



CAESES User Conference 2022

Driving complex Projects in a highly competitive Environment

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Outline

- The Americas Cup – a bit of history
- Performance Development
- Capability Development
- Management approach

The Americas Cup

- Since 1851
 - Oldest Sports Trophy in the World
 - It's the pinnacle of competitive sailing
 - Budgets are well above 100 M EUR
 - A single event every 3 to 4 years
- Performance
 - Top speed around 50 kts
 - 0.5 kts speed difference = 80% win probability



1851



1901



1930



1950-1987



2000



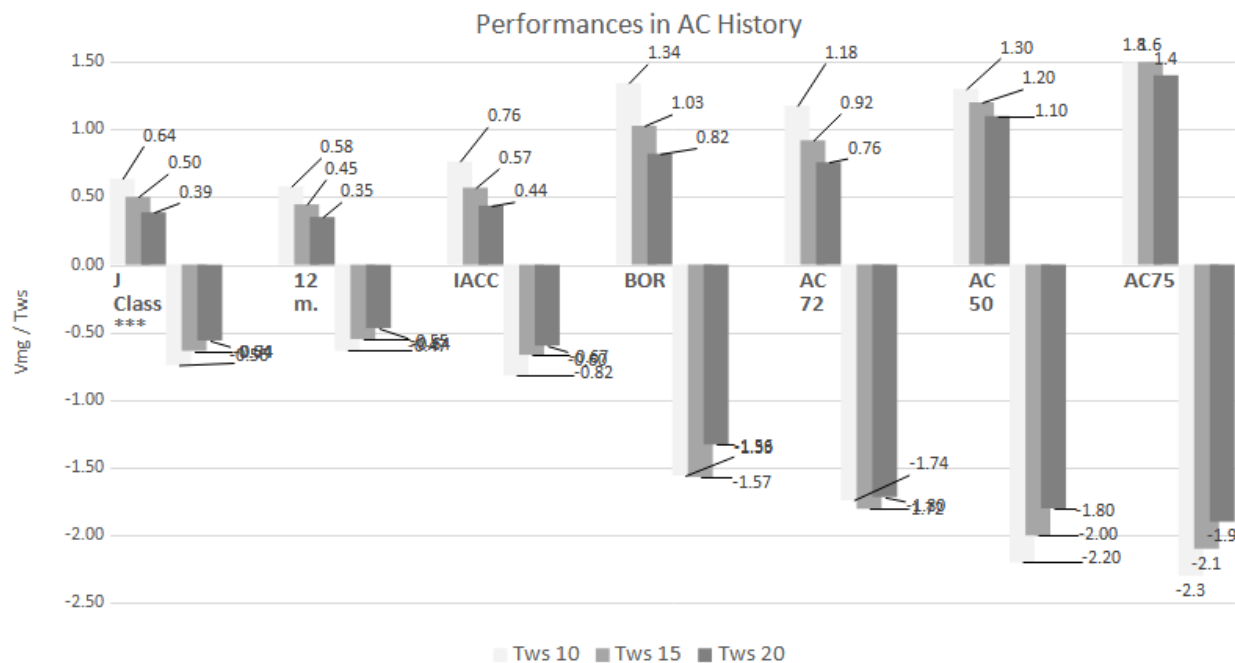
2010



2013



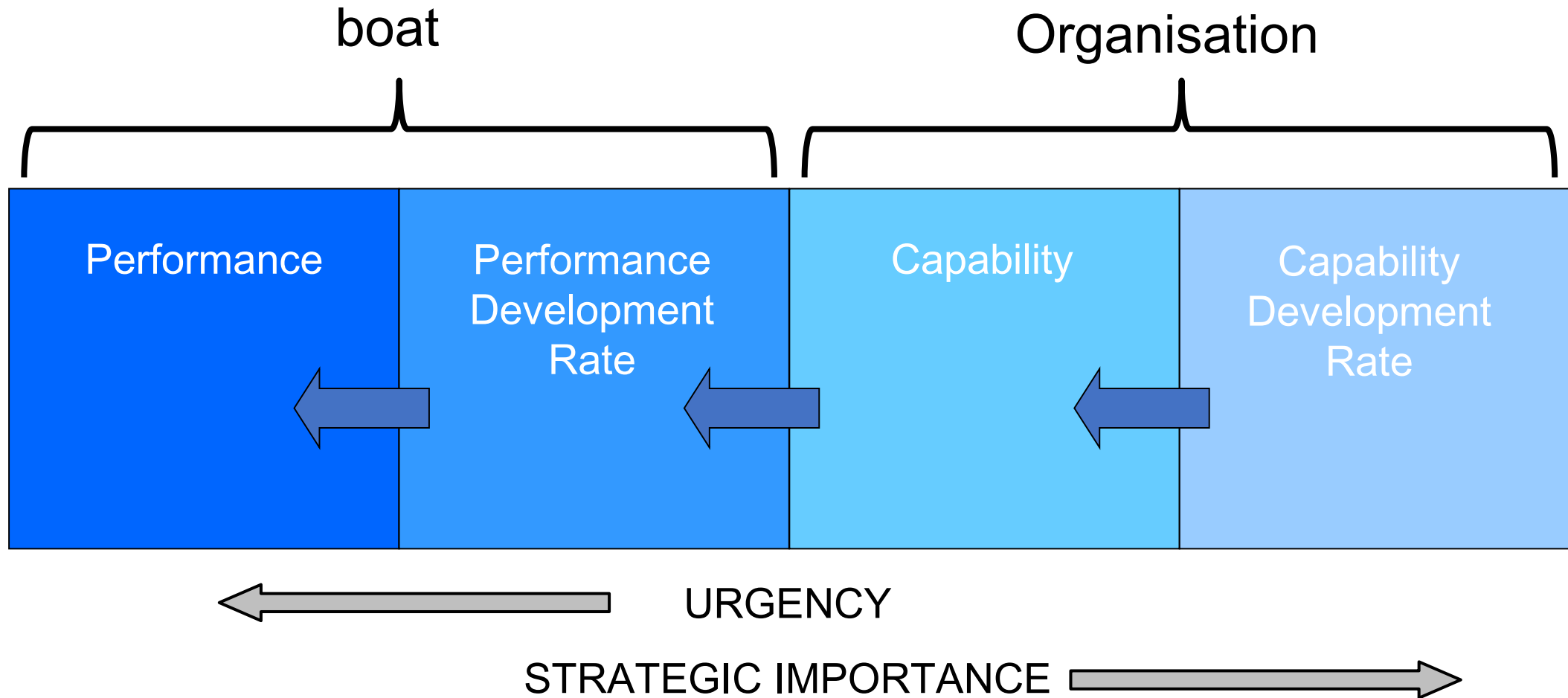
2017



2020 - 2024

Performance Development

- Capability – people, knowledge, technology, capacity
- Performance – application of the above

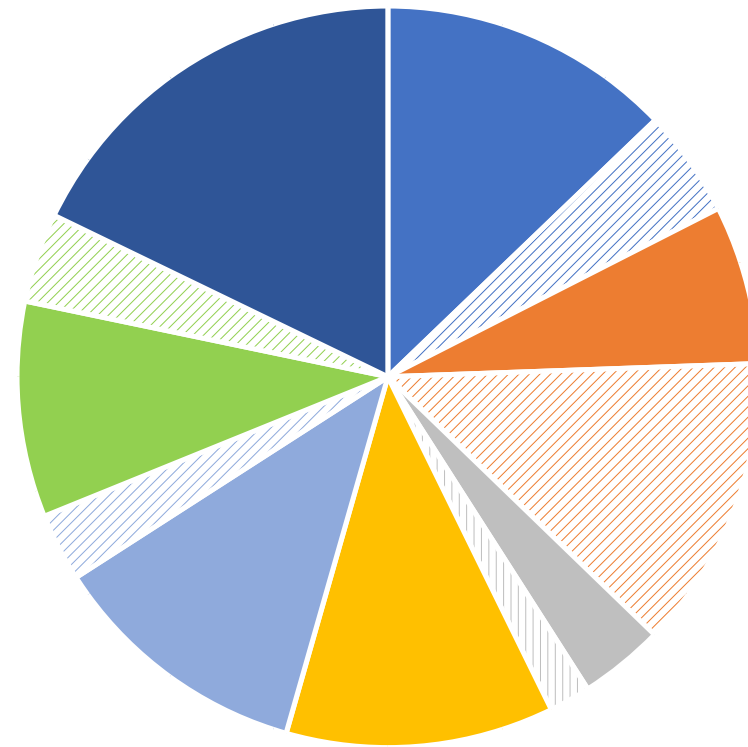


Driving Performance

- Identify the potential gains
 - Hull
 - Rig + Sails
 - Appendages
 - Systems

- Quantify the potential gains
 - A performance metric must be defined (speed, time around the course)
 - Define a project tree structure and quantify for each point the potential gain

- Quantify cost, resources
 - Assess the capabilities within the team
 - Quantify (estimate) the required resources (people, time, money)



- Assess and quantify the risk
 - Define “how success looks like”
 - Quantify the possibility to correct
 - Quantify the probability to achieve the goal

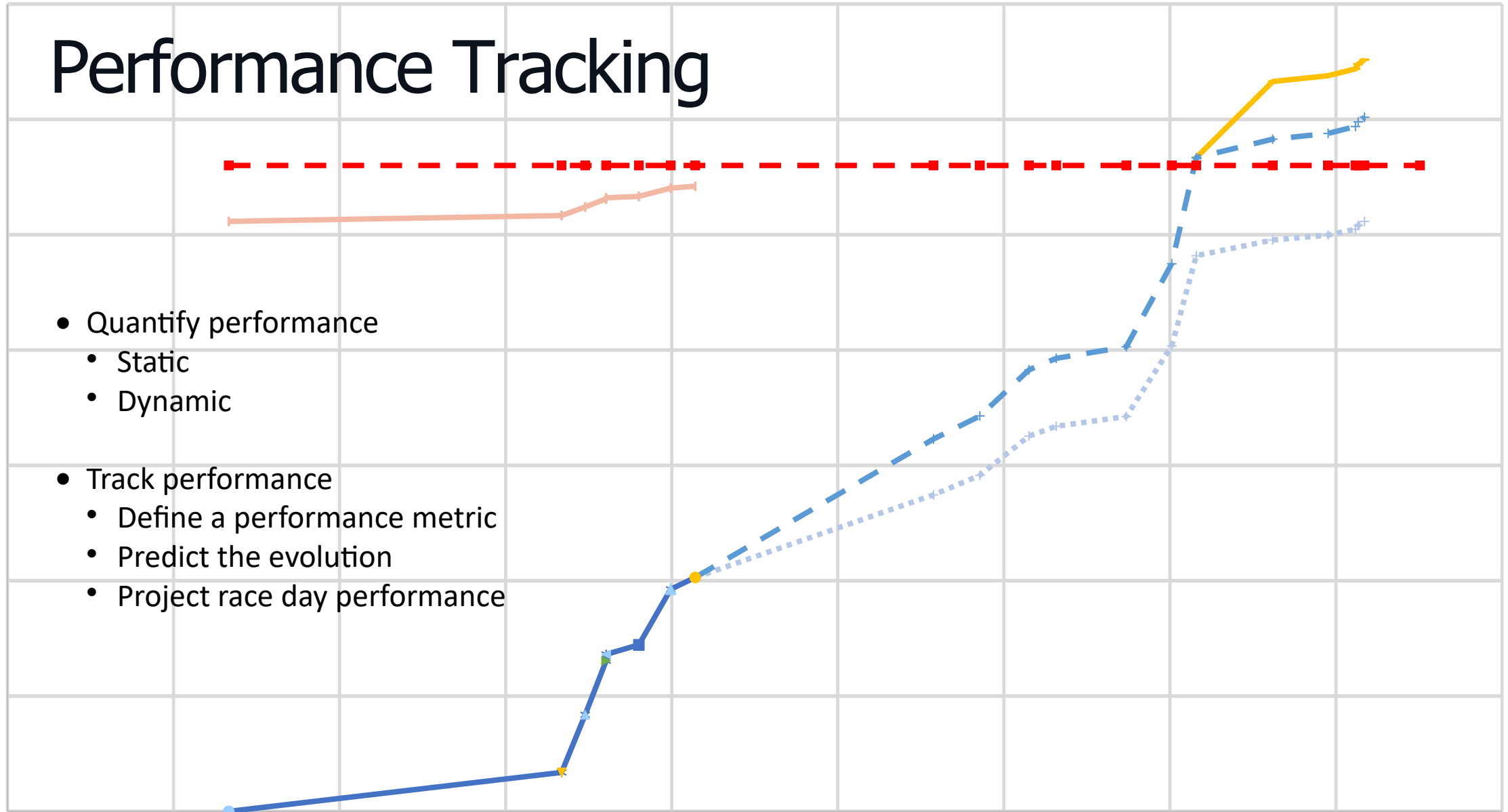
- Select projects and attribute priorities
 - “low hanging fruit” first – low cost / low risk
 - Performance projects (application of capabilities)
 - Capability projects (R&D)



Performance Tracking

Race Time Reduction (s)

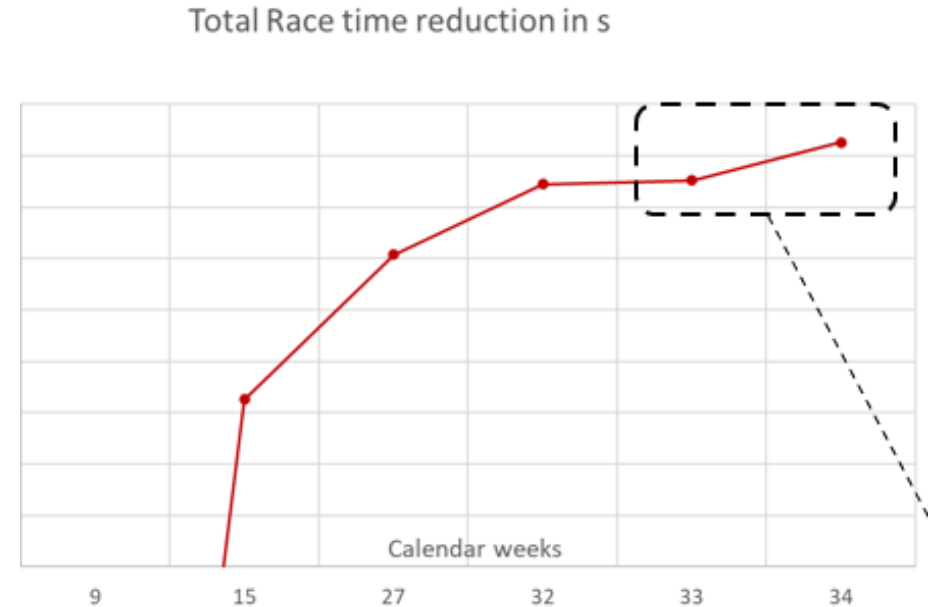
- Quantify performance
 - Static
 - Dynamic
- Track performance
 - Define a performance metric
 - Predict the evolution
 - Project race day performance



Timeline

Performance Development Rate

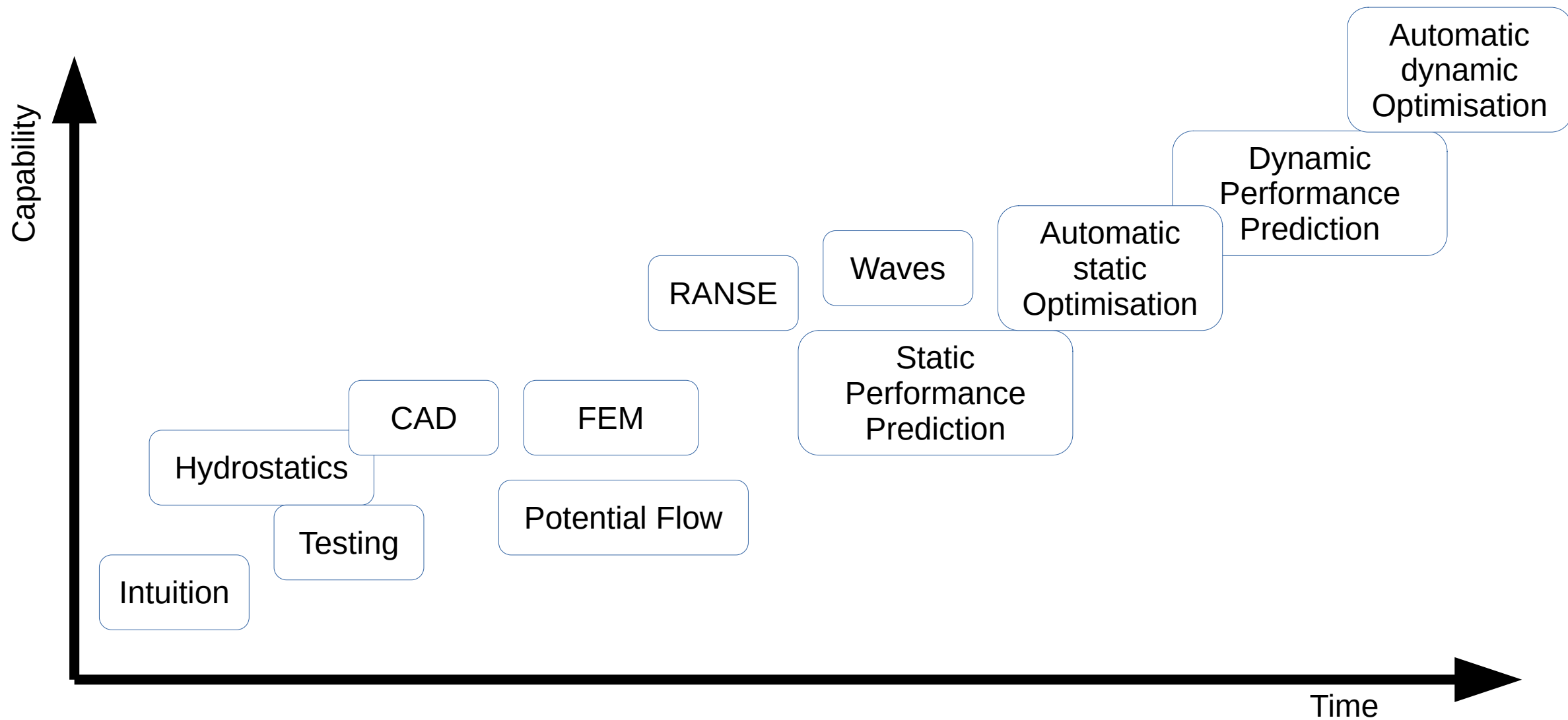
- A race against the time
 - Racing starts beginning of August 2024
 - Boat measurement must be finalised before
 - Some training with the boat is necessary
 - Build takes about a year
- Maximise the performance development rate
 - Use existing in-house capabilities if possible
 - Use / activate existing external capabilities if possible
 - Minimise capability development as much as possible
 - Focus on capabilities that fit into the schedule
- Scalability
 - Different performance projects interact – the lowest rate sets the pace
 - Ensure that the development rate can be adjusted (scaled)
 - Avoid projects being linked to the expert knowledge of a single person
 - Ensure sufficient capacity



Capability Development

- Identify improvements in the performance development process
 - Necessary improvements
 - Potential gains
- Quantify the potential improvements
 - Link capability improvements to the performance metric
- Quantify cost and required resources
 - Assess the capabilities within the team
 - Assess possible external reinforcement
 - Quantify (estimate) the required resources (people, time, money)
- Select projects and attribute priorities and resources
 - Short term R&D (for this campaign)
- Investment in the future
 - Some capability developments may go beyond the horizon of the current campaign

Capability: Yacht Development

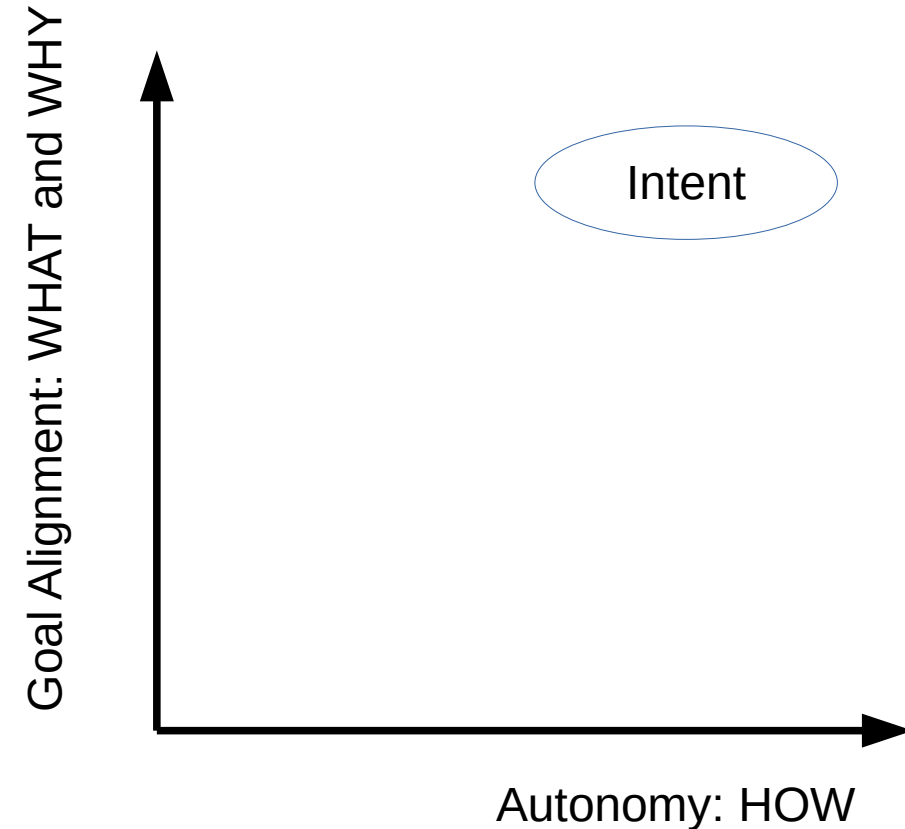


Capability Development Rate

- People - knowledge
- Tools – infra structure / capacity
- Capability development is a continuous process
 - We must be able to maintain a high capability development rate
 - Our task is to deliver a boat, R&D must be very target oriented
- Enabling a high development rate is a strategic task
 - Long term task
 - In the AC this can only be achieved through multi campaign challenges
- In-house
 - Focus on short term development at a high rate
 - Long term capability development only if:
 - Mission critical
 - Potential of a very high return
- External
 - Establish and maintain external contacts and partnerships
 - Research community
 - Research facilities
 - Research companies
 - Keep track of fore front developments
 - Literature
 - Conferences

Leading through Intent

- A very high level of motivation and commitment is required from each individual – “this is not a normal job”
- Intent is a statement providing high level clarity about WHAT to achieve and WHY it is important
 - Limit direction to defining and communicating intent
 - Allow each level to define how they will achieve the intent
 - Give individuals freedom to adjust their actions in line with intent
- Briefing: I understand the objectives and the purpose behind them
 - WHAT and WHY
- Back-briefing: This is how I achieve my mission and the purpose behind
 - HOW



Scalability

Individual Expertise

- Allocate an individual to a project
 - Concept
 - Design + Drawings
 - Build supervision
- Take advantage of the expert knowledge of the person to run the project from A – Z
- Difficult to scale, the progress is directly linked to the knowledge of a single person

Distributed Expertise

- Divide projects into sub-tasks
 - Concept
 - Design + Drawings
 - Build supervision
- Allocate individuals to sub-tasks
- Coordinate the sub-tasks
- Requires more overhead and in the end more people for the same result, but it can be scaled in a flexible way

Summary

- Performance Development – the short term goal
- Capability Development – the mid to long term strategy
- Performance Tracking – measure and predict
- Leading through Intent - Motivation
- Scalability - Adjustment



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