



ACK Logic boosts its growth with the support of ITM Platform

ACK Logic, an expert in process automation and engineering projects

ACK Logic is one of the leading Spanish companies offering industrial process automation services for the fine pharmaceuticals, cosmetics, and food sectors, mainly in large manufacturing plants.

The tailor-made solutions the company offers take the form of adaptation projects, automation, and integration of various software, design, and machinery construction.

In some of these projects, ACK LOGIC works hand in hand with its sister company, ACK INGPRO, which focuses on engineering efforts and brings extensive experience in design and legal projects for obtaining construction and environmental licenses.

As an integrator business, ACK Logic works with technologies from leading hardware and software brands.



Top 3 in Spain regarding automation companies in the process and pharma sectors



New business unit in Mexico to work with the entire Latin American market



BATCH process specialist with extensive experience in pharmaceutical validation



More than 1000 completed projects and more than 80 satisfied customers



Specialized team for the development of customized solutions using programming languages



Development of a proprietary ERP: Social EMI, to integrate all types of communications at the enterprise level



Integration of corporate systems with plant systems for production control



Developer of an automatic system for tank loading and ADR documentation



ACK Logic Project Management

ACK Logic manages engineering projects led by a project manager, responsible for maintaining communication with the client and ensuring that the project stays consistent in cost, time, and scope.

To do so, ACK Logic establishes a work team with a technical consultant who designs the solution and focuses on making sure the team performs the tasks in a standardized way.

The technical consultant and the project manager are responsible for creating work packages and estimating the duration and the precise effort required for each task. Finally, they assign those tasks to the work team and review and update the progress status.

Projects typically last six to eight months, with most of the work performed at ACK Logic's facilities.

Most of them are managed using the Waterfall methodology. First, the client's needs are specified, then the functionalities to be developed are agreed upon, and later, tests and simulations are carried out in a demonstration environment.

Once these tests have been performed, a validation process is initiated, and, finally, the project is implemented at the customer's facilities.

“Whenever we needed collaboration, ITM Platform's support service was there to assist and answer our questions.”



Albert Mesas Nonell
COO ACK Logic

Internal Hours Control

ACK Logic's projects are mainly managed on a person-hour basis. By offering professional services, this may include programming, specification, documentation tasks, or services from the technical office.

The organization implemented a process of planning and measuring hours worked by the staff, to better understand in detail the effort invested by each of those involved, the implications to the cost and to trigger a cycle of improvement in the accuracy of estimates.

Thus, the project manager has the necessary information on the progress of the tasks that will reveal the need to make any changes in the estimation of project hours.



ACK Logic Headquarters

Leadership Management

With the company's growth and in order to achieve a better leadership organization, ACK Logic adds a Production Manager and establishes a Project Manager, who is in charge of managing interrelated projects.

Similarly, they appoint a Technical Director who is responsible for knowledge management in order to optimize the current work and ensure its use in the future.

Periodically, the production manager holds a working session with the project managers to obtain a global update on the status of the portfolio. Subsequently, each project is analyzed individually, with a more exhaustive evaluation of its key indicators.



The initial challenge: having an overview of the progress of the project portfolio

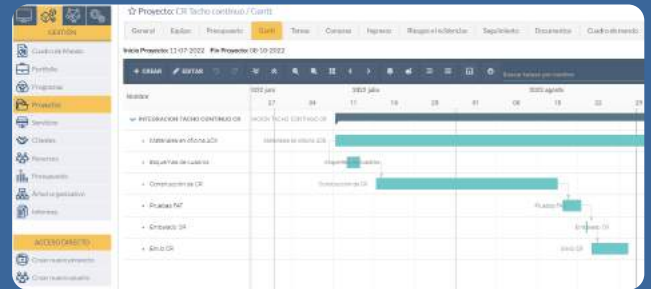
Initially, ACK Logic used its own software to manage invoicing and project status. However, this solution didn't offer the productivity-enhancing tools and portfolio overview required for business growth.

With an increasing number of projects, it became necessary to implement a tool to manage the progress of each project in a comprehensive and organized manner, and to correct initial estimates or possible deviations in time and cost.

One of the decisive factors in implementing ITM Platform as a project management tool was the ease of allocating hours since it made it possible to visualize and improve project estimates and monitor them in real time in order to professionalize task and time management within the organization.

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With the visibility that the tool gives us, we now know what the resources are working on and thus be able to allocate them correctly.



Revenue Management

Revenue forecasting is based on the delivery of milestones, the model of which may be:

1. A percentage at the beginning of the project to later progress with certifications and monthly deliverables, or
2. Scheduled deliverables based on the project progress. As projects progress, the ACK Logic administration reviews revenue milestone changes and updates the billing forecast.

To do this, it employs automation that is able to filter and detect project changes that will offer chronological information on billing milestones with their respective amounts and collection statuses.

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We have experienced rapid growth in recent years and needed a project management tool to help us support it.

Cost control

Costs are typically divided equally between personnel and purchases. These purchases are usually software licenses, infrastructure, and servers to integrate applications and electronic elements such as hardware, electrical cabinets, or cabling.

With cost control and revenue planning, ITM Platform provides all the economic and financial information ACK Logic needs to ensure the profitability of its project portfolio.





Future Plans

Along with the continuous professionalization of project management, ACK Logic is looking for the future implementation of risk and incident control management to correct deviations.

ACK Logic also aims to improve the management of project scope extensions to reflect this in its estimates and customer budgets.

Another primary future objective is implementing contractual management of projects through baselines, using them as a standard for monitoring.

Finally, ACK Logic seeks to improve the management of maintenance services, using the ITM Platform services entity that will provide a mechanism for completely controlling the hours invested in each client.

Relationship with ITM Platform

Every time ACK Logic has required ITM Platform's assistance, it has received it promptly, facilitating the resolution of questions or incidents for all members of the organization that use the project management tool.

Benefits and results

ITM Platform centralizes historical project information, making it available for future quotes and facilitating profitability growth and improved customer service



Detailed knowledge of the status of each project in real-time, its progress, and hours invested



Professionalization of project management, achieving improved productivity and revenues



Historical project information for future quotes, equipment, and labor costs improves company profitability and customer satisfaction



Accurate and real data for decision making, overcoming perceptions of project status



Allocation of hours per task and per project, which makes it possible to know the number of hours invested per client



Visualization of the actual profitability of each project to improve profit margins



Organization and hierarchization of internal professional profiles and their costs

