

Customising a Project Management Framework at a Trinidad-based Paper Manufacturer: A Case Study

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Abstract: *There has been a huge excess of low-cost paper on the market and a global price erosion of manufactured product. Paper Products Limited (PPL) – a Trinidad-based tissue paper manufacturer, was ruthlessly exposed to this changing environment. This paper reviews a strategic realignment exercise which was done to determine the root causes of project failures, and to tailor-make a project management (PM) framework to govern process improvement projects at PPL. In order to quantify historical project performance and determine the reasons for historical project failure at PPL, a four (4) phase study was initiated. Phase-1 involved the analysis of projects undertaken from 2012 to 2015 on the cost, schedule and scope variances. Phase-2 determined the root cause of project failures, Phase-3 comprised the development of a PM framework, incorporating the common processes advocated in literature and the final phase involved testing the efficacy of the framework using selected projects at PPL. Trial implementation of the customised PM framework achieved a reduction in budget, schedule and scope variation by 20%, 18% and 1%, respectively. These performance improvements were attributable to enhancements in the framework's approach to developing the risk management plan, the work breakdown structure and the stakeholder management. As validated by an executive review of the PM framework, the adoption of the framework could enhance PM practices and sustain PM performance improvements at PPL. This case study demonstrates an initiative in fostering PM practices and performance in business. The results and implications of the analyses discussed are of potential value to the field of studies. Evaluations are suggested to examine critical processes and individual steps, and future studies could validate the key elements identified for the customised PM framework.*

Keywords: *Project management, framework, project success, paper products*