



CAPABILITY & CASE STUDIES

INTEGRATED CAPABILITIES

About PCI

PCI is acknowledged in Australia and overseas as a leading advisor, facilitator & coach for the establishment & delivery of alliances & other forms of collaborative contracts for complex projects & programs. We integrate rigorous commercial models & business processes with transformational human development to drive peak performance.

Clients



“PCI were integral to achieving our goal as they provided the framework and experience necessary to run a professional procurement process to a tight deadline.”

Rail Operator – Evaluation Panel Lead

Services

Owner contract establishment

Helping owners to make fully informed choices based on deep understanding of commercial & cultural issues common to complex projects & service arrangements.

Proponent coaching & bid development

Assisting proponent teams to secure selection on major alliances & other forms of relationship contracts.

Complex contract coaching

Coach and trusted advisor on some of Australia largest and most complex projects coaching project teams to achieve high performance.

Business optimisation & risk management

Offering decision support optimisation methodologies that give clients visibility of the consequences of decisions, & confidence in their capex/opex choices.

Organisational change & development

Helping our clients generate organisational change through genuine engagement, collaboration, inspiration & creativity.

Human Factors Safety

Integrating the ‘hard’ aspects of systems design with the ‘soft’ aspects of managing human elements within the system to enhance productivity and safety.



CASE STUDY

Main Roads WA Integrated Services Agreements

PCI coached joint venture partners through a long running bid process

Context

When Main Roads WA retendered maintenance for their road network, PCI successfully facilitated joint venture partners Downer EDI Works and UK-based Mouchel through three successive bids.

DownerMouchel approached PCI as the best choice for coaching their team during an extensive tendering process. The team needed to sustain energy and momentum, working through the three bids with clarity and purpose

Scope

- PCI worked with DownerMouchel to help them prepare bid offerings and to equip the team with the kinds of skills, behaviours and mindsets that make great alliance partners.
- After educating the team about alliance principles, we helped them to prepare their value offering and to evolve into a high performing team, committed to success.

Outcomes

DownerMouchel won all three bids with high value offerings supported by strong, authentic, focused and energised teams, who were committed to achieving the ISA objectives in a collaborative framework.

PCI's work in the proponent coaching stage helped the team operate better in the eventual alliance; they were able to mobilise and engage quickly, addressing issues with confidence.

Testimonial

"Downer and DownerMouchel are delighted with the contribution which PCI made to our successful bidding of road maintenance alliances, and to the development of our people's skills and teamwork. Our 100% success rate where we work with PCI is testimony to their knowledge and proven processes, and the passion that the PCI professionals display in what they do. Our people learned a lot about themselves and what they could achieve, and had a lot of fun along the way."

Malcolm Frost, GM Strategy and
Business Development
Downer Australia

About PCI

PCI is widely acknowledged in Australia and overseas as a leading advisor and facilitator for complex contracts.

We combine strong commercial processes with transformational human development to maximise performance.



CASE STUDY

LEND LEASE

FUTURE LEADERSHIP PROGRAM

PCI designed and delivered long running program to grow next generation leaders

Context

The Future Leadership Team Program commenced in Victoria in 2008, initially under Baulderstone and then later, integrated into the Lend Lease business. The purpose of this program was to provide a professional development pathway for high potential individuals to grow into future senior leaders of the organisation.

PCI was asked to design a program that would be more 'practical' than most traditional classroom-based leadership programs. The program also had to be Baulderstone-specific in that it needed to develop leaders who embraced the vision, ethos, and values of the organisation.

Scope

- PCI designed a rotational leadership program based on an Action Learning model whereby participants undertook a research project each year on an issue or challenge considered to be business critical.
- Through this research project, PCI facilitated learning sessions that helped participants learn, develop and practice critical leadership attributes, skills and behaviours that would prepare them for senior leadership roles.

Testimonial

"We are delighted with the range of expertise that Holly brings to the structure and on-going development of our Future Leadership Team. The team is of fundamental importance to our business growth and it has made, and indeed, continues to make, a significant and telling contribution in a number of business critical areas. As a business leader, to witness the increasing confidence and development of the team members under the guidance of Holly is simply inspiring. Holly's ongoing enthusiasm and commitment is greatly appreciated.

Paul Lawson, GM Building
Baulderstone then Lend Lease

Outcomes

The program was adopted by Lend Lease and continued to be delivered for 12 years, enabling Lend Lease to foster not only the growth of their future leaders but also to retaining these high potential individual for the longer-term.

Senior managers of the organisation praised the quality and value of the research to the organisation and the notable personal and professional growth of their future leaders.



P3 Accord Review - Creating a high performance framework

PCI identified key cultural and commercial levers to unlock high performance

Context

The P3 Accord is a fully formed program alliance that was experiencing cultural and commercial challenges. After 5 years, relationships were strained and behaviours within all participant organisations were not aligned or conducive to high performance.

PCI was engaged to conduct an Alliance Health Check for the Accord and make recommendations to improve the Master Agreement and develop a change plan to address key cultural issues.

Scope

- PCI reviewed the Master Agreement to identify commercial 'rub points' that was inhibiting the Accord's performance and assisted in revising some of these rub points, including simplifying the complex risk regime that was in place.
- Implemented our High Performance Team program with all Integrated Project Teams and an Alliance 101 training program for all employees to embed the right culture and alliance behaviours.

Outcomes

Our work resulted in a 35% uplift in the Accord's overall performance within the first 12 months and the Accord has become one of the best performing contracts within Department of Defence.

PCI continues to provide ad-hoc support, advice, coaching and training to the Accord.

Testimonial

"PCI's experience was invaluable. PCI worked closely with the Alliance Board and Steering Group and facilitated a robust approach to identify issues that were holding the P3 Accord back from reaching its performance objectives. PCI facilitated a robust plan for recovery.

There is no doubt that the involvement of Holly and PCI was crucial to our success. Performance of the P3 Accord was recovered to a level that the Accord Board and participants were not only comfortable with but openly praised."

Greg Young, Director, P3-Accord

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CASE STUDY

Utilities Industry Collaborative O&M Contracts

PCI designed long-term maintenance and capex contracts to drive business efficiency

Context

United Energy and Multinet Gas is a privately-owned business which owns and operates pipes and wires distributing electricity and gas to over 1M customers. Most asset-related spend is performed via contracts so these contracts are mission-critical.

UE and MG approached PCI to help improve its key long-running asset contracts. PCI quickly realised that an entirely new business model and contract framework was required.

Scope and Outcomes

- PCI worked UE and MG to design the new contract model from scratch, based on an open-book cost-reimbursable framework which links contractor profit to achievement of overall client objectives (safety, asset performance, customer satisfaction).
- Over a three year period PCI helped implement four new 5+year contracts each worth \$50-100M p.a. to enable both stable supplier relationships and continuous competition.
- Outcomes included a dramatic improvement in client control of cashflow and business risks, a complete turnaround in client satisfaction, and significant improvements in value-for-money.



Testimonial

“PCI helped us re-shape our business significantly by introducing open-book incentivised contracts that align our contractors’ key objectives, whilst retaining the benefits of competitive pressure. Most of our day-to-day activity involves third party contracts, and getting these right with a strong client-side capability has helped United Energy become one of the most efficient utilities in Australia.

The PCI team brings a rare combination of strategic design skills and ability to implement in detail.”

Hugh Gleeson

CEO, United Energy and Multinet Gas

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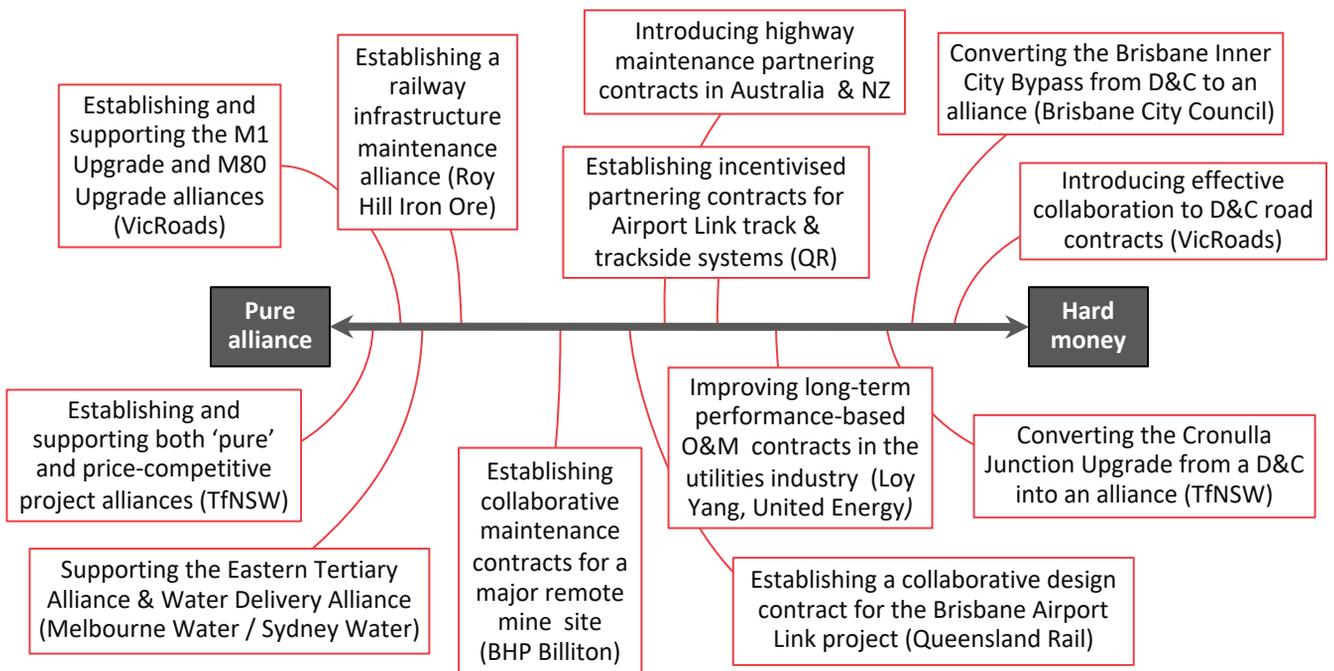
CAPABILITY

All forms of infrastructure, all types of contract

PCI helps establish or improve many types of complex contract

Improving outcomes from mission-critical contracts:

PCI helps owners, proponents, and multi-party teams to establish the commercial and psychological conditions that enable them to deliver excellent outcomes from high-risk contracts. Our work spans the full spectrum of contract styles from alliances to fixed price frameworks, for example:



Clients include:

