

# Executive Summary: Progressive Handover

Unlocking the value of a best practice approach to information management

**A brand new survey of leading Owner Operators and industry experts reveals the reality of asset handovers today.**

This Executive Summary draws together the essential findings and recommendations from the research. It's a must-read for every Owner Operator (OO) who wants to streamline the handover process in order to reduce time to value and maximise profits.

## Why are handovers mission-critical?

Every plant infrastructure project is unique and complex. But common to every project is the sheer volume of engineering information EPCs generate during the asset construction phase. This information is essential for capital project and operations teams – as it's critical in preparing the asset for startup and operational readiness.

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Whilst the report identifies that many projects have suffered delays and additional costs due to information handover issues, it also identifies a widespread recognition of these problems and a desire for change and support for a more progressive, planned approach.

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## The asset information journey

As part of their contract, the EPC must provide this detailed information to the owner, who will then repurpose much of it for input into their own maintenance management, enterprise asset management, risk assessment and compliance systems.

But the way many owners currently approach the handover process – with the emphasis on bulk transfer of information at the end of the project – exposes them to unnecessary risks, costs and delays. As a result, considerable additional time is often required to translate asset information into a useable structure and format so that owners can plan for startup and operation.

## Key findings from the research:

- Poor handover processes consistently generate unexpected costs and delays.
- Upfront planning is often overlooked or lacking detail.
- OOs rely on document sharing rather than information sharing.
- Handover is seen as a late stage activity.

## What's the cause of these issues?

### How severe are they?

### And what steps can owners take to address them?

[Discover the key research findings overleaf ›](#)

## Today's top challenges for Owner Operators: the research findings

### 1. Poor handover processes generate unexpected costs and delays

- 98% of respondents had experienced unexpected costs and delays to operational readiness in recent projects due to not having the right information at the right time.
- The direct cost of addressing these issues was up to \$1 million.
- Delays in startup and operations ran into weeks and months – representing opportunity costs of millions of dollars per day.

### 2. Upfront planning is often overlooked or lacking detail

- Nearly 20% of respondents said they had not properly planned for handover upfront.
- 50% said they had planned ahead but the information they received still fell short.
- A need for more communication and better planning upfront was widely recognized by respondents and expert interviewees.

### 3. Reliance on document sharing rather than information sharing

- Most projects used document stores to transfer information, rather than tools designed for the specific types of engineering information being handed over.
- 82% would like to move towards a more progressive, planned approach on their next project.
- OOs want handovers that have a greater focus on defining data standards, increased information sharing between owners and EPCs throughout the project, and use of more sophisticated technologies.

### 4. Handover is seen as a late stage activity

- Around half of owners said they made no plans for handover, or made plans but gave very little thought to them until the last minute.
- There is strong desire to improve: 82% said they wanted to move towards a more progressive, planned approach for their next project.

## Act now to drive improvements

To resolve these issues, the report argues that OOs and EPCs need to make detailed information handover plans well in advance of starting the project:

- Consult all relevant parties who will use the EPC-generated information and set out required information standards, or follow CFIHOS.
- Stipulate these standards in the initial contract, alongside timetables for information delivery, backed by appropriate technology and financial incentives for getting it right.
- Make sure handover of information takes place throughout the construction process, effectively ending handover as a single event.

### Helping OOs beat their handover challenges: an AVEVA case study

#### The OO's challenge

The OO wanted to reduce excessive time requirements for processing incoming handover information from multiple EPCs during the development of a \$10 billion greenfield project.

#### Solution

Early in the project, the OO began specifying the structure and format in which it wanted all engineering data to be handed over. It made sure that certain information would be handed over at various points throughout the project. Following receipt of information, AVEVA NET technology was used to mine many thousands of documents and automatically extract the necessary information to spreadsheets, which could be handed to teams who would populate the company's own management and maintenance systems.

#### Result and achievements

- Reduced the time required to process handover information by a factor of five.
- Saved hundreds of thousands of man hours, and corresponding costs.
- Helped to better plan for maintenance cycles.
- The project has even been nominated for an internal award.

**Take a deeper dive:** [download the full report »](#)

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