

Broadway Malyan Business Process System

Case Study

Broadway Malyan, a major UK and internationally based architectural practice were seeking to provide an integrated project management and workflow system that would enable them to improve practice efficiency and enhance the quality and consistency of their client deliverables.

During the late 1990's the executive board of Directors was discussing ways of measuring and, ultimately, improving the quality and consistency of their client deliverables. Having gained ISO 9001 some years before the business had become familiar with quality systems and procedures, albeit reluctantly in many cases. Other than chronologically recording the bad news, ISO 9001 accreditation did little to answer the following question; *"Why do some job runners consistently run projects on time and budget and others do not?"*

The key part of the strategy was to derive a 'statement of need' and to really consider what tangible improvements their clients would notice. It is easy to be seduced by the commercially available software, but for Broadway Malyan, there were no off-the-shelf solutions were remotely suitable.

Key system goals:

- The system will deliver a structured design process providing a route map through the project, defining the key activities required at each stage, leading to greater clarity for clients.
- Allow the combined wisdom of Broadway Malyan staff to be incorporated into documents and integrated into the project tools to make best practice available as standard. The Business Process system to also incorporate best practice elucidated by Egan, Latham and M4i and make consideration of sustainability issues an integral part of the design process.
- Reinforce an agreed 'Broadway Malyan' way of running projects, whether in Lisbon, Warsaw, Southampton or Manchester.
- Free up time by automating processes usually done on paper, providing more time to concentrate on design.
- Project information to be viewed through a single intuitive dashboard and accessible to all staff anywhere in the organisation.
- Promote knowledge sharing - continuous improvement to be enabled through development of a 'Knowledge Forum', which enables users to log comments about the use of different materials in current building projects and any forthcoming legislation.

Details:

- **Company:** Broadway Malyan
- **Sector:** Architecture
- **Size:** 500+
- **Location:** UK, Madrid, Lisbon, Abu Dhabi, Singapore, Sao Paulo, Shanghai, Mumbai, Istanbul
- **Website:** www.broadwaymalyan.com

"We would like to thank you for making the Broadway Malyan intranet a success. You walked the extra mile with us to create a truly world-class product..."

Adrian Burton, Business Process
Facilitator & Senior Architect
Broadway Malyan

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The system provides a graphical route map through the life cycle of all registered projects from business development through to post completion. The key projects stages defined below were loosely based on RIBA work stages.

The system's 11 key stage tasks are normally carried out sequentially. Each task can contain any number of activities that require the job runner's attention. Activities can be mandatory, optional or advisory. In any case the system will record the job runner's response and progress. Activities will normally result in the creation of a contractual document or the recording of a milestone event. As the project develops, activities and tasks are marked as complete, providing an instant graphical guide to the status of the project.

All key stage tasks and activities are supported by contextual guidance notes to assist both the less experienced job runners and new starters alike. Where applicable, the notes include reference to specific ISO 9001 obligations.

Best practice documents are automatically merged with project specific data such as contact details. Documents are generated by the system and delivered to the user for review and, if necessary, further modification. Once the document has been completed and issued it is checked back into the system and automatically converted into an Adobe PDF archive. The entire document creation check-in check-out process is appended to the project audit trail.

Many tasks and activities have event traps applied that alert job runners to situations requiring their attention. These are displayed in the 'my task' section of the home page as well as being sent by email. The 'my task' console receives tasks and alerts from projects and activities related to the job runners building up a personnel task list.

Key Benefits:

- The combined wisdom of Broadway Malyan staff now incorporated into documents and integrated into the project tools to make best practice available as standard.
- Business Process also incorporates best practice elucidated by Egan, Latham and M4i and makes consideration of sustainability an integral part of the design process.
- Delivers a structured design process providing a route map through the project, defining the key activities required at each stage, leading to greater clarity for clients.
- Frees up time by automating processes usually done on paper, providing more time to concentrate on design.
- Job leaders use the time saved in reinventing wheels to manage projects far more effectively.