

**Massive amounts of data moving and
processed at incredible speed!**

New business models and strategies

Numerous start-ups

Every company is now a digital enterprise

Who will own the data and what will they do with it?



How can / will construction benefit?

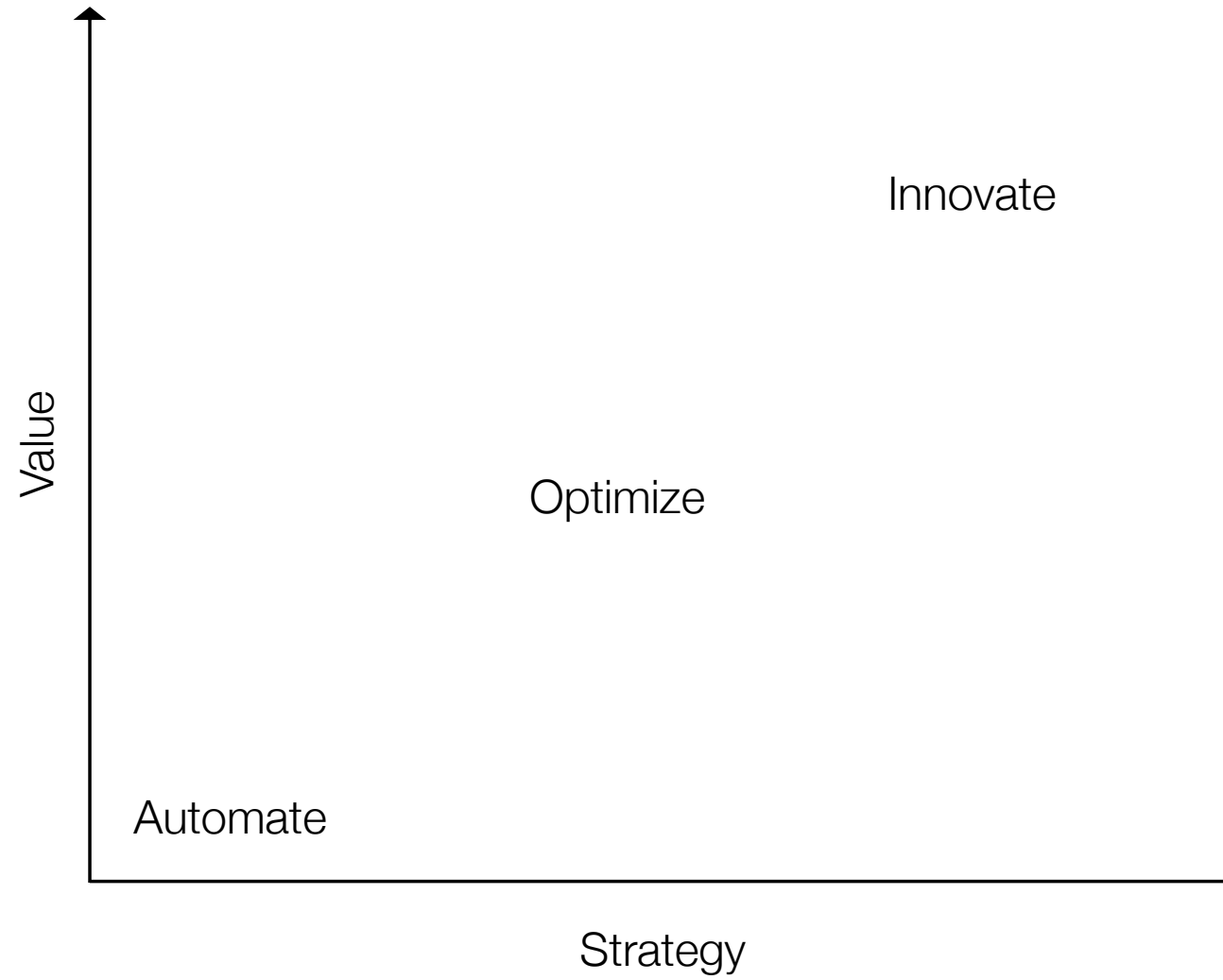


**“There is nothing so useless as doing
efficiently that which should not be done at all”**

Peter Drucker

Automate, Optimize or Innovate?





What could / should be automated?



Do we need to automate Project Management functions?



Business and mental models at play



AI/ML used to optimize drilling



**Drilling was optimized while WIP
exploded and cycle time extended!**

Cost and use of cash increased

Well intended actions resulting in unintended consequences



Production Management provides the framework to leverage new technology



4 Verbs

5 Levers

3 Curves





DESIGN



MAKE



TRANSPORT



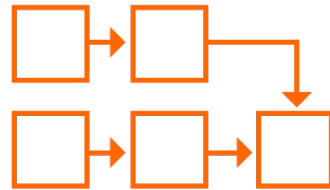
BUILD

Cost,
Time
&
Cash

=



+



+



+



+



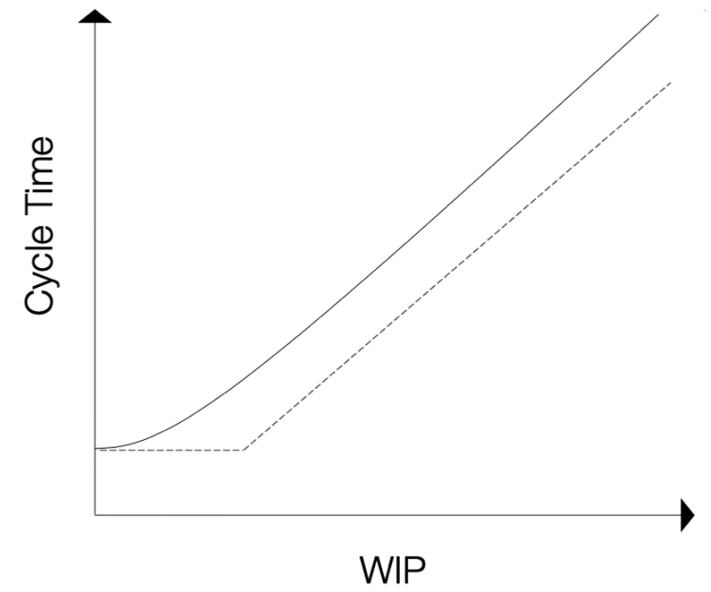
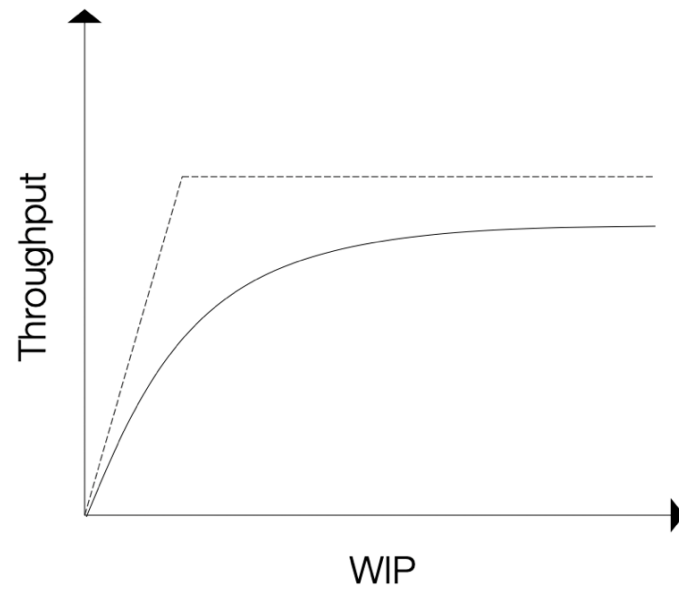
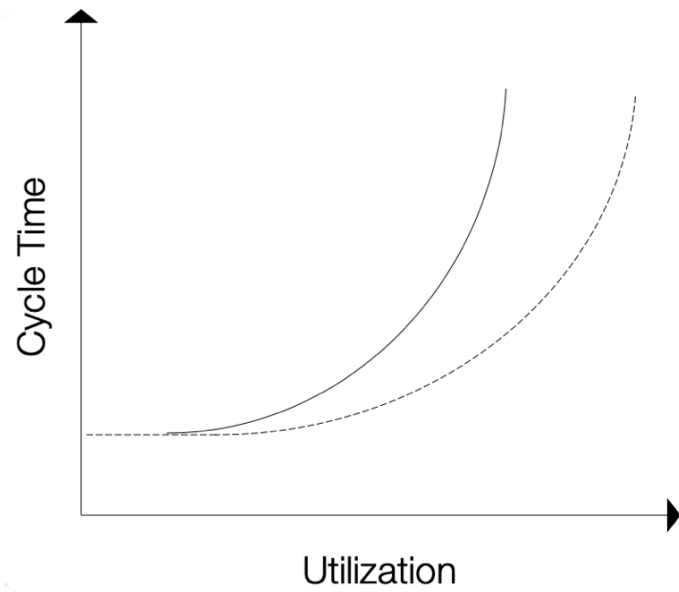
Product Design

Process Design

Capacity

Inventory

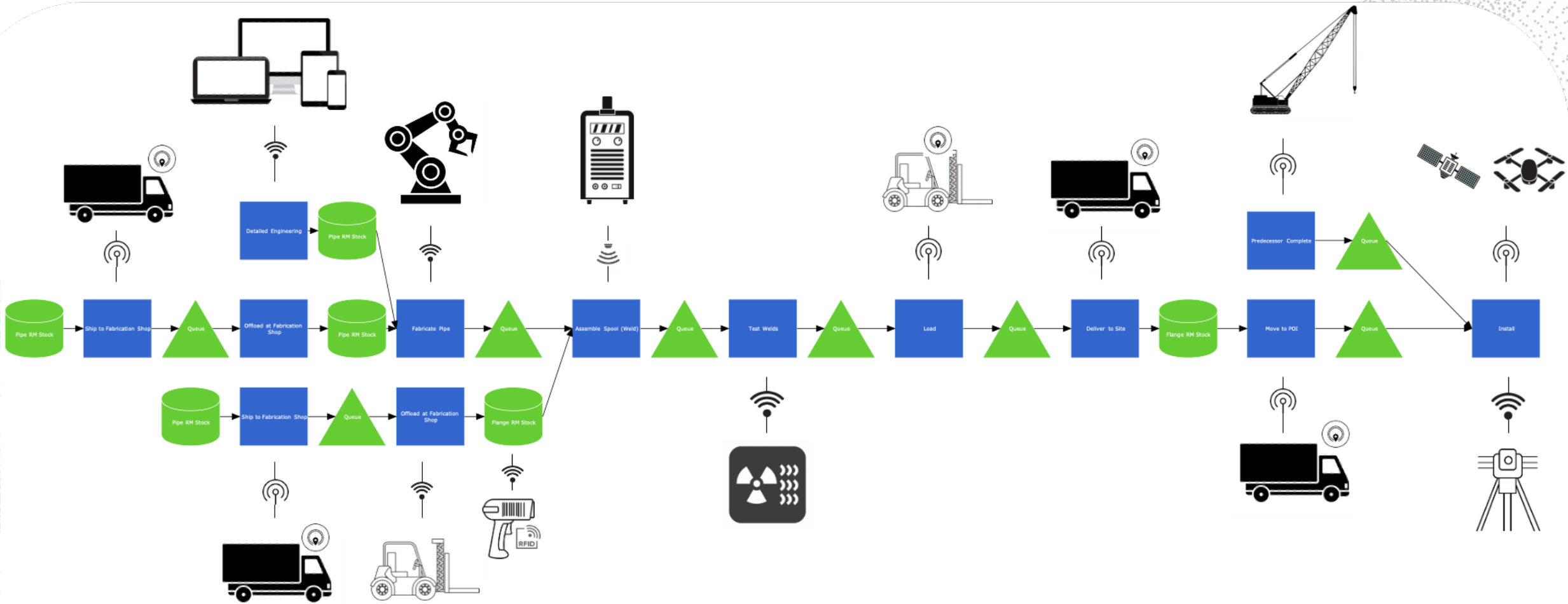
Variability



Intelligent Production



Production systems self-organize and optimize using Operations Science and Digital Technology



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