

THE CLIENT

Aggreko are a global leader in provision of specialist energy solutions with projects around the world, coordinated from their project hub in Dubai.



THE CHALLENGE

Following an internal review Aggreko identified issues with the standard of their project delivery. Quality and safety of projects was inconsistent, costs were poorly defined and not visible to management teams, schedules were not tracked, scope was poorly defined and risks were not regularly tracked. In parallel, Aggreko found that their customers were increasingly demanding higher levels of service. To manage these issues and to manage customer demand Aggreko determined on a transformation programme that would implement a repeatable project management structure in project delivery phase of the Aggreko lifecycle and to build capacity in project management personnel through internationally accredited certification and developing standard processes. ILX have been Aggreko's partners on this journey, leading them through the transformation of their project capability.

THE SOLUTION

Analyse

ILX Consulting deploys a 3 phase process for organisational change: Analyse, Mobilise and Realise. Before establishing the transformation programme it was essential to establish a baseline for current capability. In 2012, ILX conducted a capability assessment using the P3M3 maturity model as the bench-mark for best-practice project management capability. The findings of the assessment identified the root causes of the issues that were recognised in the Aggreko internal review and, crucially, turned those issues into workable recommendations that could be integrated into a global phased improvement plan.

To address organisational capability the review recommended that Aggreko reinvent their project management and PMO governance process using the P3M3 model as the template for project financial controls and project risk management.

In parallel with the organisational improvements that were necessary to improve project productivity, there was also a requirement to raise the capability of the PM teams in key disciplines. The analysis identified risk management as the cornerstone of this development.

Mobilise

In partnership with the PMO, ILX developed an individual capability development plan for the Project and PMO resources. At the heart of this plan was a series of development activities that included best-practices in risk management and planning. The development workshops were completed in Aggreko hubs around the world with 60 team members graduating from this academy. The workshops also enabled these team members to secure an internationally acknowledged credential (APM Practitioner).

To ensure that projects benefited from the team's new skills, ILX consultants continued to provide assurance and guidance on the development of the PMO and the introduction of a revised project process with new tools for scope and budget control.

Realise

As a result of these initiatives, Aggreko's PMO was able to enhance the delivery of IT projects and to sustain the challenging growth targets set by their board (double growth in 3 years).

In 2015, the ILX team led a formal certification assessment of Aggreko. The initial assessment in 2012 indicated that capability was consistent with the lowest level in the model – level 1 – characterised as "Awareness of Process".

In 2015 the assessment – which was certified by external assessment from the APM Group – found that Aggreko had increased their capabilities to level 3 and with Financial and Governance processes that were rated individually at level 4.

WHAT HAS CHANGED?

In 2012 Aggreko could only run 5 complex projects simultaneously in 4 different countries. In 2015 the Aggreko PMO had the same head-count but it had increased its capacity to run 10 complex projects simultaneously, in 10 different countries.

Put simply, they had doubled their capacity and more than doubled the reach of their operations through developing the capability of existing teams

"ILX have been our partners at every step on the journey to developing world-class project management capability. In the three years we have worked with them, we have seen a real change in our capability and this uplift was clearly visible to our clients and their customers when our project capability was certified at Level 3 of the P3M3 model"

Roy Cursley – Director of Projects

About ILX Group

ILX Group is the world's leading provider of Project, Portfolio and Programme Management consulting and training. We exist in order to make organisations more effective in their delivery of projects.

By combining the expertise of our world-class consultants, the quality of our classroom trainers or the excellence of our award-winning e-learning, we deliver accredited tailored solutions that drive measurable business impact.

Building on the reputation for innovation that we have enjoyed for over a quarter of a century, we are at the cutting edge of thinking in the PPM space. Learners are able to utilise our e-learning on or offline using our iPhone and Android apps. And we are among the first in the industry to embrace gaming as an effective learning tool.

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