



Dr. Juliano Denicol

IPMA Global Research Award 2019

Category: IPMA Young Researcher Award
Young Researcher Award Winner

for the Research project:

Designing Client Organisations and Supply Chain Strategies to Deliver Megaprojects

The research explores the formation and evolution of megaproject client organisations, which are new, dedicated and often temporary entities created to deliver a project on behalf of the sponsor. This is explored in the context of the course of global infrastructure forecasted for the next ten years. The research has been instrumental in improving our understanding of how megaproject client organisations are structured and make strategic decisions to engage with the supply chain.

Six megaprojects that currently represent a combined investment of £93.93 bn were analysed as part of the research: three in real time - Crossrail, Thames

Tideway Tunnel and High Speed 2 and three retrospectively - High Speed 1, Heathrow Airport Terminal 5 and the London 2012 Olympics.

Juliano developed a conceptual framework, the Project System Organisation, which sheds light onto the megaproject multi-layer and multi-level organisational structure, identifying multiple organisational roles and responsibilities. It advances the understanding of the terminologies of owners, sponsors, clients and operators in megaprojects, as well as the dynamics of its non-static and evolutionary nature throughout the project life-cycle, unpacking who does what, when, how and why.

The research is expected to have a significant impact on the sector. It creates a dialogue between theory and practice to address society's challenges and provides insights not only to understand the problem, but also to inform potential solutions to megaproject delivery. It provides practical guidance for megaproject promoters, policy makers and practitioners in their strategic decisions in the front-end of those projects, increasing the knowledge of innovative structures to design the client organisation (intra-organisational) and the supply chain architecture (inter-organisational).

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