



Chicago Section  
Institute of Food Technologists



*the First Section*

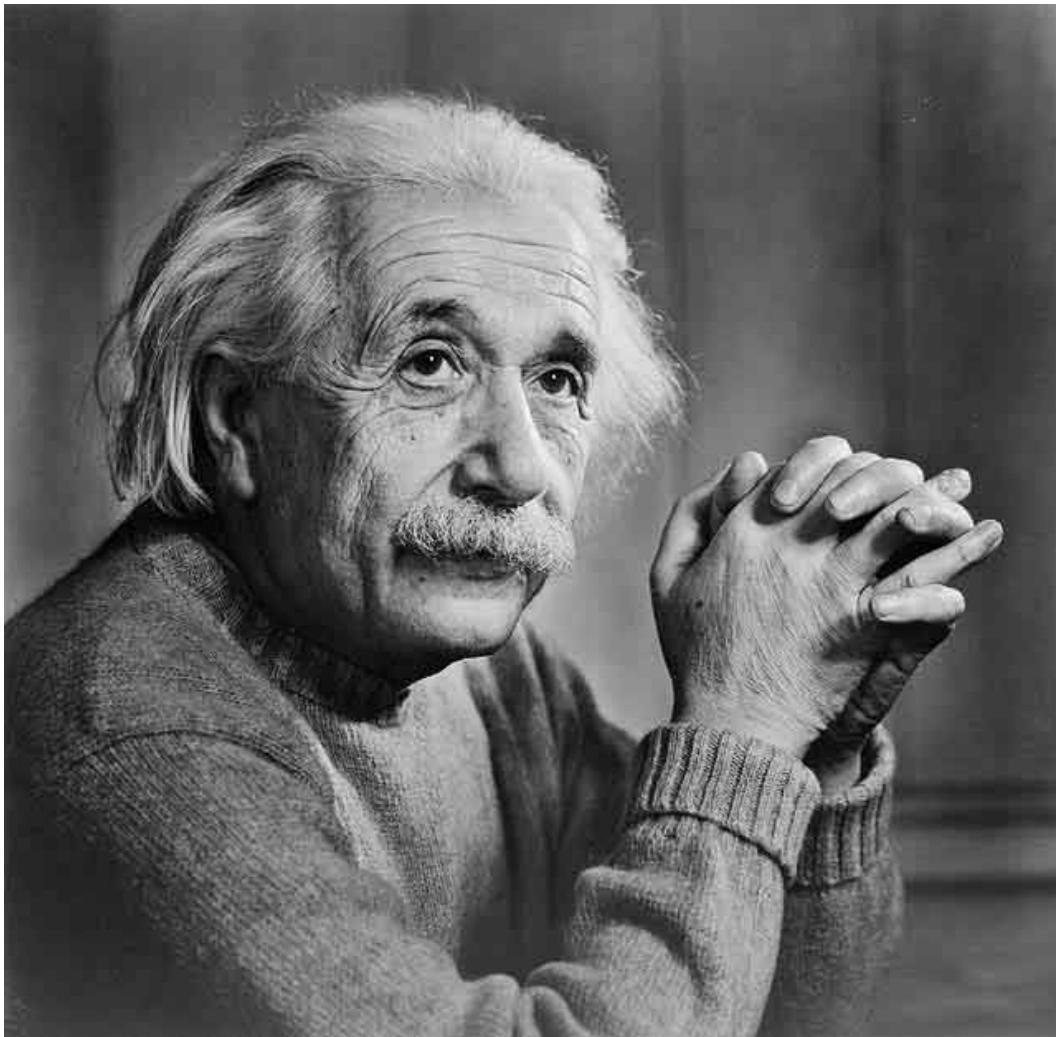
# Innovate Now! Forum 2013

Brian R. Bernard

President and Manager of Engineered Systems  
SPEC Engineering

*Process Engineering Success:*

***"The 7 Pitfalls Every Project Must Avoid."***



*"If given a problem  
and one hour to  
solve it..."*

*I would spend  
55 minutes to  
define it*

*and 5 minutes to  
solve it"*

*Albert  
Einstein '24*

# 7 Pitfalls Every Project **MUST** AVOID



# 7 Most Common Project Pitfalls...

1. Choosing the Wrong Project Manager
2. No Clear Project Objective or Justification
3. Not Properly Funded and/or an Unrealistic Schedule
4. Cutting Corners or Compromising Requirements
5. Not Effectively Communicating with Organization
6. Not Understanding External Issues or Limitations
7. Not Hiring Right Resources to Support Project

....And how to AVOID them!

# #1 Unfit Project Manager

- Who is available?
- Not a Team Leader
- Lacks Experience or Skills
- No Desire or Ambition
- No Capacity
- Support System
- Round up Usual Suspects



# Building the Project Team:

- Company management and Leadership must put team in place.
- Each successful project team has at least one member with the following tendencies:
  - Visionary – Corp Lead
  - Achiever – Project Manager
  - Facilitator – Team Members
  - Analyzer – Clerk, Admin and CFO



# Project Leadership:



*"Great  
Leaders...  
are Great  
Simplifiers"*

*General Colin Powell '93*

## #2 Unclear Objective

- Understand Project Purpose and Basis
- What, Why, Where, When
- Lack of Sufficient Definition
  - Project Questionnaire
- Incomplete Process Flow
- Incorrect Justification
- Not Anticipating Changes
- Identify Possible Hurdles



# Define Your Project Objective



Date:  
Author:

## PROJECT OBJECTIVE/QUALIFICATION QUESTIONNAIRE

### PURPOSE

**Why this project has value?;** (30 words or less):

### JUSTIFICATION

**What is the main benefit of this project?;** (should stand on its own, be wary of justification add-ons):

### TIMING

**When can benefit of project be realized?;** (cost saving based project should be immediate):

### COLLABORATION

**List all parts of business/operations involved or affected** (positively or Negatively):

### PROJECT RISK

**Largest issue that could affect business adversely;** (i.e. lost production during implementation):

### RISK OF NO-ACTION

**Largest issue if we don't go forward with project;** (i.e. lose customer for lack of capacity):

### KNOWLEDGE/SKILLS

**What do we own?/ What do we need?** (Consider time and capacity available of in-house resources):

## #3 Inadequate Funding (Schedule):

- Too Narrow of Focus
- Backing Budget to Justification
- Ignore Inverse Relationship of:
  - Scope Budget Schedule
- Implementation Schedule
- Shut-Down Hours
- Spare Parts / Consumables
- Start up Expenses



## #4 Cutting Corners

- Compromising Scope Due to Budget or Schedule Constraints
- No Standards / Specifications
- Materials of Construction
- Safety and Quality
- Not Pursuing Technology
- Not Pursuing Alternatives



## #5 Lack of Communication w/ Stakeholders

- Stakeholder Review Meetings
- Periodic Reports
  - Email Overload
- Signoffs (ECO)
- Presentations:
  - Process
  - Technical
  - Financial
- Open Discussion



## #6 Misunderstanding Laws & Limitations

- Identification of Site Conditions / Utilities
- Testing and Measurements
- Product Testing
  - “Material Matters”
- Legal – Ordinances, Permits
- Risk Analysis
  - Constructability Review



# #7 NOT Hiring **SPEC** ENGINEERING

- No Front End Planning
  - Project Defining Documents
- Not Considering Industry Experts
  - The “Tischendorf” Review
- Too Much Reliance on Vendors
  - “The Devil We know” - Trap
- Not getting 3<sup>rd</sup> Party Test Data
  - Project Risk Evaluation/Study



# Achieve Project Success:

- Recognize the common project pitfalls
- Leverage “Best Practice” setup and configuration
- Integrate with your existing systems and business processes



Download forms to assist with your next Project.

[www.specengsys.com/7](http://www.specengsys.com/7)

**SPEC**  
ENGINEERING

# Thank You!

Questions and Answers



## Project Support

Brian R. Bernard

[brianb@specengsys.com](mailto:brianb@specengsys.com)

(630) 373-1312

**SPEC**  
ENGINEERING