



Making business flow

Developing a Global Standard Project Management Methodology Based on PRINCE2 Foundations

Nick James

CEVA Logistics Limited



Introduction



- Who are CEVA Logistics?
- What is CEVA's Global Project Management Methodology?
- How did we establish global standardisation?
- What were CEVA's Lessons Learned?

Who are CEVA Logistics?



- World's 4th largest supply chain management company
- 50,000 + employees worldwide
- Over 1200 locations spanning 12.8 million sq m of warehouse space
- 6.8 billion annual revenue
- Successful project management critical to business growth & retention



Who are CEVA Logistics?



CEVA Projects

- Single event outsourced logistics contracts
- Recurring events e.g. London Marathon bag transfer
- Internal projects

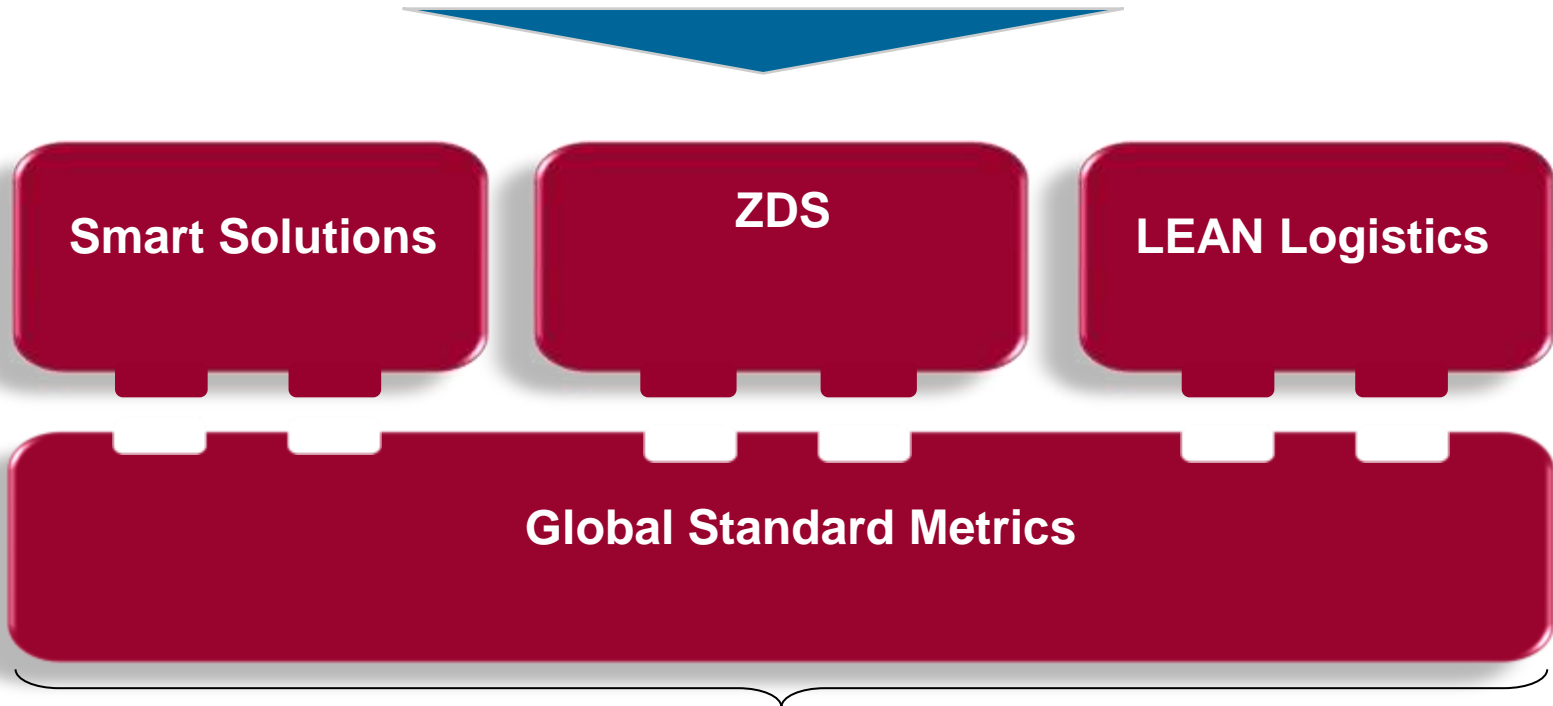


Who are CEVA Logistics?



CEVA's Operations Excellence Model

Zero-Defect Start-up



What is CEVA's Global Project Management Methodology?



Standardization

Single Framework & Global Documentation

**Controlled
Start & Finish**

**ZDS (Zero Defect Start-Up) is a Project
Management Methodology**

Defined Deliverables

**Scoping and confirmation with the client will
ensure expectations are clear**

Risk Management

Risks are identified, assessed & mitigated

**Measurable
Outcomes**

Controlled 'Cost'

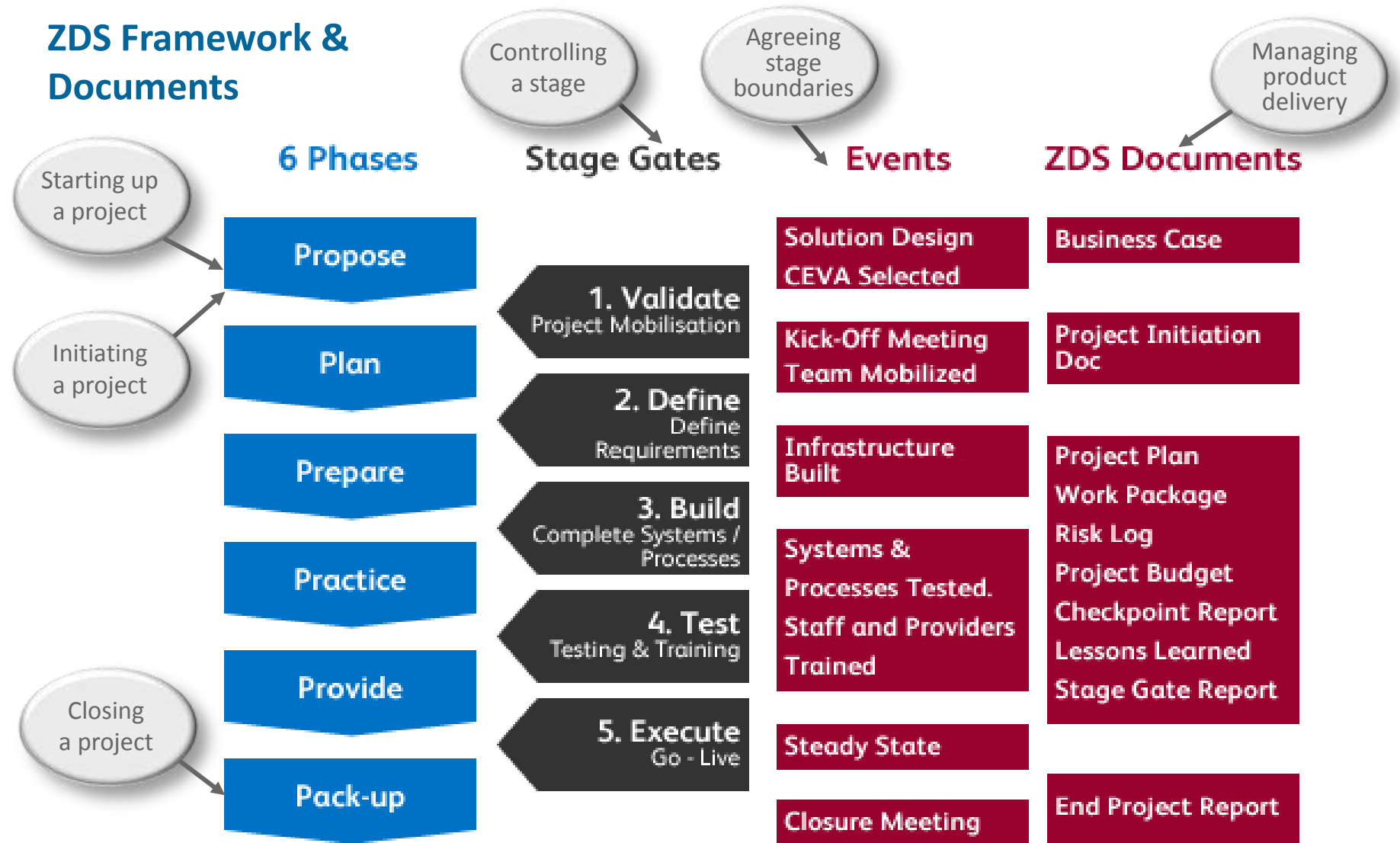
Controlled 'Time'

Controlled 'Scope'

What is CEVA's Global Project Management Methodology?



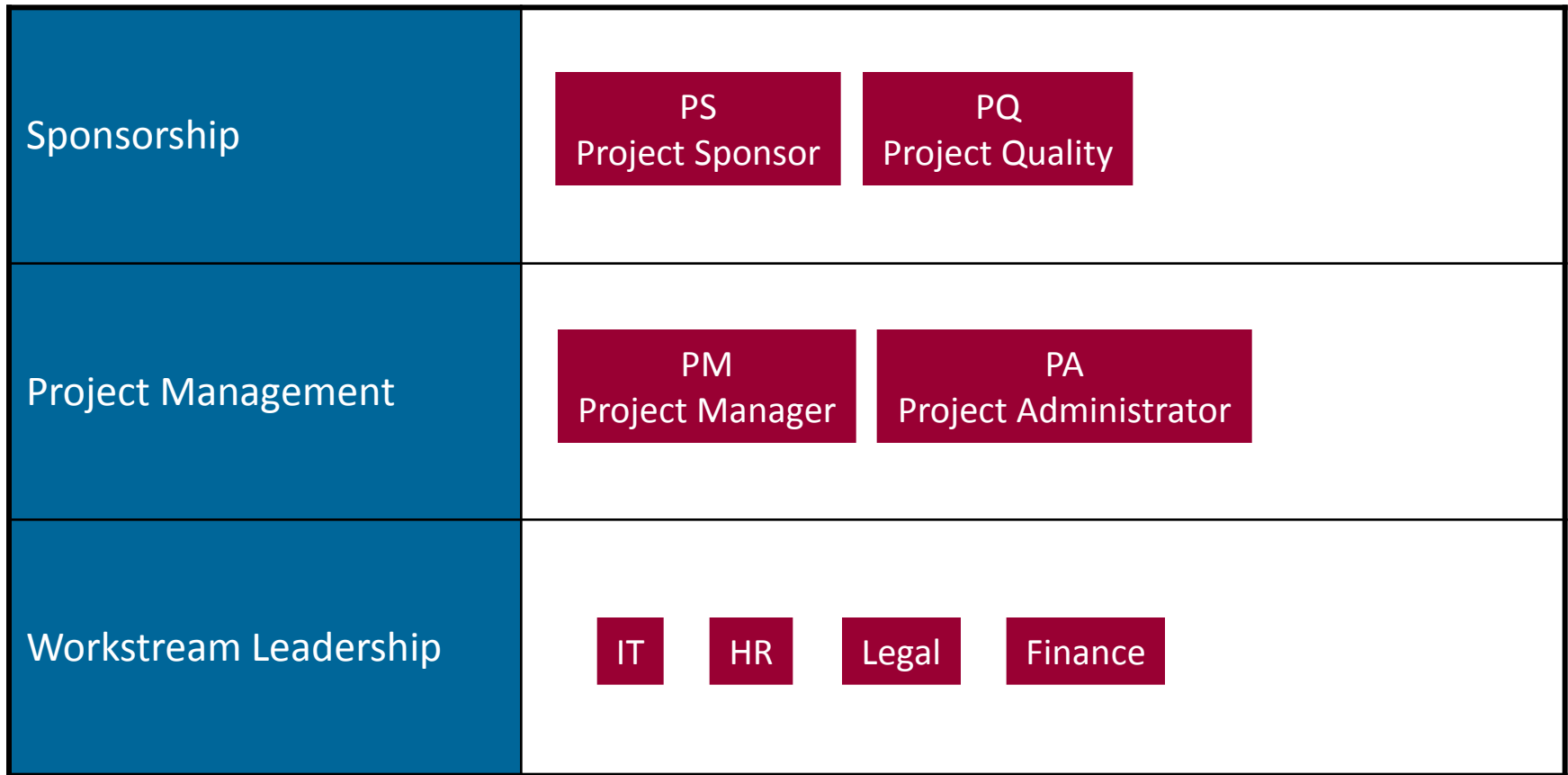
ZDS Framework & Documents



What is CEVA's Global Project Management Methodology?



ZDS Project Organisation Structure



What is CEVA's Global Project Management Methodology?



CEVA ZDS Additions

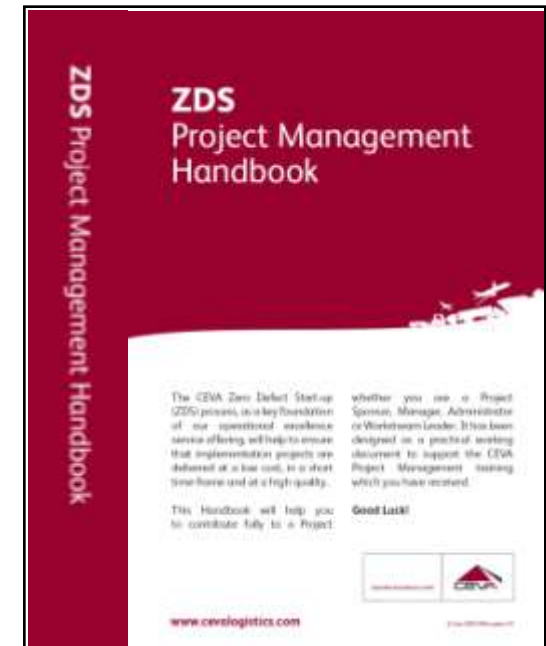


How Did We Establish Global Standardisation?



CEVA ZDS – Foundation Training

- Participants: 2 x trainers act as Sponsor & Client
 - Project team inc PM who allocates WSL roles
- Scope: Design formulated from Business Case & reviews with Sponsor & Client
- Process: Project team to go through 6 phases & 5 Stage Gates using standard ZDS documentation
- Time: Objective to be delivered in budgeted time
- Cost: Objective to be delivered in budgeted cost – parts & labour
- Control: Client to approve each Stage Gate & project closure



How Did We Establish Global Standardisation?



CEVA ZDS Game Materials



How Did We Establish Global Standardisation?



CEVA ZDS – Practitioner Training

- Web-based distance learning modules
- Presentation of completed project files to build up PM ranking
- Optional PRINCE2 external accreditation

How Did We Establish Global Standardisation?



How Do We Measure Success?

- Rating scale:
 - 1 = Failed to meet expectations
 - 2 = Below Expectations
 - 3 = Met Expectations
 - 4 = Exceeded Expectations



<i>Please rate each answer with the above rating scale at the end of each question</i>			<i>Select Rate</i>
1	CEVA documented and mitigated all Known Risks through the life cycle of the project		
2	The element of Time associated with the tasks and project delivery were addressed and achieved		
3	CEVA effectively Communicated with you throughout the life cycle of the project		
4	As applicable - Savings Budgets , Implementation Budgets and Overall Project Budgets were achieved		
5	Please rate your Overall Satisfaction with the CEVA ZDS Implementation team		
Would you recommend CEVA? Yes No			Average Score: 0.0

What Were CEVA's Lessons Learned



- Documentation: Excel & MSP plan templates
- Training: Practical & language neutral; learning progression; make it fun
- Scale: Start small (start-ups only) & extend quickly (all projects)
- Visibility: Updates & tracking on shared sites
- Client involvement: Integrate with Client approaches & give them accountability in process
- Commitment: Include as part of strategy – this is the way we now manage projects