

*WHY A PROJECT MANAGEMENT
OFFICE MATTERS: TRANSFORMING
PROJECT DELIVERY IN THE GLOBAL
GLASS INDUSTRY*

TECCO

**Building Blocks for a High-Impact
Project Management Office in the
Glass Industry**

WHY A PROJECT MANAGEMENT OFFICE (PMO) MATTERS

- PMO Overview
- Industry Context: The Glass Sector Today
- Why a PMO matters in the Glass Industry
- PMO Roles and Responsibilities
- PMO Operating Model
- Project Lifecycle Tailored for Glass Manufacturing
- KPI's for PMO Success
- Typical PMO Projects in the Glass Sector
- PMO Maturity Roadmap
- Conclusion & Call to Action



PMO OVERVIEW

A **Project Management Office (PMO)** is a centralized department that defines and maintains the standards, governance, and methodologies for project execution

- Purpose of the PMO: standardize and facilitate project delivery
- How PMOs support glass manufacturing: project consistency, quality control, and timelines
- Alignment with strategic goals: operational efficiency, modernization, sustainability



INDUSTRY CONTEXT: THE GLASS SECTOR TODAY

MARKET PRESSURES:

- Energy costs
- Supply chain volatility
- Sustainability mandates
- Geo-political issues

OPERATIONAL CHALLENGES

- Furnace maintenance cycles
- Downtime costs
- Precision manufacturing requirements

Need for structured project governance to stay competitive

WHY A PMO MATTERS IN THE GLASS INDUSTRY

- Ensure projects stay aligned with production parameters
- Improves predictability for capital projects (furnace rebuilds, line upgrades)
- Enables better resource planning across engineering, maintenance, and operations
- Enhances safety and compliance in an industry with strict environmental and thermal-hazard standards



PMO ROLES AND RESPONSIBILITIES

- Project governance and audits
- Standardized project frameworks (stage-gate, waterfall, hybrid)
- Budget/CapEx oversight
- Risk management (asset failure, equipment downtime, vendor delays)
- KPI tracking: Overall Equipment Effectiveness (OEE) impact, cycle time reduction, cost savings, quality metrics



PMO OPERATING MODEL

- Organizational structure: centralized vs. hybrid PMO
- Engagement model with Operations, Maintenance, Engineering, Supply Chain
- Documentation standards: charters, RAID (Risks, Assumptions, Issues, and Decisions) logs, schedules, readiness checklists
- Technology stack: project management software, data dashboards, digital twins



PROJECT LIFECYCLE TAILORED FOR GLASS MANUFACTURING

INTAKE & PRIORITIZATION

- Safety-critical
- Cost-saving
- Production-critical projects

EXECUTION

- Vendor coordination
- Engineering control
- Plant readiness

PLANNING

- Resource alignment with furnace cycles and production windows

CLOSEOUT

- Production ramp-up monitoring
- ROI validation

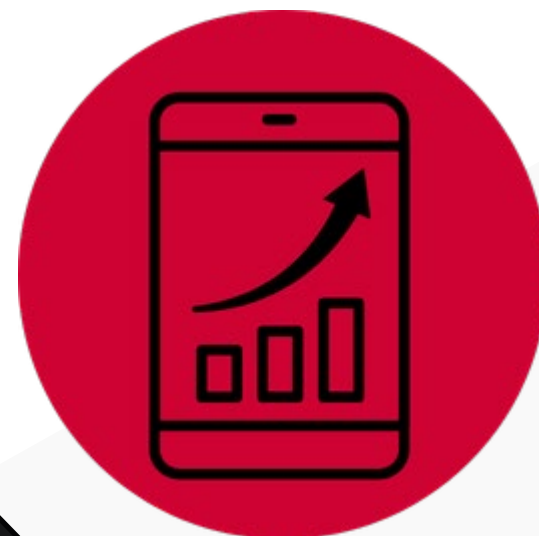
KPI'S FOR PMO SUCCESS



**On-time/on-budget
delivery rate**



**Reduction in unplanned
downtime**



**CapEx portfolio value
delivered**



**Process improvement
adoption rate**



**Forecast accuracy (cost,
timeline, resources)**



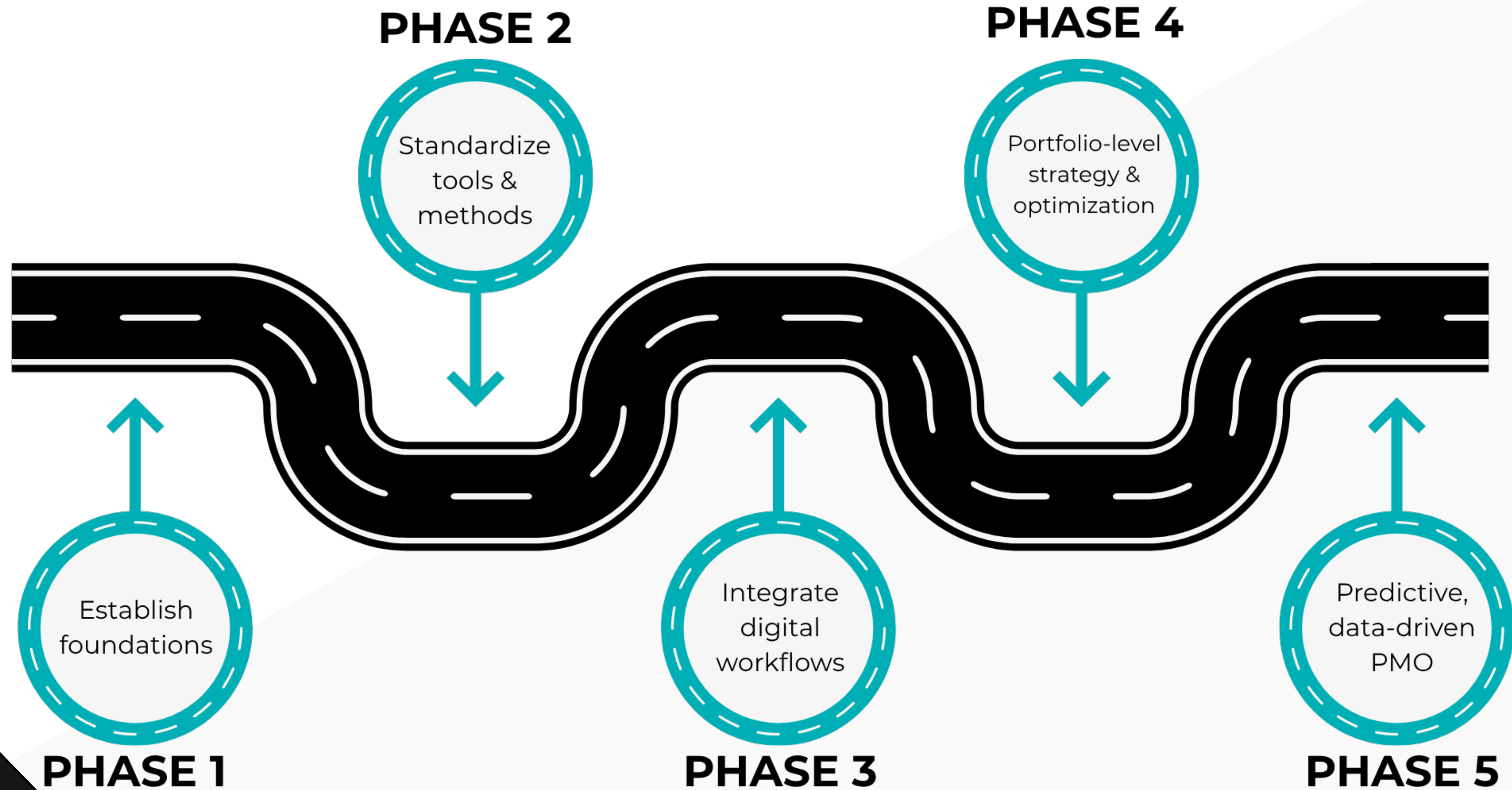
**Contribution to
sustainability goals (energy
efficiency, emissions
reduction)**

TYPICAL PMO PROJECTS IN THE GLASS SECTOR

- Furnace rebuilds or repairs
- Coating line upgrades
- Automated inspection system implementations
- Energy-reduction initiatives (waste heat recovery, cullet utilization)
- Digital transformation projects: Manufacturing Execution System (MES) upgrades, predictive maintenance
- Capacity expansion
- Batch plant upgrades



PMO MATURITY ROADMAP



GLASS INDUSTRY PMO CASE STUDIES

Glass Segment	PMO Focus	PMO Success Factors	Key Outcomes
Float - Automotive	Enterprise Transformation	- Executive sponsorship. - Portfolio prioritization. - Consistent project governance.	- Innovation and growth alignment. - Improved strategic alignment across global operations. - Enhanced innovation execution. - Transitioned to high-value technologies and advanced materials.
Float - Solar	Capacity Expansion	- Capital project governance. - Cross-functional coordination. - Resource management.	- Successful manufacturing expansion. - Increased capacity to support solar, architectural, and automotive customers. - Improved operational readiness and growth capability.
Container	New Product Development	- Mature portfolio management. - Global resource planning. - Standardized project lifecycle controls.	- Improved visibility into development of annual project portfolio. - Better resource utilization. - More predictable project delivery. - Strengthened innovation execution globally.
Container	Plant Transformation	- Program governance. - Capital project management. - Risk and dependency tracking.	- Deployment of advanced manufacturing technologies. - Significant expected reduction in CO₂ emissions. - Increased operational flexibility and long-term production capability.
Fiberglass	Digital Transformation	- Strategic portfolio planning. - Technology governance. - Benefits realization tracking.	- Enhanced digital manufacturing capabilities. - Improved energy efficiency. - Accelerated decarbonization efforts across operations.
Float – Architectural	Manufacturing Modernization	- Strong risk management. - Change management discipline. - Executive governance and reporting.	- Increased operational visibility. - Improved planning and forecasting capabilities. - Reduced operational risk while maintaining production continuity.

KEY TAKEAWAY

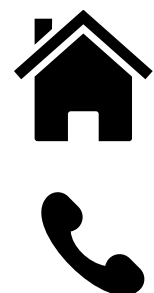
STRONG
PMO = Predictable Delivery + Lower Cost + Higher Quality

THANK YOU

**When project success matters,
experience matters.**

TECO brings the people, processes,
and technical expertise to help glass
manufacturers execute their most
critical projects, from concept through
startup, with confidence.

**Let's build your next successful
project together.**



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