



Organizational Change Project Positions Oil & Gas Operator for Growth

Ensuring line of sight in project implementation

Key Benefits

- Integrated organization to remove silos
- Increased visibility and control of wells
- Seamless transition to new operating model

Background

- Asia Pacific oil & gas exploration and production operator
- USD 18.5 billion, 7.8 mtpa GLNG project

KBC Solution and Results

- Developed an operational readiness plan
- Centralized control room with 24-hour operation
- New processes based on best practices
- Increased efficiency

Client Challenge

An Asia Pacific oil and gas exploration operator produced and marketed coal steam gas, liquefied natural gas (LNG), crude oil, and liquid petroleum gas. They were one of four partners in a joint venture.

The operator had ambitious production growth targets. Their goal was to expand from a few hundred to about 3,000 operating wells. They were building a new LNG plant as part of this growth strategy.

Maintaining safe and sustainable operating conditions is one of their key company values. They wanted to ensure a minimal footprint to adhere to their environmental and license to operate commitments. To increase their efficiency, they wanted to consolidate all remote operating control rooms into one central location. This would provide greater visibility and control of all the fields.

The Solution

To meet their goals, the operator knew a total change in their operational concept was necessary. However, like all major changes, it is not always easy to get everyone aligned. This project was no exception. Thus, the operator contacted KBC to help them draft a change management plan that focused on clarity and purpose.

As planning began, KBC discovered that there were at least 56 individual project initiatives. It was critical to eliminate the silos and align all functional groups within the organization to ensure success.



Instead of multiple individual processes, the organization had to standardize procedures for all and agree on one common approach.

KBC consultants worked with the operator to develop a line of sight strategy. The project plan focused on asset development and management of production supply chain, integrity/facility, and reservoir. They developed a clear vision for business success and risk tolerance.

From this they determined the organizational structure and functional group alignment. Minimizing their footprint at each field location and providing

additional remote support would reduce the in field manpower. However, they would need to identify competency requirements for each location.

The overall program themes focused on three areas. Transforming how they work, growing workforce capabilities, and enabling rapid growth. The project team determined best practices and worked with the stakeholders to develop new process. The project plan replaced silo mentality with an integrated organization with a seamless transition to the new operating model.

Results

The team completed the project on time. The organization was ready for when the new wells and LNG facility came online. KBC consultants helped the operator to align their processes across the venture and created a centralized operations center with 24-hour support. All components were on target for their massive expansion plans.

The operator increased their efficiency while upholding their company value of safety.



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