

Burning the Ships

Going All-In for the New Vision in Digital Transformation

Steven Ciancio and AJ Waters



AGENDA

Connecting the Disconnected:

Look at why disparate systems, pointed solutions, and manual spreadsheets are no longer efficient.

Creating the Culture:

Learn about the importance of everyone's role in creating a culture that drives innovation as a competitive advantage.

Take the Leap:

Understand why jumping in head-first is the best approach for change management.

Burn the Ships:

Hear first-hand how and why providing “no other option” drove success.

Real-World Results:

See proof of how successful digital transformations work and understand the best practices for optimal results.

About Us



Steven Ciancio is the Project Controls Director for Chemex Global. Steven has over 21 years of international experience working on capital projects in the mining and oil and gas industries, having held various leadership roles in project controls. He is highly skilled in Earned Value Management, planning, and scheduling. Steven grew up in Glen Cove, New York, and later received his Bachelor of Science in Electrical Engineering.

About Us



CONNECTING THE DISCONNECTED

Removing Manual Effort

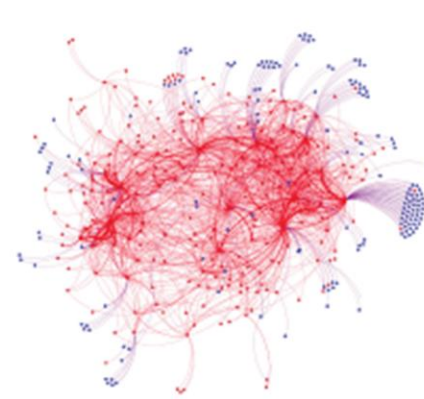
BREAKING DOWN SILOS

Construction processes are like no other, spanning across companies and often countries. The silos were developed naturally.

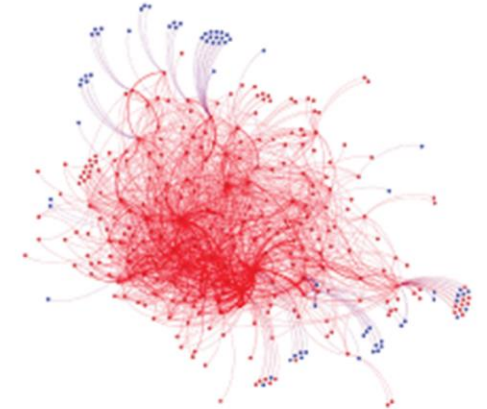
By connecting workflows, it is no longer about trying to match or align different data types to one other.

A unified solution maps data intrinsically *from the beginning*. Then, with each new piece of collected information or transaction, the fundamental data structure holds true.

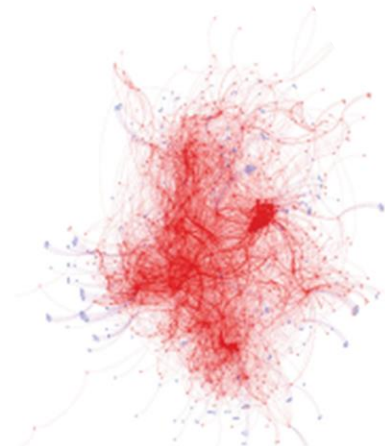
“Tech is at its best when it is out of the way.”



Software



Media and Entertainment



Manufacturing



Financial Services

CONNECTING THE WORKFLOWS

INITIAL STATE:

- No formal project controls procedures or guidelines
- No standardized tools
- No project visibility
- Lack of a formal and standardized cost structure
- No EVM applied to project tracking

CURRENT STATE:

- Established industry standards project controls procedures or guidelines , e.g.: Cost Controls, Change Management, Document Controls, Project Reporting
- Capability to track project performance and EVM in one integrated platform
- InEight platform standard as the control platform to all projects

CREATING THE CULTURE

Innovation as an Advantage

IT STARTS WITH THE PEOPLE



No digital transformation has ever succeeded without people.

- A core team excited for change
- Leadership from a Change Manager
- Expertise from Business Process Owners
- An Executive Sponsor

Who are the right people?

- Influential with coworkers
- High achievers looking for a voice
- Tech savvy

This is not “in addition to” your current role.

BUILDING THE CULTURE

- Having a strong Project Controls environment and approach enabled the team to implement the tool with "purpose" and support by all areas
- There were representatives of all involved areas involved on the implementation – Projects, Project Controls, Finance, Engineering & Design
- This strategy allowed Chemex to create a culture of understanding and respecting the tool and the capabilities that it created to monitor, control all stages of our projects – From Engineering to Fabrication and Construction



TAKE THE LEAP

Head-first Change Management

HONEST CONVERSATIONS

Processes will become less useful over time and should be constantly evaluated.

- Focus on key steps, ask what is necessary
- Identify bottlenecks in processes
- Lean out approvals that ballooned over time
- Determine if steps in the flow are limitations of current tools

Know what are your “must haves”.

- Attack tasks that take the most time
- Don't sweat the small potatoes
- Focus on more done in less time

Tech is not a replacement of people, but rather the right tech attracts top talent.



CHARTING THE COURSE

- To successfully select and implement the platform, the team needed to define the minimum required capabilities to attend the current state as well as for future state:
 - ✓ Modular platform – capable of expansion as needed
 - ✓ Full project controls capability – include all project controls areas in one solution
 - ✓ Successful "real world" implementation
- By having the support of the executives and "C" suite we have were able to "take the leap" into a complete solution approach
- Everything from quantity claiming, cost controlling, change management, estimating and document controls are managed in one standard platform



BURN THE SHIPS

No Way Back

CREATING BUY-IN

This is more than Executive Sponsorship:

- Involve people at all levels
- Begin with “what’s in it for me?”
- Share regular updates on progress through those influential peers
- Invite feedback along the way

Remember the most dangerous phrase in business, according to Forbes, is “We’ve always done it this way.”



BURNING THE SHIPS

- The approach chosen that there would be no alternative to having a standardize tool and approach to project controls
- There was no other way but to successfully implement a tool that would enable the teams to monitor and control all projects and processes
- A stage gate approach was chosen where the modules were implemented



REAL-WORLD RESULTS

Best Practices Lead to Success

PROVING THEORY WITH DATA

By consolidating systems and connecting workflows, project teams are...

- Estimating 25% Faster
- Executing contracts 20% Faster
- Processing changes 30% Faster
- Reviewing craft payroll 10% Faster
- Finding relevant documentation 50% Faster

Realizing a 5% overall savings in project costs.



CHANGING THE NARRATIVE

Overview of productivity improvement over time

Productivity (value added per worker), real, \$ 2005

\$ thousand per worker



Source: Expert interviews; IHS Global Insight (Belgium, France, Germany, Italy, Spain, United Kingdom, United States); World Input-Output Database

McKinsey&Company

THE CHEMEX PERSPECTIVE

- Chemex can run and monitoring all stages and aspects of our projects
- We have better control and visibility of the project "health"
- All data is collected and maintained in one centralized source
- Better and accurate visibility translates in a more capable risk management process
- Accurate KPI's that allows precise and timely decision making



RECAP

Connected the Disconnected:

- We understand why disparate systems, pointed solutions, and manual spreadsheets are no longer efficient.

Created the Culture:

- We learned the importance of everyone's role in creating a culture that drives innovation as a competitive advantage.

Took the Leap:

- We understand why jumping in head-first is the best approach for change management.

Burned the Ships:

- We heard first-hand how and why providing “no other option” drove success.

Real-World Results:

- We looked at proof of how successful digital transformations work and understand the best practices for optimal results.

THANK YOU

STEVEN CIANCIO
Project Controls Director

sciancio@chemexglobal.com
<https://www.linkedin.com/in/steven-ciancio>

AJ WATERS
Vice President, Industry Solutions

AJ.Waters@InEight.com
<https://www.linkedin.com/in/watersaj/>

INEIGHT 

 **Project Controls**
EXPO
Washington, DC - USA