globalization and programme management

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Introduction

Engineering outsourcing space is undergoing a tremendous change in characteristics from aiming at tactical to strategic benefits. What started as manpower availability and cost savings initiatives have now metamorphed into organizationally strategic initiatives like driving diversity, adding new capabilities to the organizations and capturing new markets. Driving this to success has been a major challenge due to various factors.

An excellent program management framework is one of the possible solutions to achieve success, maintain and implement incremental benefits within an organization. A program drives many strategic benefits of the business to implementation, upholds stakeholder objectives etc, maintains and grows a particular set of operations. Programs typically contain many projects with complex and multiple objectives and most of these projects share a common primary objective,

vision or mission. This vision and mission need to be aligned to the organizations objectives. Efficient and effective program management is one the foremost and key factors of success of globalization. Program management includes understanding customer needs, new value propositions based on needs, implementation of approved value propositions, continuously improving the value addition, etc. This involves co-ordinating with customers, management, sponsors, team members, supporting functions and vendors or suppliers for integration, unification, prioritization, change initiation and control of various processes. Essentially these start with the customer and ends with the customer. A typical framework is as below:

Objective

It is very important that clear objectives are defined for program management to be successful. These are drilled down further to parameters, which are aimed at and measured against. In most of the globalized environments key parameters will be typically to grow/support the business, maximize the return on investment (margin and velocity), never lose out on opportunities and continuously customize to customer needs.

Elements: A highly motivated and energetic program leadership is key to drive change and is the single most driving factor contributing to the pull and push needed for the program. A leader should also define the detailed competencies needed in the team. Processes are the ones which drive away the variation and hence help the program achieve its goals and keep achieving it by being amenable to continuous change. Processes need to be at all levels - program, project, task, activity and also be flexible, capable and mature. Tools drive compatibility between the program and customer systems. They can be seen as an automated set of processes achieved by using latest technology and play a part in reducing cycle time and costs. Standards make the globalized outputs acceptable either by appearance or domain or function.

Processes: The best way to define, run and grow a program is to establish a vision, mission, road map/growth map, implement the road maps and keep controlling and changing the road maps based on customer needs. The key here is to understand customer needs, do frequent gap/risk and SWOT analysis etc. All these processes can be unified and integrated to form a program level process mapping. Most of the detailed processes can be used as tools to foster quality, on time and on budget execution of tasks. Following Manage by wandering around (MBWA) and manage by action items (MBAI) management techniques will help to drive success

About the Author

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Praveen Javalagi brings in proven Program management, project management and Engineering experience to QuEST.

He currently holds Head of Program Management office position at QuEST taking care of program and project management processes, sales-engineering interactions, major new centre build programs, resolution of key conflicts and customer satisfaction issues.

About QuEST Global

QuEST Global is a focused global engineering solutions provider with a proven track record of over 17 years serving the product development & production engineering needs of high technology companies. A pioneer in global engineering services, QuEST is a trusted, strategic and long term partner for many Fortune 500 companies in the Aero Engines, Aerospace & Defence, Transportation, Oil & Gas, Power, Healthcare and other high tech industries. The company offers mechanical, electrical, electronics, embedded, engineering software, engineering analytics, manufacturing engineering and supply chain transformative solutions across the complete engineering lifecycle.

QuEST partners with customers to continuously create value through customer-centric culture, continuous improvement mind-set, as well as domain specific engineering capability. Through its local-global model, QuEST provides maximum value engineering interactions locally, along with high quality deliveries at optimal cost from global locations. The company comprises of more than 7,000 passionate engineers of nine different nationalities intent on making a positive impact to the business of world class customers, transforming the way they do engineering.

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