

- In search of excellence in construction & project management, addressing innovation and creativity in project design and engineering, construction technology & methodology
- To promote, impart and enhance knowledge & practices for construction efficiency & productivity

# 2010

## INTERNATIONAL CONSTRUCTION CONFERENCE

**12-13 October 2010**

Ballroom 1, Level 9, The Legend Hotel  
Kuala Lumpur, Malaysia

**Post Conference Project Visit**

*Approved 8 CCD Points per day* ★  
*By CIDB Malaysia*  
*CPD Points By Professional Boards* ★  
*Pending Approval*



## CHALLENGES OF GLOBAL MEGA PROJECTS Innovations & Creativities For Project Excellence

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# CHALLENGES OF GLOBAL MEGA PROJECTS **Innovations** & Creativities For Project Excellence

# 2010

## INTERNATIONAL CONSTRUCTION CONFERENCE



### Day 1 Tuesday, 12 October 2010

8.30 am Registration

9.00 am **OPENING ADDRESS** by President, CIOB Malaysia  
**KEYNOTE ADDRESS & OFFICIAL OPENING** by *Y.Bhg. Tan Sri Dato' Ir. Jamilus Hussein, Chairman, CIDB Malaysia*

9.30 am Tea & Coffee Break

9.45 am **Paper 1:**  
Mega Projects, Mega Problems – A Relook At The Critical Need & A Different Approach In Effective Stakeholder Management  
**Mr Patrick Weaver FCIQB**  
*Director, Mosaic Project Services Pty Ltd*

**Mega Projects, Mega Problems - A Relook At The Critical Need & A Different Approach In Effective Stakeholder Management**  
Patrick Weaver, FCIQB

The ability of people to protest has increased exponentially with the advent of mobile communications and social media. If the project is sufficiently controversial the protest movement can quickly spread globally. The larger the project, the more opponent it is likely to generate. Traditional construction management has focused on the 'iron triangle' of time, cost and scope. Today, this is not enough. In many parts of the world, ignoring the social aspects of a mega project will cause it to fail! Effective stakeholder management is mandatory for mega project success.

10.45 am Q & A

Two tools developed to assist in this process are the Stakeholder Circle® Methodology and the SRMM® Maturity Model. These tools will be discussed within the framework of managing mega construction projects to optimise the stakeholder relationships in and around the project and minimise risks exposures.

11.15 am **Paper 2:**  
Achieving Environmental Sustainability in Major UK Projects  
**Mr Rab Bennetts OBE, RIBA**  
*Director & Founder, Bennetts Associates Architects*

**Achieving Environmental Sustainability in major UK projects**  
Rab Bennetts OBE, RIBA : Director and Founder, Bennetts Associates Architects

With over thirty years' experience of buildings with low environmental impacts, Rab Bennetts' paper will focus on three recent projects by Bennetts Associates - (i) The New Street Square development in the City of London's financial district, comprising 5 office buildings totaling 100,000 m<sup>2</sup>, (ii) Edinburgh University's Potterrow Development, located in the city's historic core and (iii) Hampshire County Council's headquarters in Winchester, which is a radical refurbishment of a 1960s concrete-framed office building. All three projects not only achieve extremely low CO<sub>2</sub> emissions consistent with the UK's long term targets but also aim for architectural quality at the highest level.

12.15 pm Q & A

12.45 pm Lunch Break

2.00 pm **Paper 3:**  
Project Concept & Design Of Mega Projects In Oman – Learning From Practice  
**Mr Nick Smith**  
*MA, BA (Hons), BPI, MRTPI, FCIQB*  
*Property & Business Advisor*

**Project Concept & Design Of Mega Projects In Oman – Learning From Practice**  
Nick Smith, MA, BA (Hons), BPI, MRTPI, FCIQB : Property & Business Advisor

Oman has set out a plan to diversify the economy into tourism. A major initiative is integrated tourism complexes – major mixed use developments to promote tourism and inward investment. Residential freeholds and visas are available to expat buyers.

3.00 pm Q & A

3.30 pm Tea Break

3.50 pm **Paper 4:**  
Challenges And Solutions Associated With A Large Scale Fast Track Multi-Use Facility - Manarat Al Saadiyat, Abu Dhabi, UAE  
**Mr Neil Coker MRICS, MCIQB, MCM**  
*Project Director, Program Management, UAE*

**Challenges And Solutions Associated With A Large Scale Fast Track Multi-Use Facility – Manarat Al Saadiyat, Abu Dhabi, UAE**  
Neil Coker, MRICS, MCIQB, MCM : Director, Hallsenna Associates Limited

With a greater emphasis being placed on speedy project delivery by Clients, it is essential that construction delivery professionals understand what the potential risks and obstacles to successful completion of the project may be. This understanding will allow the development of strategies which will minimise any adverse impact to the programme and provide a strong basis for success. In the case of Manarat Al Saadiyat, a 16,800m<sup>2</sup> mixed use facility, the Client had clear deliverables which had to be achieved. The success of the project was a direct result of the strategies and construction delivery management processes implemented and maintained throughout the delivery schedule. By reviewing and analysing each stage of the delivery process it will become apparent how the project risks were identified, solutions proposed and implemented and the construction process successfully completed.

4.50 pm Q & A

5.20 pm **CLOSING ADDRESS** : UTAR

5.30 pm **END** of Day 1

### Day 2 Wednesday, 13 October 2010

8.30 am Registration

8.30 am registration

9.00 am **WELCOME ADDRESS** : UITM

9.10 am **Paper 5:**  
Whole Industry Change Management Process Underpinned by Mega Project Successes  
**Mr Alan Crane**  
CBE; FCIQB; C.Eng; FICE; FCMI  
Director, 3CS – Construction Consultancy

### Whole Industry Change Management Process Underpinned By Mega Project Successes

Alan Crane, CBE, FCIQB, C Eng, FICE, FCMI : Director, 3CS Construction Consultancy

For most of the 20th Century the reputation of the construction industry has been for poor performance – late, over budget and low quality, at least anecdotally if not justifiably. Yet there are many worldwide examples of Mega projects and programmes carried out and completed on time, to cost, and of superb quality – but where the lessons learned do not appear to have been captured and transferred to the industry at large. The presentation will describe the UK construction sector major change programme initiated by UK Government resulting from a series of reports and in particular “Rethinking Construction”. Of particular relevance will be the analogous experiences of the speaker on 3 Mega projects namely Canary Wharf, Eurodisney and KLCC, Petronas Tower Project. Illustrative examples will be given of best practice generated and transferred on these schemes, covering design & project delivery, construction techniques, project management, and supply chain management but not taken up by industry at large; which take up could have obviated the need for significant elements of the industry change programme. The presentation will identify performance improvement in measurable terms at programme and industry wide levels.

10.20 am Q & A

10.50 am **Paper 6:**  
Challenges Of Handling Mega Projects In Hong Kong – The Celestial Heights And The 1881 Heritage Hotel Projects With Complex Site Planning To Cater For Extremely Difficult Site Environments  
**Mr Raymond Wong Wai-man**  
MCIQB, MHKIE, MSc (Const Mgt)  
City University Of Hong Kong

### Challenges Of Handling Mega Projects In Hong Kong – The Celestial Heights And The 1881 Heritage Hotel Projects With Complex Site Planning To Cater For Extremely Difficult Site Environments

Raymond Wong Wai-Man, MCIQB, MHKIE, MSc(Const Mgt) : City University Of Hong Kong

The unique highly congested and complicated urban environment of Hong Kong is well understood by the worldwide construction professions. Some situations may be even more adverse such as sites located on steep slopes in which huge amounts of cut and fill land formation is required in order to accommodate and stabilize the super high-rise structures with large building areas. Some involve the preservation of historical buildings and other heritage elements in which very sensitive slope and underground works are required.

11.50 am Q & A

Since 2009, two representative projects of this nature were completed in Hong Kong. One is the redevelopment of the previous police staff quarters into a deluxe resident estate at Kowloon City. The other is a redevelopment and conversion of the previous Marine Police Headquarters Compound into a 6-star hotel with shops.

12.30 pm Lunch Break

The former project involved site formation with a series of slopes cutting into hard granite averaging 25m in height. The latter was a revitalisation project, with similar situation but smaller in size. Besides the slope stabilisation and other earthworks, a late 19th century police headquarter building situated on top of a 15m cutting needed to be preserved and converted into a high class hotel.

2.00 pm **Paper 7:**  
Lotus Hotel: Inspiration, Imagination & Reality – A 5-Star Hotel located at the Island among the Dishui Lake  
**Mr Jay Cai**  
Associate Design Director, Atkins, China

### Lotus Hotel: Inspiration, Imagination & Reality – A 5-Star Hotel Located At The Island Among The Dishui Lake

Jay Cai : Associate Design Director, Atkins China

The Concept Is From The Inspiration Of A Lotus Flower While The Hotel Plan Is Arranged In A Way Like A 5 Petal Lotus Flower Rotated Around A Flower Heart

3.00 pm Q & A

3.30 pm Tea Break

3.50 pm **Paper 8:**  
Reviewing & Renewing The Approach In Effective Time Management On Mega Projects – Why Are There So Many Problems & How To Solve Them?  
**Mr Patrick Weaver FCIQB**  
Director, Mosaic Project Services Pty Ltd

### Reviewing And Renewing The Approach In Effective Time Management On Mega Projects – Why Are There So Many Problems And How To Solve Them

Patrick Weaver, FCIQB : Director, Mosaic Project Services Pty Ltd

The construction industry's ability to effectively manage time is getting worse. If the Burj Khalifa in Dubai had been built at the same speed as the Empire State Building (completed in 1931) it would have opened two years earlier!

4.50 pm Q & A

Research by the CIOB has found most complex/mega projects fail to adequately manage time, most finished late and the situation is getting worse over time, regardless of the penalties imposed for late completion or the form of contract used.

5.20 pm **CLOSING ADDRESS** : KTAR

5.30 pm **END** of Day 2

In response to this, the CIOB has developed a *Guide to Good Practice in the Management of Time in Complex Projects* which introduces a range of practical ideas to enhance the effective management of time in mega-projects including the difference between project planning and scheduling, the concept of ‘schedule density’, the need for on-going dynamic scheduling to manage time and the need to contemporaneously assess the impact of delaying events.

CIOB research clearly demonstrated time is not money and the effective management of time cannot be achieved by measuring cost performance or imposing cost penalties.

This paper will outline the major advances in the practice of project planning and scheduling introduced by the *Guide* and shows how various aspects of the *Guide* have already been used on a range of mega-projects.



## International Construction Conference 2010 Registration Form

ICC2010 Two-day Conference Category Of Conference Participants & Fees Payable	Early Bird (On/Before 28 Sep 2010) Or Group (≥3) Registration Fee		Standard Registration Fee		Post-conference Project Visit (Optional)	
	One (1) Day	Two (2) Days	One (1) Day	Two (2) Days	Category Of Participants	Fees
Members Of CIOB, Supporting Organisation, Conference Co-organisers, Or Endorsing Organisations	RM420.00	RM700.00	RM480.00	RM800.00	ICC2010 Conference Participants	RM80.00
General Public	RM460.00	RM760.00	RM520.00	RM860.00	Non-conference Participants	RM120.00
CIOB Malaysia Council Members (2009-2011), Or Full-time Academic Students Pursuing Approved Construction Related Courses (Please Attach Letter Of Verification From College/University Authority Concerned)	RM260.00	RM430.00	RM320.00	RM530.00		

Hotel Accommodation At The Legend Hotel, Kuala Lumpur With Special Rates For Seminar Participants Only	Superior Room (Single/Twin Sharing)		Delux Room (Single/Twin Sharing)	
Participants Wishing To Reserve Rooms From The Legend Hotel, Kuala Lumpur Are Requested To Contact Miss Ririn Amir Of The Marketing Department Of The Hotel At 603 4042 9888	Without Breakfast	With Breakfast For Two	Without Breakfast	With Breakfast For Two
	RM180.00	RM210.00	RM200.00	RM230.00

Name	Profession/Designation	Day 1 Conference (12 Oct 2010)	Day 2 Conference (13 Oct 2010)	Post-Conference Project Visit (14 Oct 2010)	Members Of CIOB, Co-organisers Or Endorsing Organisations	*Valid CIDB Green Card Particulars		Amount	
					(Please Attach Photocopy of Membership And/Or Valid CIDB Green Card)				
					Name of Organisation	Membership No.	CIDB Green Card No.		Exp. date
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\* Participants holding valid cidb green card will be entitled to CIOBM training vouchers worth RM50.00 for each day of the conference attended (terms & conditions apply) if warranted by circumstances beyond its control, the organiser reserves the right to the necessary changes or adjustments accordingly.

Signed \_\_\_\_\_  
 Date: \_\_\_\_\_

Please note that registration will only be considered when **full payment** with all necessary documents are received by CIOB Malaysia within the stipulated period on a **"first come first serve"** basis. Cancellations of registration is not permitted. However, written request for substitution of participation will be considered favourably. (terms & conditions apply)