

SERVICE PORTFOLIO

ORAT Services

Project to Operations Assurance

Operational Readiness
Activation and Transition

From project execution to live operations

Operational readiness assurance
and seamless activation of
operations

Operating concepts, people, systems
and readiness connected.

OUR APPROACH

- 1 Understanding
- 2 Planning
- 3 Readiness
- 4 Assessment
- 5 Activation

PS ADVISORY

Structured Thinking. Practical Delivery.

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Turning a completed asset into a ready operation

ORAT means Operational Readiness, Activation and Transition. It is the structured work that prepares a new or changed facility, its operating teams and its stakeholders to deliver the intended service.

We connect project completion with the operating organisation: define how the facility will work, prepare processes and resources, demonstrate readiness through checks and trials, and coordinate the move into live operations. The aim is safe, reliable service and beneficial utilisation of the investment.

Why ORAT is beneficial

Client benefit	How ORAT supports it
Better customer experience	Validate the complete user experience, service interfaces, accessibility, information and response to disruption.
Operational efficiency	Align workflows, staffing, facilities and systems; test throughput and remove avoidable bottlenecks.
Beneficial utilisation	Translate intended project benefits into operating requirements, service targets and readiness evidence so the asset can be used as intended.
A seamless transition	Coordinate migration, cutover, communications and fallback arrangements to protect service continuity.
Confidence at activation	Make gaps, owners, closure evidence and residual risks visible before the opening decision; support early performance and issue resolution.

When to engage us

For a new facility, expansion, relocation, phased opening or major system change. Early involvement helps translate operating needs into project requirements. A focused review can also help when completion is approaching or a transition concern has emerged.

Our ORAT experience is in airports: terminals, airfields, cargo and general aviation. The approach can also be adapted to rail and metro, ports and logistics, data centres, healthcare, industrial plants, power and water utilities, and public facilities.



Illustrative infrastructure applications

The ORAT approach can also enhance customer experience, operational efficiency, beneficial utilisation and seamless transitions.

Practitioner led and integrated

We combine infrastructure delivery experience with airport ORAT practice. PS Advisory connects project requirements with daily operations, in collaboration with client teams and specialists.

What distinguishes our approach

A holistic view of Facilities, Information, Systems and Human resources (FISH) keeps physical completion, processes and people connected. Our CHAI approach combines Collaboration, Holistic thinking, Alignment and Integration: stakeholders work towards one operating intent, one coordinated plan and shared readiness evidence.

We focus on usable operating outputs and project benefits: a better customer experience, efficient processes, practical risk responses and a controlled transition. Support is tailored to the client's team, facility and immediate readiness need.

Our approach through five connected stages

Stage	Purpose and principal outputs
01 Understanding	Understand operational requirements and expectations, the facility, project benefits and stakeholders. Outputs: Operational requirements baseline, stakeholder map and priority gaps.
02 Planning	Connect stakeholders, deliverables and schedules in one integrated readiness plan. Define the operating concept, readiness criteria and risk controls. Outputs: CONOPS, operational readiness plan, activation strategy, integrated ORAT schedule and evidence requirements.
03 Readiness	Prepare processes, facilities, systems and operating resources. Develop standard operating procedures (SOPs); mobilise stakeholders; deliver familiarisation and training. Outputs: Operating procedures, preparation trackers, competence records and handover packs.
04 Assessment	Carry out operational readiness checks and trials; review evidence and close findings against agreed criteria. Outputs: Readiness dashboard, trial results, closure records and Go or No-Go decision pack.
05 Activation	Define the approach, plan the steps and enable structured activation. Coordinate migration, handover, communications and fallback; support early operations. Outputs: Migration and activation plans, command arrangements, issue log and operational handover.

Stakeholder engagement and risk across every stage

Named stakeholder representatives and subject matter experts develop and validate the work. The core ORAT team coordinates progress, interfaces and actions; steering forums resolve escalations and review check gates. Risk and scenario analysis inform preparation, trials, contingencies and activation decisions.

The stages overlap as the project requires. Workstreams are coordinated through them; authorised client teams and relevant authorities retain acceptance, statutory approval and opening decisions.

Development
Implementation

Map → Develop → Deliver
Organise → Execute → Activate

From operating concepts to practical procedures

CONOPS defines how the operation should work. SOPs turn that intent into repeatable actions. Together they connect customer needs, project requirements and daily delivery.

A Concept of Operations

Define the intended operating model before teams prepare for opening.

- Map customer, staff, goods and service flows, including routine, peak and disrupted operations.
- Define service standards, capacity and throughput needs, operating hours, roles and interfaces.
- Map the concept into facility, system, information, space and resource requirements; validate it with stakeholders.

Outputs: Concept of Operations (CONOPS), flow and process maps, service targets and an operational requirements register.

B Standard Operating Procedures

Make the operating concept usable at the point of delivery.

- Develop or review SOPs for normal operations, cross-team interfaces, exceptions, emergencies and fallback modes.
- Specify task sequences, responsibilities, communications, controls, records and escalation routes.
- Validate procedures through walkthroughs and trials; connect changes to training.

Outputs: SOPs, operating manuals, interface procedures, checklists and contingency instructions.

C Operational planning and benefit realisation

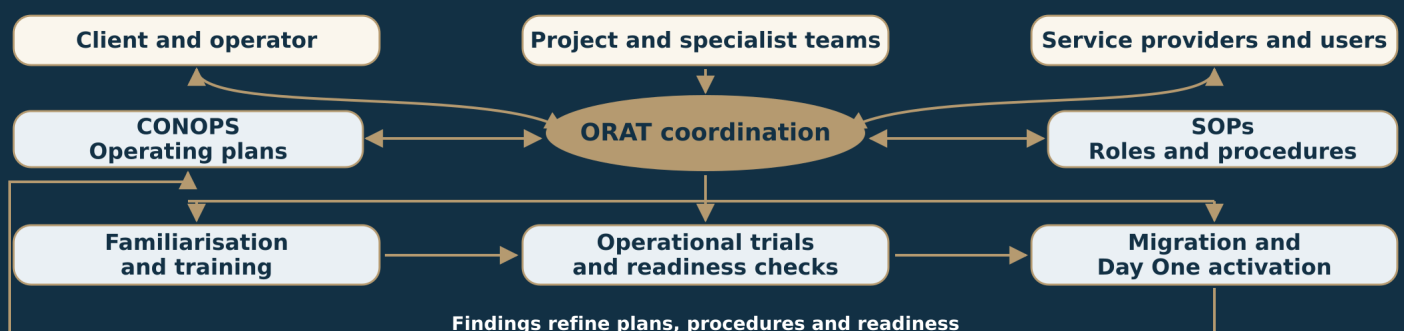
Prepare the resources and measures needed to deliver the intended service.

- Plan staffing, service-provider mobilisation, operations and maintenance arrangements, and space allocation.
- Agree asset and facility management interfaces, control-centre needs and information requirements.
- Link customer experience, throughput, availability and resource-use targets to readiness checks and early performance monitoring.

Outputs: Operating resource and space utilisation plans, service measures and mapping of project benefits to readiness evidence.

The process workstream provides the basis for familiarisation, training, trial scripts and Day One checklists. Trial findings are fed back into procedures before activation.

Stakeholders and processes connected through ORAT



Prepare people and the operating environment

People need to know the new facility and demonstrate their operational roles. Preparation is coordinated with the availability and acceptance of facilities and systems.

02 Familiarisation

Help stakeholders understand the facility and their part in the operation.

- Plan general orientation and role-specific guided tours, route walkthroughs and operating-area access.
- Cover layouts, stakeholder spaces, customer experience, staff routes, amenities and emergency routes.
- Track attendance, questions and gaps; arrange follow-up as facilities and procedures change.

Outputs: Familiarisation plan, route and briefing material, completion records and follow-up actions.

03 Training and operational competence

Prepare teams to perform the agreed processes and manage exceptions.

- Identify role-based needs for operational processes, systems use, operations and maintenance, customer service and contingency response.
- Coordinate operator, supplier and service-provider training with SOPs and the readiness schedule.
- Use practical exercises and competence demonstrations; address gaps revealed in trials.

Outputs: Training needs matrix, delivery schedule, training records and competence evidence.

SUPPORT Facilities and systems readiness

Connect engineering completion with an environment teams can operate.

- Review user acceptance and performance evidence, integration dependencies and readiness of operating spaces.
- Coordinate asset tagging and handover and takeover (HOTO): physical and digital assets, manuals, as-built information, spares, warranties and training records.
- Track approvals, defects and outstanding actions with clear owners and operational impact.

Outputs: Facility and system readiness matrix, acceptance evidence review and HOTO tracker.



Familiarisation activity (illustrative)



ORAT knowledge sharing (illustrative)

Readiness covers the whole operation

F | Facilities

I | Information

S | Systems

H | Human resources

Demonstrate that the operation works together

Technical test results, stakeholder confirmations and operational trials provide complementary evidence. We assess the complete operation against agreed requirements and service targets.

A Readiness assessment

Create a current and evidence-based view of what is ready to open.

- Check facilities, systems, processes and people against defined criteria and prerequisites.
- Review stakeholder readiness, approvals, acceptance evidence, handover status and open issues.
- Use agreed check gates to identify blockers, dependencies, residual risks and actions.

Outputs: Readiness dashboard, gap and action register, evidence pack and opening decision recommendations.

B Operational trial program

Rehearse the operation progressively, from individual tasks to the complete operation.

- Plan basic, integrated and full rehearsal trials with prerequisites, scripts, roles, logistics and observers.
- Simulate routine and peak operations to test customer experience, service interfaces, goods flows and maintenance support.
- Observe throughput, process effectiveness, system performance, staff competence and customer experience; analyse findings and retest corrections.

Outputs: Trial strategy, scenarios and scripts, observation records, findings and closure evidence.

C Risk and scenario analysis

Prepare practical responses to things that could disrupt opening or service.

- Analyse what may go wrong, causes, operational impact, warning triggers and dependencies.
- Exercise credible scenarios such as system failure, congestion, resource shortfall, emergency or delayed migration.
- Define response owners, escalation, fallback arrangements, recovery priorities and residual risk for the opening decision.

Outputs: Risk register, scenario assessments, continuity and fallback plans, and response exercise findings.



Check-in and baggage trial (illustrative)



Equipment and interface trials (illustrative)

Close trial findings with evidence

Observe →

Record →

Correct →

Retest

A coordinated transition into live operations

Activation joins the readiness work into a timed, authorised move into service. Migration, operating checks and stakeholder communications must support continuity throughout the change.

A Migration and transition planning

Sequence the move from the existing operation to the new environment.

- Select a phased or single-opening approach and agree operating boundaries, dependencies and cutover windows.
- Plan relocation of teams, equipment, assets and services, including routes, access, logistics and temporary arrangements.
- Set stakeholder responsibilities, communications, hold points and fallback or rollback triggers.

Outputs: Migration plan, cutover sequence, logistics arrangements and stakeholder transition checklists.

B Day One activation plan

Give every team a clear sequence, check and response for opening.

- Confirm approvals, operating areas, facilities, systems, staffed positions and stakeholder readiness.
- Validate customer experience and services, information, signage, accessibility, security and emergency arrangements.
- Set the timed start-up and cutover sequence, final joint checks, Go or No-Go evidence and authorised decision points.
- Establish a joint command centre, communication routes, empowered stakeholder representatives and quick response teams.
- Agree disruption triggers, contingency actions, fallback decisions and service recovery responsibilities.

Outputs: Day One activation plan, readiness checklists, command-centre arrangements and opening decision pack.

C Stabilisation and operational improvement

Support early operations and transfer control into normal management.

- Identify and resolve operational issues; coordinate responses and track corrective actions to closure.
- Monitor customer experience, throughput, system availability and resource use against agreed targets.
- Capture lessons, refine SOPs and identify efficiency and resilience improvements; complete the operational handover.

Outputs: Issue and performance dashboard, improvement actions and stabilisation handover record.



Airside readiness checks



Coordinating facilities systems and operating teams

Joint command

Quick response

Fallback

Recovery

Pradeep Sangal

35+ years in infrastructure delivery and 12+ years in airport ORAT and operational transition.

PS Advisory draws on Pradeep's experience in engineering and project delivery, operational requirements, risk management, testing and commissioning, stakeholder coordination and operational improvement.

**35+ years
Infrastructure
delivery**

**12+ years
Airport ORAT**

Experience applied to your assignment

Infrastructure delivery: New railway lines, hydropower plants, water treatment facilities and transmission pipelines, project management systems and airport expansion projects.

Bengaluru airport: Airfields including runway and apron, passenger terminals and cargo.

Mumbai airport: Passenger-terminal developments and operational transitions.

Dammam airport: Remote ORAT planning advice for a General Aviation terminal through Hill International.

Bengaluru and Mumbai experience was gained in previous professional roles. The Dammam assignment was undertaken as an independent consultant.

Credentials: B.E. (Civil), Diploma in Construction Management, PMP, PMI-RMP, Six Sigma Black Belt and ACI Customer Experience Specialist.

Ways to engage PS Advisory

Engagement	What you can commission
Guidance or peer review	Advice on a defined operational readiness requirement, or an independent readiness review with priority actions. Guidance on the operational readiness and activation strategy.
Selected services	Focused support for process mapping, familiarisation, training, trials, migration or activation.
Connected program	Develop, monitor and control one integrated plan and schedule for operational readiness and activation. Delivery team and responsibilities agreed within the assignment.

From first discussion to mobilisation

- 01 Discuss the facility, intended service, opening horizon and immediate concern.
- 02 Review the operating concept, project plans, evidence and outstanding issues.
- 03 Agree scope, outputs, responsibilities, schedule, delivery mode and commercial terms.
- 04 Mobilise the agreed support and coordinate with your team.

Let us discuss your ORAT requirement

Let us know your intended operational start date and your operational readiness, transition, handover or opening challenges.

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