

Collaborative Behaviours Case Study: CNR International (U.K.) & Aker Solutions

Background

- Period: 2016-2019
- **Headline description:** Operator and multiple contractor collaboration. Operator CNR International and service contractors have delivered a step change in collaboration on their Projects, Fabric Maintenance, and Asset Integrity related contracts to deliver design, engineering, offshore execution , commissioning and decommissioning services.
- **Companies/Organisations involved:** CNR International (U.K.) Ltd, Aker Solutions Ltd, Bilfinger Salamis, Global Energy Group

Critical behaviours (tick all that apply)

Reasonable Aligned Strategic Learning Change Respect Accommodating Openness

Description – how were critical behaviours exhibited?

The companies implemented and executed a lean, fit-for-purpose delivery model. The various project teams have are co-located in CNR's offices at St Magnus House in Aberdeen. The teams share resources, tools, and supervision, both on and offshore, in order to work as one team.

The companies are dependent on each other, demonstrated in many ways, including through Joint Contractor Offshore Management visits, where the team engages with the entire workforce, irrespective of the badge they are wearing. Monthly performance meetings also support excellent delivery, build strong relationships and encourage open and honest dialogue.

The contracting companies share an equal voice with CNRI – each is empowered to make decisions and take appropriate steps to ensure success. With a shared aim, CNRI have benefited from improved performance. The effective operating model has enabled the teams to overcome the tough barriers to collaboration that typically come with a contractor-to-contractor relationship, developing an open and honest working relationship to the benefit of the contracting companies and the operations.

Outcomes – impact of collaboration

The teams have delivered an overall 35% cost reduction since December 2015, as well as an overall reduction in project overhead cost from 45% to less than 14%. The teams have achieved an average KPI score of 98% since December 2015 (as reported by Aker Solutions) and celebrated three years LTI free in March 2019. The Orlando subsea tie-back project achieved first oil 20 months from kick off.