

## Case Study examples – Robert Burrus

---

### Summary

I was asked to take on a role in Jeddah (Saudi Arabia) as the Chief Operations Officer and recover a failing construction project and concurrently implement business systems for monitoring the operation. At the point of taking over the project, the construction phase was six months behind schedule, financial losses of over thirty-eight million US dollars were identified and the project had a lack of monitoring systems in place.

### Challenges

- The civils sub-contracting company had to be removed and new teams interviewed for mobilization
- The project had no base line schedule to understand key deliverables
- No risks were identified for project alignment controls
- The IT system and servers required updating
- The project didn't have professional accounting systems in place
- No gate review processes in place for pre-constriction reviews

### Solutions

- Number one priority was the implementation of a new professional IT system
- Stage two was the implementation of the management system for document flow
- I implemented risk for all stages of the project and then got all the leadership teams together for a monthly risk review workshop
- I built the new project schedule, identifying critical timelines for monitoring
- The next stage was to interview and mobilize safety, project and design engineers
- One of the final stages for my role was to implement a quality team so the KPIs could be identified and added into the board report for the chairman of the business to review

### Achieved

- Within six months of stating the role, I was able to get the schedule in line with the board's expectations.
- Within one month the business has a gate review process operational
- I had a management team that was able to identify KPIs within six months of being COO
- All operational and financial risks were identified and managed within five months
- I realigned the org structure and made significant savings for the business
- While under the construction phase, I build a temporary housing compound for the sub-contractors and created a revenue stream for the business.
- I left the business completing all agreed deliverables and achieving multiple revenue streams