24TH LCI CONGRESS
OCTOBER 18-21

Accelerating Project Delivery by Reimagining the Collaboration between Design, Construction, and Key Vendors

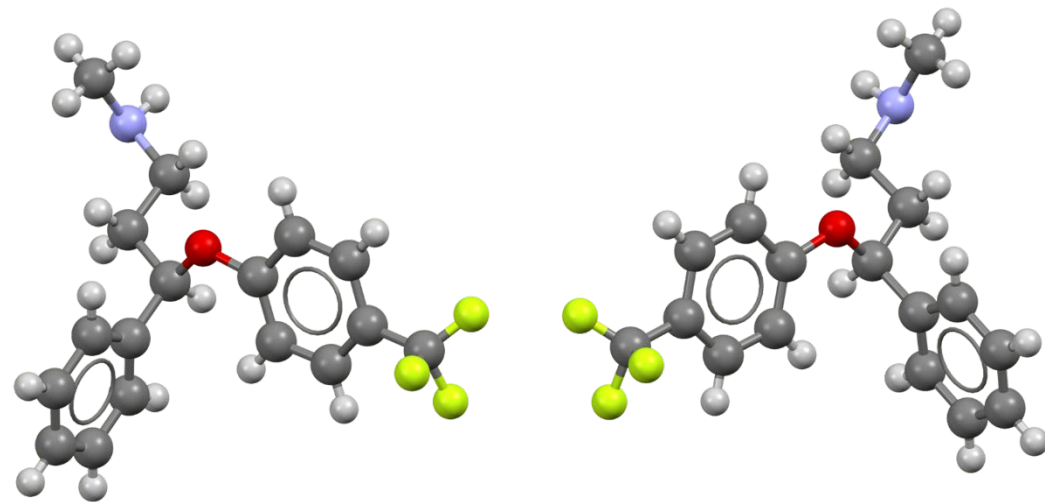Paul Donica PE, Eli Lilly and Company

Akshay Bhargava PE, Jacobs

Joe Bash, F. A. Wilhelm

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

OCTOBER 20, 2022

Lilly Background

- Leader in the Pharmaceutical Market

- One of the first manufacturers of insulin

- Prozac, Cialis, Zyprexa, Trulicity, Mounjaro

- $2 billion + / year construction program

- Indianapolis based

The Goal

Or,

What we set out to accomplish

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How to Create a New, Streamlined Way of Delivering Projects?

- Speed to market is a critical success factor in the Pharmaceutical World

- Need to re-create the process for design and construction, not just re-arrange workflows

- Lilly, Jacobs, and Wilhelm analyzed standard deliverables to determine:

  - What is required

  - What can be reconfigured

  - What can be eliminated

The Process

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Key changes by the Owner

- Early Engagement

- Co-Location

- Financial Transparency

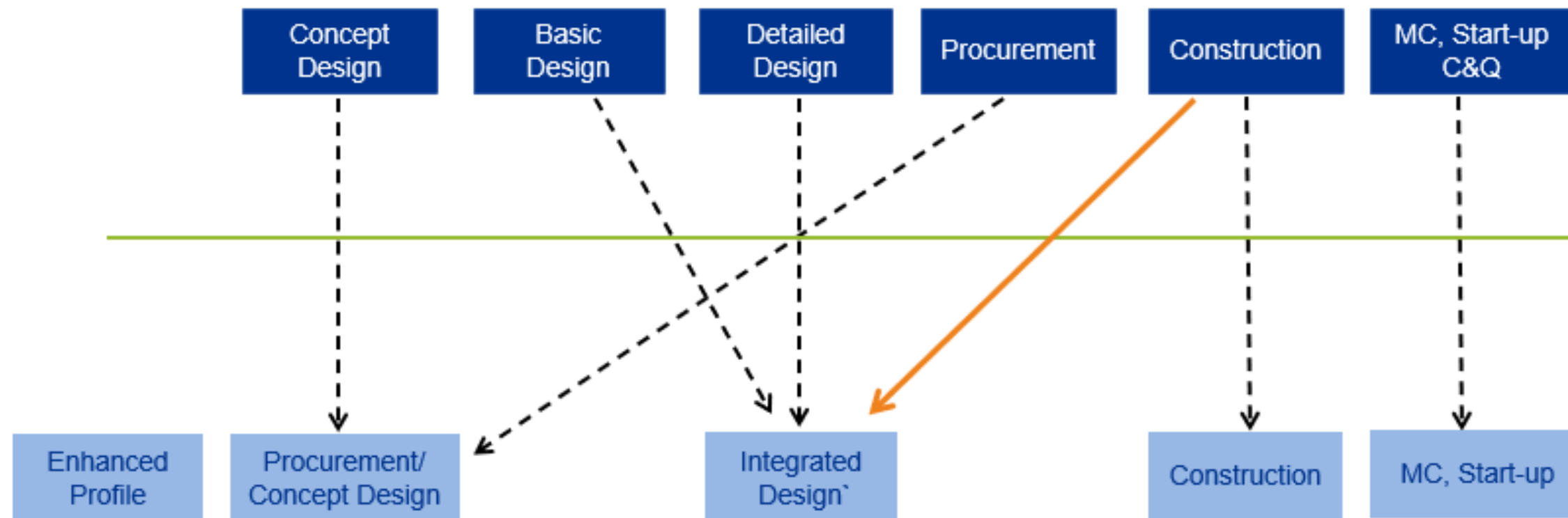- Incentive Based

- Team development

Embracing an Alliance Culture

- Established relationships based on "taking care of each other"

- Eliminates time & energy to defend positions and cover their actions

- No "lawyering up"

- Results in a maturity model for future projects

Streamlined Design Work Process

Design Team Changes

- Procurement – Vendors on board before design

- Organization of the Big Room

- What documents do we really need?

- How to provide traditional as-builts when drawing production has been reduced.

Construction Team Changes

- Handoff from design to ISOs

- Knowledge of Owner Standard Product Requirements

- Using the model in the field
- Pull Planning
- Weekly Work Planning / Daily Huddles

Challenges

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The Leap of Faith

- Change in focus to making the job happen, not on scrutinizing the metrics

- Work toward overall project goals, not individual KPIs

- Allow "good enough" instead of "perfect"

- No blame – fix the problem and move on.

Keys to Success

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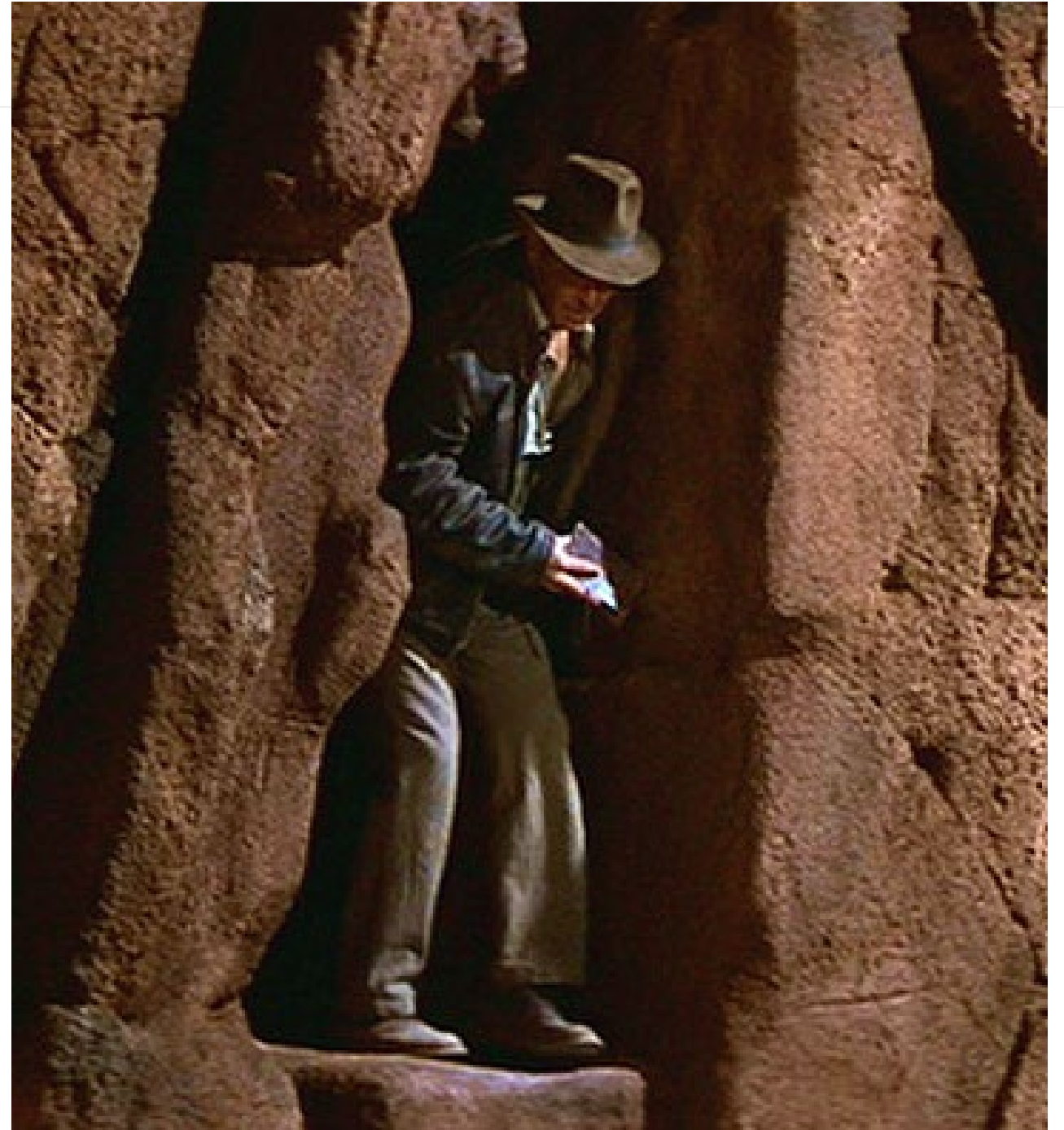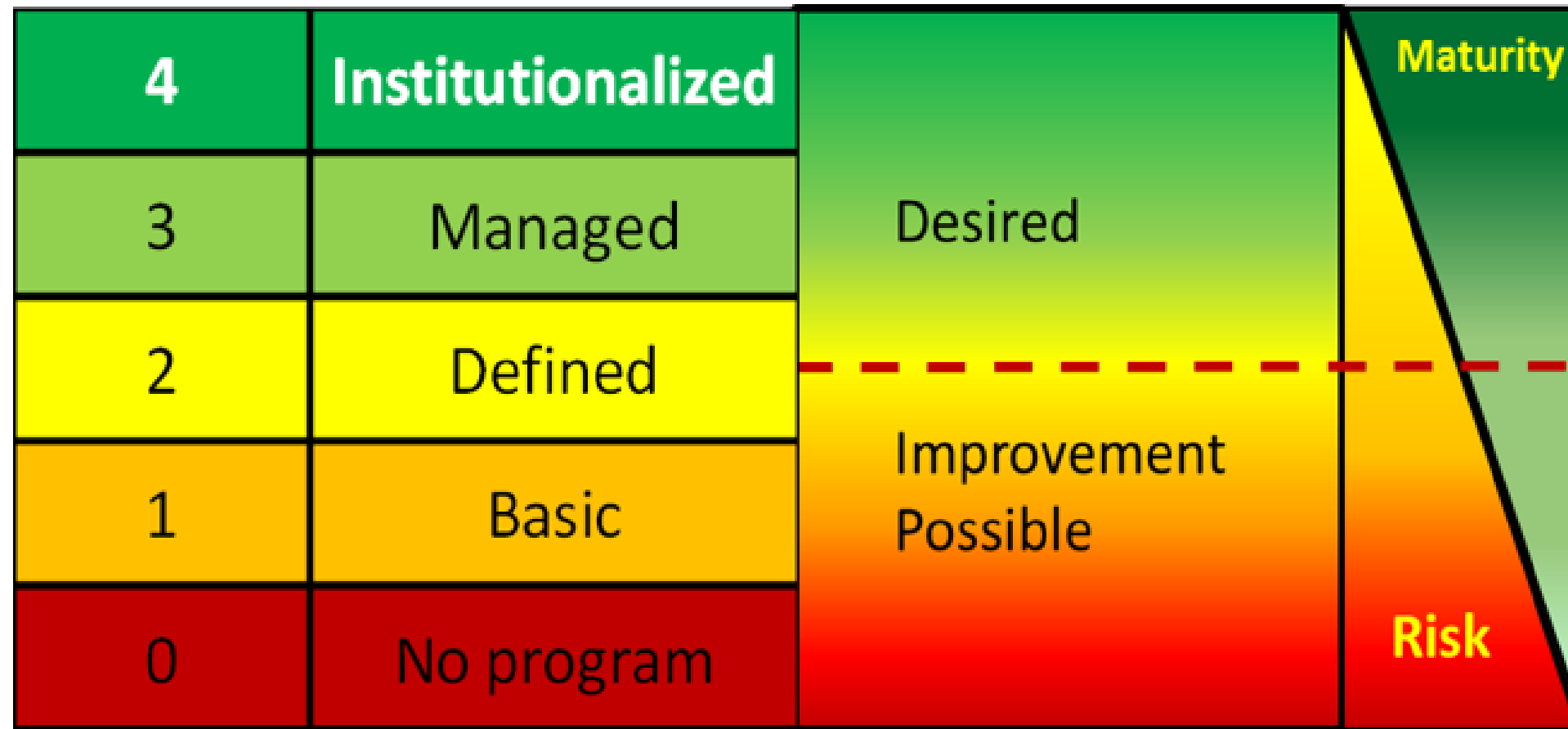
Key Ingredients to the Gumbo

- Management support, but the team makes the decisions

- Onboarding key leads from every function at the end of conceptual design

- Pull Planning

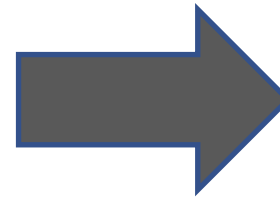- Strong people with the right cultural fit

Lessons Learned

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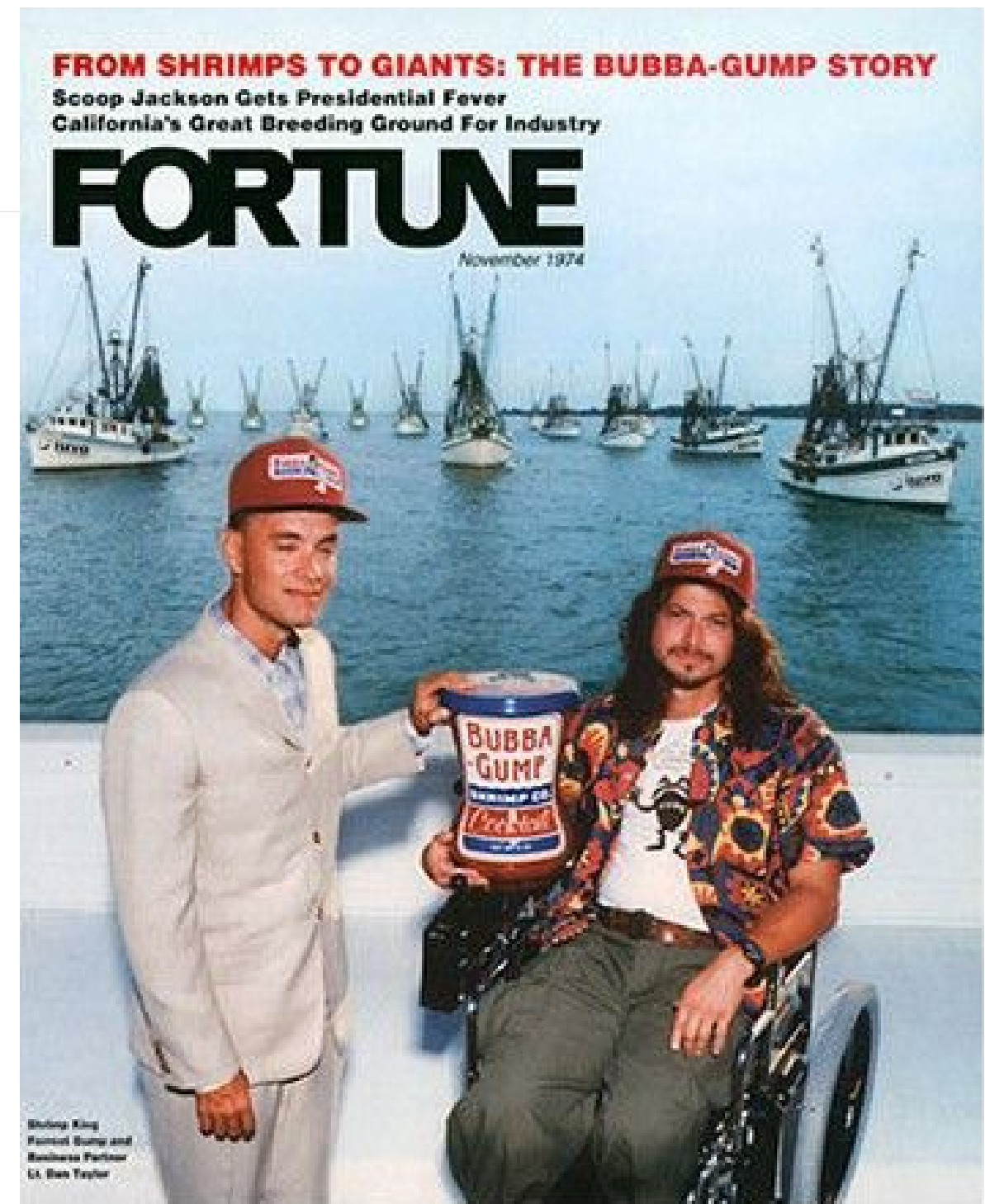
Maturity Model

Cultural Shift

How can you apply this tomorrow?

- Evolution of the team – Keeping the team together

- New people coming on board "learn by example" of the seasoned team members

- Break down silos!

- Embrace change.

- Keep it simple – focus on what matters (metrics, slides)

- What deliverable is really needed? - Executive summary vs 6 binders.

Questions?

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Rate Presentations in the App

Continuous improvement: give presenters your feedback by taking the session evaluation!

1. Find the session under "schedule"

2. Click on it then scroll down

3. Click "core program evaluation"

4. Complete the 5-question evaluation

This information will determine the top 5 presentation teams and the top Live Lab
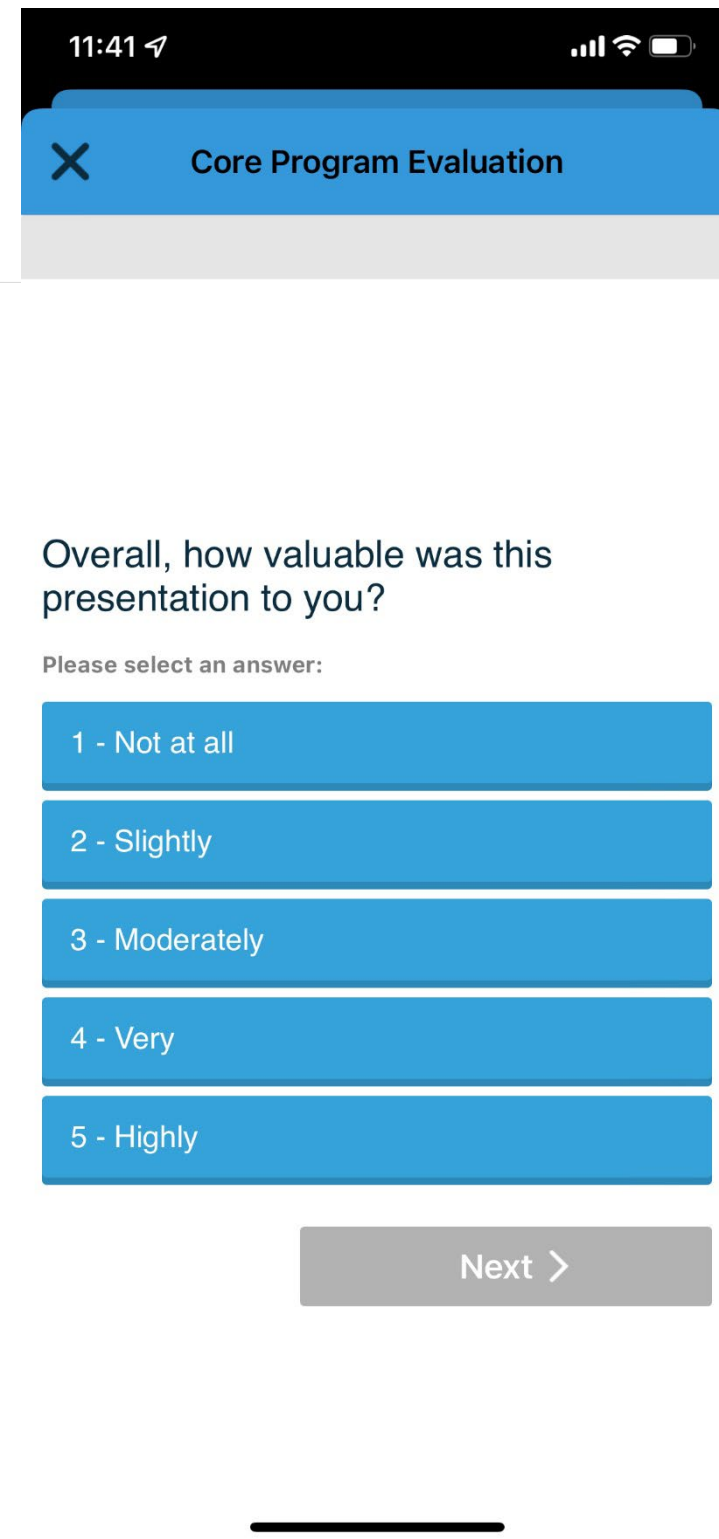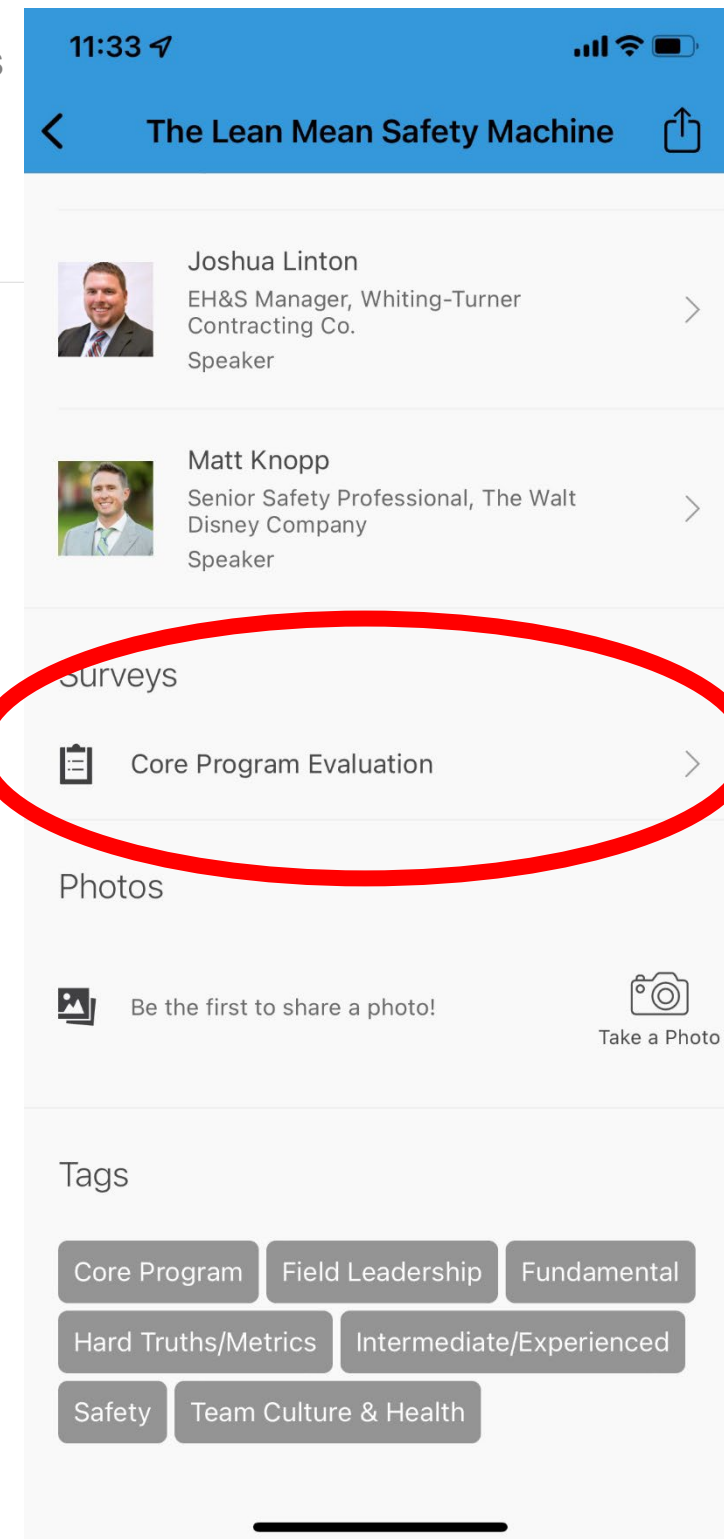
In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

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Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!

Maturity Model

| LEVEL | 4 | **Institutionalized (Culture Transformation)**. The organization has and uses aligned, integrated, and structured strategies |

| LEVEL | 3 | **Managed.** Organization-wide standards and strategies are deployed and applied to multiple projects. |

| LEVEL | 2 | **Defined**. There is a written policy and principles and methods are defined. |

| LEVEL | 1 | **Basic**. There is no formal process, principles or designated staff to lead the program: very limited practices are used |

| LEVEL | 0 | **No partnering program** - No principles are applied or considered |