

Ground-breaking innovation

Accelerating digital transformation in engineering and construction through optimizing technical innovation and data-driven insights, can improve cost management, delivery cycle times and resource productivity.

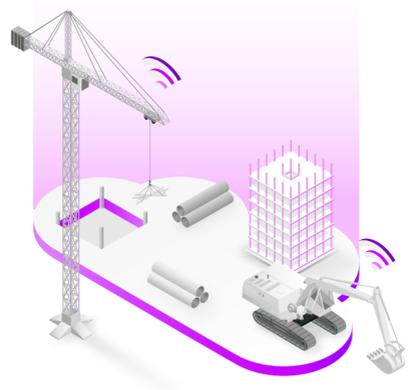
The challenges

According to our research*, the two biggest missteps that occur when companies utilize data to achieve digital transformation are:

A strategic failure to build the right operating environment and incentives to create a data-centric culture.

An inability to analyze and extract insights from data and technology for more effective decision-making and budgeting.

* Accenture Industry X Research, Dec 2020



INTRODUCING:

CAPSTONE

Our framework for the engineering and construction industry is called **CAPSTONE**: Capital Projects Strategic and Operating Network.

It's designed to help owner operators and EPCs (Engineering Procurement and Construction) reinvent collaboration to effectively use data and unlock the full value of their digital transformation.

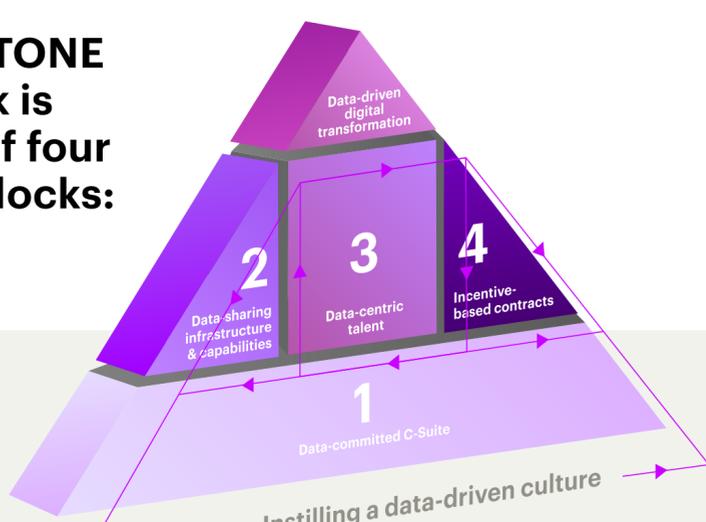
How does it work?

CAPSTONE uses the network effect: the larger the number of stakeholders and workers using data and analytics in capital projects, the greater the value realized for owner operators and EPCs. Up to a **5.8% increase in operating margin** for EPCs and a potential **6.6% incremental return on capital investment** for owner operators.

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increase in operating margin for EPCs

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The CAPSTONE framework is made up of four building blocks:



Owner operated

1 Data-committed C-Suite:

Your C-Suite should be the advocates for breaking 'data resistance', embracing data-driven change, and leading with a data-driven mindset.

2 Data-sharing infrastructure and capabilities:

Create an environment that empowers technology by investing in data lakes and cloud platforms.

3 Data-central talent:

Focus on identifying data stewards that are experts in project management and are capable of using data-generated insights to solve the foundational issues, particularly, strategic and productivity issues.

4 Incentive-based contracts:

Structure contracts to incentivize collaboration and the use of data-driven insights to achieve financial and non-financial KPIs.

EPC

1

1 Data-committed C-Suite:

EPC C-Suites must push for data-driven transformation and a complete overhaul of culture, processes and technology in order to secure better margins from delivered projects.

2

2 Data-sharing infrastructure and capabilities:

Concentrate your investments in technologies that allow you to make the most of the data foundation put together by the owner-operators.

3

3 Data-central talent:

Deploy an army of digital coaches who work closely with their on-the-ground workforce to help them effectively deliver and execute projects efficiently with data-driven insights.

4

4 Incentive-based contracts:

Structure contracts to incentivize collaboration and the use of data-driven insights to achieve financial and non-financial KPIs.



While few executives would dispute the immense value digital can bring to capital projects, they might differ in how they strategize and execute around them.

Enabling and improving decision making through cloud, mobile and data analytics can only happen if companies:



1. Institutionalize

Institutionalize ownership for building the right operating environment (structure, people, culture) to collate and deploy useful data and drive true collaboration.



2. Operationalize

Operationalize technology and data for better decision-making towards "on-time, on-budget" project delivery.

Driving either of these is not an easy course and will require clear strategic planning to be successful.

Start your CAPSTONE journey today

For more information contact us [accenture.com/capitalprojects](https://www.accenture.com/capitalprojects)



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