECI

France, Spain, China, Korea, Slovakia

Training

Certificate

French OEM Project Management for Managers

ING. ZUZANA ŠOLOPOVÁ

For her participation in the training session on

25th - 26th of March 2013

Date : 04/04/2013

Ing. Michal MATUSEK, PhD., MBA

Manager for Central Europe

SNECI

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Speed up customer-supplier performance to the International

Appendix 6: Adaptation program for Project coordinator

KONGSBERG AUTOMOTIVE

Introduction plan

Name and surname of employee: Coordinator 1

Department: Launch team

Job position: Project coorinator

Date:

Duration	Departmnet	Supervisor	Training scope	*trained (date)/ nor trained
			Processes:	
60 min.	LT	Roman Osuský	Process map NPI	
30 min.	LT	Zuzana Šolopová	Process map PIP	
15 min.	LT	Zuzana Šolopová	Organizational structure	
30 min.	LT	Zuzana Šolopová	Folder structure, PLM	
30 min.	LT	Stefan Vendegh	Meeting management	
15 min.	LT	Zuzana Šolopová	Customer communication	
15 min.	LT	Roman Osuský	Project budgeting and controlng	
60 min.	QM	Lucia Viziova	PPAP process acc. To customers	
15 min.	LT	Kristina Kramarova	IMDS approvals & requirements	
30 min.	SQD	Michal Petržel	SQD - SPPAP	

Duration	Departmnet	Supervisor	Training scope	*trained (date)/ nor trained
			Documents:	
30 minut	LT	Zuzana Šolopova	PCP	
30 minut	LT	Zuzana Šolopova	NPV	
30 minut	LT	NA	Cost calculation	
30 minut	LT	Stefan Vendegh	One pager	
30 minut	LT	Roman Osuský	Investment proposal	
30 minut	LT	Marianna Bakova	Logistic checklist	
30 minut	QM	Dagmara Baratova	Enviromental checklist	
30 minut	LT	Zuzana Šolopova	Reports	
30 minut	LT	Marian Bogyo	Feasibility study	
30 minut	LT	Zuzana Šolopova	QAP	
30 minut	LT	Zuzana Šolopova	Issue list	
30 minut	LT	Stefan Vendegh	Process approval	
			Presentations:	
30 minut	Finančné oddelenie	Jana Falisova	Contracts register	
30 minut	Nákup	Michal Halas	NPI - Purchasing Activities	
30 minut	LT	Roman Osusky	NPI training 2011	
30 minut	LT	Marian Bogyo	PIP folder creation in PLM	
			Software:	
60 min.	LT	Stefan Vendegh	Microsoft project	
30 min.	LT	Marian Bogyo	Live meeting	

Appendix 7: Workload of Project coordinator

Day	Working Hours (from - to)	Project Name	Task	Time spent	Lanuch dep.	General	NPI 1	NPI 2	NPI 3	NPI 4	CER 1	NPI 5	NPI 6	NPI 7	Support 1	xxx	PIP 1	Support 2	PIP 2	PIP 3
Monday	7:30 - 8:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:00 - 8:30	General	E-mail	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:30 - 9:00	General	Investment overview	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:00 - 9:30	NPI 9	Take over agenda	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:30 - 10:00	NPI 9	Take over agenda	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:00 - 10:30	Lanuch dep	Dep. Meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:30 - 11:00	Lanuch dep	Dep. Meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:00 - 11:30	Lanuch dep	Dep. Meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:30 - 12:00	NPI 5	E-mail	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	12:00 - 12:30																			
	12:30 - 13:00	PIP 2	Quality issue current versus new supplier	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	0
	13:00 - 13:30	PIP 3	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
	13:30 - 14:00	PIP 3	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
	14:00 - 14:30	PIP 3	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
	14:30 - 15:00	NPI 1	Released drawings	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	15:00 - 15:30	PIP 2	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	0
	15:30 - 16:00	NPI 9	Requirement for customer visit	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:00 - 16:30	NPI 8	Closing, update all review doc	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:30 - 17:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17:00 - 17:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Thusday	7:30 - 8:00	General	KAI	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:00 - 8:30	NPI 9	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:30 - 9:00	NPI 7	ECN for drawing correction	30	0	0	0	0	0	0	0	0	0	30	0	0	0	0	0	0
	9:00 - 9:30	NPI 1	ECN for drawing correction	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:30 - 10:00	General	Supplier calls to get eng speaker	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:00 - 10:30	PIP 1	Spending overview, ask for PO from KAMU	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	10:30 - 11:00	General	Supplier calls to get eng speaker	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:00 - 11:30	PIP 1	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	11:30 - 12:00	PIP 1	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	12:00 - 12:30																			
	12:30 - 13:00	NPI 2	New cover for XF	30	0	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0
	13:00 - 13:30	NPI 2	SQD discusion about parts	30	0	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0
	13:30 - 14:00	NPI 7	Check status of overmoulding tool	30	0	0	0	0	0	0	0	0	0	30	0	0	0	0	0	0
	14:00 - 14:30	NPI 5	Project meeting	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	14:30 - 15:00	NPI 5	Project meeting	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	15:00 - 15:30	NPI 5	Planning, LOP	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	15:30 - 16:00	PIP 3	Meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
	16:00 - 16:30	NPI 5	Project meeting	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	16:30 - 17:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17:00 - 17:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wednesday	7:30 - 8:00			15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:00 - 8:30	Volvo P254	Logistic meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:30 - 9:00	PIP 1	Discussion & planning	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	9:00 - 9:30	NPI 1	Project meeting	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:30 - 10:00	NPI 1	Project meeting	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:00 - 10:30	NPI 9	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:30 - 11:00	NPI 9	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:00 - 11:30	NPI 2	Project meeting	30	0	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0
	11:30 - 12:00	Volvo P254	Quality issuu with cover	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:00 - 12:30				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:30 - 13:00	Volvo P254	Quality issuu with cover	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13:00 - 13:30	PIP 1	Plan update	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	13:30 - 14:00	PIP 1	Plan update	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	14:00 - 14:30	PIP 2	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	0
	14:30 - 15:00	NPI 1	Purchasing requisitions	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	15:00 - 15:30	PIP 1	Plan update	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	15:30 - 16:00	PIP 1	Plan update	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	16:00 - 16:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:30 - 17:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17:00 - 17:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Thursday	7:30 - 8:00	General	E-mail	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:00 - 8:30	NPI 1	Swivel tubes, design of the tool	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:30 - 9:00	CER 2	Internal CC review	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:00 - 9:30	CER 2	Project meeting	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:30 - 10:00	CER 1	New CER for shift lever assy	30	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0	0
	10:00 - 10:30	NPI 1	assembly equipment availability	30	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:30 - 11:00	NPI 2	assembly equipment availability	30	0	0	0	30	0	0	0	0	0	0	0	0	0	0	0	0
	11:00 - 11:30	Volvo P254	Quality issuu with cover	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:30 - 12:00	Lanuch dep	Tooling reception proceedure	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:00 - 12:30				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:30 - 13:00	Lanuch dep	Tooling reception proceedure	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13:00 - 13:30	NPI 9	Customer meeting- packaging	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13:30 - 14:00	NPI 9	Customer meeting- packaging	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	14:00 - 14:30	NPI 5	Phase documents overview	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	14:30 - 15:00	NPI 5	Phase documents logistic checklist	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	15:00 - 15:30	PIP 1	Project meeting KAVR	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	15:30 - 16:00	PIP 1	Project meeting KAVR	30	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0
	16:00 - 16:30	NPI 1	E-mail	15	0	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:30 - 17:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17:00 - 17:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Friday	7:30 - 8:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8:00 - 8:30	NPI 5	Project LOP update	15	0	0	0	0	0	0	0	15	0	0	0	0	0	0	0	0
	8:30 - 9:00	NPI 5	VP build components needs	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	9:00 - 9:30	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9:30 - 10:00	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:00 - 10:30	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10:30 - 11:00	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:00 - 11:30	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11:30 - 12:00	Lanuch dep	Coordinator meeting	30	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:00 - 12:30				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12:30 - 13:00	NPI 9	Packaging issue	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13:00 - 13:30	NPI 9	Packaging issue	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	13:30 - 14:00	NPI 9	Packaging issue	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	14:00 - 14:30	NPI 5	Update project LOP	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	14:30 - 15:00	NPI 5	Update project LOP	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	15:00 - 15:30	NPI 5	meeting savings	30	0	0	0	0	0	0	0	30	0	0	0	0	0	0	0	0
	15:30 - 16:00			15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:00 - 16:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16:30 - 17:00			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17:00 - 17:30			30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 7: Workload of Project coordinator

Calendar month	March

PLM	Project Name	Task
NA	Lanuch dep.	40,5
NA	General	8
U34031	NPI 1	20,25
102950	NPI 2	4,5
Raufus	NPI 3	0
Raufus	NPI 4	0
CER008_2013	CER 1	0,5
101504	NPI 5	12,75
U20901,2	NPI 6	0
U20902	NPI 7	6
???	Support 1	2,5
xxx	xxx	0
103168	PIP 1	11,75
102426	Support 2	0
102256	PIP 2	4,25
102465	PIP 3	3,5
U100109	NPI 8	0,5
TBD	PIP request 1	0,75
103297	PIP 4	0
108860	CER 2	5
???	PIP request 2	0,25
???	PIP request 3	2,5
101000	NPI 9	10,25
U34031	Support 3	1
NA	Support 4	0
		134,75

Worload screening chart

Appendix 8: Summary of workload

Calendar month	March 2013

Type	PLM	Project Name	Total	Coordinator	IMDS	Logistic	CC supp.	Samples	Jigs	Hours	%	Hours	%
CER	102942	Name hidden	1,5	1,5						1,5	0%		
CER	009_2012	Name hidden	5,75				5,75			5,75	1%		
CER	103187	Name hidden	37	2			12	23		37	4%		
CER	019_12	Name hidden	0							0	0%	62,25	7%
CER	001_13	Name hidden	0							0	0%		
CER	103398	Name hidden	5,5	4		1,5				5,5	1%		
CER	103424	Name hidden	9	9						9	1%		
CER	22-2012	Name hidden	3,5				3,5			3,5	0%		
CER	019-2012	Name hidden	0							0	0%		
NPI	100982	Name hidden	19,25	7		12,25				19,25	2%		
NPI	100603	Name hidden	2,5	0,5		2				2,5	0%		
NPI	101116	Name hidden	54,75	13,5		41,25				54,75	7%		
NPI	101098	Name hidden	21,8	3,5	4,3	0,5		13,5		21,8	3%		
NPI	100962	Name hidden	63,5	8		11		44,5		63,5	8%		
NPI	101673	Name hidden	0							0	0%		
NPI	102082	Name hidden	0							0	0%		
NPI	102236	Name hidden	0							0	0%		
NPI	100330	Name hidden	1,5	1,5						1,5	0%		
NPI	100790	Name hidden	4				4			4	0%		
NPI	102929	Name hidden	20,75	9,5		11,25				20,75	2%		
NPI	101360	Name hidden	24,75	14	4,25	4	1,5		1	24,75	3%		
NPI	PE-000099	Name hidden	3	3						3	0%		
NPI	103156	Name hidden	9,5	9,5						9,5	1%	416,05	50%
NPI	101000	Name hidden	68,5	10,75	12,75	23,75	14,75	6,5		68,5	8%		
NPI	100504	Name hidden	0,5			0,5				0,5	0%		
NPI	101415	Name hidden	23,75	9,5	6,75	7	0,5			23,75	3%		
NPI	H20901	Name hidden	27	9,25	6,5	6,25	5			27	3%		
NPI	H20902	Name hidden	15,25		6,5	8,75				15,25	2%		
NPI	H20902	Name hidden	9,75		5,25	4,5				9,75	1%		
NPI	H20901	Name hidden	10,5		6	4,5				10,5	1%		
NPI	H20902	Name hidden	14		6,5	7,5				14	2%		
NPI	H20902	Name hidden	8		6,5	1,5				8	1%		
NPI	H20902	Name hidden	9	6,5	2,5					9	1%		
NPI	U34031	Name hidden	1	1						1	0%		
NPI	1000213467	Name hidden	0,5	0,5						0,5	0%		
NPI	101506	Name hidden	3	1				2		3	0%		
PIP	101772	Name hidden	0							0	0%		
PIP	101788	Name hidden	4	4						4	0%		
PIP	101502	Name hidden	2,5	2,5						2,5	0%		
PIP	100522	Name hidden	4,5	2,5	1		1			4,5	1%		
PIP	101350	Name hidden	0							0	0%		
PIP	101323	Name hidden	2,5	1,5				1		2,5	0%		
PIP	101349	Name hidden	2	2						2	0%		
PIP	102449	Name hidden	3,5	3,5						3,5	0%		
PIP	102327	Name hidden	7,5	5	2,5					7,5	1%		
PIP	102463	Name hidden	74,25	11,25				63		74,25	9%		
PIP	102906	Name hidden	0							0	0%		
PIP	102509	Name hidden	0							0	0%	210,25	25%
PIP	102465	Name hidden	3,5	3,5						3,5	0%		
PIP	103068	Name hidden	1	1						1	0%		
PIP	102261	Name hidden	6	6						6	1%		
PIP	102256	Name hidden	5,25	5,25						5,25	1%		
PIP	102443	Name hidden	4	4						4	0%		
PIP	101517	Name hidden	5	4,5		0,5				5	1%		
PIP	102510	Name hidden	5,5		5,5					5,5	1%		
PIP	103148	Name hidden	2	1,5	0,5					2	0%		
PIP	103269	Name hidden	13,5	10	1			2,5		13,5	2%		
PIP	103136	Name hidden	2	2						2	0%		
PIP	103188	Name hidden	36,5	14,5				22		36,5	4%		
PIP	103158	Name hidden	2,5	2,5						2,5	0%		
PIP	102447	Name hidden	10	9	1					10	1%		
PIP	103297	Name hidden	0							0	0%		
PIP	103168	Name hidden	12,75	11,75	1					12,75	2%		
PIP req.	138	Name hidden	0,75	0,75						0,75	0%		
PIP req.	139	Name hidden	0							0	0%		
PIP req.	198	Name hidden	0							0	0%		
PIP req.	103159	Name hidden	21	18	3					21	3%		
PIP req.	209	Name hidden	0,5	0,5						0,5	0%		
PIP req.	212	Name hidden	3,5	3,5						3,5	0%		
PIP req.	214	Name hidden	0							0	0%		
PIP req.	218	Name hidden	2	2						2	0%		
PIP req.	235	Name hidden	5,5	3			2,5			5,5	1%		
PIP req.	237	Name hidden	1	0,5			0,5			1	0%		
PIP req.	242	Name hidden	0,5	0,5						0,5	0%	79,5	10%
PIP req.	247	Name hidden	0							0	0%		
PIP req.	250	Name hidden	0							0	0%		
PIP req.	260	Name hidden	0							0	0%		
PIP req.	262	Name hidden	0							0	0%		
PIP req.	267	Name hidden	1	1						1	0%		
PIP req.	270	Name hidden	10	7,5			2,5			10	1%		
PIP req.	279	Name hidden	0							0	0%		
PIP req.	280	Name hidden	29	11,5				17,5		29	3%		
PIP req.	103554	Name hidden	2,5	2,5						2,5	0%		
PIP req.	X	Name hidden	0,25	0,25						0,25	0%		
PIP req.	103299	Name hidden	2	2						2	0%		
	N/A	Transfer support	65,25	1,5	63,75					65,25	8%	65,25	8%
				288	147	149	54	196	1				
						833,3				833,3	100%	833,3	100%

Enhancing the driving experience

KONGSBERG
A U T O M O T I V E

How to make an escalation?

Issue Identified	Action Plan Identified	Action Implemented	Success Confirmed	
25%	50%	75%	Completed	
	ESTABLISH	REVISED	FINAL	
	ORIGINAL	REVISED	ACTUAL	
START-UP	PROMISE	PROMISE	COMPLETIO	COST
DATE	DATE	DATE	DATE	
20.12.10	15.1.11	02.1.13		
20.12.10	28.2.11	09.1.13	06.3.13	
20.12.10	28.2.11	09.1.13	06.3.13	
20.12.10	28.2.11	09.1.13	06.3.13	
20.12.10	28.2.11	09.1.13	06.3.13	
20.12.10	28.2.11	09.1.13	06.3.13	
20.12.10	01.4.11	09.1.13		
20.12.10	28.2.11	-	26.7.11	
20.12.10	28.2.11	-	26.7.11	
20.12.10	28.2.11	-	26.7.11	
20.12.10	28.2.11	15.12.12	10.1.13	
01.9.12	31.1.13	28.2.12		
01.9.12	31.1.13			3.250 €
01.9.12	31.1.13	28.2.13		
20.12.10	28.2.11	30.6.12	31.5.12	
20.12.10	01.4.11	31.12.12		

Plan in Issues list:
1. Star-up date = date when task starts
2. Original promise day = first agreed dead line. If is not achieved, send the email to responsible person + copy his/her boss with response request
3. Revised promise day = second agreed dead line. If is not achieved, send the mail to responsible person + copy his/her boss with response request. If the task is not done again, or any feedback is missing – forward this email to direct boss and escalate tasks overdue.

Valid for all project team members including program managers, buyers and KAMs.

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