

Megaproject case: Oasis Class



MEGAPROJECT Case Study

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Basic Project Information

Project Title	Oasis Class
Location	Finland, Turku
Purpose	To build two largest and most innovative cruise ships in the world.
Scope	Construction of Oasis of the Seas and Allure of the Seas. The project began in February 2006 and finished in October 2010.
Total Project Value	About 2 000 million EUR
Project Status (i.e.. initiation, planning, construction, operation, dismantling)	Finished
Contractual Framework (e.g. fixed price, cost-plus etc.)	Fixed price
Relevant Physical Dimensions (e.g. height, width, volume, length)	225 000 gross register tonnage, 361 meters long, 47 meters wide, 65 meters high from the water line.

MEGAPROJECT Internal Stakeholder Identification

(Stakeholders with a direct legally sanctioned relationship with the project)

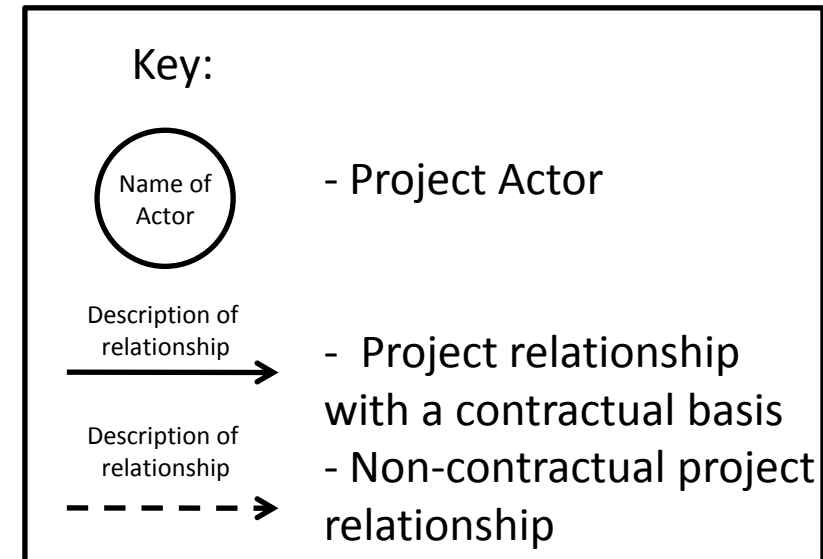
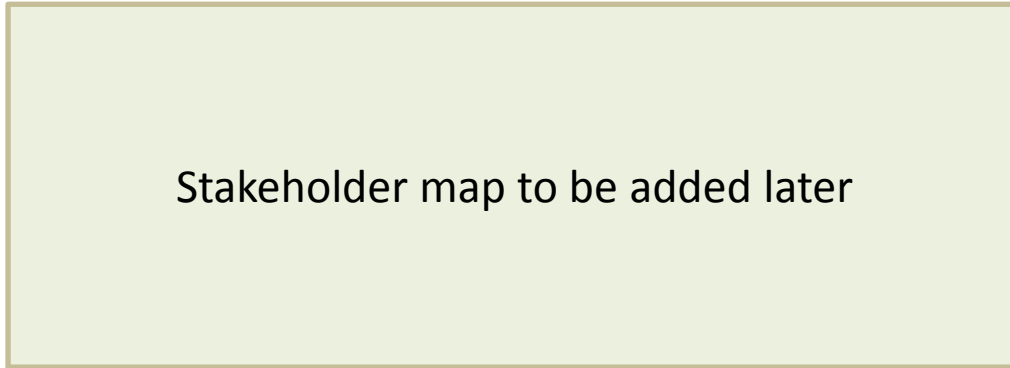
		Stakeholder Category	Case-Study	Comments	
Internal	Demand Side	Client	Royal Caribbean International		
		Financiers			
		Sponsors			
		Client's Customers	Royal Caribbean International sells luxury cruises to individual customers		
		Client's Owners			
		Other internal supply-side categories (please specify)	Category	Case-Study	
	Supply-Side	Principal Contractor	STX Finland Oy		
		First Tier Contractors	ABB Oy, Ablemans, Alandia Engineering Marine Ab, Almaco Group Oy, APX-Metalli Oy, Cisco, Deltamarin, Electroskandia, Elomatic ,Europe Working EW Oy, Europlan Engineering Oy, Evac Oy, Evraz Vitkovice Steel, Foreship, Huuhka Oy, JaPe-Asennus Oy, Joptek Oy Composites , Jukova Oy, Kaefer, Koja Oy,Kone, Laivasähkötyö Oy,		
			Loipart Oy, Marioff Corporation Oy, Merima Oy, Mobimar Oy, Optimakers Oy Ltd, Orsap Oy Ltd, Oy NIT Naval Interior Team Ltd, Oy Shippax Ltd, Paattimaakarit Oy, Pilkington Automotive Finland Oy, Rautaruukki Oyj, Riverco Oy, S.A.Svendsen Oy, Schat Harding, Seaking, SKS-Mechatronics Oy, STX Finland Cabins Oy, TDI, Telakka- ja Rakennustyöt Tejara Oy, Tino Sana S.r.l., Wärtsilä Finland Oy, YIT		
		Second Tier Consultants	Individual companies within Europe		
		Professional Services Providers			
Other internal supply-side categories (please specify)		Financing	Case-Study		
	Finnvera, Tekes , individual banks				

MEGAPROJECT External Stakeholder Identification

(Stakeholders with a direct interest in the project but with no legal contract)

		Stakeholder Category	Case-Study		Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
External	Public	Regulatory Agencies			
		Local Government			
		National Government			
		Other internal supply-side categories (please specify)	Category Flag authority : Bahama	Case-study	
	Private	Local residents			
		Local Landowners			
		Environmentalists			
		Conservationists			
		Archaeologists			
		Other External Private stakeholders (please specify)	Category Classification Society : Det Norske Veritas	Case-study	

MEGAPROJECT Stakeholder Relationship Maps



Repeat this map for as many project phases as you require

MEGAPROJECT External Stakeholder Attitude Analysis

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder	Phase of Project of Greatest Interest (initiation, planning, construction, operation, dismantling)
Finnvera	Positive	Financial support	Good reference	Initiation
DNV	Positive	Inspector check	Lots of work and good reference	All the project phases
Suppliers	Positive	On-time deliveries	Lots of work and good reference to suppliers	Construction
US Coast Guard	Positive	STX had to take stakeholder's demands into account		All the project phases
U.S. Public Health	Positive	STX had to take stakeholder's demands into account		All the project phases

MEGAPROJECT Project Management

Project Organisation

Client Project Team Size & Structure	At the beginning of the project, the team size was 10-15 persons. The project team size increased to 90-100 persons (due to ship personnel representation in the team) towards the end of the project.
Contractor Project Team Size and Structure	Project group was about 12-20 persons (smaller in Allure delivery)
Sub-Contractor Project Team Involvement	About 1000 contractors

Project Tools and Techniques

Please ✓ if present, x if absent, leave blank if unknown

Life-Cycle Costing Approaches

Project Management Software ✓

Lessons Learnt Transfers ✓

Stakeholder Involvement

Relationship Management Tools

Team Building Tools

Building Information Modelling (BIM)

Project Knowledge Management Tools ✓

Competency framework

Other Tools and Techniques or More Information:

Project Management Software: Safran

Project Knowledge Management Tool: Kronodoc

Design- tool: Several tools. For example Napa steel, Aveva and Cadmatic

Materials management: MARS

Issue & project tracking tool: JIRA

Project Processes

Risk Management Processes	Present (<i>describe below</i>) x Own excel macro.
HR Management Processes	Present (<i>describe below</i>) x Internal HR system Network register that includes every employees competencies and general information
Procurement Management Processes	Present (<i>describe below</i>) x Procurement management process conducted in MARS software.
Integration Management Processes	No Information x
Scope Management Processes	Present (<i>describe below</i>) x Project manager conducted scope management process with change management. Process was monitored in meetings.
Time Management Processes	Present (<i>describe below</i>) x Project included about 60 000 tasks. Time management process was conducted by project management software Safran. Philosophy was to create a single, common schedule that everyone can use. Every contractor made their own schedules, which was combined with the overall timetable. Timetable was reported in working site meetings.
Cost Management Processes	Present (<i>describe below</i>) x Overall budget was divided to targets according to WBS. Every project team member was responsible of their own areas budget. Costs were monitored in monthly meetings.
Quality management Processes	Present (<i>describe below</i>) x First contractors made their own quality check. In addition DNV made their check. Finally customer made his own quality check.
Communications Management Processes	Present (<i>describe below</i>) x Communications Management Processes was conducted with meetings. Every week was a project team meeting. Team members share the information to their own responsibility area's contractors. Team members also relayed information from contractors to project team meetings.

MEGAPROJECT Project Performance

Aspects of Performance Concerned with Doing the Project Right

	Original Targets and changes to targets	Actual Achievements Against Targets
Performance relating to time	The first ship should be ready in October 2009 and the second ship should be ready in October 2010.	Targets were achieved; the second ship Allure of the Seas was finished a few weeks earlier than scheduled.
Performance relating to cost	Total target was about 2000 million euros.	Target was not achieved.
Performance related to achieving specification	Performance should be in line with contract.	Performance was according to the contract.

Aspects of Performance Concerned with Doing the Right Project

Stakeholder or Stakeholder Grouping	Original Aims of Project Involvement and Changes to these Aims	Achievement of these Aims
Region of Turku, Finland	Employment growth.	Employment rate improved significantly.

MEGAPROJECT Project Environment

Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	Strict safety and inspection requirements.
Specific Legal and Regulatory events impacting on the project	

Political Environment

Political Project Environment	Innovation oriented industrial climate. Funding support to the most significant technological and social innovations (research).
Specific Political Events impacting on the project	

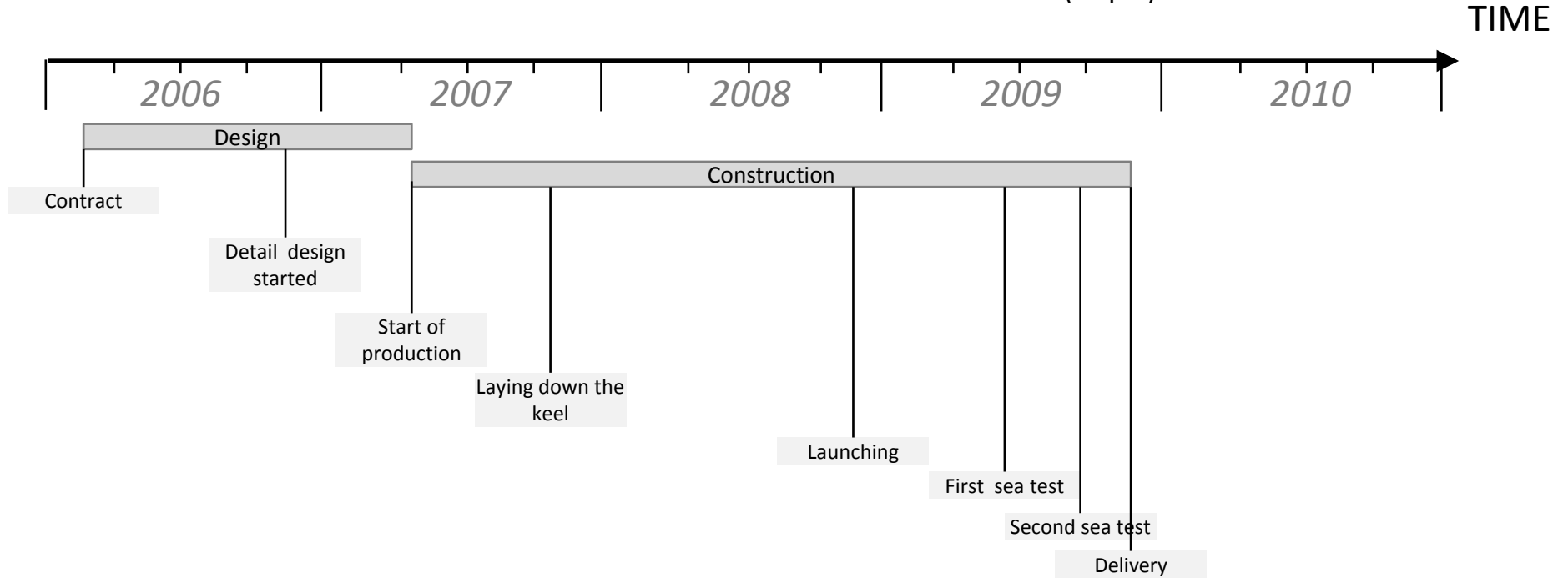
MEGAPROJECT Project Environment

Economic Environment

Economic Project Environment	Market heated up because of the project's large scope. Close-range capacity is limited, so suppliers increased their prices. Design capacity was short in Europe so prices went up.
Specific Economic Events impacting on the project	

MEGAPROJECT Project Key Events and Activities Timeline

EVENTS IN THE OASIS OF THE SEAS SUB-PROJECT (ship 1)



MEGAPROJECT Project Key Events and Activities Timeline

