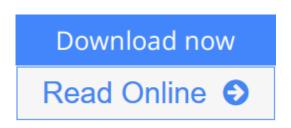


# Industrial Megaprojects: Concepts, Strategies, and Practices for Success

By Edward W. Merrow



**Industrial Megaprojects: Concepts, Strategies, and Practices for Success** By Edward W. Merrow

#### Avoid common pitfalls in large-scale projects using these smart strategies

Over half of large-scale engineering and construction projects—off-shore oil platforms, chemical plants, metals processing, dams, and similar projects—have miserably poor results. These include billions of dollars in overruns, long delays in design and construction, and poor operability once finally completed.

*Industrial Megaprojects* gives you a clear, nontechnical understanding of why these major projects get into trouble, and how your company can prevent hazardous and costly errors when undertaking such large technical and management challenges.

- Clearly explains the underlying causes of over-budget, delayed, and unsafe megaprojects
- Examines effects of poor project management, destructive team behaviors, weak accountability systems, short-term focus, and lack of investment in technical expertise
- Author is the CEO of the leading consulting firm for evaluating billion-dollar projects

Companies worldwide are rethinking their large-scale projects. *Industrial Megaprojects* is your essential guide for this rethink, offering the tools and principles that are the true foundation of safe, cost-effective, successful megaprojects.

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#### **Editorial Review**

#### From the Inside Flap

As megaprojects sponsored by petroleum, chemical, mineral, power, and other related industries have increased in size and com-plexity, so has the fallout. Anyone with a managing stake needs to understand how and why things can go so wrong.

*Industrial Megaprojects* explains underlying causes of over-budgeted, delayed, and unsafe megaprojects. They destroy shareholder wealth and damage company reputations. Yet, current global economic needs are further complicating projects. Easily accessed resources have been depleted, national resource holders that control more easily developed oil and gas have driven oil companies into deeper water, and chemical companies seeking lower cost feedstocks need to exploit economies of scale.

For anyone who leads or finances big projects, for those who are concerned about the management of modern, publicly owned industrial corporations, and for those who teach others about how it should be done, this book delivers the critical information you need to ensure a safe and profitable future for megaprojects. Modern life depends on their success.

#### From the Back Cover

More than half of large-scale building projects, such as drilling platforms, chemical plants, or dams, have miserably poor results: billions of dollars in overruns, long delays in design and construction, and poor operability once they are finally completed. Occasionally, these fiascos make the news, but for obvious reasons, companies usually bury the disasters with as little publicity as possible. Yet, management at the companies know full well the complexity and the difficulty faced when mounting megaprojects.

*Industrial Megaprojects* explains the underlying causes of over-budgeted, delayed, and unsafe megaprojects: poor project management, destructive team behaviors, weak accountability systems, an almost pathological focus on the short-term, and the unwillingness to invest in deep technical expertise. Modern life as we know it relies on the success of these projects. Leaders and stakeholders of future megaprojects would be wise to heed the warnings and take note of the best practices outlined in this book.

#### About the Author

**Edward W. Merrow** is the founder and CEO of Independent Project Analysis, Inc., the world's leading consulting firm evaluating billion-dollar megaprojects of national and international oil, chemical, pharmaceutical, and major mineral companies, and benchmarking their cost, schedules, safety, startup, and operational performance. Before founding IPA in 1987, Merrow was a research analyst and later the director of the Energy Policy Program at the RAND Corporation.

#### **Users Review**

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#### **Paul McKinney:**

Have you spare time to get a day? What do you do when you have considerably more or little spare time?

Yep, you can choose the suitable activity intended for spend your time. Any person spent their very own spare time to take a wander, shopping, or went to the Mall. How about open or perhaps read a book called Industrial Megaprojects: Concepts, Strategies, and Practices for Success? Maybe it is for being best activity for you. You realize beside you can spend your time with your favorite's book, you can better than before. Do you agree with the opinion or you have other opinion?

#### **Bobby House:**

The reason why? Because this Industrial Megaprojects: Concepts, Strategies, and Practices for Success is an unordinary book that the inside of the reserve waiting for you to snap the idea but latter it will jolt you with the secret the item inside. Reading this book adjacent to it was fantastic author who all write the book in such amazing way makes the content within easier to understand, entertaining technique but still convey the meaning totally. So , it is good for you for not hesitating having this anymore or you going to regret it. This unique book will give you a lot of positive aspects than the other book get such as help improving your proficiency and your critical thinking method. So , still want to postpone having that book? If I were you I will go to the reserve store hurriedly.

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