

The Capital Program
Owner's Guide to

Mastering Integrated Project Delivery Methods

Avoid the most common mistakes when evaluating integrated project delivery methods so you make the best decision for your organization.





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Benefits of integrated project delivery and why capital program owners are moving to **digital project delivery**

Digital project delivery, or DPD, enables a better, more efficient and cost-effective way to deliver capital improvements. By centralizing data collection and access, DPD facilitates communication and teamwork among the teams involved in project delivery.

With an integrated project delivery approach, your teams have access to the information they need, when they need it, they're able to make better-informed decisions in alignment with the owner's goals and objectives.

And when you have all of the data you need at your fingertips, you gain the visibility and transparency to proactively manage risks and deliver projects successfully.

Rethinking the current capital project delivery model has the potential to reduce project cost and time by 30-50% and more than double project returns.

Source: Capital Projects 5.0: Reimagining Capital-Project Delivery, McKinsey & Co, Feb 2021



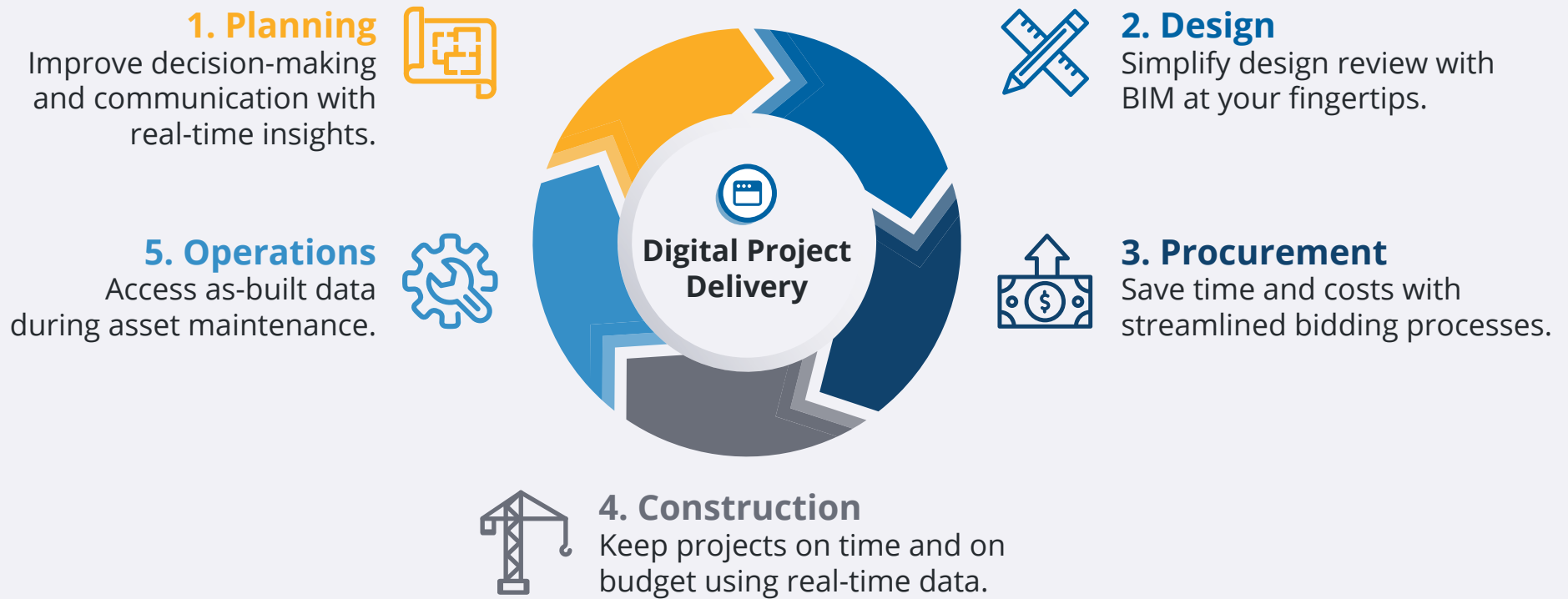
Even after the project is completed, DPD continues to deliver advantages. By making as-built data accessible and actionable, you're able to manage and maintain assets more cost-efficiently and predictably across the asset lifespan.

When you use a DPD approach, you reap the rewards of:

- **Consistent data visibility**
- **Process transparency**
- **Better teamwork and collaboration**
- **Fewer cost overruns**
- **Minimized schedule delays**
- **More cost-efficient operations and maintenance**

To realize the benefits of DPD, you need to use digital technology to your best advantage. At the very least, you need a DPD method that's designed for the needs of owners. But there are additional criteria you'll want to evaluate before you make a final decision.

Knowing the key questions to ask potential software vendors will help you evaluate your options and make the best decision for a DPD solution.



What owners should look for when selecting a **digital project delivery solution**

When evaluating a DPD solution, there are many things to consider. While there is no one-size-fits-all solution, there are specific basic requirements that any DPD solution must meet.

In addition, there are several other factors that you'll want to explore to understand a vendor's ability to meet your goals and needs. The guidance provided here will help you develop a clearer picture of the requirements you'll need to define and prioritize.

Assessing Essential Requirements

Seven key questions will help you evaluate the basic requirements of a DPD solution that every owner needs to prioritize. By asking potential vendors these questions, you will learn a lot about their ability to meet your needs both today and in the future. If a vendor isn't able to answer all of these questions to your satisfaction, you don't need to waste time qualifying them further.

Key Questions to Ask:

Is the solution developed, implemented, maintained, and supported in-house?

Is it designed specifically for owners?

Is it SaaS-delivered and built on an open architecture?

Has it received SOC 2 Type 1 Audit certification (at a minimum)?

How many customers are using the solution today?

Does the solution include out-of-the-box, configurable, and native modules specific to the construction project lifecycle?

Do you offer integrated add-on solutions for design, operations, and maintenance?

Digging Deeper into 5 Key Areas

Once you've determined that a vendor meets the essential requirements, you'll need to more closely evaluate their capabilities across five key areas. Doing a deep dive into these aspects of each vendor's solution and business will make it easier to shortlist vendors—and will save you time, money, and headaches down the road.

1. Features & Functionality

Not all DPD solutions are built for owners. To ensure you get the functionality you need, and aren't paying for features you won't use, you'll want to assess how well the solution addresses the unique needs of owners. Asking some key questions will help you evaluate a solution's fit for an owner and flexibility to meet your capital improvement program objectives.

Key Questions to Ask:

What features of your solution do owners use and value the most?

How customizable is the solution to our specific needs?

What features does the solution offer to support the long-range planning of capital projects?

Can the solution support a multi-project, multi-departmental program?

What features does the solution provide to create and track budgets?

What reports can we run? Do they require third-party applications and/or additional programming?

What tools are provided to help us visualize and analyze data?

2. Implementation & Deployment

The implementation process is critical to extracting value from a DPD solution. You'll want to evaluate a vendor's ability to support your implementation and ensure you see value from your DPD investment as quickly as possible.

Key Questions to Ask:

Where is your implementation team located?

Is your implementation team staff in-house, or do you rely on third parties?

How many years of experience on average do your implementation team members have in the construction industry and in implementing software?

What is your implementation methodology and training approach?

How long does it typically take to get a new customer up and running? Can you provide an estimated timeline for our implementation?

How many implementations have been canceled before the official go-live date in the past three years? And why?

Can you provide references from customers in our industry who've successfully implemented your solution?

3. Technical Support & Customer Success

Regardless of how good a product seems, your ability to fully realize its value often hinges on the support you receive. An experienced and responsive support team can save you hours of frustration and ensure you get the most from your investment by providing ongoing recommendations and support.

Key Questions to Ask:

How many technical support specialists will be available to us?

How often do you experience outages, and how quickly are they resolved?

Do you offer 24/7 support at no additional cost?

Do you assign each customer a customer success manager?

Do you offer self-help solutions, such as a user community or knowledge base?

What is your overall customer satisfaction rating?

Do you offer user events where clients can share best practices and learn from their peers?

4. Data Security & Privacy

Data security is critical for capital improvement programs. Choosing a vendor that demonstrates a strong security posture and a commitment to stringent data security and privacy practices will minimize your exposure to cybersecurity threats and give you peace of mind that your critical applications and data will be properly safeguarded.

Key Questions to Ask:

What data security and privacy regulations or standards does your organization comply with? What security or privacy certifications have you earned?

Does your organization have a dedicated information security officer?

Does your solution adhere to FedRAMP requirements (if applicable)?

What security protocols do you use to limit unauthorized access to data?

Does the solution support multi-factor authentication (MFA)?

Does the solution support single sign-on (SSO), and if so, what authentication protocols do you support?

Does the solution offer tiered user permission levels? How is access to data controlled?

5. Extensibility & Ability to Grow with You

Delivery is just one part of the asset lifecycle. The ongoing operation and maintenance of the asset will continue for years and perhaps decades. Even if you're not quite ready to implement end-to-end asset lifecycle management, investing in a solution today that's capable of supporting your entire program lifecycle will eliminate the time and money required to aggregate data across multiple systems down the line.

Asking the right questions will help you evaluate how well a solution can extend to help you manage both the delivery and long-term management of your assets.

Key Questions to Ask:

How does the solution facilitate design reviews and oversight of design changes?

What workflow management capabilities does the solution provide?

Does the solution support a digital/electronic procurement cycle?

In what ways does the solution support constructability?

How does the solution facilitate efficient operations and maintenance?

Does the solution operate within a GIS-centric environment?

Do you offer an integrated asset lifecycle management solution with native DPD integrations?





Take the next steps

toward integrated
project delivery for more
successful projects.

The shift to digital project delivery isn't always easy, but it is well worth the effort. By choosing a DPD solution that checks the right boxes, you'll be one step closer to increasing data visibility, reducing risk, and gaining greater control over schedules and budgets.

Get our Easy-to-Use RFP Guide

Investing in a DPD solution is a big decision, but you don't need to start from scratch. Our easy-to-use, customizable RFP Guide helps you identify and prioritize your organization's needs step by step.

Download our RFP guide to get started on your path to delivering more successful projects.

GET MY RFP GUIDE