

Resource Management

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 Prof. Olivares | IE 4995-49 Capstone Design Project
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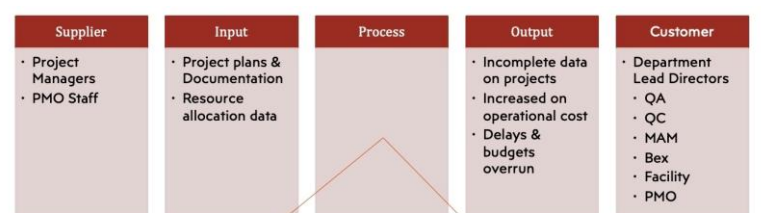
The resource management project at Johnson & Johnson in Gurabo, Puerto Rico aims to improve project management by creating clear processes and better resource handling. Delays, cost overruns, and operational expenses are due to a lack of clear guidelines, impacting the company's goals and competitiveness.

DEFINE

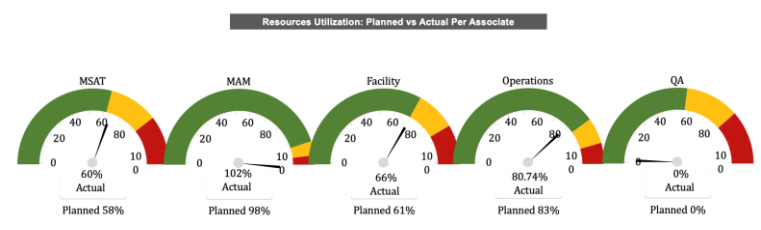
SCOPE / PROBLEM STATEMENT

The project approval process is exceeding the stipulated **30-day timeframe**, with **65% of projects** experiencing an additional average delay of **30 days**. This results in a total approval time of up to **60 days**, causing significant inefficiencies in resource management.

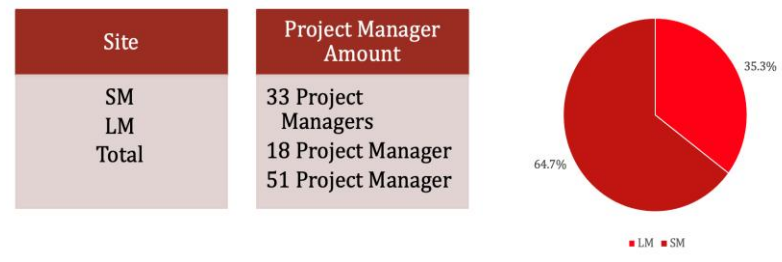
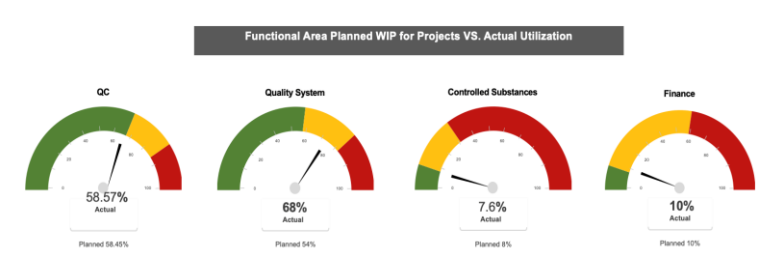
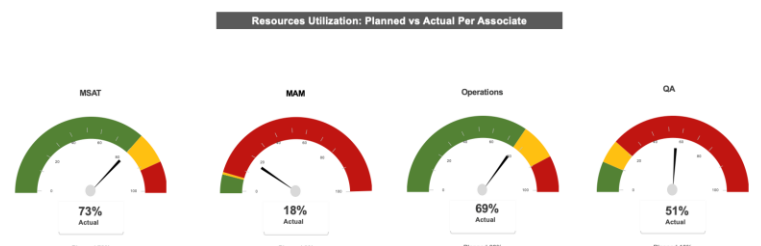
SIPOC



Small Molecule

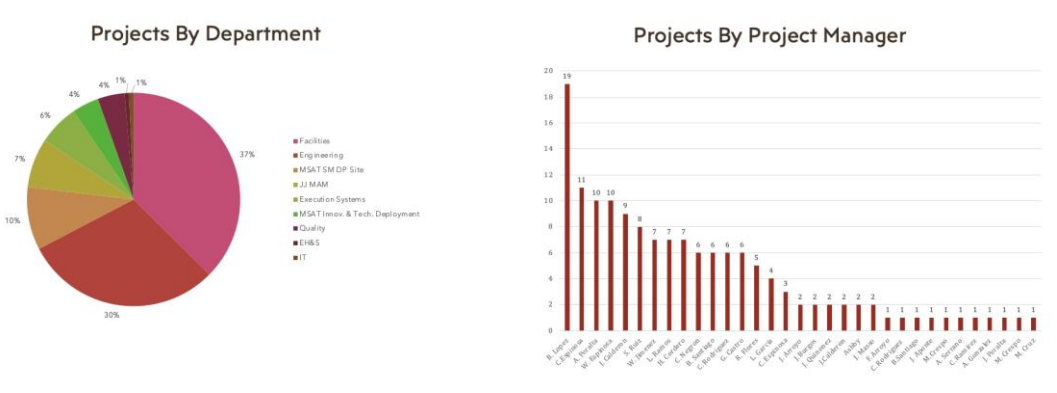


Large Molecule

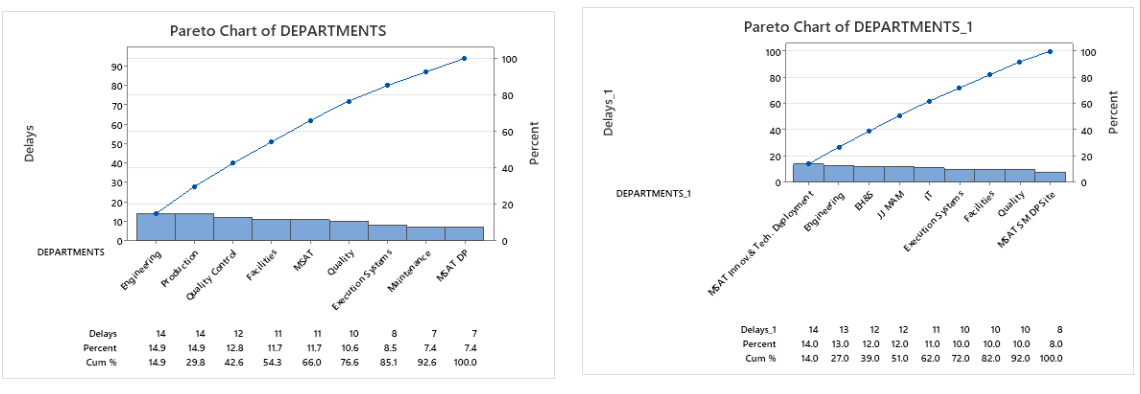


MEASURE

LARGE MOLECULE VS SMALL MOLECULE



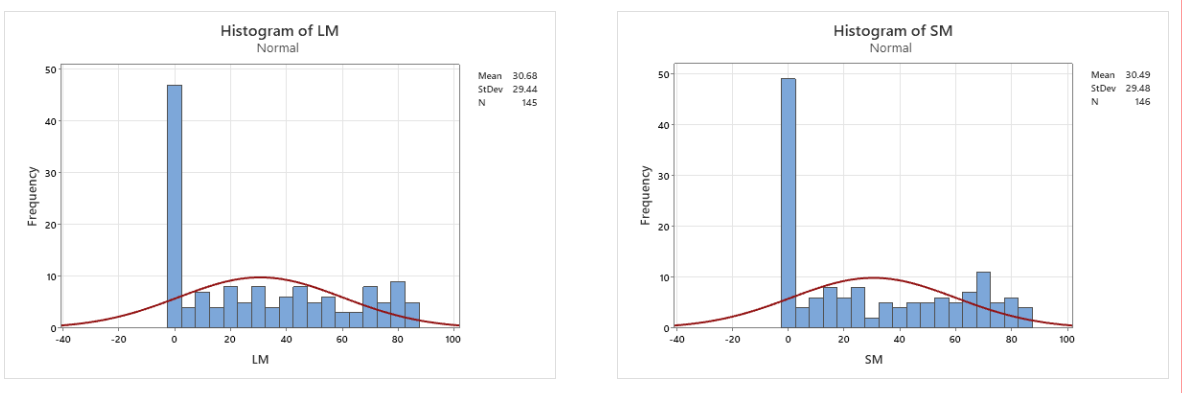
Pareto for LM and SM



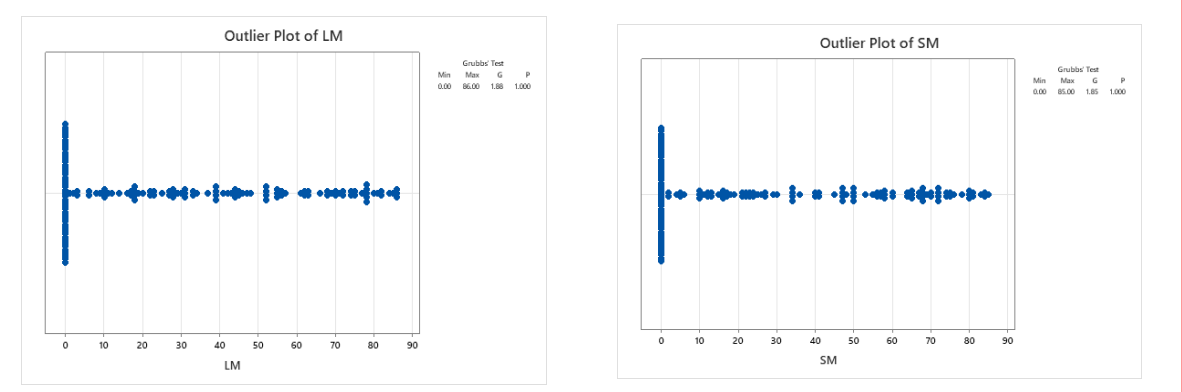
Histogram for LM and SM

Grubbs' Test

Variable	N	Mean	StDev	Min	Max	G	P
SM	146	30.49	29.48	0.00	85.00	1.85	1.000
LM	145	30.68	29.44	0.00	86.00	1.88	1.000

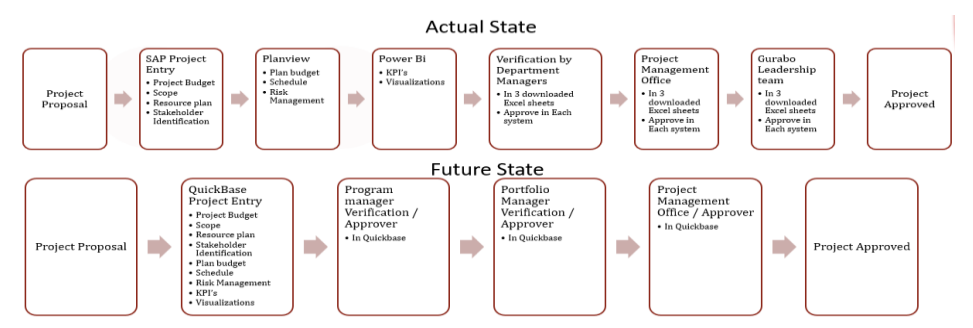


Outlier Plot for LM and SM



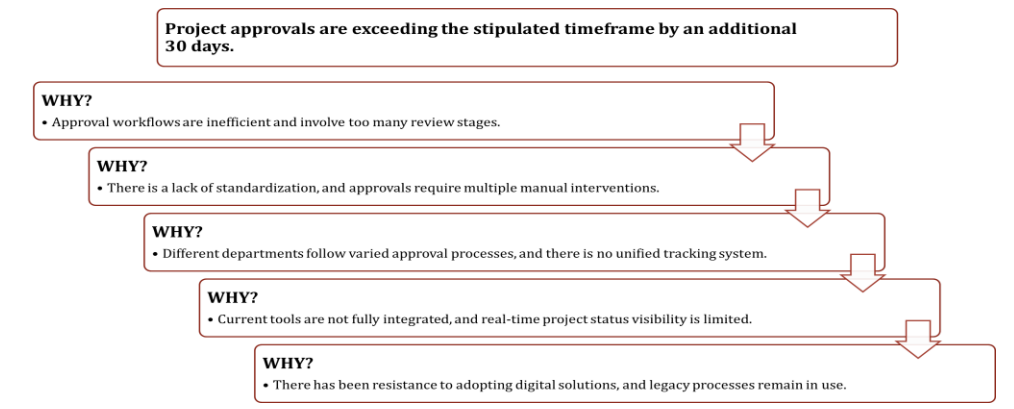
ANALYZE

PROCESS



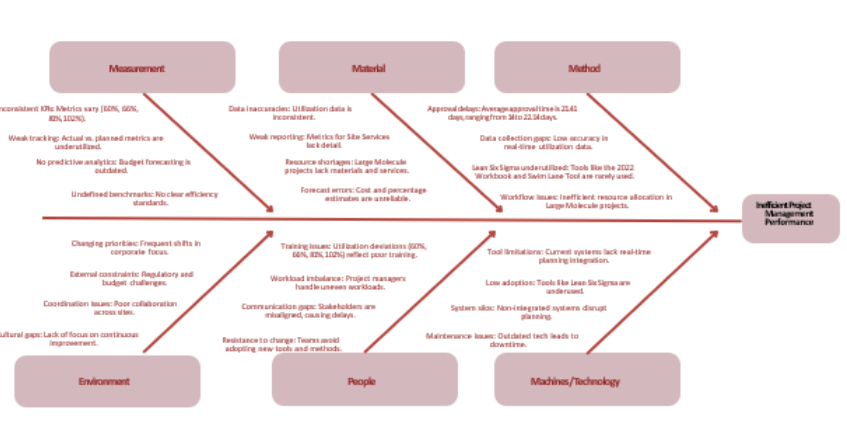
The current process in the executive area of Johnson & Johnson Innovative Medicine for project management spans from project proposal to final approval, involving multiple stages such as project entry into SAP for budget definition, scope, and stakeholder identification, planning in Planview for schedule, risk, and resource management, and KPI analysis through Power BI. This is followed by sequential verification and approval by Department Managers, the Project Management Office (PMO), and the leadership team in Gurabo, using multiple systems and Excel sheets, which can cause significant delays in the approval process. To optimize this management and avoid delays, a more agile and centralized future process has been established that integrates all key activities into the QuickBase platform, allowing for more efficient project entry, verification, and approval, with direct approval management by Project Managers, Portfolio Managers, and the PMO, reducing operational complexity and significantly accelerating response times in project management within the executive area.

Five Why's Analysis



Through the analysis of the Five Why's, it was identified that delays in project approvals, averaging 30.55 days, are mainly due to the lack of a standardized and optimized process. This originates from the underutilization of tools like Lean Six Sigma and Swim Lane, which is related to the lack of training and the resistance of teams to adopt new methods. This resistance, in turn, is because the organization does not prioritize continuous process improvements or long-term training, highlighting the need to strengthen the culture of continuous improvement and training to optimize project management.

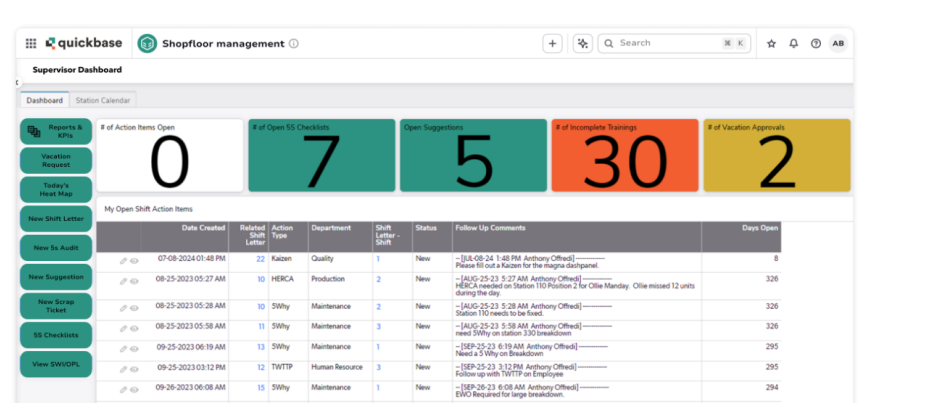
Fishbone Diagram



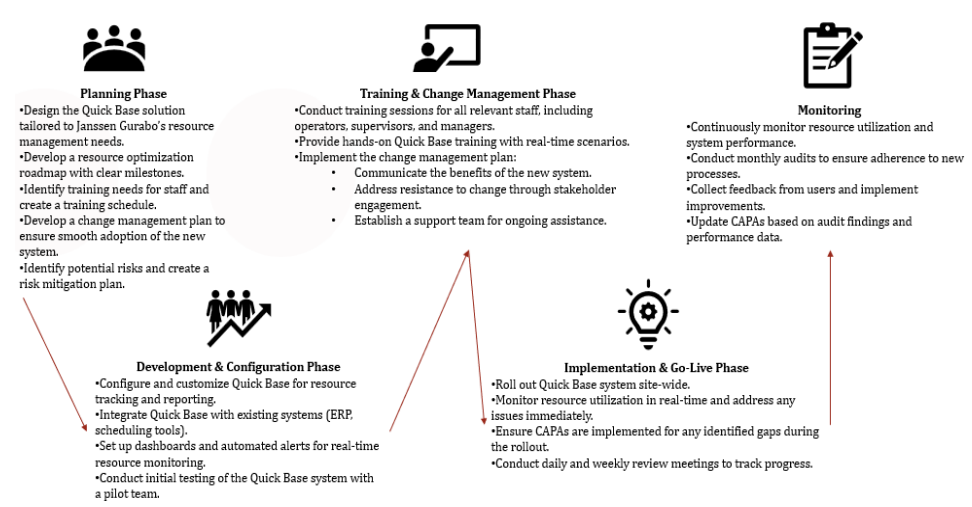
The poor performance in project management in the executive area of Johnson & Johnson Innovative Medicine originates from the lack of standardization in performance measurement, with inconsistent metrics and absence of predictive analysis that hinders decision-making. This is compounded by deficiencies in data accuracy, inefficient resource management, and slow approval processes, exacerbated by the low adoption of methodologies like Lean Six Sigma. Additionally, organizational factors such as the lack of a continuous improvement culture, resistance to change, communication problems, and the use of outdated technologies limit operational efficiency. This highlights the need for an integral transformation that combines process optimization, technological update, and strengthening of change management to improve project management effectiveness.

IMPROVE / CONTROL

System Suggestions



Components of the Implementation



The implementation of QuickBase in the executive area of Johnson & Johnson Innovative Medicine represents a strategic shift focused on improving operational efficiency and resource management. This approach aims not only to optimize technical processes but also to transform the organizational culture towards greater agility and adaptability. The implementation structure reflects the need for rigorous planning to anticipate risks, as well as the recognition that the success of the change depends on both technology and staff acceptance. The inclusion of phases dedicated to change management and training highlights the importance of preparing teams to adopt new tools, reduce resistance to change, and foster a continuous improvement mindset. Additionally, constant monitoring and feedback allow for quick adjustments, ensuring that the solution remains aligned with business objectives and effectively responds to emerging challenges. Overall, this process seeks not only a successful technological implementation but also a sustainable impact on how projects and resources are managed within the organization.