Overcoming the Visibility Gap In Asset-Intensive Capital Programs

A playbook for organizations that need stronger governance, earlier visibility, and more reliable handover

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Asset-intensive capital programs are becoming more complex

Organizations are executing capital programs that span greenfield development, brownfield expansion, and large, complex projects, with increasing pressure to deliver operationally ready assets at an accelerated pace.

Yet execution data remains fragmented across contractors, partners, and systems, leaving executives and program leaders without a clear, timely view of cost, risk, and performance.

This playbook is for organizations facing challenges like:

- Managing complex, multi-party execution across owners, engineering, procurement, and construction (EPC) partners.
- Maintaining control across scope, cost, schedule, and quality in high-risk environments.
- Meeting regulatory, audit, and stakeholder expectations with confidence.
- Ensuring assets are delivered ready for operations—not just construction complete.
- Connecting the field with the office and ensuring project decisions support

Asset-intensive industries are under increasing pressure to deliver complex capital programs while meeting rising demand, investor expectations, and regulatory requirements.

Your roadmap to closing the visibility gap

1 Eliminate silos and fragmented data that hide risk

2 Create a single source of truth across all partners

3 Enforce consistent execution from field to office

4 Prevent rework by ensuring operational readiness at key milestones

5 Maintain a defensible record under regulatory scrutinyenvironments

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1

Eliminate silos and fragmented data that hide risk

Capital program data is often spread across disconnected systems, teams, and partners.

Cost, schedule, documents, and decisions live in different places, making it difficult to identify risk early, act with confidence, or leverage AI effectively across the program.

Without a connected view of projects, issues surface late, reporting becomes manual, duplicate data entry increases, and decisions are made using incomplete information. As a result, handing over accurate, usable asset data and records to operations becomes a monumental "project after the project."

What "good" looks like

- Connected, structured data ready for AI-driven insights.
- Reduced reliance on spreadsheets and manual data aggregation
- Early visibility into emerging risks and performance gaps
- A consistent view of project status across teams, partners, and the entire portfolio.

2

Create a single source of truth across all partners

Capital programs depend on collaboration across owners, engineering, procurement, and construction (EPC) partners, suppliers, and other stakeholders. But when each party operates in separate systems, alignment breaks down and trust in the data erodes.

Leaders need a shared, trusted system of record that reflects the full picture—without forcing partners to change how they work.

What “good” looks like

- One trusted data environment shared across owners and partners
- Clear data ownership, access, and governance across organizations
- Alignment between internal teams and external teams
- Confidence that all stakeholders are working from the same information and in a common format

3

Enforce consistent execution from field to office

Execution often varies across projects, regions, and partners.

Field teams, project managers, and leadership may all operate with different processes, tools, and reporting methods—leading to inconsistency and gaps in oversight.

Standardizing execution doesn't mean slowing teams down. It means creating structured workflows that connect the field to the office.

What "good" looks like

- Standardized workflows across projects, teams, and partners
- Clear approvals, handoffs, and accountability at every stage
- Real-time alignment between field activity and project controls
- Consistent reporting with early warning signs and without manual reconciliation

Prevent rework by ensuring operational readiness at key milestones

Rework often stems from gaps between execution, documentation, and asset requirements.

When data, documents, and deliverables are not aligned to asset needs, issues surface late, during commissioning or handover.

Operational readiness must be built into the project from the start, not addressed at the end.

What “good” looks like

- Asset requirements defined, tracked, and measured throughout the project lifecycle
- Documentation and data aligned to commissioning and operational needs
- Milestone-based validation of completeness and readiness
- Reduced rework and fewer late-stage surprises

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Maintain a defensible record under regulatory scrutiny

Capital programs operate under constant scrutiny from regulators, executives, investors, and auditors.

Every decision, approval, and change must be traceable and defensible from origination to conclusion.

What “good” looks like

- A complete, traceable record of decisions, approvals, and changes across applications.
- Consistent documentation maintained across the full program
- Audit-ready reporting without manual reconstruction
- Confidence in responding to regulatory, audit, and stakeholder inquiries

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Kahua for asset-intensive capital program leaders

Asset-intensive capital programs are too complex to manage through disconnected systems and manual reporting. Kahua provides a system of record that connects execution across projects, partners, and the full asset lifecycle.

The result is stronger governance, clearer insight, and more confident decision making across the portfolio.

With Kahua, you can:

- Maintain a complete, trusted record across projects and partners
- Understand cost, risk, and performance across the portfolio in real time
- Align governance, approvals, and reporting across all stakeholders
- Support consistent execution as programs evolve—without disrupting delivery workflows

Capabilities that support control at scale

- Enterprise-grade security designed for critical infrastructure
- Analytics that turn project data into actionable insight
- Asset Centric Project Management® (ACPM) to support asset readiness and handover
- A configurable platform that adapts as programs evolve
- Secure, construction-ready AI built into the platform

Kahua enables connected execution across projects, programs, portfolios, partners—securely and at scale.

Explore the Kahua platform

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