

Refining



French multinational integrated oil and gas company. Its businesses cover the entire oil and gas chain



Objectives

The Head of Refining at Total was convinced they could make improvements by focusing on making people pay more attention and increasing energy awareness.

Across refineries, energy accounted for 60% of their total operating costs.

The objective was to reduce energy consumption by 4% across seven refineries located in Europe and the United States, but with no capex spend.

Each refinery has between 400 and 1,000 employees, so reaching every level of the organization would prove to be a challenge. Some of these refineries were built in the 1960's when energy consumption was not a priority given the low cost of energy. However, Total's energy cost base had tripled following successive hikes in energy prices.



Tools

- Overhauled existing processes and performed gap analysis assessing current performance versus best practice
- Installed improved management operating system to better manage energy usage
- Focused management attention on outcomes not actions across production, planning, maintenance, operations and training
- Variance and root cause drove planning
- Comprehensive training and coaching to deliver behavioral change across each refinery
- Overcame objections from workforce that only technical solutions were possible



Outcomes/ Deliverables

- Average energy saving well in excess of the 4% targeted
- Newer plants achieved 7% energy usage reductions
- Savings as high as 11% across older refineries
- Energy usage cut by between 7-11% across refineries

Proudfoot