



CASE STUDY

Reduced Cost and Improved Productivity and Equipment Availability at an Oil and Gas Facility



SITUATION

One of the largest multinational oil and gas companies with operations including exploration and production, refining, transport, distribution, petrochemicals, power generation, and trading was looking for ways to better control rising costs at their onshore and offshore facilities. Additionally, as their unplanned deferment rates continued to rise, there was a perception that labor productivity was decreasing.

GP Strategies® conducted operational excellence (OE) assessments at several locations, which uncovered the following gaps: little or no maintenance planning and scheduling; lack of transparency between operations, engineering, and maintenance activities; poor utilization of their CMMS; and metrics (KPIs) that had no connection to the overall work management process.

The Challenge

Following the OE assessments, the company stakeholders realized changes needed to occur; however, they needed to achieve buy-in from each location. The company needed to determine methods that could refine the overall Maintenance Execution Program in order to realize cost savings and improved efficiency.



Using data from the
OE ASSESSMENTS,

GP Strategies developed
a world-class **MAINTENANCE-
EXECUTION** process to drive
performance improvement

GP Strategies Solution

GP Strategies collaborated with the customer to help present reasons for change to their senior management to gain support and sponsorship.

A role-based competency assessment was conducted, which generated clear gaps that needed to be addressed. After the competency assessment, a maintenance execution assessment was conducted that consisted of 24 elements and 130 specifically defined criteria that, when corrected, would place the site as performing at better than industry average.

GP Strategies used the outcome of the assessment to define the existing gaps between the “as-is” condition and the future “to-be” condition, and then created a gap closure plan. The gap closure focused on teamwork between the Operations and Maintenance teams, using the CMMS to enable maintenance delivery, and the use of a Measures Dashboard software tool to display the maintenance execution process.

GP Strategies developed a world-class maintenance-execution process, which covered the following areas:

- Identifying the gaps
- Prioritizing
- Preparing for asset maintenance
- Determining when to schedule maintenance
- Executing and closing out the maintenance process
- Reviewing and improving the maintenance process

Implementation is being achieved through changing the way people work together as teams, using the CMMS to enable maintenance delivery, and monitoring KPIs through the Measures Dashboard to report the outcome performance in a weekly and monthly trend.

Business Impact

Following the maintenance-execution process, GP Strategies developed the complete work management process, focusing on identifying and removing the waste (non-value-added activity) and ensuring the integrity of maintenance activities. This helped improve compliance, productivity, reliability, and asset availability for the customer.

- ✓ Gained **cost-savings of >\$220k** on material expediting.
- ✓ Identified the main causes of non-value added maintenance, which **increased maintenance productivity** from 30% to >75%.
- ✓ Schedule compliance **improved from 24% to averaging over 90%**; PM compliance averaged around 85% and is now at >98% in just 9 months.
- ✓ Production **output increased by >18%**, or \$900k/day.
- ✓ The company has achieved close to **100% maintenance availability year to date**, having finished the previous year at 89%.
- ✓ **24% more work is completed** with the same workforce.
- ✓ A clear and transparent **reporting structure** was created.

For more information about how our **ASSET PERFORMANCE MANAGEMENT** solutions can make a meaningful impact visit:

➤ www.gpstrategies.com/solution/technical-engineering/asset-management

About GP Strategies

Founded in 1966, GP Strategies delivers performance improvement programs that strategically align with your unique business objectives and differentiate your global workforce, leaders and salespeople to ensure business excellence. Our sole focus is performance improvement, and everything we do, from technical and compliance training to process improvement and human capital technology integration, is focused on helping your organization deliver meaningful results. Visit gpstrategies.com for more information.

GP Strategies World Headquarters
70 Corporate Center
11000 Broken Land Parkway, Suite 200
Columbia, MD 21044 USA



gpstrategies.com
1.888.843.4784
info@gpstrategies.com

