

**"Nothing beats personal networking
between colleagues."**



Success factors for development projects in a distributed R&D structure.

1 "Karaoke in Korea"

Distributed development in the area of conflict between efficiency and the development of genuine relationships. Trust, team spirit and commitment to the goal form the basis of successful cooperation. This is why a shared kick-off and team experience such as „Karaoke in Korea“ are of tremendous importance, especially at the outset. Personal relationships are established and need to be maintained in regular face-to-face meetings during the course of the project. Here shared suffering is a powerful management factor. Video, telephone and web conferences as well as online meetings make a valuable contribution. However, they alone are not sufficient for successful distributed development.

2 The "highlander principle" :

in order to master the special challenges, an overall project manager for all sites as well as local sub-project managers are essential. Responsibilities and work content must be clearly defined and established on a project-specific basis according to the motto: „There can

only be ONE“. A focused core team with all functions at every location supports this. Precisely establishing who is responsible for the approval of the various development projects at each of the sites is a key element. Ambiguity in this regard can quickly lead distributed projects into disaster.

3 Shared and binding process basis

A uniform process basis with a high level of maturity across all sites is of central importance. Escalation and reporting channels have to be clear. In order to achieve the required speed in the distributed organization, the processes have to „fit“. Even with high process maturity, ongoing further development of the process basis is required. In particular, the PM system has to be synchronized across sites in order to ensure harmony in the project.

The next Expert Forum will be held on 19 April 2013.

The focus
**Management of „exploding“
product portfolios**

4 Consistent and uniform tool kit for critical core processes

A consistent and uniform tool kit across sites for critical core processes is essential in order to minimize errors and synchronization effort. Here the most suitable tool for the project has to be defined as the leading tool. Everyone makes compromises and uses what has already been proven as the springboard.

5 Close synchronization and co-location in integration and verification phases

During the integration and verification phases, a main site where „on-site“ meetings are held at regular intervals is of great importance. The integration of remote sites requires detailed planning. In this phase, bundling competencies and functions through co-location

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is decisive in order to integrate the results into the overall product without disruptions. The integration must be structured with interim steps, the „big bang“ avoided. This increases the response speed while synchronization remains manageable.

6 Organic relocation pressure and a focused development plan

Distributed development usually follows organic relocation pressure and rarely a strategic top-down logic. This makes a focused development plan with clear objectives, milestones and budgets all the more important.

If this is lacking, the expected quick win soon proves to be a disappointment. Barriers such as language hurdles, specification gaps and similar are not adequately taken into account.

Genuine career opportunities, on-the-job training at the original location or the setup of a full-fledged site have to be considered for a successful relocation. An increasing relocation percentage in the course of the development plan can help bridge the „dry spell“ of the first few years.