

Construction Project Management in Europe and the Middle East: new ways to improve delivery and lessons from best practice

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CONSMA MARCH 2019

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PROJECT

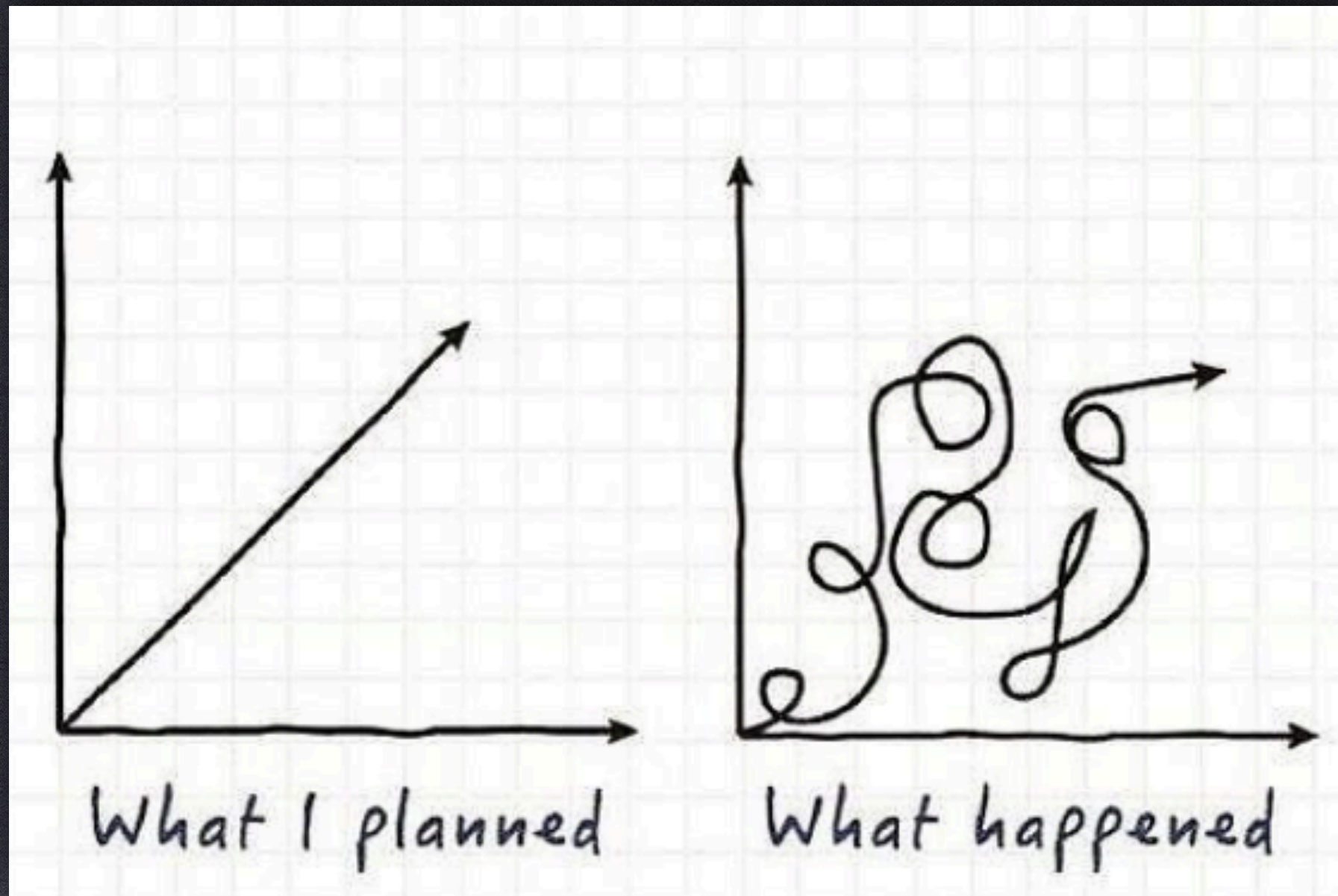
THE WORLD IS FULL OF FABULOUS PROJECTS BUT SOME ARE MADE BETTER THAN OTHERS

DATE

MARCH 2019

CLIENT

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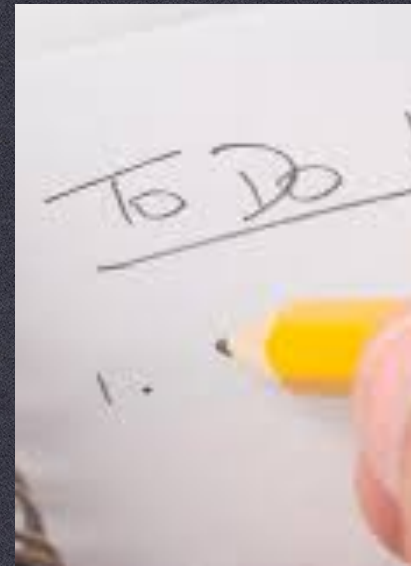


THIS HAPPENS TOO OFTEN

Project Management is vital and will become increasingly so



101
ways



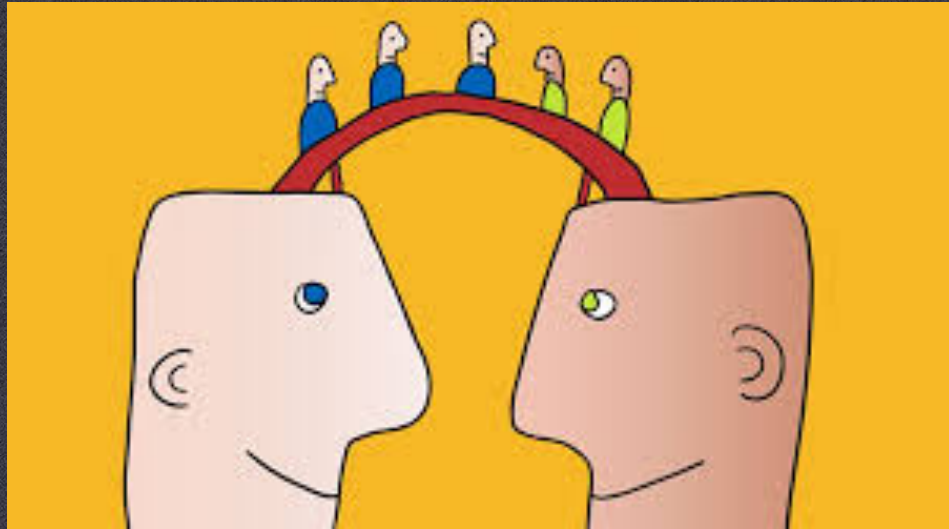
Is it important?
Is it urgent?
If it is both, do it now

WHY IS PROJECT MANAGEMENT ESSENTIAL?

1 - HELPS TO PRIORITISE TASKS

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WHY IS PROJECT MANAGEMENT ESSENTIAL?

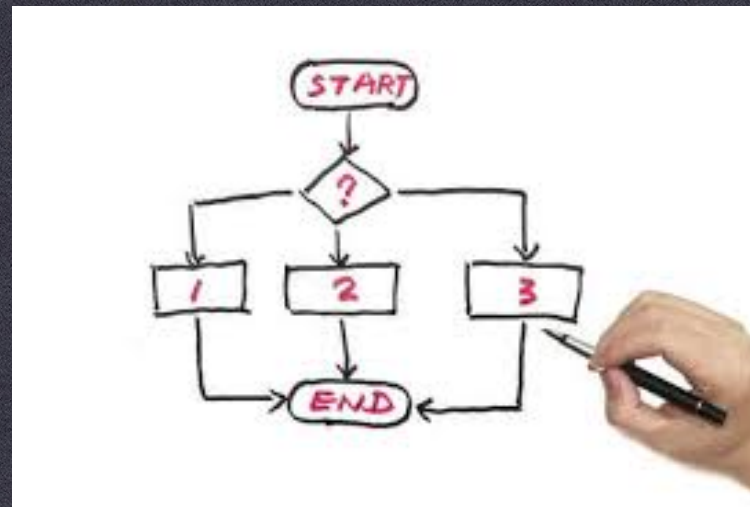
2 - CREATES A BRIDGE BETWEEN FUNCTIONS

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WHY IS PROJECT MANAGEMENT ESSENTIAL?

3 - OPTIMISES PROCESSES

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WHY IS PROJECT MANAGEMENT ESSENTIAL?

5 - REDUCES RESPONSE TIMES

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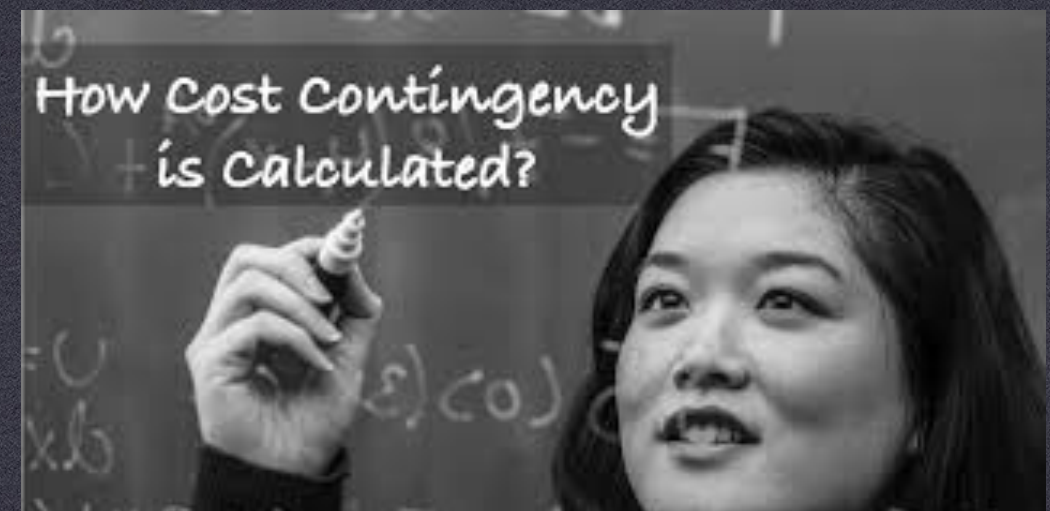
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DOES LOWEST COST EQUAL HIGHEST RISK?

WITH QUALITY BEING THE
BIGGEST LOSER

AND DELAYS MUCH MORE
LIKELY



100 UNION STREET, LONDON, ENGLAND

EXCELLENCE IN CONCEPT AND DELIVERY

25,000 SQ FT (2,500 SQ M) COMMERCIAL OFFICES

START JUNE 2017 COMPLETION NOVEMBER 2017

\$15M COST

ICPMA ALLIANCE AWARD WINNER 2018



“TALK FIRST” APPROACH

1 - BROWN FIELD SITE

2 - COMMUNITY USE THROUGHOUT FOR
GARDENS AND SUMMER LIDO

3 - CLIENT, PM, ARCHITECT, ENGINEERS, SITE
MANAGER, CONTRACTOR ALL HAD JOINT
RESPONSIBILITY AND INPUT

4 - CLIENT AND PM CREATED AND DROVE
ATTITUDE TO SUCCEED TOGETHER



“HANDS ON” STYLE

CLIENT: SOUTHWARK AND SOUTHBANK LTD
PM: BURO FOUR LONDON

JCT CONTRACT WITH AMENDS

VALUE ENGINEERED THROUGHOUT

BREEAM EXCELLENT

PHOTOVOLTAICS UTILISED

QUALITY - EACH FINISH REVIEWED BY
TEAM



THE TOTTENHAM HOTSPUR STADIUM, LONDON, ENGLAND

A NEW STADIUM BUILT FOR

SON HEUNG-MIN



THE IDEA TO CREATE A BIGGER AND BETTER FACILITY

THE PLAN TO BUILD A NEW WORLD
CLASS STADIUM, ON THE SAME SITE
AS THE PREVIOUS ONES GOING BACK
140 YEARS

IN A DEPRIVED PART OF LONDON, THE
REDEVELOPMENT PLAYS A CRUCIAL
LOCAL ROLE FOR THE COMMUNITY



WORK STARTED IN 2016 AND THE STADIUM WAS DUE TO OPEN SEPTEMBER 2018

IT IS STILL UNFINISHED WITH NO DATE SCHEDULED
FOR OPENING

THE BIGGEST PRIVATELY FUNDED PROJECT IN
EUROPE: COST OVER \$1.3BN

WHY?

SOMETHING HAS GONE SERIOUSLY WRONG

NO OVERALL COORDINATION

THERE WILL BE NUMEROUS LEGAL DISPUTES



GRENFELL TOWER, LONDON, ENGLAND

BUILT 1974

24 STOREYS

RENOVATED 2014-6: \$12M

14TH JUNE 2017 TRAGIC FIRE

72 DEATHS

223 ESCAPED



SO WHY?

- 1 - EXTERNAL CLADDING INTENSIFIED FIRE
- 2 - SINGLE CENTRAL STAIR SMOKE FILLED
- 3 - NO PROPER SPRINKLER SYSTEM
- 4 - POOR INSULATION
- 5 - POOR COMPARTMENTALISATION

WHO IS LIABLE?

ARE THESE BUILDINGS FIT FOR PURPOSE NOW?





3D PRINTED OFFICE, DUBAI, UAE

WORLD'S 1ST 3D PRINTED OFFICE 3500 SQ FT (350 SQ M)

PRINTED IN SHANGHAI, CHINA

7M HIGH PRINTER TOOK JUST 17 DAYS TO PRODUCE
2 DAYS TO INSTALL ON SITE BY JUST 7 PEOPLE

HOUSES TEAM FOR "MUSEUM OF THE FUTURE
PROJECT" ON ADJACENT SITE

ICPMA IQ AWARD WINNER 2018



**CLIENT: THE PRIME MINISTER'S OFFICE
DUBAI
PM: PMK DUBAI**

**LEADERSHIP FROM THE
VERY TOP**



QATAR FACILITY FOR ISLAMIC STUDIES, DOHA, QATAR

PROFOUNDLY SPIRITUAL
CUTTING EDGE DESIGN
LEARNING CENTRE
CENTRE FOR WORSHIP (2000 PEOPLE)
MODERN INTERPRETATION
90M HIGH NON-VERTICAL MINARETS
INCORPORATION OF WATER
SIGNIFICANT CALLIGRAPHY



TRULY ICONIC

CLIENT: QATAR FOUNDATION FOR EDUCATION,
SCIENCE AND COMMUNITY DEVELOPMENT

PM: ASTAD

EACH PHASED ZONE HAD PM AND
FULL TEAM OF PROFESSIONALS

INTERNAL AND EXTERNAL
MATERIALS OF HIGHEST QUALITY

ICPMA ALLIANCE AWARD 2017



BRITISH SCHOOL MUSCAT, OMAN

COMPREHENSIVE MASTERPLAN TO IMPROVE
SCHOOL CAMPUS AND ALL FACILITIES

LIVE SITE - TEACHING AND ALL ACTIVITIES
CONTINUED UNINTERRUPTED

\$50M TOTAL BUDGET WORK 2013-2022



THE KEYS?

PUBLIC CONSULTATION

PARENTAL SUPPORT

100% CONSTANT TEAMWORK

ATTENTION TO DETAIL

STRICT ADHERENCE TO PROGRAMME

PERSONNEL BASED ON SITE

DAILY VISITS BY TEAM MEMBERS

SAFETY OF THE STUDENTS PARAMOUNT



THE RESULT: AN EXEMPLAR SCHOOL

INTERNATIONALLY RECOGNISED

BEST IN CLASS

ICPMA ALLIANCE AWARD 2016





Ultimate goal is to
deliver:

The correct quality
On time
At the right price

PROJECT

**DO IT TOGETHER: COMMUNICATE
DO IT BETTER**

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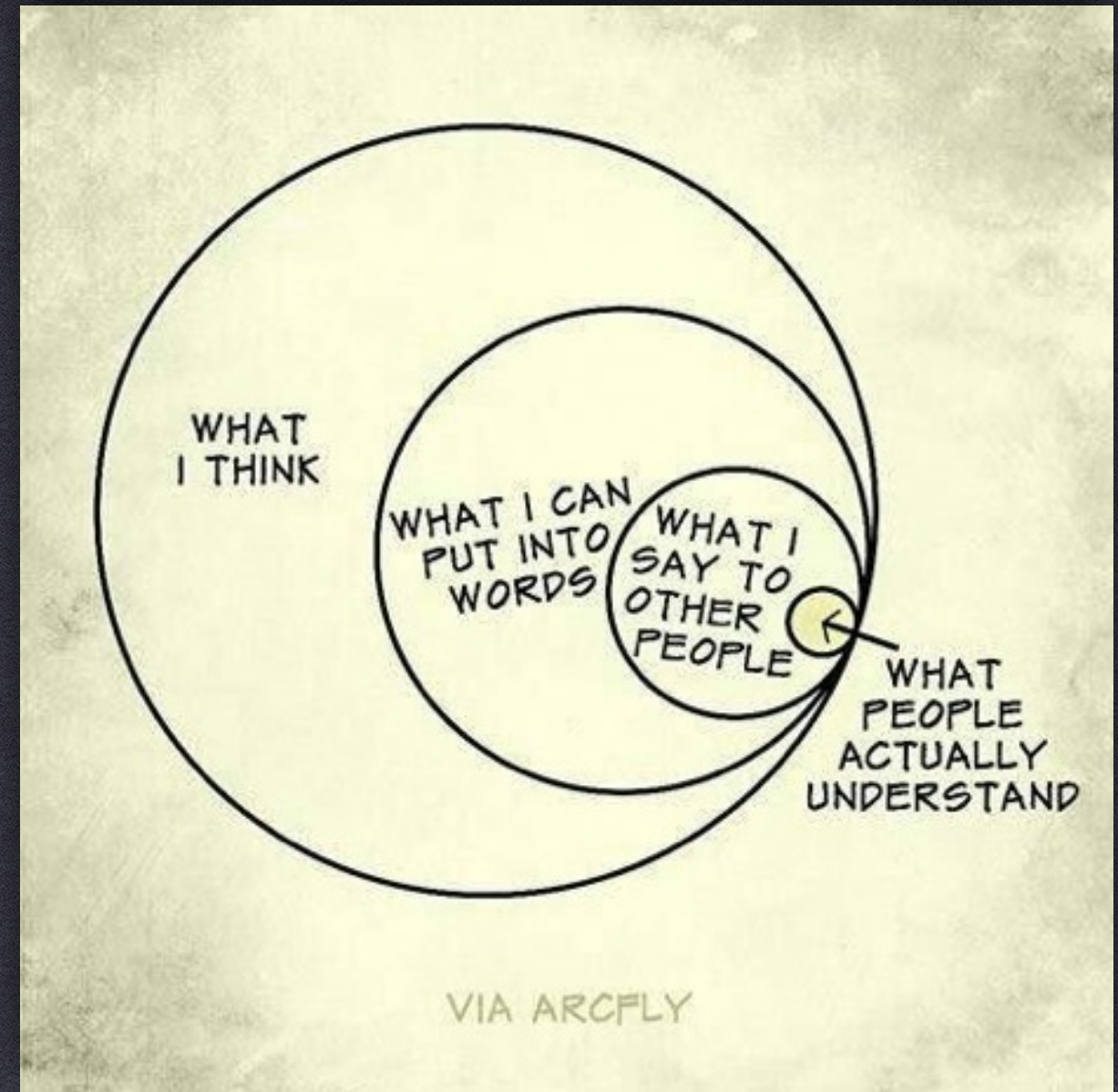
CLIENT

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LISTEN & SILENT
are spelled with the
same letters

Think About It ツ

WORK AS ONE COMMUNICATE



CLIENT, CONTRACTOR AND DELIVERY TEAM ARE ON THE SAME SIDE



Getting the best
from BIM



PROJECT

DO IT TOGETHER: NEW WAYS TECHNOLOGY, SUSTAINABILITY, EFFICIENCY

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ICPMA: OUR PURPOSE

CONSMA MARCH 2019



PROJECT

ICPMA WANTS TO IMPROVE STANDARDS

ICPMA PROMOTES PARTNERSHIPS AND INNOVATION

DATE

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ICPMA

- * We know the importance of our clients
- * We want all involved to work together
- * We recognise excellence
- * We present awards to those who excel

Excellence

in Construction Project Management



Only Excellent Clients Have Excellent Projects

This is why DVP and ICPMA are dedicating their Awards to their Clients.

The Client has the final responsibility of a project.

Not the contractors, not the consultants. They share the Client's responsibility.

The Client selects the team, the consultants, the contractors, the experts.

And the Client directs the way they cooperate, they perform, they fail or excel.

This is why our Clients shall earn the merits.

Excellence in CPM construction project management is primarily due to them.

The construction project managers, the experts, consultants, contractors and suppliers, all the project participants shall benefit from their Clients' excellence.



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W.Reismann, February 2015, Doc1.055

the better way

7 principles

- * **People** who work together effectively
- * **Processes** that foster co-operation
- * **Contracts** that are fair to all parties involved
- * **Budgets** and costs that are realistic and transparent
- * **Quality** as the primary goal
- * **Sustainable** life cycle projects
- * **Sharing** responsibility to resolve challenges



Our award winners for alliance

- * Alliance 2015: Grangegorman, Dublin, Ireland
- * Alliance 2015: Aragui Hydropower, Georgia
- * Alliance 2016: Toyota R+D Centre, China
- * Alliance 2016: British School Muscat, Oman
- * Alliance 2016: Karawatha Forest Centre, Brisbane, Australia
- * Alliance 2017: Qatar Foundation for Islamic Studies, Qatar
- * Alliance 2017: Higashi-Honganji Temple, Kyoto, Japan
- * Alliance 2018: 100 Union Street, London, England



Our award winners for innovation in quality of processes

- * IQ 2015: Fondation Louis Vuitton, Paris, France
- * IQ 2016: Radio Frequency Information Project, Wuppertal, Germany
- * IQ 2018: 3D Printed Office of the Future, Dubai, UAE
- * IQ 2018: National Museum of Qatar, Doha, Qatar
- * IQ 2018: Lima Airport Development Programme, Lima, Peru



ICPMA

UNIQUE VALUE PROPOSITION

WE SPREAD BEST PRACTICE AND THE
MESSAGE OF COLLABORATION TO ALL THOSE
INVOLVED IN MAKING PLACES - THE YOUNG
AND THE OLD

AND WE ASK THEM TO DO IT ALL THE TIME,
WITHOUT FAIL



ICPMA: OUR ROLE

**WE HAVE A PART TO PLAY IN THIS CRUCIAL
SECTOR OF INTERNATIONAL BUSINESS**

**WE ARE A NETWORKING GROUP OF LIKE-
MINDED PROFESSIONALS: READY TO
CONTRIBUTE AND TO LEARN TOGETHER -
AND TO WORK WITH YOUNG
PROFESSIONALS FOR MUTUAL BENEFIT**



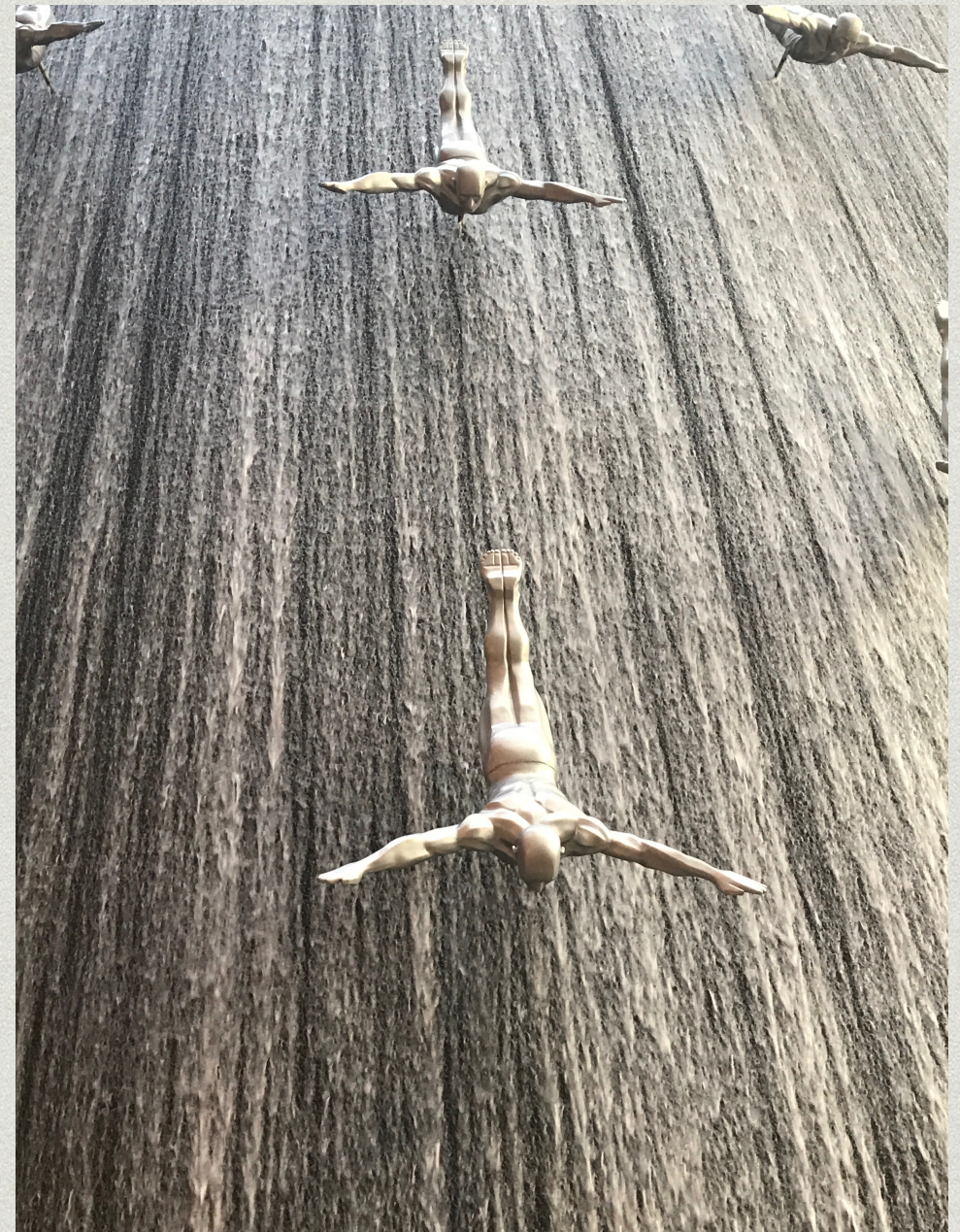
ICPMA Mission Statement

- ✱ ICPMA seeks to create tangible practical and intellectual benefits for its members by initiating and networking better ways of managing construction projects for clients and the whole professional delivery team.
- ✱ ICPMA also seeks to promote research and education to help to **spread best practice on the international stage** and to those embarking on a career in construction project management



ICPMA: how and who?

- * **ICPMA is a not-for-profit organisation** and is run by dedicated volunteers who are passionate about improving our cities, infrastructure and environment in ways that are more effective, dynamic, and that safeguard our planet. Each member pays a nominal fee, but is encouraged to contribute to the ICPMA by actively providing current news, papers on new initiatives, or speaking at conferences and seminars.
- * **ICPMA membership is open** to practitioners and academics in the fields of construction, project management, client representation, design and engineering, technical and environmental study, architecture and planning, surveying and cost evaluation.



ICPMA: why join?

- ✱ **To become part of an international platform of like-minded people**, passionate about the work they do, within a friendly supportive organisation of industry leaders. All members of ICPMA appreciate the role they have in grasping the potential to improve future lives - both in the work they do, and the way that they share knowledge with younger generations
- ✱ **If you are a young professional or student, register with us for no cost**



ICPMA

AN INTERNATIONAL ASSOCIATION
FOR PROFESSIONAL FRIENDS
COMING TOGETHER TO PROMOTE
VALUABLE AND SOCIALLY
RESPONSIBLE GOALS FOR
DEVELOPMENT PROJECTS AROUND
THE WORLD

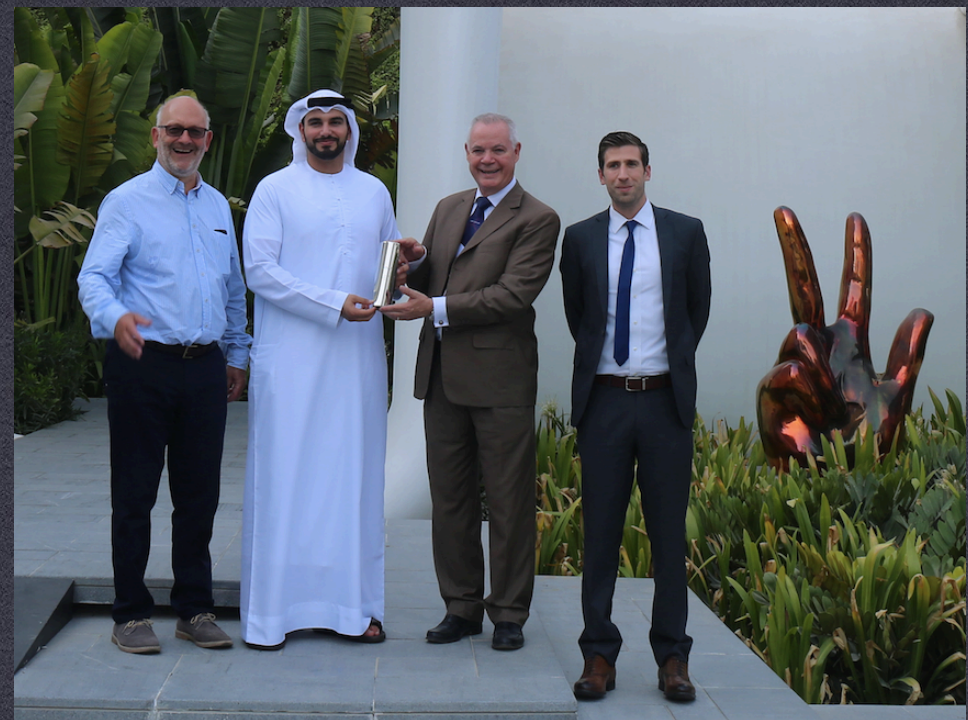


ICPMA AWARDS 2019

ALLIANCE (TEAMWORK)

IQ (INNOVATION AND QUALITY)

PLEASE ENTER BY 31/03/2019 AT
ICPMAMEMBERS@GMAIL.COM



ICPMA AND CMAK

ICPMA IS PROUD OF OUR STRONG LINK WITH CMAK AND WE WISH TO BECOME MORE INVOLVED WITH OTHER ORGANISATIONS AND PROFESSIONALS IN THIS EXCITING PART OF THE WORLD

THANK YOU FOR INVITING US HERE TODAY TO PARTICIPATE IN THIS WONDERFUL CELEBRATION OF OUR GLOBAL INDUSTRY



ConsMa 2019 International CM Day
Global CM Contest