



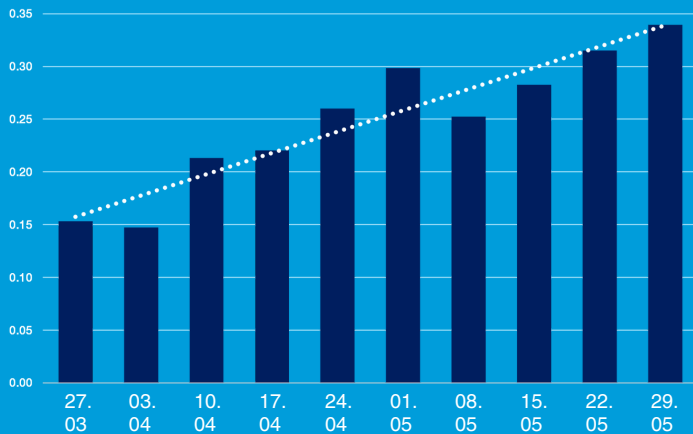
	Industry:	Construction
	Project Type:	Contract Management/ Project Management
	Duration:	18 weeks
	Location:	London



Featured Results

Production Rate: Activities / Person Day

Rolling 4-Week Average



The Challenge

This project to redevelop a site of 12 buildings across six plots, including refurbishment of retained heritage features was incredibly complex, so Skanska were looking to optimise programme management to ensure the most effective delivery.

An analysis was completed across several project sites, to identify opportunities to optimise performance and project delivery; including:

- Improving the management of contractors to ensure delivery on-time & to quality standard
- Transformation of current Management Operating System to identify reasons for operational underperformance at an earlier stage
- Enhancing granular visibility of production control, to ensure progress against programme
- Review structure and roles and responsibilities across the project teams
- More effective management of blockers and delays



Significant effect in catalysing site-wise activities per person



Created a step change in output of labour and effective reporting



Through objective progress review, helped generate an increase in Production Rate



“We are now a more informed business than we were before, that’s absolutely clear - we’re adopting the principles that we were pushing forward during the projects and are using them alongside tried and tested tools in the market for short and medium term planning.”

Peter Jones

Technical and Operational Efficiency Director



“Our objective was to improve production control to ensure we are well placed to meet milestones and deliver to time.”

Peter Jones

Technical and Operational Efficiency Director



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Our Solution



Worked with Skanska site supervisors to log actual activity on-site vs the agreed plan



Improved short-term planning, prioritisation of critical path activities and removal of blockers through embedding a two-week look-ahead plan and review cycle into the Project's weekly "drumbeat"



Built understanding of production rate, and develop labour loading tools to better understand planned vs actual resource requirements



Built-up review meetings with subcontractors to develop plans and an action-focused approach



Analysed programme extracts for effective forecasting & planning



"If I look back over the whole experience I think the analysis part was absolutely fantastic. It gave us an insight into data that we weren't really aware of, I still refer to it today. The granularity of data that came out the 'Day in the Life of' studies was incredible."

Peter Jones

Technical and Operational Efficiency Director



Installed daily on-site reporting; developing into pace and production statistics



Rolled-up new reporting into "true" programme progress status

Who did we work with?

- Managing Director
- Transformation Director
- Operations Director
- Project Directors
- Package Managers
- Construction Supervisors
- Programming Functions
- Digital Transformation Functions



"It's been a very good learning experience for understanding the barriers to change and is really helping us think about how we can implement positive change effectively. We've carried on with improvements and the learning has really been about the areas that we need to focus on to continually improve our operation."

Peter Jones

Technical and Operational Efficiency Director

Key Benefits

- ⊕ Developed units of measurement to turn programme line items into usable forecasts to monitor against – driving real performance
- ⊕ Created effective and meaningful role and daily/weekly structures for frontline managers
- ⊕ Enhanced Percentage Complete (PC) performance visibility for review on a regular basis, enabling understanding of real Plan vs Actual statuses per key subcontractor
- ⊕ Detailed reporting against defined units of measurement to enable daily review and focus on the right measures to drive progress
- ⊕ Implemented joint planning & review sessions to drive Skanska's programme needs through to subcontractors

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

