Achieving the Best Possible Outcomes

With high levels of construction activity in the global marketplace, stakeholders of capital projects rely on expert opinion, testimony, and practical advice to help assess, mitigate, and manage risks. Ankura provides this necessary expertise.
AS CONSTRUCTION PROJECTS BECOME INCREASINGLY SOPHISTICATED IN TERMS OF SCHEDULING, PROJECT CONTROLS, TECHNOLOGY, AND THE GLOBAL SUPPLY CHAIN, ISSUES AND DISPUTES REMAIN A COMMON FEATURE:

#### COMPLEXITY

Construction is more complex than ever, driven by new technologies and contracting methods across diverse geographies.

#### DELIVERY RISKS

Cost overruns, management controls, project delays, quality concerns, and changes in the scope of projects create significant delivery risks.

#### COMPETING PRIORITIES

Participants in major capital projects increasingly comprise diverse owners, capital sources, and contractors with competing priorities.

Understanding the origins, scale, and potential impacts of the inherent risks in execution is vital to the efficient management of the project through the entire lifecycle - from inception to completion.
AROUND THE GLOBE, CONTRACTORS, OWNERS, ARCHITECTS, ENGINEERS, INSURERS, INVESTORS, LENDERS, AND THEIR COUNSEL RELY ON ANKURA FOR EXPERT AND ADVISORY SERVICES TO AVOID, MANAGE, AND MITIGATE EXECUTION RISKS THROUGHOUT THE LIFECYCLE OF CAPITAL PROJECTS.

Our **Expert Services** provide rigorous analysis of complex issues, from their initial identification, through analysis and resolution in negotiations or when presented through experienced testimony before tribunals around the world.

Our **Advisory Services** professionals apply sophisticated analysis to complex issues relating to capital programs spanning from the planning for capital investment to completion and close-out of specific projects.

Our 200+ professionals combine real-world industry experience, robust credentials, and technical expertise in finance, accounting, architecture, engineering, real estate, scheduling, program analysis, and construction management.

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**WE HELP CLIENTS TO DEVELOP, MANAGE, AND EXECUTE THEIR BUSINESS PLANS BY:**

- Advising and building their capacity to plan, control, and execute projects that fully achieve their vision;
- Managing projects to achieve their goals on time and within the expected budget; and
- Protecting clients from measurable claims.

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**200+ GLOBAL CONSTRUCTION PROFESSIONALS**

**EXPERIENCE IN 115+ COUNTRIES**

**TOP TIER CONSTRUCTION LAW FIRMS:**

- 60% OF US
- 90% OF UK

**SENIOR PROFESSIONALS' AVERAGE YEARS OF EXPERIENCE:**

- 28

**WE REPRESENT**

- 9 OF THE TOP 20 INTERNATIONAL CONTRACTORS
- 10 OF THE TOP 20 INTERNATIONAL DESIGN FIRMS
ANKURA EXPERT SOLUTIONS

• Cost/quantum analysis
• Schedule/program analysis
• Labor productivity and production analyses
• Damages analysis
• Professional liability and defective construction analyses
• First-party insurance claims
• Expert testimony

UNPARALLELED EXPERIENCE

• Ankura’s dispute resolution professionals are respected as experts around the world.
• Proven results delivering written and oral testimony in a broad range of venues, including: the US Court of Appeals; US District Court; US Bankruptcy Court; US Federal and State Court; the Armed Services Board of Contract Appeals (ASBCA); Federal Regulatory Energy Commission; General Services Boards of Contract Appeals; the Technology and Construction Court of England and Wales; the Commercial Court of England and Wales; the Singapore High Court and arbitral forums including International Chamber of Commerce; Dubai International Arbitration Centre; Hong Kong International Arbitration Centre; Singapore International Arbitration Centre; the Arbitration Institute of the Stockholm Chamber of Commerce; the Asian International Arbitration Centre; and the London Court of International Arbitration.
• Twenty-Two members from our global construction team were identified as leading experts in “Who’s WhoConstruction 2019.”

OUR PROFESSIONALS HOLD CREDENTIALS INCLUDING:

- Accredited mediator (CEDR)
- American Institute of Architects (AIA)
- Association of project managers (APU)
- Certified cost professional (CCP)
- Certified in financial forensics (CFF)
- Certified forensic claims consultant (CFCC)
- Certified management accountant (CMA)
- Certified public accountant (CPA)
- Certified general contractor (CGC)
- Chartered arbitrator (CA)
- Chartered global management accountant (CGMA)
- Chartered quantity surveyor (CQS)
- Construction adjudicator (CA)
- Registered architect (RA)
- National Council of Architectural Registration Boards (NCARB)
- Planning and scheduling professional (PSP)
- Professional engineer (PE)
- Project management professional (PMP)
- The Chartered Institute of Arbitrators (CIArb)
- The Royal Institution of Chartered Surveyors (MRICS)
- The Singapore Institute of Arbitrators (SIArb)
Ankura experts were retained by a contractor to help prepare change orders for increased costs incurred during the construction and expansion of a large mine complex in Peru. The work included construction of the advanced mineral extraction platform 885,600 M² (219 acres), perimeter roads, internal access roads, concrete bridges, and drainage system, which were impacted by delays and disruption attributed to the owner. We prepared change orders for increased costs incurred due to lost productivity using the MEASURED MILE methodology and quantified costs for differing site conditions. Finally, our team quantified prolongation costs associated with owner-caused delays. The analyses were instrumental in the contractor’s negotiation and ultimate settlement of additional costs without the need for litigation.

Ankura professionals were retained by the owner and provided separate teams of experts to evaluate the performance of contractors who were constructing three subway stations and twin tunnels as a part of this $5.0B subway expansion program. Ankura’s teams performed detailed delay analysis and evaluated each contractor’s submissions requesting time extensions over the five-year construction period. Our analyses allocated delay responsibility to both the owners and contractors and formed the basis for settlement negotiations. Construction finished almost two years behind schedule, in part due to limited site access, design changes, and contractor caused delays. Our analyses were instrumental in the successful settlement of certain claims and Ankura will continue to provide support for those that will be decided through formal dispute resolution.

Ankura experts assisted the owner in a dispute with the Engineering, Procurement, and Construction (EPC) Joint Venture on a substantial expansion of this mineral extraction plant. The expansions included mine ore transportation, hoisting, and storage, and upgrades to site power supply, infrastructure, and utilities. Ankura’s experts performed a review of project records and provided opinions regarding the conduct, performance, and execution of the EPC Joint Venture performance. Our expert report addressed quality issues, project duration, productivity, and cost escalations. We provided assistance during mediation that ultimately led to a favorable settlement for the client.
Our clients seek identification of risks associated with a capital project and practical, experienced, and actionable mitigation tactics. In response, we provide sophisticated advice on some of the world’s most complex and largest capital projects, analyzing prospective and in-process capital projects as well as assurance reviews for conformance with the time, cost, and quality objectives of project stakeholders.

We advise on governance and contract structures; analyze cost and schedule progress at key milestones; and provide comprehensive status briefings to project participants, executives, directors, investors, and government agencies.

With hands-on leadership experience in real estate, infrastructure, healthcare, financial services, energy, and many other industries, our professionals combine their expertise with Ankura’s extensive resources to produce comprehensive, and - most importantly - easily implementable solutions for our clients’ planning and execution challenges.

**ANKURA ADVISORY SERVICES**

- Feasibility studies, business case modeling, and financial advice (including private public partnerships)
- Technical and commercial due diligence
- Governance, procurement, and delivery strategy
- Development, project management, and project monitoring
- Independent project reviews
- Project turnaround services

**UNPARALLELED EXPERIENCE**

Ankura’s professionals combine real-world industry experience with technical expertise in finance, accounting, architecture, development, engineering, real estate, and construction management.

- Aerospace
- Airports
- Chemical and petrochemical
- Commercial building
- Defense
- Education
- Entertainment
- Gaming/casinos
- Healthcare
- Hospitality
- Manufacturing and process
- Marine
- Nuclear power
- Oil and gas pipelines
- Ports
- Power generation and transmission
- Prisons
- Retail
- Roads and bridges
- Rail
- Ship building and repairs
- Sports and leisure
- Telecommunications
- Urban mass transportation
- Waste water and water treatment
Ankura professionals were retained by the owner of a coal fired power plant in Guatemala to provide contract, project controls, and claims management advisory services during construction of the US $479M, 300MW plant. When the owner terminated the original Engineering, Procurement, and Construction (EPC) contractor for default, our team continued to provide services through re-procurement and completion of the plant by replacement contractors. Ankura's experts then provided litigation support services during the international arbitration proceedings relating to the termination claims which resulted in a favorable ruling for our client.

Ankura experts provided schedule management services to assist the developer in the construction of World Trade Center Towers 2, 3, and 4, with a total of over six million square feet of space (558,000 square meters), at the World Trade Center site in Lower Manhattan. Our reviews and analyses assisted the developer in managing multiple risks including delays, design challenges, site logistics, inter-project dependencies, multiple stakeholder responsibilities, and aggressive milestones. We also provided arbitration support, expert reports on delay and disruptions, and expert testimony which resulted in decisions favorable to our client.

Ankura professionals provided an independent assessment of the root-cause of design and construction delays, and forecasted cost overruns for 1.5 million square foot (140,000 square meter) greenfield manufacturing facility on behalf of an automotive supplier. Our experts provided on-site project management oversight to implement enhanced project controls, reporting, and contract administration, and negotiated a revised guaranteed maximum price contract. Based on the success of this work, we subsequently provided feasibility studies for a new build-to-suit 30-story corporate headquarters. Our work included the evaluation of metropolitan sites, consideration of state and local incentives, development of capital expenditure and operating expense budgets, negotiation of lease terms, and selection of the project’s architect and general contractor. We provided project management oversight for this 500,000 square feet project which was completed on-time and within the budget.
COLLECTIVELY, ANKURA CONSTRUCTION EXPERTS HAVE SERVED CLIENTS IN 115 COUNTRIES AROUND THE GLOBE AND OUR PEOPLE ARE FLUENT IN MORE THAN 20 LANGUAGES.

- Afghanistan
- Algeria
- Angola
- Argentina
- Australia
- Bahamas
- Bahrain
- Bermuda
- Bolivia
- Brazil
- Bulgaria
- Cambodia
- Canada
- Chile
- China
- Columbia
- Costa Rica
- Denmark
- Djibouti
- Dominican Republic
- Ecuador
- Egypt
- Ethiopia
- Finland
- France
- Germany
- Guatemala
- Hong Kong
- India
- Indonesia
- Iraq
- Ireland
- Italy
- Japan
- Jordan
- Kazakhstan
- Kuwait
- Latvia
- Liberia
- Madagascar
- Malaysia
- Mexico
- New Zealand
- Nigeria
- Oman
- Panama
- Peru
- Philippines
- Poland
- Puerto Rico
- Qatar
- Romania
- Russia
- Saudi Arabia
- Singapore
- South Africa
- South Korea
- Sri Lanka
- Sweden
- Taiwan
- Thailand
- Trinidad
- Turkey
- Turkmenistan
- Ukraine
- United Arab Emirates
- United Kingdom
- United States
- Uruguay
- Uzbekistan
- Vietnam
- Virgin Islands
- Yemen

CONTACT US  construction@ankura.com

ABOUT US

Ankura is a business advisory and expert services firm defined by HOW we solve challenges. Whether a client is facing an immediate business challenge, trying to increase the value of their company or protect against future risks, Ankura designs, develops, and executes tailored solutions by assembling the right combination of expertise. We build on this experience with every case, client, and situation, collaborating to create innovative, customized solutions, and strategies designed for today’s ever-changing business environment. This gives our clients unparalleled insight and experience across a wide range of economic, governance, and regulatory challenges. At Ankura, we know that collaboration drives results.