

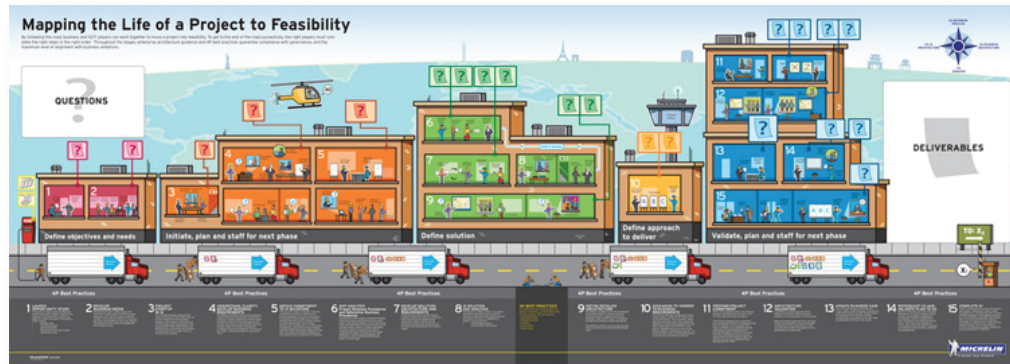


CASE STUDY

Managing a complex global project lifecycle

THE SUCCESSFUL MANAGEMENT OF MICHELIN'S PROJECTS ACROSS A GLOBAL DELIVERY MODEL DEMANDS UNDERSTANDING AND COOPERATION.

XPLANE | Dachis Group's innovative visual facilitation methods clarify the complexities faced by Michelin IS (Information Systems) professionals when bringing a project to completion. Clarity is reached via learning map and set of fun visual training activities that includes sorting games, cards and other interactive tools.



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CHALLENGE | Michelin is now managing more IS projects globally for deployment across the world. This approach is driven by enterprise architecture and relies on a strong global delivery model. To be successful, Michelin IS and business teams need to speak the same language and reach process alignment. To address this need, Michelin IS created a 45-step diagram to show the process a project goes through on its way to completion. However, the piece was not intuitive, engaging or easy to use. Michelin needed a new, fun and efficient way to help its teams manage complexity in the interest of delivering projects on time and within budget.

ACTION | XPLANE facilitated visualization sessions with key Michelin executives and stakeholders in America and Europe. The goal was to clearly illustrate each step that has to be followed, the actors, the deliverables, the validation points to get the project done. XPLANE created a set of training tools that included a learning map – both in poster and brochure format – interactive games, and card decks that focused on topics such as risks, roles, deliverables and best practices. Maps and games were tested successfully in small Michelin focus groups and then rolled out to 500 people in France and 200 in the U.S.

RESULTS | Michelin enjoyed strong participation from the organization surrounding the training tools. Everywhere within the Michelin IS world, be it China, France, Poland or the U.S., the learning map was up on walls and being referred to on a regular basis, making it an integral part of business. At some points up to 600 people gathered to participate in the Michelin project management game derived from the learning map. The tools were later translated into 10 languages including French, Spanish, Portuguese, Thai and Japanese and distributed to the global Michelin IS audience.