Enterprise COllaboration & INteroperability

Pöyry Case
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PÖYRY - Global experts in consulting and engineering

- Pöyry is a global consulting and engineering company dedicated to balanced sustainability
- 7000 experts in about 50 countries
- Project experience in more than 100 countries
- 17 000 projects annually
- Net sales in 2009 EUR 674 million
Typical pulp and paper mill project

- Total 100 - 1000 million €
- Engineering 1 – 10 million euros
- Schedule 6 – 36 months
- Resources 10 – 150 engineers (100-1500 person months)
- 10 – 30 different actors (owner, suppliers, engineering consults, authorities etc.)
- Globally distributed
Business Eco-System with actors in facility engineering projects

Investment project

Authority

Supplier

Site organisation

Contractor

Project collaborative information management

Collaborative management of Collaboration Projects

Individual engineer

Project group information management

Personal Information management

Consult

Individual company’s project group

Owner

Project collaborative information management
Project needs collaboration – every project is different and one of a kind

PROJECT 1

Project owner

Suppliers

Sub-contractors

etc.

PROJECT 2

Project owner
Why global work sharing?

The transition process to global operation is ongoing

- Projects and organization are geographically distributed
  - Move work not people
  - Global shift work (Asia, Europe, America)
- Time schedules are short
- Cost
  - Global labour rates can vary significantly
- Customer orientation (client demands)
- Law and regulatory requirements
- Information and knowledge sharing
  - Maximize expertise
- Product Lifecycle management
Pöyry business benefits from COIN

- Accelerate transition to global operation and networked engineering
- Support collaborative and distributed operations through web 2.0 services (SaaS, SOA, cloud etc.)
- Prepare for new ICT architecture and solutions
- Help implementing Pöyry 3.0 vision and strategy
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Propapier
PM2, Eisenhüttenstadt
Germany

Total investment
EUR 400 million

Raw material
100% recycled fiber

RCF plant
supplier: Metso Paper

Paper machine
design speed 1900 m/min
PM and main process equipment
supplier: Metso Paper

Greenfield testliner/ fluting mill with a capacity of 650 000 t/a.
Business Eco-System with Main Actors

Actors in the case
- Project management
- Consultant
- Suppliers
- Owner
- Engineering / designer
- Authorities
- Community

Distance increase → access to right and up to date information decreases
“Face to face” type contact is needed
Trust must be earned
Challenges when users are in different locations and have varying working cultures
Project Phases and Life Cycle

1-5 years, 2-20 persons

1-2 years, 10–500 persons

10-50 years

Development
- General Consulting
- Systematic Study Work
- Preparation for Implementation

Implementation
- Engineering
- Procurement
- Construction
- Commissioning
- Start-up

Production
- Project Close-out

COIN Main Support
What is “Collaborative Project Alignment”?

**Project alignment** is the process of ensuring in a collaborative fashion that all actors in a distributed project have a shared understanding of project goals, customer expectations, project plans and work processes, tools to be used, etc.

The Project Alignment is a prerequisite for collaborative project management (cPM)
Motivation for using COIN tools

Based on experience in previous projects the importance of communication in the project is a key to success.

– New Web 2.0 tools and social media enable collaborative internet based project management

In the Propapier project the project management wants to take special focus on collaboration in the whole business eco-system.

– Inside the project group
– Authorities
– Public opinion

Save time, reduce costs, decrease risks, gain public acceptance
Alignment tasks (part of larger process)

→ ....
→ Review Propapier project alignment status
→ Agree on document management system to be used in the project
→ The project document repository must be partly open to the outside
→ Review Collaborative Document Management alignment status in project.
  → Do gap analysis for collaborative document management
  → Ensure that all actors have access to the document management system
  → Ensure that have required document management tool skills (different for actors)
→ Review task “External Project Communication Strategy and Management plan”
→ Analyse project e-mail communication profile
→ ....
Project Alignment Services (PAB)

Business ECO-System

Collaboratively define reference working process

Self-evaluate & announce partner skills

Agree on project processes and tools

Analyse gap and monitor deviation

Implement action plan

Configure Alignment Model

Update Alignment Status

Create Project Alignment Profile

Analysis Alignment Gap

Manage Develop Process
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→ ....
Project Communication status

You are logged in as user 0 || Delegating RF#4711 "Please implement"
Collaborative project meeting process management.

Background
- Global project organizations need distributed meetings.
- Distribute meeting should be conducted more efficient than a traditional local meeting, through new processes and IT tools.
- All meeting participants cannot be present always at the same time.
- Contributions to PM decisions should be able to deliver on forehand.

Participant can contribute asynchronously (independent of time and location to the meeting).

The purpose is to develop services for the management of asynchronous and long meeting processes. The process extends from the planning of the meeting all the way to finalization of the meeting. e.g. from agenda planning to distribution of meeting minutes.

Meeting Process

- Define Meeting type
- Select meeting process template
- Define meeting process
- Manage meeting
- Close meeting
Collaborative project meeting process management

Need for a project scheduled meetings.

Leader
Participants
Start/End
ID
Purpose

Meeting template library
Process charts of typical meetings
• Weekly meeting
• Project meeting
• Review meeting
• …

Select the most suitable tool during meeting process execution
Collaborative project meeting process management

• Used for typical planned **project meetings**
• Stimulate communication and collaboration
• Increase partners involvement and asynchronous contribution to decision making
• Visualisation of progress, communication and collaboration
• Web access / collaboration space
Pöyry Pilot Step1 WP6

- Main user interface is COIN platform
- Innovative services are specified and implemented using Process Maker
- Connection to existing system is specified (implemented)
Pilot Platform WP6

COIN Services

KSB - Social
KSB - Knowledge
KSB - Business

existing systems
Legacy systems

Engineering tools
Document management
Reporting
3D
Autocad etc.
Main user interface is Project Dashboard
- Merged from COIN platform and Project home page

Improved integration between legacy systems and COIN services
Pilot Platform WP6.6

COIN Services
- KSB - Social
- KSB - Knowledge
- KSB - Business

existing systems
- Legacy systems

Engineering tools
- Document management
- Reporting
- 3D
- Autocad etc.

User

Project Dashboard

COIN Platform

Project Home page
Pöyry Pilot

1. Legacy/existing systems
   - Coin project home page
   - Training virtual mill tools

2. KSB – Social
   - Wiki, blogi etc.

3. KSB – Knowledge

4. KSB – Business (innovative processes MOST IMPORTANT)
Pöyry Pilot

- **KSB Business services**
  - Adhoc meeting
    - Knows who
    - Select based on subject
  - Scheduled meeting
    - Global shift work
    - Project meeting
  - Visualization of communication
    - Tool to analyze
    - Shows communication patterns
  - Maturity model
    - Info to project alignment
  - Project Alignment Booster
    - Services and steps
  - SOBE ontology building
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Questions ?