

Case Study: Turnaround in the Caribbean



Situation

Following the conclusion of an independent review of a US\$2billion portfolio of onshore and offshore projects in Trinidad, which established that a number of the projects were going to fail to deliver, INDECO was engaged to provide a team to recover the portfolio, and to establish a legacy organization capable of continuing effective delivery after our intervention.

Approach

INDECO deployed a team of senior industry professionals for a period of 2 years to manage the recovery of the portfolio. Our team included the deployment of the Vice President of Projects, supported on a full time basis by INDECO consultants to address (front end) Developments, Planning & Controls, Operations Readiness and Construction Management.

The INDECO management team changed the project organization and contracting strategy, restructured and renegotiated key fabrication and installation contracts, re-planned execution works, and established control on delivery.

Impact

The team delivered the portfolio of projects to budget and ahead of schedule, in an overheating supplier market. The flagship project, a US\$900 million offshore gas field development, was awarded the Association of Project Management's (APM) International Project of the Year Award.