Project management

Chris Roberts

IC Deputy Dean

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Christopher Roberts

11 years in private industries managing technical services and projects

4 years as independent consultant

17 years at EPFL:

- 10 years in charge of EPFL infrastructures
   strategy / teams of project managers, engineers / maintenance technicians
- 7 years as Deputy Dean of IC School

Engineer + EMBA

Experience in project management for private industry and public institutions

Range from simple equipment purchasing RFQ, to complex 10s millions project management
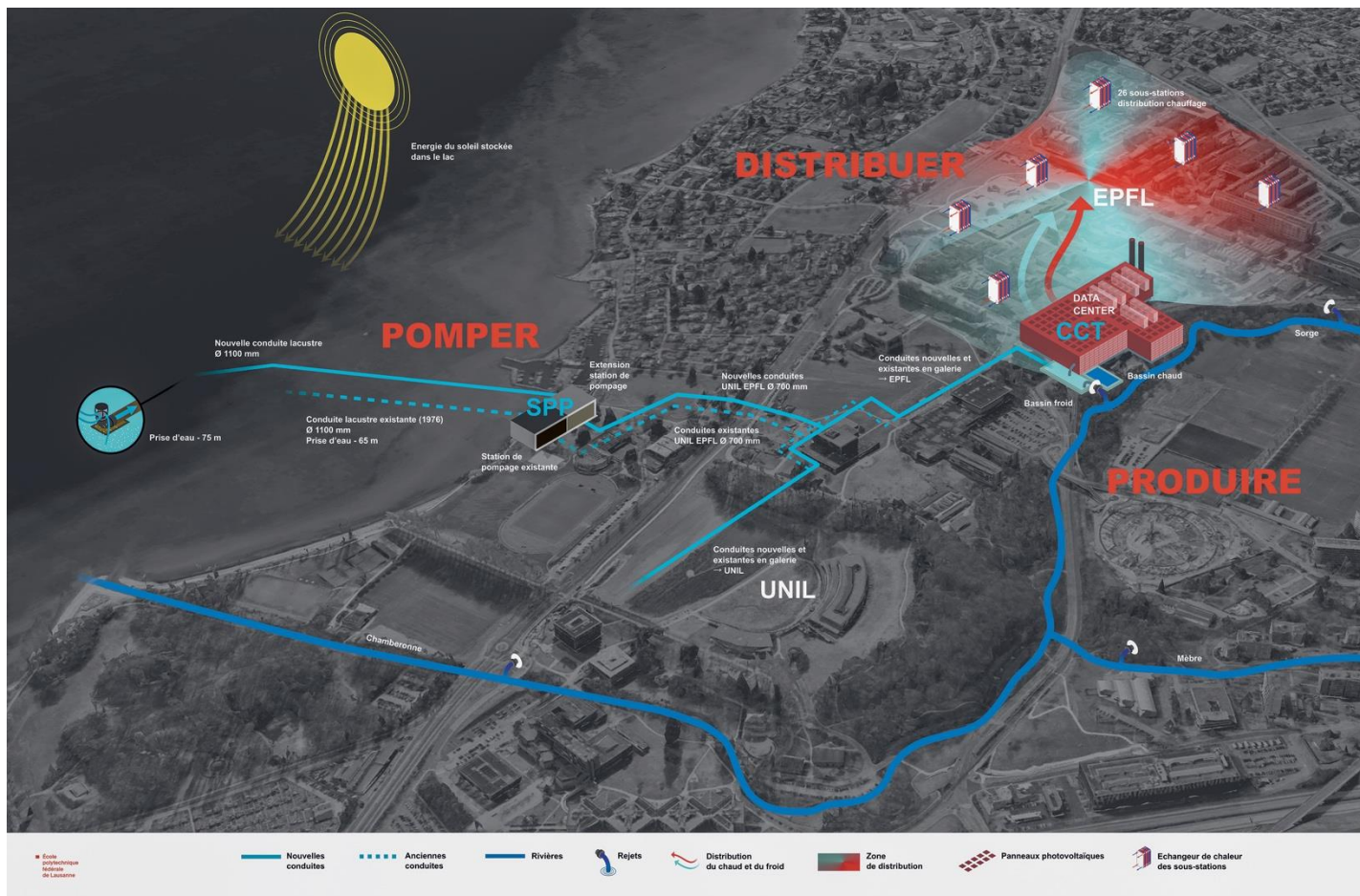
Objective of my presence:

Present an example of project organization and process

Outline the importance of some fundamental concepts and key take aways

Discuss any questions and hope to give you the feedback I can from my experience

Example: Data center infrastructures / heating / cooling

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Key Take Aways

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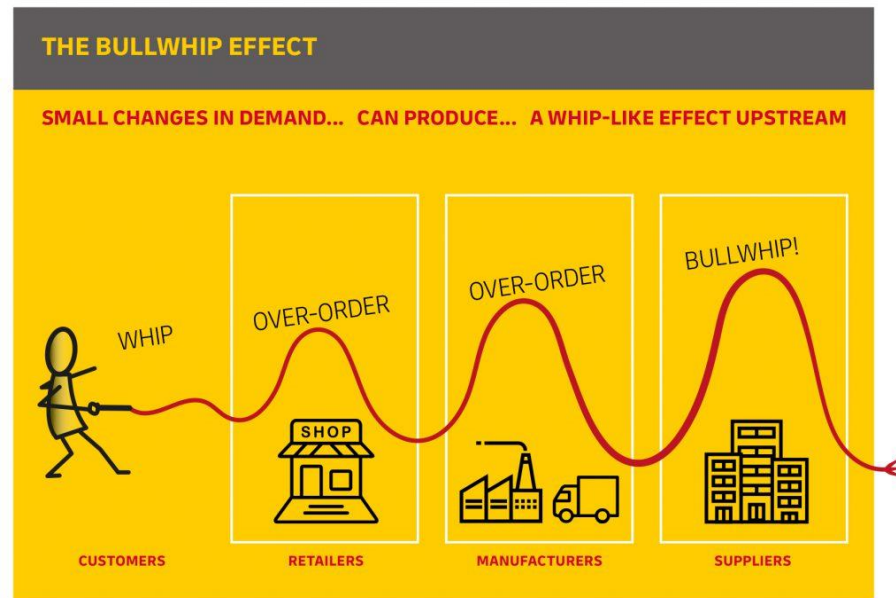
CONTEXT

Know your context

- Private - Public - Both
- National - International
- Legal that depends on above
- Hidden agendas
- RFI-P-Q procedure and organization
- Risks
- Potential foreseen changes and implications

Think broad and beyond the project itself

Be aware of the bullwhip effect
It applies to many other contexts than supply chain

https://www.techtarget.com/searcherp/definition/bullwhip-effect

THE BULLWHIP EFFECT

SMALL CHANGES IN DEMAND... CAN PRODUCE... A WHIP-LIKE EFFECT UPSTREAM

WHIP
OVER-ORDER
OVER-ORDER
BULLWHIP!

SHOP

CUSTOMERS · RETAILERS · MANUFACTURERS · SUPPLIERS

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Key Take Aways

CUSTOMER ORIENTATION

Know who the end customer is

- Make sure you have direct links to him and keep the customer as prevailing center of attention

- Coordinate with the other stakeholders

Know the real customer's needs

- Final usage

- Expected performance

- Prioritize needs with him

- After sales / Maintenance / Service Level Agreements / Performance contracting over x years

- Documentation / Language / documentation's users

EPFL

Key Take Aways
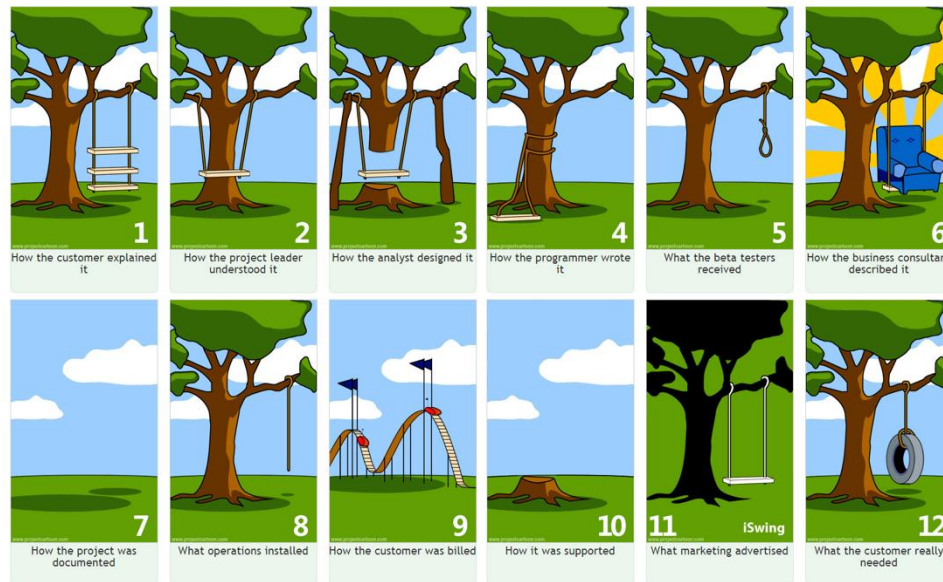
<div style="text-align:center">RESOURCES</div>

Know what the resources are and who manages them

- Financial:
  - Investment capital
  - Operational budget and Total Cost of Ownership

- Human: decisional power, project capacity and operational capacity

- Organizational: how are the managerial VS project VS operational resources aligned ?

… And don't forget: **things need to get done, not only designed, planned and coordinated**

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