



A regional leader in Gas
Achieving operational stability

Case Study
Energy

Driving Continuous Improvement in Multi-cultural environment

Company: n/a

Country: Middle East

Sector: Energy

Function: Production

Business Challenges:

Achieve operational stability to deliver increased production

Consulting Services:

Performance Improvement, Change Management

Capabilities: Asset

Management, Business Performance Management

Client Quote:

“With focus on performance of the plant it was feasible to break the Maximum Production Rate record”
Head of Production

Situation

Our client is a joint venture between two regional energy companies, whose stated ambition is to become ‘The GTL Capital of the World.’

The high profile venture was looking to deliver on, and expand, existing production capacity. Coupled with key debottlenecking projects, this would require additional operational stability through greater operating rigour and discipline, a sense of urgency across the organisation and a move from reactive to preventative operations.

To achieve this, the company launched an Operations Excellence Project and brought in Celerant Consulting because of its extensive experience in the energy sector and the Middle East region.

Approach & Delivery

The project was designed to achieve a sustainable Organisational Effectiveness (OEE) level of 84%, against a baseline of 79%, by creating a culture of Continuous Improvement and delivering a range of improvements in Production, Maintenance, HSE, Technical, Engineering and Shutdown Planning functions.

Celerant Consulting implemented a sustainable MCRS® Management System that was rolled out to all levels of the Operations community, from shift operators to the COO. To drive effective problem solving solutions, robust Root Cause Analysis and Production Loss Accounting processes were implemented, together with a Maintenance Work Management System to improve daily maintenance operation and equipment availability.

The Celerant team also worked with client’s Shutdown Planning Team to ensure adequate and proper scoping and planning of shutdown activities, so that executing a shutdown would minimise downtime and optimise shutdown costs.

Results

An OEE of 92.4% has been achieved, significantly higher than the defined and agreed stretch target of 84%.

New levels of productivity and operational performance have been achieved, including:

- Hydrogen losses minimised to almost zero
- The Maximum Production Rate record broken 4 times in the second half of 2010
- Outstanding statutory inspections reduced by 70%
- Outstanding work orders reduced by 50%.
- Increased rigour in emergency shutdown planning has also been achieved with Shutdown Planning packs reduced from 776 to 550
- Open incident actions reduced by 50% and Engineering Request reduced by 50%

The Operations organisation is now more focused on managing performance deviation and rapidly addressing the issues, leading to new Maximum Production Rate records.

Client Satisfaction

The client’s Leadership Team acknowledged the results achieved through collaborative effort and team work of the Operations Excellence Project:

“Celerant showed us how to change the system from a reactive mode to a proactive one in order for us to better predict the future incidents and eventually avoid them.”
Reliability Manager

“We can see much more focus in meetings, resulting in shorter meetings where people take responsibility to close out actions” Technical Department Manager