



A Global Leader in the Energy Industry Ensuring a smooth handover

Case Study Energy

Delivering results through behavioural change in a culturally challenging environment

Company Name: n/a

Location: Africa

Sector: Energy

Function: Logistics,
Distribution

Business Challenges:
Create sustainable
scalability

Consulting Services:
Performance Improvement,
Change Management

Capabilities: Organisational
Effectiveness

Situation

10 years of high growth had led our clients to a greatly increased demand on Logistic Support across its multiple on and offshore locations. The Aviation and Marine Departments did not have a management system or defined processes to ensure a safe and reliable operation. There was also a lack of HSE focus, resulting in near-misses. In addition, both expat senior management positions now had to be filled by Africans.

Approach & Delivery

Celerant Consulting was brought in to deliver a comprehensive and flexible management system that would support the day-to-day delivery of the OMS (Operations Management System) within the Aviation and Marine departments, and to provide the required training and coaching to build a strong base for future growth.

To increase the efficiency and effectiveness of the logistics service delivery, KPI reviews were held with frontline customers, resulting in a root cause analysis, the identification of key actions needed to address gaps and a customer Service Level Agreement. Then, as the first step towards an integrated logistics schedule, a weekly rolling Boat schedule was agreed, reviewed daily to incorporate any changes, it was integrated with the Aviation schedule to optimise movements between offshore installations.

Weekly and monthly team meetings between the Marine and Aviation teams reviewed efficiency and effectiveness KPIs, focusing on reasons for delays

and low utilisation of assets. All team members were involved to information flow and the inclusion of Health & Safety in these meetings led to a dramatic increase in HSE related indicators, making HSE leaders within the department.

Results

Overall our client gained an annualised \$4M saving in fleet fuel costs, with over 50% increase in planning accuracy and a 44% decrease in flight delays by the sole air services supplier as a result of continuous data capture and feedback.

As a result of Celerant's Closework® approach and transitional support of the new local management, the client felt confident to promote the Africans to key Management positions where they have established themselves as highly competent professionals.

Both the Marine and Aviation teams have been able to prove that data can be used to improve service when dealing with suppliers in a non-competitive environment.

Client Satisfaction

In addition to a substantial bottom line improvement, the client felt they were now managing an organisation built for scalability, ready to integrate additional customer contracts and in good shape for additional growth.