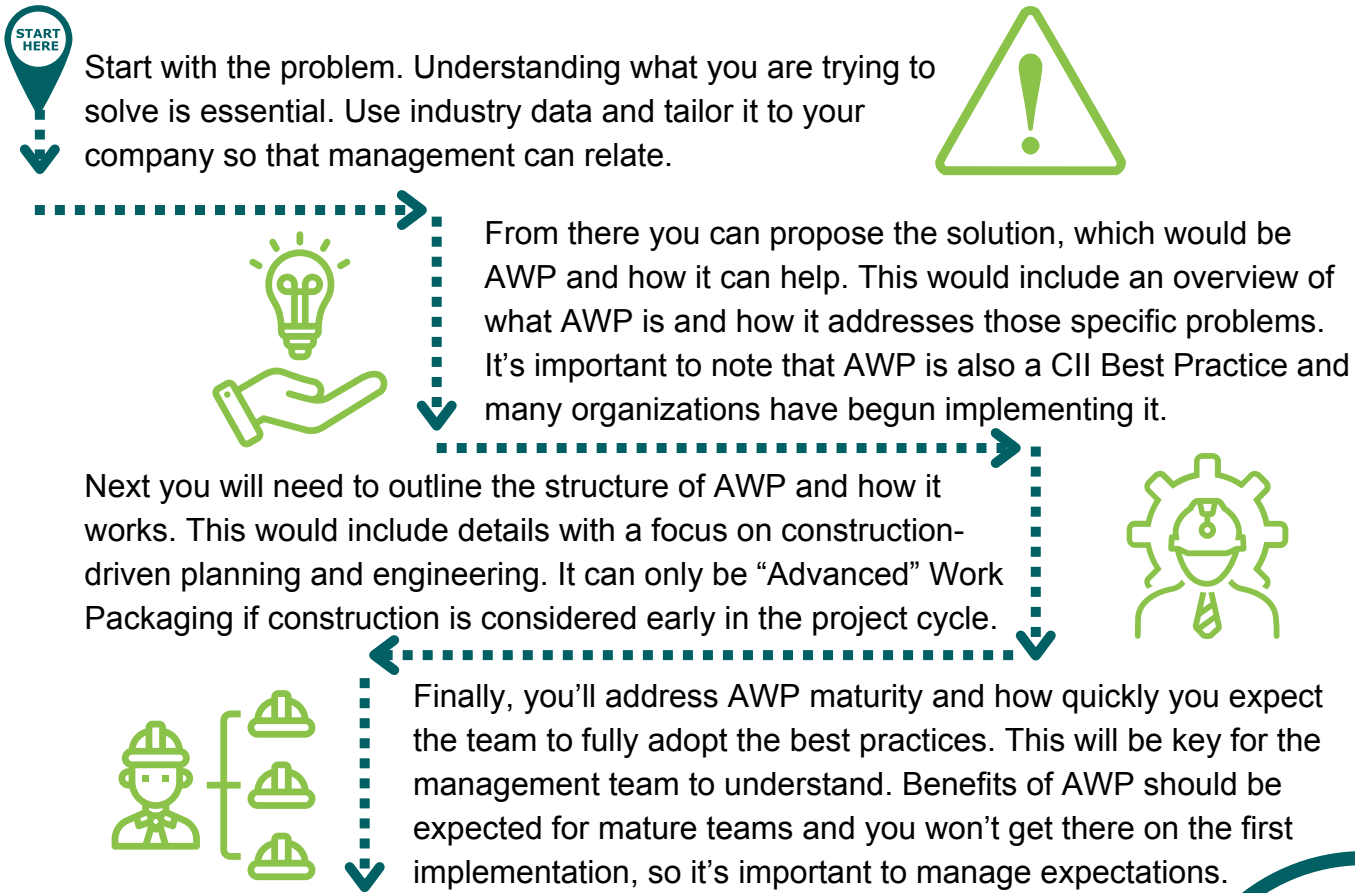


WHAT ARE THE KEY STEPS TO BUILDING A BUSINESS CASE FOR AWP - AND WHO SHOULD BE INVOLVED?

Many teams recognize they need to begin implementing Advanced Work Packaging methods, but aren't sure where to start or how to convince leadership of the benefits.



One key factor in selecting an AWP software is making sure you've got the best team for a pilot project. AWP is a methodology, so buy-in from the team is necessary before selecting the actual software to support it. Building a business case can seem daunting, but we've made it easy if you follow these basic steps:



Present the benefits by focusing on the money as well as other benefits

This is the payoff. What are we going to get from doing AWP? And like we said before, keep it realistic. Don't advertise a full 10% TIC saving for your first job, but show that, with repeated application and advanced maturity, your organization can get there. Also make sure you include benefits that aren't cost related, such as safety, quality, schedule performance and predictability. These can be every bit as important as cost.

Acknowledge the costs including people, the process and the technology.

Don't try to hide the fact that AWP will cost money. You will need a budget for training, for technology, possibly for working with external consultants to develop your process. You will also need to get people on the project in earlier phases than they are used to. So if you need all this to happen, you need management to sign off on the costs. To determine these costs, you can either consult ROI tools (more on that in a minute), or get pricing directly from suppliers such as O3 and our training partner, Concord Academy.



KPIs should be set so that you can properly measure your successes and failures

Targets are pointless if you don't have a way to measure them. Create and agree KPIs for the various targets. Agree how they will be measure, by whom, and when (or how often). Then use those KPIs to keep management informed of your progress throughout your pilot project. And bear in mind, KPIs don't all need to be results-oriented. You can have a set of KPIs to assess the health of AWP adoption (are we actually doing it) and another set to assess the benefits you are seeing (what are the results?)

Set targets for what you hope to accomplish

Agree what your implementation goals are. WRITE THEM DOWN. Get management to sign off. And make sure they speak to the issues that you are trying to fix. If your goal is to improve field productivity, make sure that is your key target, and agree how much improvement you expect to see from a pilot project. It is no use getting great results, and improving productivity by 15%, if your management thinks that the goal is 20%. So align on the target.

The "sponsor" is the one that discovered the software and is working with their team to use the software. Key stakeholders under the sponsor can be a variety of roles including senior-level personnel that oversees business operations. From there you would have the actual users of the software such as an AWP Champion, Construction Managers and Workforce Planners. All these roles are essential in choosing the right AWP software as it will directly affect them and the company.