

Arge Proje Yönetiminde Karşılaşılan Zorluklar



İçerik

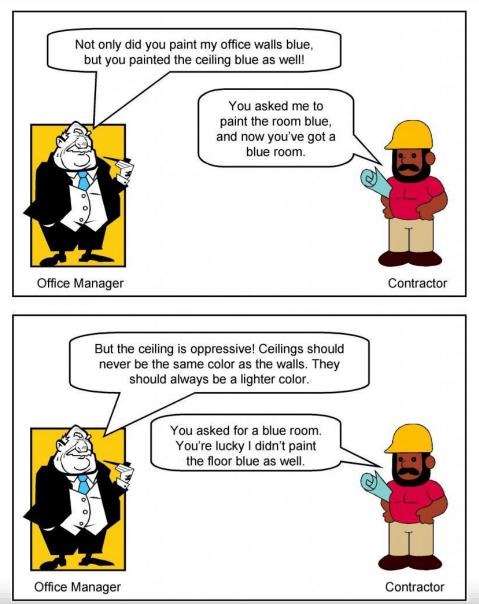
Müşteri Beklentileri

- Ar-Ge Organizasyou
- Ar-Ge bölümü görev ve sorumlulukları
- Ar-Ge dışı bölümlerin organizasyon yapısı
- Ar-Ge dışı bölümlerin görev ve sorumlulukları
- Bütçe / Birim Maliyet
- Yasal mevzuatlar
- Zaman planları
- Teknik yetkinlikler ve know-how

Benchmark



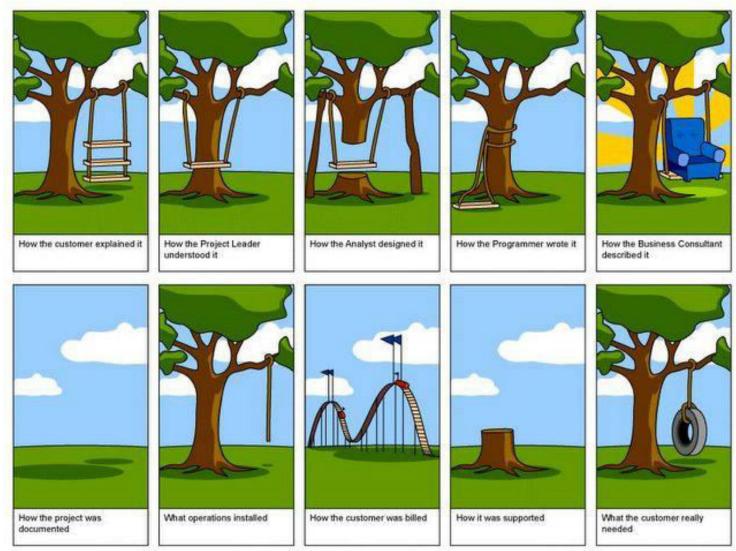
Müşteri Beklentileri



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Müşteri Beklentileri



Clear

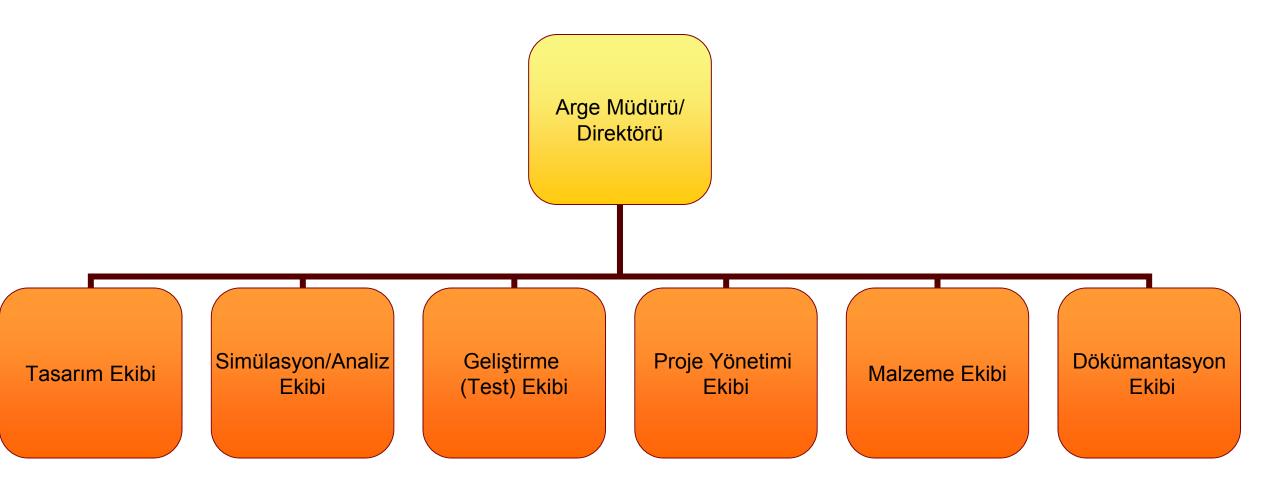
I.

- II. Correct
- III. Complete
- **IV. Comprehensive**

Figure 7.1: Project Management by Andreas Cappell (https://www.flickr.com/photos/cappellmeister/5921913/) used under CC-BY-NC-SA (https://creativecommons.org/licenses/by-nc-sa/2.0/)



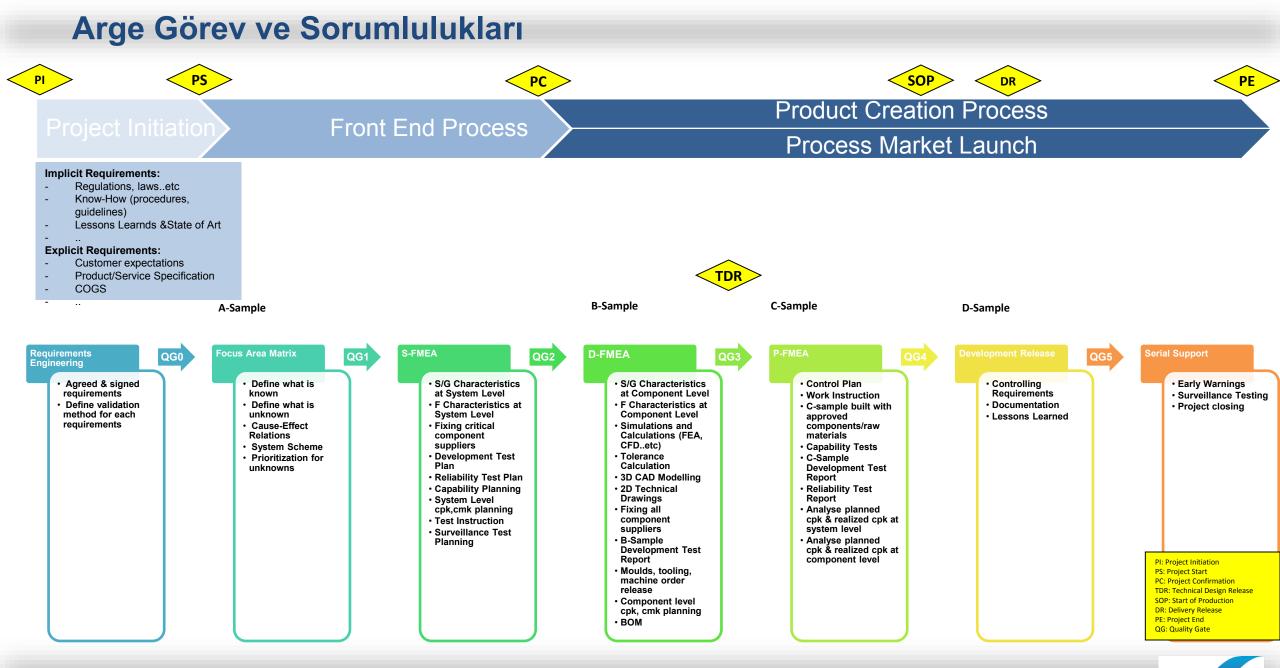
Arge Organizasyonu (Örnek)





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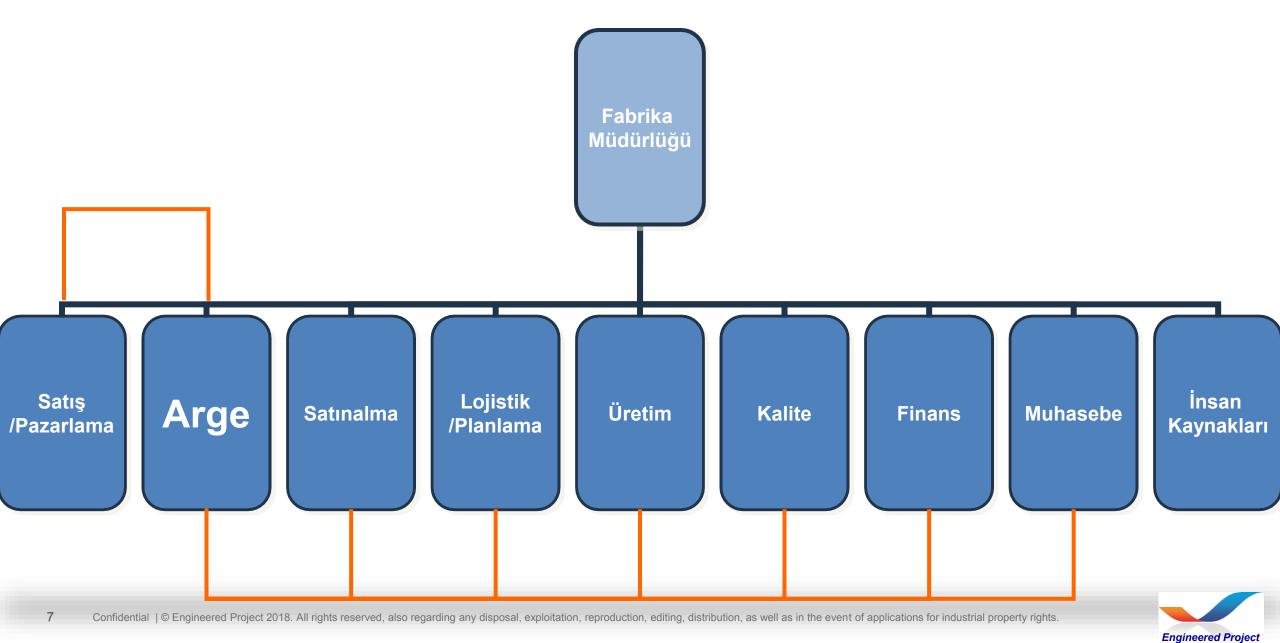
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Arge Dışı Bölümlerin Organizasyonu (Örnek)



Arge Dışı Bölümlerin Görev ve Sorumlulukları

- Satınalma → Numune tedariği..
- Üretim → P-FMEA, Kontrol Planları, İş talimatları..
- Kalite \rightarrow Giriş Kalite Kontrol, Proses Kalite Kontrol, Final Kalite Kontrol.
- Lojistik/Planlama → Numune üretim planlama, sıfır seri planlama..
- Finans → Bütçe takibi, birim maliyet analizi, gerçekleşen karlılık..
- İnsan Kaynakları → Proje planına ihtiyacı doğrultusunda proje üyesi
- Muhasebe → Bazı yasal mevzuatların takibi(Teşvikler..vb), tüm faturalama işlemleri..



Bütçe/Birim Maliyet

- Bütçe, COGS Planlama (Proje Başlangıcı)
- Bütçe, COGS Revizyonu İhtiyacı
 - Müşteri talebi revizyonu
 - Planın gerçekçi olamaması
 - ...
- Aktüel Plan



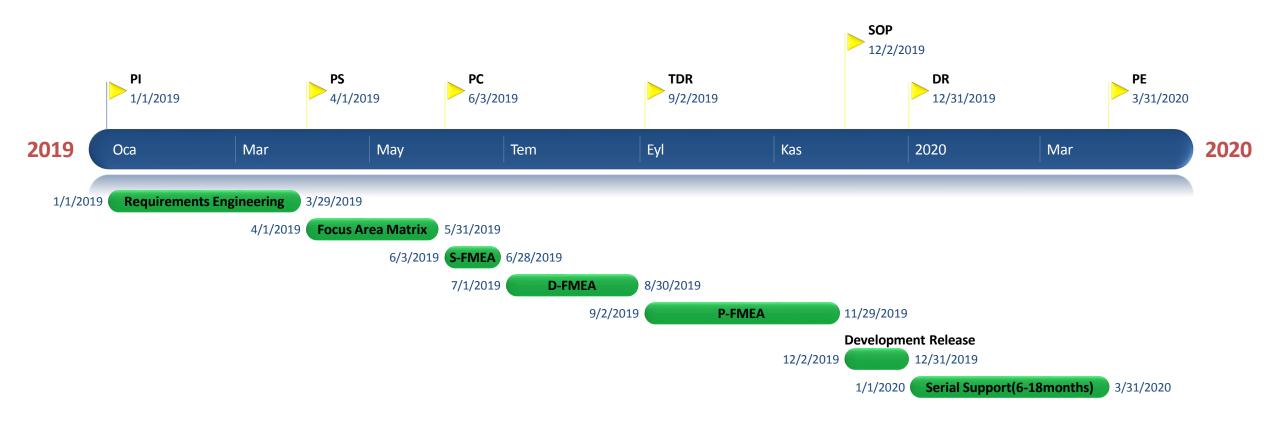
Yasal Mevzuatlar

•

- Güncel mevzuatların yeteri kadar bilinmemesi
- Güncel mevzuatların yeteri kadar önemsenmemesi
- Mevzuatlarda gerçekleşen güncellemeler



Proje Zaman Planı(Örnek)





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Proje Zaman Planı (Örnek)

WBS-1

| 🗄 Micro | osoft Pr | oject - ReDesign of Processes Project Management | | | | |
|---------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eil | e <u>E</u> di | t <u>V</u> iew <u>I</u> nsert F <u>o</u> rmat <u>T</u> ools <u>P</u> roject <u>R</u> eport <u>C</u> ollaborate <u>W</u> indow <u>H</u> elp | | | | Type a question for help |
| | ; | 🖨 🔍 🂝 👗 🗈 🖭 🕩 🗉 🔍 🖉 - 🔍 - 🤮 🧼 🚔 🔚 🥃 🚰 🥵 No Gro | - qu | 🔍 🔍 🍃 | 7 📫 🔞 🖕 | i 💠 💠 🖶 — Show - Arial - 11 - 18 I U 🖓= |
| | | 04.1-Process Confirmation @ Sales | | | | |
| | 0 | Task Name | Duration | Start | Finish | ember 2018 December 2018 January 2019 05 08 11 14 17 20 23 26 29 02 05 08 11 14 17 20 23 26 29 01 04 07 10 13 16 19 22 25 28 3 |
| 1 | | ReDesign of Processes for | 62 days | 12.11.18 | 05.02.19 | |
| 2 | | 00- Project Start | 0 days | | | ♦ 12.11 |
| 3 | | 01- Diagnose Phase | 23 days | | 12.12.18 | |
| 4 | | 01.1- Review Existing Procedure | 2 wks | | 23.11.18 | |
| 5 | | 01.2- Review Existing Work Instruction | 2 wks | 12.11.18 | 23.11.18 | |
| 6 | | 01.3- Review Existing Project Documentation | 2 wks | 12.11.18 | 23.11.18 | |
| 7 | | 01.4- Interview with Related Departments | 6 days | 26.11.18 | 03.12.18 | |
| 8 | | 01.4.1- Interview with Sales | 1 day | 26.11.18 | 26.11.18 | |
| 9 | | 01.4.2- Interview with Service(inc Assembly) | 1 day | 27.11.18 | 27.11.18 | |
| 10 | | 01.4.3- Interview with Production | 1 day | 28.11.18 | 28.11.18 | The second second second second second second second second second second second second second second second se |
| 11 | | 01.4.4- Interview with Logistic | 1 day | 29.11.18 | 29.11.18 | |
| 12 | | 01.4.5- Interview with Procurement | 1 day | 30.11.18 | 30.11.18 | i i i i i i i i i i i i i i i i i i i |
| ± 13 | | 01.4.6- Interview with Finance | 1 day | 03.12.18 | 03.12.18 | |
| ප <mark>ි</mark> 14 | | 01.5- Summary Report & Presentation | 1 day | 12.12.18 | 12.12.18 | τ |
| 턷 15 | | 02- Design Phase | 10 days | 13.12.18 | 26.12.18 | |
| G 16 | | 02.1- Redesign of Workflow | 3 days | 13.12.18 | 17.12.18 | |
| 17 | | 02.2- Design of RASIC | 3 days | 18.12.18 | 20.12.18 | Č |
| 18 | | 02.3- Design of KPI Tree | 3 days | 21.12.18 | 25.12.18 | |
| 19 | | 02.4- Design Phase Output Report & Presentation | 1 day | 26.12.18 | 26.12.18 | Č, |
| 20 | | 02.4- Design Phase Approval | 0 days | 26.12.18 | 26.12.18 | at 26.12 |



Proje Zaman Planı (Örnek)

WBS-2

| 🔁 Microsoft Project - ReDesign of Processes Project Management | | | | | | | | | | | |
|----------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|----------|----------------------------------------------------------------------------------|--------------------------------|--|--|--|--|
| Eile | e <u>E</u> dit | <u>V</u> iew <u>I</u> nsert F <u>o</u> rmat <u>T</u> ools <u>P</u> roject <u>R</u> eport <u>C</u> ollaborate <u>W</u> indow <u>H</u> elp | | | | | Type a question for help 🚽 🗗 🗙 | | | | |
| i 🗋 💕 | | 🛱 💁 💞 🔏 🗈 🖺 🏈 🤊 🗸 🖻 📲 🌉 🕬 💥 🗰 🛅 🌄 🚰 🥵 No Grou | - qu | 🔍 🔍 🦻 | * 🖾 🔞 🖕 | | 1 - B <i>I</i> <u>U</u> ∀= | | | | |
| 04.1- Process Confirmation @ Sales | | | | | | | | | | | |
| | 0 | Task Name | Duration | Start | Finish | December 2018 January 2019 29 02 05 08 11 14 17 20 23 26 29 01 04 07 10 13 10 | February 2019 | | | | |
| 21 | | 03- Development & Implementation Phase | 10 days | 27.12.18 | 09.01.19 | | | | | | |
| 22 | | 03.1- Update / Create Procedures | 4 days | 27.12.18 | 01.01.19 | · · · · · · · · · · · · · · · · · · · | | | | | |
| 23 | | 03.2- Update / Create Work Instructions | 4 days | 02.01.19 | 07.01.19 | | | | | | |
| 24 | | 03.3- Training and Simulation | 2 days | 08.01.19 | 09.01.19 | 📗 🔰 🎽 | | | | | |
| 25 | | 04- Stabilization Phase | 15 days | 10.01.19 | 30.01.19 | | — | | | | |
| 26 | | 04.0- Conduct New Projects/Operation acc. to Updated Procedure | 10 days | 10.01.19 | 23.01.19 | | | | | | |
| 27 | | 04.1- Process Confirmation @ Sales | 0,5 days | 24.01.19 | 24.01.19 | | Š. | | | | |
| 28 | | 04.2- Process Confirmation @ Service(inc Assembly) | 0,5 days | 24.01.19 | 24.01.19 | | ĥ | | | | |
| 29 | | 04.3- Process Confirmation @ Production | 0,5 days | 25.01.19 | 25.01.19 | | Š_ | | | | |
| 30 | | 04.4- Process Confirmation @ Logistic | 0,5 days | 25.01.19 | 25.01.19 | | Γ ₁ | | | | |
| 31 | | 04.5- Process Confirmation @ Procurement | 0,5 days | 28.01.19 | 28.01.19 | | L. | | | | |
| 32 | | 04.6- Process Confirmation @ Finance | 0,5 days | 28.01.19 | 28.01.19 | | ι. | | | | |
| t ³³ | | 04.7- Update Procedures & Work Instruction(If Needed) | 2 days | 29.01.19 | 30.01.19 | | Č | | | | |
| 84 S | | 05- Project Closing | 4 days | 31.01.19 | 05.02.19 | | | | | | |
| 11 35 | | 05.1- Final Report & Delivery of All Project Documentation | 4 days | 31.01.19 | 05.02.19 | | <u> </u> | | | | |
| <mark>ඊ</mark> 36 | | 05- Project End | 0 days | 05.02.19 | 05.02.19 | | o5.02 | | | | |
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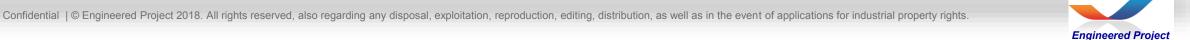


Teknik Yetkinlikler ve Know-How

- Eski proje öğrenimleri (lessons learnts)
- Prosedürler
- Tasarım Kılavuzları(Design Guideline)
- Tedarikçi/Partner bilgi birikimleri(Kullanım Kılavuzları, Sign off kriterleri..vb)
- Çalışan Uzmanlığı
- Satış Sonrası

• ..

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Benchmark

- Benchmark ürünlerinin pahalı olması
- Benchmark ürünlerinin kolay bulunamaması
- Patent

• ...

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Back-up



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Ferzan Kocer

Education



Orta Doğu Teknik Üniversitesi / Middle East Technical University BS, Mechanical Engineering 1999 – 2004



Orta Doğu Teknik Üniversitesi / Middle East Technical University BS, Welding Engineering 2007 – 2007



Galatasaray Üniversitesi MBA 2010 – 2011



Cukurova University Master of Science - MS, Mechanical Engineering 2006 – 2008



Sabanci University

Master of Science - MS, Mechatronics, Robotics, and Automation Engineering 2008 – 2010

Experience Founder Engineered Project Jan 2018 – Present • 8 mos Izmir, Turkey Project Manager Bosch Türkiye Sep 2013 – Dec 2017 • 4 yrs 4 mos Manisa, Turkey



Project Manager VDL Coach & Bus Center bv

Jan 2011 – Aug 2013 • 2 yrs 8 mos Eindhoven Area, Netherlands



Chassis Design&Development Team Leader TEMSA

Jun 2005 – Dec 2010 • 5 yrs 7 mos Kocaeli

