

Case Study: Stage Gate Auditing of \$400M Biologics Capital Project

The Ask:

Primecore's experience has been that the introduction of high-quality comprehensive gate reviews drives discipline into the project management process. The client requested that Primecore execute Phase Gate project reviews at the end of each project phase (i.e. Concept, Basic Design, Detailed design, Construction, CQV and Turnover) for their \$400M capital project - a new biologics manufacturing facility.

The Approach:

Primecore has developed a standard process for the execution of stage gate reviews and applies these to all large capital projects.

- At kick-off, Primecore's role was clarified to the project leadership team and that Primecore would be executing a series of independent audits to verify compliance with the company's capital management practices.
- Primecore's stage gate review process took four weeks from initiation to the issuing of final report:
 - Week One: Kick off meeting to outline the process to the project leadership team. Primecore issues a request for predefined project documentation allowing one week for receipt of documentation.
 - Week Two – Primecore carries out a review of all documentation received and issues a series of queries for clarification purposes.
 - Week Three – Primecore interviewed the project leadership team.
 - Week Four – Primecore issues a draft report outlining the key findings and recommendation and then a final report.

Outcomes:

When executing large capital projects, it is important that the project is executed in accordance with project management best practices. The discipline that these processes introduce provides assurance of delivering a high-quality scope on time and on budget. With the addition of a best practice stage gate process, the project scope delivered the intended User Requirements on time and within budget.

