

Saudi Binladin Group

PSBN Majlis Project

The Saudi Binladin Group's roots go back to 1931, when Mohammed Binladin started a construction company in the new Kingdom of Saudi Arabia. In 1950 the company was awarded the first extension to the Prophet's Mosque in Madina, followed by a contract to extend the Grand Mosque in Makkah. Work on this huge enterprise started in 1955 and continues to the present day. As the developing Kingdom expanded its infrastructure, Mohammed Binladin played an integral part by building a network of new highways throughout the country. Headquartered in Jeddah, the group now employs over 140,000 people and is one of the largest in the Middle East.

"Renoir worked with my construction team to develop and implement the framework for a management control system along with supervisory skills training and coaching. This included elements to improve and formalise the planning of activities, the execution of the daily plan and the controlling and reporting of variances. Renoir has more than met our expectations in demonstrated behavioural changes across the entire site in a matter of weeks."

Obeida Al Sadat
Operations Director

Saudi Binladin Group,
Rush Projects Division

Key Results

Block work productivity
increased by 80%

Plastering productivity
increased by 30%

Rush Projects Division

With 11,000 employees, the Rush Projects Division was initially established to undertake private projects for high-profile clients. As the division grew, it now develops and builds small to medium size projects for a variety of private and public clients.

ANALYSIS

The key objective of the Analysis phase was to determine the operational performance gaps at the project site. These included:

- No daily planning in measurable terms focusing on required production, leading to low accountability
- No formal mechanism for monitoring subcontractor's commitments and production
- No formal method to assess required manpower based on production rates and deadlines
- No mechanism to monitor and expedite supplier deliveries
- No formal mechanism for coordinating planned work between trades
- No tracking of reasons for lost time to enable corrective action
- No coordination between planning and construction resulting in lack of commitment to plans
- Poor shift management practices: late arrivals, early breaks, late returns, early leaves

The Analysis revealed that inefficiencies could be significantly reduced through:

- Increased compliance to shift schedule
- Improved active supervision and short interval control
- Defined and well communicated productivity targets by activity level, and more effective variance control and corrective actions
- Improved short-interval operational planning, controlling and reporting system

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PROJECT APPROACH

The programme was a rapid 9-week intervention designed to deliver improved supervisory skills, enhanced coordination between planning and construction, and more effective site management practices. Renoir focused its attention on the key potential areas for operational improvement; specifically, the productivity and schedule attainment. Due to the rapid nature of this intervention, the team focused their efforts on implementation of the key elements of the management control system that would drive productivity through clear, accurate and achievable daily plans. This was then controlled on site through daily performance reviews, short interval controls, and corrective action mechanisms. The reporting created a corrective action culture at the daily and weekly. Through the project governance structure; and in a very short time; Renoir was able to change long-entrenched behaviours that had been developed over the years. As a result, behavioural improvements were realized, specifically in areas such as shift management, communication and coordination, planning and controlling, and target-setting, and most importantly the creation of a corrective action environment based on management by numbers.

RESULTS

Daily planning, shift monitoring, results tracking and targeted corrective actions results in immediate improvement in team productivities. Planning and Construction groups became a much more cohesive team with daily communication and reviews. Additionally, more effective subcontractor management practices have resulted in higher levels of accountability and fact-based problem solving methods leading to a more efficiently run site. Within the duration of this rapid intervention, Block Work productivity increased by 80% and Plastering productivity increased by 30%.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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