



## QCLNG – case study

### Technology innovation drives performance

**Queensland Curtis LNG (QCLNG) is the world's first project to turn gas from coal seams into liquefied natural gas (LNG) and is one of Australia's largest capital infrastructure projects.**

In late 2013, Envision was deployed by the Thies team as the primary construction management platform supporting 11 central and northern FCSs and three CPPs. The Thies team faced an ambitious delivery schedule, large geographic separation across a field the size of the United Kingdom (UK) and complex logistics. Envision was used daily as the single source of truth for making key decisions that affected project delivery, including schedule and cost. Where complex projects often experience budget and time over-runs, QCLNG broke the mould and outperformed in these areas.

With a peak Thies workforce of 3,600 people, Envision supported and enabled:

- 5,000 planned Activities from a level 3 master program
- 192,000 individual tagged items
- 1,700 unplanned Events
- 7,000+ photographs linked to Activities or Events
- 12,000+ reports
- 20,000 hours saved in reporting efficiency.



### Key achievements

**Envision fast-tracked the improvement cycle by an estimated one to two months.** The ability to report accurately meant people could focus on performance and proactively drive improvement.

Once Envision was deployed, direct comparisons could be made between facilities. The team saw a massive **30-40% improvement in labour productivity**. While many factors contributed to this, project leaders cite Envision as being directly responsible for enabling and supporting this result.

Detailed progress information collected from Activity and Tagged Item progress provided insight into the relative schedule performance of the 14 separate projects under management using Envision. This showed **relative improvement in construction time**, with more recent projects completed significantly faster.

"Envision allowed us, as a management team, to have key discussions around progress and know cause and effect. We could get the right people around the table with the right data to make adjustments, which made us more nimble"

**Jordan Tomasel**

"Envision has provided accurate real-time reporting that has enabled fast and effective decision-making that has led to measurable improvements in efficiency and productivity which has, in turn, led to cost and schedule benefits on our project."

**Joe Dujmovic, QCLNG Project Director, Thies**



## Key advantages

### Top-down/bottom-up team engagement

Envision was actively driven by the senior management team. However, the willingness for the team in the field to use it was also pivotal.

### A central, consistent data repository

Envision became the central, single source of truth for data for all facilities. It integrated a number of systems into a single area, eliminating spreadsheets and mistakes and creating a live stream of powerful data. This made it easy to access all information in one place – all man hours, earned value progress, an easily accessible schedule, all reports etc. Envision also facilitated data presentation and reporting at a quality that could not otherwise be practically achieved, with fewer staff needed.

### A unified decision-making tool

Envision's unique ability to generate consistent and reliable reports across all facilities enabled real-time decisions based on trends in key performance measures. This empowered project leaders to best guide the direction and focus of the project.

### An instant information pipeline with unmatched forecasting

Envision eliminated information lag and reliance on other forms of documentation. This meant leaders could understand the project's performance, at a glance, at their convenience, without having to visit a site or wait for paper reports to come through.

It enabled near instantaneous addressing of project issues because the team could look at problems on a weekly or daily basis, rather than a monthly basis.

From a forecasting perspective, the team was able to look ahead and plan adjustments to resourcing levels with far greater accuracy.

### Live, anywhere, anytime oversight

Envision's web-based, mobile interface meant that people could access data and reports from anywhere and the client could monitor the project from around the world. Envision offers a genuinely live view of project activities.



## Implementation

A multi-pronged implementation approach was used with:

- Dedicated team members on-site for the life of the project
- In-house and remote strategic support
- On-site, 'live' coaching via site walk-throughs with supervisors
- Web-based support materials, 'cheat sheets' and other immediately-available resources.

"Envision quickly proved to be very intuitive and efficient for getting my site's timesheets completed and to collaborate with payroll and roster coordinators. It does so much more than any other system of its kind that I've experienced. Envision's iPhone attendance app in particular makes capturing and tracking attendance so simple!"

**Paula Russell**

"We've been able to successfully track the detailed progress of each discipline and all actual labour. With accurate, real-time progress monitoring and detailed weekly reports of a high standard, project management could take prompt remedial action when required, with fantastic best for project outcomes."

**Michael Markus**