



Asset Lifecycle Management Representative Experience



CASE STUDY

Assessing Corporate Systems Architecture

SERVICE

Enterprise Project Portfolio Management

SITUATION

An American multinational EPC had established a strategic goal of system operational consistency amongst its platforms. In the client's current state, there are several system gaps within the opportunity-to-cash lifecycle.

OUR ROLE

FTI Consulting was engaged to carry out a high-level assessment and development of a System Solution Architecture to enable better project initiation through execution and closeout for two of the client's business platforms.

OUR IMPACT

FTI Consulting made four specific recommendations:

- Developed a current state systems architecture
- Developed a future state solution architecture that helped consolidate and replace old systems. The recommendation would bring down their overall systems count from 31 to 19
- Documented the benefits, value proposal and high level implementation roadmap
- Completed a risk review and acknowledged the risks to implement and the risk of doing nothing, not proceeding with implementation.

The next phase of work includes implementation of the recommendations identified on the roadmap to close gaps addressing key challenges.



CASE STUDY

Helping a Client Find Ideal Project and Cost Management Solutions

SERVICE

Enterprise Project Portfolio Management

SITUATION

A British multinational engineering, design, planning, architectural design, project management and consulting services company required support to replace its internal Project Management solution due to end of life service and termination of platform support and deploy a global project management system for commissions.

OUR ROLE

FTI Consulting was engaged to undertake an options appraisal of three client pre-determined outcomes/options and report to the client team. The objective of the options appraisal report was to provide suitable evidence to identify the benefits, disadvantages, feasibility of costs, scalability and fitness for purpose of the options.

OUR IMPACT

The project was successfully executed in 6 weeks.

Key business outcomes include:

- Overall analysis of current systems and tools used globally.
- Comparison weighted scoring model built to assist in recommendation
- Recommended a solution that would best suit their needs with cost and schedule estimates
- Delivered a full report and presentation to Senior Management team
- Assisted in vendor introductions and approaches to help client get to implementation phase



CASE STUDY

Reliable Project Controls Solution for the Owner-Operator of One of the World's Largest Refineries

SERVICE

Enterprise Project Portfolio Management

SITUATION

The owner-operator of one of the world's largest refineries was planning a multi-billion dollar expansion of the refinery. They did not have a reliable enterprise cost controls solution for this massive project.

OUR ROLE

EcoSys was selected as the Cost Controls solution for the project. FTI Consulting was sought out for implementation of not only the solution but also helping define the processes to match the appropriate level of rigor, accuracy, and flexibility necessary for the complexity and scale of the project and sub-projects.

OUR IMPACT

FTI Consulting, in conjunction with the client team, is implementing an Agile approach to rollout of the new system and procedures in a series of swift phases to meet the aggressive timeline without sacrificing essential functionality. The quicker turnaround time has resulted in much more astute refinement of the system and processes improving accuracy and reliability.



CASE STUDY

Enhanced Project Delivery Paved Way to Implementing EcoSys for Owner

SERVICE

Enterprise Project Portfolio Management, Enhanced Project Delivery

SITUATION

A global chemical and specialty materials company embarks on a facility expansion which would increase annual capacity by 800,000 metric tons. Managing capital project construction and the associated engineering and procurement activities are not a typical function of this Owner's daily operations thereby the client requested FTI Consulting to act as its third party advisor between them and their EPC.

OUR ROLE

FTI Consulting provided assurance and oversight for controls support to effectively manage risks that threatened the achievement of this construction project. This included the design of internal controls and strategies to manage and mitigate risks; effectively monitor the controls and strategies; and contract review and assessment, particularly focused on mechanical contract negotiation.

OUR IMPACT

FTI Consulting designed and established a project delivery methodology with effective governance and transparency, including building project controls tools with supporting dashboards improving time to value and increased efficiency across the entirety of the project lifecycle.

With the assessed current status of the Project Controls processes and systems in place for the construction phase, FTI Consulting recommended the client to utilize their own instance of EcoSys to eliminate several risks which would impact the project's ability to accurately analyze performance data and generate accurate forecasts. FTI Consulting is currently in the process of deploying its bespoke EcoSys configuration specifically designed for Owners.



CASE STUDY

Automated Integration of EcoSys with the ERP System for a Major Midstream Organization

SERVICE

Enterprise Project Portfolio Management

SITUATION

An American LNG company with global partners has been using a MS Access based application to integrate their current EcoSys instance with SAP. Several months ago the MS Access application broke, while the data in EcoSys had also not been updated, thereby preventing the organization from using the system.

OUR ROLE

FTI Consulting met with client stakeholders to understand the technical challenges and discuss potential options. Both parties agreed that the optimal solution was for FTI Consulting to build an interface (API based) between SAP and EcoSys.

OUR IMPACT

To meet the organization's desire to deliver a solution in the shortest practical timeframe with low risk commensurate with a production system, FTI Consulting moved forward with a SQL Server / SQL Server Integration Services (SSIS) based solution. FTI Consulting built an API based integration between SAP and EcoSys with five interfaces: WBS, Commitment Headers, Commitment Lines, Actuals and Vendors. Final documentation was developed for the client while a one-week handover/transition period occurred with the client's IT team in support and preparation of the client's IT managing operations and support of the interfaces developed. FTI Consulting also fixed the MS Access database while ensuring the EcoSys data is up to date.



CASE STUDY

Process Standardization and Effective Data Management on Behalf of Private Equity Firm

SERVICE

Enterprise Project Portfolio Management

SITUATION

An American-based private equity firm contacted FTI Consulting inquiring for support as a third party advisor as the PE was concerned about the performance of one of its investments. This company, initially a family owned leading rebar subcontractor in America, is now a part of a diverse portfolio of companies. This PE operates under a shared success mentality thereby is highly selective and focuses on both the business and financial needs of its portfolios ensuring their operating models are maximizing the opportunity for success.

OUR ROLE

With an eye of growth, both the PE and Portfolio agree that discipline and consistency in project bidding, planning, execution and management are imperative to continue to achieve success in the future. The client engaged FTI Consulting as a third-party advisor.

OUR IMPACT

FTI Consulting audited the Commercial bid process, evaluated margins of awarded contracts and submitted bids, and performed a capability assessment for the Project Management function. Key outcomes include:

- Consistent method of developing and submitting bids
- Improved communication, collaboration and information accessibility
- Improved efficiency response time from opportunity identification, responding to potential client(s) and contract execution, improved productivity
- Process standardization enabling compliance monitoring, visibility and traceability throughout project execution
- Strategy for effective data management and forecasting



CASE STUDY

Enhanced Project Management Solution for Multinational Mining and Crude-Oil Company

SERVICE

Enterprise Project Portfolio Management

SITUATION

As part of an enhanced project management solution initiative, FTI Consulting was engaged by a Fortune 500 multinational mining, crude-oil production company to support the optimization and execution efforts managing and controlling their project sites located in Belgium and The Netherlands.

OUR ROLE

FTI Consulting assessed the Client's current operations to identify areas of opportunity and delivered an implementation plan transforming the business from the use of disparate systems and tools to a single Project Management solution integrated with their ERP solution. The Client leveraged FTI Consulting's Enhanced Industry Standard EcoSys Configuration with additional custom configured modules to bring the Client's vision to reality.

OUR IMPACT

FTI Consulting, using our proven methodology and delivery framework, successfully implemented EcoSys at the two European sites. The optimization efforts set the foundation for the design, configuration, and deployment of a standardized and enhanced project management solution. In addition to upscaling existing practices and tools, FTI Consulting provided additional benefit by transitioning the Client from manual reporting practices to automated self-serve reporting.

EXPERTS WITH IMPACT™





CASE STUDY

Introducing Capital Project Governance for Emerging Pharmaceuticals Organization

SERVICE

Enterprise Project Portfolio Management

SITUATION

A leading global emerging pharmaceuticals organization with a focus on well-being and improving the quality of life for humanity, found themselves behind schedule and over budget on several capital construction projects. With a relentless focus on execution and continuous improvement, the organization is committed to building its portfolio of brands, and thereby has determination to improve its execution of capital projects which are the infrastructure for the organization.

OUR ROLE

FTI Consulting was engaged to conduct a rapid assessment of the current state processes for managing capital projects in order to build foundational knowledge for designing a future state capital projects governance model.

OUR IMPACT

FTI Consulting developed a Capital Projects Playbook including the design of a Governance Model and Stage Gate Process to improve management of Capital Projects from beginning to end. Upon adoption of the Playbook, it is expected to provide a variety of benefits including:

- Dramatically improve business case development for future Capital Projects
- Better manage potential risks when contracting with third-party suppliers
- Better control overall project costs and scope creep
- Improve project predictability through enhanced budget, schedule, risk and change controls
- Streamline interactions with the real estate partner, including reimbursement



CASE STUDY

Capability and Maturity Assessment Model Application

SERVICE

Enterprise Project Portfolio Management

OUR ROLE

FTI Consulting was engaged to utilize our proven Capability and Maturity Assessment Model to measure the organization's As-Is state, define the To-Be state, and develop an Implementation Roadmap to achieve the desired state for the defined business functions/capabilities.

SITUATION

An American multinational EPC has spent multiple years on Process Kaizens, all of which have not had sustainable benefit. The organization does not operate consistently across its three business models and therefore has defined a three year strategic goal of operational excellence focused on:

- Sales growth through improved service and delivery
- Gross margin improvement
- Drive overhead efficiency and profitable growth
- Improve cash flow

OUR IMPACT

FTI Consulting brought visibility to issues affecting the organization's P&L while making prioritized recommendations to improve areas of opportunity and demonstrating what high performance looks like. FTI is hopeful to continue engagement with this client in the next phase of implementing opportunities identified on the roadmap to close gaps addressing key challenges.



CASE STUDY

Billion-Dollar Turnaround

SERVICE

Enhanced Project Delivery and Asset Management Services

SITUATION

FTI Consulting was hired to perform a turnaround on a troubled \$1.1 billion dollar CSP plant. FTI Consulting took over the owner management roles and started with an in depth review of the current project status from an EPC and O&M contracts, cost, scope and schedule perspective.

OUR ROLE

FTI Consulting took an active on-site role in leadership and performed various actions as follows:

- Established clear communications and Governance
- Set up segregation of duties
- Established a PMO
- Set up a clear path towards completion of outstanding items
- Development of process and procedures for the O&M phase

OUR IMPACT

FTI Consulting's involvement produced results very quickly and plant performance went from 0 to within 70%-75% of maximum DNI based performance within 6 months and holding strong while tracking towards meeting PPA requirements. Moral has drastically increased and all parties are working together in a very positive manner.



CASE STUDY

Plant Transitions to a Preservation State

SERVICE

Asset Management Services

SITUATION

Due to bankruptcy issues the world-class Polymers PET and PTA plant shut down all operations at 80% of project completion. To minimize financial loss from the investors, FTI Consulting was hired to support the primary financier in transition the plant to a mothball state, running financial analysis, risk assessments, project estimates and schedules for the restart of construction and cost to complete to support the sale of its assets.

OUR ROLE

FTI Consulting took an active role in oversight and performed various actions as follows:

- Assessment of contractor claims and negotiations
- Development of Transition Plan to mothball state
- Development of Preservation Plan during mothball state
- Detailed Estimate and Schedule development for re-start and completion of construction post sale

OUR IMPACT

Due to FTI Consulting's support, the financiers completed the sale of assets to a three-party conglomerate who seek PMO support from FTI Consulting during the start-up and completion of the project post final acquisition.



CASE STUDY

Claims Management and Streamlining for a Global Media Company

SERVICE

Asset Management Services, Enterprise Project
Portfolio Management

SITUATION

A Global Media company was awarded the long-term contract by the New York MTA for advertising and digital communications platform across subways, commuter rail and buses, and billboards. This project is the largest deployment of digital media in a transit environment and Client required support services to mitigate potential impacts to the project.

OUR ROLE

FTI Consulting was hired to fill the Change Management role(s), developing and implementing a fit-for-purpose Claims Management Process and Procedure, streamlined information from contractors, as well as delivered management reporting and dashboards. In parallel, the team also conducted a capability maturity assessment to identify areas of opportunity for the Client to further improve inefficiencies in project execution.

OUR IMPACT

FTI Consulting developed a full transition plan to bring the claims management activities in-house, providing the opportunity for the function to scale with the demand of the project. Additionally, FTI Consulting provided detailed recommendations to process areas and systems/tools to further support project execution.



CASE STUDY

Assessment Leads to Delivering Key Project Services

SERVICE

Enhanced Project Delivery

SITUATION

Multi-National company required the support of Project Risk Assessment, Project Controls Implementation, Contract Administration, and Claims Analysis to support the assessment, design, and construction of a multi-million dollar onshore project.

OUR ROLE

FTI Consulting professionals were initially engaged by the Client to provide a project risk assessment and subsequently provided project controls and contract administration services for a \$700 million molybdenum project.

OUR IMPACT

FTI Consulting was successfully able to identify risks associated with the project and produced a report providing recommendations to the client. As a result of this initial review, FTI Consulting is currently providing ongoing project controls oversight including monitoring all project expenditures against the project forecast and providing regular cost and forecast reporting. FTI Consulting also oversees the process of monitoring Key Performance Indicators (“KPIs”) that alert the team to any productivity issues with contractors. FTI Consulting also manages contract administration including review and approval of any project changes and negotiation of final contract values and claims.



CASE STUDY

Assessing Project and Contract Risk on Multi-Billion Dollar Project

SERVICE

Enterprise Asset Management

SITUATION

Global EPC company required the support of Project Risk Assessment, Contract Risk Review and Assessment, and Staff Training to support the assessment, design, and construction of a multi-billion dollar project.

OUR ROLE

Client is involved in the design, construction, and operation of a large chemical plant and retained FTI Consulting to review multiple construction contracts related to the project, identify risks in the selected contracts, and advise on potential risk mitigation measures.

OUR IMPACT

FTI Consulting reviewed all construction contracts including a multi-million dollar EPC agreement. FTI Consulting created multi-risk matrix that identified potential risks, the magnitude of the risk, and the likelihood of occurrence during the period of performance. FTI Consulting also advised the Client on various mitigation measures in order to minimize the impacts of certain risks.

FTI Consulting's work product is currently being used by the client to train its project staff to ensure they have an understanding of contract risk.



CASE STUDY

Improving Capital Delivery in Transmission & Distribution Projects

SERVICE

Enterprise Project Portfolio Management, Enterprise Asset Management

SITUATION

Fortune 100 Energy Provider was seeking to improve the effectiveness in delivering their Transmission & Distribution (T&D) projects across their Electric and Gas operations. The Client was looking for FTI Consulting's expertise to optimize and consolidate their business processes across their multiple operating companies.

OUR ROLE

Our team worked collaboratively with the Client and the technology partner to understand and document Project Management needs for their complex T&D portfolio, developed an inventory of current project management tools and processes and outlined their extended needs including gap analysis. FTI Consulting established a partnership with Client leadership to understand their current maturity and leveraged best practices to make sure the reported needs outlined were aligned to current industry standards.

OUR IMPACT

FTI Consulting successfully facilitated the convergence of the different Operating Companies onto common, agreed business process designs to serve as the foundation for moving into the implementation of their Project Management and Delivery platform.



CASE STUDY

Enterprise Business Transformation for Leading Gas Exploration and Production Company

SERVICE

Enterprise Project Portfolio Management

SITUATION

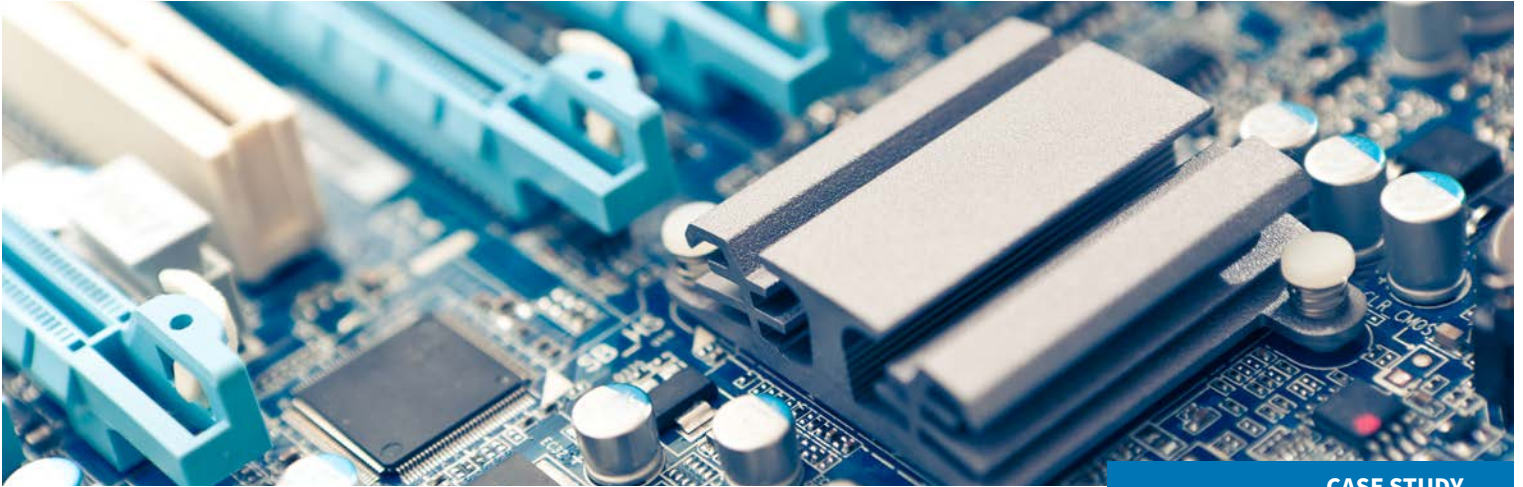
As part of an enterprise business transformation, FTI Consulting was engaged by a Fortune 500 multinational petroleum and natural gas exploration and production company to support the optimization and execution efforts in delivering their Drilling and Completion, and Facilities and Construction projects.

OUR ROLE

FTI Consulting assessed the Client's current operations to identify areas of opportunity and delivered future state recommendations and implementation roadmap to guide the Client on the path to achieve their vision. The Client leveraged our expertise to review, analyze, and optimize business processes and guidelines across multiple disciplines including Project Management & Controls, Field Cost and Progress Tracking, and Demand Management.

OUR IMPACT

The optimization efforts set the foundation for the design, configuration, and deployment of a standardized project management solution. In addition to upscaling existing practices and tools, FTI Consulting is providing additional benefit by transitioning the Client from manual reporting practices to automated self-serve reporting and building the digital platform for advanced analytics capabilities.



CASE STUDY

EPPM for a Multi-Billion-Dollar Plant in EMEA

SERVICE

Enterprise Project Portfolio Management,
Enhanced Project Delivery

SITUATION

A major Engineering and Design firm with headquarters in Germany, selected Hexagon EcoSys Projects to manage the execution of a multibillion-dollar technology plant in Ireland for a FORBES 100 company. The client, with significant presence in EMEA, was looking at not only implementing new technology but maturing their project management/project controls business processes as part of their Digital Transformation strategy.

OUR ROLE

FTI Consulting was hired to take on this engagement and quickly set up a road map for the client, aiming to implement best practice processes which would be automated using EcoSys Projects. FTI Consulting's project team worked side by side with the client, understanding their challenges, prioritizing solutions and applying organizational change management throughout the road map to expedite the adoption of the new processes and technology.

OUR IMPACT

FTI Consulting customized the EcoSys Projects standard product to manage both sides of the client's duties. A set of modules were built to manage the project's owner required deliverables including capital and commitment management, procurement cycles, forecasting and construction package down to the bill of quantities. In addition, another set of modules were built to manage the sub-contractors performance including budgeting, commitments, spends, forecasting, EVM, change management and detailed reporting. All of these modules were fully integrated within EcoSys, achieving a level of confidence from the project's owner in the client's ability to execute the program and ultimately increasing the client's bottom line margin on the job.

FTI Consulting implemented value-add business processes, rolled out EcoSys Projects and also provided Enhanced Project Delivery for the client. FTI Consulting then transitioned from delivering a specific scope of work to becoming the trusted consulting firm for this client.



CASE STUDY

Global Cost Management Solution for Downstream Projects

SERVICE

Enterprise Project Portfolio Management

SITUATION

An international Fortune 100 company selected a Cost Management Solution for all of their Downstream Projects. This international Fortune 100 company has long had a strategy of acquiring smaller firms to build their presence in different regions. Unfortunately, this often leads to inconsistent processes, systems, and cultures making it challenging to consolidate processes, terminology and systems to develop a common way of operating.

OUR ROLE

Upon engagement, our team provided a host of recommendations, strategies and deliverables by leveraging our expertise in multiple disciplines including Project Management & Controls, Refining, System Integration, and the CMS technology to help the different sites align on their processes and a common solution design.

OUR IMPACT

FTI Consulting has successfully leveraged our expertise in partnership with our Client's integrated team to have completed the design and configuration that is the common, enterprise Cost Management Solution. To foster adoption across the first two sites and to prepare for rollouts to future sites, FTI Consulting was also engaged to develop robust training content including a training program, test scripts, user guides, quick reference guides, and video tutorials.



CASE STUDY

Implementation Challenges for a Large Midstream Organization

SERVICE

Enterprise Project Portfolio Management

SITUATION

A large midstream organization was looking to enhance and improve their existing Enterprise CMS prior to rolling out to additional Operating Areas due to new requirements, challenges scaling to an enterprise solution, and overall usability concerns were identified.

OUR ROLE

FTI Consulting worked with the client to develop new processes to support scalable Change Management for projects ranging from Seed Money Tactical Projects to Capital Mega Projects to Progressive Programs. In addition, we identified several key changes to the underlying technical and configuration architectures in order to optimize the configuration and support the business requirements.

OUR IMPACT

FTI Consulting applied our proven delivery methodology to validate key concepts and secure buy-in across the Operating Areas and key stakeholders that resulted in a successful rollout to the remaining Operating Areas.


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