Deloitte.

Ready, Set, Giga!

Navigating operational readiness in Giga Projects

Deloitte Capital Projects, Major Programmes

MAKING AN IMPACT THAT MATTERS since 1845

Contents

The world marvels at the ambition of Giga Projects.

Yet behind the awe-inspiring scale lies a critical factor often overlooked: Operational readiness.

Discover how meticulous forward-looking integrated planning and execution can transform ambitious visions into flawlessly functioning realities from day one.

“By failing to prepare, you are preparing to fail”

- Benjamin Franklin

Executive summary

Giga Projects demand a new definition of operational readiness, requiring consideration throughout a programme's lifecycle, to aptly prepare for go-live events. This article explores the unique challenges and opportunities Giga Projects present, offering Deloitte perspectives and frameworks to achieve day one readiness.

Let's ignite a conversation about navigating this complex landscape and unlock the transformative potential of Giga Projects, starting today.

In this article, the term 'Giga Project' typically refers to extraordinarily large-scale infrastructure and capital projects, often with estimated costs exceeding $10 billion, significant complexity, and transformative impacts on economies and societies.

> Flyvbjerg's[1] findings highlight the 'Iron law of megaprojects': roughly 1 in 10 projects meet its initial budget, schedule, or benefit expectations.

Giga Projects offer the potential for significant economic growth, job creation, infrastructure development, technological advancement and social progress. They can improve living standards, encourage innovation and contribute to a more sustainable future. Giga Projects may range from infrastructure and transportation projects, such as high-speed rail networks (HS2, UK), mining (Simandou, Guinea) energy and power projects (Hinkley Point C and Sizewell C, UK), luxury hotel chains and complexes (Atlantis The Palm, Dubai), environmental sustainability and climate projects (The Great Green Wall, Africa), and smart mega cities (NEOM, Saudi Arabia).

However, the success of Giga Projects hinges on, among others, effective planning, proactive risk management and early stakeholder engagement to mitigate potential negative impacts such as environmental damage, social disruption and financial risks. Transparency, accountability and a long-term approach are essential for maximising the benefits and minimising the downsides of these ambitious endeavours.

This need for proactive action is more critical now than ever. Budgets are tightening, stakeholder expectations are higher and more diversified, and the margin for error is shrinking. Strong operational readiness capabilities give stakeholders confidence in a programme's delivery, helping to secure continued investment.

The sheer scale of Giga Projects means that even minor setbacks can have significant consequences. Budget overruns and missed deadlines can strain public or private finances, impacting reputations and investor confidence. The anticipated economic benefits may be delayed or fall short, hindering projected growth. Technical issues and logistical hurdles can lead to prolonged construction periods and require costly solutions. Additionally, if not appropriately managed, social and environmental impacts can arise, leading to a sharp decrease in public acceptance and in some circumstances, project scale-backs or even cancellation.

A comprehensive operational readiness programme, implemented from a project's outset, equips teams to anticipate and mitigate potential challenges and prioritise effectively, enhancing the likelihood of on-time, within-budget delivery while maximising positive social and environmental outcomes. Research highlights the appreciable benefits of incorporating operational readiness from a project's outset. A study in the International Journal of Project Management revealed a 40 per cent reduction in project risks when operational readiness practices were embedded early on[2]. To proactively adapt to and mitigate the multitude of challenges Giga Projects face, a strong operational readiness focus needs to be adopted from the onset.

The benefits of operational readiness

- Minimising disruption: Effective readiness can prevent cost overruns of up to 25% during project transition[3]
- Ensure safety and compliance: Rigorous safety protocol from Day one can reduce incidents rates by 20-30%[4]
- Aligning people, process and technology: Aligned operational strategies increase project success rates by 50%[5]
- Increased investment value: Effective transition to operations can lead to up to a 30% increase of initial investment value from delays[6]
- Enhancing stakeholder confidence: Operational readiness can boost stakeholder satisfaction by 30%[7]

Key challenges in achieving operational readiness

Deloitte's global involvement in numerous Giga Projects has provided us with unparalleled insights into the system-wide challenges these ambitious ventures face. Drawing from our extensive experience across diverse sectors and geographies, we've identified key operational readiness challenges that consistently emerge in Giga Project lifecycles. These insights serve as a valuable resource for project leaders navigating the complexities of operational readiness on a grand scale.

Having outlined the multifaceted nature of Giga Projects, we'll now delve deeper into the specific challenges they present, exploring each in greater detail.

Giga Projects, with their inherent complexity and ambition, often prioritise design and engineering over operational readiness. It becomes an afterthought despite its crucial role in long-term success. This tendency to focus on immediate challenges, while neglecting long-term operational sustainability, necessitates early and comprehensive development of an asset operations strategy to ensure a smooth transition from project completion to sustained value generation.

Complex stakeholder landscape

Giga Projects, characterised by their scale and ambition, inherently involve a multitude of stakeholders, each with their own distinct perspectives and goals. This intricate web of government bodies, private investors, contractors, consultants, and local communities, results in complex organisational structures where siloed working practices can emerge. These practices hinder efficiency and lead to a fragmented decision-making process. Often the operator's engagement throughout the lifecycle is limited. Furthermore, the extended timeframe of these projects, spanning across multiple election cycles and leadership transitions, adds another layer of complexity. These shifts can introduce new priorities, regulations and stakeholders, necessitating adjustments to stakeholder engagement strategies. Success in this dynamic environment demands a proactive, multifaceted approach that prioritises early and continuous engagement to mitigate risks, manage expectations, foster buy-in and establish a shared understanding.

Evolving regulatory, legislation and compliance requirements

Giga Projects, particularly in regions experiencing rapid regulatory transformations like Saudi Arabia's Vision 2030, face evolving legislative landscapes. This fluidity means what starts as a clearly defined framework at the inception may evolve throughout the project's lifecycle. Shifting regulations - whether in labour laws, environmental standards or investment policies - can disrupt carefully laid plan and force costly adjustments. Unlike static projects, these large-scale ambitious ventures require a constant balancing act; staying compliant with evolving laws while keeping momentum intact. Anticipating changes and engaging with authorities to understand, influence and adapt is key, but the risk of delays and costs persists, demanding a proactive, flexible long-term strategy. Ultimately, evolving regulations add a layer of complexity to operational readiness, demanding a shift from static planning and compliance to dynamic resilience management.

Slow technology adoption

Slow technology adoption presents a formidable hurdle for Giga Projects striving to achieve operational readiness. While the vision for these projects often includes smart, innovative environments, the reality frequently involves grappling with outdated systems. This hinders efficiency, impacts decision-making, and has a ripple effect across various aspects of the project lifecycle. The ability to effectively adopt and integrate new technologies touches upon every facet of a Giga Project: from managing complex stakeholder expectations, navigating evolving regulatory landscapes, addressing climate change concerns, securing a skilled workforce and mitigating economic viability. Fully harnessing technological capabilities ultimately enable a clear and continuous understanding of project status and progress. It's also essential to recognise that operational readiness extends beyond the technology itself. The adoption of technology hinges on people being prepared from day one. This means ensuring the wider operating ecosystems are ready to embrace and utilise the new technology.

Key challenges in achieving operational readiness

Workforce expertise & talent acquisition

Securing and retaining a sufficient workforce with specialised skills over extended periods is a constant challenge for Giga Projects. Competition for global talent is fierce, and these projects, often located in less conventional or remote areas, may struggle to attract individuals who prioritise lifestyle factors over compensation. For instance, attracting top engineers to a remote Giga Project site might require significantly higher salaries to compensate for the lifestyle changes and lack of amenities compared to a bustling metropolis. Similarly, the availability of a sufficiently trained local workforce can present hurdles. Integrating local workforces into highly specialised roles, while simultaneously ensuring knowledge transfer and long-term talent retention, adds another layer of complexity.
While workforce diversity is highly desirable, it can initially pose challenges to team cohesion and collaboration. Varying cultural backgrounds and approaches to work, if not effectively addressed, can foster divisive, blame-oriented cultures that breeds conflict and undermines collaboration.

Economic factors

Giga Projects are inherently exposed to substantial financial and viability risks. Securing consistent funding is a challenge, as economic volatility and shifting political landscapes can disrupt funding stability, market demand and long-term viability, forcing projects to scale back or reprioritise, affecting scope and timeline. These shifts can also lead to changes in stakeholder priorities and economic conditions, impacting project feasibility. Cost overruns are frequent due to unforeseen technical issues, fluctuating material prices, and inaccurate estimations. The extended timeframe exacerbates risks associated with fluctuating interest rates, which can significantly impact overall debt burdens and jeopardise financial viability. Ensuring long-term economic viability is complex, as projects often rely on uncertain demand forecasts and evolving market conditions. To attract investors and navigate emerging opportunities, Giga Projects must prioritise adaptability and resilience in their financial planning and execution.

Balancing climate change and sustainability

In the face of pressing global challenges like climate change, Giga Projects face the challenge of balancing economic, social, and environmental considerations – embodying the triple bottom line principle of doing well by doing good [15]. Giga projects must navigate the complexities of aligning with UN Sustainable Development Goals, integrating environmental, social, and governance performance indicators, and transitioning from short-term gains to lasting societal benefits, all while keeping pace with evolving environmental policies. Climate change is fundamentally altering the parameters of operational readiness for Giga Projects. It's no longer just about delivering on time and within budget; it's about building resilience, adapting to uncertainty and leveraging sustainability to lead to long-term success.

While quantifying these benefits is difficult, it is essential for decision-makers to grasp the broader, long-term risks and rewards of a project. Without a comprehensive operational readiness framework that addresses these issues from the outset, Giga Projects may struggle to effectively tackle these interconnected challenges.

Getting it right

An underlying principle of Deloitte's Ready To Operate (RTO) framework is to bring operations into the room from day one. This means including the end users and operators in the design and planning stages of a programme; this way, people with lived experience will be able to input into design, improving the likelihood that the end-product and process are fit for purpose, minimising unforeseen operational issues.

Operational readiness, when embedded as a core principle from the outset, can be a powerful tool in mitigating the numerous challenges inherent to Giga Projects.

Effective stakeholder management

Early and continuous engagement with all identified stakeholders is indispensable, establishing clear channels for communication and feedback to understand their diverse viewpoints and concerns. A comprehensive stakeholder engagement plan, regularly updated to reflect the evolving stakeholder landscape, is essential for managing relationships, addressing concerns, and fostering collaboration throughout the project lifecycle. This will, among others, promote the operator's voice. Transparency and open communication are paramount, ensuring stakeholders have access to accurate and timely information about the project's progress and potential impacts. Building strong, trust-based relationships with key stakeholders through regular dialogue and collaborative problem-solving can help navigate conflicting interests and foster a sense of shared ownership. Finally, implementing a robust risk management framework that pre-empts, identifies, assesses and develops mitigation strategies for potential risks arising from the stakeholder landscape is vital.

Engage early in dialogue with all stakeholders and keep communication channels active

Successful navigation of the political & regulatory landscapes

A strong operational readiness programme incorporates all relevant regulations and permitting requirements from the outset. This ensures compliance, minimises delays and builds trust with regulatory bodies. To avoid being caught off guard by shifts in the political or regulatory landscape, operational readiness must also include horizon scanning to anticipate future changes. This pre-emptive approach to operational readiness emphasises flexibility and adaptability, equipping project teams to adjust to changing political landscapes, regulatory updates or emerging technologies with greater agility. In essence, operational readiness shifts the focus from simply completing construction to ensuring the project can function effectively, efficiently and sustainably from day one of operations. This minimises risks, enhances cost-effectiveness, strengthens stakeholder relationships and ultimately increases the probability of successful Giga Project delivery.

Proactively scan the horizon to enable optimal political and regulatory compliance

Accelerate digital and AI integration

Digitalisation and Artificial Intelligence (AI) act as unifying threads in successfully implementing ready to operate strategies. Giga projects must begin with a comprehensive digital strategy informed by a digital maturity assessment led by early technology adoption through agile implementation and change management. This ultimately enables strategic integration across all project phases.
Digital tools streamline Giga Project processes and enhance collaboration, while AI helps with predictive insights and optimises decision-making. For example, AI algorithms analyse historical data to predict delays, enabling proactive mitigation and automating tasks. AI-powered digital twins provide faster insights into scenario impacts, such as critical path delays. Collaborative, phased technology integration, supported by robust data management, encourages efficiency, competitiveness and long-term success.

Use digital and AI to supercharge your project across its lifecycle

Getting it right

Attract and retain talent

Successful Giga Project workforce planning requires a long-term strategy that balances attracting specialised international talent with developing a skilled local workforce to ensure sustainability. Competitive benefits, addressing location challenges, enables projects to attract and retain international experts. These experts play a vital role in knowledge transfer and upskilling the local workforce through tailored training programmes. This coupled with a well-defined operational readiness plan, including a structured handover process, minimises disruptions and ensures a smooth operational start for the Giga Project. This approach contributes to long-term success, cost-effectiveness, and builds a lasting skills legacy within the local community.

Proper workforce planning and comprehensive training and knowledge sharing provides a competitive advantage

Improve financial & economic viability

A comprehensive operational readiness assessment, encompassing both initial construction and long-term operating expenses, promotes realistic cost projections. This strengthens the project's business case by accounting for factors such as maintenance, staffing, and resource consumption.

This approach ensures a smoother transition from construction to operation, accelerating the ramp-up time and leading to quicker revenue generation or realisation of intended benefits. This, in turn, improves the project's financial viability by enabling a faster return on investment and enhancing profitability. Flexible budgeting and scenario planning further build resilience towards, among others, unforeseen challenges and market volatility.

Adopt a holistic cost assessment approach and design a flexible and responsive budget with adequate contingency plans

Tackling climate changes and sustainability

Mitigating global and sustainability risks in Giga Projects requires a multifaceted approach. Building resilient supply chains through diversified sourcing and strong supplier relationships helps to shield projects from disruptions caused by global events, ensuring a steady flow of resources and fostering project stability. Integrating climate change adaptation measures, such as resilient design and disaster preparedness, is crucial for long-term operational viability. Embracing resource efficiency, renewable energy and circular economy principles minimises both environmental impacts and resource dependency, contributing to sustainability and cost-effectiveness. These combined strategies promote project resilience and responsible development.

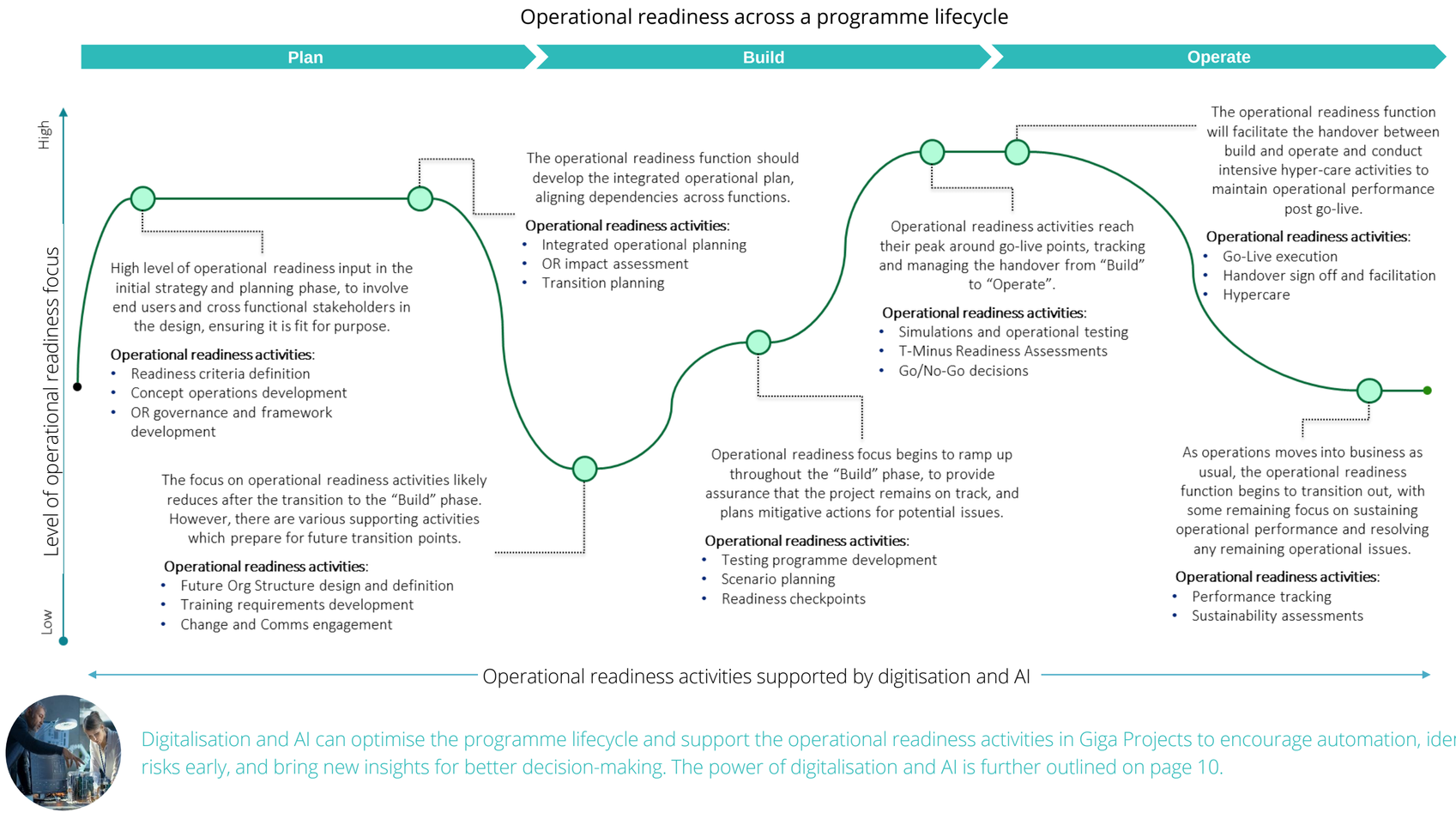
Building resilience into supply chains and embrace sustainable practices

Operational readiness across the programme lifecycle

Operational readiness is a critical success factor for Giga Projects, demanding consideration from the outset, not just a last-minute checklist. By embedding operational readiness principles from day one, projects can achieve seamless transitions, optimise performance, and unlock their full potential. Early preparation of systems, processes, and stakeholders minimises disruptions and paves the way for successful project outcomes.

Timing is everything, especially when it comes to operational readiness. While the instinct to focus on immediate construction is understandable, integrating operational readiness from the outset is crucial for unlocking a project's full potential and ensures a smooth transition into operation.

Deloitte's "Ready to Operate" framework stresses the importance of operational readiness from the outset. The figure below is an illustration of how our Ready to Operate framework introduces the operational readiness elements at the optimal time throughout the programme lifecycle.



Digitalisation and AI can optimise the programme lifecycle and support the operational readiness activities in Giga Projects to encourage automation, identify risks early, and bring new insights for better decision-making. The power of digitalisation and AI is further outlined on page 10.

Deloitte's Ready To Operate framework

Regardless of the type and size of the programme, the key challenges outlined previously remain. Through our experience, we have identified four common principles for addressing these challenges and have developed a comprehensive **Ready to Operate (RTO) framework**. The framework addresses the challenges at the optimal time during the lifecycle, ensuring projects are set up for success from the outset.

SPONSORSHIP

Executive sponsorship is essential for achieving operational readiness as it provides the authority, resources and influence necessary for a successful transition into live operations. Sponsors champion the project's vision from the top down, promoting buy-in from senior leadership and programme resources, while also clearing obstacles and driving accountability to ensure a smooth go-live. By advocating for user needs and encouraging adoption, sponsors play an imperative role in bridging the gap between a well-designed system and its successful integration into day-to-day operations.

Effective sponsorship is key to:

- Defining what readiness looks like
- Consistently pushing the agenda
- Managing and aligning incentives where necessary

CAPABILITY

Organisations must prioritise building capabilities within the teams that will ultimately be responsible for the day-to-day operations. This involves collaborating across all relevant business functions to identify capability gaps based on the future operating model and developing and delivering tailored training and support programmes to address these gaps.

This internal capability should ensure that:

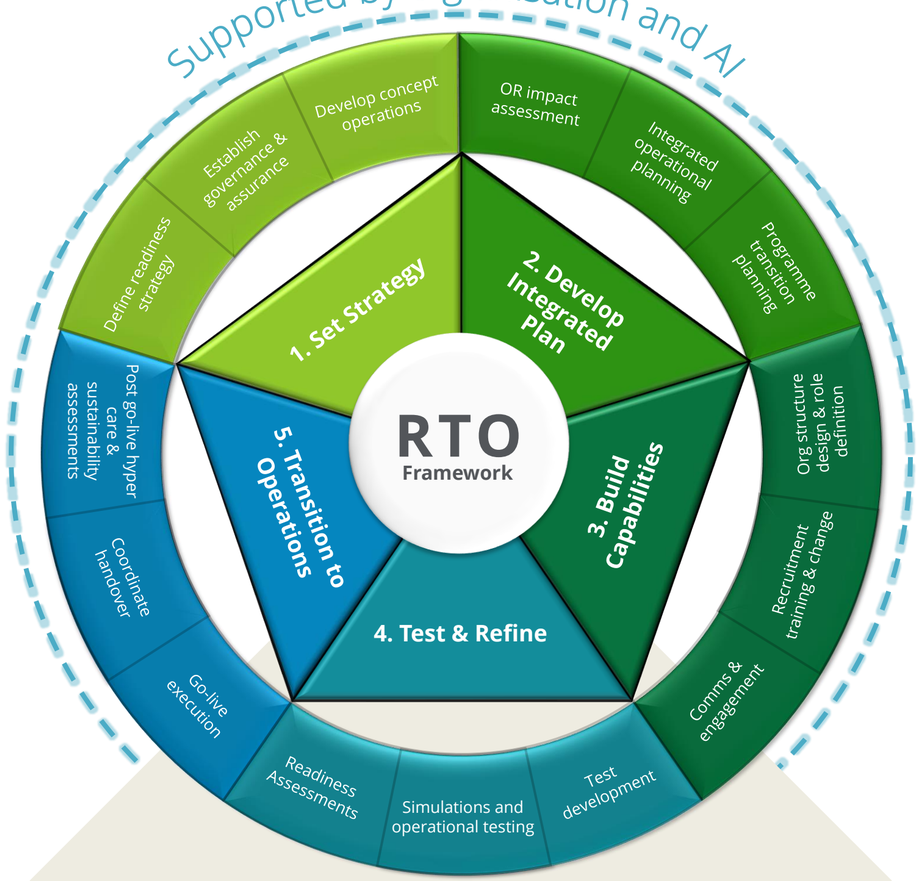
- capability-building efforts are aligned with the needs of end-users, supporting their smooth transition to new ways of working
- the development of internal capabilities aligns with the programme's overall timeline and critical milestones.

USER LED

A user led approach should be applied to the entire RTO lifecycle, from setting the initial strategy to transitioning into live operations. This means going beyond simply considering the final asset or system and actively involving users throughout. By understanding their diverse needs, the right training and communication can be proactively defined. Pairing this together with mapping their journeys can identify potential challenges, and critically, be used to test the solution with them before day one. This ensures an asset is delivered that is functionally intuitive, efficient and easy to adopt.

TIMING

Timing is key, and delays in planning can cascade into costly delays in implementation. Operational readiness cannot be an afterthought. It demands dedicated focus, resourcing and integrated planning. A robust readiness strategy must evolve throughout a programme's lifecycle and consider transition states, phased implementation and the critical interplay between all elements of the transformation.



Digitally enabled
The RTO offering uses digital technologies to plan with greater certainty and respond to changing readiness requirements. Tools like machine learning, digital twins and integrated modelling help de-risk choices and accelerated delivery.

Programme Aerodynamics®
The RTO offering is part of Deloitte's wider NextGen Delivery framework, powered by Programme Aerodynamics®. This approach enables organisations to anticipate, unify, innovate and evolve through major programme delivery.

Read more Programme Aerodynamics ®

Transformative potential of digitalisation & AI

Digitalisation & AI offer unparalleled potential in enabling operational readiness - by embracing both, we are not replacing human ingenuity but amplifying it. By embracing digital tools and AI-driven insights, organisations can streamline processes, mitigate risks, and ensure a smoother transition to full operational capacity. This shift facilitates a move from reactive problem-solving to proactive risk mitigation, and from siloed decision-making to collaborative intelligence.

Deloitte's expertise in AI and digital strategy includes fostering data literacy, upskilling workforces, and establishing robust data governance frameworks. Addressing the human dimension of digitalisation is essential to unlocking AI's full potential.

At a giga-scale mining project in west Africa, our client implemented comprehensive integrated risk and compliance management software to capture real time environmental data, considerably mitigating ESG risks and enabling data-driven decision-making from the outset.

Digitalisation and AI are distinct concepts, each requiring different levels of technological maturity and integration for successful utilisation.

Digitalisation: The essential foundation

Before AI can be applied, a robust digital foundation is required. Digitally mature organisations seamlessly integrate systems and data across their entire value chain, fostering a connected ecosystem where data flows freely. This encompasses everything from adopting cloud-based collaboration platforms and Building Information Modelling (BIM) systems to deploying sensors for real-time data capture and implementing enterprise-wide data management strategies and management software. Organisations must begin by carrying out a digital maturity assessment[8], developing a digital pathway to generate business outcomes. Doing this right fundamentally changes how a Giga Project will operate and deliver value.

AI: Unlocking the potential of digitalisation

Combining AI and digitalisation fuels powerful transformation. While digitalisation lays the foundation, AI unlocks its full potential for truly data-driven decision-making. Essentially, AI is data-driven intelligence, enabling a shift from static to dynamic and responsive models. This is critical for Giga Projects, which demand agility. Our Programme Aerodynamics® methodology[9], with its focus on continuous strategy and flexible architecture, leverages AI to enable:

Data management and rapid adaptability, leveraging comprehensive data management (including structured and unstructured sources) and machine learning, digital tools and AI-powered processes can continuously analyse information. This allows for foresight into potential disruptions, enabling agile decision-making to mitigate risks and alleviate bottlenecks.

Seamless transition from construction to operation, by establishing data-driven continuity throughout a project's lifecycle. Aggregating historical construction data and integrating it with real-time operational data for instance can unlock powerful insights to optimise performance from day one, offering a competitive advantage.

Data-driven decision-making, enhanced by machine learning, filters through the noise and distils vast amounts of information into targeted, actionable insights. Delivering these insights to the right people at the right time, and in the right format, prevents data overload and misaligned interpretations.

Creating a tailored AI and data-driven strategy coupled with change management initiatives enables Giga Projects to fully harness the potential of digitalisation. AI requires an integrated approach to deliver targeted solutions across the entire project lifecycle. Key areas where this adds considerable value include:

01. Predictive power for proactive risk management

Downtime in Giga Projects equates to significant financial and political ramifications often attached to public investment. AI can analyse the intricate network of interconnected systems and processes within Giga Projects to identify potential failure points before they escalate into costly downtime. Mitigating catastrophic errors increases safety and safeguards operational launch targets as outlined in Deloitte's AI Dossier[10].

02. Augmenting human expertise

Combining Digital Twins[11] and Edge AI[12] can optimise complex production and planning processes in real-time, directly at the edge of the network. This reduces reliance on centralised decision-making, democratises information, and empowers on-site teams to respond rapidly to evolving situations to maintain project momentum.

03. Optimising resources and sustainability

Generative AI (GenAI) can substantially enhance the sustainability of Giga Projects, particularly those located in regions with limited local manufacturing capacity and access to specialised equipment. By optimising transportation routes, predicting potential disruptions and enabling more efficient inventory management, AI minimises the need for extensive warehousing infrastructure investments. This has been shown by an industrial conglomerate[13], which unlocked $38m of inventory reduction and $13m profits on operating margin alone. Algorithmic supply chain planning reduces transportation-related emissions and contributes to a more environmentally responsible tactic to project delivery.

A strategic shift is emerging, with Deloitte's latest State of GenAI study showing that 78 per cent of business leaders reported increasing investment in GenAI[14]. In the era of Giga Projects, AI is not just an option, it is the key to unlocking transformative potential while ensuring operational readiness from day one.

User journeys in operational readiness

User journeys are a component of Deloitte's RTO framework, under the initial 'set strategy' phase, in developing concept operations.

User journeys are a beneficial tool for achieving operational readiness by ensuring a smooth and successful implementation of new processes, systems, or products. It helps identify and address potential bottlenecks and challenges from a user's perspective before they impact the actual operation.

Adopting a user-centric approach and integrating user journeys from all business functions creates a harmonious and interconnected operational landscape. This holistic outlook optimises experiences and interactions of all stakeholders, ensuring that systems are fit for purpose for everyone, fostering efficiency, collaboration and a seamless operational excellence.

Benefits of user journeys for operational readiness:

01. Identifying potential issues:

Mapping the process: User journeys visually depict the intricate relationships between departments, systems, and processes, and the people working within these ecosystems. This holistic view allows for a comprehensive understanding of the operational landscape.

Uncovering bottlenecks: By moving through the journey, potential bottlenecks such as slow handoffs between teams, redundant process steps and system integration issues (including technological) are identified, allowing for early intervention and mitigation.

Understanding pain points: User journeys highlight user frustrations and challenges, such as unclear instructions, excessive bureaucracy, lack of support or poor technological design. Addressing these improves end-user experience and a smoother transition.

02. Improving design & development:

User-centric approach: Designing with the user in mind as a general principle ensures that processes, systems, and technology are intuitive and fit for purpose for the end-user to maximise efficiency. It helps prioritise development efforts and optimise resource allocation.

Testing & validation: To ensure a smooth and successful implementation, it's essential to involve end users in the testing and validation of new process, systems, and technology before launch. A user-centric approach minimises costly rework and fosters user acceptance, paving the way for more efficient and effective rollouts.

03. Facilitating training & communication:

Targeted training material: Insights gleaned from user journeys are invaluable for developing targeted training materials that address specific user needs and challenges at each stage of a programme.

Effective communication: They act as a unifying framework, providing a common language for stakeholders across an organisation. A shared understanding of user needs and expectations fosters better communication and collaboration.

Smoother operational transition: Familiarising teams with user journeys, paves the way for smoother transitions.

04. Measuring success and driving continuous improvement:

Defining meaningful KPIs: User journeys help define key performance indicators (KPIs) aligned with user needs and desired outcomes.

Tracking performance: A data-driven strategy allows for monitoring and identification of user progress at each stage of the journey.

Continuous improvement: User journeys enable an iterative method to operational readiness, allowing for continuous improvement based on user feedback and performance data.

Conclusion and experience

In the realm of Giga Projects, where ambition meets unprecedented complexity, operational readiness is not merely a checkbox but a critical success factor. It's the bridge between visionary blueprints and a functioning reality, ensuring these massive undertakings deliver on their promise of economic growth, societal progress and technological advancement. Our Ready To Operate framework, further enhanced by digitalisation, AI and user journey insights, helps embed operational readiness from the earliest planning stages. This approach identifies priorities, enables a step change in operational effectiveness, fosters collaboration among diverse stakeholders, and maintains a focus on long-term sustainability, increasing the likelihood that Giga Projects leave a legacy of positive transformation rather than one of missed opportunities and unintended consequences. The success of these projects, ultimately, hinges on our ability to not only dream big but to operationalise those dreams effectively.

Our experience

Major UK Rail infrastructure programme

The programme faced resistance from operations due to capability gaps, unclear requirements, and bottlenecked decision-making. Deloitte partnered with the programme to diagnose these issues and bridge the gap between the programme and operational teams. This involved implementing a new operating model, supporting the transition to business-as-usual processes, and establishing a dedicated handover function to deliver capability readiness of the infrastructure manager (or operator). By empowering leadership and fostering collaboration, Deloitte helped improve operational competency, clarify requirements, and reduce pressure on delivery teams. These efforts resulted in a series of actionable recommendations and enabled the programme to confidently move into the trial running phase.

Mega-lab activation

Tasked with rapidly operationalising Europe's largest diagnostic laboratory during the peak of the COVID-19 pandemic, the UK's health services faced a complex giga project with a highly compressed timeframe. To navigate a multi-client environment and limited stakeholder coordination, Deloitte designed and deployed a multi-disciplinary project team to manage delivery and transition to the newly formed operator. We facilitated a structured operational readiness workstream, focusing on rapidly building the leadership team and supporting their transition to live operation. This enabled the accelerated delivery of the laboratory in half the traditional timeframe, establishing a flexible facility capable of evolving to meet future needs.

Middle East global sporting event readiness

Deloitte delivered an operational readiness programme in the lead up to a global sporting event to prepare functions, venues, strategic and tactical level teams, rehearsing integration, communication and coordination. The readiness programme's approach ensured key roles and functions across the event were 'ready' for day one. We achieved this by developing simulations which explored a mixture of scenarios, helping participants to understand and rehearse business as usual procedures as well as disruptive scenarios that required coordination between teams and integrated contingency actions. The simulations improved confidence levels of participants, provided a realistic insight into what day one would look like, and helped to identify key lessons and findings to be remediated ahead the event.

"Deloitte produces amazing, quality outputs. There is a theme of logic, structure and practicality that runs through everything" ,
CEO of Major UK Rail Infrastructure programme.

Get in touch

If you are interested in finding out how operational readiness could be applied to your Giga Projects, and the value it can unlock for you, get in touch to start a conversation.

What is Deloitte Capital Projects?

Capital projects and other major programmes shape society. They are the vehicles through which organisations deliver their biggest transformations and governments enact their most important policies. However, in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world, most programmes of scale fail to deliver the desired outcomes and required benefits on time and within budget.

We bring together teams of professionals with diverse expertise, skills, and perspectives to collaborate and develop innovative solutions to respond to a variety of problems that capital projects and other major programmes face and shape their success.

For more information, please visit our website.

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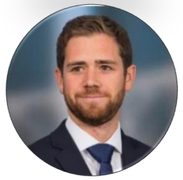

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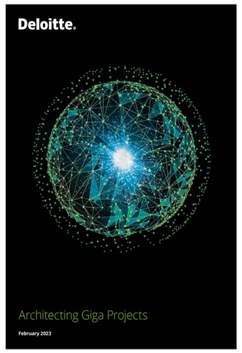
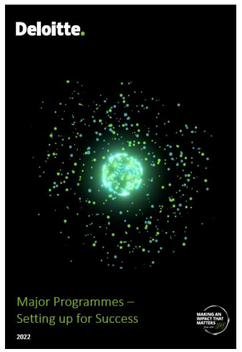
Explore our in-depth insights on capital projects via the links below



Architecting Giga Projects
Deloitte's point of view examines the key factors driving giga project success, offering insights and guiding frameworks to achieve optimal outcomes.



Setting up for Success
Deloitte's point of view on how Major Programmes should be set up and transition their organisations over time in line with programme requirements.

Digital Capital Projects
Deloitte highlights six key factors and the crucial role of an orchestrator for successful digital transformation in capital projects.

Delivering Sustainable Capital Projects
Deloitte's Path to Net Zero team set out their vision for a sustainable project that embraces ESG principles to pursue goals for reduced GHG emissions and consumption of finite resources.

Project Controls Transformation
No-one likes surprises; the unexpected is unacceptable. This is why project controls are more important than ever to ensure confidence in delivery.

Remaining resilient through change
Building readiness for transformation through confidence in 'plan B'.

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