



Case study Dames Point Container Terminal

BC deployed in \$230m container terminal construction project



Business Collaborator (BC) - the web-based collaboration service from UNIT4 - was implemented to support delivery of a multi-million dollar project run by Halcrow's US-arm of the multidisciplinary engineering consultancy group. Completed in just 21 months, it led to the successful launch of Jacksonville Port Authority's (JAXPORT) newest container terminal.

JAXPORT's Dames Point Container Terminal is now open for business and accommodates vessels of Japan's Mitsui OSK Lines, the world's largest bulk carrier fleet operator.

Background

Having tracked documents on smaller projects using less sophisticated software, the scope of the JAXPORT contract – across a 160 acre site involving two prime contractors and up to twenty sub-contractors – prompted project manager Paul Starr to question this approach. "I was concerned that a project of this size would overtax our basic system of document control and potentially overwhelm staff," he said.

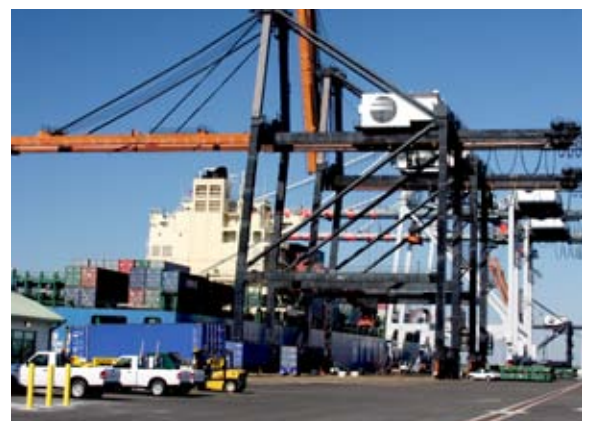
Halcrow's biggest process on the JAXPORT project was the management of contractor's requests for clarification (CRCs) and technical submittals. Any delay in dealing with them would prove costly, and using a manually driven system there Without direct experience of any software alternative, Dr Starr deferred to Halcrow in the UK, a long-time enterprise user of the BC system, branded for Halcrow as Collaborate.MS.

At Halcrow UK the software's roll-out across the Group is managed by a central applications unit, although its actual adoption is left to the discretion of individual project teams.

Key Benefits

- Clear audit trail of CRCs and contractors' submittals, ensured their prompt resolution and execution
- Effective document tracking supported on-time delivery and avoided costly overruns
- A consultative approach and introducing best practice from the UK aided the roll out of the BC system
- Centralised document management saved time and postage costs in liaising with team members across the US

"The high degree of visibility avoided damaging project hold-ups"





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The approach

Consultancy was the key. “We began the process in October 2006,” recalled UNIT4 consultant Matt Pell. “A series of web conferences and briefing questions led to a clearer understanding of specific drivers behind the JAXPORT project and collaboration issues Halcrow had experienced previously. This enabled us to advise process improvements and look at what functionality modifications would be needed to configure the system to their needs.” An initial configuration was set-up, and fine tuned to Halcrow project methodology during a site visit by Pell to Jacksonville.

In replicating JAXPORT processes in the system, UNIT4 was able to demonstrate clear improvements gained in moving from an offline to an online document tracking system. “We configured BC to track all CRCs and submittals and provide vital visibility to the project manager” said Pell, “as well as enabling him to distribute CRCs and submittals for response.”

“BC delivers a level of traceability that was essential to the management of such a large volume of documents. Using it ensured that all CRCs and submittals were answered quickly and accurately, and within appropriate time frames,” said Dr Starr. “The system enabled us to maintain a central audit trail and check outstanding CRCs and submittals meaning we were able to keep track of everything and see who’d responded to what and when. The high degree of visibility avoided damaging project hold-ups.”

“The ability to track documents in one place also meant we saved postage costs and potential mailing delays in dealing with contractors from across the country,” he concludes.

For Halcrow’s document controller Herman Floyd, BC’s system proved to be invaluable given the number of documents that passed through the field office on a daily basis. “As a newcomer to the system, I had no idea at the outset how BC would work out, but its performance was outstanding,” he added.

In summing up Halcrow’s BC experience, Paul Starr stressed how the system had enabled him and the document controller to ensure “nothing slipped through the cracks.”

Management issues

The move at Halcrow to BC was made easier by replicating their client’s existing processes. It provided a degree of familiarity so that they were able to pick it up quickly whilst also showing consistency with JAXPORT’s expectations. This encouraged adoption by those with a non-technical background.

“Clearly user buy-in was crucial to the success of adopting the BC system, so it was important to reassure them about its benefits and build their confidence in its use,” said Pell. “Training was therefore tailored to the way the system had been set-up for Halcrow and was focused on key individuals who could champion the new system.”

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