THE VALUE OF A CAPITAL PROGRAMME CAN BE DESTROYED DUE TO <u>operational readiness failures</u>.

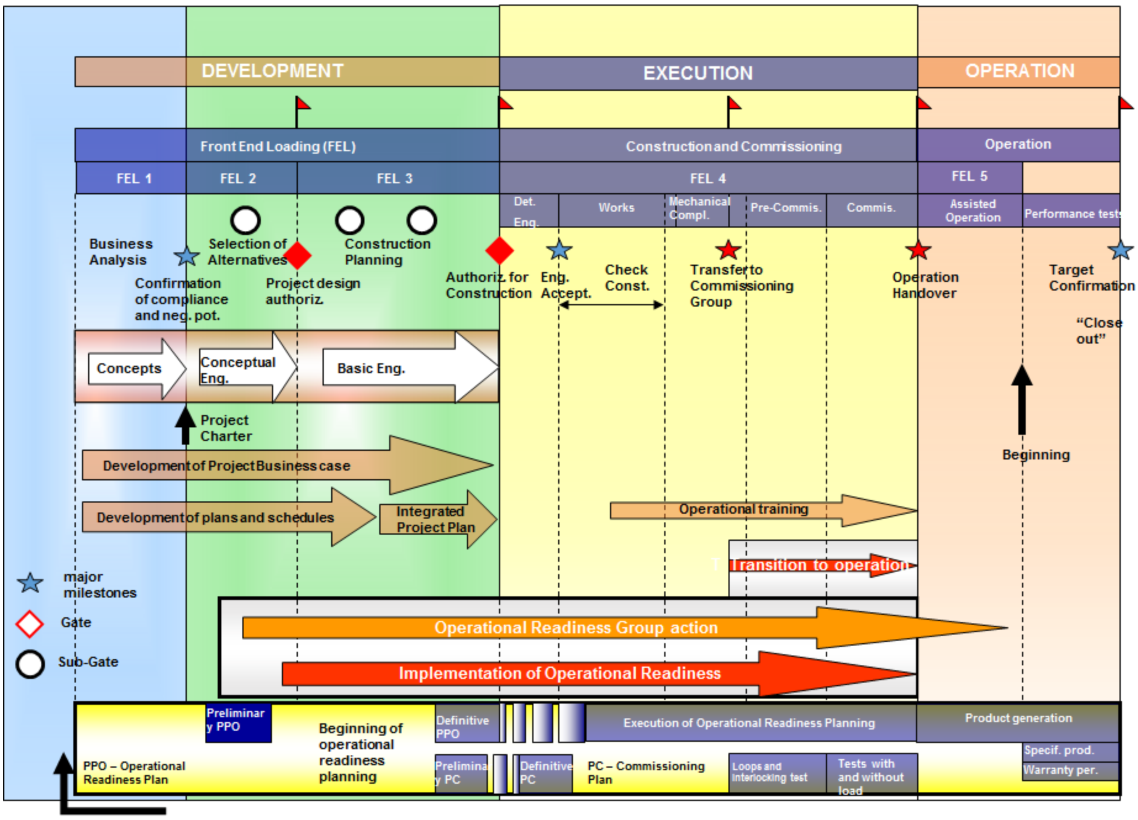
Many large-scale capital projects fail to deliver safety, capex, schedule and <u>operability</u>.

Operations management is responsible for overseeing, directing and controlling business operations. Operations evolve to support the day-to-day business, necessary to achieve strategic and tactical goals of the business.

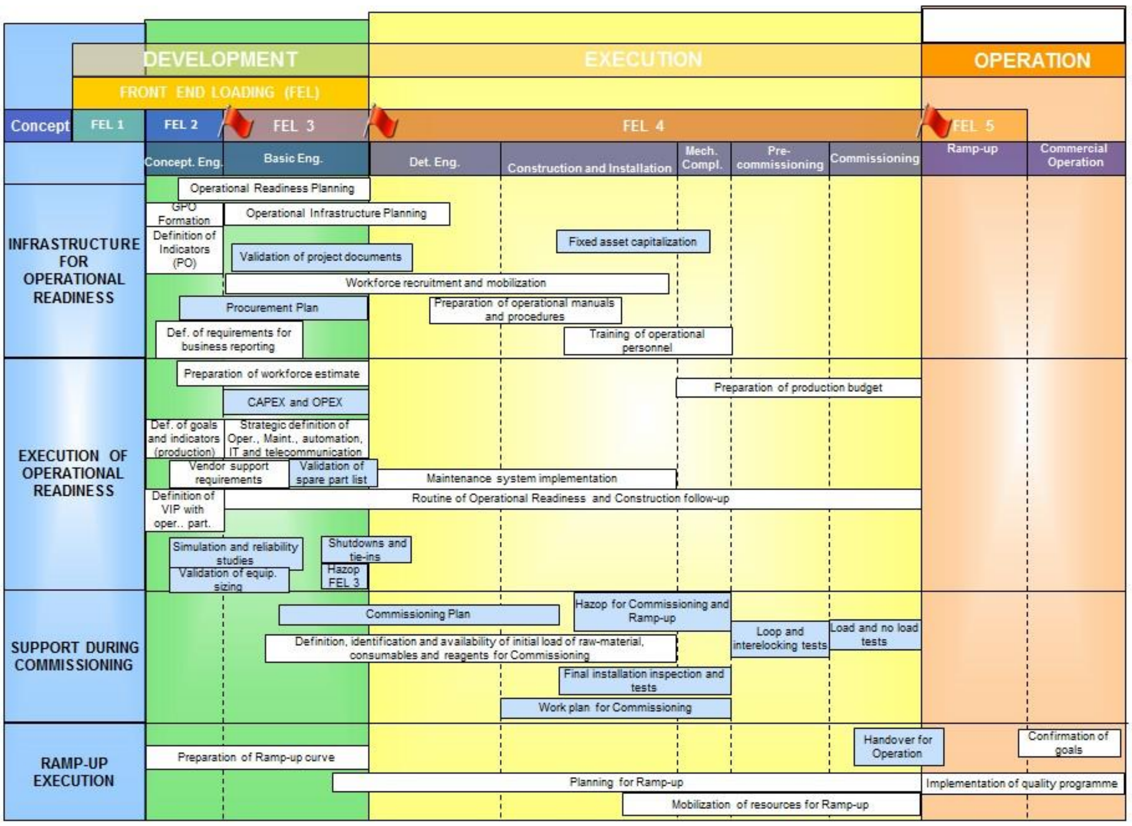
Project manager in other side, has a different skill and view, used to implement projects (results of the organization strategy and business initiatives).

A special team between both: Operation Readiness

It is increasingly recognized that a focus on Operational Readiness is a key differentiator in a programme's ability to deliver against the commitments made in its business case. Projects that embed operational readiness from the outset typically identify risks earlier, mitigate design issues, bring better ramp up & deliveries.



Following FEL methodology, Operation Readiness should start at FEL 2. Furthermore, by only considering Operational Readiness at later stages, program may have already exposed themselves to significant value destruction.



FINAL CONSIDERATION

Investing in Operational Readiness at the earliest stages of a new programme’s lifecycle preserve value. All decisions will be validated by this team, representing the business and the operational, bringing good results to the project, such as:

- Earliest start up;
- Enhanced efficiency;
- Increased quality;
- Mitigate risks;
- Improved compliance and greater productivity;
- Better design;
- Better Hand over and close out.

Projects that consider and appropriately include Operational Readiness in all phases, gain insights and avoid unnecessary issues that often arise when their input is overlooked.