



## Major upstream operator in North Sea Value chain overhaul yields higher production

Case Study  
Energy

# Six Sigma techniques yield top results across the value chain

**Company Name:** n/a

**Location:** Nordic

**Sector:** Energy

**Function:** Production, Maintenance, Purchasing, HR

**Business Challenges:**  
Improve the level of performance to meet the new business opportunities

**Consulting Services:**  
Performance Improvement, Change Management

**Capabilities:** Process Excellence, Six Sigma

**Client Quote:**  
“The biggest success has been that continuous improvement is now seen as an integral part of people’s daily work, which is a significant culture shift for us.” Client’s Project Manager

### Situation

With global demand for oil and gas accelerating, a major upstream operator wanted to position its North Sea assets in the top quartile of cost and production performance. Rising demand for product was creating opportunities to increase sales and revenues. However, efforts to meet sustained peaks in demand were putting pressure on people and equipment. This in turn was testing the capability of existing management systems to support the rapid, accurate decision-making and effective action needed to achieve top production efficiency.

### Approach & Delivery

Turning these targets into reality called for a complex and dynamic change program. There were 13 workstreams to manage and coordinate in order to effect the changes desired across all functions in the operator’s entire value chain.

Critical to the program’s success was setting up the right project management system with weekly meetings to highlight integration requirements and focus on weekly outcomes linked to quarterly milestones. Individual client-consultant teams developed fit-for-purpose management systems (MCRS®), and an overarching business MCRS® linked all of these together for the whole organization. Enabling tools included online scorecards and an integrated planning system to ensure the new ways of working were sustainable.

### Results

The North Sea in terms of measured production efficiency 0.75% production increase Total annualized value of some \$400 million, against an original target close to \$300 million Qualitative improvements including:

- Consistency of process and performance
- Cross-functional integration, on and off shore
- Culture of looking and planning ahead
- Focus on performance
- Greater productivity through more efficiency
- Truly integrated plans
- A more capable workforce with a broader skills base

### Client satisfaction

Client acquired a living legacy of skills, abilities, working practices and a culture of continuous and rigorous operational improvement.

“Getting to top quartile production efficiency had always been one of the goals. But actually getting to number one in the last month of the project gave a real sense of satisfaction.” Senior Project Manager