

Focus on Continuous Improvement



Background

A multi-national oil & gas Operator with a large portfolio of assets returned to Juran Benchmarking, preferring our methodology and approach after trying alternative solutions in the market. They wanted to use our Production & Processing benchmark for both their operated and non-operated assets, taking advantage of our extensive database and the Juran Complexity Factor® (JCF) to ensure meaningful results and drive the correct improvement actions. This case study highlights the results for an operated offshore platform.

The Challenge

- 1 Obtain true reflection of existing efficiency and effectiveness
- 2 Demonstrate continued performance improvement and identify further areas for enhancing operational excellence

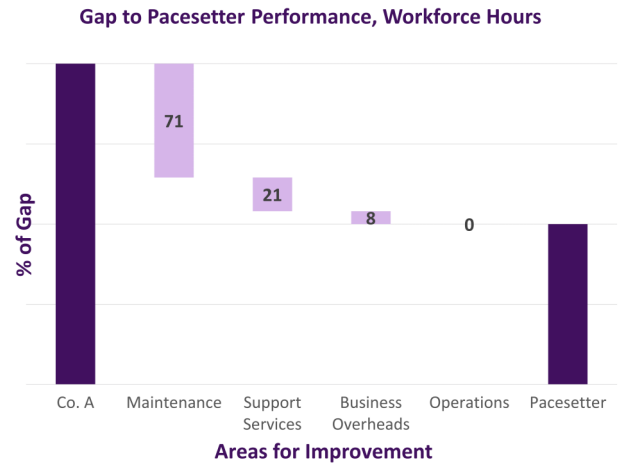
The Solution

- 1 Use the JCF and other normalisation methods as appropriate to provide as much detail as possible
- 2 Conduct Action Planning Workshop to understand performance gaps and develop a roadmap for improvement

Results

Benchmarking indicated overall performance in 1st Quartile, except for Maintenance costs (2nd Quartile), which accounted for 70% of the gap to Pacesetter performance. Mechanical Maintenance costs and workforce hours were responsible for the largest proportion of the identified cost gap. Additional savings potential for workforce hours was identified in Business Overheads and Support Services. Please see the Bridge Chart overleaf for more details.

Summary	Costs	Workforce hours
Operations	Q1	Q1
Maintenance	Q2	Q2
Support Services	Q1	Q1
Business Overheads	Q1	Q1



Results — More information

Costs and hours gaps were measured against Pacesetters, since the asset was already performing at 1st Quartile. Gaps were normalised using the JCF, and also using Purchasing Power Parity (to account for any regional differences).

In Effectiveness, the only non 1st Quartile area was Maintenance and Integrity Management. Within this section 2nd Quartile performance was measured in Maintenance Planning Schedule Compliance and Overdue Safety Critical Work Orders. Only small improvements would be required to achieve 1st Quartile, and this was one of the focus areas for the Action Plan.

Improvement Action Plan

To improve Efficiency, the focus was on maintenance costs and hours. Action plans focused on ensuring improvement work was completed to the required standard, to avoid wasted workforce time performing corrections. Multi-skilling and knowledge sharing were also recommended.

To improve Planning Schedule Compliance and Overdue Safety Critical Work Orders, actions were identified to improve the coordination between planning, scheduling and control of maintenance management, to ensure full understanding of work required and accurate time planning for the work. Succession planning was also identified to avoid competency gaps due to an ageing workforce.



About Juran Benchmarking

A world leader in operational excellence through performance benchmarking across the oil and gas value chain since 1995. We have helped hundreds of asset owners and operators develop plans to:

- Achieve cost competitiveness
- Maximise OPEX efficiency
- Optimise Workforce productivity
- Unlock continuous improvement in operational effectiveness

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