

TOTAL: Improving Project Intelligence

PROJECT HIGHLIGHTS

- The Central Project Services within Total was responsible for standardizing risk management processes among 400 people executing 50 initiatives around the world. Through Primavera Pertmaster they found the way towards central ownership of the processes for risk identity, monitoring and reporting.
- With the whole Primavera scheduling and risk solution, Total is able to determine realistic outcomes and thus better project intelligence for engineering, planning and business management.

Total is a leading multinational energy company with operations in more than 130 countries. Its operations span the entire oil and gas chain, from exploration, development and production to midstream gas, refining and marketing, and crude oil and petroleum product trading and shipping.

DEVELOPMENT PROJECTS

When Total makes an investment decision to develop a new production facility, it is committing hundreds of millions of dollars. Localized project management teams oversee construction and co-ordinate materials, plant, machinery and human resources, targeting delivery to agreed deadlines and budgets.

Philippe Robin is a senior planning engineer within Central Project Services at Total. "With some 50 development initiatives around the world, Total can have as many as 400 people engaged in project management. Central Project Services is a center of expertise setting corporate processes, procedures and controls around project management for project groups to follow. This is vital for enabling best practices to become standard practices, for good corporate governance to be supported and an effective return on investment."

RISK MANAGEMENT WITH PERTMASTER

Before implementing Pertmaster, Total allowed risks to be defined and managed according to local processes. As greater governance was sought, this presented problems for the head office. There were multiple different risk communications, not all of them clear or presenting the quality of intelligence desired. As project managers moved from project to project, they had to continually become acquainted with new local risk management processes.

"We selected Pertmaster to support our drive for improved corporate governance of project risk and provide a standard risk management environment," said Robin. "Pertmaster supports us in our central ownership of the processes for risk identity, monitoring and reporting; that is both the detailed individual project view, and the strategic view required by senior management."

For each new project, Total runs local risk workshops to build a risk register. With project schedule information having been imported by Pertmaster from Total's Primavera scheduling solution, risk information is then also entered. Pertmaster then presents a probabilistic schedule proposing realistic outcomes and thus better project intelligence for engineering, planning and business management than available from the Primavera scheduling component alone.



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ADDED VALUE

Pertmaster presents information in clear graphical formats, helping Total develop risk management into a clear, well understood and valued process and reducing unexpected costs and delays.

"For project management to work in helping deliver corporate goals, project engineers and sub-contractors must be convinced it adds value and be able to trust the process," said Robin. "Using Pertmaster, our planners can engage with engineers on risk and show them that their valued input was collected and accounted for in setting objectives; thus helping win their support."

According to Robin, Pertmaster is the only solution Total found capable of assimilating the realistic effect of risk events on an overall project. He said, "Pertmaster improves our project intelligence. From the results of running risk scenarios, we can better identify potentially severe events and build contingencies that can be quickly implemented to mitigate impact."

"We are very satisfied with Pertmaster," concluded Robin.



PRIMAVERA®
Business solutions for a project-driven world

AMERICAS HEADQUARTERS

THREE BALA PLAZA WEST
BALA CYNWYD, PA 19004 USA

P. +1.610.667.8600
1.800.423.0245

F. +1.610.667.7894

info@primavera.com

INTERNATIONAL HEADQUARTERS

METRO BUILDING
1 BUTTERWICK
LONDON W6 8DL, UK

P. +44.20.8563.5500

F. +44.20.8563.5533

intlinfo@primavera.com

www.primavera.com