

RAMBOLL Break a Tough Barrier to Achieve >10% Margin gain

Ramboll, like most well-run construction companies, are locked into improving project performance.

They initiated a “Project Excellence” programme to improve the way they operated 100’s of major projects with a portfolio value of around £700m. Clever thinking and embracing innovation in project controls has been transformative, not just financially but also in terms of customer and employee satisfaction.

Results



Sustainable savings of over **£4m pa** with a path to double this to over £8m



Elapsed time to build the monthly **Board report pack** reduced from **10 days to 1 day**



Effort to maintain data quality and **build reports reduced by 97%**



From requirements analysis to globally live in **35 countries** with full engagement in **<4 months**



Began with **100 projects**, on route to >2,000



Gains unlocked **without expensive & risky disruption**. Cross-functional governance moved to real-time



100% stakeholder adoption from PMs and FDs to the CEO and the Board. Ramboll commented: **“deployment was so smooth it was barely noticed”**

How this was Achieved

The primary objectives were to reduce costs while improving performance, increasing customer satisfaction and providing an environment to attract the best talent.

Ramboll were clear that optimising project success ‘at scale’ required strong and responsive cohesion between management layers and across business functions. Their reasoning being:

- Prompt intervention would correct issues **before** becoming costly and reputationally damaging
- More opportunities captured in terms of additional sales and ongoing operational improvements
- Increase certainty, reduce anxiety
- Greater certainty significantly improves customer and stakeholder satisfaction

In early 2018 one hurdle remained... the flow of accurate data critical to effective controls

The data needed was scattered among several IT systems and in many spreadsheets that were not amenable to replacement. Blue-chip IT suppliers had tried but failed. In Ramboll there was a feeling that they’d reached an insurmountable barrier.

Ramboll, were **adamant about avoiding a disruptive, risky and costly enterprise IT deployment**.

The value in their spreadsheets had to be preserved. These had been successfully crafted to precisely meet needs. Many contained data that simply did not exist in any other IT system, such as KPIs relating to Change, Quality, EVM and HS&E. However, they needed to overcome the lack of scalability, delayed reporting, manual data manipulation and the error correction associated with spreadsheets.

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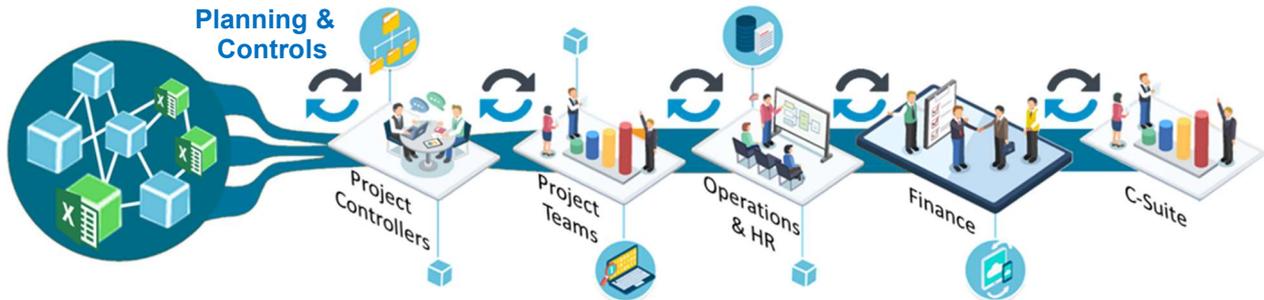
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Controls Innovation

The leap forward embraced by Ramboll was the ability to quickly integrate data from existing IT systems and **directly integrate** their Excel™ spreadsheets. They'd be connected together "real-time" via a cloud database. A secure, single source of shared truth that'd connect all functions and management levels. Non-disruptive, low cost and simple. Unlike all other software vendors, the technology would be shaped to suit Ramboll and **not** the other way around. Their innovation and ways of working, preserved and enhanced. Everything would be delivered as a business solution. No IT skills needed.

Less than four months later, Ramboll's major projects team, their CEO and the Group Board are all delighted with the results. A **sustainable >10% margin improvement**. Customer rating scores increased. Live in 35 countries with a deployment they described as **'so smooth it was barely noticed'**.

Ramboll's Cross Functional Planning & Controls



The Experts View

David Glazier, Ramboll Group A/S, Senior Group Director of Operations



“GLC's unique approach to connecting people in multi-project environments captured my attention. I wanted to avoid the inherent risks of adopting yet another software application. GLC have delivered impressive results. Real-time status and forecasting are enabling stakeholders to make faster, better decisions.

Effective portfolio governance is contributing to continued improvements of our bottom line and providing an effective early warning system that allows effective decision making and timely mitigation of issues. I'm delighted this is a trend we can now continue.”

Grant Sonne-Clifford, Ramboll Group A/S, Global Project Excellence Lead



“Any organisation that lacks a solution to flow data between stakeholders at all levels has not reached peak performance. We know this is very difficult to achieve so I was intrigued by GLC's approach of tailoring their flexible technology platform to fit our unique needs. The results have been impressive.

A very good ROI for Ramboll but more importantly we are now 'unblocked' from expanding our Project Excellence performance reporting programme. The future holds far greater and wider value creation for Ramboll and our clients.”

Extending this Innovation

Spreadsheets remain central to operations and finance in over 60% of organisations. Lloyds Banking Group and IKEA have taken the same approach to Ramboll, yielding similar benefits in just a few weeks.

Starting with one challenge and progressively adding use-cases is surprisingly quick and easy, rapidly creating more and more value while retaining flexibility to change direction when needed.

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