

Willmott Dixon's journey from 40% to 78% Plan Reliability

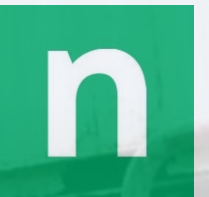


WILLMOTT DIXON

SINCE 1852

Rick Kennedy

rickkennedy@nialli.com

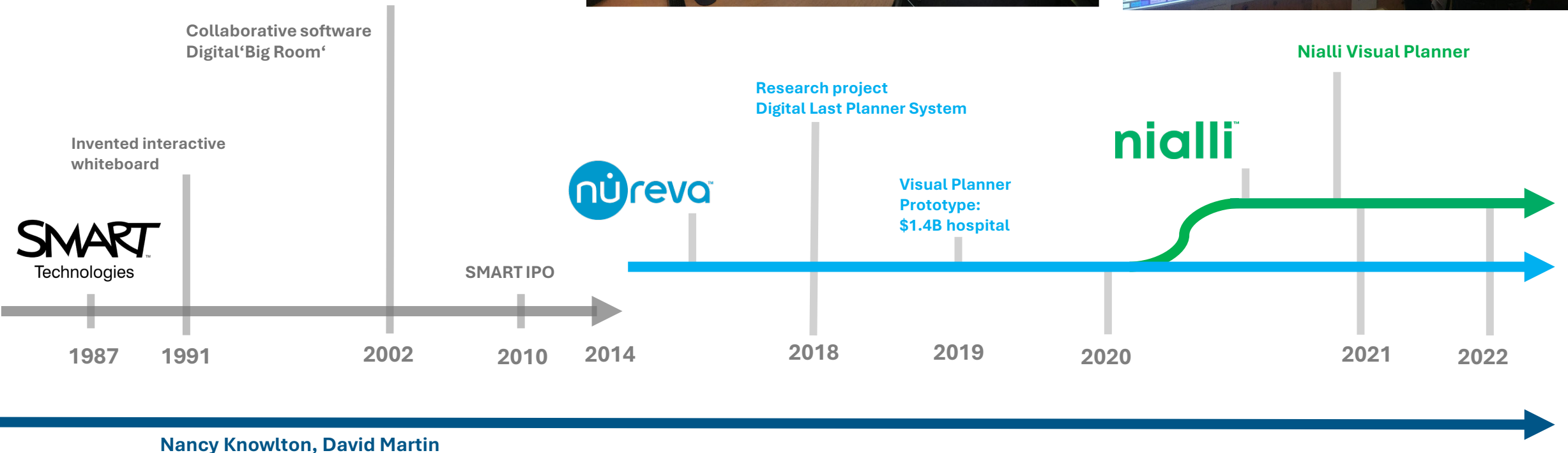
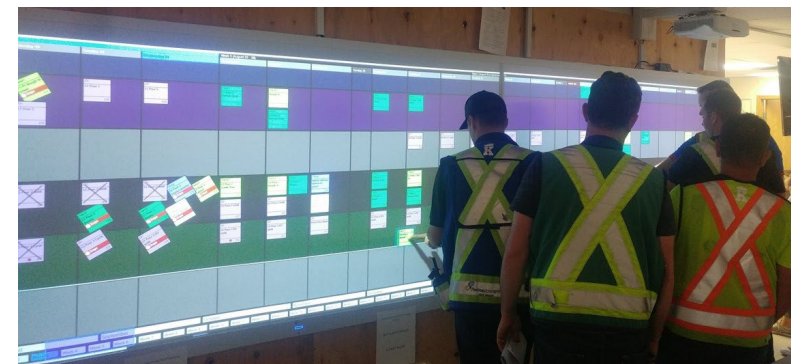


A multi-story building under construction. The building has a modern design with balconies. Scaffolding is visible on the right side, and a crane is on the left. The image is slightly faded, making the text stand out.

How Willmott Dixon's transformation from paper-based to digital Last Planner helped to improve average PPC from 40% to 78% across the enterprise.

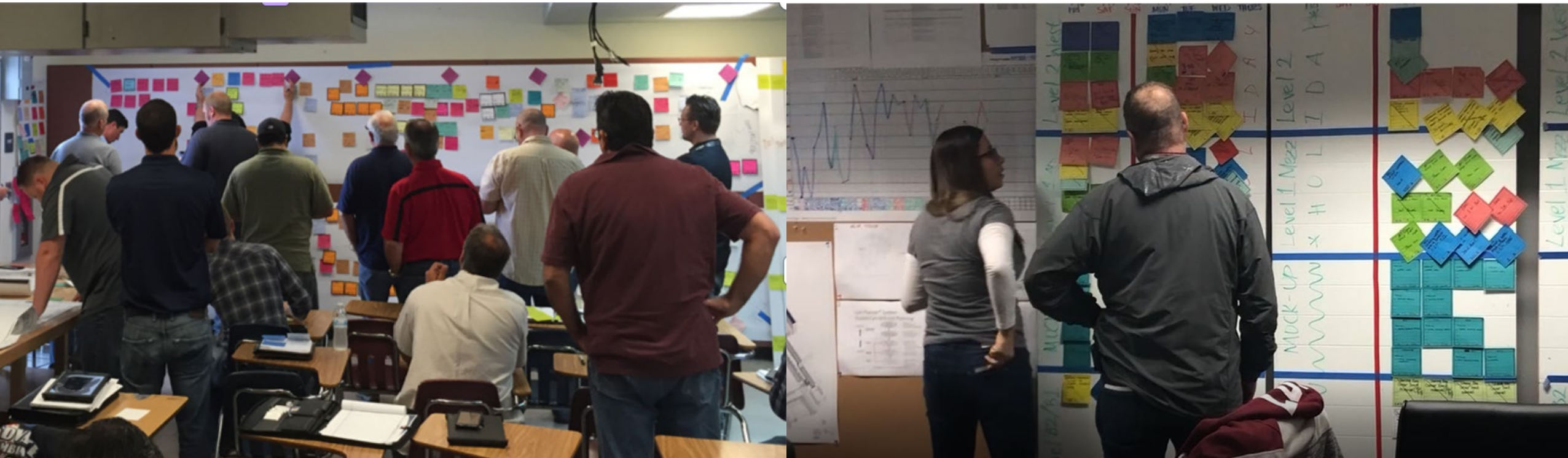
About Nialli

Stanford
ENGINEERING | Center for Integrated Facility Engineering



The Last Planner System

- Proven to drive on-time performance
- Drives continuous learning and improvement but...some challenges



Transition to Digital

- Enhances (doesn't change) the process
- Opportunities to analyze project data
- Any device, anywhere, but best together



Nialli Visual Planner

Launched at the Calgary Cancer Center



Implemented prototype in
August 2019

\$1.4B 5-year project

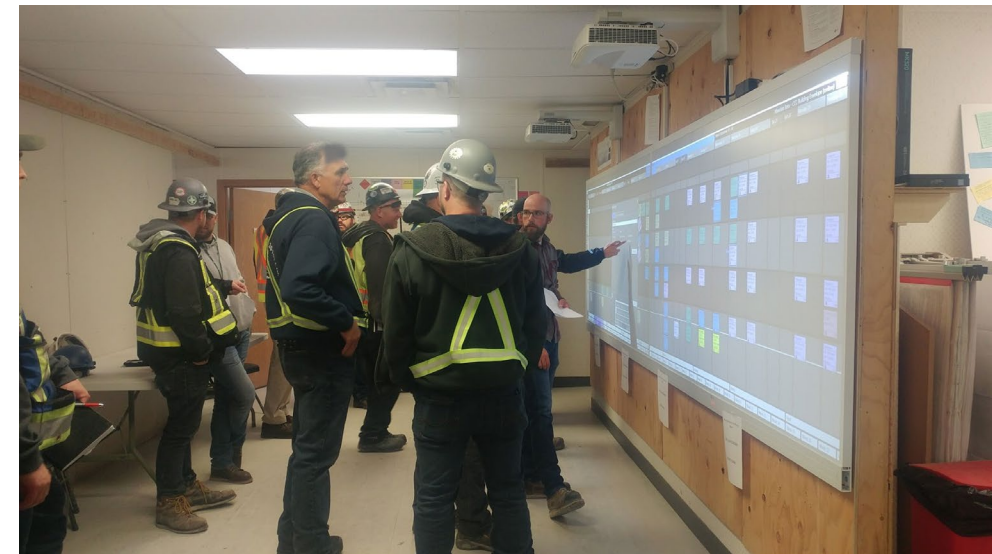
Transitioned analog to
digital in one week

Rapid adoption by general
contractor and trades



Hand-off to Owner
Dec. 2022

**On-time.
On-budget.
(during Covid-19)**



Who is Willmott Dixon?

- Privately owned UK construction, interior fit-out group (since 1852)
- Turnover: £1.2bn
- Employees: ~3,000 across the UK.

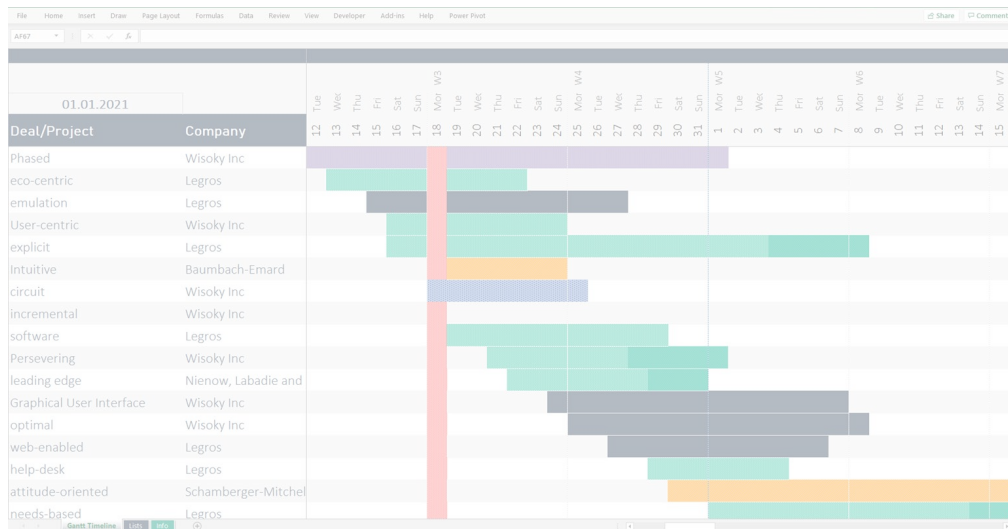


Their challenge

Before adopting digital tools, Willmott Dixon relied on a variety inconsistent analog methods:

- Information silos:

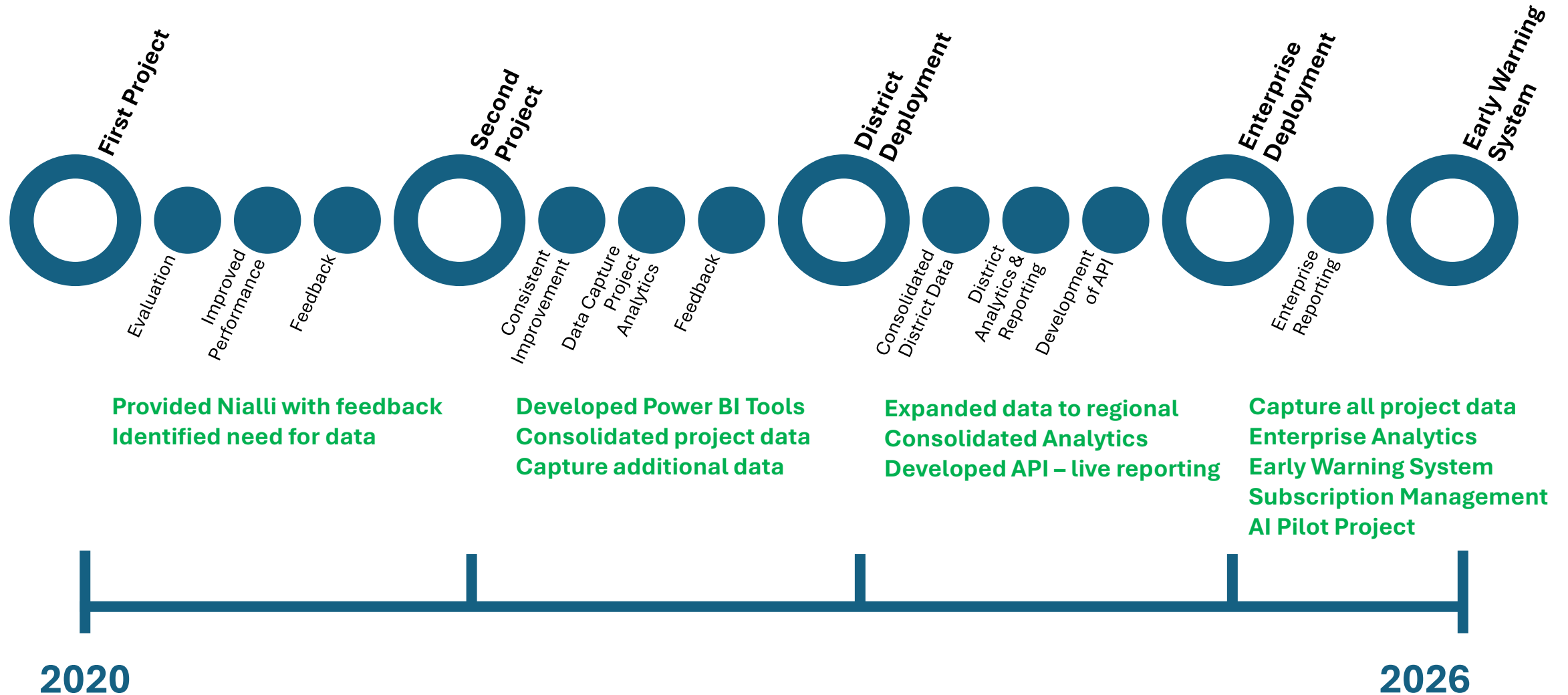
Planning captured in disconnected spreadsheets, documents, and physical post-it notes.



Their Challenge

- **Reactive reporting:** Data was reported monthly, often out-of-date before leadership could take action.
- **Lack of performance insight:** Without standardized data, there was no clear way to measure plan execution or productivity of supply chain partners.

Collaborative Deployment Timeline



Why they adopted a digital tool

- **Simple transition:** The tool maintains familiar "sticky note, swim lane" workflow – easy for teams to move from a physical wall to a digital one.
- **Overcoming technology fears:** "technophobes" found the system easy to adopt after seeing it required only a few clicks.
- **Data accuracy:** The primary benefit was the "timeliness of data," allowing for real-time interpretation and distribution rather than waiting for manual reporting.
- **Hybrid collaboration:** A digital tool has become essential for effective collaboration in a modern "hybrid" work environment – teams are often remote or split between the office and the site.



Measurable impacts & results

The shift to a digitized collaborative process led to clear productivity gains:

- **Productivity improvement:** PPC rose from **40%** in the analog world to a consistent **78%** across all projects.
- **Reduced admin burden:** Time spent in briefings and planning meetings cut in half.
- **Supply chain buy-in:** Partners welcome the data evidence provided – it helps them identify their own areas for improvement.

Future strategy

For Willmott Dixon, the goal is a fully integrated planning solution:

- **Integrated planning:** Linking long-range programs with short-term site evidence to create a continuous feedback loop.
- **Data-driven bidding:** Using benchmark data from current projects to inform future project strategies and even future bids.
- **Data from other sources:** Adding data from other applications to a common data lake. Use analytics to create insights across data sources.
- **Use of Agentic AI:** Enhancing predictive and prescriptive analytics to expose new insights for performance improvement.

Providing the ability to *chat with your data*.

Thank you!

Questions?



WILLMOTT DIXON

SINCE 1852

Rick Kennedy

rickkennedy@nialli.com

