

concept

DECISION MAKERS, DOERS AND ADVISORS
– JOINING FORCES TO ENHANCE UTILITY OF INVESTMENTS

Concept Symposium 2010
Oscarsborg, Norway
16 – 17 September 2010

Symposium web-site: <http://www.conceptsymposium.no/>
Concept Research Programme: <http://www.concept.ntnu.no/english/>



Rebuilding Holmenkollen National Arena

- High ambitions and a Runaway Process

Concept Symposium 2010

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BETTER PROJECTS – THE KNOWLEDGE TO GET YOU THERE

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- This presentation will include a brief introduction of the Holmenkollen arena, the World Ski Championship event and the findings from the project review.
 - In conclusion, some lessons will be drawn in relation to up-front quality assurance and the importance of a well functioning governance process.



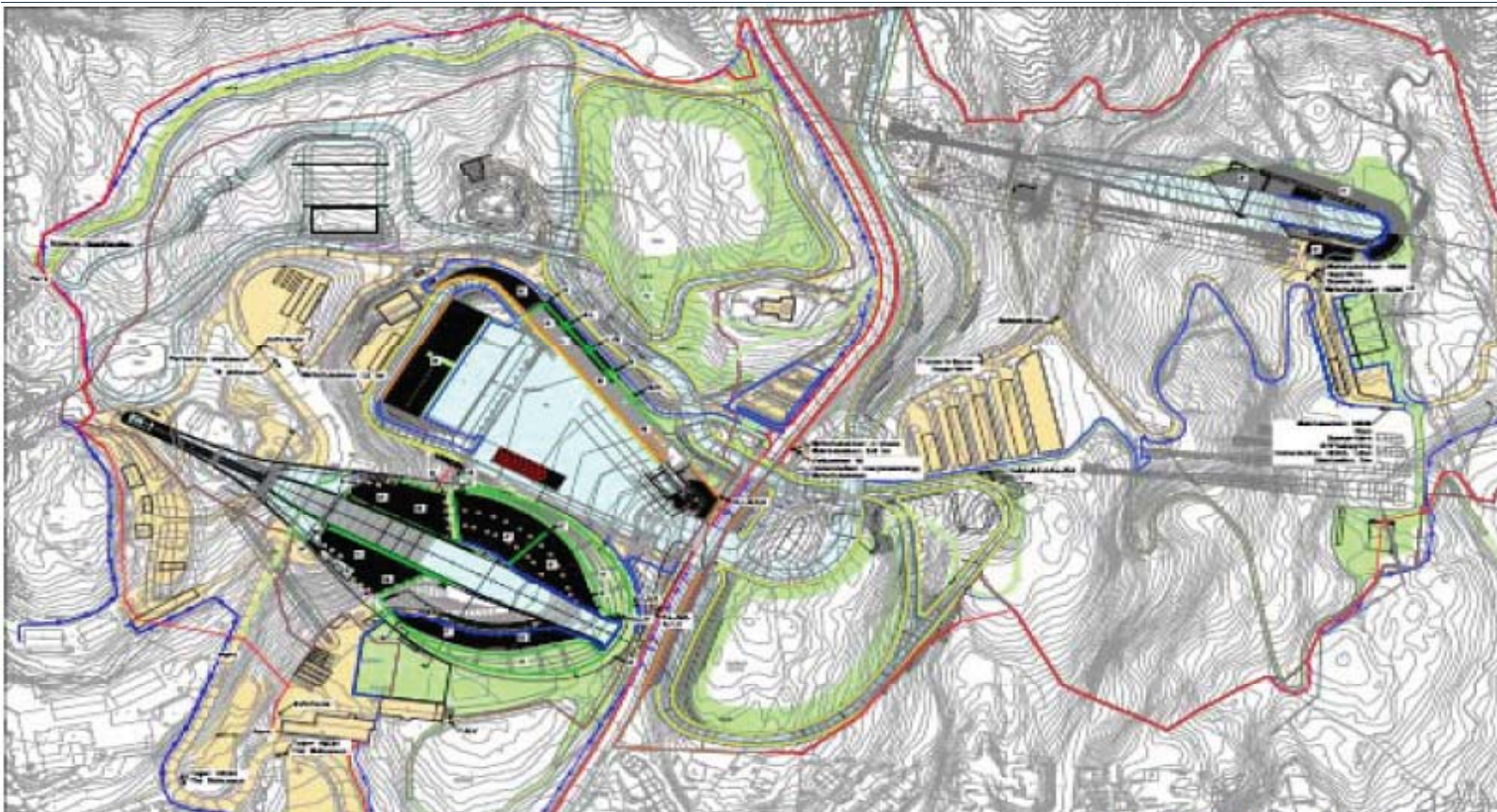
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- In May 2005 Oslo was awarded the FIS Nordic World Ski Championships 2011
 - The competition will take place in Oslo from February 23rd to March 6th and will include 21 Cross-Country, Ski Jumping and Nordic Combined competitions.
 - The Championships will also consist of a variety of cultural events.



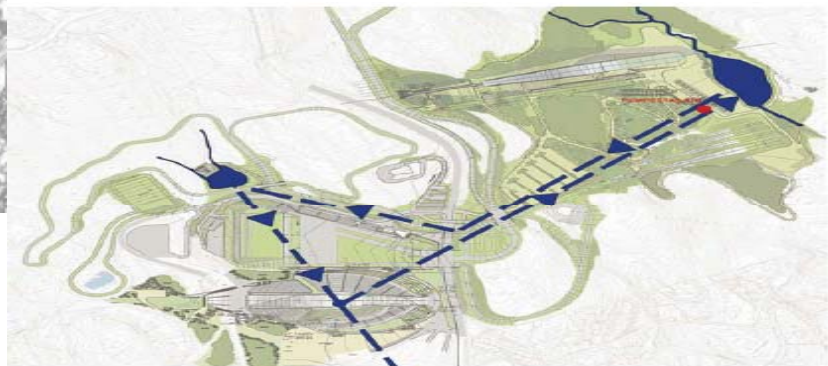
Holmenkollen in 2005



The Holmenkollen Project – more than the ski-jumping hill **metier**[®]



- Scope of work**
- New Holmenkollbakke (K 120 meter)
 - New Normal Hill ski jump (K 95 meter)
 - Rebuilding of cross country stadium/courses
 - New technical infrastructure
 - New buildings
 - Permanent snow production facilities
 - Temporary constructions for the event



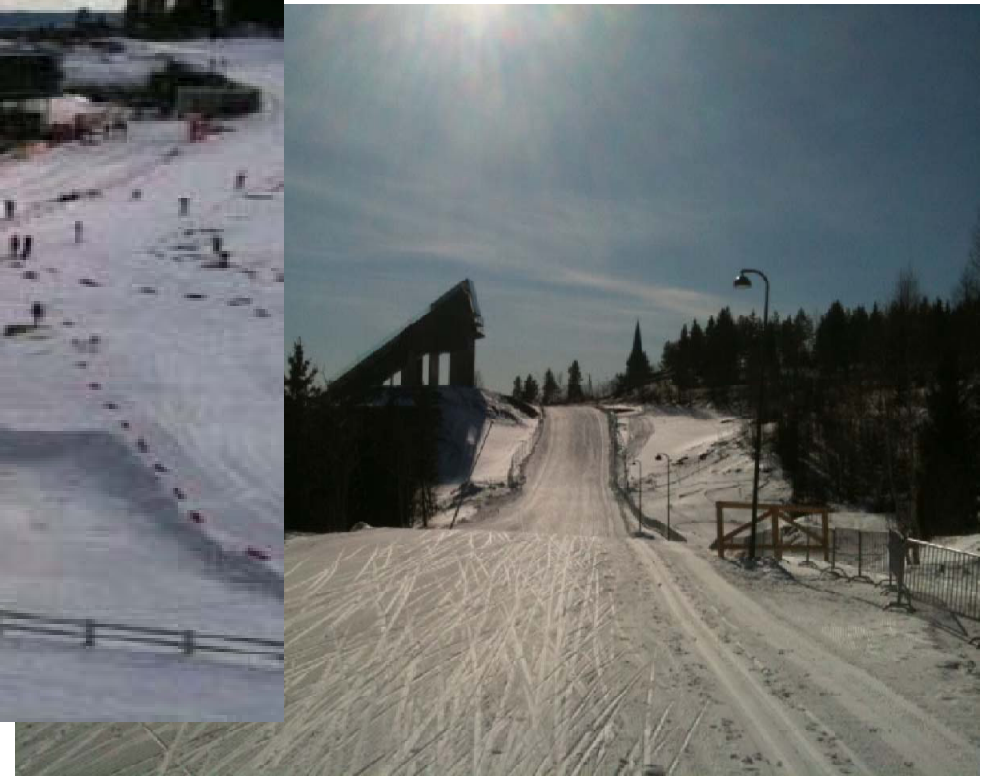
Holmenkollen in 2010







Tracks and Stadium



Midtstubakken (K 95)



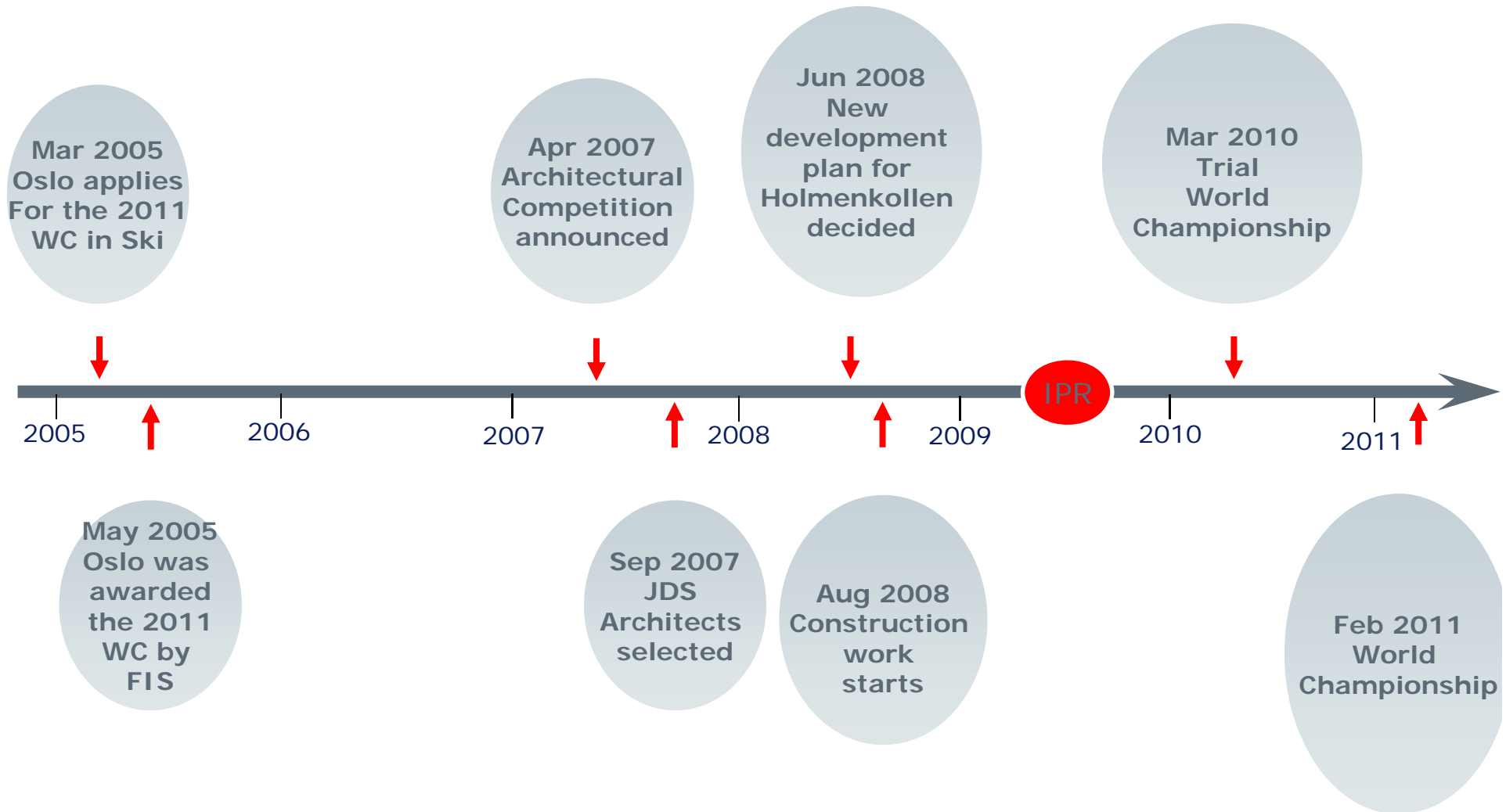
Holmenkollen (K 120)



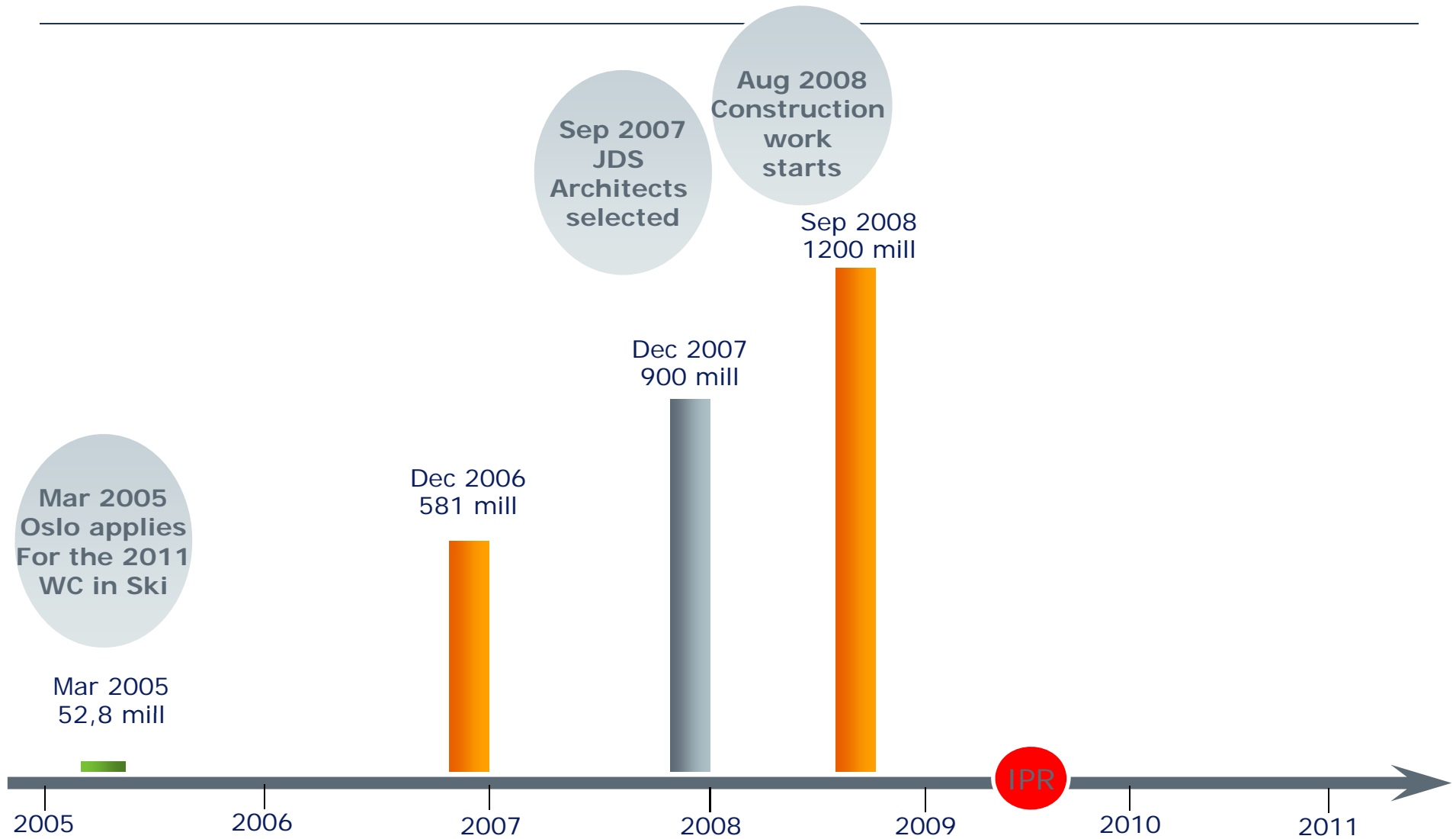
From Project Initiation to WC



Major Milestones



Budget Development

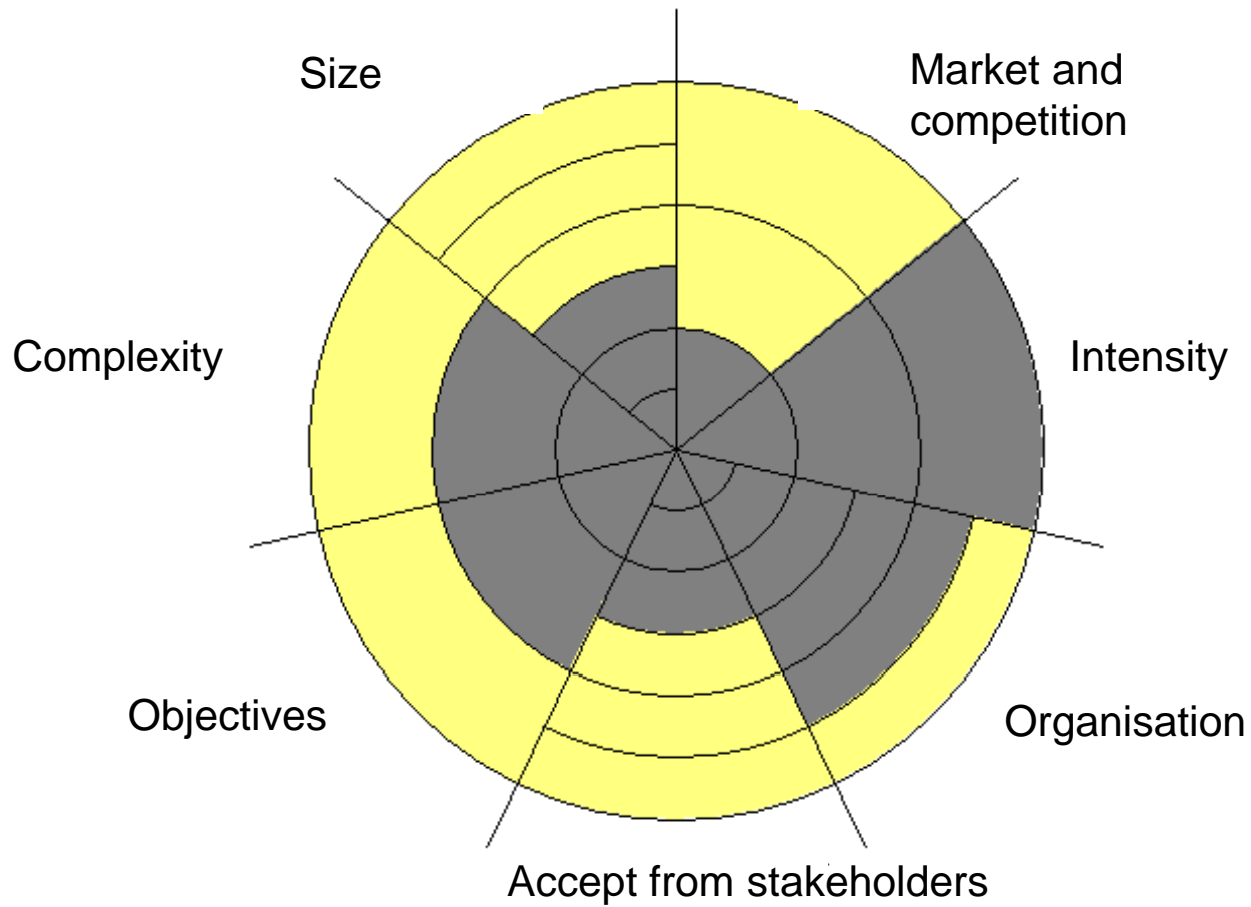


The Independent Project Review (IPR)

- The Oslo City Council had indications of budget overrun due to time pressure and a more complex project than originally planned for.
- IPR-objective:
 - Real status – cost and progress
 - Advice on how to finish the project according to the objectives - on budget and on time
- IPR-team:
 - Contractual expertise
 - Construction expertise
 - Risk management expertise
 - General project management expertise
- IPR-schedule:
 - Start June 1st with preliminary report July 1st – immediate actions
 - Final report August 17th – Full report including evaluation and actions taken during the summer



Risk Overview – Project Perspective



Immediate Actions – July 1st

- Strengthening of the owner organization
- Establish a building committee
- Reorganize project management and building management
- Establish clear roles and responsibilities in the project organization - efficiency in decisions is critical
- Do not use more resources and capacity to try to reduce costs – focus on progress
- Establish contractual incentives attached to the most critical delivery: the steel construction of Holmenkollbakken in order to get it ready for the trial WC

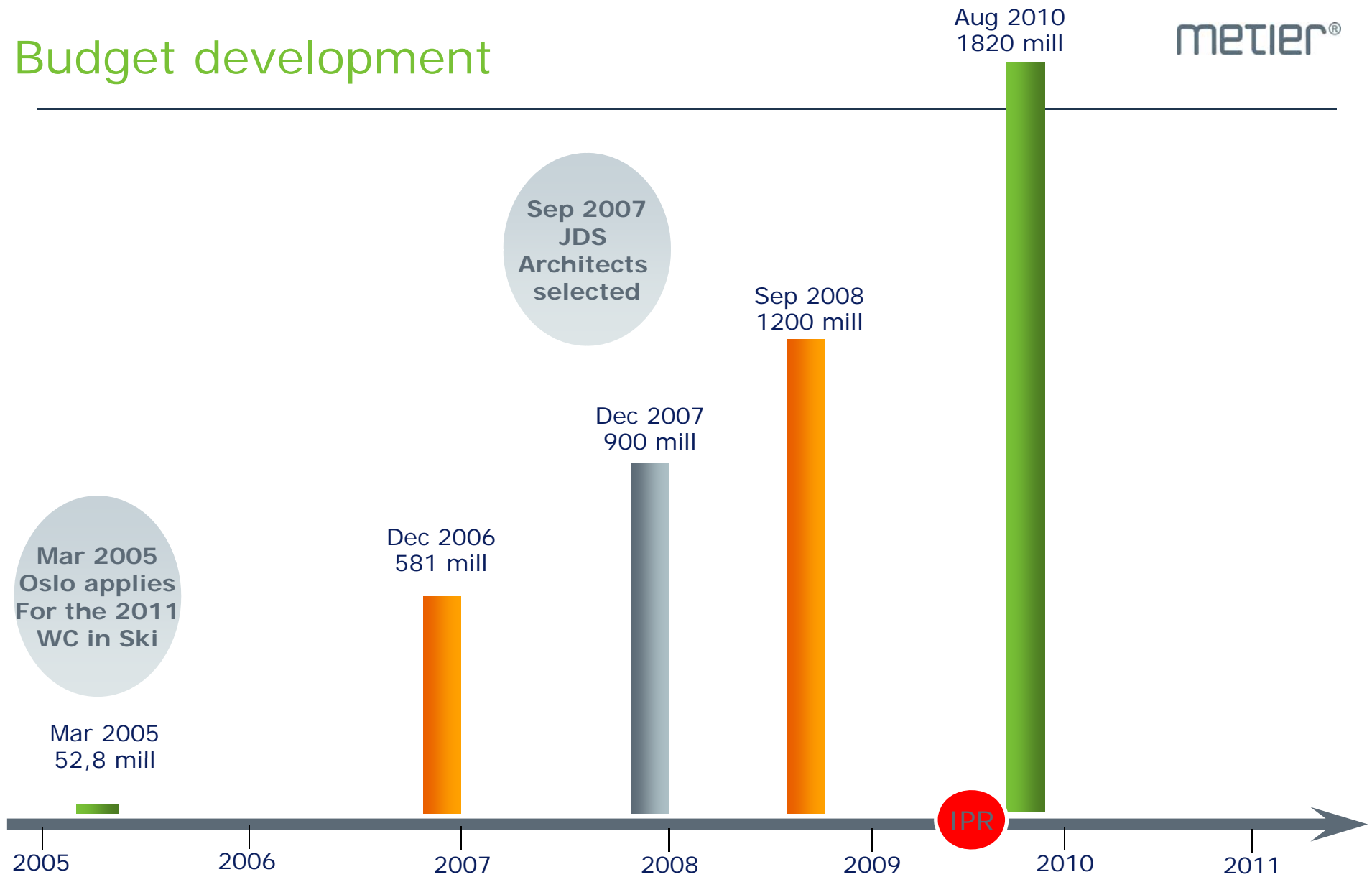


Final Report, August 17th

- A number of initiatives have been carried out during summer which are considered as positive and necessary:
 - 24/7 in Poland, double welding capacity on site Holmenkollen
 - Closer follow-up and a proactive attitude
 - The project managers for both the ski jumps had been replaced
- The arena is still on critical path. No reserves left. This concerns both detailed engineering and building. Still uncertain if the ski jump will be ready for trial-WC
- The objectives in the project charter do not reflect Oslo City Council's ambitions and need to be updated as follows:
 - Clear project objectives that reflect Oslo City Council's ambitions (time is more important than the budget)
 - Clear authorization for the project director and project manager with delegated authority
- Strengthen project governance – need a clear owner/ person responsible for the project dedicated to the project with authority and power to make decisions and create motivation



Budget development



Success Factors

- The progress is tight, and there is a high risk for not being able to finish the Holmenkollen jump hill before trial-WC. Midtstubakken could work as a back-up for Holmenkollbakken
- Do not use more resources and capacity to cut costs before the trial WC
- Get a crystal clear agreement on what needs to be ready to be able to organize the trial-WC in accordance to the obligations in the FIS Hosting Contract
- Postpone deliveries from critical entrepreneurs to after trial-WC where it is possible, and contribute to increased focus on critical deliveries
- Accelerate critical deliveries
- The project has to focus on steering of building activities, which requires a strict management of prioritization and decisions
 - Integration of the team doing detailed engineering on the building site
 - A will to make decisions and authority in the project management
 - Use of contractual incentives to make things happen
- Increase efficiency around communication and decisions
- Get representatives from the teams doing the detailed engineering on the building site as a support function for building manger/ project manager to contribute to quicker clarifications between respective teams and entrepreneurs

16 SPORT

SPORT

Harvåk sløytejubel!
 Høytidstidspunktet for verdenscupen i langrenn er nå kommet. Det er den mest spennende tiden i vinteren, og det er derfor ikke overraskende at mange av de beste langrennsløperne er på startlinjen i Kollen. Det er også en god grunn til at mange av de beste langrennsløperne er på startlinjen i Kollen. Det er også en god grunn til at mange av de beste langrennsløperne er på startlinjen i Kollen.

Et nytt uttrykk
 Det er et nytt uttrykk som er blitt brukt i forbindelse med de siste vinterolympiske leker i Vancouver. Det er et uttrykk som er blitt brukt i forbindelse med de siste vinterolympiske leker i Vancouver. Det er et uttrykk som er blitt brukt i forbindelse med de siste vinterolympiske leker i Vancouver.



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Langrennsløperne i Kollen er på toppen av nye Holmenkollen på Åringsplassen. (Foto: NTB)

Langrenn størst i nye Kollen

Hva blir verdien av den nye Kollen? Størst er langrenn, særlig det spesielle uttrykket Langrenn i Kollen, som er blitt brukt i forbindelse med de siste vinterolympiske leker i Vancouver.



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Overtok for «Polen»

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12 INNSIKT

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12. febr. 2010



Speserende står på toppen av nye Holmenkollen på Åringsplassen. (Foto: NTB)

- From 50 million to 1,8 billion...
 - Would Oslo have applied for the championship if they knew the cost?
- Oslo City Council established a Governance process with IPRs in 2009
 - Would the objectives and the results of the Holmenkollen project be different if the model was implemented in 2005?
- The Holmenkollen project was a typical 'stranger' project and the most complex ever for the owner group in Oslo City Council
 - Would more involvement, better knowledge about project management and more experience with project governance made a difference on the project results?