

## Executive Summary:

**Title:** Analysis, census and competence consolidation within the project, program and portfolio management applied to the automotive industry.

## Project Purpose and Objective:

To analyze the current maturity level of project, program and portfolio management within the Automotive industry using matrices and methods related to IPMA project excellence baselines and in relation to agile project management standards. The key areas of research interest are People and purpose, processes and resources. To identify and propose the best practices for great Leadership implication and strategic alignment with goals for project success and to consistently improve the effective and efficient use of processes and resources for the desired project outcomes.

## Background:

To achieve the stated purpose a joint research project between SumiRiko S.P.A Italy, a major auto components supplier of leading OEMs and PM Lab Politecnico di Torino is carried out. SumiRiko has launched a pilot project using Kanban approach for the new product development in one of their platform. The project started in september 2017 with inclusion of three months curriculum stage for the data collection.

## Literature review:

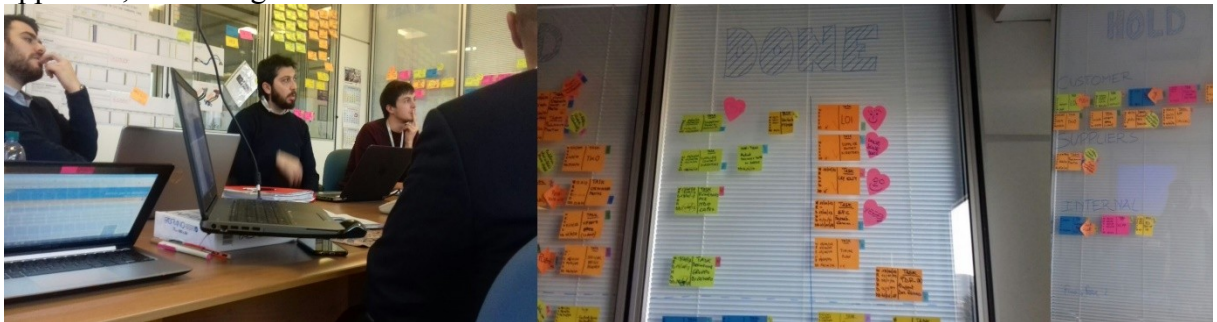
A brief literature review on the industry standard project management process and challenges are identified faced by the project teams.

The study of agile methodologies and lean approach specifically Scrum and Kanban, implication in the new product development within the team.

**Methodology:** My approach is to collect the data, mostly qualitative data and then map the observed data with the standard procedures and process of project management.

- **Data collection:** Data is collected by studying the documents provided by SumiRiko for the pilot program they have started in French market platform. The problems/issues were identified and their approach to solve those issues were studied for the clear understanding of the purpose of the pilot program

For the empirical analysis, Gemba walks observation is carried out for three months during the curriculum stage in SumiRiko. The project team's practice is observed closely that included daily meetings, kanban board usage for the workload distribution, problem solving approach, and usage of trello as a virtual board.



- **Gap-Analysis:**

A general gap analysis is developed with the standard Scrum body of knowledge and the observed practice carried out by the team. An excel file is created specifying the scrum processes and phases of the scrum methodology. The table is divided in the categories of Doing, Somewhat doing, Not in place and No proof activities of the team as given.

		SBOK Gap Analysis				
Aspects	INITIATE	PLAN&ESTIMATE	IMPLEMENT	REVIEW AND RETROSPECT	RELEASE PRODUCT	Doing(D)
ORGANIZATION	1) Identification of Product owner.NF, 2)Identify Scrum Master and Stakeholder(s).SW, 3)Scrum Guidance Body.NIP, 3)Formation of scrum team. D, 4)Scrum Training and coaching.NIP, 5)Resource allocation (colocation,jira). NIP			1)Scrum Team Lessons Learned in Sprint (self-performance Improvement of the team).NIP		Formation of so
BUSINESS JUSTIFICATION	1)Create Project vision Statement. D 2)Project charter.D 3)Project Budget. D	1)Business justification Techniques(ROI,NPV). D	2)Continuous Value Justification (Earned value analysis).NIP	1)Measuring Progress towards the Business value.NP	1)Communication plan(To convey important Informamtion to stakeholders,like the testing activities,records etc).SW	Project charter. Statement. Busi justification Tec (ROI,NPV). Proje
PRODUCT . BACKLOG/ SPECIFICATIONS. USER STORY(who What Why)	1)Develop Epics(User group meetings) NIP . 3)User stories definitions.NIP 4)User Story Prioritization methods. NIP 5)Prioritized Product Backlog.SW 6)Risk adjutsd Prioritised Product Backlog. NP	1)Creation of user stories(Required end-user functionality).NIP 2)User story Estimation Methods (Assigning the story points).NIP 4)Estimated user stories (Assigned).NIP 5)Committed User Stories(Subset of Estimated user stories). NIP 6)Identify Tasks(Deliverables). SW 7)Tasks Dependency Determination (Mandatory, External or internal). D	1)Updated Prioritized Product backlog(New stories,change requests,new identified risks).NIP		1)Working deliverables agreement(Approval by sponser and customer).D 2)Working Deliverables(Shippable Deliverable increment).D 3)Product Release.(release content and notes).NP	Tasks Dependen Determination ( External or inter deliverables agn (Approval by spc customer). Wor Deliverables(Shi Deliverable incre

A second table developed is the modified IPMA project excellence baseline model that is available for the traditional project management process. In the modified model we developed an agile and specifically scrum methodology version of model for product/project development. The key areas i.e people and purpose, processes and resources are kept the same and the subcriteria are modified based on scrum needs and requirements. (Excel file)

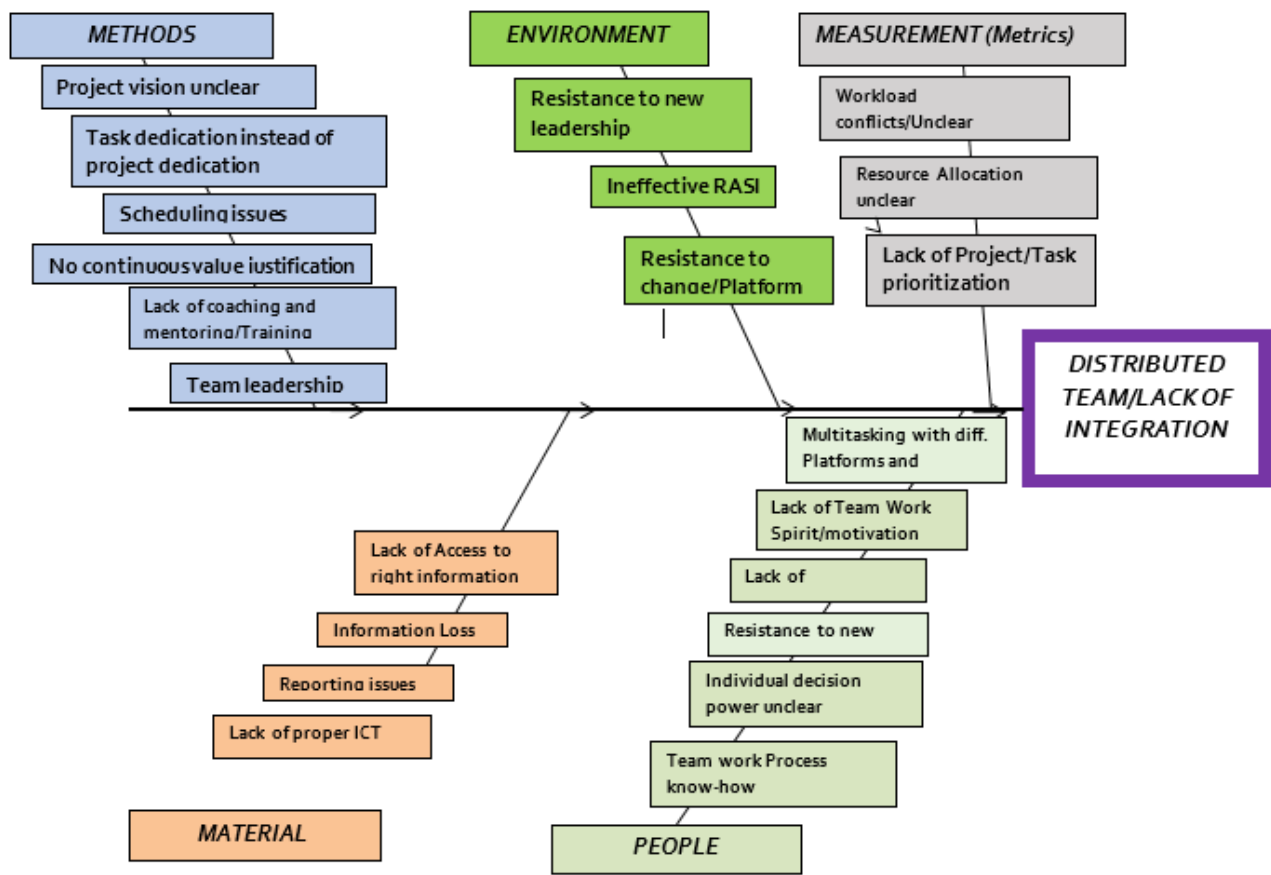
## Finding and conclusions:

From the Gap-Analysis done in previous chapter we found the gaps between the Standard Agile practice (Scrum) and the Pilot program practices, that is carried out in the Platform.

Finally, we drew an ishikawa tree pointing out the major problem and the causes of the problem. (Excel file)

	Agile/Scrum Practices	Challenges from Literature.	Challenges from Data
Leadership	Applying Servent Leadership approach.	Project Management Incompetence.	Unclear Roles (PM and Srcum Master)
Value	Prioritising feature list for ROI/Value creation.	Poor planning.	Lack of Prioriization, Multitasking.
	Continuous Value Justification.	Poor quality.	Metrics not defined.
	Value-driven delivery.		Lack of prioritization.
	Creating simple Project vision statement.		Not shared with team.
	Sharing open information.		Distributed teams.
	Using right tools	Lack of tools	Lack of proper ICT tool.
Individuals	Training/Process know how.	Project Management Incompetence.	Distributed teams, lack of training, lack of understanding of tools.
	Team Work Motivation.	Lack of Integration.	Lack of team spirit/integration.
	Decentralizing Control.	Issues related to Organizational culture.	Not clear.
Team	Emphasizing Commitment and Leadership.	Lack of Accountability.	Multitasking, Team resistance to new Leadership.
	Coaching and Mentoring.	Insufficient team skills.	Not in place.
	Building a self-organizing Team.	Cross-functional team.	Distributed Team.
	Collaboration and Communication (Transaction memory system).	Projectized structure.	Lack of accountability and Responsibility.

## ISHIKAWA DIAGRAM



### Recommendations:

Following the Deming cycle, as the Platform has been CHECKED for the problems they have been facing and the gaps with the standard process has been analyzed, it's time to ACT and put in place the first loop of the implementation cycle.

- **Sprint:** Time boxed product development.
- **Leadership & Training:** mentoring and servant leadership approach.
- **JIRA** as ICT and PMO tool.

