



**Managing projects of all types at
United Initiators**
(From process improvements to a
new plants)

Michal Svátek

PLANVIEW DAY, FRANKFURT, 14TH JUNE 2022



UNITED INITIATORS

Agenda

- **About United Initiators**

- About Initiators
- Starting situation
- New direction with PPM

History of United Initiators



- 2020 Acquisition of the Hydrogen Peroxide plant from Evonik Industries in Canada
- 2019 Acquisition of Hidrojen Peroksit in Turkey
- 2018 Joint Venture of United Initiators and VR Persulfates in India
- 2016 Equistone acquires majority stake
- 2012 Acquisition of Syrgis Performance Initiators
- 2008 New ownership under Speyside Equity. Birth of United Initiators
- 2007 Degussa becomes Evonik Industries
- 2001 Degussa takes over Laporte
- 1994 Laporte acquires Aztec Catalysts from Phillips Petroleum
- 1968 EWM becomes Peroxid-Chemie
- 1961 Takeover by Laporte Industries, new Hydrogen Peroxide process
- 1911 Foundation of Elektrochemische Werke München (EWM)

1911
Elektrochemische Werke München



1961
Laporte Organics



1968
Peroxid-Chemie

Peroxid-Chemie

1994
Laporte acquires Aztec Catalysts



2001
Degussa acquires Laporte

degussa.

2007
Evonik Industries



2008
United Initiators



2012
Acquisition of Syrgis



2016
Equistone acquires majority stake



2018
Joint Venture with VR Persulfates



2019
Acquisition of Hidrojen Peroksit



2020
Acquisition of H₂O₂ plant in Canada



Plants and offices

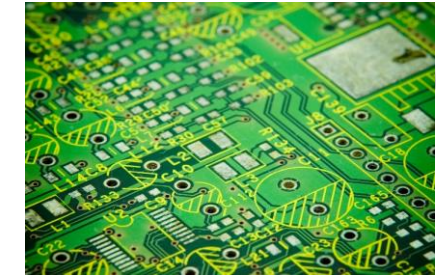


Agenda

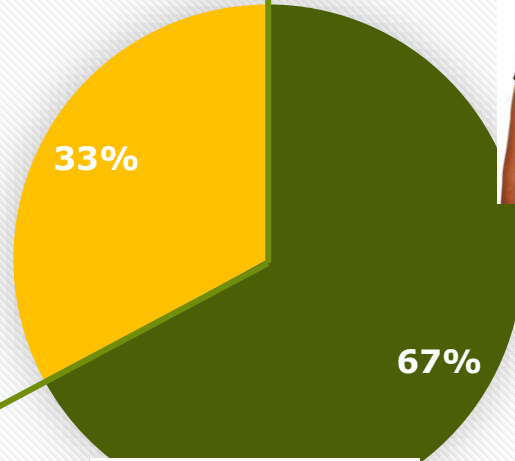
- About United Initiators
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About (chemical) initiators



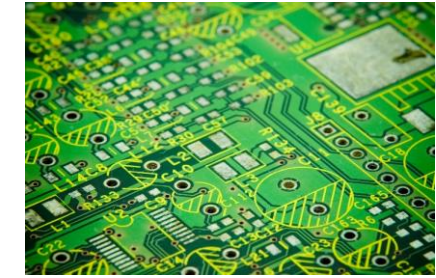
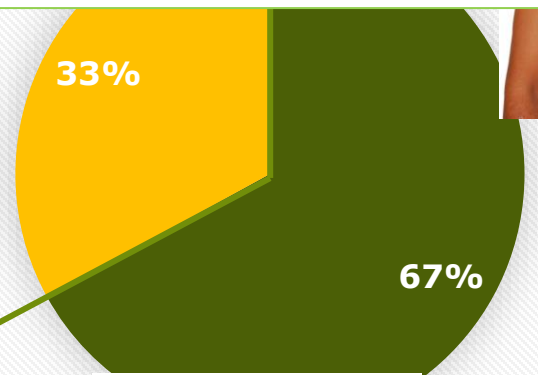
■ Kunststoffe ■ sonstige





About (chemical) initiators

- **Plastics production 2019 ~360.000 kt**
- **Initiators demand 2019 ~ 300 kt**

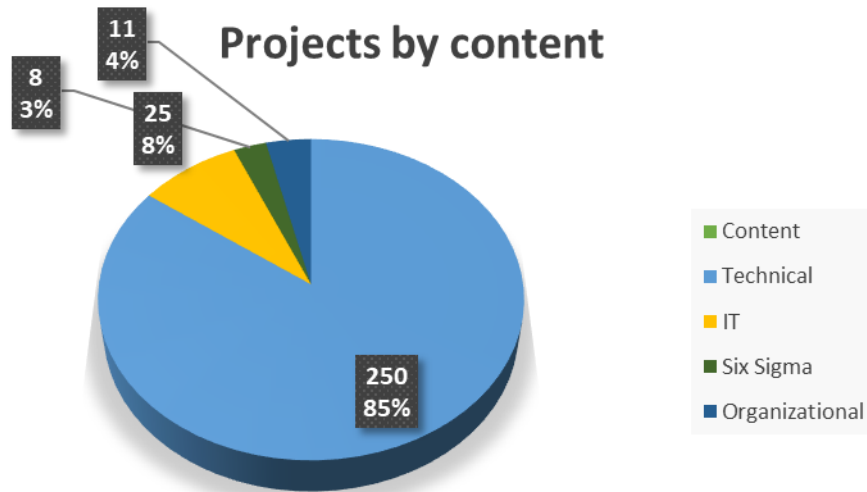


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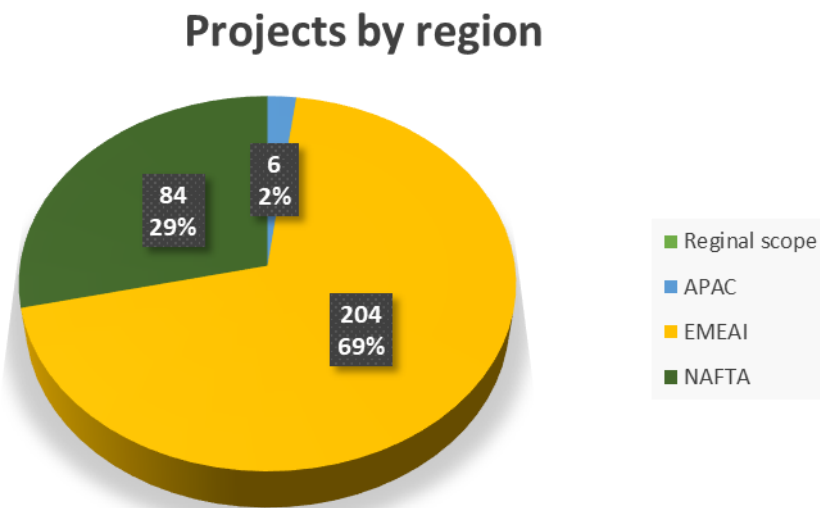
Project landscape at UI between 2017 and 2021



- Templates for implementation of technical projects optimized to perfection
- Average project length from application to first benefit 2,7 years
- Only definition of a project is a required capital expenditure >€50k
- PM Tool developed in house on a basis of MS SharePoint.

BUT

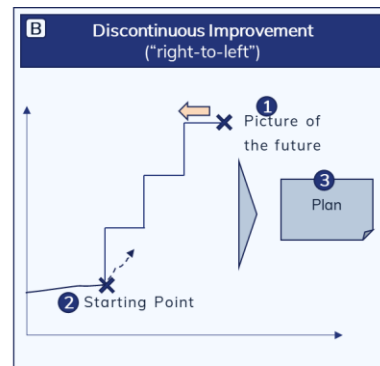
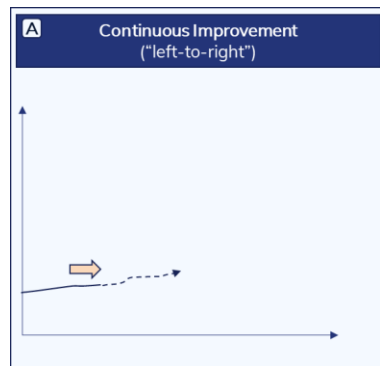
- Many projects - in particular with organizational context - do not meet their goals => expected benefits do not come or come late
- Overall feeling of capacity overload & rather low project performance
- Existing tools & mechanisms not accepted/ used consistently
- **Growing number and relevance of projects of different types**



Concept development July 2021

Approach

- The team
 - Interdisciplinary team from DE, CN and USA
 - Extended team of experts
 - Dedicated external moderator
- The schedule
 - 10x2h online workshops in 5 weeks
 - 2 management working session
- The tool
 - MS Teams
 - Miro
- The method
 - 80:20
 - Time-boxing
 - Iterative approach
 - Right to left thinking



Source: Sharpening Edge

Key results

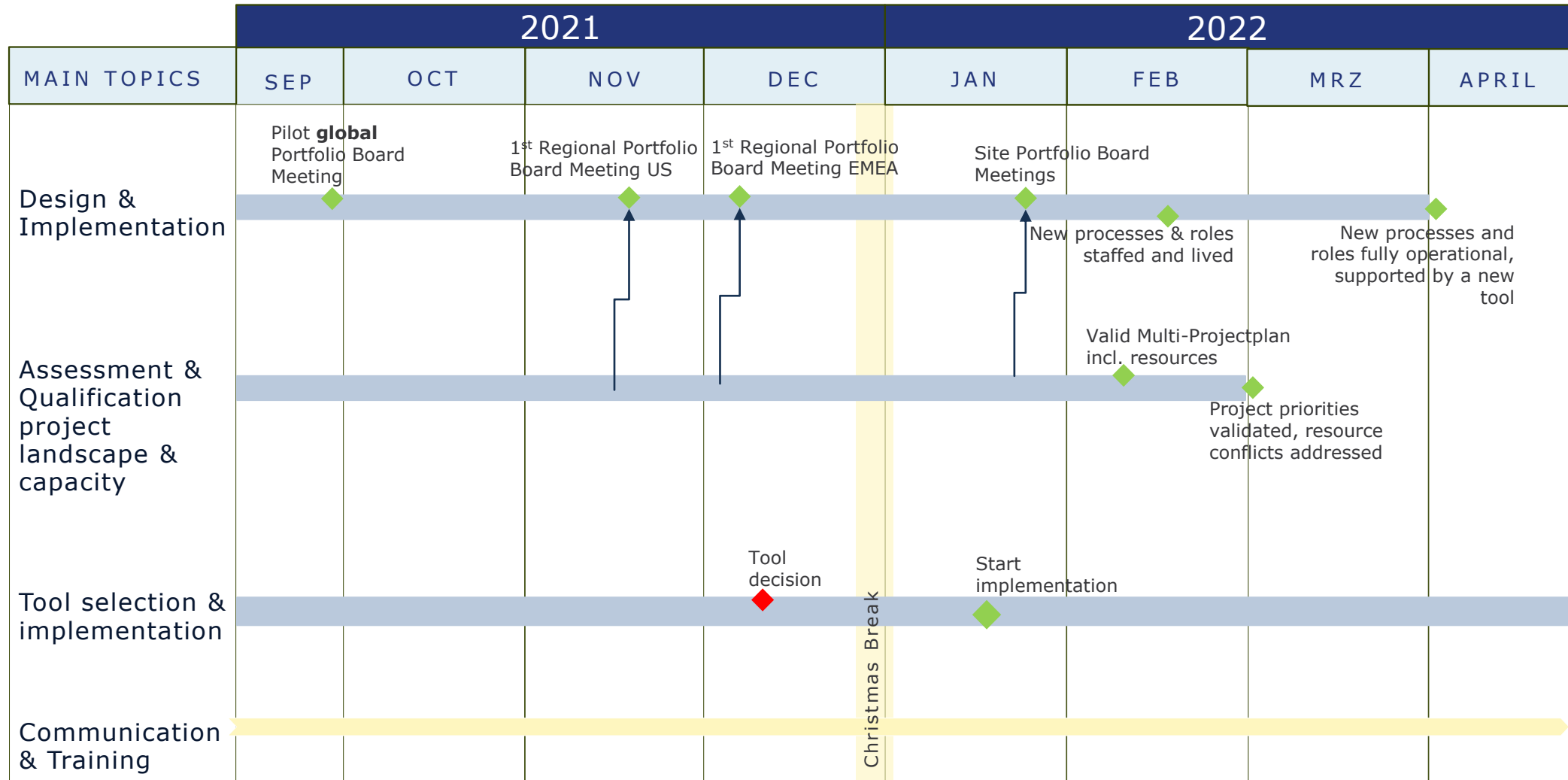
- 1. New definition of a project**
- 2. Resource management and assignment**
- 3. One lean process to cover all project types**
- 4. Standardized and simplified artifacts**
- 5. New portfolio board structure**
- 6. New role PMO**
- 7. Sharpened responsibilities of project manager and project controller**
- 8. Need for a new tool to implement the changes**

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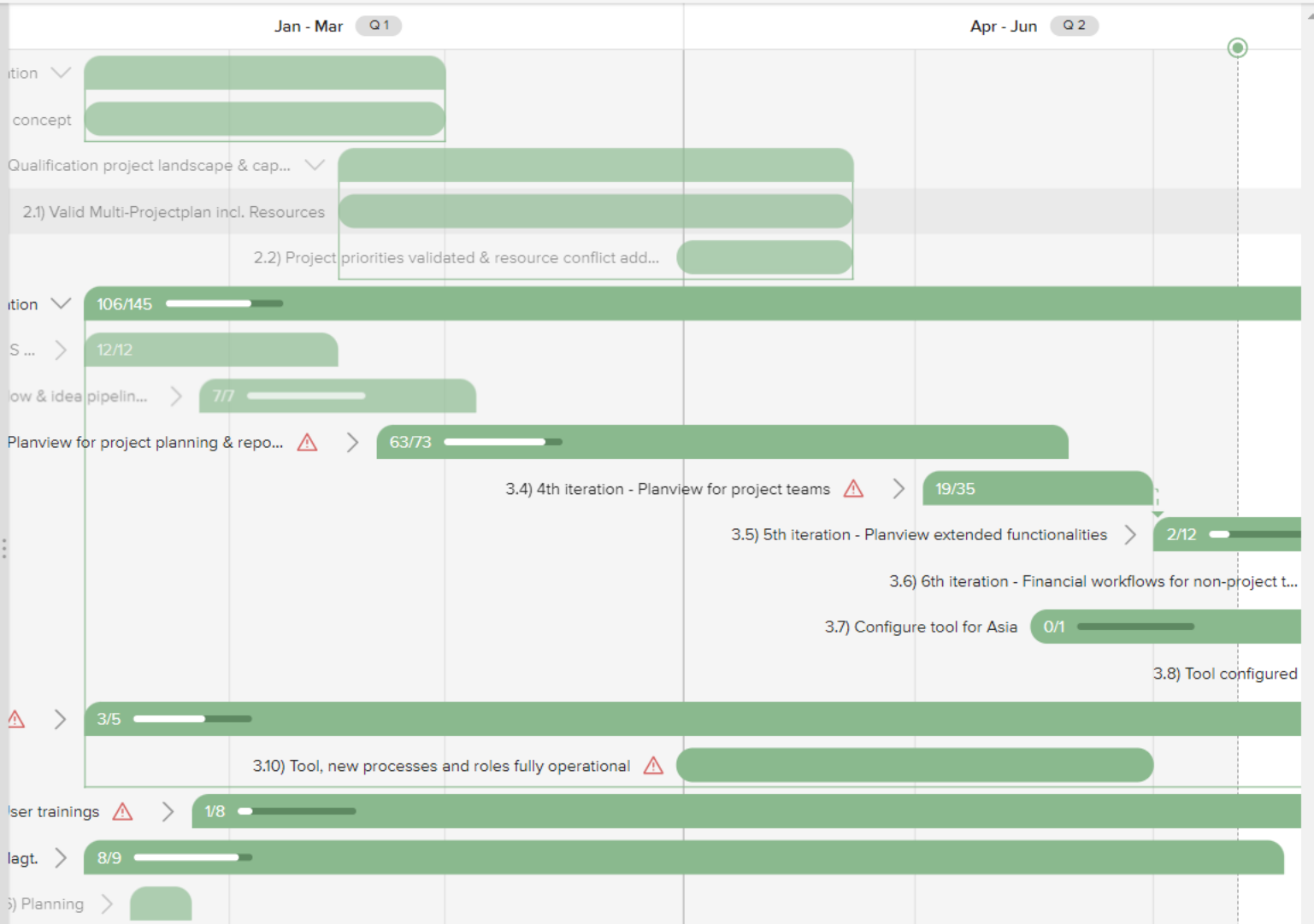
Global Portfolio- & Project- Management

Adapted Roadmap overview



Tool implementation

Name	Duration
1) Concept implementation	47 d
1.1) All roles staffed and lived according to concept	47 d
2) Assessment & Qualification project landscape & capacity	67 d
2.1) Valid Multi-Projectplan incl. Resources	67 d
2.2) Project priorities validated & resource conflict address...	23 d
3) Tool Set-up & Configuration	195 d
3.1) 1st iteration - Resourcemanagement to replace MS Pr...	33 d
3.2) 2nd iteration - Projectmgt Workflow & idea pipeline f...	36 d
3.3) 3rd iteration - Planview for project planning & reporti...	90 d
3.4) 4th iteration - Planview for project teams	30 d
3.5) 5th iteration - Planview extended functionalities	34 d
3.6) 6th iteration - Financial workflows for non-project top...	31 d
3.7) Configure tool for Asia	46 d
3.8) Tool configured for Asia	
3.9) IT-Integration of Planview into UI system landscape	169 d
3.10) Tool, new processes and roles fully operational	62 d
4) User trainings	155 d
5) Communication & Change Magt.	156 d
6) Planning	8 d





1st Iteration – resource management; Jan 2022

Location:

Department:

Simulation:

Organigramm: N+2

Export: Excel Export

	May '22	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22
Binböck, Gerda	23	21	22	23	20	23	2
Other projects	-0	-0	-0	-0	-0	-0	-
Sum	23	21	22	23	20	23	2
Churruarín, Jan	23	20	22	23	20	23	2
Other projects	-0	-0	-0	-0	-0	-0	-
Sum	23	20	22	23	20	23	2
Gibis, Robert	1	1	0	1	0	0	0
Other projects	-0	-0	-0	-0	-0	-0	-
Sum	1	1	0	1	0	0	0
Hartek, Achim	5	3	4	5	0	0	2
Other projects	-3	-3	-3	-3	-3	-3	-
Sum	2	0	1	2	-3	-3	2
Lu, Andy	0	0	0	0	0	0	0
Other projects	-5	-5	-5	-2	-2	-2	-
Sum	-5	-5	-5	-2	-2	-2	-
Lu, Rex	0	0	0	0	0	0	0
Other projects	-0	-0	-0	-0	-0	-0	-
Sum	0	0	0	0	0	0	0
Pills, Markus	0	0	0	0	0	0	0
Other projects	-0	-0	-0	-0	-0	-0	-
Sum	0	0	0	0	0	0	0

My Resources (7)

Primary Role is Engineering Office location Pullach

Find Demand... Email Actions

Photo	Name: Last, First ↑	Primary Role	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23
	Baier, Roman	Engineering	131%	130%	125%	125%	125%	125%	130%	55%	55%
	Hamer, Nick	Engineering	50%	50%	50%	50%	30%	50%	50%	0%	0%
	Krois, Bernd	Engineering	135%	135%	125%	125%	125%	125%	125%	125%	125%
	Maier, Manfred	Engineering	105%	105%	105%	105%	105%	105%	105%	90%	90%
	Mayer, Cornelia	Engineering	85%	85%	85%	85%	85%	85%	85%	85%	85%
	Stadler, Maximilian	Engineering	108%	103%	98%	98%	98%	98%	98%	98%	98%
	Will, Armin	Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%



Allocations: Baier, Roman

Actions Interval: Monthly

Resource	Role	Project	Start Date	End Date	Priority	Head	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22
Baier, Roman	Project Engineer	2021_TOP	01/11/2021	31/12/2022	0.55	0.55	0.65	0.65	0.65	0.65	0.65	0.65	0.65
Baier, Roman	Z_No_Role	Daily Business EMEA InfraTechS	27/01/2022	31/12/2023	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Baier, Roman	Project Engineer	2022_Erhöhung der Anlagenverfüg...	01/05/2022	31/12/2022	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Baier, Roman	Project Member	2022_Internal logistics improvements	07/04/2022	31/03/2023	0.03	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Baier, Roman	Project Member	#demo project for training	02/06/2022	02/07/2022	0.01	0.01	0.00						

2nd Iteration – Project workflow & Portfolio management; Mar 2022



Type All IT/Admin Six Sigma organization other technical

+ Area All (Empty) Global Administration & Services Global Marketing & Sales

+ Status All Project Definition Execution Initiation Lab-Development Planning
Define Project Preparation Go Live Commissioning Pilot Plant / Scale-Up
Measure Completed Control Implementation

+ Site All China Pullach Elyria Helena Mobile India Huaibei Globale

+ Classification All ESHQ Efficiency: Fixed Cost Efficiency: Growth / capacity

Keyword

ACTIVE (INCL. PRIO) 98 PRIO 10 NEW 11 ON HOLD 14 COMPLETION 65 REJECTED 15

Project	Status	PM	PE	Sponsor
2022034 Pullach Solar	Project Definition	Heger, Patrick	Kaspar, Simon	
2022032 Replacement of old speed converters	Project Definition	Kiefer, Karin	Cane, Denise	
2022031 Replacement of 3 feed pumps according to the state of the art	Initiation	Patzak, Stefan	Cabel, Daniela	
2022030 BCHPE Verbudd. Optimierung	Initiation	Malik, Heinz	Schmidt, Ute	
2022029 Solid 2 - Production plant for solid Organic Peroxides OP VH	Lab-Development	Esser, Peter	Rautenberg, Thomas	Malik
2022028 Program Maintenance Pullach	Execution			
2022026 Availability improvement OP 1 Zelle 1	Initiation	Herrmann, Dominik	Bayer, Roman	
2022025 Gelling, Restauration PS (Production Pullach)	Initiation			
2022023 Renewal and expansion of vacuum system (OPV)-Z6	Initiation	P...	Rautenberg, Thomas	



Projects (43)

All Categories Open New Actions

Title	Project Manager	Start Date	Target Date	2021				2022				2023				2024				
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
# Demo project	Hornberger, Michael	02/05/2022	04/07/2023																	
# Template Six sigma projects	Hornberger, Michael	06/04/2022	03/08/2023																	
# Template training	Hornberger, Michael	15/05/2022	07/07/2023																	
#0-test-h1	Malik, Heinz	15/02/2022	01/07/2022																	
#0Test_Minor CAPEX CIT	Svatek, Michael	01/01/2022																		
#0_test_James	Kimbrell, James	08/02/2022	25/02/2022																	
#0_test_Uhl	Uhl, Aenes	08/02/2022	30/09/2022																	
#0_test_Ute	Schmidt, Ute	08/02/2022	14/02/2022																	
#2022_Demo project for comparison	Hornberger, Michael	05/05/2022	23/06/2023																	
#2022_DEMO_KIMBRELL	Kimbrell, James	10/05/2022	18/07/2022																	
#2022_Kimbrell	Kimbrell, James	16/05/2022	03/06/2022																	
#An Example Secret Project	Svatek, Michael	03/01/2022	03/03/2022																	
#demo project for training	Hornberger, Michael	02/06/2022	04/08/2023																	

Color by: None

3rd Iteration – PPM for Project planning & reporting

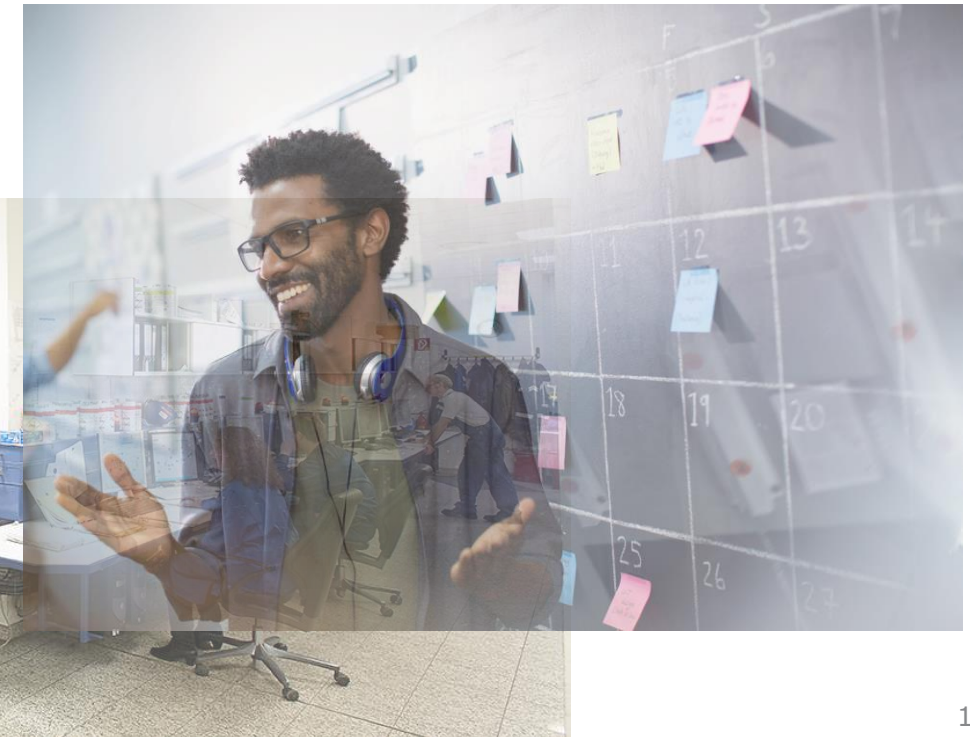
4th Iteration – PPM&Projectplace for Project teams

PPM Pro for Project & Portfolio management

- Project status reporting
- Portfolio Board approvals
- Project financials
- Project staffing
- Timeline and milestone controlling
- Main audience: Project managers, PMO, Line managers, Executives

Project place for team collaboration

- Task management
- Document management
- Collaboration tool
- Main audience: Project managers, Team members



3rd Iteration – PPM for Project planning & reporting

4th Iteration – PPM&Projectplace for Project teams

Outline	Title	MS	Duration	Start Date
	All Tasks		139 days	13/01/2022 09:00
1	▶ Concept implementation	✓	33 days	13/01/2022 09:00
2	▶ Assessment & Qualification project landscape & capac...		49 days	15/02/2022 09:00
3	▼ Tool Set-up & Configuration	✓	139 days	13/01/2022 09:00
3.1	▶ 1st iteration - Resource management to replace MS...		23 days	13/01/2022 09:00
3.2	▶ 2nd iteration - Projectmgt Workflow & idea pipelin...		26 days	28/01/2022 09:00
3.3	▶ 3rd iteration - Planview for project planning & repo...		65 days	20/02/2022 09:00
3.4	▶ 4th iteration - Planview for project teams		22 days	02/05/2022 09:00
3.5	▼ 5th iteration - Planview extended functionalities		24 days	01/06/2022 09:00
3.5.1	Develop 5th iteration - Planview extended func...		24 days	01/06/2022 09:00
3.5.2	Configuration 5th iteration validated			
3.6	▶ 6th iteration - Financial workflows for nor			



Overview Conversations Plan Boards Documents Whiteboards Meetings Issues Members Reports Templates Recycle Bin

Core Team - Configuration & validation

Activity

3.3.1) Develop 3rd iteration - Planvi... 3.4.1) Develop 4th iteration - Planvi... 3.5.1) Develop 5th iteration - Planvi... 3.9.1) Develop IT-Integration of Pla... 4.1) Prepare & conduct User trainin... 5.1) Execute Communication & Cha...

NOT STARTED | STARTED | FINISHED

Planned (17) 0 | Working On (12) 0 | Review & Validation (9) 0 | On Hold (9) 0 | Done (97) 0

3.3.1) Develop 3rd iteration - Planview for project planning & reporting by the PMs 73 0 20 Feb - 17 M

3.4.1) Develop 4th iteration - Planview for project teams 35 0 2 May - 27 M

3.5.1) Develop 5th iteration - Planview extended functionalities 12 0 1 Jun - 4...

ID 161: Explore and define approach to risk management in PPM (2 May - 31 May)

ID 135: Work with Programs (11 Apr - 20 May)

ID 144: Revisions and adaptations of configuration (18 Apr - 30 Jun)

ID 143: Train PMO on using and working the implemented

ID 140: Implement multi-currencies (11 Apr - 20 May)

ID 137: Implement Meeting minutes (11 Apr - 20 May)





Path forward



Iteration approach challenged

COVID China

Keeping information in sync

Setting up new programs in a tool only

Using pilot projects to gain confidence

Switching global portfolios to a new tool first

Thank you for your attention



UNITED INITIATORS

driving your success