

Alignment: Construction Driven Planning and Work Packaging Capital Projects Effectiveness Team Offering



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Endeavor

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Overview

Capital project owners and supporting EPC contractors and software / service providers are coalescing on construction-driven engineering as a means to dramatically reduce the cost of capital projects. Supported by IPA, CII's Advanced Work Packaging research and Fiatech's Productivity Improvement efforts, Owners are engaging with EPCs, plant design and construction software providers, and materials management solution providers to revolutionize capital effectiveness by moving from a document-centered, deliverable-based process to a data-centric, end user process.

Our Understanding of the Need

Construction productivity has steadily declined over the past several decades. Leading causes of Non-Productive Time, typically 37% of 10-hour workday, include:

- Incomplete drawings
- Errors on drawings
- Missing materials
- Restricted access to the workforce
- Scaffolding not in place
- Missing construction equipment or tools

The business case for change is quite simply a 25% improvement in field productivity that translates to up to 10% of Total Installed Cost (reference CII Publication 272).

In order to realize the gain, fundamental change begins and ends with the behaviors of project leaders and project delivery organizations. Evidence of this "people" change is a culture shift that recognizes construction, as well as operations, as the customer of engineering design.

While software and technology platforms can enable this change, these are effective only to the extent that they are fit for purpose for the users and customers of the data. Such software enables more effective integrated and interactive planning. Project practitioners that exercise rigor in both planning **and execution** can use these tools to optimize, prioritize and re-sequence work as changes to the plan surface.

Owners / Operators are recognizing the need to drive this change through contracting strategy, contract deliverables, and outcomes. EPC companies are asking plant design and construction software providers to deliver design models that seamlessly provide constraint-free Construction Work Packages to field superintendents and workforce planners in the field. In parallel, EPC companies are also working with materials management service providers and scaffolding providers to ensure constraint removal in the field.

Bringing Organization Change Management (OCM) Solutions

Recognizing that transformational, systemic changes are required in project delivery organization culture, strategy, leadership, work processes and tools, Endeavor proposes to enable our clients to capture and sustain the benefit of these changes by embracing a *holistic approach* that aligns Owners, EPC contractors, and software and service providers.

Endeavor enables its clients to integrate people, processes and tools. Endeavor brings expert advice, impartial perspective and change management tools to the solution space.

Often our client is a diverse group(s) of thought leaders in a company and/or across a customer and supplier interface whose objective is to identify issues and seek improvement through Construction Driven Planning and Work Packaging in Focus Areas such as the following:

- Development of a Business Case for Change
- Stakeholder Identification and Analysis
- Interactive Planning Workshops to optimize Construction Execution
- Owner or Contractor Functional Alignment in FEED
- Owner / EPC Interface Alignment
- EPC / Software Provider Interface Alignment
- Assessment of Change Readiness
- Assessment of Change Resistance
- Risk Identification and Mitigation
- Communication Planning
- Adoption Planning

Essentially, Endeavor's project advisors partner with an organization's leadership in engagement, design and delivery, based on a keen understanding and alignment of the following states:

1. Where are the leaders currently in their thinking and understanding?
2. Where do they want to be?
3. How will they get there?

Endeavor's project advisors serve four primary roles:

- To catalyze and guide the process by which participants achieve desired outcomes
- To maintain a climate conducive to sharing, participating, listening, and understanding
- To drive action and decision
- To remain neutral (the organizations own the content and the outcome)

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Pricing

Endeavor Management is able to flexibly price and package the services within and across organizations.

Offering

This offering is part of Endeavor's **Capital Project Effectiveness Practice** that provides solutions to Oil & Gas, Refining and Petrochemical clients that are currently adapting to dramatically changing market conditions. Recognizing the industry trend is an increased failure rate of projects to achieve business objectives, Endeavor has brought together a core team of uniquely qualified project leaders with deep, hands-on experience in capital project execution; professionals that can address both the "hard" (process/technical) and "soft" (leadership and team integration) issues.

For more details, please visit the Endeavor Capital Project Effectiveness solution website: <http://www.endeavormgmt.com/capital-project-effectiveness/> and contact:

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About Endeavor

Endeavor Management is an international management-consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

The firm's 40-year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry. Our professionals work side-by-side with commercial leaders and project delivery owners, contractors and service organizations and teams to deliver solutions and results.