

CASE STUDY

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Doosan Babcock is a specialist in the delivery of engineering, aftermarket and upgrade services to the energy sector. The core areas of the business are focussed on provision of goods, services and project delivery capability to organisations within the Thermal, Nuclear and Oil & Gas industries.

THE CHALLENGE

Blueprint were engaged by Doosan Babcock to produce a revised suite of project controls procedures for their global business to provide a consistent framework for project controls across the company's project delivery portfolio. Some of the issues that Doosan Babcock were facing included:

- Difficulty in analysing, reporting and comparing project performance data in a consistent way across the organisation
- Roles and Responsibilities and organisational interfaces were not clearly defined
- Existing procedures were not robust enough to support major project delivery
- Governance and assurance processes required updating



Doosan Babcock
(Energy Sector)



PROCESS



SYSTEMS



PEOPLE



TRAINING

THE SOLUTION

Recognising the complexity and volume of stakeholders involved, our strategy was to divide the programme into three key tranches. At the end of each tranche, a hold point was introduced to ensure that the project remained aligned to its objectives.

DEFINITION PHASE

- Stakeholders were identified and consulted
- Requirements were captured and the future state defined
- Gap analysis conducted between existing arrangements and future state

IMPLEMENTATION PHASE

- Production of integrated process maps mapping organisational interfaces
- Production of new suite of procedures to underpin the process maps.
- Final agreement and approval of the procedures and process maps

TRAINING AND HANDOVER PHASE

- Production of training material
- Production of Project Controls Handbook
- Final Handover and sign off

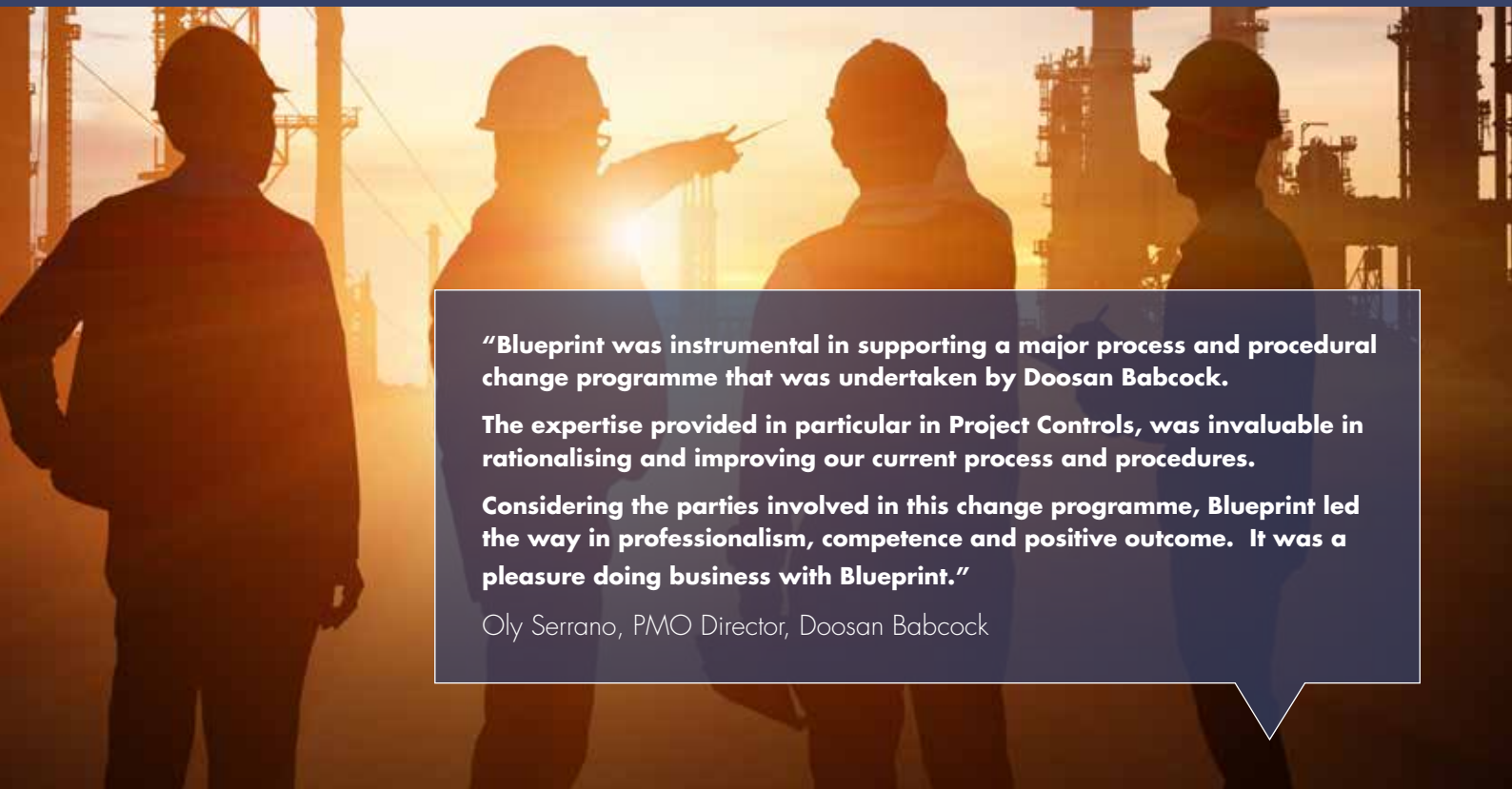
THE RESULT

The structured approach to this project ensured that the end deliverables were achieved to the right level of quality, on time and within budget.

The key benefits that were realised were as follows:

- Fully integrated suite of project controls procedures and process maps in place for the first time
- Procedures aligned to industry best practice, creating greater confidence with end clients and improved consistency with other organisations

- Stakeholders across the functions all 'bought in' to the procedures, enabling the procedures to be deployed more easily
- Cross function agreement on roles and responsibilities leading to a smoother deployment
- End Users had working level detail documents to use. This created a consistent approach being used across the projects saving time and money
- No more re-invention of the wheel every time a project was initiated



“Blueprint was instrumental in supporting a major process and procedural change programme that was undertaken by Doosan Babcock.

The expertise provided in particular in Project Controls, was invaluable in rationalising and improving our current process and procedures.

Considering the parties involved in this change programme, Blueprint led the way in professionalism, competence and positive outcome. It was a pleasure doing business with Blueprint.”

Oly Serrano, PMO Director, Doosan Babcock