

Downer EDI Engineering Completes Jobs up to 25% Faster with Project Management Solution



Downer EDI Engineering
Sydney, Australia
www.downeredi.com.au

Industry:

Engineering & Construction

Annual Revenue:

US\$1.3 billion

Employees:

7,000

Oracle Products & Services:

Primavera P6 Enterprise
Project Portfolio Management
Primavera Contract Management
Primavera Risk Analysis

“Oracle’s Primavera solutions allow Downer EDI to meet key deliverables at each phase of an infrastructure project. The tools help us deliver projects on time and on budget.” – Doug Marr, Project Controls Manager, Downer EDI Engineering

Founded in 1933, Downer EDI Engineering is one of Australia’s largest providers of engineering and infrastructure services. The company is a division of Downer EDI, a US\$4.3 billion (A\$5.6 billion) Australian engineering, construction, rail, and mining conglomerate operating across the Asia-Pacific region, South Africa, South America, the Middle East, and the United Kingdom.

In the fast-moving infrastructure industry, project delivery schedules are scrutinized daily and meeting objectives at every stage of a project is the key to its success. Downer EDI Engineering has been using scheduling software applications to manage schedules since the 1990s.

“Scheduling software packages did not provide us with the accuracy and reporting capabilities that we needed for project scheduling,” said Doug Marr, project controls manager, Downer EDI Engineering (Newcastle). “More importantly, most of our clients were using Oracle’s Primavera and were asking us to use the same solution, and so we decided to standardize on Primavera.”

engaged Oracle Certified Advantage Partner Primavera Australia to deploy Oracle’s Primavera P6 Enterprise Project Portfolio Management, Oracle’s Primavera Contract Management, and Oracle’s Primavera Risk Analysis to manage project lifecycles, including concept and feasibility studies, design, execution, and final handover to the client.

Downer EDI Engineering used previous releases of Primavera scheduling software as standalone deployments. The release of Oracle’s Primavera P6 enabled the company to consolidate these deployments into a central repository.

“Oracle’s Primavera solutions allow Downer EDI Engineering to meet key deliverables at each phase of an infrastructure project.

Key Benefits:

- Provided better visibility of a project's status and enabled project managers to identify risks that may slow down its delivery
- Enabled projects to be completed up to 25% faster
- Saved many hours each day in setting up projects by providing job scheduling information in one place and eliminating the need to enter project information more than once
- Improved technical support and project methodologies by encouraging staff to work together

“The tools help us deliver projects on time and on budget,” said Marr.

Improved Visibility Reduces Risk of Failure

Oracle's Primavera solutions provide Downer EDI Engineering with better visibility into project's status, and identify risks or issues that may slow down its delivery. Users can identify subsets of work that need to be achieved to keep a project progressing.

“Project managers and supervisors have a snapshot view of a project's status in a format that is easy to understand,” said Andrew Taylor, project controls manager, Downer EDI Projects.

“Downer EDI Engineering has always prided itself on its ability to deliver accurate, up-to-date reports and Oracle's Primavera solution has helped maintain this standard. It also has a new benchmark for other divisions to strive towards.”

This capability reduces the risk of a project failing due to lack of communication between stakeholders, and ensures that the company can take steps to keep the job moving if there are issues.

“For example, if the delivery of flooring for a building is delayed, we can use Oracle's Primavera to determine how the setback is going to affect the project's schedule,” said Taylor.

“The tool helps us bring the project back into line, reschedule other works that may be affected, and continue forward instead of stopping the project.

“Managing critical paths and mitigating issues on the fly make it possible to dramatically shorten the planned duration of any project and a reduction in the project timeframe of up to 25% is achievable. Additionally, the close management of a project's critical paths and issues and reductions in time usually result in significant cost savings.”

Downer EDI Engineering also relies on watertight schedules when it shuts down industrial plants to conduct maintenance work.

During this process, Oracle's Primavera allows the company to collect scheduling information relating to the shutdown and generate workpacks that are used by Downer EDI Engineering's project teams.

“We are saving many hours each day in setting up projects because we have all the relevant information at hand,” said Marr.

“The workpacks allow supervisors to focus on real world problems, rather than spend time setting up work areas for individual workers.”

Improved Project Methodologies and Technical Support

The introduction of a single repository of project information has improved Downer EDI Engineering’s technical support infrastructure and project management methodologies.

“In the past, if we needed any assistance, we would have to search outside the organization,” said Taylor. “Now, we can tap resources within the company because everybody is learning at the same rate and users are starting to communicate and collaborate with each other.

“Everyone is coming up with new ideas about how to improve project methodologies and we are seeing real results,” said Taylor.

Eliminated Data Entry, Reduced Staff Numbers

Oracle’s Primavera solution has enabled Downer EDI Engineering to cut project costs by reducing the number of staff working on each project and eliminating the need for staff to enter project data more than once.

“The time saved in updating information and the ability to better manage how many staff are required at each work site will result in significant cost savings in the future,” said Marr.

Over the next few years, the goal is to have all Downer EDI Engineering staff access to collaborative information, project schedules and risk registers provided by Oracle’s Primavera solution. The company is currently developing “centers of excellence” that will demonstrate to the rest of the organization how to best leverage the benefits of Oracle’s Primavera solution.

“Downer EDI Engineering employs some of the best project management professionals in the industry,” said Marr. “We use Oracle’s Primavera with our integrated management system to standardize on best practices.”

“At the moment, only a small percentage of our staff worldwide are using the solution to its full potential,” said Taylor. “There is a big opportunity here to transform our business and gain a bigger advantage over our competitors.”

Why Oracle?

Oracle's Primavera has become the standard platform for project scheduling and planning throughout the construction and engineering industries.

"Oracle chose us, not the other way around," said Taylor. "Many of our clients were using Oracle's Primavera and we joined them to stay relevant and display a more professional approach to project management."

Implementation Process

Primavera's tools have been used in the organization for quite a while with a focus on the rollout of Oracle's Primavera P6 solution to a wider audience since early 2008. Downer EDI Engineering has gradually deployed Oracle's Primavera in selected areas and intends to deploy the solution across the entire organization in the near future. Primavera Australia provided consulting, training, and technical services throughout the deployment.

"Primavera Australia offered a project methodology and skills that were fundamental to Downer EDI Engineering's ability to deliver the solution," said Taylor.

"During this time, we have also trained hundreds of key personnel on how to use the solution to find the information that they require, whilst providing more in depth training to power users,"

Advice from Downer EDI Engineering

- Prove each step during the deployment process and don't try to change your entire business process to suit the tool.
- Employ an expert who knows how to make the solution work for your organization.

Downer EDI Engineering is one of Australia's largest providers of engineering and infrastructure services. The company is a division of Downer EDI, a US\$4.3 billion (A\$5.6 billion) Australian engineering, construction, rail, and mining conglomerate.