# Project Management
# Topic 1.3
# Multi-company Projects

**FULCRUM *EDGE*, INC.**

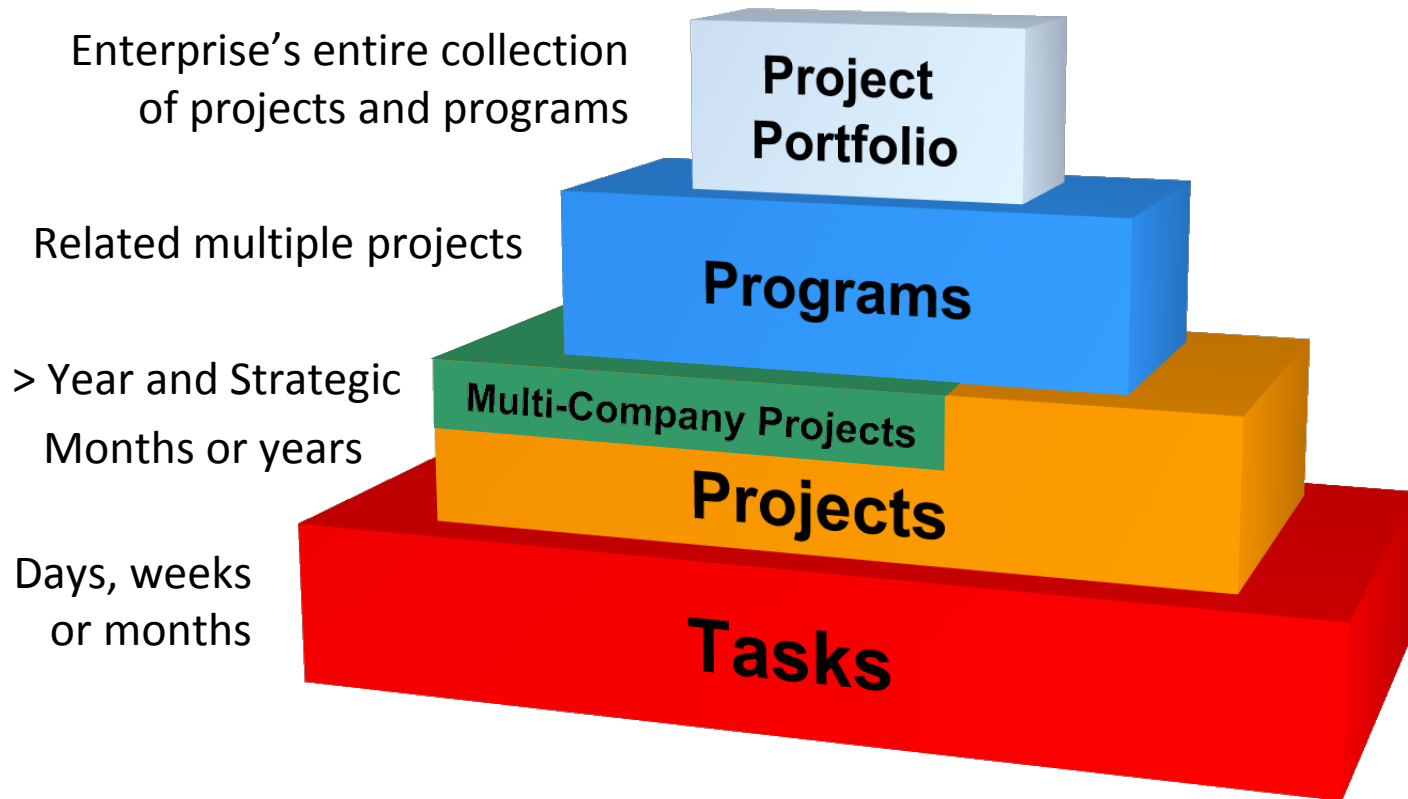# Multi-company Project Definition

**Special project case** involving **large cost** and **long duration** with following characteristics:

- Strategic value to participating companies in terms of size, risk, opportunity, or complexity
- Major impact on multiple companies
- Contains major content from multiple companies (i.e. Major equipment manufacturer supplying a customer with site prep & installation responsibility)
- Typically each company assigns a project manager & team

# Multi-company Project Application Examples

- New or Refurbished Major Facilities
- Manufacturing Equipment Acquisitions
- Retail Supply Chain Issues
- Large Government Projects in Defense, Transportation, Exploration, etc.
- Multi-national and cross-cultural projects
- Outsourcing Projects
- Joint Ventures and Company Mergers

# Project Hierarchy

Enterprise's entire collection
of projects and programs

**Project Portfolio**

Related multiple projects

**Programs**

> Year and Strategic

Months or years

**Multi-Company Projects**

**Projects**

Days, weeks
or months

**Tasks**

# Multi-company Project Management (MPM)

- Initiated by any major participant

- Requires formation of a Leadership Team

- Integrates individual project teams from multiple companies into a single team

- Team leadership is shared

- Each company provides the following:
  - Project Sponsor (Key Executive)
  - Project Manager
  - Other representatives as appropriate

# MPM Critical Elements

- ✓ Project must be of **strategic value to all** companies involved in the process.

- ✓ Requires **agreement of** the other **parties**

- ✓ Key **executives** from customer & suppliers **must participate**

- ✓ Companies must **commit to a project management discipline**

- ✓ All participants must support a **team process**

# MPM Benefits

Learn by Doing Project Management
Pages 7-8

# Initiation of MPM Leadership Team

1. Set Environment – Intro & Norms

2. Build Relationships – Personal History

3. Clarify Roles – Organizational Charting

4. Org. Relationship – Situational Matrix

5. Generate Ideas & Issues – Brainstorm

6. Establish Charter & Objectives

7. Begin Action Planning & Follow Up

# Leadership Team Deliverables

- Establish Charter and Objectives
- Establish Joint Teams as required for each Project Phase
- Create Situational Management Matrix
- Ensure Issues are Resolved or Delegated to Appropriate Teams
- Assess Risk Factors to Project
- Monitor Project Execution

# On-going Leadership Activities

- Meet regularly to assess project status

  *Regular meetings create events that drive completion of commitments*

- Manage risk to avoid or mitigate problems

- Collaborate to solve problems outside of a single company's control

  *Synergistic effect drives project success*