



# An integrated business improvement programme is the key to Petrotrin's future

"The way Shell Global Solutions has worked with us and aligned the improvement programme around our operational needs is unique. I have never seen any other consultant propose such an approach. We believe that by working together as one team we will realise and sustain the enormous benefits of US\$125 million over 5-years," Wayne Bertrand, President of Operations, Petrotrin

## Background

The Republic of Trinidad and Tobago has one of the oldest petroleum industries in the world with a long history of multi-national investment. During the 1980s and 1990s the government led a series of acquisitions and mergers and created the Petroleum Company of Trinidad and Tobago Ltd (Petrotrin).

The new company faced the challenge of merging diverse businesses and creating a single compelling strategy. This required investment in an ageing infrastructure, alignment of key business practices and the development of a single culture to unite the employees.

Petrotrin had strived to become a respected market leader in the Caribbean oil product sector, but in the late 1990s the benchmarking consultancy Solomon Associates, rated their refinery performance as below average. In response to this, the company decided to seek advice from external consultants. Shell Global Solutions was engaged to assess Petrotrin's refinery business and identify new ways to enhance their economic and operational performance. This was essential for survival in an environment of tough competition and ever-changing market conditions.

## Opportunity confirmation

Shell Global Solutions suggested that further integration of refinery business processes was required in order to strengthen inter-departmental relationships, and thus increase business profitability and ensure sustainability.

An integrated business improvement programme was developed with identified benefits of US\$125 million, achievable over a five-year period. The programme was tailored to meet the client's operational capex demands in order to optimize economic returns. In addition, the programme also focused on further developing the company's capabilities and skills to sustain the performance improvements.





## Implementation

Petrotrin realised that it needed an implementation partner, someone who had operational knowledge and experience in executing such broad-based programmes within challenging time frames. In 2003 the company initiated a five-year service agreement with Shell Global Solutions to jointly implement the programme at the Petrotrin Pointe-A-Pierre Refinery, Trinidad.

A taskforce of Petrotrin employees will govern the implementation process with support from key specialists from Shell Global Solutions. The consultants will guide the taskforce through the complexities of the change process and provide full-time project support, leadership / business coaching and performance management.

Focus areas include:

- Asset integrity and reliability;
- Hydrocarbon management;
- Operational excellence;
- Supply chain management (production planning and stock management);
- Health, safety and environment;
- Organisational change management.

The key to successful implementation is the ability to act with foresight. This programme provides benefits that are both quantifiable and tangible to ensure that operational performance targets are achieved in alignment with strategic goals and that financial benefits are delivered.

## Client Verdict

Wayne Bertrand, President, Operations, Petrotrin:

"The business analysis technique known as the Shell opportunity confirmation process (OCP) is proving an effective way of establishing a realistic view of the real potential of Petrotrin's refining operations. Furthermore, it resulted in a jointly developed and practical plan to realise that potential. I am keenly awaiting the first results of the implementation."

Haseeb Ali, project manager, Petrotrin:

"We liked the Shell Global Solutions approach, they showed real energy and commitment to help. Instead of simply telling us where our problems were, they offered us a methodology to improve. By the end of the OCP, Shell Global Solutions were able to create a level of excitement and raise expectations from the Petrotrin staff: operators, maintenance technicians, process engineers, managers, union officials, and others. People truly believed that things could change and that we can be better than we are today. Persons who were previously "sitting on the fence" are now firmly supporting the implementation project."



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