



Apply Best Practice

Lean som sterk strategisk virkemiddel inn mot EPCI kontrakter i et tøft regime i olje og gass næringen

Astrid Aadnøy, VP HSEQ

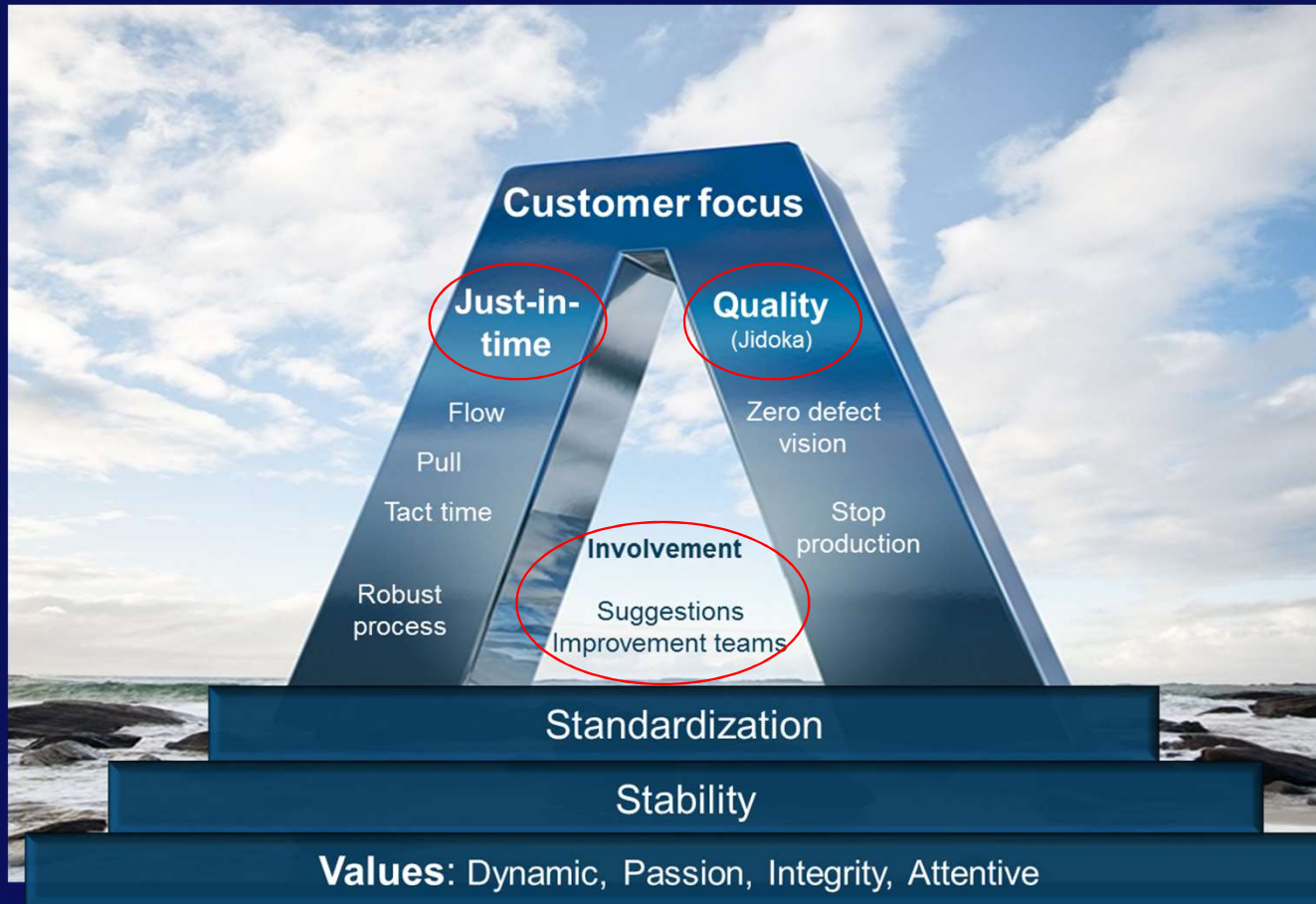
APPLY

Do we have the time for making improvements?



Can we afford not to?

Apply Best Practice



V V V V V V V V V V V V V V V V INTEGRITY

Our values

We have
INTEGRITY

Reliable and trustworthy.
Avoid short-cuts that
compromise quality and
HSE.
Act with competence and
confidence when facing
difficult and challenging
situations.

We are
ATTENTIVE

**Develop the potential in
our colleagues.**
Demonstrate care and
support for one another
in our daily work.
We listen, are inclusive
and respectful

We APPLY
PASSION

Will to succeed.
Focused, dedicated and
enthusiastic.
Brave when it is called for
- rise to the challenge
and will go the extra mile

We are
DYNAMIC

**Flexible and open-
minded.**
Embrace new challenges
– ready to change and to
think outside the box.
Improvement – and
create innovative
solutions for the future.

THIS IS APPLY

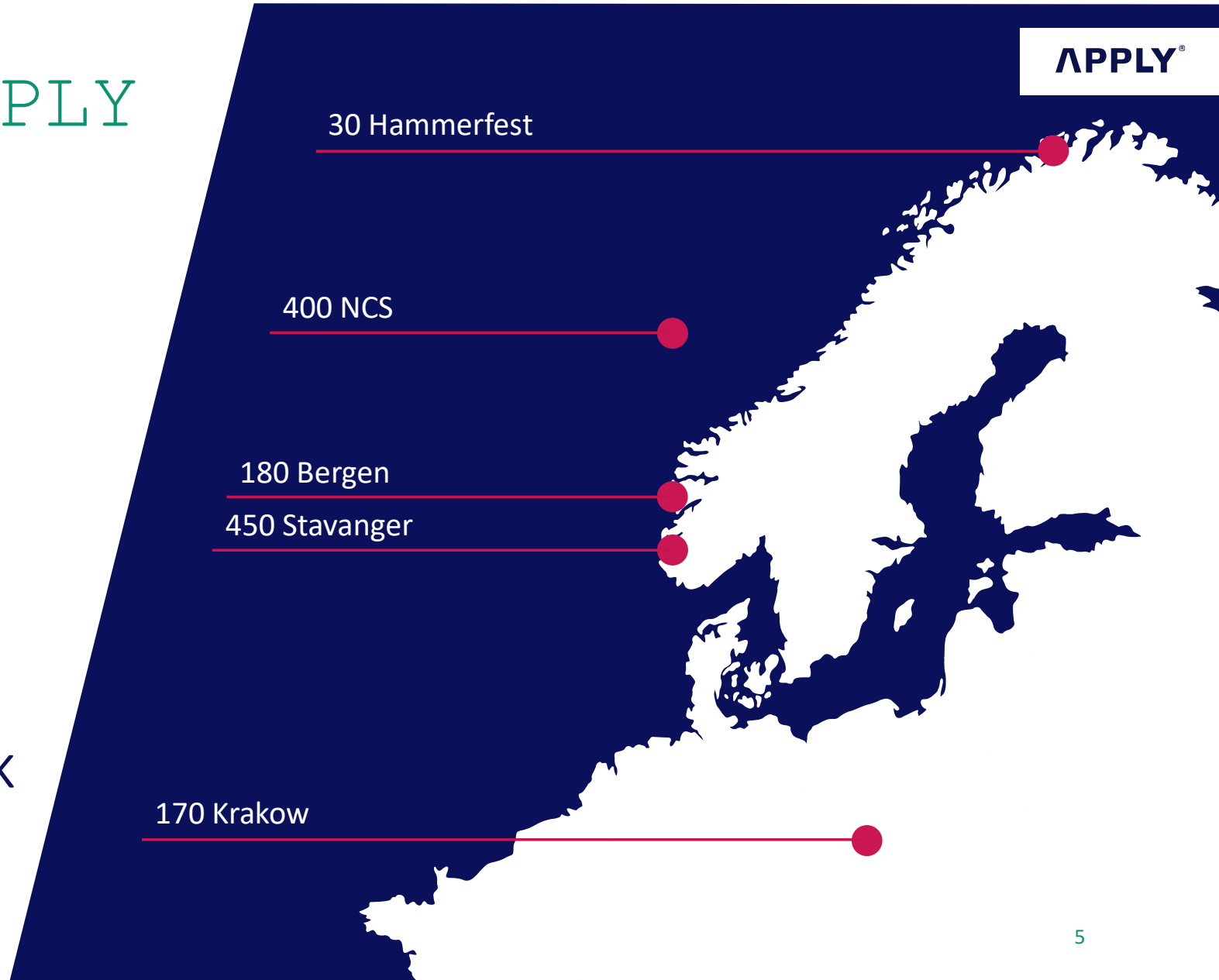
Founded 1979

Personnel 1200

Revenue 2,0 BNOK

Order backlog 7,5 BNOK

13.09.2019



Maintenance - Modification Technology - Operations - Studies



Offshore Topside
Facilities



Onshore Process
Facilities



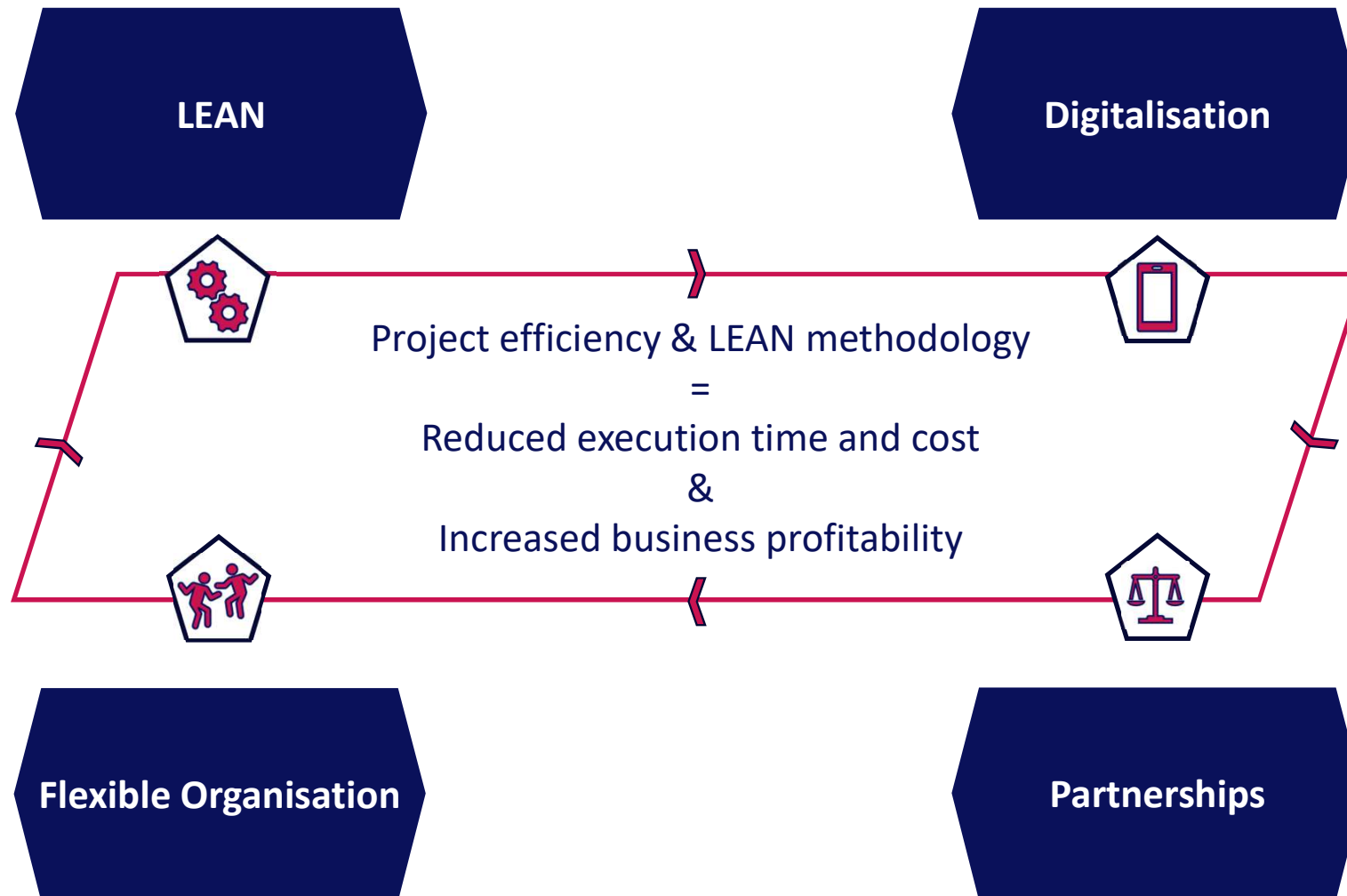
Rigs



Marine Facilities

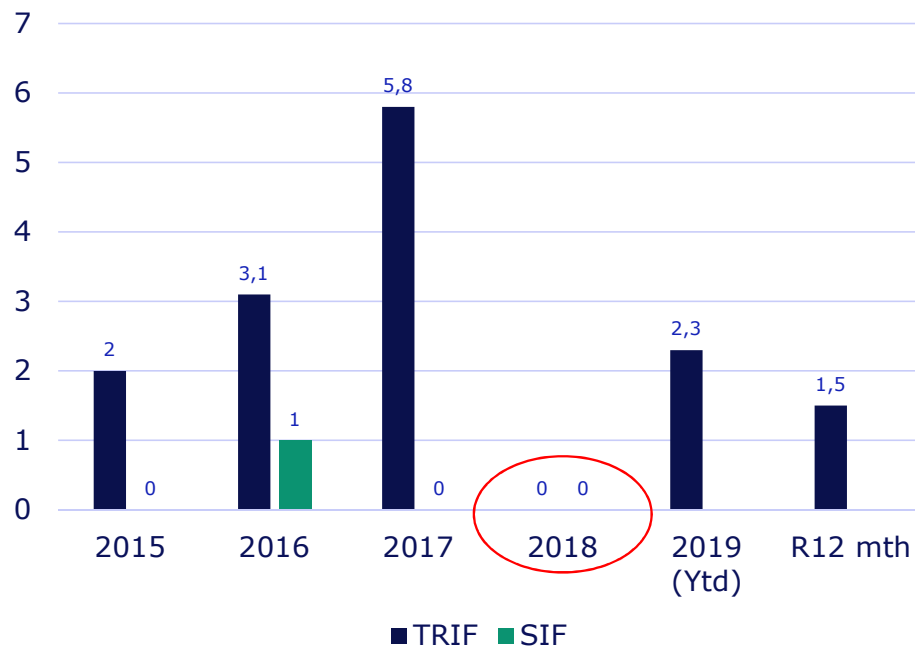
Strategies & Business Improvement

APPLY[®]

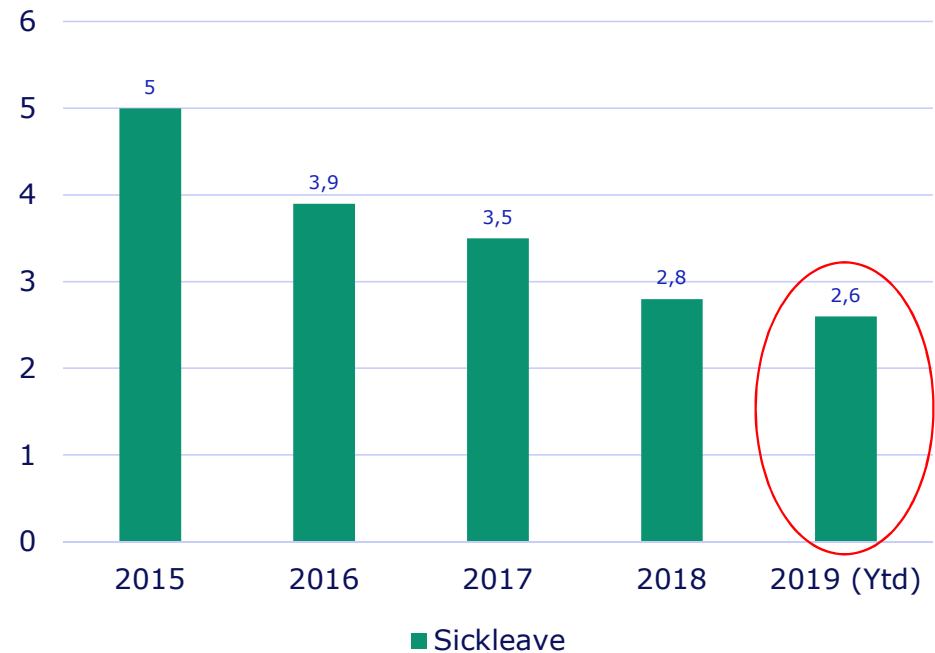


HSE Performance

TRIF & SIF – Injury Frequency

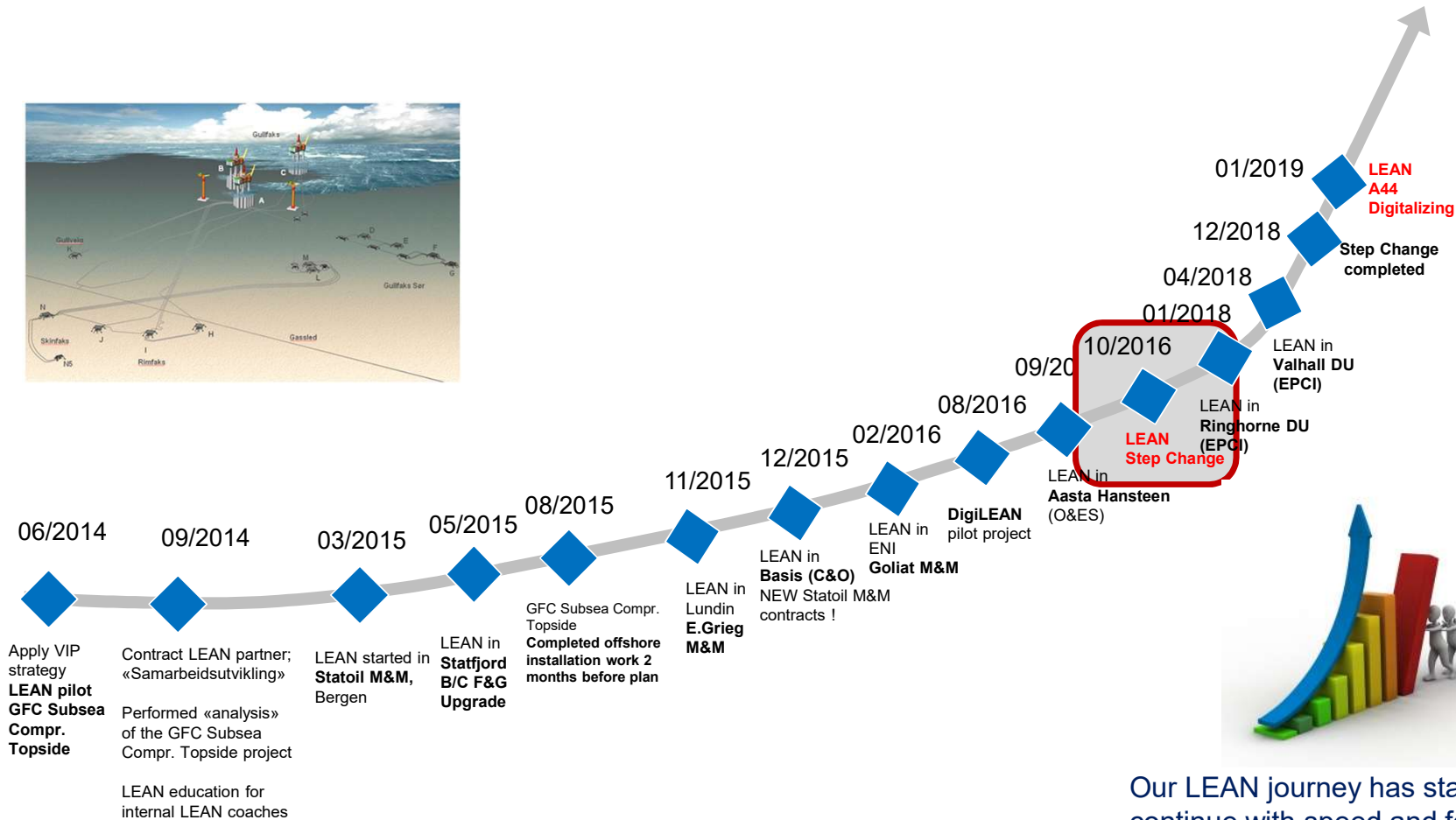


Sickleave [%]



Striving to improve – Our LEAN history

the timeline from the beginning...



Our LEAN journey has started, and continue with speed and focus

LEAN tools in Apply

CREATE FLOW



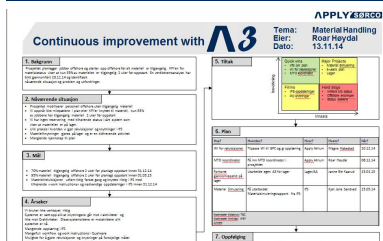
VSM – Value Stream Mapping

VISUALIZING



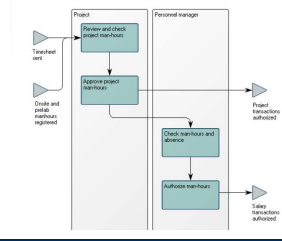
24hrs Meeting

CONTINUOUS IMPROVEMENT

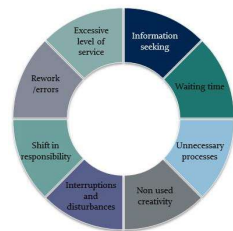


A3

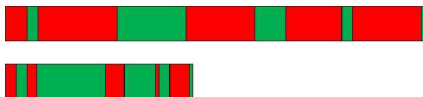
STANDARDISATION



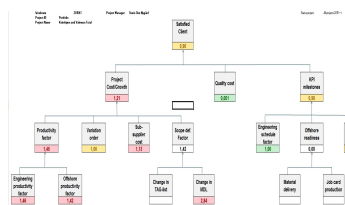
Update processes / instructions



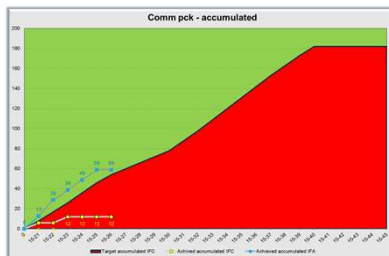
Identify and remove waste



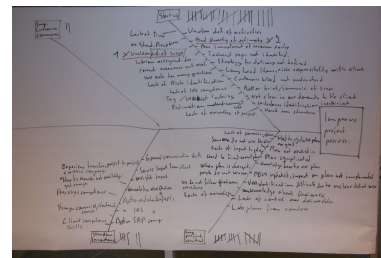
Identify value-added activities



KPI set – clear targets



Measure and visualize progress



Fishbone / 5xWhy



Measure effect of improvement



Inform / give training



PDCA – Plan, Do, Check, Act

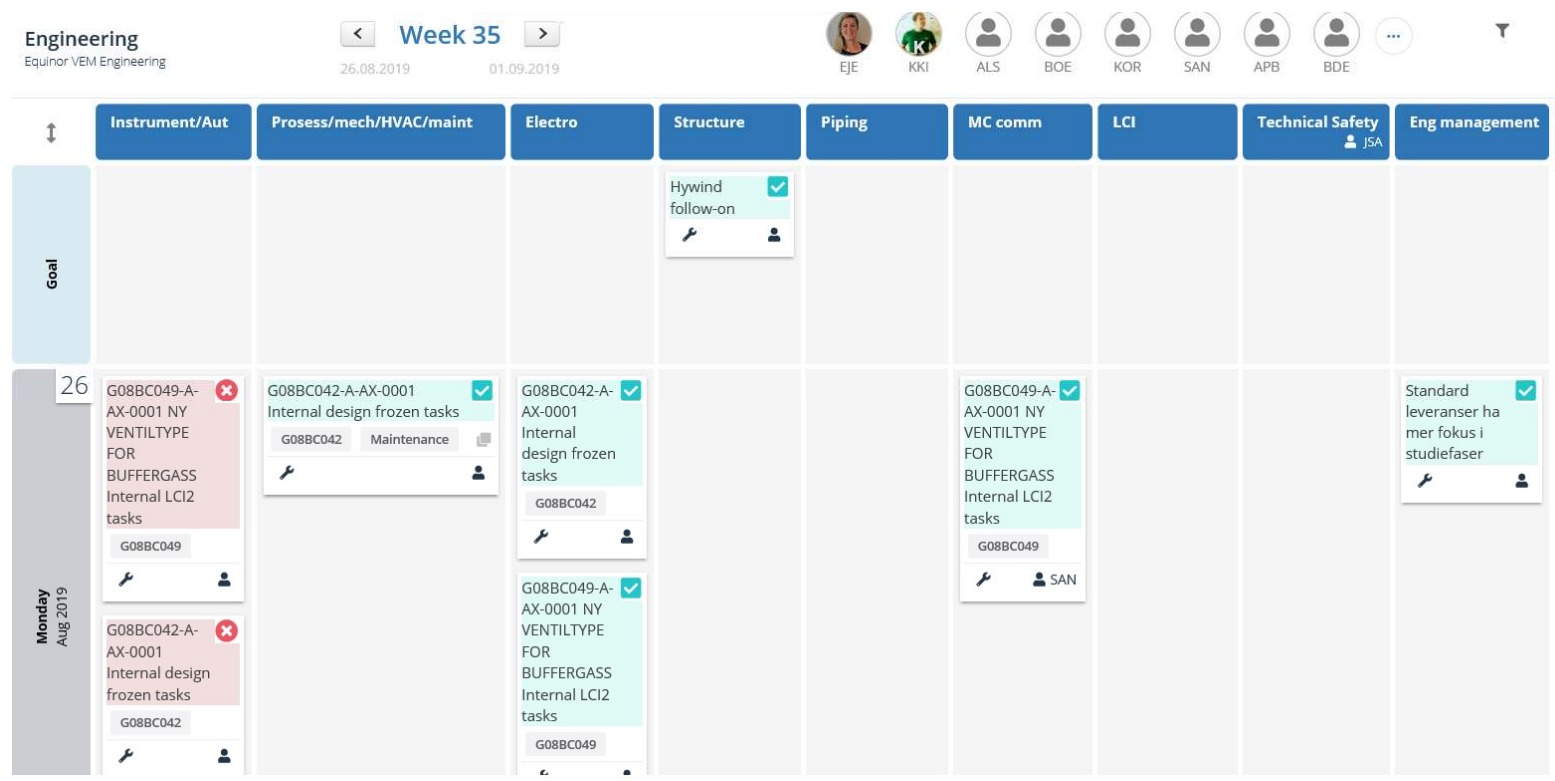
24h Target Boards Meetings

APPLY[®]



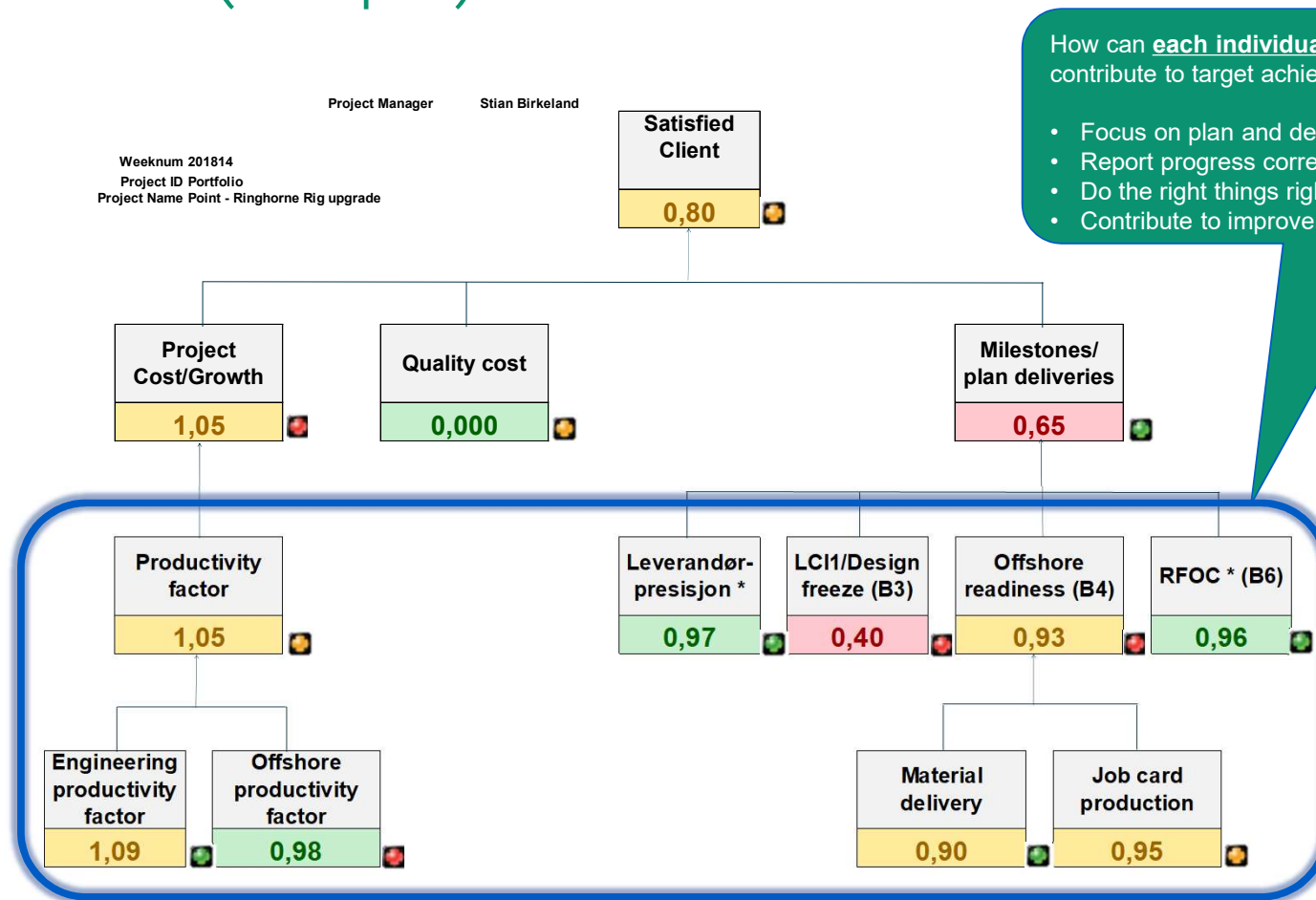
LEAN success med Digilean

- Cloud-based 24 h LEAN target boards allow team members in Bergen, Stavanger and Krakow to simultaneously share and prioritize tasks efficiently
- Internal deliveries / outstanding actions shown clearly on target boards for follow-up at lowest level
- Outstanding deliveries are clear and team can take needed actions



Target Management

KPI structure (example)



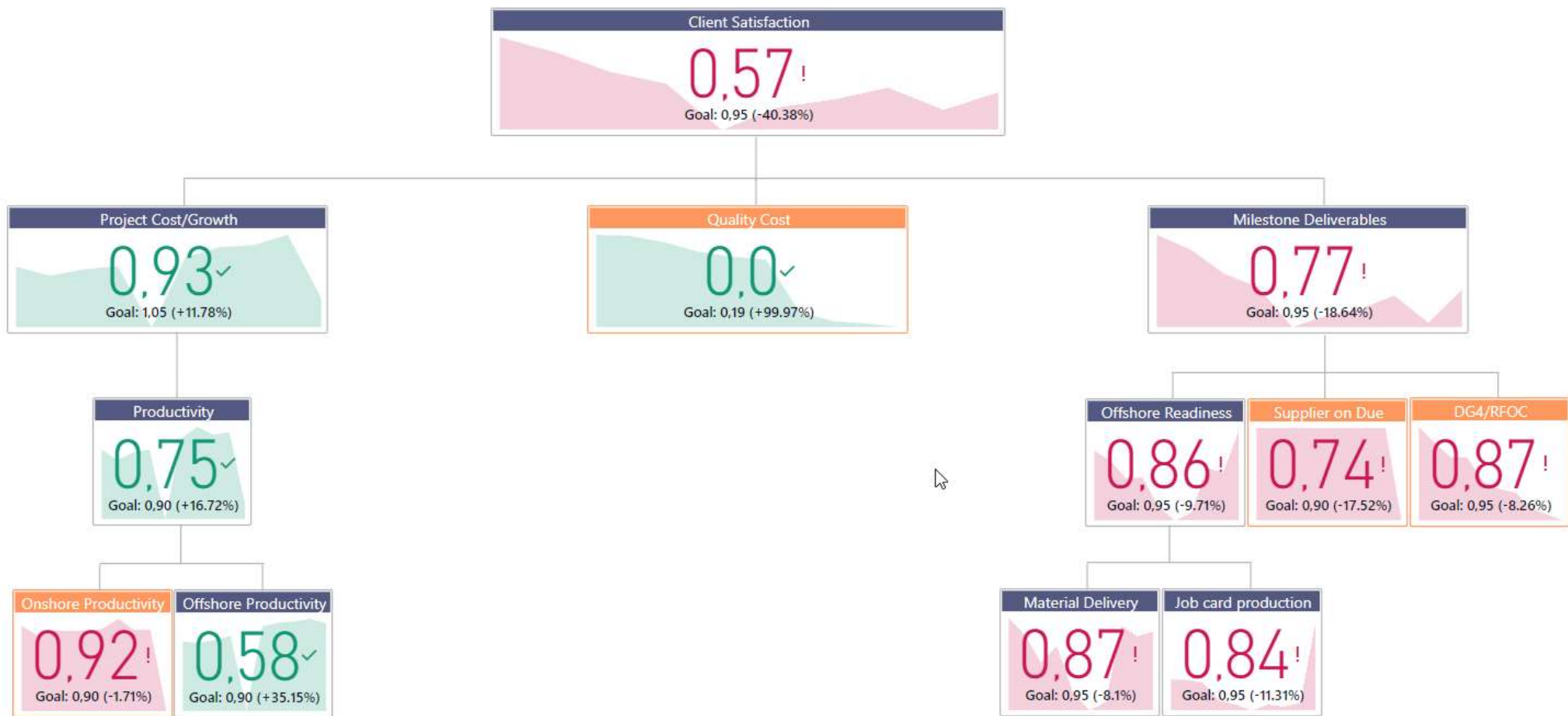
How can **each individual** contribute to target achievement?

- Focus on plan and deliveries
- Report progress correctly in time
- Do the right things right first time
- Contribute to improvements

Key: Deliver

- ✓ within budget
- ✓ correct quality
- ✓ on time

KPI - ny dashboard løsning



CIT – Continuous Improvement Team



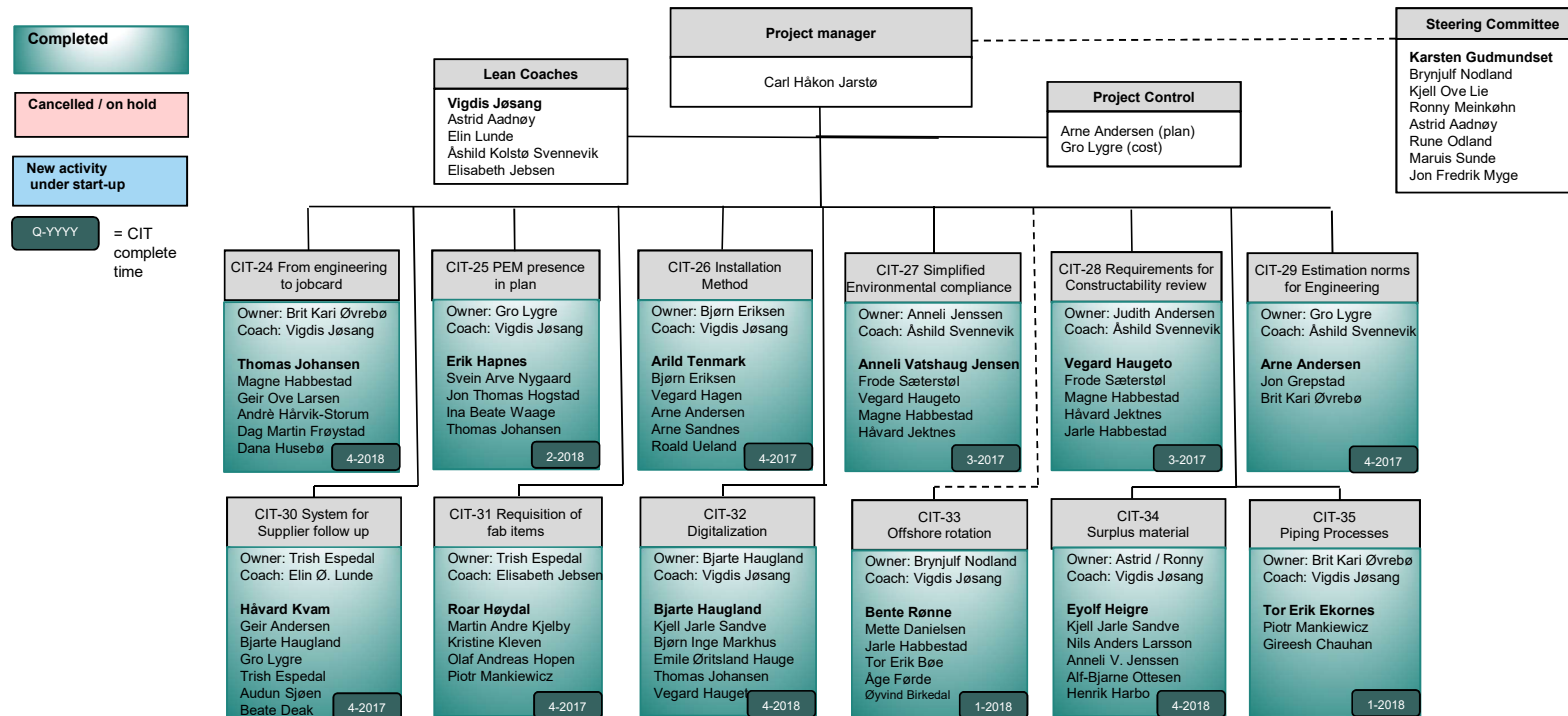
V V V V V V V V V V V V V V V V **ATTENTIVE**

Continuous Improvement Team (CIT)



CIT nr	Prosjekt	Prosess
CIT 1	MOD GFC	Møtestruktur
CIT 2	MOD GFC	IDC rutiner (Inter Discipline Check)
CIT 3	MOD GFC	EWP (Engineering Work Package)
CIT 4	MOD GFC	Distribusjonsmatriser
CIT 5	MOD GFC	Materialstyring
CIT 6	MOD GFC	Offshore planlegging
CIT 7	MOD GFC	System integrasjon med kunde
CIT 8	MOD GFC	Offshore installasjon
CIT 9	MOD ST B/C	Milepælsopnåelse
CIT 10	MOD ST B/C	Forenkling av jobbkortproduksjon
CIT 11	MOD ST B/C	Motivasjon og kommunikasjon
CIT 12	V&M BGO	Prosjekt estimering
CIT 13	V&M BGO	Prosjektkontroll
CIT 14	V&M BGO	Definering av arbeidsomfang

«STEP CHANGE» 2016-2018



The «STEP CHANGE» Project

Organization and reporting

- All improvement work is driven by self motivation in small groups (Continuous Improvements Team)
- Weekly reporting (Obeya room) – Status & progress
- High focus on (A3):
 - Present situation
 - Wanted situation
 - Implementation / KPI`s



Weekly status meeting of each CIT

OBEYA meetings

CIT-24: From Engineering to Job Card

1. Background

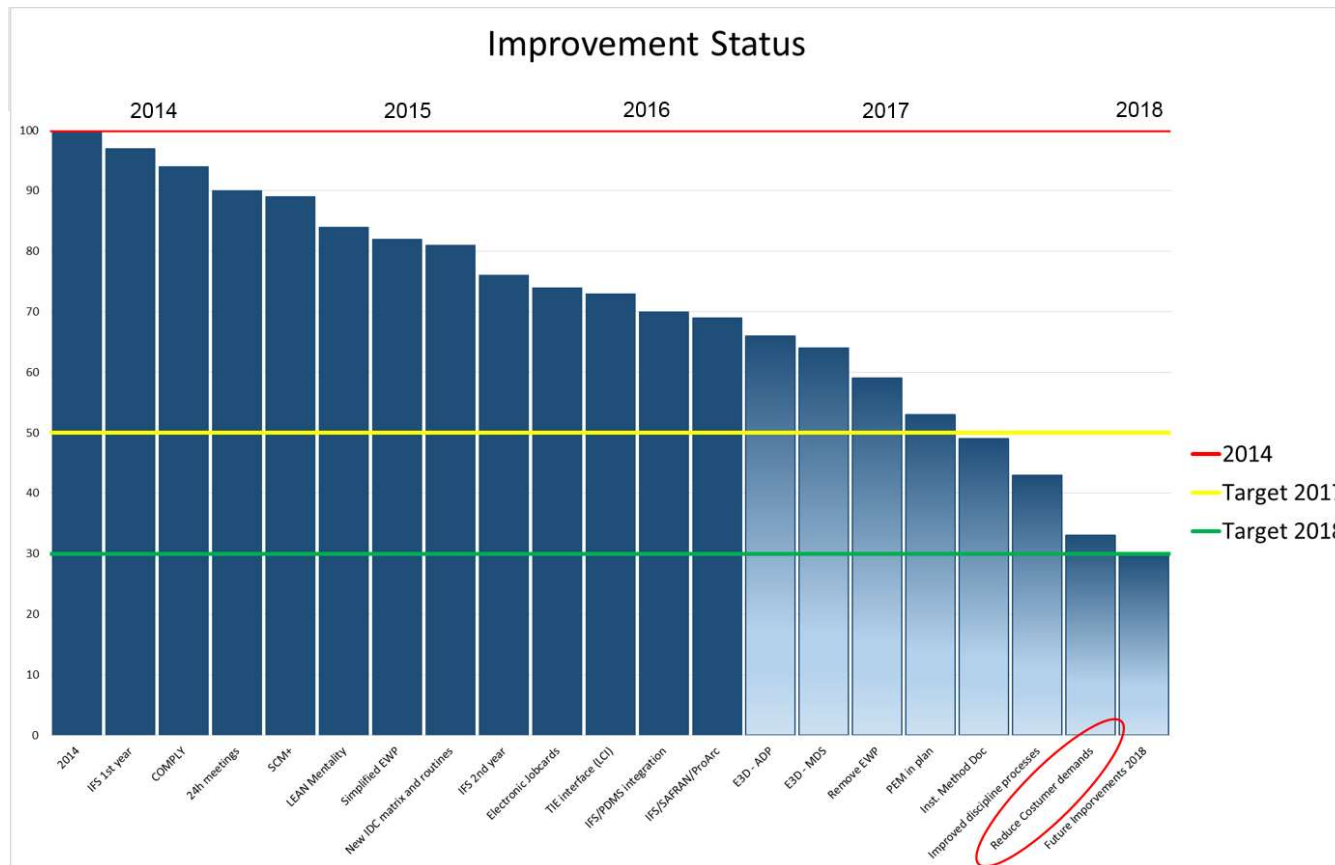


Plan

What is the background for establishing this improvement group?

- Markedsituasjonen krever besparelser innen engineering, og prosessen fra engineering til jobbkort er veldig tidkrevende.
- Dette er en stort sett en intern leveranse, så her kan vi selv bestemme mellomproduktene.
- Effektivisering i prosessen med å lage jobbkort øker vår engineeringsproduktivitet, som videre bidrar til økte prosjektmarginer
- Mandatet til CIT gruppen er å redusere antall ledd i arbeidsprosessen, automatisere jobbkortproduksjon og legge ansvaret for sluttproduktet over på engineering.

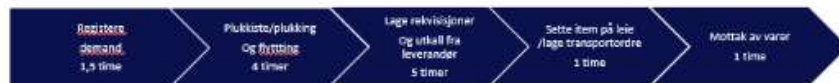
Historic and planned development



Savings using mobile terminal warehouse



Dagens løsning Totalt 22 timer

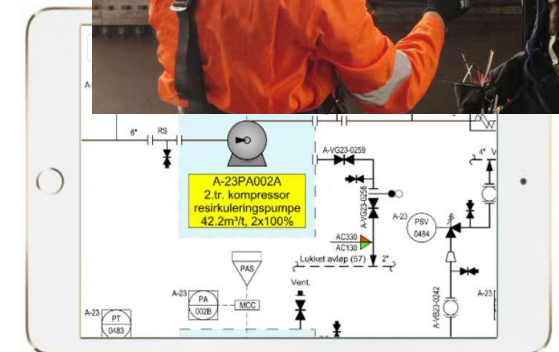
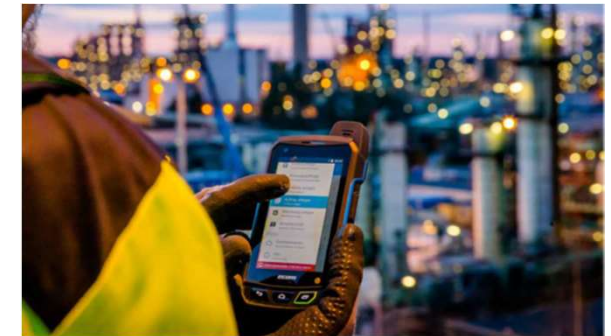


Estimert ny løsning Totalt 12,5 timer

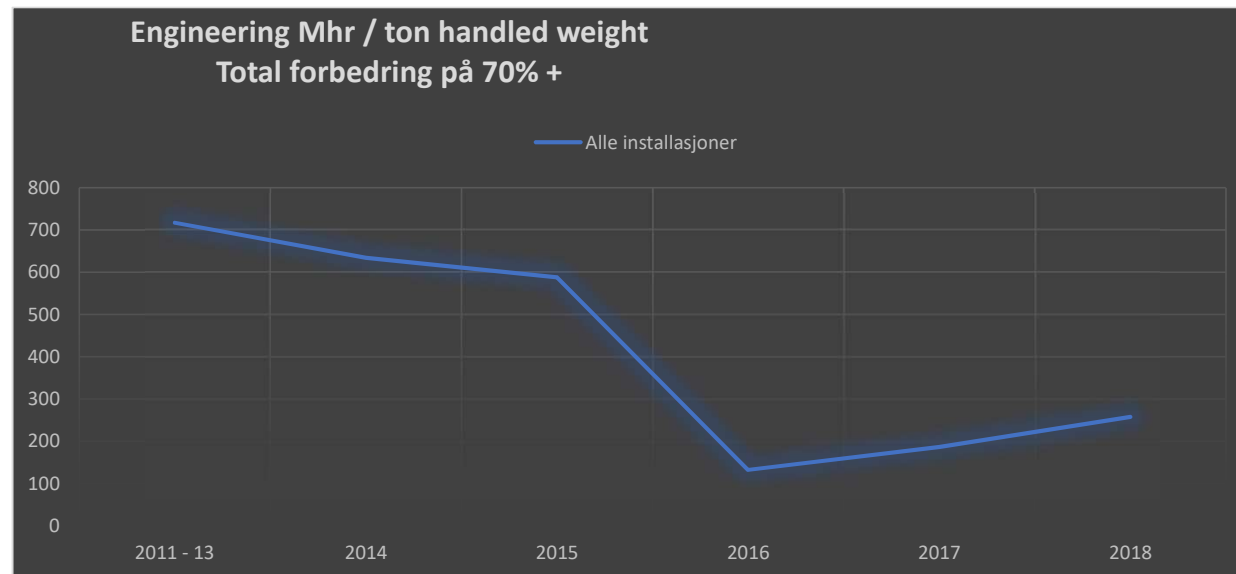


Faktisk ny løsning Totalt 8,4 timer

62%
besparelse



Productivity improvement



Articles on Intranet (OnePlace)

The screenshot displays the APPLY SØRCO intranet interface. The top navigation bar includes links for Home, Company Information, HSE, Quality, HR, Service Desk, Tool Pool, The Social Club, Projects, About, and DevTeam. A search bar is located in the top right corner.

The main content area is divided into several sections:

- MAIN SYSTEMS:** Emergency Preparedness, COMPLY, Symbio, IFS Enterprise Explorer.
- USEFUL LINKS:** Insight Elearning, Leave Planner, Toolbox, Office Locations, Meeting Rooms, Egencia, Internal job openings, New Employees, Apply Poland Infoweb.
- SUPPORT:** EVRY Support, IFS support, IM support, 3D Admin Support, COMPLY support, Support Emails.
- TODAY'S LUNCH MENU:** Pea soup/Tusk (brosme) with Mediterranean vegetables, > Week menu.
- COMPANY NEWS:**
 - 15.02.2019 CIT-62 Mobile solutions jobcard/MC:** Status from CIT-62.
 - 13.02.2019 Outlook signature:** Please remember to update your e-mail signature.
 - 12.02.2019 Kick-off – IFS upgrade Project:** The IFS upgrade project to version 10 will take place in 2019.
 - 07.02.2019 Updated - Welcome to the new Apply:** As part of 40th celebration we have chosen to update the Apply profile.
 - 04.02.2019 New Discipline Authority (DA) for Instrument and Controls:** Terje Loddengaard has accepted the position as Discipline Authority (DA) for Instrument and Controls.
 - 04.02.2019 New Discipline Authority (DA) for:** (Article partially visible).
- 25.01.2019 New Department Heads Construction & Operations:** (Article partially visible).
- 23.01.2019 First maintenance engineering support assignment in Maritime Industry:** Apply welcomes OSM Maritime as our new respected Customer.
- 23.01.2019 CIT 57 – Apply On[e]Board:** CIT-group 57 was completed in December 2018.
- 16.01.2019 Advisory Services related to Maintenance Management - Equinor:** Equinor is listening to our experts!
- 10.01.2019 CIT-32 Digitalization of Tools:** Here you can read more about a status of what's been done in the group CIT-32 Digitalization of Tools.
- 10.01.2019 CIT 61 – Functional safety requirements (SIL acc. to IEC61511 \61508) in project execution:** (Article partially visible).
- 08.01.2019 CIT-58 Tool Pool:** Updates from CIT-58.

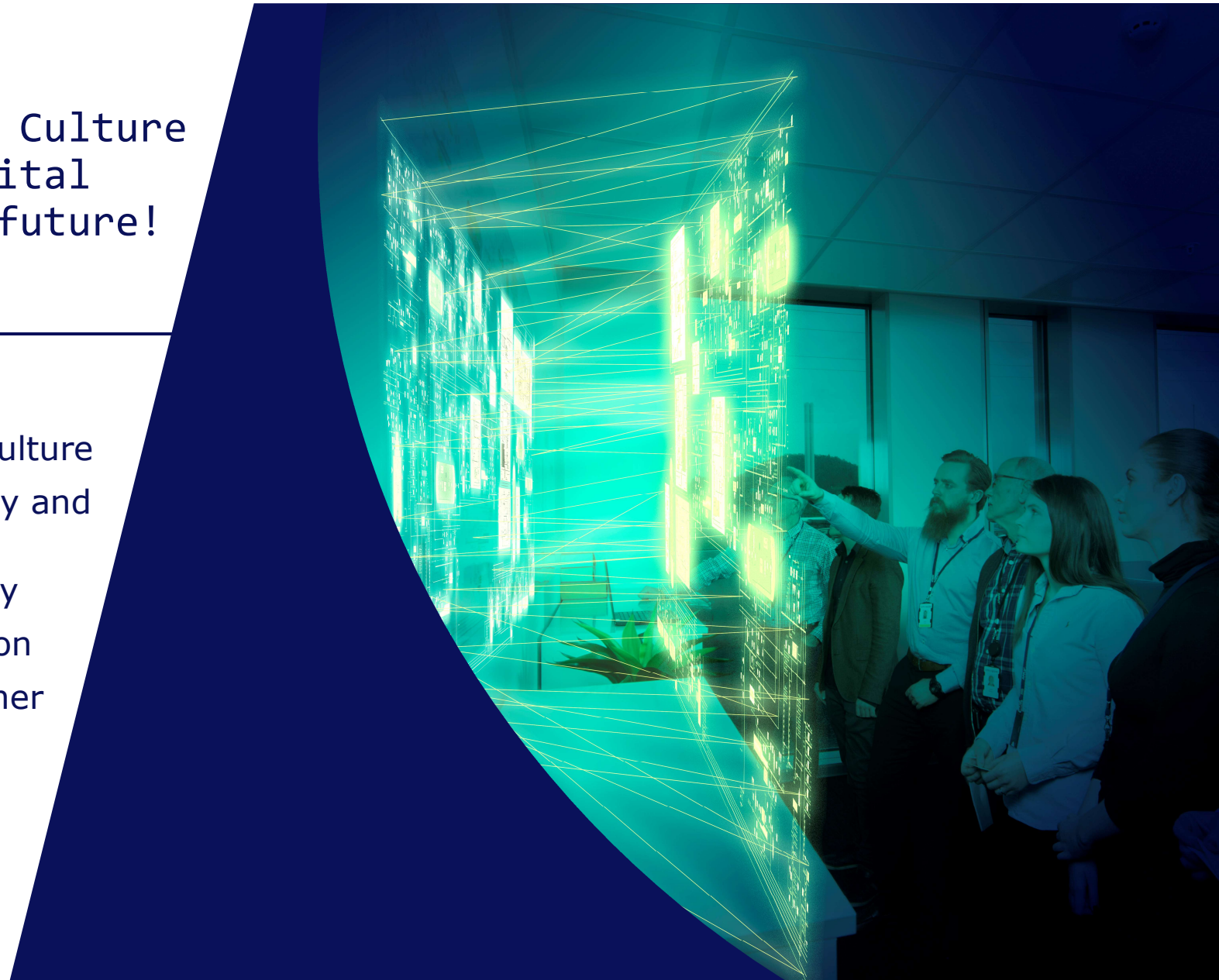
On the right side, there are additional sections:

- COMPLY DOCUMENT UPDATES:** INS-RD-001, INS-RD-002, View All.
- IFS TIPS & TRICKS:** IFS tips on Yammer, Object Connections while Check In New Rev, Freeze project activity on your timesheet form, How to create new revision to Document Revision, Current Balances - Feriesaldo.
- ASK THE MANAGEMENT:** Type your question here...

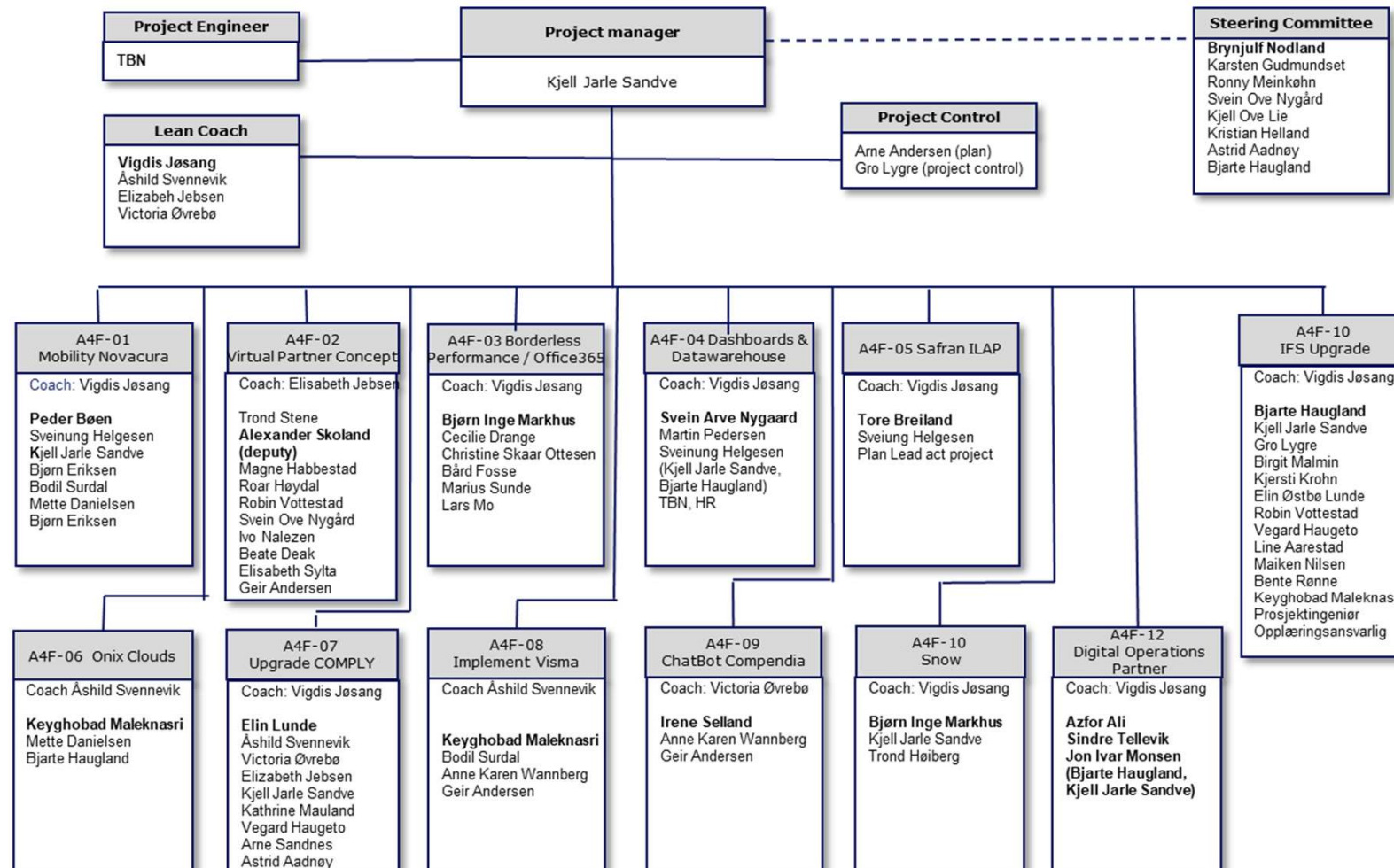
LEAN & Improvement Culture Apply4Future – Digital Solutions for the future!

Focus areas:

- Promote Data Driven Culture
- Improve Digital Maturity and Competence
- Develop Digital Capacity
- Digital Project Execution
- Digital Operations Partner

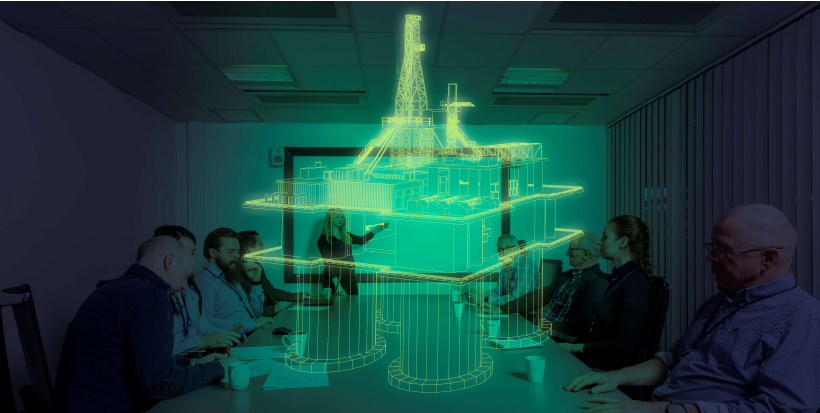


A4F (Apply4Future) Organization



Risiko

- Tilgjengelighet på dedikerte ressurser
- Implementering og eierskap
- Noen initiativer mot eksterne ressurser vi ikke kan styre tilgjengelighet på
- IM ressurs fordeling
- Normal drift skal ivaretas ved siden av forbedringsarbeid
- IT partner ikke utfører nødvendig arbeid kjapt nok



Vår forbedringskultur

- jakten på optimale løsninger

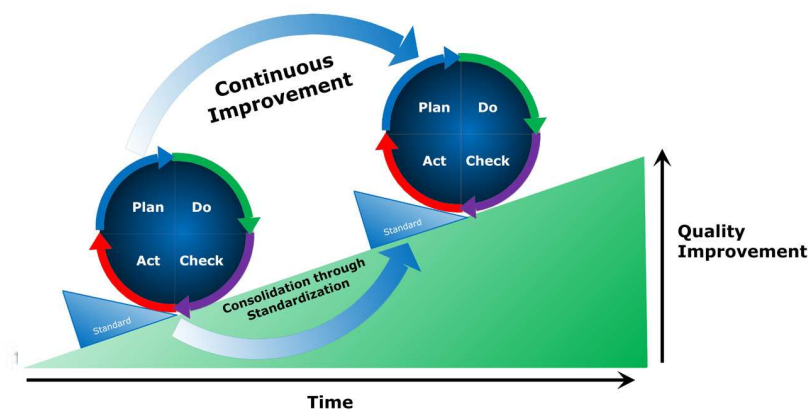
- En forutsetning for at APPLY får nye oppdrag i fremtiden!
- Vi må hele tiden tenke nytt!
- Kunden vil se at vi er fleksible og dynamiske – nye løsninger!
 - Hvordan kan vi – og kunden - jobbe smartere?
- Automatisering og forenkling av prosesser!
- Men uten at det går ut over sikkerheten og kvaliteten i våre leveranser!

Fravær av
feil

Optimale
løsninger

Forventinger
som innfris

APPLY BEST PRACTICE



APPLY[®]

Will to succeed