



THE IPA INSTITUTE
ADVANCING PROJECT KNOWLEDGE

Executing Successful Complex / Megaprojects

Half of all megaprojects have been shown to be failures. Their failures can ruin the financial viability of their businesses, with many of these large projects experiencing cost growth of almost 100 percent. The complexity and the difficulty of megaprojects – not the cost alone – provide challenges for project management professionals. Not all complex or megaprojects are disasters. A significant minority is successful, and these successes are behind our Lessons Learned and Best Practices, described in this seminar, to help participants understand the drivers and critical success factors of complex and difficult projects.

UPDATE!

The course has been updated with data that reflects the current economic conditions and learnings for shaping, planning, and executing these large investments to provide new practices that improve cost, schedule, and operability performance. Practices updated in the areas of contracting strategies, resourcing, and project execution practices.

The seminar materials are based on the cumulative findings of more than 20 years of research. IPA maintains proprietary upstream and downstream databases of projects executed by more than 200 companies. These IPA databases have detailed information for approximately 300 megaprojects. IPA uses these databases to conduct quantitative research that is focused on the drivers of project success. This seminar integrates key aspects of this body of knowledge into a single course.

Key Benefits

- ▶ **AWARENESS** that megaprojects are fragile and require different strategies than less complex projects
- ▶ **UNDERSTAND** the critical drivers of megaprojects success
- ▶ **IDENTIFY** the megaprojects that best meet business needs
- ▶ **RECOGNIZE** the resourcing needs to effectively manage, plan, and execute a megaproject
- ▶ **EXPLORE** how to set and achieve predictable cost and schedule results
- ▶ **DISCOVER** the risks for defining and executing megaprojects and risk mitigation approaches
- ▶ **IMPLEMENT** effective project controls
- ▶ **NETWORK** with other project professionals involved with megaprojects

Course Format

The Successful Megaprojects seminar is a 2.5-day research-based training program. This course is designed to communicate IPA's definitive research on how to plan, manage, and execute large and complex projects to the attendees in a variety of ways. The format uses lectures supported with presentation slides and illustrative case examples to demonstrate and document the salient concepts. Facilitated discussions with other attendees will allow learning among peers to be shared as

Course Registration Cost

The cost of this 2.5-day seminar is US\$2,200. Early registration and group discounts are available. To view additional registration details and learn about special discounts, please visit our website at www.IPAInstitute.com, or call 703-729-8300.

This course is registered with the Project Management Institute. Attendees May claim 18 PDUs upon completion.



Target Audience

This seminar is appropriate for upstream, midstream, and downstream project professionals. Attendees should have at least 5 years of project management experience, including assignment to at least one complex or difficult project. They should be knowledgeable about phased, stage-gated processes for project development and basic project concepts. All attendees should be willing and able to share experiences in a collaborative learning environment. Business leaders and asset and plant managers, as well as project professionals, should find the seminar valuable.

Course Content

Motivation, Definitions, and Introduction

- Describe the unique characteristics that define a megaproject
- IPA's measurement of project performance, methodology to quantify the effect of practices on project performance, predictability metrics, and competitiveness metrics

Characterizing Megaprojects and Their Outcomes

- Define megaproject success and failure
- Introduce IPA's proprietary databases that contain more than 300 megaprojects

Business Objectives for Megaprojects - *Shaping a Megaproject*

- Present the concept of megaproject shaping and development
- Cost and schedule estimating guidelines and strategies for megaprojects

Complete Basic Data

- Define what basic technical data is (including specific examples), and why it is a critical component to megaproject success
- Risks and issues when a megaproject includes technological innovation

Teams and Organization

- Team organizational design and complexity issues specific to megaprojects are introduced
- The characteristics of a robust team, the crucial role of the owner, and critical team functions and continuity are examined

Project Definition

- Key elements of Front-End Loading are identified and discussed
- Labor shortages, permitting problems, and frontier/remote issues are among the topics covered that are frequent concerns for megaprojects in the context of project definition

Contracting Strategies

- Discussion of the various contracting strategies, owner participation, and contractor selection approaches
- The current contractor market is examined

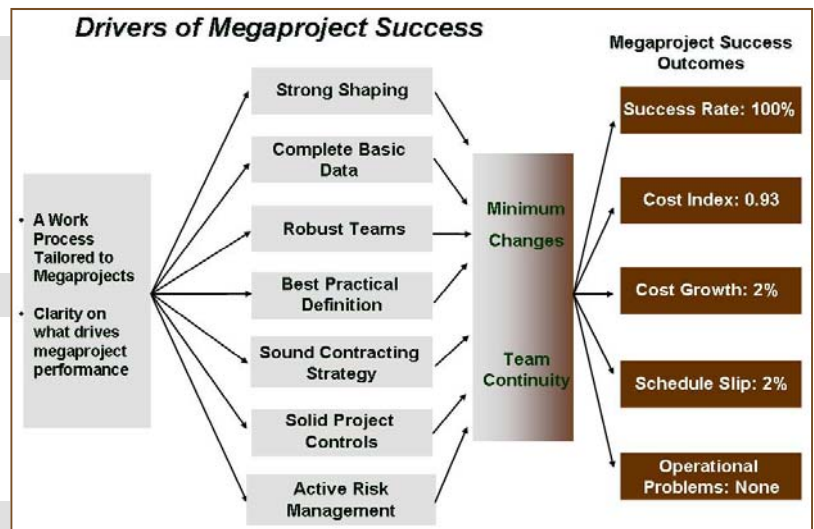
Project Controls

- Key elements of controls that are critical to the effective execution of megaprojects are defined

Managing Risk

- Explore the differences between risk and uncertainties, and the different approaches needed to address each

Drivers of Megaproject Success



"This seminar provided hard data to support perception. I now have tools to go to a higher management with and to use to critique our internal project guidelines."

- 2009 Megaproject Seminar Attendee