Case Study – Oil & Gas Strategy Execution

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Corporate Strategy

- A major Oil and Gas Company wanted to sustain its track record of strong growth.

- This company expected to receive a 'war chest' to invest in new opportunities to develop and construct new hydrocarbon resources, in new regions.

- Executives had ambitious objectives for growth. However, they were failing to deliver their current projects in areas they know well. If this level of performance continued, funding future growth and preserving reputation would become a significant challenge.

- We have a great deal of respect for the knowledge and capabilities of this elite group of project professionals. They are experts in their field and we were fortunate to be able to leverage their experience and enhance it with approaches from other sectors to take them to the next level.

What were the challenges?

- The company wanted to **demonstrate their capability** as highly effective and reliable co-venturers with some of the biggest global resource businesses.

- The CEO wanted to **preserve their culture** of flexibility, entrepreneurialism and accountability.

- Their people were more worried about just **'getting stuff done'** than how to get it done.

What changes were proposed?

- **Develop an end-to-end roadmap** with the Client for complex project delivery that align all key parts of the organisation. The roadmap articulated all the key aspects required for major resource development projects and enabled the growth of this capability on-the-fly as needed, filling gaps from project to project. In addition, the roadmap:

- **Commence streamlining and standardising** approaches to some functional inputs to projects, increasing productivity, reducing variability and risk.

- **Maintain and leverage** existing organisational flexibility, entrepreneurialism and sense of accountability.

What was achieved?

- Executives have embraced the roadmap, which has been deployed on major new developments that will enhance both value and reputation with co-venturers.