



PROJECT PRODUCTION  
INSTITUTE

Virtual Conference Series

# Stage Gate – What Are the Implications?

15 April 8:00am PT



The stage gate project development approach, as adopted by the engineering and construction industry, was designed as a business process both to meter spending prior to the investment decision and yield predictable outcomes. It has been widely implemented across the energy sector and other capital-intensive industries such as mining, infrastructure, chemicals, and pharma. While it can deliver on its intent, if applied too rigidly, it also drives deleterious, unintended consequences which increase cost, lengthen schedules and erode returns on capital employed.

Please join PPI to hear industry experts discuss how stage gate has evolved, its unintended consequences and, most importantly, what can be done differently to improve overall performance.

**WHEN:** Thursday, 15 April, 2021, 8am PT | 10am CT

**WHERE:** Zoom Virtual Conference  
(details provided upon RSVP)

**RSVP today.** [Click here](#)

For any questions, contact [events@projectproduction.org](mailto:events@projectproduction.org).

PPI Virtual Conference sessions bring together experts, practitioners, thought leaders and interested professionals to discuss and explore a variety of topics addressing the current gap in project delivery.

## MODERATOR

**Jim Banaszak, PhD** McKinsey & Company

Jim Banaszak is an Expert Partner for Major Projects in the Capital Productivity and Infrastructure Practice at McKinsey and Company and a member of the Firm's Global Energy/Materials, Retail and High-Tech project delivery service lines. He advises clients on capital allocation, engineering design, procurement, contracting, and construction of large projects and project portfolios around the world. Prior to McKinsey, Jim served as Chief Technology Officer for OpenCEL, a manufacturer of equipment that enhances renewable energy production in wastewater treatment processes. Jim earned an M.S. in Environmental Engineering at the Illinois Institute of Technology and a Ph.D. in Civil/Environmental Engineering from Northwestern University.

## PANELISTS

**Gary Fischer** Project Production Institute

Fischer recently retired from Chevron, where he spent 41 years working in all aspects of major capital projects – downstream, chemicals, upstream, domestic and international. He was the architect of Chevron's project management system and led an organization that provided project functional expertise across Chevron's global portfolio. He works with industry leaders to promote a revolution that moves capital projects from practices based on best practices to those based on Operations Science and is an active member of the Project Production Institute.

**Roberto Arbulu** Project Production Institute

Roberto collaborates with PPI as instructor for numerous educational efforts. He is Vice President of Technical Services for Strategic Project Solutions (SPS) and brings over twenty years of experience in the delivery and optimization of capital projects. Roberto has worked with numerous owner operators and service providers globally and authored several papers published in various trade journals and presented at conferences around the world. He has been a lead instructor for the Stanford CIFE / SPS VDC Certificate program. Roberto earned a Civil Engineering Degree from Pontificia Universidad Católica del Perú, a Master of Engineering Degree in Construction Engineering & Management and a Certificate in Management of Technology from the University of California, Berkeley. He is a member of the Gulf Downstream Association (GDA)'s Project Management Technical Committee.

**Jack Hartung** Chevron

Jack Hartung is currently Chevron's Manager of Opportunity Shaping Services, which oversees and leads the incubation of major capital investment opportunities across the entire enterprise. Jack has over 30 years of experience in capital project development and delivery, from ideation through execution. Jack has worked for Chevron in a variety of roles, including Manager of Benchmarking and Cost Engineering and as a principal in the assurance, development, and stewardship of Chevron's project development and execution process. Prior to that, Jack worked for Independent Project Analysis, Inc. as a senior analyst, where he specialized in conducting evaluations of innovative, first-of-a-kind process technology projects across a wide array of industries from consumer products to petrochemicals and pharmaceuticals. He received his bachelor's degree from Grinnell College and graduated with a doctorate in Synthetic Chemistry from the University of California, Berkeley.

## About PPI

PPI works to increase the value Engineering and Construction provides to the economy and society. PPI researches and disseminates knowledge related to the application of Project Production Management and technology for the optimization of complex and critical energy, industrial and civil infrastructure projects.

Learn more at [ProjectProduction.org](https://ProjectProduction.org)