

CASE STUDY

AREVA Inc. Improves Project Certainty with EVM Standardization Initiative



AREVA, the global leader in nuclear energy, provides products and services to ensure nuclear reactor performance and safety through every stage of the fuel cycle. AREVA is also a major player in renewable energies, providing advanced technology solutions for offshore wind, bioenergy, concentrated solar power and energy storage. The combination of offerings contributes synergistically to a reliable, economical and low-carbon energy mix.

Starting in 2008, AREVA Inc. anticipated a number of large and concurrent projects on the horizon and embarked on an initiative to improve project certainty across the project portfolio. Recognizing that projects which range in value from \$100K to many billions require different levels of project management rigor, the team established scalable Earned Value Management (EVM) processes that adjust according to project complexity. As an industry best practice, EVM techniques provide an early warning system for monitoring project performance and anticipating overruns.

After developing an EVM System Description, AREVA turned its focus to implementing a software system that aligned with AREVA's established standards. In 2011, AREVA implemented EcoSys EPC for controlling one of AREVA's largest engineering services projects. After a successful deployment, the U.S. project management organization (PMO) selected EcoSys EPC as their recommended enterprise standard for project controls and EVM. Key differentiators of EcoSys EPC over other solutions are its breadth and depth of project controls capabilities, its robust interfaces, and its ease of use.

Based on AREVA's experience with EcoSys EPC, key business stakeholders are now looking at expanding the use of EcoSys EPC to include project opportunity management and resource supply/demand planning.

Company Profile

- AREVA is the global leader in nuclear energy and a major player in renewable energies, providing low carbon power generation solutions for competitive and safe electricity production
- Headquartered in Paris, France; North American HQ in Charlotte, NC
- 48,000 employees

Objectives

- Leverage EcoSys EPC to broaden the existing best practice discipline of EVM for a wide range of projects
- Institute a culture of proactive project management through processes and tools
- Establish a single system to support AREVA's project EVM standards, as defined in their System Description, covering a range of project types and sizes and including full support for ANSI 748 EVM projects
- Give users an easy-to-use EVMS that eliminates the need for static spreadsheets and manual reporting processes
- Provide seamless cost/schedule integration between EcoSys EPC, SAP, and Primavera P6 in support of the mantra "enter data one time, in the appropriate system, at the right step."

Solutions

- Implementation of EcoSys EPC for estimation & bid pricing, contract work authorization, project performance management, and baseline change management
- Performance analysis through both weekly progress monitoring by AREVA project controls teams and monthly performance reports for customers
- Bi-directional integration between EcoSys EPC and SAP that synchronizes WBS, actual expenditures, purchase requisitions and purchase orders, and budgets between the systems
- Schedule and progress integration with Oracle Primavera P6 for use in performance management and reporting
- An integrated baseline change request (BCR) process that integrates with the schedule and prices and burdens costs based on rates
- A contract budget base (CBB) log that integrates through workflow with contract work authorization (CWA), work authorization requests (WAR), and control account work authorization (CAWA) processes

Benefits

- ✓ AREVA has been able to systematize advanced EVM practices that were previously applied to the most complex projects in order to elevate the project management maturity for a broader range of projects.
- ✓ As an integrated EVMS, EcoSys EPC has created visibility into the importance of project data quality and the value added by mature project management practices.
- ✓ The automated integration of systems has created tremendous time-savings for analysts, who can focus attention on high value tasks like performance analysis, forecasting and trend management.
- ✓ The software's ease of use has enabled a broader group of users to embrace EVM practices
- ✓ EcoSys EPC's ability to tailor its configuration to support AREVA's specific business rules and processes gave AREVA the flexibility of implementing a system that didn't dictate or restrict the business process.

About EcoSys

EcoSys is the global standard for enterprise Project Controls software. Its easy-to-use web-based platform, EcoSys EPC, helps organizations worldwide plan and manage project portfolios, control project costs, and improve project performance.

EcoSys customers execute some of the world's largest projects and rely on EcoSys EPC to implement best practices for full lifecycle project controls including budgeting & forecasting, change management, contract management, progress measurement, performance and earned value management, capital planning, project portfolio management (PPM), and workforce planning.