

# Pumping performance out of ageing assets

A new culture of continuous improvement and teamwork raises a major North Sea oil and gas operator to top quartile performance - delivering sustained bottom line benefits

## THE SITUATION

Smooth running operations are key to fulfilling contractual obligations and maintaining profitability in the highly competitive oil and gas industry. In a maturing basin such as the North Sea, with resources growing harder to extract, assets ageing and competition becoming stronger, established players need their operations to be as smooth and finely tuned as possible. Maximum efficiency and responsiveness to factors constraining performance are vital.

### Need for change

A leading North Sea player operates four platforms in what was one of the region's most productive oil fields but is now approaching the end of its life. There are still, however, significant resources to be produced in the field. Senior managers of the operation recognised that the organisational culture needed radical change if they were to deal successfully with present inhibitors of performance and the challenges that lay ahead.

*"Celerant enabled us as an organisation to examine our goals, leading individuals to become much more astute about the business."*

**Head of Programming**

## THE ASPIRATION

Celerant Consulting was asked to deliver the tools, techniques, processes and encouragement that would create a culture of continuous improvement across the organisation.

In the process, Celerant was to change the way employees approached their jobs, their colleagues and their organisation as a whole.

Success would be evident when employees were focused on and motivated by improvements in the business as a whole, working collaboratively to increase their own individual and team contributions to greater efficiencies, lower costs, better use of resources, high productivity, and similar goals.

## Results

- 30% reduction in annual offshore maintenance hours
- 22% reduction in offshore well engineering costs
- \$33.6 million in sustainable annualised savings



## THE TRANSFORMATION

Consultants worked on the four platforms for 18 months, alongside managers and employees, to ensure they had a shared understanding of the business objectives. Client-consultant teams joined in identifying root causes of common problems in the business, setting performance goals and planning routes to achieving them.

### Passing on the expertise

Day-to-day co-working meant that the consultants' knowledge and implementation skills were transferred to the client's staff, so that they would be able to continue finding and making improvements after the project finished.

Celerant took employees and managers through several steps that led them to 'own' the change process and objectives. Steps included setting up cross-functional teams, training staff, analysing business opportunities, and identifying ways to improve performance and collaboration. The cross-functional teams covered the entire business: from maintenance, planning and production to logistics, services and well engineering.

Moreover, Celerant's combination of training, coaching and collaboration enabled employees to build up trust in their own ability to deliver what is required of them, and to recognise their contribution to the overall success of the organisation.

*"The platform teams are now able to jointly design systems and tools to carry forward proposed improvements to fruition."*

**Offshore Installation Manager**

## THE RESULTS

In 18 months, this four-platform operation made the leap from third quartile to top quartile performance within the region.

And, with its new business skills in place, the operation has an organisation that can continue enhancing its performance into the next decade.

By enabling employees to identify root causes and develop solutions for common problems, Celerant helped to unearth and eliminate non-value-added activities in the business that were adding significantly to well engineering and maintenance bills.

Employees have become empowered to challenge established processes constructively, and to develop, test and install more efficient ones.



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