



CAPITAL PROGRAM MANAGEMENT

Leading a Business Critical Capital Project for API Production

THE NEED

Primecore was approached by a biologics company to review the status of a 'business critical' capital project which was in the early stages of execution – the detailed design and early construction phases. Concerns were raised on whether the project was beyond the organizations realm of skill sets.

THE APPROACH

Primecore is always committed to the implementation of project management best practices, which places a heavy emphasis on the quality of the front-end scope development and planning phases of a project.

- In line with the project management principles, Primecore performed a detailed review the project's planning phases to verify that the solution being proposed was appropriate to the business need, that the end user requirements were understood, and that the scope had been sufficiently defined to support a quality schedule and estimate.
- Confirmation was provided to the client that indeed, the project was required to enable the commercial production of three launch products.
- Primecore then developed a simpler scope for the project which were aligned with the requirements of the three products, while also dealing with the commercial demand forecasts for the following five years.
- Once the revised scope schedule and estimate had been developed and approved, a Monte Carlo risk assessment was carried out on the project schedule.

THE SOLUTION

This project demonstrated the importance of the planning phases as a path to the success of a project. With business-critical projects which are under time pressure, there is a strong temptation to minimize project planning and to start executing at the earliest possible date. It is recognized in the industry at large (and has been Primecore's experience) that shortening of planning phases adds to overall schedule and cost due to rework of inappropriate solutions.



THE RESULTS

- *Following the review, the client requested that Primecore take over the leadership and client management of the capital project*
- *Despite giving the appearance of slowing the project down by allowing time to revisit the planning steps and design, the ultimate impact goal was to reduce the scope and cost if possible*
- *In the end, the end date of the project was brought forward by three months*

