



Project Management Handbook for EPC

The IT-architecture in a typical large EPC project comprises the project management tools, design integration tools and the specific engineering software, see Figure 2.86. The software applications for the various tasks have evolved from previously stand-alone-tools to more and more integrated

networks, where at least the market leaders are able to interface each other. "Data warehousing", or "Business Intelligence" provide further concepts to integrate data from different IT-systems, specifically when it comes to reporting.



Figure 2.86

2.12.1.1 Project Management Tools

Within the project management space I consider four major categories of IT-solutions, although software providers are offering applications to the market that are capable to support more than just one of these categories. These categories are: Document management, Time scheduling, commercial management and reporting.

(I) Document Management:

An EDM (Electronic Document Management) System shall be capable to manage functionalities as described in Section 2.81. Today the terminology has been extended, the IT solutions providers talk about "Enterprise Content Management" (ECM). Early market leaders were ECM Documentum, Laserfiche and Open Text, up to 2006 when Oracle Corporation (with Oracle Content Management) and Microsoft (with its SharePoint product family) started a shopping tour and joined with the established leaders. There are standards for EDM such as ISO 27001 and a variety of government and industry regulations, especially when it comes to the handling of sensitive data. The field of

EDM is developing continuously, and any further detailed discussion of software developments in this field would be of historical value only just after a year.

(II) Time Scheduling:

Not all time and resources management tools have to have all capabilities as addressed in Section 2.8. Within the EPC industry the clear market leader is Primavera with its products, although Microsoft with its MS-Project software is clearly catching up. Primavera is powerful but complex, it requires trained scheduling experts to really draw the benefits from this tool. However scheduling a large EPC project is complex, thus complex jobs require complex solutions. MS-Project in its light version is easy going, any project manager or work package manager can draw a simple schedule without extensive trainings, the software almost explains itself. So acceptance among those who just occasionally have to handle schedules is much higher. There're possibilities to extract and reintegrate MS-project files out and into Primavera, so sometimes it may make sense to play on both planes.

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