

EXECUTIVE SUMMARY

Regardless of where a business is located, many external factors can influence its operation, such as macroeconomics. A subsidiary of QServe Sri Lanka, QServe Qatar WLL operates as a business unit under the parent company. The company is the third international operation of the QServe group of companies and is a Chartered Quantity Surveyor consultancy with a Grade-A rating. Its highest revenue generation comes from pre-contract services for construction projects, which account for about 20% of the company's revenue. Despite this, QServe Qatar has struggled to manage pre-contract services costs. To achieve their expected revenue, QServe recommends that solutions be developed to eliminate the problem and mitigate the effects of corrective actions.

The company, QServe Qatar WLL, is a subsidiary of QServe Sri Lanka. That is QServe's third international operation and a Grade A Chartered Quantity Surveying Consultancy. The company contributes around 20% of its revenue to pre-contract services in its construction projects. Despite this, QServe Qatar struggles to manage the cost of pre-contract services compared to the planned cost. As a result, it faced a significant impact in pre-contract services cost overrun compared to their plan cost by an average of about 50% in the last three years total of QR 1,073,000. A detailed root-cause analysis was performed to identify the leading causes of the cost overrun, targeting to provide sustainable solutions to the high cost overrun in pre-contractor services. SWOT analysis was used to determine the critical strengths, weaknesses, opportunities and threats of QServe Consultant Services.

A significant organizational problem has been identified at QServe Qatar, and the major issue is pre-contract cost overruns. The main problem is grouped with its associated issues, and a theoretical overview of that layout allows possible solutions to be reviewed through a literature review. In various journal articles and books, different types of literature provide detailed results and specific categories of root cause analysis. The categories of stakeholder management, project procurement, and human resource management are used for supply chain management consulting in the construction industry. An objective, systematic approach is implemented to address the problem, and the procedures involved in resolving it will be outlined in detail. The theoretical aspects of techniques used in this field research project, including the coordination process, data management, training needs analysis, pricing model, risk assessment model, training needs analysis, and resource optimisation to resolve the problem examined through theoretical viewpoints.

For each component, project objectives were established, which helped the project achieve its primary aim of reducing project cost overruns from 50% to 10% from the QServe pre-contract services cost of QAR 1.074 million. Hereafter, each project component's current situation was explained in detail, referring to process flows when required. In parallel, techniques were identified to solve the key problem, and solution development was one for each project component. The author suggests creating a comprehensive communication process for stakeholder management to identify client scope better, manage client scope changes, and reduce rework. A company database should be implemented to manage standard data for pre-contractual document preparation to reduce reworks from 10% to 3%. Employees should also be trained to minimise errors and mistakes to improve their skills. Project procurement reduces project award delays from 25% to 10% by enhancing client satisfaction, decreasing complaints, and increasing demand for service. This component uses pricing and risk analysis techniques to minimise project risks. The human resources management component included methods for assessing job training needs and recruiting new employees. A resource optimisation model was also proposed to reduce overallocation from 40% to 10% by improving the estimation of human resources. This report discusses the techniques proposed in Chapter 4.

Further information concerning the budget, resource allocation, project outputs, and outcomes are presented in Table 5.3. An analysis of tangible and intangible benefits-costs is shown in the project outputs and outcomes table concerning Chapter 4. Based on Tables 5.1 and 5.2, a net incremental benefit of QAR 3.569 million was determined with a benefit-cost ratio of 1.77, confirming the viability of the solutions proposed that can be expected to be derived from the proposed project actions, and Chapter 5 summarises some of those outputs and outcomes.

A detailed discussion was conducted regarding the project's findings and recommendations included in Chapter 6. Each project component was discussed in the literature to develop a strong conceptual understanding, apply key theoretical references, and develop a practical scenario. The impact of suggested solutions was examined from a theoretical perspective. Afterwards, a discussion was held regarding the project recommendations. By implementing the recommendations presented herein, Qserve Qatar will be able to reduce its high-cost overruns and enhance the sustainable growth of business revenue.