

Order management and new business model



Supplies products, systems and services for onshore and offshore drilling and production. It operates as a subsidiary of GE Infrastructure Oil & Gas



Objectives

Company had been losing market share but had excellent reputation for engineering excellence while service levels were falling and costs rising.

PE-owning group wanted to improve customer service and cut costs to boost profitability.

Internally, engineering department was viewed as the be-all and end-all. But, it's inflexible attitude was damaging. "It's obvious that changes have to be made, but we had to be careful not to lose our great technical expertise," SVP

An employee survey revealed low confidence in management's ability to implement the necessary changes.



Tools

- End-to-end overhaul of existing processes to increase structure and discipline. Impact was increased capability of achieving targets set
- Provided management with enhanced tools and reporting to better manage business. Team updated management operations system with emphasis on short interval control to drive project adherence
- Culture shifted positively from a laissez-faire driven organization to an objective-driven organization



Outcomes/ Deliverables

- Annualized savings of \$9.7m
- Readjusted procurement and manufacturing lead times allowing to launch a more accurate pre-provisioning methodology
- Improved forecasting process to enhance internal and external supply-chain capacity
- Supply chain management: Defined the at-risk supply items along 4 categories and rolled out action plans to reduce this risk
- Delivered significant reduction in unpegged inventory

"Proudfoot really engaged my team and I have no doubt that we would never have got to where we are now without them. They have successfully driven the concepts right down throughout the entire organization"

- CEO

Proudfoot