**Final Project**

Ayda.[O.Orallar](javascript://), Hana El Tahan,

Miguel.[C.Saldana](javascript://), and

[Pragya.M.](javascript://)Parmar

Department of Business, Algonquin College

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Professor Asghar Ali Gill

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**Organisation name: FORD Motor Company**

We selected this organisation because it has many projects that we can evaluate. Also, because the company is public, we consider that we can find some sources about its projects.

**Company Website for Canada:** <https://www.ford.ca/>

**Industry:** Automotive

**Founder:** Henry Ford

**Founded:** June 16, 1903 (Wikipedia, 2022)

**Headquarters:** Ford World Headquarters, Dearborn, Michigan, U.S. (Wikipedia, 2022)

**Products:** Automobiles, Luxury vehicles, commercial vehicles, automotive parts, pickup trucks, SUVs (Wikipedia, 2022)

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**Line of business of the organization**

Ford Motor Company is an automobile company. A whole line of electric passenger and commercial vehicles, including Ford trucks, utility vehicles, vans, and sedans, as well as Lincoln luxury vehicles, are designed, manufactured, marketed, and serviced by the company. (Reuters, 2022)

**The Project Management needs, policies and procedures**

**Needs**

Ford has the need to create projects that protect the welfare of its employees, distributors, customers, partners and the community in general. (Jurevicius, 2021)

Ford presents the need to strengthen the various sales channels according to the needs of its customers while retaining the warm and close attention that characterizes them.

To continue growing and positioning ourselves, we must have a strategy based on digital platforms, for this we must have a plan that meets all the needs that are required for their projects to be successful. (Jurevicius, 2021)

The needs of these projects should include the following points:

* Restructure to operate profitably at the current demand and changing model
* Accelerate development of new products customers want and value
* Finance the business plans and improve the balance sheet
* Work together effectively as one team (Jurevicius, 2021)

Ford Motor company іs not only соnсеrnеd аbоut making а bеttеr рrоfіt but by аlsо bеіng more “grееn” and mаkіng thе customer ехреrіеnсе еvеn bеttеr. Fоrd need to fосusеd on having орtіоns fоr thеіr customers sо thаt thеу wіll bе able tо сhооsе thе vеhісlе that bеst fіts thеіr nееds. (Jurevicius, 2021)

This needs hаs mаdе а sіgnіfісаnt difference in the way Ford runs and the amount of success that is available to them in the coming years. (Jurevicius, 2021)

**Policies:**

* + In project management, Ford prefers selecting cross-functional team from different departments of the company for developing and implementing project management packages. Ford believes in “corporate participative management model”. Ford believes that when employees are involved in projects which are not in their job descriptions, they are eager to demonstrate their skills. (Fleetham, C., 1990)
  + For the projects that require software (project management tool), PM team selects the software to be used for the project management. Software package is selected according to the technical benchmark test and business requirement analyses for the long run fit. In the selection of the software, below key components have to be taken into consideration: (Fleetham, C., 1990)
* “Systems Functionality
* Resource Management
* Multiple Project Scheduling
* Graphic/Management Reporting
* User Friendliness
* System Interface Potential at Ford
* Mainframe/Mini/Micro Interfaces” (Fleetham, C., 1990)
  + Change management plan should be explained to the project team clearly so that they can be involved in the change process. Important parameters of change processes are communication, training and feedback. The attendance of the PM team to each step of the process should be clearly identified. (Lawaspect, 2022)
  + Quality has to be involved in project management team. By this way, it will be ensured that all parts of the project complies with the required quality politics. (Lawaspect, 2022)

**Procedure in Ford**

Ford will have to make continuous changes to ensure that they are utilizing their resources to the maximum extent possible and causing the least amount of waste to remain successful. Ford will have to make continuous changes to ensure that they are utilizing their resources to the maximum extent possible and causing the least amount of waste in order to remain successful. (Ford Motor Company Portfolio Management plan, 2022)

It is necessary for the company to categorize its project management procedures in accordance with the processes of portfolio management, which include identification, categorization, evaluation, selection, prioritization, portfolio balancing, and authorization. (Ford Motor Company Portfolio Management plan, 2022)

Several planning, scheduling, and tracking systems were created and deployed by Ford's systems community. Although the applications met the demands of specific users, it became clear as the 1980s passed that Ford needed a centralized project management system, mainly if it wanted to dramatically shorten the time it took to create new products. (Charles, 1990).

One of the main advantages of employing a Planisware application is that all of the information for each project is saved throughout the design assessments. The work plan, project proof, project progress, and approvals are all in one location (Amori, 2020)

This makes it simpler for a big crew to examine projects simultaneously from a single source. A design evaluation is necessary for every project before the gateway is accepted (Amori, 2020).

Since hundreds of projects travel through one or two gates a year, the ability to develop custom templates inside Planisware is particularly beneficial in simplifying new stage and gate procedures for various sorts of work (Amori, 2020).

The GTDS, or Global Technology Development Process, is the name of the stage-and-gate procedure that is employed. Additionally, GTDS oversees the project's management from the technology launch through the requirements and concept selection phases, concept readiness, and application readiness. Therefore, the procedure has four steps and gates (Amori, 2020).

Four distinct templates manage various forms of work in Ford's technology and innovation stage, which is an advantage it creates.

The business offers four templates (Amori, 2020). One of them is the blueprint for product technology. But also using a separate procedure to handle pure research takes over.  Under our third template, we oversee process technology advancements for manufacturing and test processes (Amori, 2020). The fourth template, which is different from the others in that it manages corporate and business applications and commercial procedures, including credit and finance projects, is the last one (Amori, 2020).

The worldwide updating of project templates is made possible by Planisware. As an illustration, under the previous approach, it was nearly difficult to submit modifications to open Excel files if we wanted to add a new deliverable or change a portion of the stage and gate process since different copies were scattered throughout people's computers and in the cloud (Amori, 2020). With the Planisware system, however, modifications can be made to the projects or the structure inside the stage and gate process and immediately trust that those changes have gone through and are instantly visible to all users because there is only one project version saved online. So, the management team is pleased that Planisware can give for that very fantastic benefit of the previous system. An example that reflects the improvement of the process while using the Planisware application is how the program allows the management team to approve and manage their projects (Amori, 2020). For instance, the automated processes that assist managers in giving their stages and gates the necessary approval significantly improve the workflow of their job inside the platform. Employees do not have to rely on emails or access files that other people have shared (Amori, 2020). From their home page, they can simply navigate to the Planisware application to find out what their next steps are. Using that application, they can put those steps into action very quickly (Amori, 2020).

**Process Evaluation of a project in the company**

**Company Name:** Ford Motor Company

**Project Selected:** Establishing a software system for the Agency Management, Process for Scopes of Work and Performance Evaluations

**Project Initiation Phase**

**Current situation:**

In Ford, there is Global Agency Management Team (GAMT). They are in charge of overseeing all divisions' global procedures for SOWs and performance assessments as well as maintaining agency of record partnerships. GAMT is dealing with approximately 450 SOWs annually and conducting 650 agency performance evaluations twice a year. Before this project, they were doing it manually through excel sheets, emails and meetings. (Seasock, R., 20221)

**Scope:** Automating Ford’s Agency Management Process for Scopes of Work and Performance Evaluations (Seasock, R., 20221)

**Goals:** Developing a database which will standardize the SOW processes and performance evaluations globally across all divisions (Seasock, R., 20221)

**Success Criteria:** Having an efficient software system which will ease the workload of GAMT so that they can monitor the SOWs and performances from a validated system (Seasock, R., 20221)

**Business Value:** To reduce the time employees spend on this work and to prevent errors that can be created by manual systems.

This was a good project of Ford as it has a clear purpose that can be achieved in a limited time. Here, the sponsor was clear; GAMT who expects outcome to be delivered on time within agreed budget and required quality.

This is a global project as it will be applied all Ford agencies and Ford subsidiaries worldwide.

This project is consisting of several phases. Here, we are talking about the first phase. However, there will be addition to the modules once the program starts working by getting feedbacks from users.

Project lifecycle; It has several phases. So, it provides continuous deliveries.

Development approaches: Incremental approach

**Project Planning Phase**

**Timeline and Schedule:**

It starts with Project kick-off which took place in January 2020.

5 months were given for performance evaluation part. After finishing performance evaluation part, 6 months was given for SOW implementation part. In total, the project timeline was 11 months. Timeline includes completing training and User Acceptance Testing (UAT). The timeline was aggressive. (Seasock, R., 20221)

**Task planning:** The overall project divided into 184 IT project tasks, 10 UAT sets and they were shared by 6 IT personnel**.** (Seasock, R., 20221)

**Objectives:**

Scope of Work tool requirements and performance evaluation tool requirements are defined.

SOW tool requirements:

* Create a worldwide database of SOW deliverables, priority, labor rates, titles, and mix across all agencies.
* Provide GAMT the ability to combine regional and worldwide total agency costs.
* Reporting function in USD and local currency to enable agency resource studies at the scope, regional, and global levels.
* The software provider assigned GAMT a single point of contact to manage the setup and tool implementation.
* Allow for status tracking and workflow accountability. (Seasock, R., 20221)

Performance evaluation tool requirements:

* Obtain 360-degree feedback.
* A method for doing the 100+ Agency Self-Evaluations and 100+ Client
* Evaluations for 4 international and 3 US agencies of record.
* Agency evaluation of the Client.
* Reporting capabilities that can display divisional and regional outcomes at the executive level while also reflecting the finer details of local level information.
* The capacity to record each evaluation's numerical results and written feedbacks.
* The software provider assigned GAMT a single point of contact to manage the setup and tool implementation. (Seasock, R., 20221)

**Potential Project Risks:**

* **Technical risks:** low quality code because of hurried effort and several other issues. Coding problems might include bugs, logical mistakes, and more.

In order to mitigate these risks, project team should conduct routine cost testing and repair immediately logic and bug issues when they are discovered. (Indeed Editorial Team, 2021)

* **External risks:** These include unpredictable factors like change in laws, regulations and economy. Although avoiding external dangers might be difficult, there are steps you can do to lessen them. Getting insurance might assist Ford in preparing for particular external risks. (Indeed Editorial Team, 2021)
* **Organizational risks:** Another risk is the reactions of the users to this new system. It is crucial since the success of the project directly depends on how many people adopt the program.This can be mitigated through beta testing methods when software is ready to try and sending user surveys to improve it. (Indeed Editorial Team, 2021)

Budget issues can be a risk. Budgets for software developments might alter as project scopes alter, but it's crucial to keep an eye on projects to ensure they stay under budget. Ford should prevent project expenses from increasing, with being sure to modify the project plan and budget anytime modifications are made. (Indeed Editorial Team, 2021)

* **Project management risks:** Tight deadlines

In order to mitigate this risk, a solid project plan should be developed which enables the project team to set reasonable timelines. (Indeed Editorial Team, 2021)

Incorrect estimations that fail to meet expectations. This risk may be minimized by outlining the plausibility of the assumptions, especially how realistic they are.

Another risk can be the change of the project scope. By breaking your project down into smaller iterations or parts and regularly assessing the scope, Ford can keep an eye on scope creep. (Indeed Editorial Team, 2021)

**Quality Control:**

Once the modules are finalized, the program is tested by simulations.

Any coding errors are repaired in testing phase.

Validation testing will be performed.

**Project Execution Phase:**

**Deliverables:**

SOW Deliverables:

Data repository where all SOWs are kept

Process alignment, planning, creation, and learning

Rate card details

Capacity to analyze data and follow patterns throughout time

Making personalized dashboards with business intelligence

Accountability for progress tracking and workflow

Performance Evaluation Deliverables:

Limitless assessments for authorized agents

Agency self-evaluation and reverse score cards

Adaptability of survey percentages and questions for a certain evaluation

Personalized dashboards with business intelligence (Seasock, R., 20221)

**Delivering**

At this stage of the project, a detailed implementation schedule was defined for the project from the initial phase to the final implementation phase; this schedule consisted of a process of approximately eleven months.

The schedule included the following steps to be followed for the development of the project:

1. Launching of the project: A launching date was defined in order to plan the time that should be taken in each phase without affecting the final launching date.
2. Testing: A testing phase was carried out to measure user acceptance, the tests included the following parameters:

* SOW Testing
* Evaluation Testing

1. Identification: Within this phase an identification was made to identify which are the tasks that should be performed for the project finding a total of 184 tasks, also in this phase the control of how many were successfully completed and which were left pending for future improvements to the project, 174 tasks were completed and 10 were left for later phases of the project.
2. Training: During the implementation and development of the project several training sessions were conducted worldwide considering the following parameters:

* SOW Training Sessions
* Evaluation Training Sessions

1. Performance: Several performance evaluations were conducted to measure the progress of the teams.
2. Release or Implementation: In this phase the project was released for use by Ford and the different agencies that can implement it in their systems.

**Project Controlling Phase:**

The system tested as per below parameters and each parameter passed from the controlling phase.

* “Code component testing
* Database testing
* Infrastructure testing
* Security testing
* Integration testing
* User acceptance and usability testing
* Stress, capacity, and performance testing. This will identify any issues with the systems architecture and design itself.” (How2Lab, 2022)

**Project Monitoring Phase:**

During the monitoring process it is crucial to identify which factors are required to be successful during the project and to check that the parameters that were established for each factor are being successfully met, otherwise an alert should be raised to review the faulty part of the process and make the necessary changes to reduce the risk of project failure.

For this project, Ford identified the following factors as crucial to the success of the project:

* Leadership: A cross-functional team must be in place which has a strong leadership vision and knowledge of the processes to be developed.
* Relationships: When working with agencies and companies external to Ford, there must be a focus on establishing long-term relationships as they will be in charge of supporting the new software and may be involved in future projects.
* Team: The team in charge of developing the project must have a strong ability to understand the customer's needs and convey them during all stages of the project.
* Culture: The whole organization must be in agreement with the part of making important changes in the current processes and with this to achieve an evolution of processes with new technology and innovation.

**Project Closing Phase**

At the end of the project an analysis of the results obtained was made, these results impacted on more than one factor of the company's processes:

* Efficiency: The result generated greater efficiency in the approval process by reducing the time it takes GAMT to track the scope from submission to completion.
* Complexity: There were a large number of processes that had high operational complexity and by the end of the project these processes could be implemented within the Decideware automated platform.
* Training: Improved the training process worldwide by adding expertise in improving their training processes and material used.
* Transformation: Transformed GAMT's existing processes by automating the evaluation process and the collection of all data obtained.

Once the results were evaluated, the best practices that were used during the project solution were identified so that they could be used and recreated in subsequent projects.

To identify which were the best practices, all the parties involved in the project were analyzed, in this case the companies GAMT and Decideware, all the results obtained from this analysis were shared with employees and product development teams so that they were aware of what were the strengths of the development of the project.

Ford also sought the support of industry peers in order to receive their feedback and use it to finalize its evaluation.

For the development and implementation of future projects related to the development or use of any software, the following best practices will be applied:

* Expanding software modules. Adequate consistency should be maintained within the team in order to reduce implementation times and take advantage of their knowledge at the time of development.
* Use of existing modules. Robust documentation of all processes, training, tools, etc. must be maintained. During the use of these modules, strong communication must be maintained with all parties involved in the project.

This project was successful in part because of the team's motivation and desire to collaborate and innovate within the company's processes.

**Project management process and suggestions for improvement:**

**Challenges**

Prior to 2020, GAMT manually oversaw a worldwide, consistent procedure using emails, Excel spreadsheets, and several meetings. This different method implemented by Ford allowed to create a different worldwide database that would store the data required for GAMT to set up a mechanized system for handling SOWs, performance reviews, and executive reporting. The issue of timeframe is sensitive since it needs to be done in the mear according to the reviews of June 2020. The team would turn its attention to the SOW implementation when the evaluation module was put into place.

**Time limitation**

This means the team will not be able to execute other tasks related, but upon having systematic in advance technical support that will allow the data to be processed and stored in a way it is ready for such mid-year reviews, reporting, and usage by the SOWs. Timeframe limitation effect may be diminished in such a way.

Another challenge involved is finishing user acceptance testing (UAT).

The update delivery process's most crucial step may be user acceptability testing (UAT). Even though this step of the testing cycle is when the majority of flaws are found, it is frequently the most laborious and error-prone.

**Speed-up UAT cycles for mid-year evaluations**

The business must engage and inspire important users with an easy-to-use process that speeds up and error-proof UAT cycles.

Simplify acceptability testing is to encourage business users to prioritize it. To increase user adoption and conduct faster and safer UAT cycles, this post details the top 3 unproductive UAT practices and how it may simplified to the user.

Following these steps will make it easier and faster to execute UAT cycles:

* Automate to expedite additional user acceptance testing components,
* Reward important testers with ease-of-use
* error-proof UAT with built-in communication features.

(*How to Simplify UAT Testing for Business Users*, n.d.)

**Improving training**

For the team member of the project, since training and motivating techniques are associated with enhanced collaboration and task effectiveness.

An effective HRD program is discovered to be a crucial business strategy.

Training and motivating policies can enhance teamwork activities as well. (Tabassi et al., 2012)

**Consistent knowledge transfer and documentation**

If a software module needs to be optimized with time, features need to be enhanced, and a better user interface needs to be provided for users, it is crucial to maintain team consistency in order to leverage team knowledge and to decrease implementation time for users. As a consequence of the documentation of all of the training modules, the new members of the team will be able to become familiar with the details of the training modules and will be able to reduce the amount of time they must spend on training.

**Stakeholder engagement**

In order to improve a project's efficiency, it is also imperative to make sure stakeholders are involved at every stage of the project. Since all departments within the company play a crucial role in developing and implementing the tool, it is essential that the agencies be included in the development and implementation of the tool, as they are internal stakeholders of the company.

**Implementing user privileges within the system**

The tool has managed to simplify the process and automate a great deal of manual work, and it has made it convenient and fast for users. To enhance user experience, some user friendly features could be developed in the tool. In order to prevent information from being affected by mistakes in the tool, a read-only feature can be included. As well, an editor mode could be developed to allow users to edit information only when necessary. The tools can be configured to add certain user roles, such as administrator, manager, and senior manager to the system. This is where management can login and review the details as needed.

Our additional suggestions are presented to the project team in light of the incremental development approach of this project:

* The company must maintain close contact with users of the tool in order to gain feedback frequently and develop improvements.
* Provide frequent training to team members in order to communicate improvements and innovations.
* The program should be evaluated for the quality of the documents created. At the beginning, it is critical to verify that the data is accurate.

This will enable the software modules to be improved and new modules to be implemented smoothly.

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