

### Management Profile

Bill Barger is President of Advanced Project Solutions. He brings over 20 years of project management experience from Exxon and Independent Project Analysis. He and the APS staff provide extensive hands-on knowledge of advanced project management systems and best practices from companies throughout the oil and gas industry. Through this intimate understanding, he has helped the industry's most progressive and profitable companies improve their project performance and reduce costs by up to 30 percent while meeting business, environmental and social goals.

### About EDG

APS joint venture partner, EDG, is a full-service, multi-disciplined engineering consulting firm specializing in the offshore oil and gas industry. Services include: Project management, Conceptual engineering, Feasibility engineering, Front-end engineering, Detailed engineering, procurement, construction management, operations support and regulatory compliance are also provided.

EDG performs these services for all manner of offshore facilities, including fixed platforms, mobile production facilities and sub-sea facilities. Their clients include many of the oil and gas industry's leading companies, as well as independent producers.



# FRONT-END PROJECT MANAGEMENT CONSULTING



ADVANCED PROJECT SOLUTIONS

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# APS – Adding Value through Front-End Project Management Consulting



APS provides valuable front-end project management consulting services across five key areas:

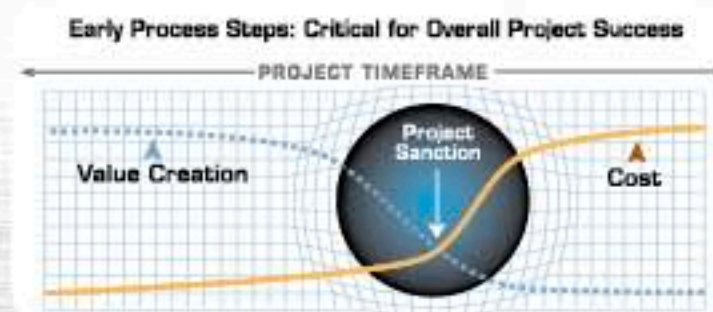
- Stage-Gate Work Process
- Project Execution Planning
- Risk Management
- Value Improving Practices
- Project Controls

## Stage-Gate Work Process

All APS work is grounded in the foundation of stage-gated work processes. The standard industry stage-gate process progresses a project from initial identification through concept selection and definition of the preferred concept (which represents "Front-End Loading") into execution and ultimately operation. We have extensive experience in developing, implementing and coaching project teams on performing the optimal work activities at the appropriate time within the process. Through this consulting support, we help project teams to capture the greatest value for their projects.

## Project Execution Planning

A key aspect of pre-sanction work represented within the stage-gate process is project definition – Front-End Loading (FEL). Studies have shown that advanced project definition leads to better overall project performance (i.e., added value to capital projects). A major component of FEL is project execution planning. APS has a proven process for helping project teams develop project execution plans. Our knowledge and experience in this area were used in the development of Chevron's new Project Execution Planning process, and we have led discussions on project execution planning for ConocoPhillips' Worldwide Leadership Forum and for the Society of Petroleum Engineers.



## Risk Management

A critical aspect of project management is how effectively project teams manage risks that may strike their project. Risk is best approached first from an analysis perspective. APS has a well-grounded approach that integrates a thorough understanding of risks driving historical project performance combined with state-of-the-art analytical tools to conduct probabilistic cost and schedule risk analysis. This analysis is unique in the industry in the integration of both cost and schedule into a single model and in the transparency of the results with the project team. The project team actually participates in the building of the risk model, identifies its major inputs, and then reviews the analysis results all within a two-day risk workshop. We then build on the risk analysis to develop and implement a risk management plan (or what can also be viewed as a "value realization plan" to avoid risks to the project and capture the value adding, or optimistic, side of the risk analysis).

## Value Improving Practices

Value Improving Practices (VIPs) are widely recognized formal, documented practices that are used to improve cost, schedule and reliability of capital projects and are recognized for a demonstrated, statistically reliable correlation between use and better outcomes. Most companies approach VIPs as separate, distinct practices. Rather than managing individual, isolated practices, APS provides a unique "program" approach to VIPs that consolidates complementary VIPs within a concentrated exercise with the unifying objective of adding the most value to the project. Approaching VIPs on a program basis allows for a gathering of the right audience at the right time, including both project team members and third party "cold eye" experts, to complete multiple VIPs at a single time.

## Project Controls

Project Controls is deeply intertwined with formal project management consulting. Sound owner project controls is widely recognized as a key component of project success. Benchmarking results clearly illustrate that owners who retain their own project controls capability, rather than relegate it to their contractors, have the best overall project performance. APS has key resources that have owner experience in project cost, schedule, and controls. This expertise is used to establish a cost and schedule estimate basis that can be refined as the project proceeds, integrate owner and contractor cost and schedules, support cost and schedule assurance reviews, and establish the proper methods to understand and manage the cost and schedule for the life of the project.