

Independent Project Analysis, Inc.



Business Engineering Alignment Meeting (BEAM)

What Is a Business Engineering Alignment Meeting?

A Business Engineering Alignment Meeting (BEAM) is a meeting between all key project stakeholders during Front-End Loading (FEL) 1 or early FEL 2. Independent Project Analysis (IPA) research in 2014 showed that projects using BEAM have significantly better cost and schedule predictability than those that do not. Since then, BEAM has been the widely accepted industry Best Practice used to achieve project stakeholder alignment. When applied effectively, a BEAM helps to prevent cost overruns, schedule overruns, and unrealized business needs.



Business-generated statement of opportunity or problem

Preliminary business case

Business and Operations boundary conditions

ex.: product composition and volumes, need-by date for salable product, CoGS limits, facility flexibility, technology needs, or sustainability goals

Preparation discussions to:

Identify the topics that need to be discussed and the decisions that need to be made for optimized FEL 2

Determine the BEAM participants necessary to make the decisions

Bring together team members who may not have previously talked, as a full group, about the project



Facilitates interactive knowledge transfer among all functions to understand and address effects of wants and needs across functions

BEAM Outputs

List of actions to address topics or questions raised in the session to document interdependencies and necessary sequence of decisions

Agreed boundary conditions to provide clarity for options to be studied in FEL 2

Multi-functional confirmation that the business case can be solved within the specified boundary conditions

Basis to decide if project should be shelved or stopped if business case is not seen as viable

Clear path forward for FEL 2

IPA's BEAM Solutions

IPA offers several BEAM solutions to help your organization streamline stakeholder alignment:

CREATE a BEAM matrix and workshop and integrate it into your organization's existing work process.

EVALUATE and build on your company's existing BEAM.

FACILITATE individual project BEAM workshops for companies when alignment on the hard questions is needed.

Key Benefits

- Ensure the business problem/ opportunity is clearly defined
- Achieve alignment between the business and project team on the project's boundary conditions
- Drive enhanced performance and predictability
- Reduce time to execution by avoiding recycle during FEL

Contact Lara Keefer at lkeefer@ipaglobal.com to

learn more about how IPA's BEAM solutions can help standardize stakeholder alignment and make it a repeatable process at your organization.

Why IPA? Founded in 1987, IPA is the world's leading advisory firm on capital projects. We are a benchmarking, research, and consulting organization devoted to the empirical research of capital projects and project systems. Our work is continuously validated by our clients who routinely compare our predictions with actual results and verify that our recommendations yield business value. ◎ INDEPENDENT PROJECT ANALYSIS, INC. 2024 Excellence Through Measurement™