

It's Time to Look at Projects Differently



Strategies for Integrated Project Execution



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With increasing size, growing complexity, and shorter schedules, the challenges of executing a billion dollar project on budget and on time are becoming increasingly challenging. But the impact of failing to meet those challenges is increasing. The cost of overruns and lost revenue can exceed the cost of the project by tenfold. What is new, maybe even transformational, is the way Emerson Process Management is helping project executives meet those challenges and minimize project risk, with innovative services and technology.

First, it's the people. Emerson collaborates differently with its customers to develop a one team mentality. We are deliberate in the way we construct our project teams and how we build relationships with customers and other suppliers through early engagement and flexible contracts. Recently, a customer described an Emerson subject matter expert as "present and listening," factors he cited as critical for the project's success. "It felt like we were on the same team rather than on separate or even opposing sides," the customer said. That kind of one team mentality makes it possible to remove barriers and solve problems quickly. The customer went on to say, "Having a consistent presence meant that Emerson really understood what we wanted from the beginning and already had a vision for what would be needed at the end."

Next, it's the technology. Emerson hasn't just evolved our project services; we've transformed our methodology through the use of technology to drive project planning and execution, too. A rigid approach that relies on knowing all the answers up front is no longer a viable option. For example, to facilitate closer collaboration, we're leveraging virtualization platforms that make it easier for all parties involved to share information, test solutions and make decisions, regardless of where they are located globally. The efficiency and flexibility of proven technologies such as DeltaV's Electronic Marshalling and wireless networking have also dramatically altered the implementation of the project at hand and those in the future by minimizing the impact of late design changes.

Finally, it's reducing complexity. We've found ways to eliminate work and streamline start-ups. As one of our customers says, "you can't screw it up if you don't have to do it". Our human centered design, which is the cornerstone of our technology and project execution philosophy, eliminates unnecessary work, reduces the complexity, and embeds knowledge into our technology and services. A smooth and simpler implementation can have the biggest impact on achieving a successful project. We strive for no surprises as one customer shared, "Everyone expected some kind of minor issue that would hold up our start-up. But that just didn't happen."

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