



Finnish Transport
Infrastructure Agency

Testimonial letter

23.6.2020

To whom it may concern,

Assistance provided by PCI in establishing alliance contracting in Finland

In 2010 we engaged Jim Ross from PCI to help build understanding of Alliancing in Finland, and then to assist the Finnish Transport Infrastructure Agency (FTIA) establish their first alliance.

Since that time Integrated Project Delivery (IPD) has been used in close to 100 projects (large infrastructure projects, hospitals, terminals, multifunctional schools) in Finland. Most of them have been pure Project Alliances.

Before the FTIA undertook their two first pilot projects for alliancing, Jim Ross held several workshops for owners and service providers. The two first pilot projects were very successful:

- The first one, the Lielahiti-Kokemaki rail upgrade project, won the 2012 Worksite of the year competition in Finland;
- The second one, Tampere Tunnel project, won IPMA Global Project Excellence award 2018.

In both projects Jim Ross and PCI consulted and coached the owner's team for establishing the pure Alliance and also gave the structure and content to all documents used during the procurement phase. PCI provided us with excellent guidance and understandings, which have had tremendous impact on the Finnish construction industry. PCI partnered with Vison Finland to help develop local expertise in alliance coaching, as a critical part of the process to upskill local industry and create a lasting legacy.

Yours sincerely,

Pekka Petajaniemi
Division Director
Finnish Transport Infrastructure Agency

Lauri Merikallio
Chairman of the Board
Vison Finland

23 June 2020

TO WHOM IT MAY CONCERN

REFERENCE FOR PCI GROUP, HOLLY DINH AND JIM DINGWALL

I engaged PCI Group and specifically Holly Dinh and Jim Dingwall, in my role as Project Development Manager to provide specialist alliance contracting advice and services for the Cleanteq Sunrise project Definitive Feasibility Study.

The Sunrise project comprised a nickel/cobalt sulphate mine and processing plant expressly to supply the electric vehicle battery market. The project was in central NSW and had an estimated cost circa A\$2b.

The project represented high process and delivery risk to the Cleanteq and therefore required a different delivery method than the 'default' models, i.e. EPCM, EPC, etc, traditionally used across the resources industry in Australia. To the best of my knowledge the Sunrise project was the first major resource project in Australia to undertake a true alliance delivery model.

Given the paradigm shift required within the Cleanteq project team and various engineering and construction contractors, the challenge presented to PCI was significant.

PCI designed and managed a bespoke RFP process over 8 months which led to the signing of the Alliance Development Agreement (ADA) between the preferred consortia (engineer and constructor) and Cleanteq. This included significant training and coaching of the Cleanteq project team and contractors that comprised the various consortia that submitted a formal tender.

Individually, Holly brought strong organisational development and change management knowledge and Jim brought strong complex contracting and commercial knowledge within alliancing contracting. Collectively however, their skills and styles complimented each other and there is no doubt were instrumental in not only achieving the ADA but challenged, and educated, the project team to think outside the box with respect to how risk and reward.

PCI are, in my opinion, the pre-eminent provider of alliance contracts knowledge in Australia.

Yours sincerely,



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Australian Government
Department of Defence

H6716075
WAMA OUT/2016/185

Dr Holly Dinh
PCI Group Pty Ltd
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Dear Holly,

WARSHIP ASSET MANAGEMENT AGREEMENT LETTER OF APPRECIATION

1. On behalf Warship Asset Management Agreement Governance and Leadership Board (GLB) and the management and staff of the ANZAC SPO and WAMA, I would like to personally thank you for the essential assistance you provided in establishing our new commercial arrangements.
2. After 12 months of your professional facilitation the four participants – BAE Systems Australia Defence Pty Limited, Saab Australia Pty Ltd, Naval Ship Management (Australia) Pty Ltd and the Commonwealth of Australia executed an Alliance contract on 29 April 16 and the First Program Agreement on 30 Jun 16. This was a truly momentous achievement on so many levels - the first full scope asset sustainment Alliance in the maritime domain and the first contract where the Commonwealth's "decider" functions have been outsourced to industry are amongst a few.
3. Your contribution to this outcome was fundamental to our collective success. The skills you imparted in the Board have already made us more effective in challenging our commercial biases. The understanding you created in the PCI Alliance relationship model has helped unlock collaboration potential in our enterprise. But most importantly, the focus you placed on Trust has given us the foundation for developing our collaboration further.
4. I have no doubt that we are at the beginning on a very long journey and thanks to you we have the fundamentals in place to make the journey a fruitful one for all four Alliance participants. I'm encouraged by the early culture change in the enterprise and our Navy customer's receptiveness to our changed arrangement. Furthermore, I'm pleased to say there are already positive outcomes being realised for our new Alliance.
5. The time and effort you have put into organising and facilitating the GLB offsite meeting at Mt Lofty, the GLB/Leadership and Management Team workshop, the Adjustment Event workshops, and the Alliancing 101 workshop was invaluable in preparing us for our Alliance journey. Most noteworthy for me in these activities was your ability to carefully navigate the functions of expert facilitator and participant. Despite the often challenging and thankless nature of your tasks you persisted and for that we are all grateful.
6. On a personal note, the wisdom you shared with me on all matters related to Alliances, human habit and Board Chairmanship has been of immense benefit. Wrangling a large Board was a challenge at the start, but one I feel I can manage now thanks to your

support and the tools you provided. I'm sure my fellow Board members take a wry smile every time I call for a moment of reflection or ask them to "bring their focus into the room".

7. Finally, I'm sure there will be future challenges to our enterprise and its principles, but I trust that the essence of what you helped create will remain with us for a long time. Should we need some mid-course guidance, you will be our first point of call. Thank you once again and good luck until our paths cross once more.



STEVE TIFFEN
COMMODORE, RAN
Director General
Major Surface Ships Branch
Maritime Systems Division

ANZAC Systems Program Office
PO Box 292, Rockingham WA 6168

20 October 2016



**AUSTRALIAN
AEROSPACE**
EUROCOPTER, AN EADS COMPANY

07 March 2014

TO WHOM IT MAY CONCERN

REFERENCE FOR PCI GROUP AND HOLLY DINH

We engaged Holly Dinh/PCI to initially conduct an Alliance Health check for the P-3 Accord in 2010.

The P-3 Accord Agreement is a formal alliance relationship that was established in late 2005, and after five years, performance was poor, relationships strained and behaviours within all participant organisations were not aligned or focused at delivering high performance outcomes.

PCI's, and more specifically Holly Dinh'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 P-3 Accord back from reaching its performance objectives. PCI conducted a personnel survey and analysis and results were very revealing and facilitated plans for recovery.

Performance recovery was addressed on several levels including an updated commercial model, risk management reviews, and personnel Alliance training and awareness. PCI conducted a number of very productive workshops that enabled the P-3 Accord to move smoothly through this period of change. The majority of this work was facilitated by Holly Dinh.

There is no doubt that the involvement of Holly and PCI was crucial to our success. Performance of the P-3 Accord was recovered to a level that the Accord Board and participants were not only comfortable with, but openly praised.

Please contact me if you would like to discuss this reference further.

Yours sincerely,

Greg Young
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