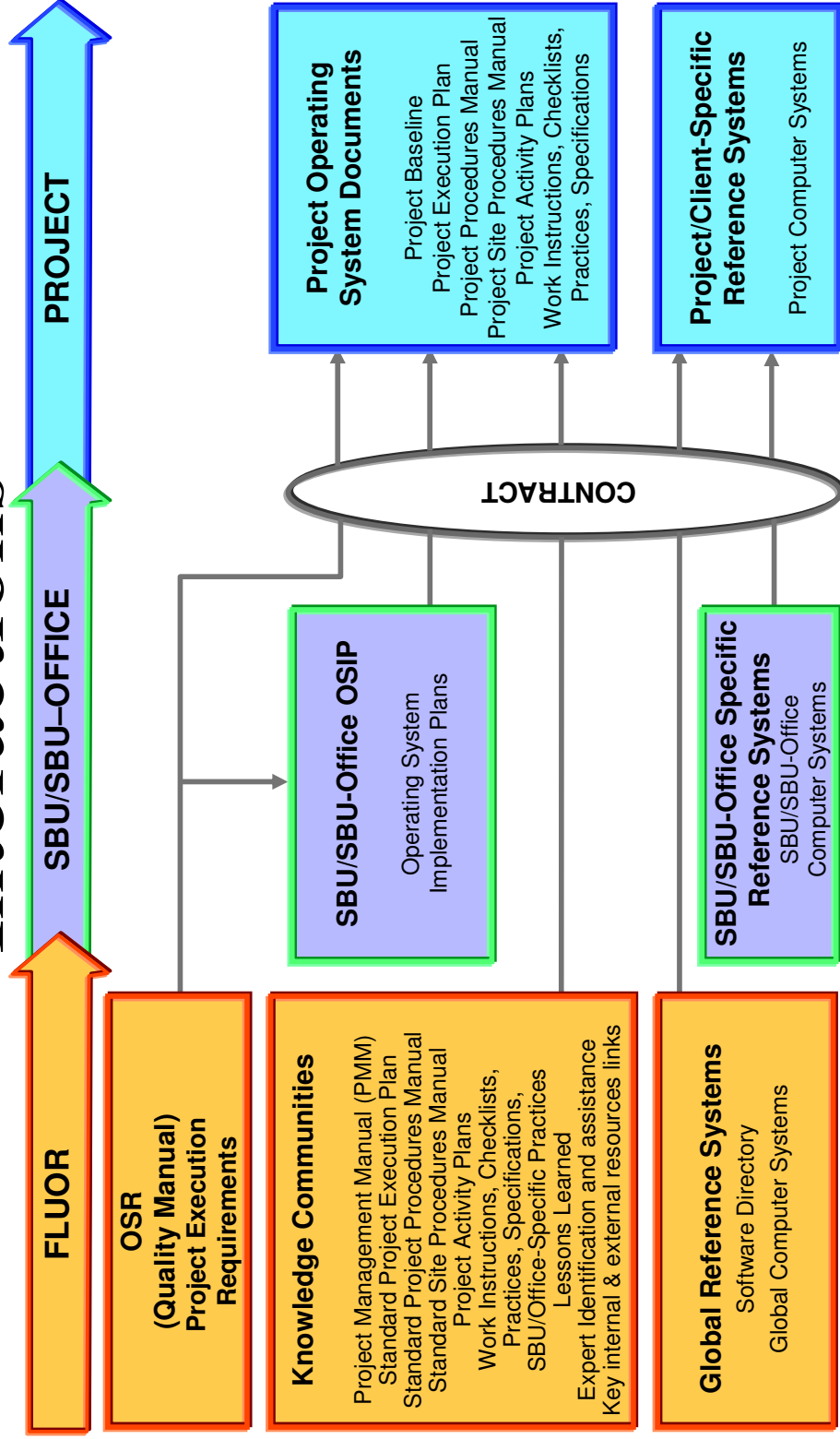


# Estimate Centric Execution & Knowledge management



# Fluor Operating System -

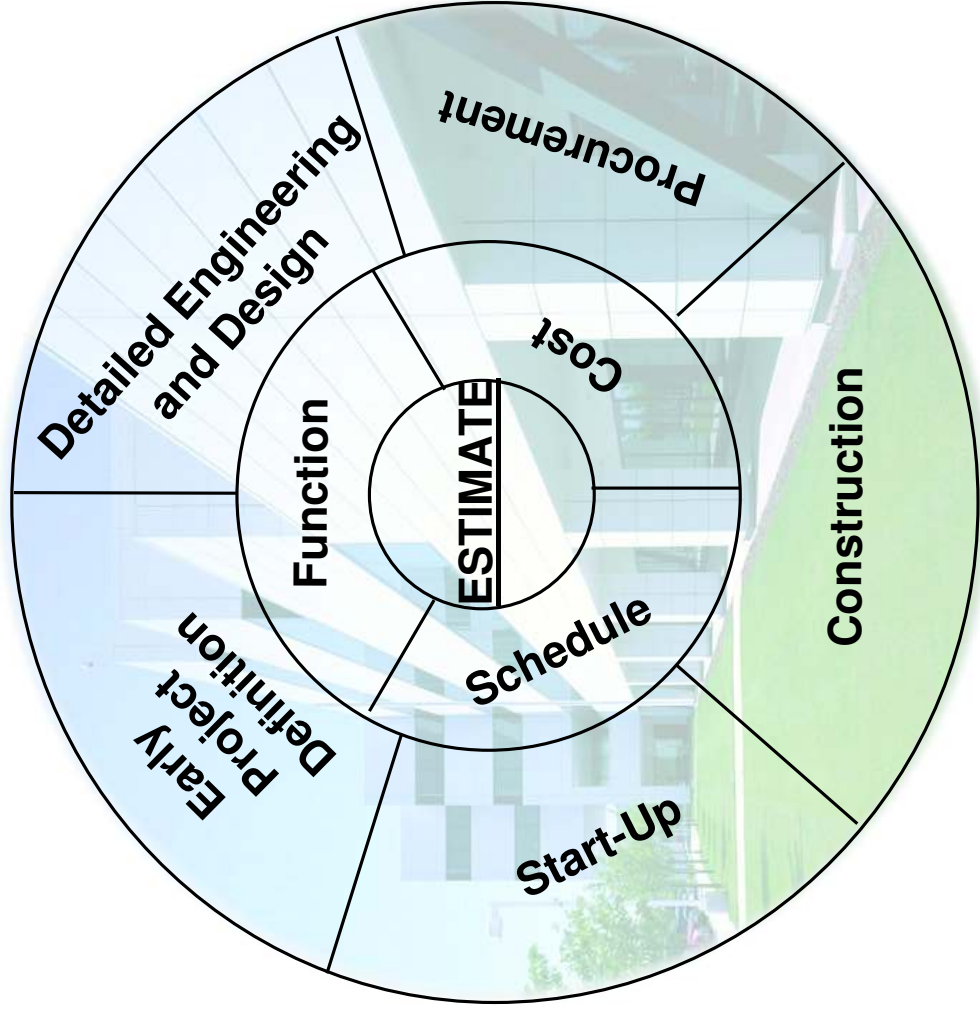
## Interactions



# Estimate Centric Execution

*The Practice of Engineering, Procurement,  
Construction and Commissioning in  
accordance with the Estimate and the Change  
Management Process*

# Estimate Centric Philosophy



# Estimate Centric Approach

## *Fundamental SBU Strategy*

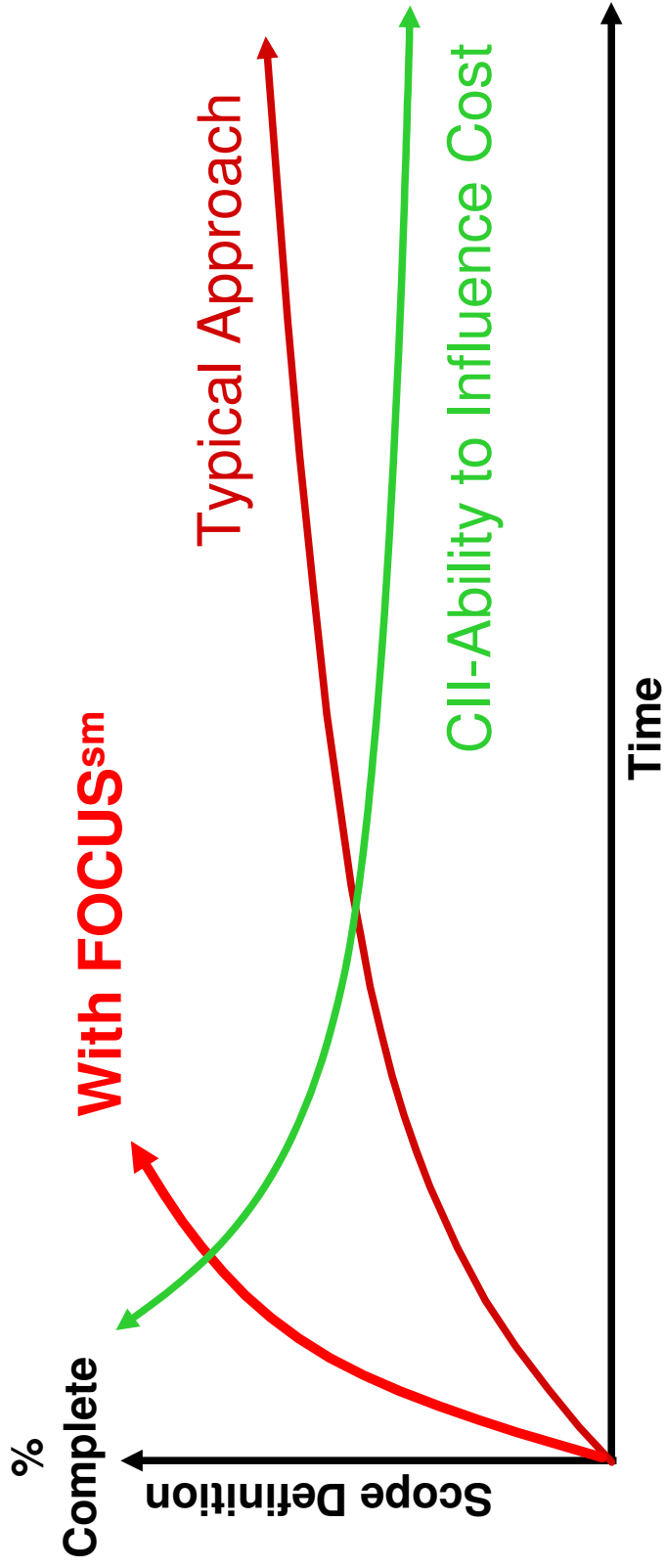
➤ Core to Our Value Proposition and Business

Strategy:

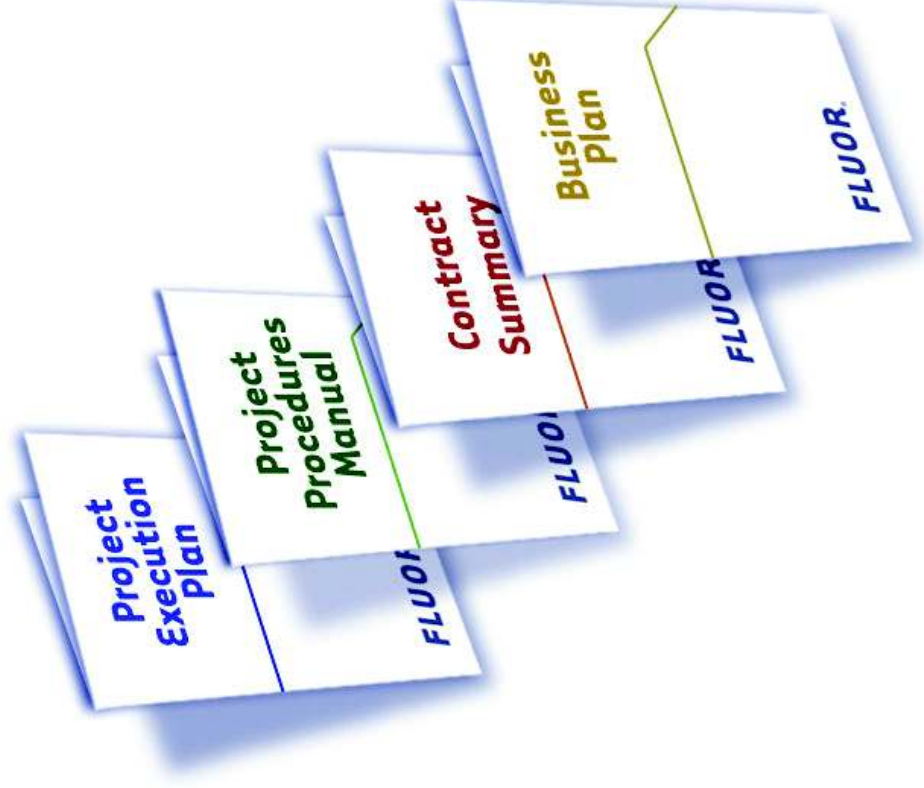
***Bringing Early Certainty of Function,  
Cost and Schedule***

# Early Project Definition

## *The FOCUS<sup>sm</sup> Process Results*

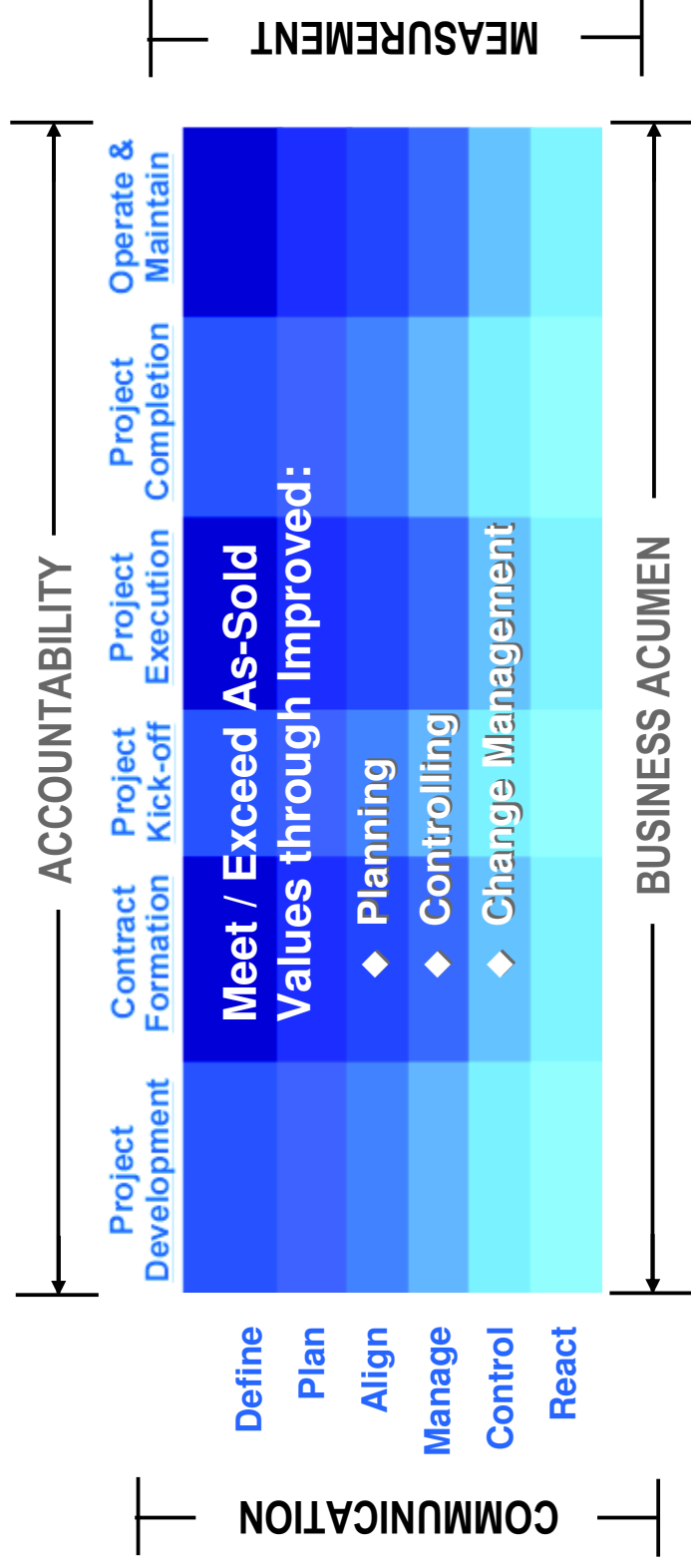


# Baseline Definition



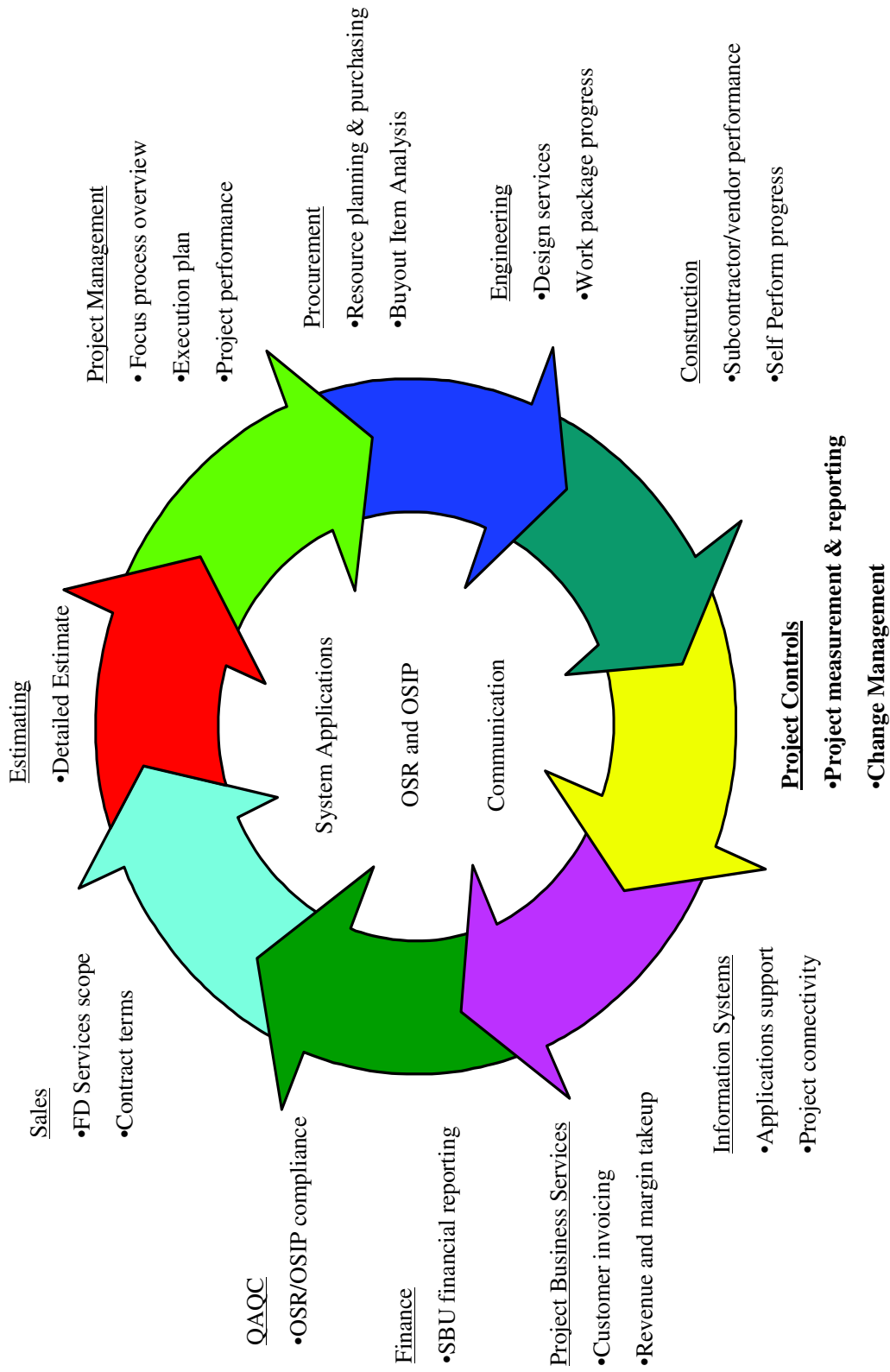
# Baseline Execution Approach

“Baseline Centric Project Execution Standard”





# Project Services Team Ownership



# Estimate Centric Execution

Delivering Early  
Certainty to  
Function, Cost &  
Schedule



Knowledge management  
& systems

Fluor Knowledge On Line (KOL)

Estimating & Project controls  
Community

JOB COUNSELING

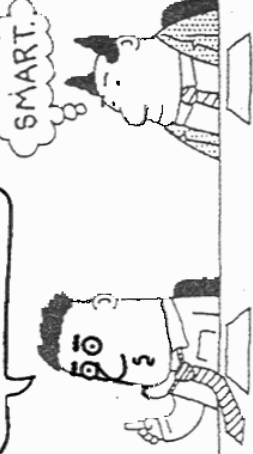
WE'LL NEED TO DISGUISE THE FACT THAT YOU'RE A MORON.



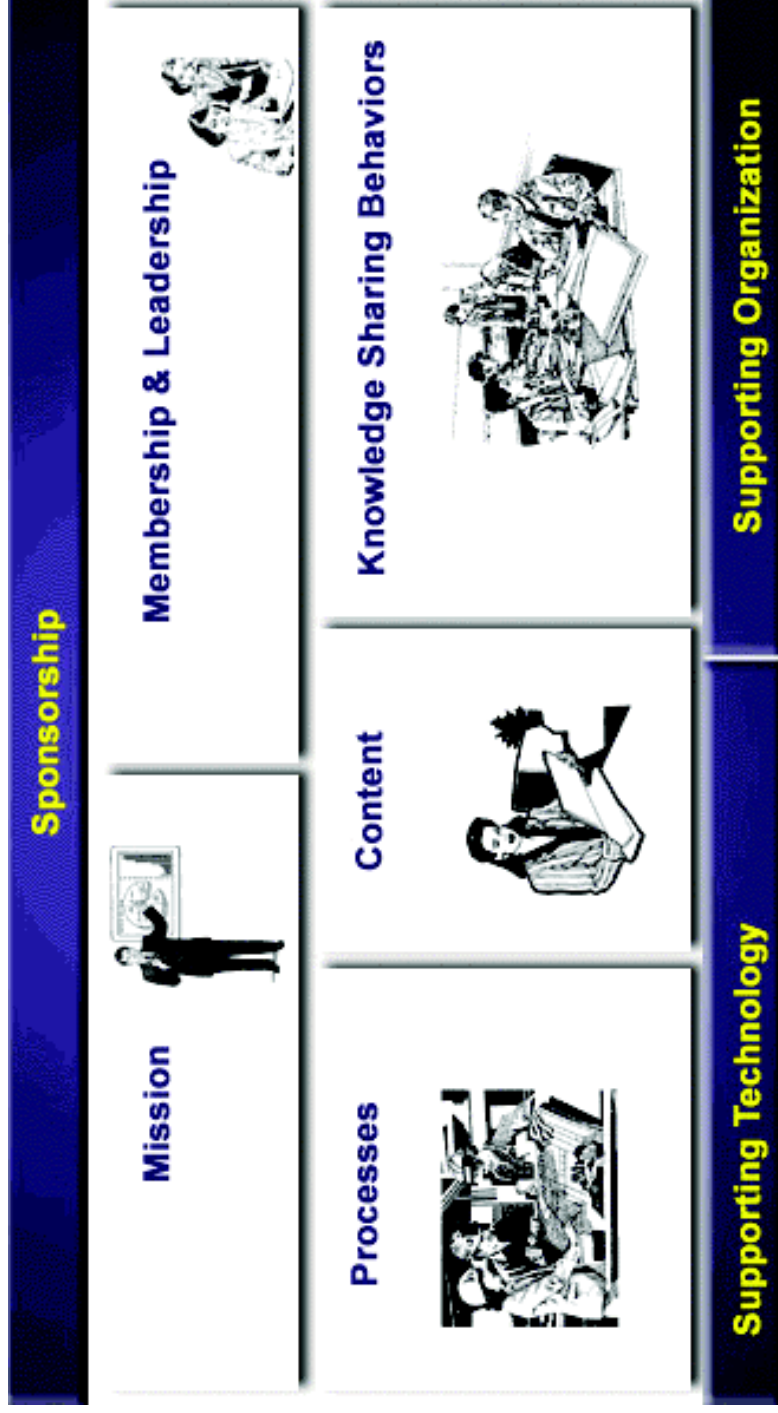
IRONICALLY, THE BEST WAY IS TO BECOME AN EXPERT IN SOMETHING CALLED "KNOWLEDGE MANAGEMENT."



WE MUST DEVELOP KNOWLEDGE OPTIMIZATION INITIATIVES TO LEVERAGE OUR KEY LEARNINGS.



# What is a Knowledge Community?



# Some Fluor Community Types

The screenshot displays the Fluor Knowledge OnLine website interface, which is organized into several main sections:

- Project Controls:** Includes links for Quick Links, Communities, Directory, MySpace, and Submit. A featured article titled "SAP/BW COST & REVENUE COST EXTRACT STATUS BULLETIN" is highlighted.
- Material Management:** Features a "Welcome to the Material Management Community!" message and a "PE ERP - Project Team Roles & Responsibilities Course" announcement.
- Engineering:** Contains a "Back to School" article, a "Global Functional Track" announcement, and a "What is Knowledge OnLine?" section.
- Navigation and Search:** A top navigation bar includes "Home", "About Us", "Contact Us", "FAQs", "Help", "Feedback", and "Advanced Search". A search bar is located in the top right corner.
- Community Info:** A sidebar on the right provides links for "Community Info", "Communities", "Communities Help", and "Communities Leaders".
- Footer:** The bottom of the page includes "Fluor Corporation © 2009-2010" and "Fluor Knowledge OnLine © 2009-2010".

# What Do Fluor Communities Do?

- Act as change agent to promote a knowledge sharing culture
- Own and manage their group's knowledge assets
- Drive content acquisition, filtering and reuse
- Initiate research and collaboration to generate new knowledge
- Assist in developing people
- Promote active Discussion Forums

# Knowledge Management Costs

- Implementation Costs
  - Infrastructure, hardware
  - Software purchase/licenses
  - Software development
  - Consulting services
  - Transfer of knowledge from existing systems
  - Knowledge stewardship
  - Training & communication





# Knowledge Management Costs

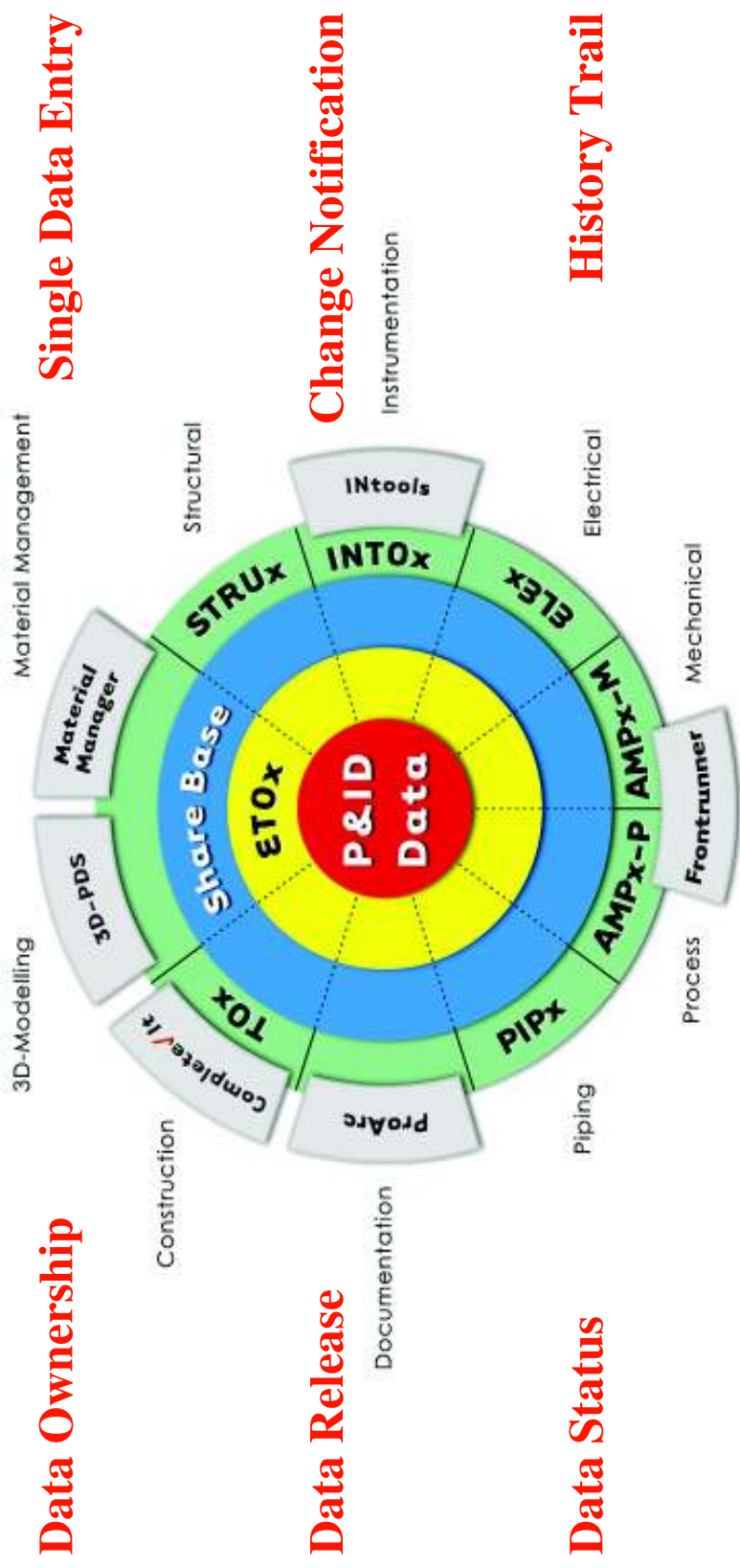
- Operating Costs
  - Membership
  - Knowledge Stewardship
  - Infrastructure
  - Hardware, Software
  - Incentive/reward programs



# Cost Estimate Data

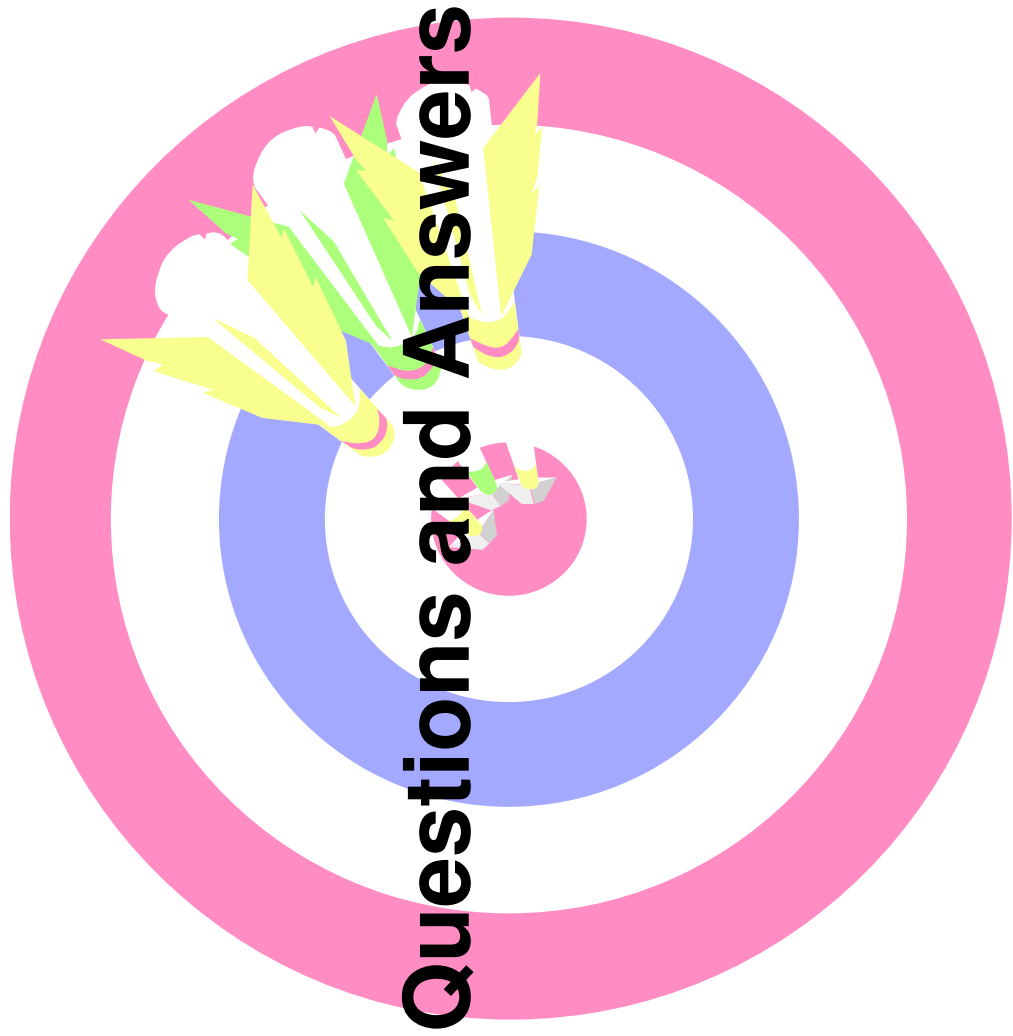
- **Input**
  - Scope of Work
  - Scope of Facilities
- **Output**
  - Cost Estimate
- **Required**
  - Engineering data
  - Cost data

# Integrated Design Build (IDB)



# Mechanical Cost Historical Data

- Equipment data base
- Collect historical data
- Benchmark for new projects



# Questions and Answers