

# ENGINEERING & CONSTRUCTION RISK INSTITUTE

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**ECRI-PE-022 (DESC)**

## Communication Challenges On Mega Projects

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**Purpose:** To provide best practices around risks, and corresponding mitigation strategies, associated with communication problems on large/mega projects.

**Introduction:** Clear and effective communications are a key factor in ensuring the successful completion of any project. However, it takes on particular significance on mega projects where there are multiple participants particularly if those participants are from different parts of the world. In some cases, a project may span multiple cities, provinces, states, even nations. Therefore, setting up effective communication links is a major challenge and failure to do so will jeopardise the success of the project. This Best Practice will explore the particular communication issues that are prevalent on such mega projects and discuss ways in which they can be addressed.

This Best practice should be read in conjunction with: -

ECRI-PE-002 Multi-Office Execution

ECRI-PE-005 Project Interfaces

ECRI-PE-013 Team Building

ECRI-PE-021 Managing Multi-Cultural Workforces on Major Projects

ECRI-RM-012 Projects in New Geographical Areas

**Scope:** Communication issues on mega projects are brought about by the sheer size and complexity of such projects and their multiple interfaces. Such projects come about for various reasons; economies of scale, political expediency, maximum use of local companies are some examples. High Value Low Cost (HVLC) engineering centres are often employed to reduce costs and various E&C companies may form joint ventures due to process considerations and/or to reduce their own financial risk.

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