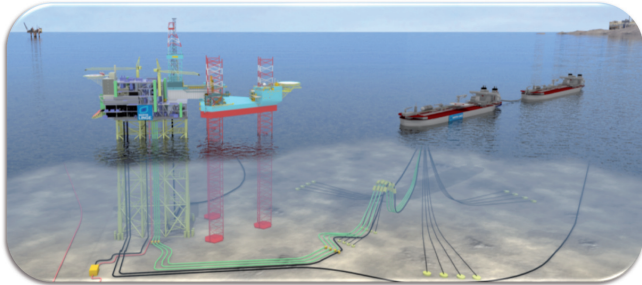


Managing Procurement Risks in Complex Projects

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Keywords:

**Coordinated decision-making
interdependence modeling
compatibility
morphological approach
quality function deployment.**

Research

The TOTAL Chair “Managing Procurement Risks in Complex Projects” has been launched in 2012. Initial research objectives were threefold. First, to deeply analyze risks related to contracts and procurement activities in complex exploration & production projects. Second, to focus on a strategic upstream decision consisting in designing future contract-based project organization, called contractual strategy. Third, to integrate sustainable targets in design decisions, notably for developing host countries, called In-Country Value strategy.

The updated research objectives for season 2 are the following:

- Coordinating multiple and interdependent decisions, related to different project phases, knowledge areas and organizational entities.
- Elaborating strategies for an optimal decision date, balancing risks and opportunities between early and late strategies.
- Organizing collective decision-making and governance

