

case study



Client: Global Petrochemicals Company

Project: Program Management of a Complex JV with a Middle East Oil Company

Project Description

A joint venture between a global Petrochemical Organisation and a Middle East Oil Company plans to construct two world-scale gas crackers, several world-scale polymer plants and an adjacent business park in the Kingdom of Saudi Arabia.

This is the first time a private petrochemical project of this scale has been announced in Saudi Arabia, and the anticipated ethylene capacity will make the complex one of the largest in the Middle East.

Requiring inputs from a wide variety of stakeholders, the project is very complex and therefore requires careful and expert management.

Chaucer was appointed to provide expert business program & project management support to the project sponsors during both the conception and development phases of the project. The highly skilled Chaucer team helped to implement both the vision and the strategy of the JV - by using leading edge project management techniques which focus on program outcomes and deliverables.

Chaucer's Scope

Chaucer provided the full suite of program management disciplines to the project directorate using customised project management tools for a very complex environment;

- Program management & assurance
- Work schedule management (both at project level and for individual work teams)
- Devising / implementing a rigorous budgeting & cost control process - for cost challenge
- Progress tracking and reporting systems
- Risk management and mitigation
- Document management
- Provision of control processes including those for project procurement and finance drawdown

The brief was extended to include providing assistance in setting up the project company in Saudi Arabia - mainly in areas such as organisation, recruitment and staffing, ERP/SAP, procurement and permits & consents to operate.

Business Benefit

- Chaucer's independence and bespoke program management service helped maintain focus on project progress and outcomes across diverse teams with different reporting arrangements, culture and geography.
- Chaucer provided successful and expert management of the project through significant unanticipated corporate organisational and structural changes to the major project sponsor.
- Chaucer's team has had continuous membership throughout the project which has eliminated loss of critical knowledge during the changes and turnover of project staff due to organisational changes. The project has been fully documented so that succession can be easily managed without risk.
- Chaucer's ability to supply consultants with appropriate language skills greatly assisted the client in progressing some of the more complex legal documentation. Additionally, Chaucer's support in requests for proposals and preparation of structured decision options has maintained progress with procurement planning.
- Chaucer's core program management discipline kept this very complex project on track towards a unique and successful outcome.

