

All thoughts must be distilled into action and action that brings results.

Technip T-MOS (Marine Operation Services) is a world leading subsea contractor for the Oil & Gas industry, but its ageing UK fleet required CAPEX upgrades which adversely impacted charge out rates. In addition, the crewing challenges of an ageing workforce and HSE/IMCA crewing restrictions meant there was a real possibility that the company would not be able to handle current and future business and operational challenges - or deliver the 20% reduction in project costs that were absolutely essential.

FULL SPEED AHEAD?

'We revolutionised T-MOS while still delivering operational performance and driving company wide initiatives.'

Willy Gauttier, T-MOS Vice-President.

Celerant Consulting is a world leader in operational projects in the Oil & Gas sector, so it was brought in to design and deliver major improvements. Working closely with the T-MOS Team, Celerant's experts implemented 4 Workstreams to reduce spread rate and increase operational effectiveness:

An **Organisation Effectiveness Workstream** that created a simplified onshore organisation, ensuring that the right people were always in the right position, with clear accountability and supported by appropriate management systems to speed decision making and support transversal activities and greater predictability. Offshore initiatives were also introduced to decrease crew costs.

A **Procurement Workstream** that enhanced supply chain management development and delivery of Service Level Agreements.

A **Vessel Availability Workstream** that improved the relationship between Technip's Business Units by developing and delivering Service Level Agreements.

A **Life of Asset Management Workstream** that ensured 'right first time' engineering through a clear CAPEX selection and prioritisation process and a robust project management process.

With these new workstreams up and running Technip was transformed into a right sized organisation, redesigned to deliver greater business efficiency and client delivery through an integrated MCRS[®] Management System with the right KPIs. A profound change in procurement strategy and behaviours also took place, moving from uncontrolled sourcing to supplier rationalisation, onshore procurement and competitively priced frame agreements. ■

DEEP RESULTS

- By the end of the project a significant annualised OPEX reduction had been achieved against a multimillion pound target. This comprised of a reduction in onshore headcount, a reduction in offshore personnel costs and procurement savings through frame agreements, settlement discounts and retrospective rebates.
- An annualised reduction of CAPEX (13% of budget) was also delivered against a target of 7%. This was achieved by cancelling unnecessary projects and tightening control of ongoing projects with a rigorous project management process.
- Overall performance visibility has improved, is better managed and internal customer satisfaction has also improved.