



SCOPE CREEP

Causes and Management

# Baking Industry Forum

# Scope Creep Definition

- **Aka death by a thousand cuts –**  
In [project management](#) Scope Creep refers to gradual unchecked changes in a [project's scope](#).  
These unfunded items can result in project cost overruns and schedule delays.

# Scope Change

- Not all scope change is bad
  - Reduce costs
  - Save time
  - Enhance payback
  - Adaptability for the future
- Don't discourage ideas
- Stay focused on project success criteria

# Primary Causes

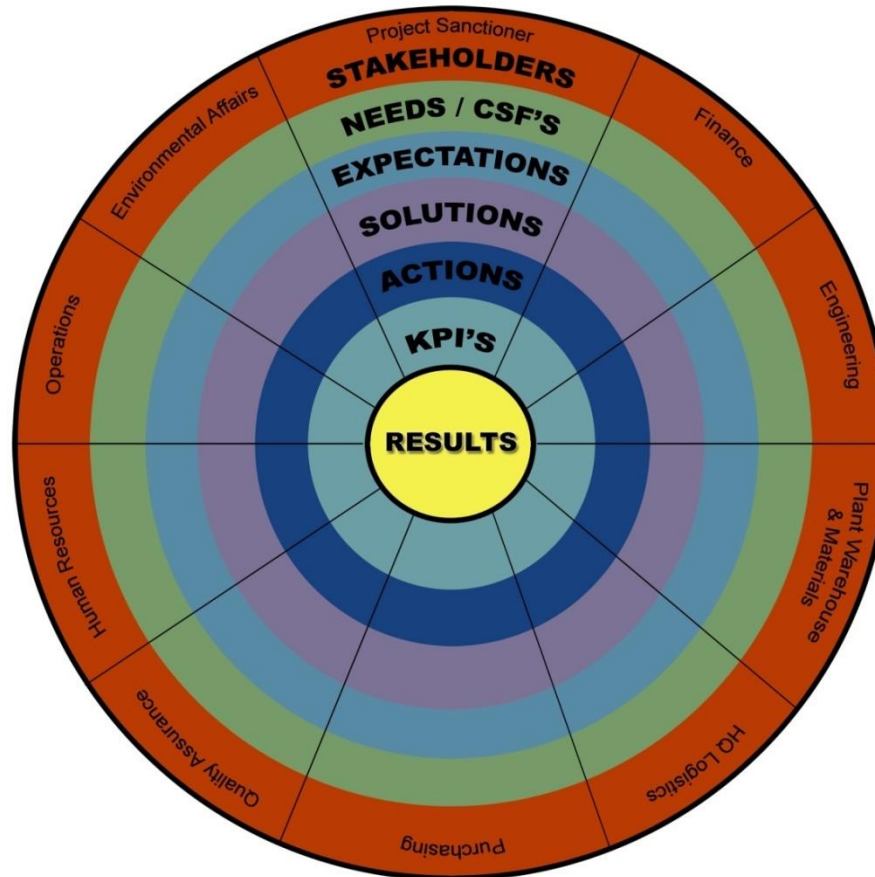
- Purpose/Objective isn't clearly defined
- Inadequate stakeholder involvement
- Terms aren't clearly defined
- Project/Changes/Discussions aren't fully documented and/or communicated
- The Project Manager doesn't have control

# Stakeholder

- Identification of all the key players
  - Manufacturing/marketing/quality control/distribution/R&D/regulatory compliance/management/major suppliers
- Group Input vs. Group Decision Making
- Define responsibilities and hand-off's
- Confidentiality vs. full disclosure

# Stakeholder Involvement

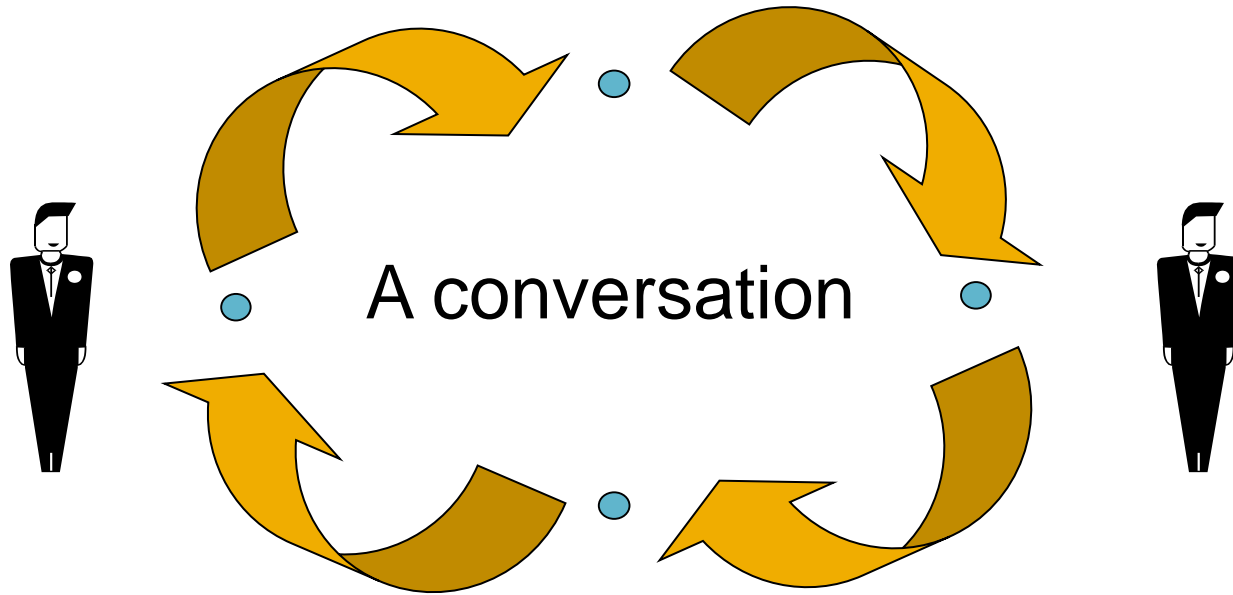
## 360° PROJECT PLANNING



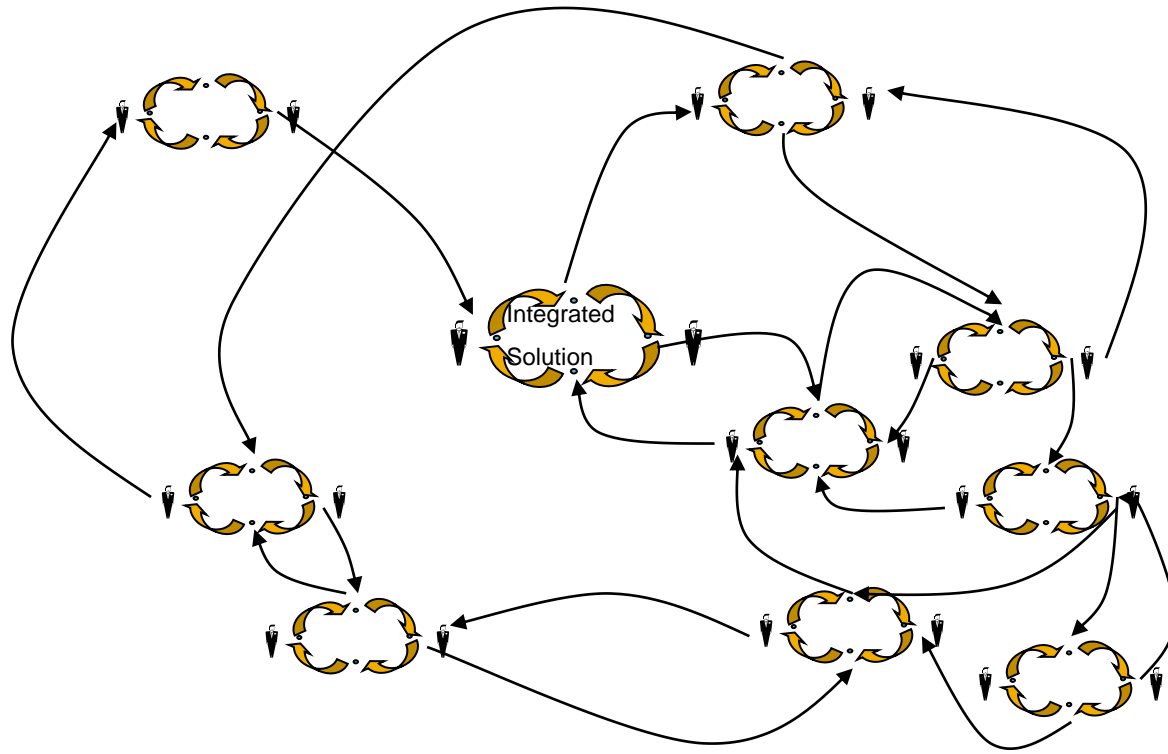
# Size Matters

- Small organizations
  - May have limited experience
- Large organizations
  - Greater likelihood of communication breakdowns between stakeholders/departments
- Mid-size organizations
  - Most likely to have good balance of experience and communication flow

# The "Atom" of Work







# Experience Counts

- Awareness of the project sanctioner's expectations
- Asking the right questions from prior experience
- Established project delivery processes
- That sixth sense or inner voice
- Established relationships
  - Vendors, Engineers, Contractors

# First-timer's Might Not Know

- The seemingly endless list of stakeholders
- Regulatory requirements
- Distribution Channels
- Quality Control
- Definitions
- Risks of gaps in communication

# Capital Approval Process

- Poor definition of initial concept
- Unrealistic expectations
- Strategy Changes

# Solutions

- Experience
- Communication
- Identify stakeholders
- Definition and documentation
- Project delivery processes
- Knowledge of the planning process
- Stay focused on Critical Success Factors

# Key Factors from the Baker's Perspective

- Project Team
- Objectives
- Communications
- Planning Tools
- Business Proposal
- Formal Approval Process
- Project Manager

# The "A" Team

- Choose your project team carefully
- Ensure all stakeholders are involved from the beginning
- Ensure decision making processes are clearly understood
- Define the "chains of communication" and "custody of documentation" ....*who keeps the master file?*

 Adding team members later in the process  
guarantees scope creep

# Know your objective

- Set clear and detailed objectives
- Establish metrics for each objective
- Ensure objectives are understood by all team members
- Define a method to accept changes in objectives mid-stream



# Tools

- Meeting arrangements
  - [ikordo.com](http://ikordo.com), [seatmeeting.com](http://seatmeeting.com), [tokbox.com](http://tokbox.com) – 6 people webcam
- Project management
  - Microsoft Project, [basecamphg.com](http://basecamphg.com), [intranets.com](http://intranets.com), [goplan.info](http://goplan.info)
- Web based collaborations
  - Google groups, [pbwiki.com](http://pbwiki.com), [writeboard.com](http://writeboard.com)

# Proposals

- Proposals should include
  - justification for the project
  - a request for project funding
  - timelines
- Ensure all key team members participate in a formal approval process

# Communication/Documentation

- Strategies for communication should be defined (Sales Orders, bid versions)
- Frequency and level of contact should be established at the beginning
- Good communication and documentation can prevent 'Sticker Shock' at the end of a project

# Project Manager

- Ensure there is a single project manager with overall decision making responsibility
- It's not a bad idea to have a "shadow" to the project manager so the next project manager can be developed
- One of the project manager's most important functions is to decide which additional scope items are truly critical to achieve the project objectives

# Scope Creep will never go away

- Variable is people
- Reduce the risks
  - Use proven strategies and experienced people
- Manage when it happens
  - Have a problem solver lead the project
- Find other ways to get the job done
  - Have a backup plan and be prepared to call an "Audible"

# Ask Yourself the Following

- Do I have all the detailed information I need in order to succeed?
- Have the terms been properly defined?
- Do I have the right people in place?
- Are my outside resources fully informed of their role?

# More questions

- Is the schedule realistic?
- Is this project properly funded?
- Do I have the authority to make quick decisions and remain on track?
- Do I have a backup plan for every step in the project?

# If you said "No"

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You can count on Scope Creep!



The image features a stylized logo on a light beige background. On the left, a large, dark olive-green '@' symbol is partially visible, with its right side overlapping the word 'BEMIA'. The word 'BEMIA' is written in a bold, green, sans-serif font. Behind the text and symbol, there are several overlapping, light-colored, curved lines that create a sense of motion or a circular path. The overall design is clean and modern.

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