



# Flawless execution – Getting things right in a complex project!

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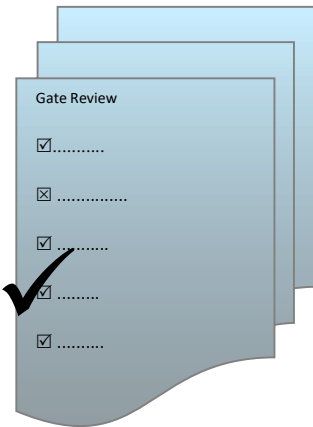
# How to drive reliable project delivery?

You need to be committed to 'getting it right first time' through:

- working in close partnership with your customers and contractors to ensure scope split and schedule are properly understood
- demonstrating a strong teamwork-based approach with right incentives for all and with clear ownership
- deploying mature and proven solutions
- showing a dedication to excellence in project management
- and have commitment to continuous improvement and lessons learned from previous projects

# A multi-faceted project governance is key to flawless execution

- Gate reviews
  - Reviews are performed pre-defined milestones, in conjunction with design reviews when appropriate
  - Adherence to initial planning of gates is checked, reviews documented in minutes and actions followed up by the review team
- Project reviews
  - Quarterly project reviews are held, using a common predefined reporting template
  - Project schedule 'health checks' are performed at regular intervals
- Project management process maturity of the project is regularly assessed and followed up as KPIs
- Regular steering committee meetings are held with the customer to ensure all decisions are ratified



## The challenge:

ERTMS Level 2 technology for world's highest speed / longest line, delivered in 28 months

Case study: Wuhan – Guangzhou High Speed Line, China

### Project Overview

- Complex civil engineering - 1,070 km double-track, 468km of bridges, 177km of tunnel
- 28 months to complete the project
- Development of CTCS3 standard (ERTMS Level 2) with integration of CTCS2 legacy system – several million lines of software
- 7,600 man-days of training in Europe for end customer and integrator
- Transfer of manufacturing to be completed within the first year to printed circuit board level
- Cultural gap between customer and within supplier, with 14 different nationalities - all communication in Chinese / documents bilingual



# WuGuang Project Execution:

## Key success factors

- Joint design throughout the project
  - Design meetings to share information and clarify design requirements and limits for the system with all stakeholders
  - Dedicated cross supplier teams for systems engineering, testing and project management
- Strong end customer involvement
  - Technical team from MOR for fortnightly meetings; regular Project Steering Committee at senior management level from all stakeholders
  - Aligned team roles and responsibilities between customer, supplier and designer for clear interaction between all parties
- Cultural training - for all key project members and China site
- Deployment of ERTMS standard solution
  - Based on projects delivered previously, with limited significant changes to the system
- Dedicated labs in Europe and China
  - ERTMS labs in Europe and complete system lab in China



In summary:

## How to achieve Flawless Execution

- Deliver world-class project management
- Ensure full customer integration with ownership for the result
- Deploy proven products and solutions
- Maintain tight requirements management
- Ensure thorough lab testing prior to going to field
- And above all ... Engage a high performing team



**THANK YOU!**