

PROJECT MANAGEMENT BALANCING QUALITY, TIME AND FINANCE

BUSINESS SITUATION

A new multi-product factory would be installed as a “green field” project in a country where no operational infrastructure existed.

The project effort was coordinated from the head-office, where all major equipment would be bought. Detailed project design was left to the site, where a local project team was established.

The soluble coffee project was scheduled to be commissioning shortly after commissioning of another plant, reducing flexibility.

PROJECT SCOPE

As manager of the soluble coffee factory decided that the project team needed to be completely self-sufficient. Spent a great deal of time designing detailed layouts, always planning ahead of requirements.

Hired factory personnel as part of the project staff for erection purposes, allowing the factory’s future technical- and production staff to be trained.

Obtained huge savings on the project budget, as a lot of effort went into recuperation of idle material on other factory sites. The careful planning of detailed design allowed easy installation for the least costs.

Assured that the quality of execution was high throughout the project. This allowed the factory to produce at target production rate and above the required quality as from the first moment raw material was used.

The project team was complimented with phrases as “the best project start-up ever” and “the first start-up of the factory was better than a normal start-up after a weekend shut-down of most European factories”.

RETURN ON INVESTMENT

- Created ownership with technical- and production staff alike.
- Installing upgraded recuperated material allowed for huge savings.
- Project execution methodology became the standard for the future.
- Project software was created to track all aspects of project management, allowing a smooth immediate handover to the engineering department.

LOCATION

- Africa

INDUSTRY

- Soluble Coffee Manufacturing

COST SAVINGS

- Saved 25% of budgeted project costs.
- Achieved best-experienced start-up, reducing the anticipated start-up costs to almost zero.