



Project Management the Dexion Way

With a key announcement, Dexion Australia has confirmed that Project Management has become a “key driver” for the business and we spoke at length to Stuart Macnab General Manager of the newly formed Dexion Project Management Group to better understand its role, aim and objectives.

“Obviously Project Management has always been a key discipline for Dexion and an important element of our overall offering,” said Stuart, “but with the team we now have, we’ve decided to redefine the term Project Management, to the extent that it is integral to everything we do.”

The team culture is based on managing projects ‘The Dexion Way’ which supports the current “Smarter Thinking” theme for the business.

“Our approach includes a complete understanding of the customer’s requirements and assisting in

the creation, implementation and integration of a unique solution for that customer. Managing a project 'The Dexion Way' is all well and good but it doesn't communicate to the customer our commitment to making the integration of the solution as seamless as possible," said Stuart.

Dexion Project Management has deliberately set the bar high, and plans to meet and exceed the customer's high expectations of delivery on time, in full and on budget.

business and help make decisions at strategic levels," he said. "For this to succeed we have identified a number of "mission critical" issues that are addressed at the beginning of each project to ensure a successful integration of the Dexion solution."

"In our opinion, a clear vision has to be defined from the outset and communicated to the customer, we then set measurable targets to ensure the project remains on track and is successfully implemented," said Macnab.

both Dexion and the customer, there has to be a strong focus on Risk Management. All works and stages need to be managed via a formal program with dedicated resources within an infrastructure responsible for tracking and controlling each and every stage. Where possible risks need to be anticipated and prepared for and issues resolved as soon as they surface.

"We are aware that every Dexion solution will have a significant impact on our customer's operation," said Macnab, "so these changes need to be identified and any 'cultural change' issues addressed and integrated into a transition plan."

"Technology is changing at a rapid rate and we understand that for some, there is a resistance to technology and a resistance to change," said Macnab "we would be naive to expect a complex, integrated solution not to have a major impact on every level of a customer's operation."

"We also understand that for our solution to provide the anticipated benefits it has to be 'owned' at an operational level, so with every project we are committed to addressing issues relating to cultural change through an educational program that includes literature and work shops to ensure that everyone is integrated into the transition plan."

"So, in our opinion, open and transparent communication is the key issue to successful project management and implementation," said Macnab, "and the Dexion Project Management Group is committed to communicate rapidly, honestly, frequently, and effectively with all levels of the customer's employees."

The Team

"We've worked hard to build a team that has the right mix of industry experience and dedication to developing relationships with our customers," he said. "So we've recruited experts in their chosen fields and promoted individuals from within Dexion."

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They identify risks and reduce the likelihood of threats arising. They also set realistic targets that are based on a thorough understanding of the complexities of the project. Their experience and intimate knowledge of the project adds to the teams' ability to create a unique and seamless solution from day one.

What does this mean for our Customers?

The involvement of Project Managers will assist in demonstrating the benefits and value of the solution to the customer.

"The creation of the Dexion Project Management Group is designed to ensure that our solutions are fully integrated into the customer's business, that strategic alliances are developed with that customer," said Stuart. "We want to 'partner' our customers and be involved in their

For the Project Management Team, a focus on maintaining speed and momentum is critical with each team member prepared to make tough decisions early to relieve anxiety and prevent delayed decisions as the project progresses.

"It's about communicating with the customer," said Stuart, "we provide our customers with a transparent relationship throughout the duration of the implementation and long after the project has been commissioned. It's for us to ensure that any problems be addressed immediately and openly."

Strong Focus on Risk Management and Cultural Integration

A key communication 'tool' is Windows based E-Project Enterprise, sitting on a web based platform. E-Project is a repository of information relating to each project, information and detail that is updated in real time and can be accessed by the customer at any time and from anywhere. E-Project also allows the customer to track transactions, to monitor the progress of the project and issues raised and provide total transparency.

To ensure a successful outcome, for