Integrated Oracle Primavera solution helps major expansion at Dublin Airport to fly

RPC was first engaged by Dublin Airport Authority to provide a Cost Management tool to support their major and ongoing project of airport expansion both in Dublin and at Cork Airport. Introducing Unifier was a big business shift at daa, but the success of this initial project has rolled out into the development of a fully integrated programme controls solution, incorporating Earned Value Management, Fund Management and Contract Management – all based around the Oracle Primavera toolset and providing all the necessary dashboards and reporting to enable the project team to keep on top of data and meet all the regulatory requirements of such a large, public-funded project.

Business Sector

Transport, Aerospace, Construction and Engineering

Services Provided

- Integration
- Design Workshops
- Unifier Configuration
- Report Writing
- Cost Management Solution
- Earned Value Management Solution
- Contract Management Solution

Technologies Used

- Oracle Primavera P6
- Oracle's Primavera Unifier
- Oracle Primavera Gateway
- Oracle BI Publisher

> " The solutions developed have pivoted daa towards achieving the ethos of 'single source of truth' – a key requirement for a delivering a programme of this scale and complexity. "

Approach

Understanding the client's needs

A growth in passenger traffic and cargo through Dublin has necessitated an airport expansion plan with a budget in excess of 2 billion Euros, making it Ireland's largest capital investment programme.

Not only is this a major and complex construction and engineering project, including apron refurbishment, new roads and carparks, new airfield apron, buildings, baggage management and more than 140 construction projects across the site due for completion by 2024, but the need for strict cost controls and auditability were essential in meeting the necessary regulatory requirements.

At the outset of the project, Dublin Airport Programme Controls were working primarily in Excel, using manual processes and disjointed systems that were sufficient for working at much lower levels of CapEx programmes, but could not be effectively scaled up for the far greater complexities of this major airport expansion project.

> " RPC's technical know-how and can-do attitude was exemplary, with a real willingness to go above and beyond when solving problems. "

Evolution of the brief

RPC employed their collaborative Rapid Application Development approach to fully scope out the requirements and shape a Cost Management solution using Oracle's Primavera Unifier.

As the Cost Management package was rolled out, the client realised that there was far greater potential within Unifier, which could be utilised in other areas of their work and to solve other problems that they faced within the business. Cost is just one element of the programme controls department and needs to be managed alongside schedule and risk, with contracts management feeding into all areas of that process.

RPC was able to support the integration of Primavera P6, which had been in use for scheduling for some time already, into the Unifier environment, enabling cost performance data to be linked with schedule performance data using RPC's Earned Value Management solution.

> " Working collaboratively with the RPC UK team we have implemented the global standard for enterprise project controls within the daa to maximum effect and significantly improved reporting capabilities. "

Main Challenges

Prior to this project, programme control transactions were being made using multiple records, in multiple spreadsheets, all manually updated and with the risk of the same record being distributed potentially with different data. DAA identified a need for traceability of both changes and records themselves, and auditability of data.

Oracle's Unifier was identified as a process-driven tool that could deliver the required control and governance over the spend of the project. Implementing a major process change is challenging to a business but the User Acceptance process of the project development, driven and supported by RPC, was universally well-received, with test users quickly realising the significant benefits the new ways of working would offer and becoming ambassadors for the solution within the business.

The evolution of the project meant that this was, to a degree, a 'learn-as-you-go' process. The client had a vision of requirements and the problems to be solved. RPC was able to bring their expertise to the development workshops to understand what the client really needed, even if this was not what they thought they wanted, and to provide a solution that would meet those needs.

> " Throughout the implementation, the RPC team developed our internal capability to manage and grow Unifier with limited support. All of these factors together have greatly expanded the possibilities for Unifier at Dublin Airport. "

Benefits

- Efficient approvals process and standardised change controls across all projects and programmes

- Generation of usable benchmark information across all different cost centres

- Cost data integrated with P6 data, Earned Value data and Contracts data so that all can be mapped in line with governance process

- Improved decision-making, supported by on-demand report generation and real-time performance data

- 'Single source of the truth' data review, including graphical illustrations of project performance from a cost and schedule perspective

- Ability to manage all regulatory funding sources in one place and track consumption at all levels

- Integrated and automated Contracts Management

- Reduced manual handling of data

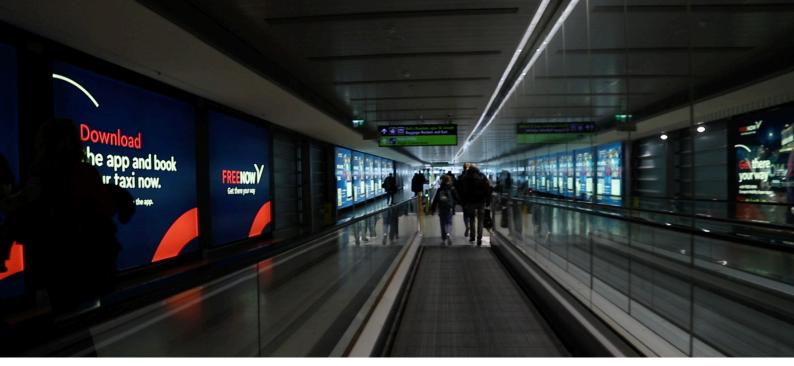- Improved forecasting based on actual project data

Testimonials

The RPC UK team implements world-class project control systems delivered by an expert team who have added significant value to our business.

From the outset, RPC UK took the time to understand not only the daa's current requirements but the vision we had for our project controls team. This led to the initial implementation of a Project Cost Management system for the business. The value this system delivered opened the team's eyes to the transformative benefits further system investment could deliver.

Working collaboratively with the RPC UK team we have now implemented the global standard for enterprise project controls within the daa to maximum effect. This has enabled the daa to implement best-practice processes for lifecycle project controls including project, programme and portfolio cost management, earned value management, portfolio funding, contract management, change management, governance, progress measurement and significantly improved reporting capabilities.

Alan Duffy – Head of Programme Controls

Working with RPC has been a very positive experience, the technical skills and the ability of the consultant to understand our requirements during early design workshops were key to our success later on.

The solutions provided were effective and built in a modular manner enabling us to amend and add further configuration as our needs developed.Throughout the implementation, RPC developed our internal capability to manage and grow Unifier with limited support. All of these factors together have greatly expanded the possibilities for Unifier at Dublin Airport.

Gary McGrane – Programme Controls System Lead

Dave Hurren is an extraordinary talent. Implementation would have been significantly more challenging without his optimistic, intuitive approach to problem solving.

RPC has helped us to unlock the potential of Unifier, and has been instrumental in successfully integrating it across cost, programme and contract management.

Mark O'Brien – Senior Cost Manager

Working with RPC UK on the development of a solution for integrating data sources and deploying their Earned Value Management module in Unifier was a thoroughly satisfying experience.

The team involved were very knowledgeable SMEs with track records of deploying bespoke solutions for various organisations. The team brought this experience and knowledge to bear whilst working with the daa to design and deploy bespoke solutions that met our requirements. The flexibility of the team all through this process is highly commendable.

The solutions developed have pivoted the daa Programme Controls team and wider organisation towards achieving our intended ethos of the 'single source of truth' – a key requirement for a delivering a programme with the scale and complexity of the one we are managing here.

Olukayode Oni – Scheduling Manager

Working with the RPC team has allowed us to get the best out of the Unifier implementation.

The regular challenge from Dave Hurren of "Just because you can, doesn't mean you should" ensured we looked to simplify options and kept us from over complicating the solution.

As implementation partners, RPC have proven to be unfailingly reliable and flexible. These qualities are invaluable to a delivering PM and have enabled us as a project team to successfully navigate any issues and changes that arose, and therefore deliver the best solution for daa. RPC have your back.

Rachael Marsh – IT Project Manager