

Beyond the Critical Path

Integrated Schedule & Cost Risk and Forecast Confidence in Complex Projects

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Solution Consultant

Oracle Construction & Engineering

August 2026

Agenda

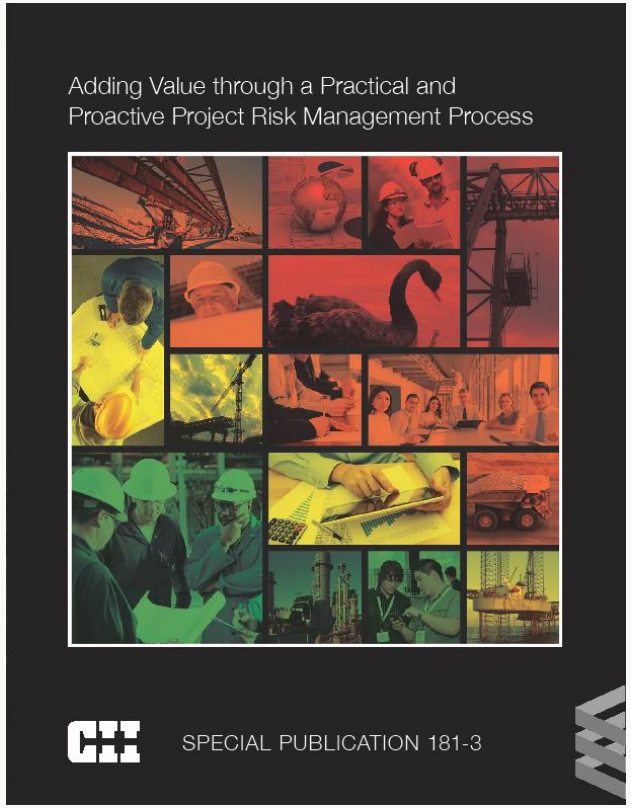
1 Industry best practice & Primavera’s approach

2 Sizing contingency

3 Solution Demo – Risk analytics on project schedule & cost

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Industry best practice built into Primavera Cloud Risk Management

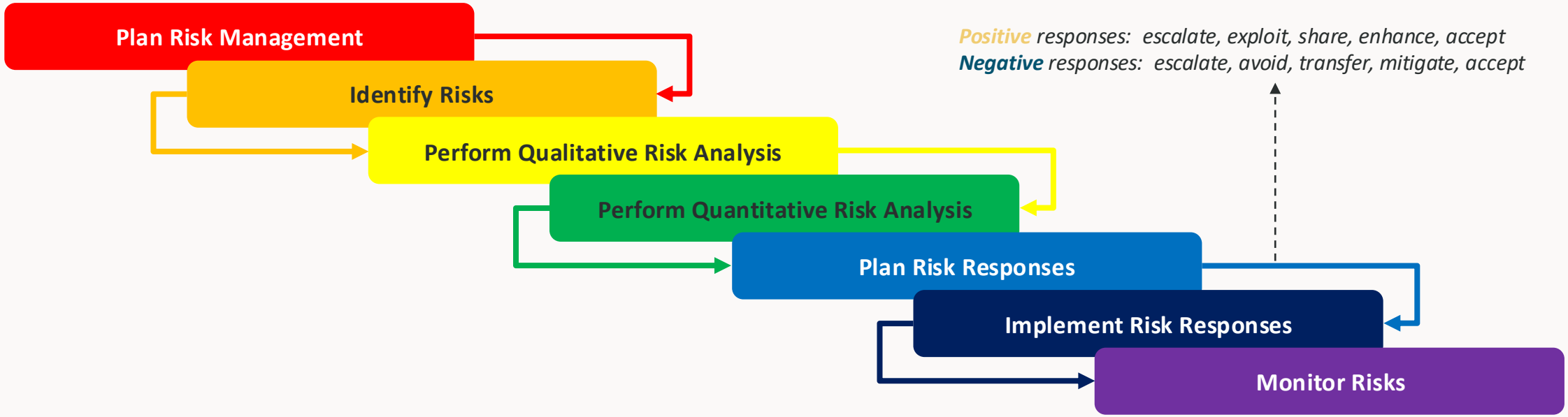






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What is the risk management process?



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Evolving Risk Management at Oracle Primavera Cloud

From Risk Analysis of a Single Project to Enterprise-wide Project Risk Management

1 From One Step...

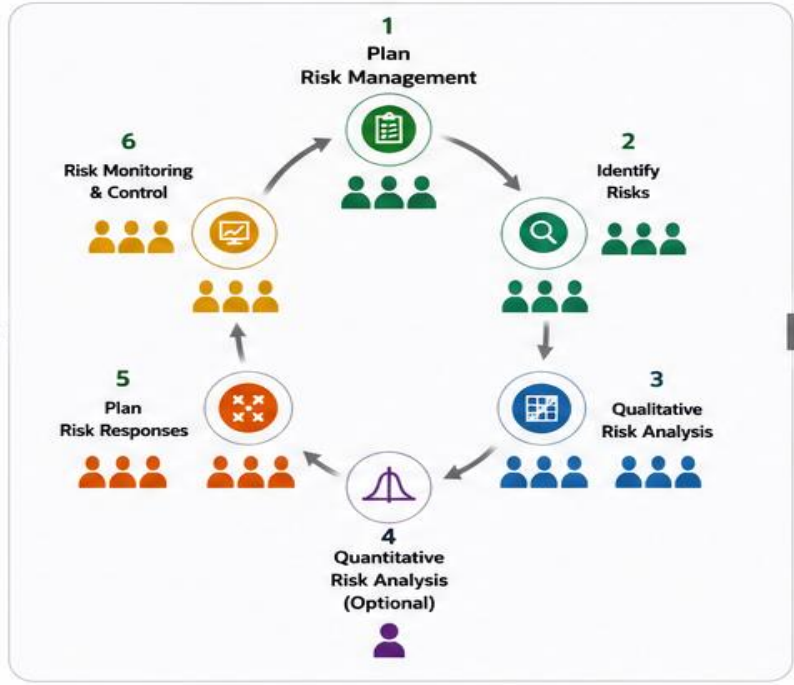
Traditionally, tools focused on Quantitative Risk Analysis



Risk seen as a single activity, often in isolation

2 To the Complete Lifecycle...

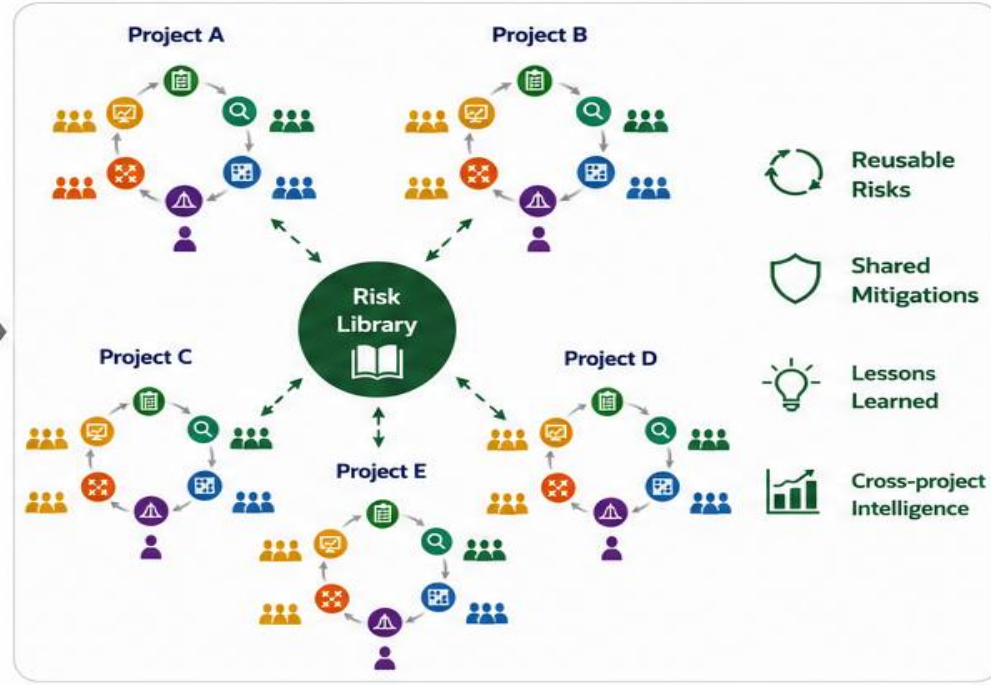
Professional Project Risk Management covers the full lifecycle



Risk is managed end-to-end within each project by the right people

3 To Connected Portfolio Intelligence

Connecting projects through a shared Risk Library creates organizational knowledge



Projects learn from each other and continuously improve risk outcomes across the portfolio

The Evolution in Value

THEN Analyze project risk

NEXT Manage project risk

NOW Connect project risk across the enterprise

Outcome

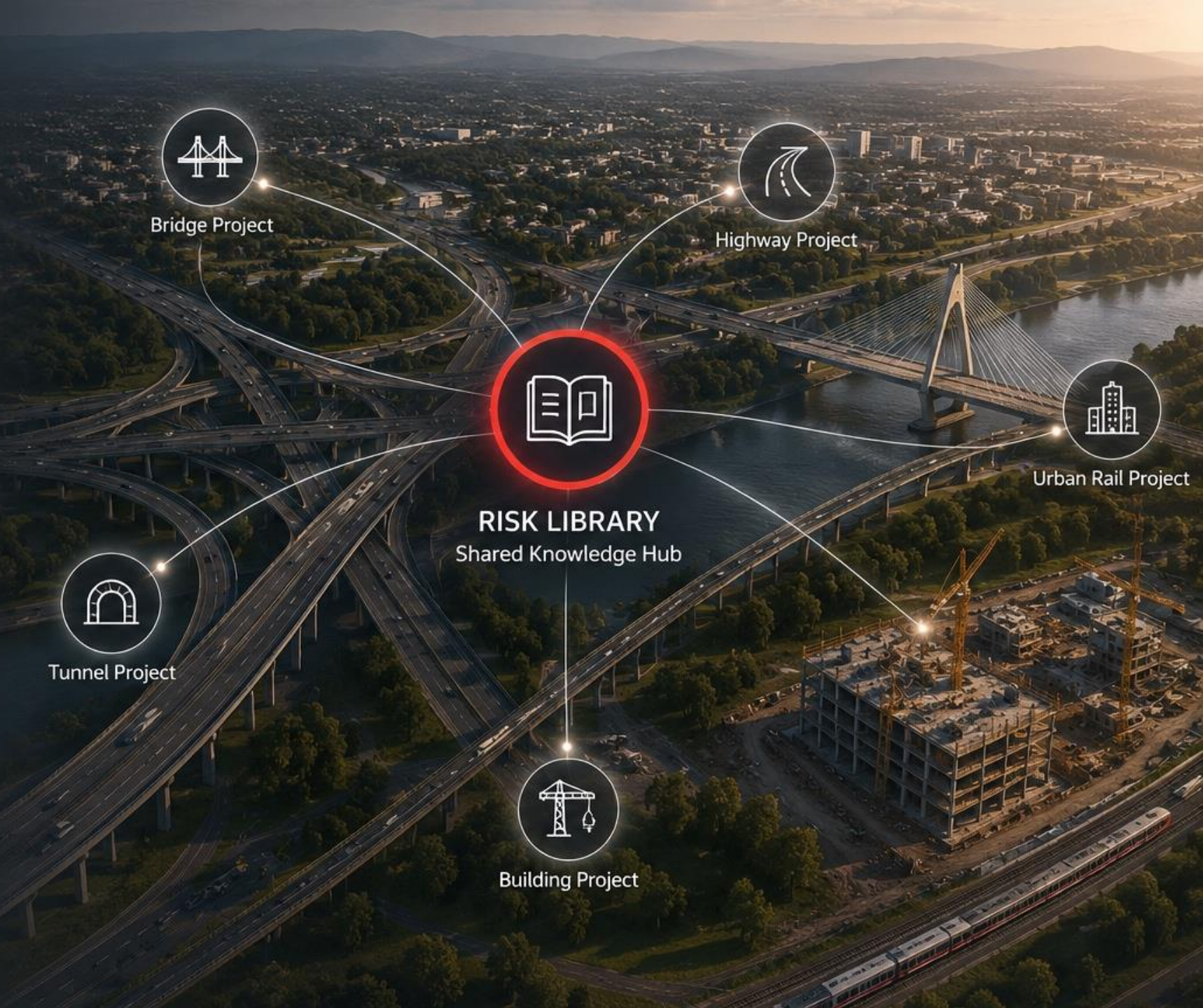
Better decisions.
Stronger risk performance.
Smarter projects.
Stronger portfolio.

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Risk Library

Turn project risk experience into shared organizational knowledge

- Capture lessons learned
- Reuse across projects
- Improve outcomes and performance



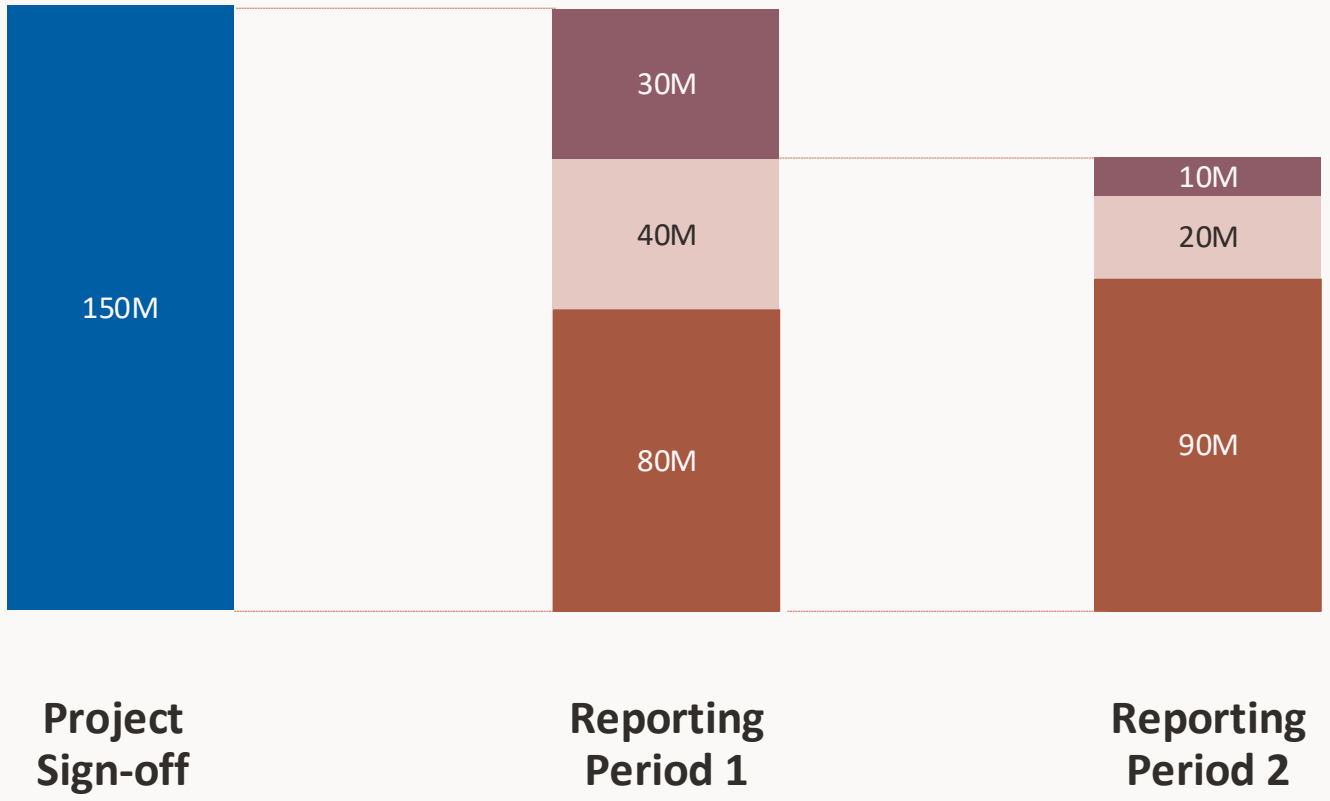
ORACLE

For organizations who want visibility into Surplus Contingency, Oracle's is uniquely positioned to provide both the Risk Exposure and Contingency Status across all your projects so any Surplus Contingency can be confidently released back to the business

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Contingency Management Business Value

Free up cash locked in projects



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Contingency Management Business Value

Free up cash locked in projects

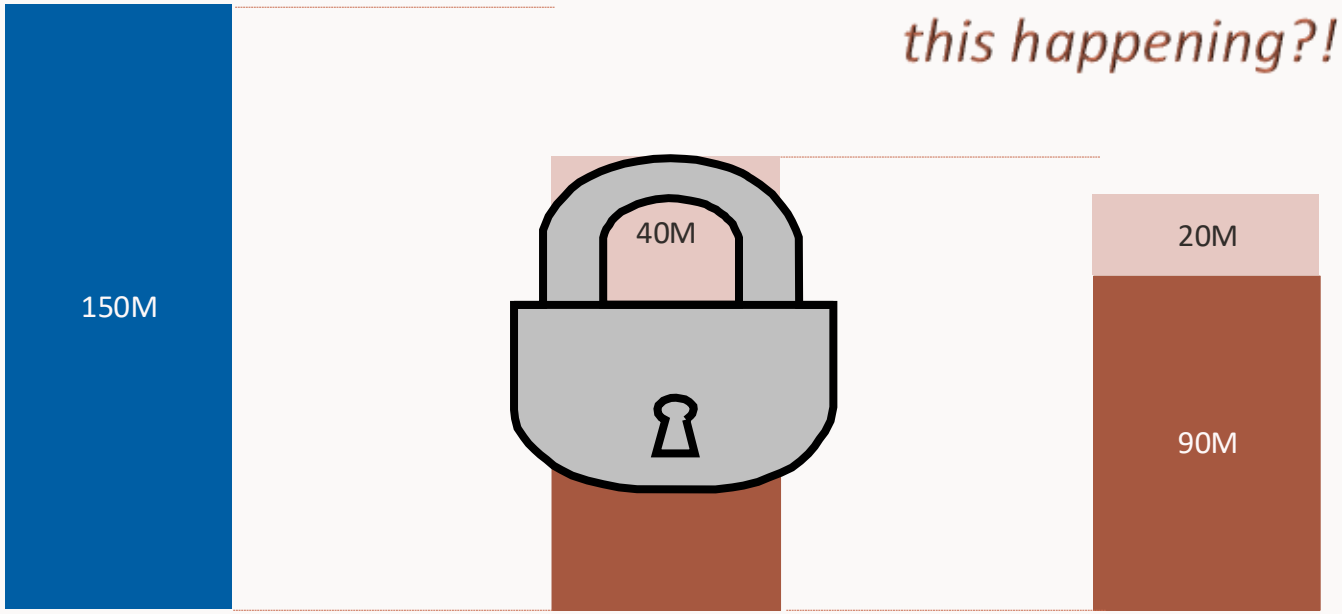
Approved Contingency (Budget)

Contingency Spare

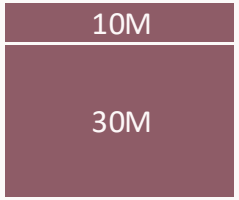
Remaining Contingency Required (Forecast)

Contingency Spend (Actual)

What's the chances of this happening?!







Project Sign-off

Reporting Period 1

Reporting Period 2

Return to Business

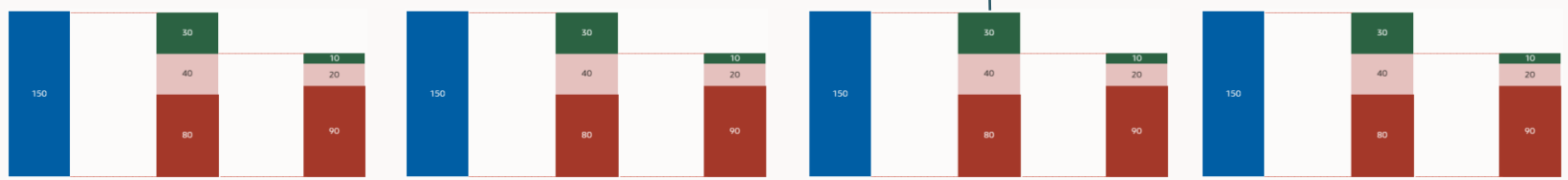
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Free-up Cash Locked in Projects

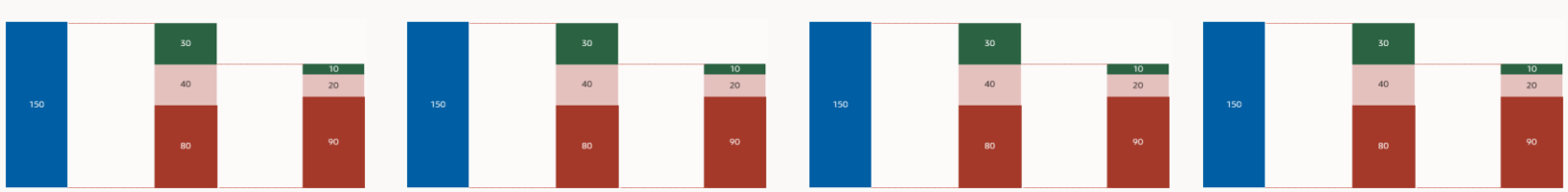


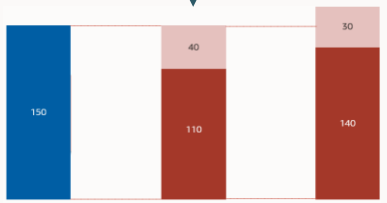
Redeploy contingency *to new capital projects*

Release Contingency *back to the business once risk exposure has passed*

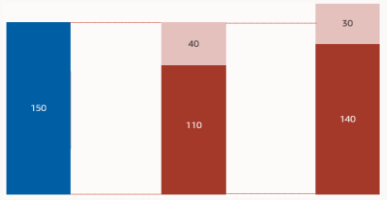


Active Projects





Planned Projects



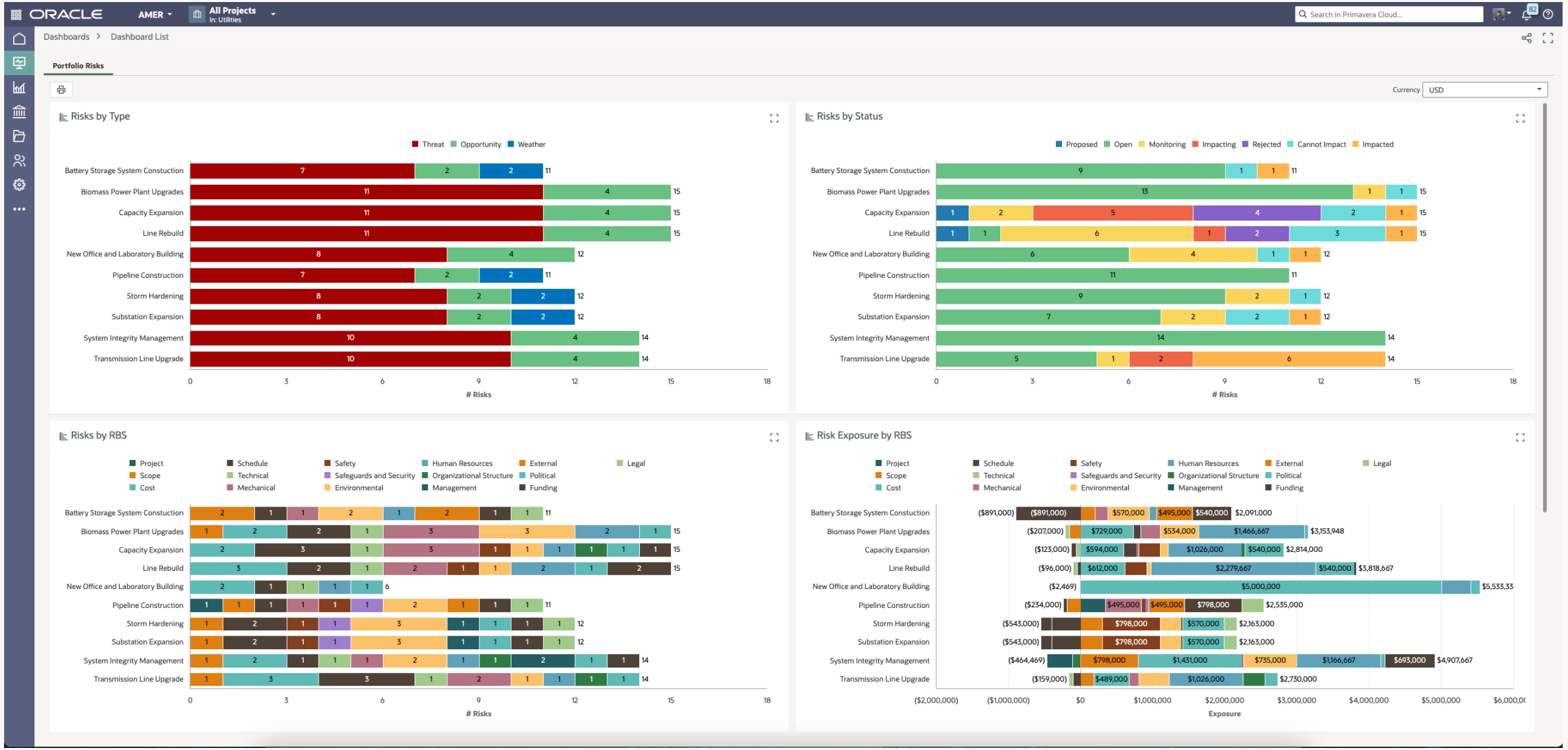
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Solution Overview

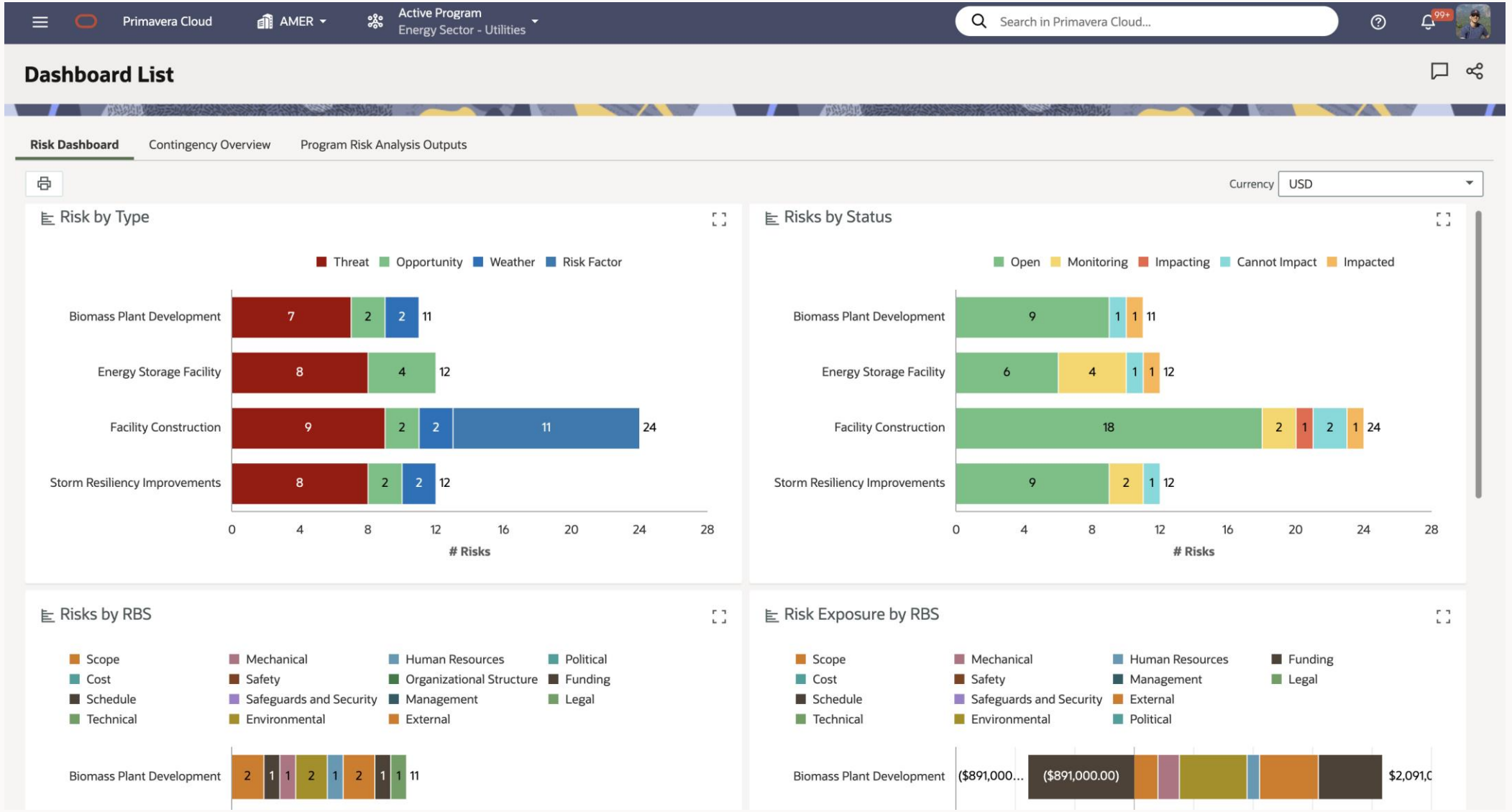
Sample Data from Oracle Primavera Cloud Risk Management

Portfolio rollup of risk status and exposure across all projects



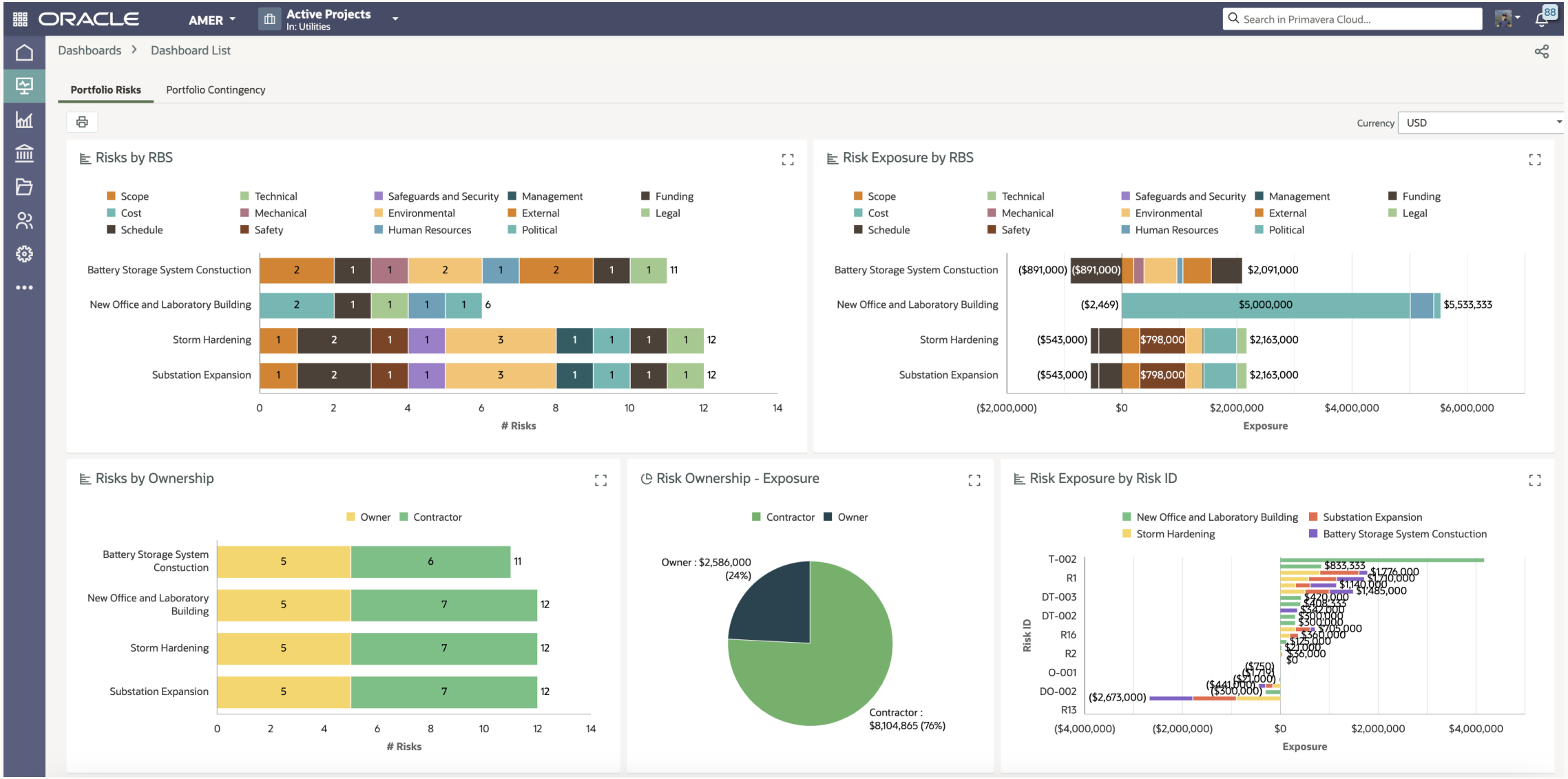
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Portfolio rollup of risk status and exposure across all projects



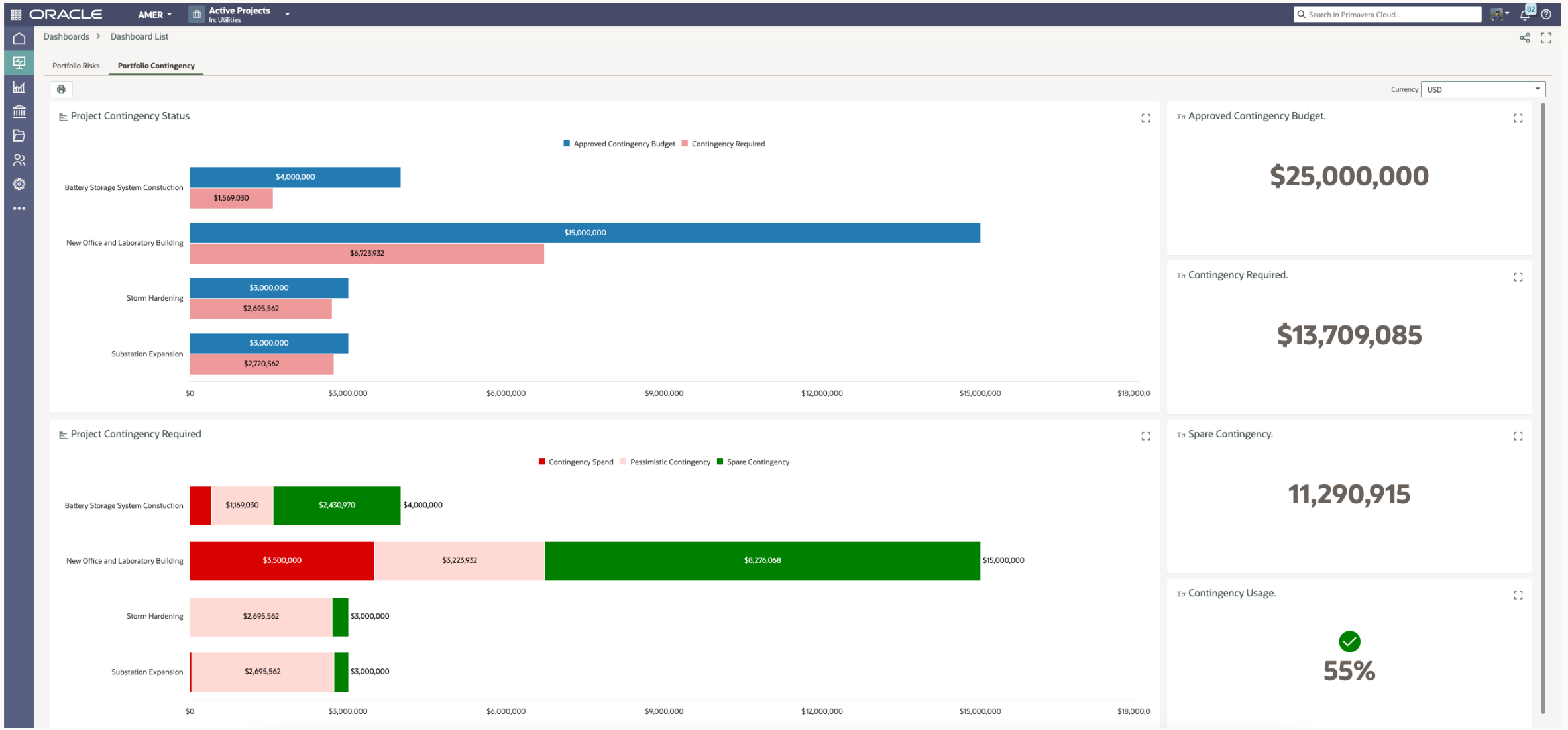
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Review risk exposure by owner vs. contractor



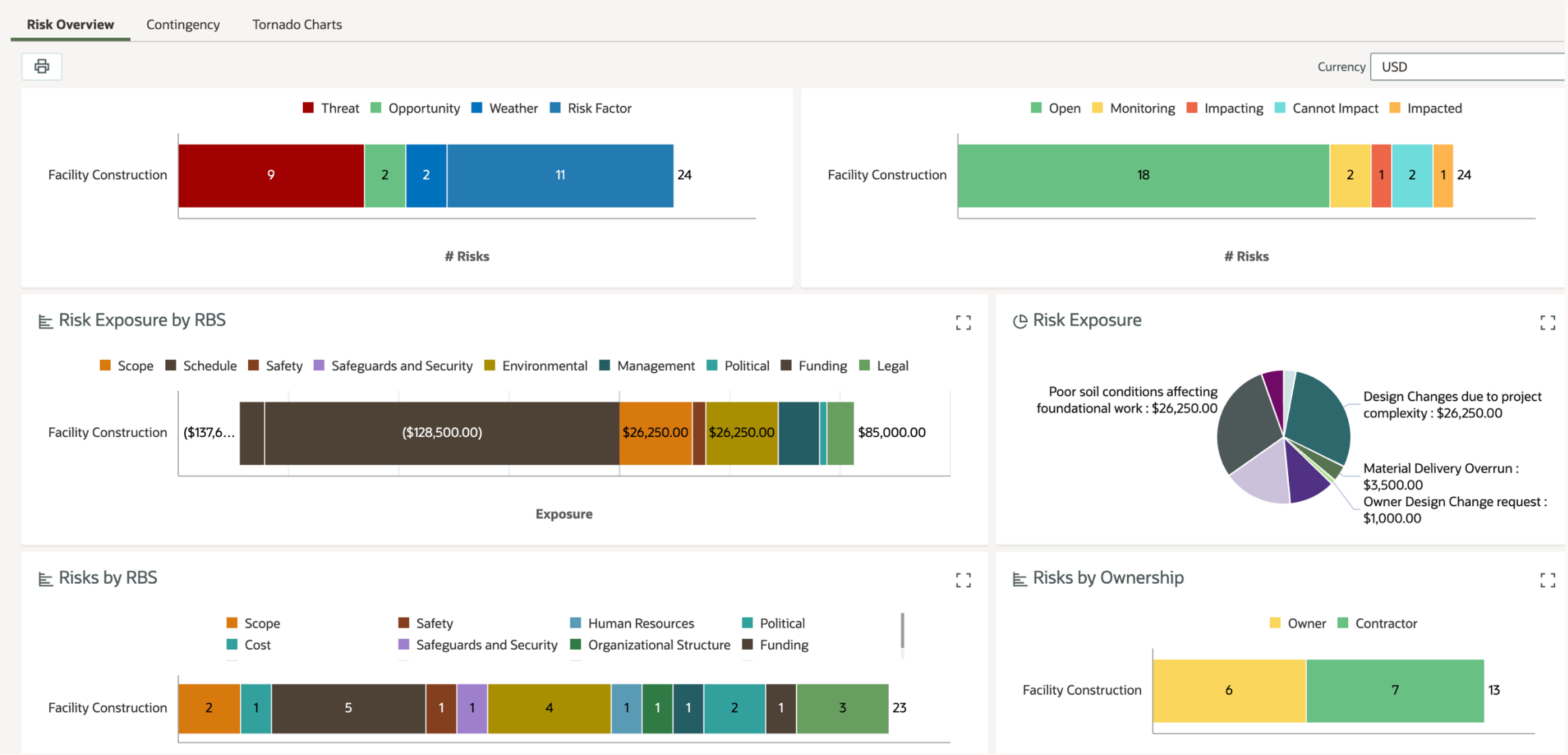
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Portfolio rollup of contingency analysis



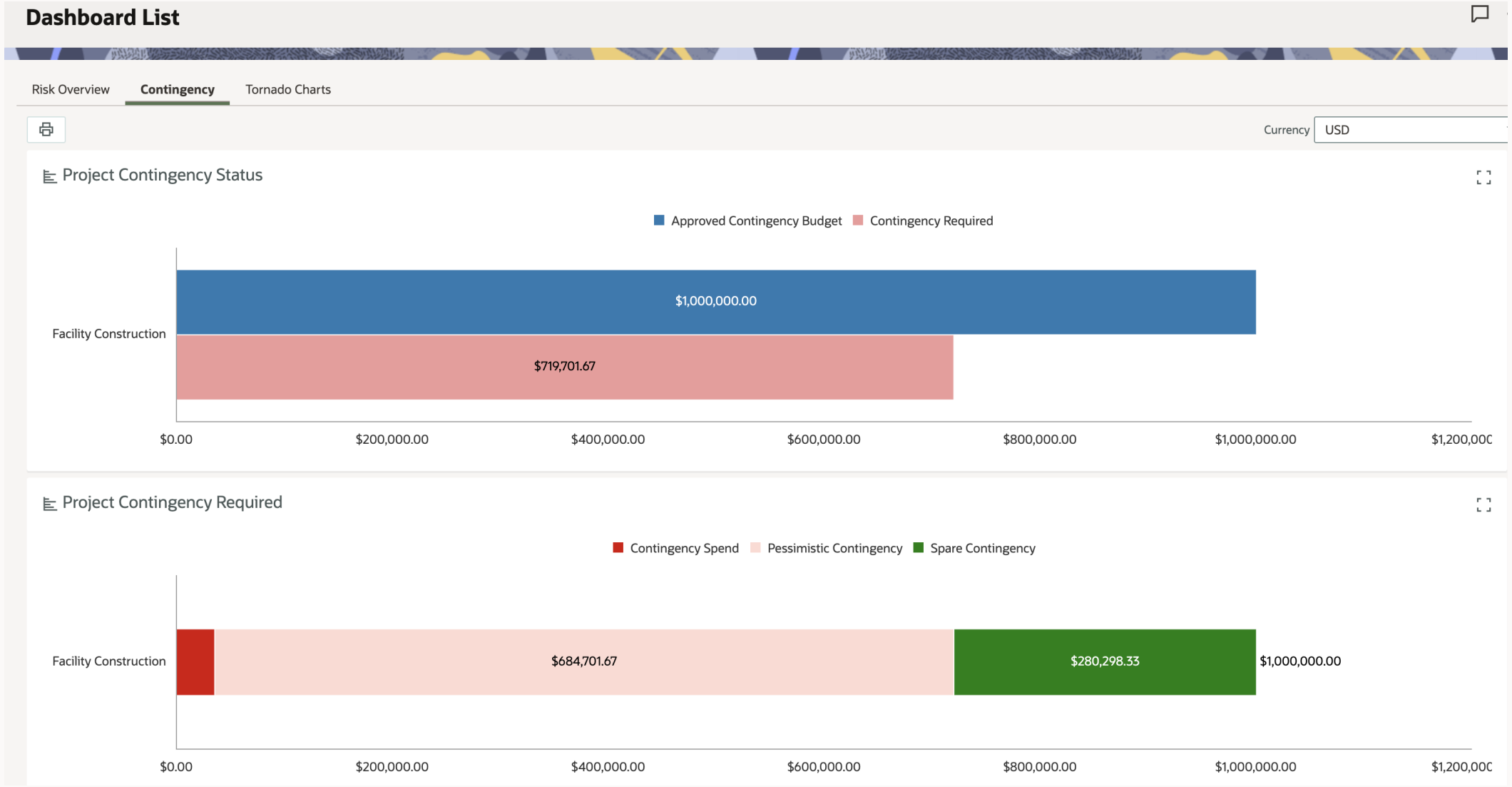
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Risk reporting for every major project



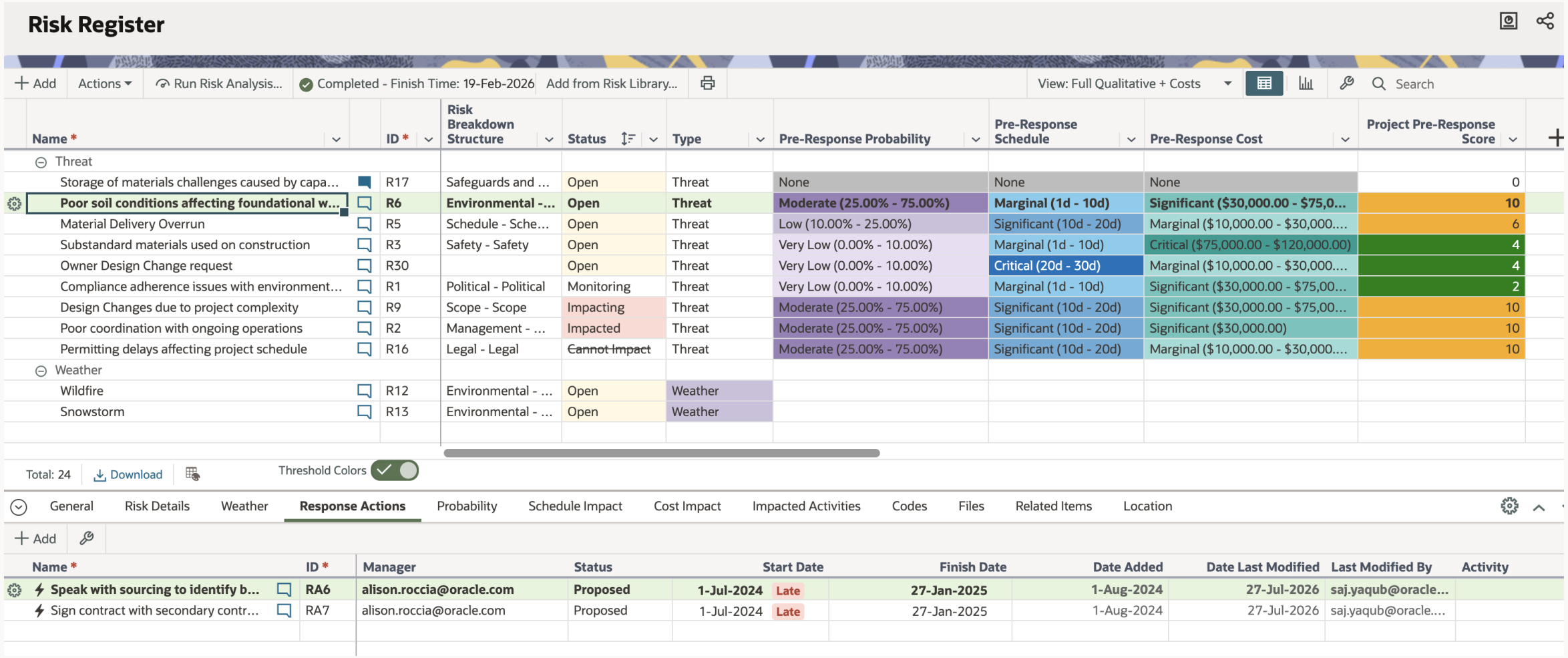
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Contingency sizing analysis for every major project



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Project risk assessment and response management



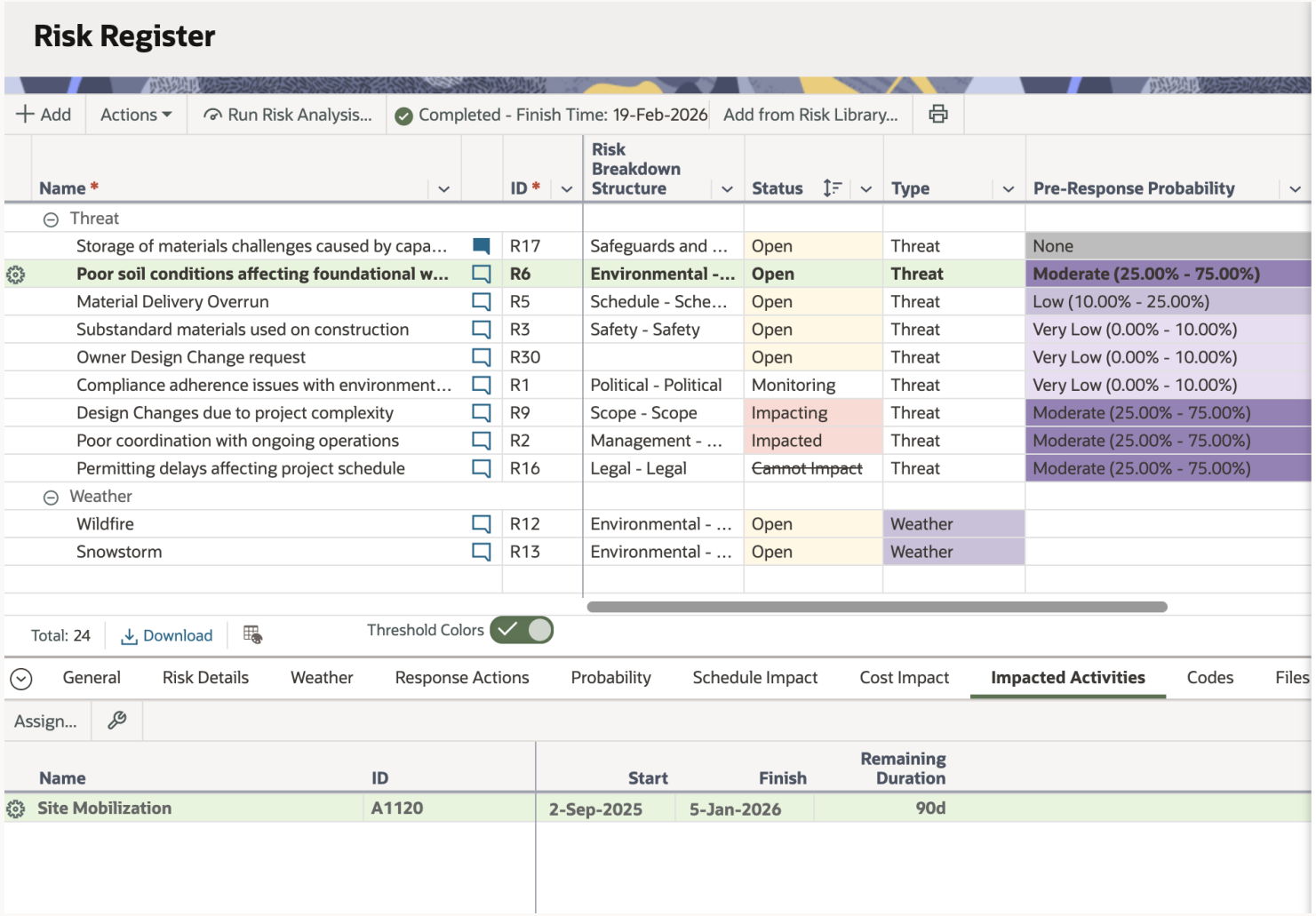
Name *	ID *	Risk Breakdown Structure	Status	Type	Pre-Response Probability	Pre-Response Schedule	Pre-Response Cost	Project Pre-Response Score
Threat								
Storage of materials challenges caused by capa...	R17	Safeguards and ...	Open	Threat	None	None	None	0
Poor soil conditions affecting foundational w...	**R6**	**Environmental -...**	**Open**	**Threat**	**Moderate (25.00% - 75.00%)**	**Marginal (1d - 10d)**	**Significant ($30,000.00 - $75,0...**	**10**
Material Delivery Overrun	R5	Schedule - Sche...	Open	Threat	Low (10.00% - 25.00%)	Significant (10d - 20d)	Marginal ($10,000.00 - $30,000....	6
Substandard materials used on construction	R3	Safety - Safety	Open	Threat	Very Low (0.00% - 10.00%)	Marginal (1d - 10d)	Critical ($75,000.00 - $120,000.00)	4
Owner Design Change request	R30		Open	Threat	Very Low (0.00% - 10.00%)	Critical (20d - 30d)	Marginal ($10,000.00 - $30,000....	4
Compliance adherence issues with environment...	R1	Political - Political	Monitoring	Threat	Very Low (0.00% - 10.00%)	Marginal (1d - 10d)	Significant ($30,000.00 - $75,00...	2
Design Changes due to project complexity	R9	Scope - Scope	Impacting	Threat	Moderate (25.00% - 75.00%)	Significant (10d - 20d)	Significant ($30,000.00 - $75,00...	10
Poor coordination with ongoing operations	R2	Management - ...	Impacted	Threat	Moderate (25.00% - 75.00%)	Significant (10d - 20d)	Significant ($30,000.00)	10
Permitting delays affecting project schedule	R16	Legal - Legal	~~Cannot Impact~~	Threat	Moderate (25.00% - 75.00%)	Significant (10d - 20d)	Marginal ($10,000.00 - $30,000....	10
Weather								
Wildfire	R12	Environmental - ...	Open	Weather				
Snowstorm	R13	Environmental - ...	Open	Weather				

Name *	ID *	Manager	Status	Start Date	Finish Date	Date Added	Date Last Modified	Last Modified By	Activity
Speak with sourcing to identify b...	**RA6**	**alison.roccia@oracle.com**	**Proposed**	**1-Jul-2024 Late**	**27-Jan-2025**	**1-Aug-2024**	**27-Jul-2026**	**saj.yaqub@oracle...**	
Sign contract with secondary contr...	RA7	alison.roccia@oracle.com	Proposed	1-Jul-2024 Late	27-Jan-2025	1-Aug-2024	27-Jul-2026	saj.yaqub@oracle....	

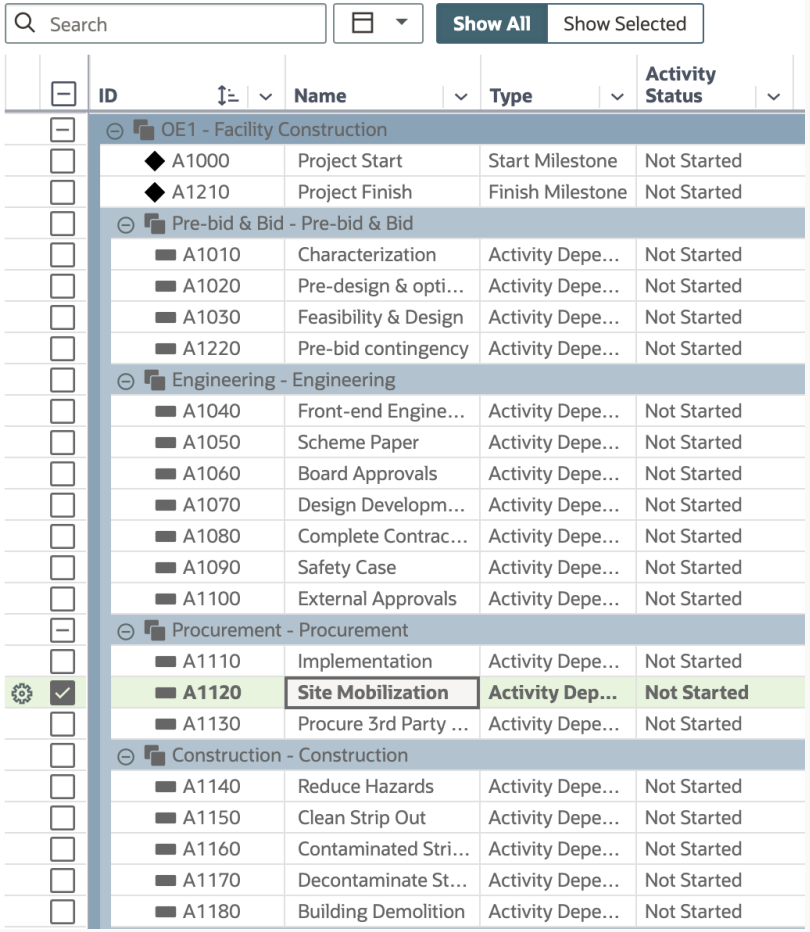
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Integrate risks and the project schedule

Risk Register

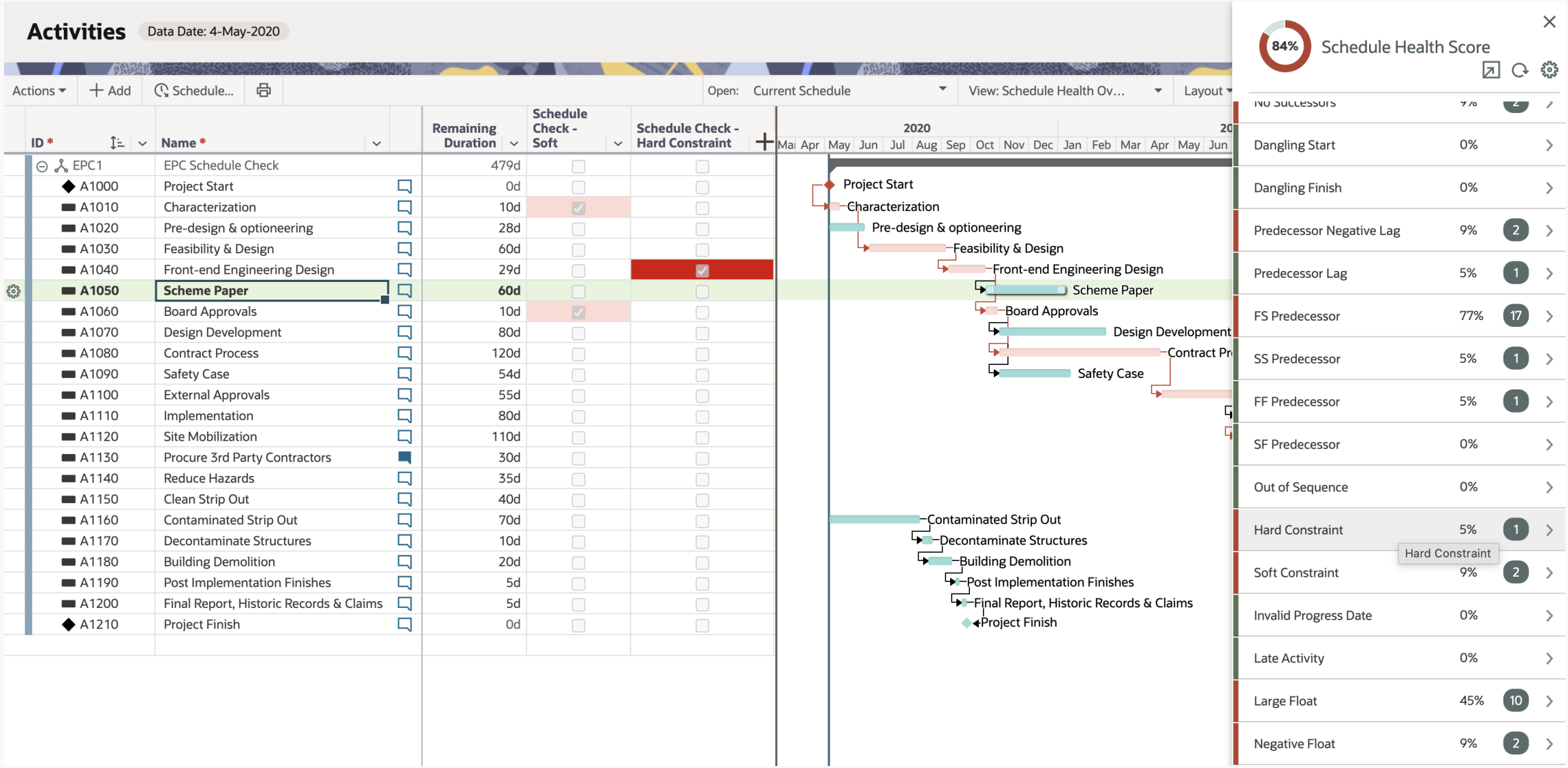


Assign Impacted Activities



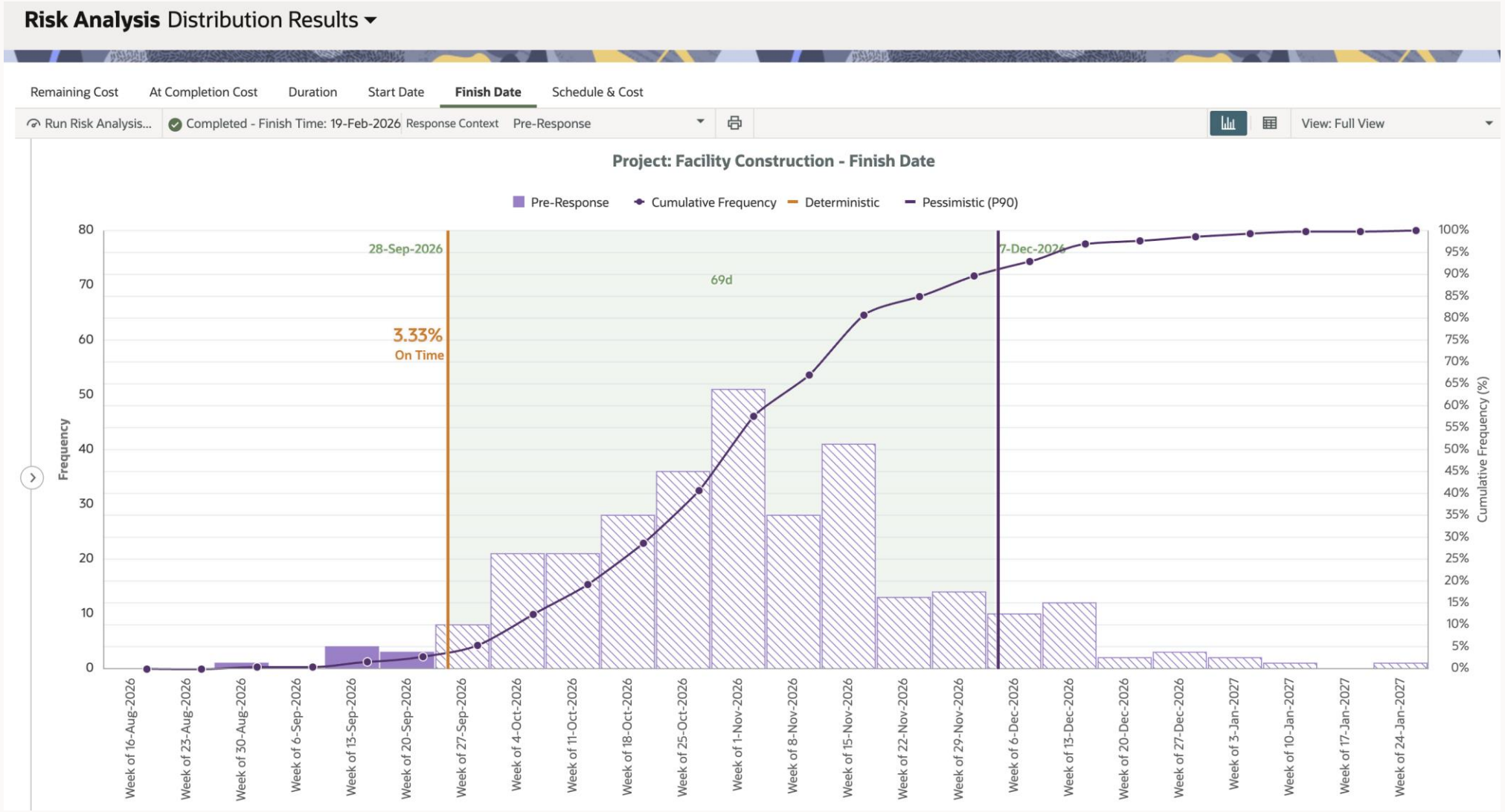
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Developing a realistic & quality CPM Schedule



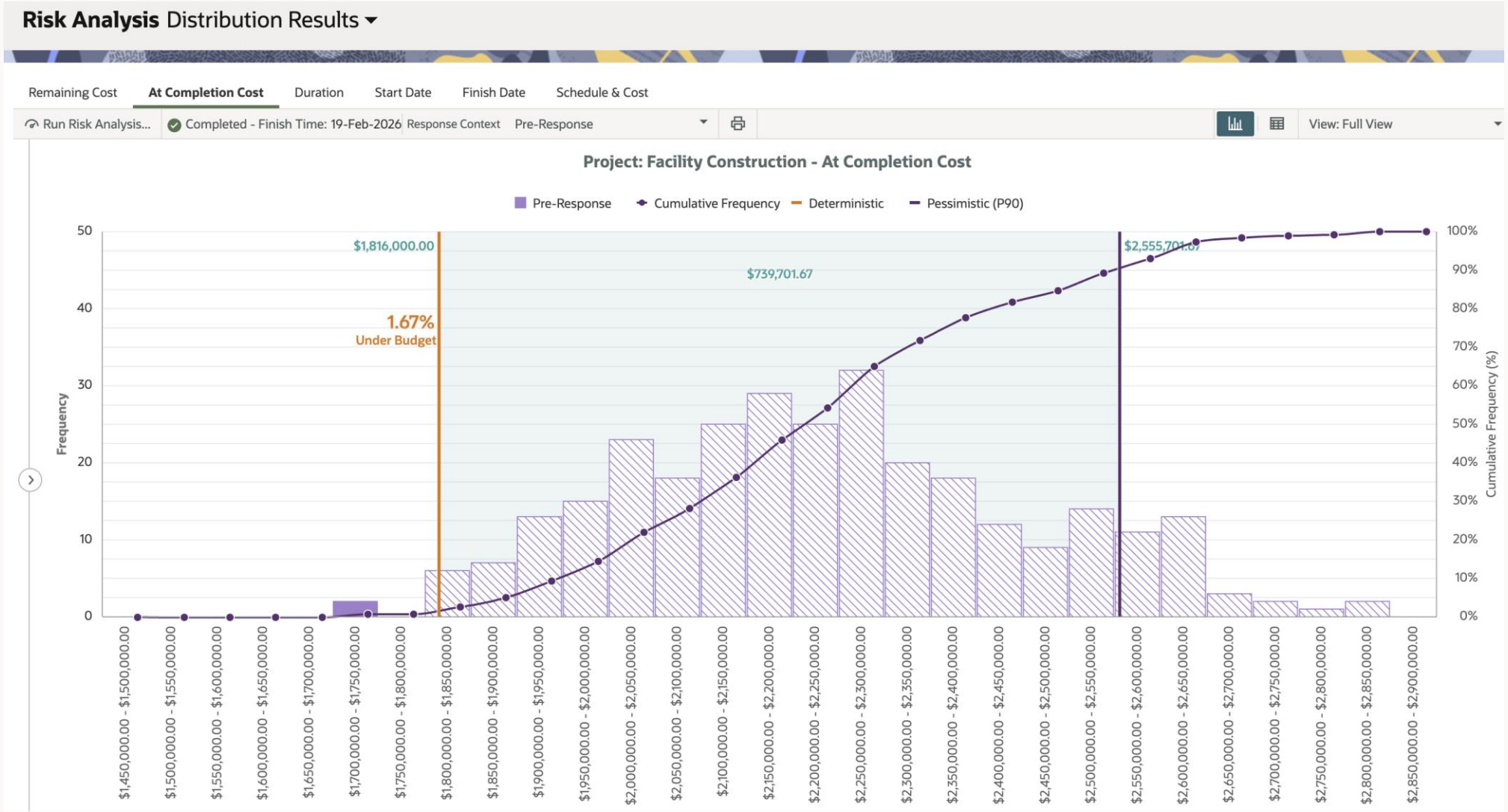
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Determine confidence in delivering project on time



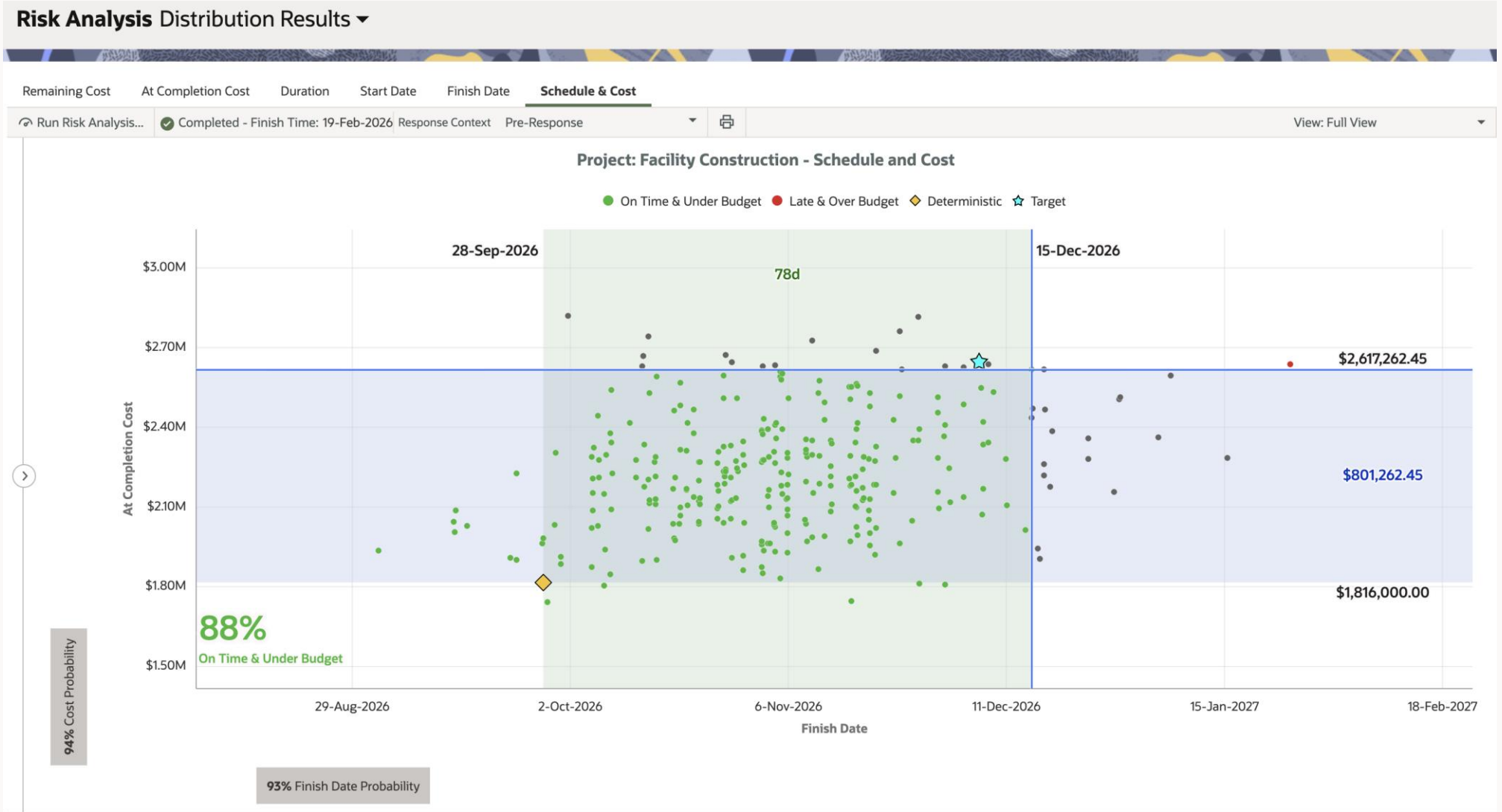
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Determine confidence in delivering project within cost



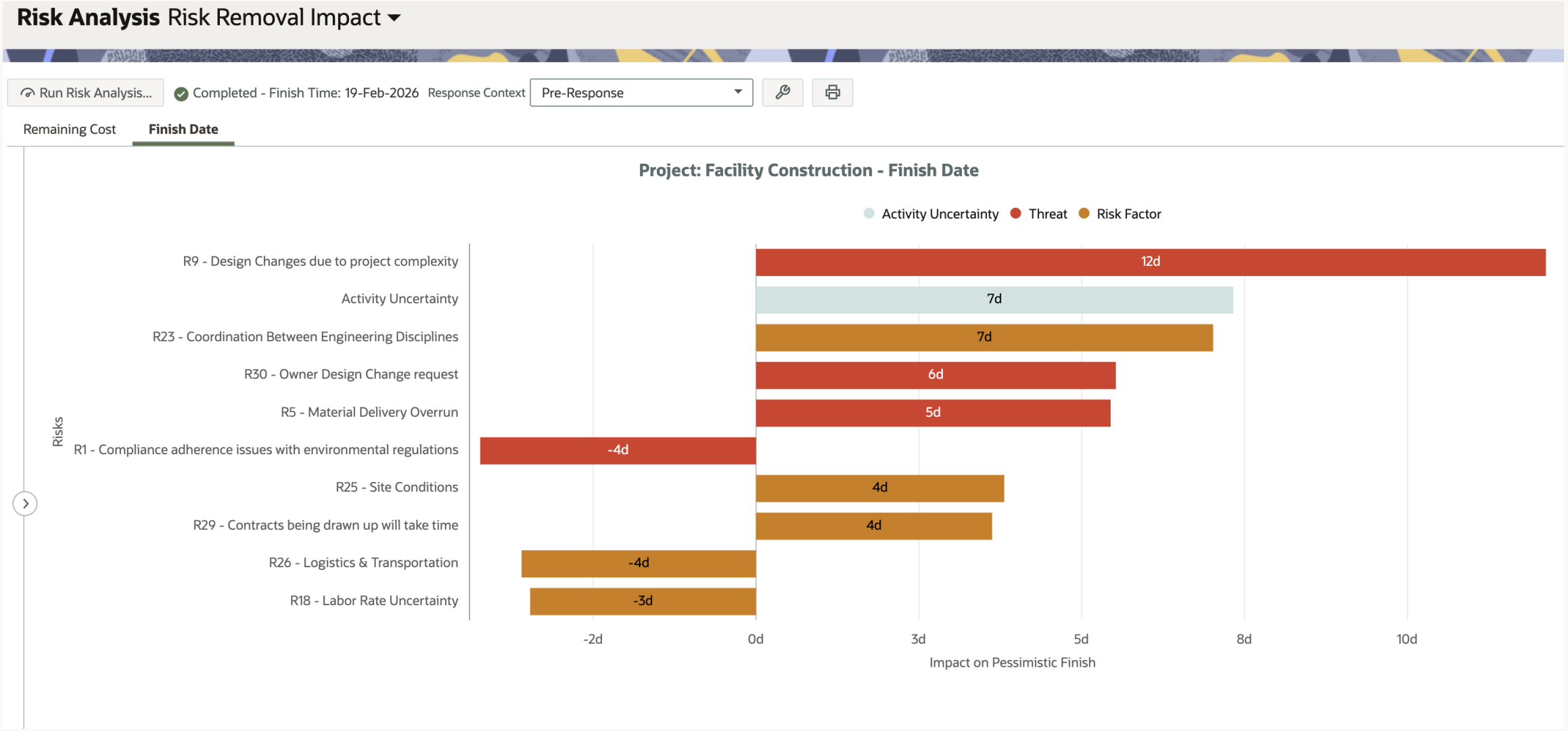
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Determine confidence in delivering project on time and within cost



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Identify benefit to schedule by removing risks



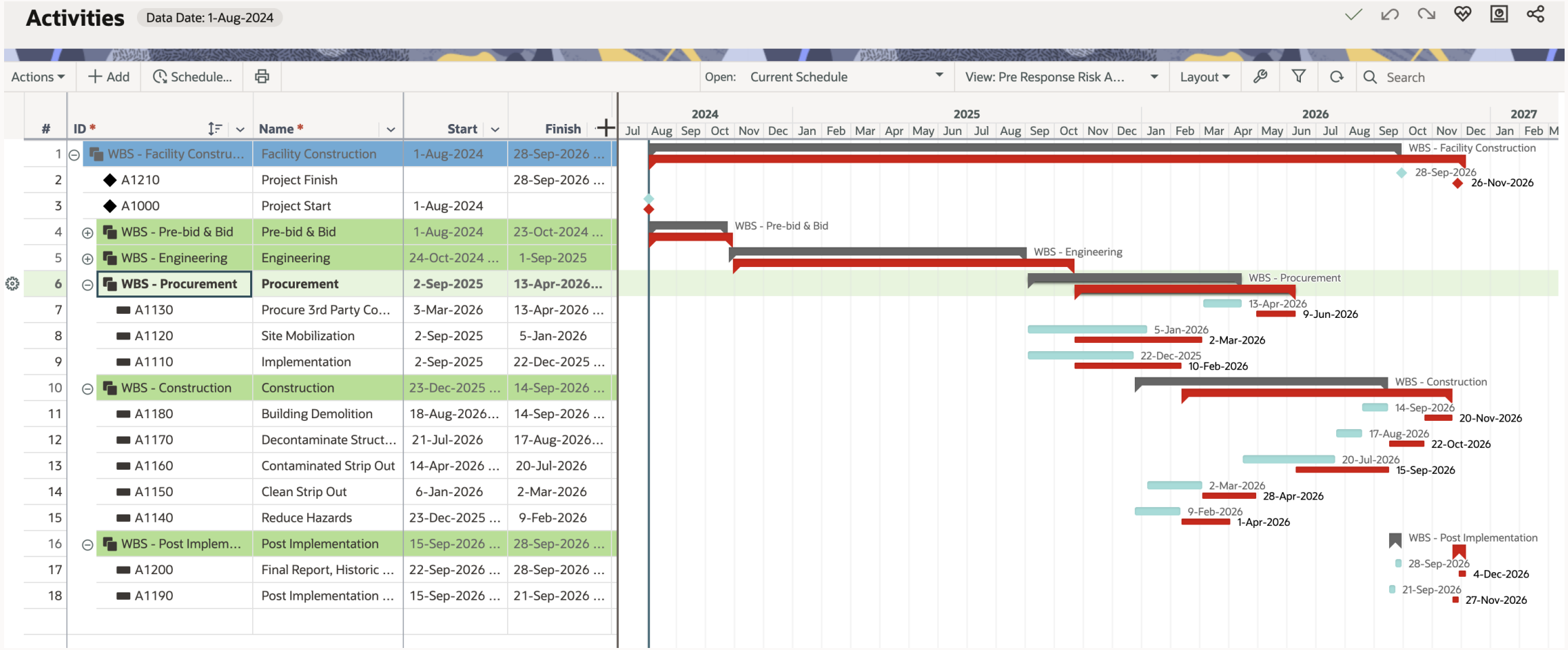
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Identify benefit to project costs by removing risks



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Comparing deterministic vs high confidence schedule



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Thank you



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