

Using supply chain thinking in a project management world



A case study presented by:

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Overview

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 - c) Risk management
 - d) Work-in-progress
 - e) Future opportunities to merge SCM and PM thinking



Introduction: Caroline Ogilvie CPIM, CSCP, MBA



- Professional gratitude toward APICS !
 - Certification
 - Involvement
- Decades of supply chain management experience
 - Manufacturing: cosmetics, body armour, heavy duty trucks
 - Telecommunications: national network provider
 - Director, Business Strategy Development
 - TELUS broadband implementation team





Technology is driving demand for bandwidth

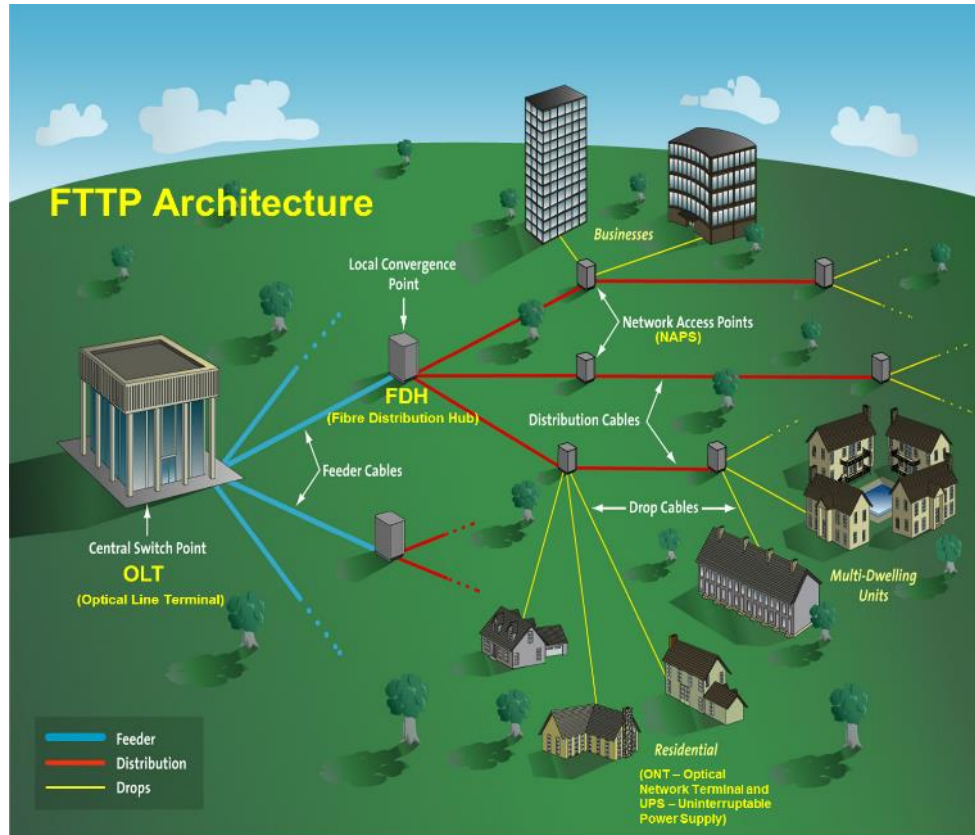


A collage of various technology and media-related logos and icons. At the top, there is a grid of six colored squares: 'VOLUME' (red), 'DEVICES' (blue), 'VELOCITY' (green), 'ANALYTICS' (orange), 'VARIETY' (purple), and 'CLOUD' (teal). In the center is a white circle with 'BIG DATA' and a bar chart icon. Below this is a '4K ULTRAHD' logo in a gold and black box. To the right is the 'VANCOUVER' logo with a blue orca head. At the bottom is a tablet displaying logos for Google, YouTube, myspace, vimeo, and others.

70% of internet traffic is video



How do we build the network?



Traditional thinking says network infrastructure is constructed, not produced.

Construction: The building of something, typically a large structure.

Production: The processes and methods used to transform tangible (material, labour) and intangible inputs (ideas, knowledge) into goods or services.

Is TELUS fibre-to-the-premise (FTTP) a construction or production activity?



Network & Operations Planning – N&OP



Long-term planning

Where, who and how

Stakeholder interlock

Constraints

Materials management

Buying patterns

Performance as an indicator of well integrated plans

Field execution: actual vs. plan

Schedule predictability

Continuous improvement to create better plans





Supply chain vs. project management mindset



	Supply Chain Mindset	Project Management Mindset
Scheduling	Intervals, continuous flow	Milestones, start/stop each year, reporting cycles: year, quarter, month
	Challenge: intervals have best/worst case scenarios, leads to the use of “averages”.	Opportunity: E2E integrated planning, more frequent planning and reporting cycles (weekly, daily).
Capacity	Theory of constraints, proactive bottleneck identification & exploitation	Intervals between milestones assume unlimited capacity
	Challenge: Outsourced resources are assumed to be unlimited, and those partners will always say to more work.	Opportunity: Develop capacity planning models with out-sourced partners.

In your opinion, which mindset is more proactive or reactive? Why?



Supply chain vs. project management mindset



	Supply Chain Mindset	Project Management Mindset
Risk Management	Process & procedures designed to minimize risk systemically. Monitor risks via operational KPI's	Critical path, in isolation from other projects requiring critical resources. Reduce time allotted for one activity to compensate for late delivery of another
	Opportunity: use KPI's as early indicators of risk, correct course before placing project deliverables in jeopardy	Opportunity: actively search for the one or two essential constraints, ensure maximum throughput
Work-In-Progress	Minimized, focus on throughput	Maximized, indicator of progress. Used to mitigate unknown risks
	Opportunity: Assess WIP through production control inspired models; input, output and backlog reports	Opportunity: Strategically place WIP to increase predictable output of the whole system

In your opinion, which mindset is more proactive or reactive? Why?



Measuring success across a large-scale project



“Measurements should induce the parts to do what is good for the whole”

Jeffrey Elton and **Justin Roe**

Harvard Business Review



Questions?
