



Intensive Planning Sessions for International Projects
By Ian Anderson
Vice President, Stone & Webster Inc.

I. Introduction

- A. What is Intensive Planning
- B. How do you make it work?
- C. What are the added complexities of International Projects?

II. Intensive Planning Session

- A. Process
- B. Beginning of the project
- C. Involves all key team members
- D. Result is a Level 1 project schedule
- E. Intensive Planning Session
- F. 2 or 3 day meeting
- G. Facilitator
 - 1. Project Manager
 - 2. Outside Party
- H. Home work for participants
- I. Team members to attend
 - 1. engineering
 - 2. procurement
 - 3. construction
 - 4. project controls

III. Intensive Planning Session Steps

- A. Step 1 – Paper schedule on the wall
- B. Step 2 – Colored sticky notes by discipline/ function
- C. Step 3 - Paste contractual milestones on schedule
 - 1. site access

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2. back feed power available
 3. first fire
 4. commercial operation
- D. Step 4 – Work backwards from commissioning to find critical path
- E. Step 5 – Team members comment on what they can achieve and dates they can meet
- F. Step 6 – Behind the “8 ball” – Work the schedule forward to eliminate negative float
- G. Step 7 – Level 1 schedule, 150-200 activities, team signs work product
- H. Step 8 – Level 1 schedule is the basis for Level 3 schedule, 1500-2000 activities

IV. Lessons Learned

- A. Facilitator critical
- B. Done in first weeks of project
- C. Time spent understanding project
- D. Customers not welcome
- E. Eliminate caveats
- F. Attendance mandatory
- G. Team committing to each other
- H. No Department Managers
- I. Need to do your homework
- J. Team building session

V. Challenges in making the Intensive Planning process work in International Projects

- A. International Project Challenges
1. Heavy foreign government involvement
 2. Finance agencies
 3. Public bidding
 4. Awarded late/end date does not change

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5. Liquidated damages
6. High visibility
7. Awarded to multi-national teams

B. Contractual Arrangements

1. prime with dedicated subcontractors / Consortium
 - a) defined scope & price
 - b) no sharing of profit/loss
 - c) liquidated damages – party at fault pays

2. Joint Venture
 - a) share profits & losses
 - b) liquidated damages – project cost
 - c) integrated team
 - d) common goals
 - e) planning is straightforward
 - f) cultural differences

3. Why Consortiums vs. Joint Venture
 - a) manufacturer's costs
 - b) understanding direct costs
 - c) different overheads
 - d) productivity & effectiveness
 - e) number of parties
 - f) time to put together

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4. Multi-Party Bid
 - a) schedule not well developed in proposal
 - b) logic ties missing
 - c) integration of parties schedule highlights conflicts

C. Intensive Planning

1. must occur before contract award
2. best done during contract negotiation period
3. need project people involved
4. need one party responsible for project schedule

D. Intensive Planning - issues

1. contract negotiations – very busy time
2. project staff not mobilized
3. cultural differences
4. authority / fear to commit
5. managers involved

E. Project Schedule – Level 1

1. basis for Level 3 detailed project schedule
2. basis for claims for delay
3. Level 3 schedule must be actively managed and verified

VI. International Projects Lesson Learned

- A. Schedules change – parties must have a mechanism to minimize impacts
- B. Self-reporting does not always work
- C. Parties must be willing to address customer lateness

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D. “Foreigners are always responsible for delay” and critical path delays

E. Who is responsible for delay due to

1. importation license
2. custom clearance
3. approval of vendors
4. approval of subcontractors

F. Which Consortium member owns the float

VII. Conclusion

A. Intensive planning must be complete before contract award

B. The success of that exercise is an indication of how the project will proceed

C. Level 1 schedule becomes an inter-Consortium guarantee

Contact Information

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Background

Power Business over 25 years

- Director of Fossil Projects
- EPC & Services
- Asia, Egypt & North America
- Examples in this presentation are from Indonesia and Vietnam projects