PETRONAS Penapisan (Terengganu) Sdn. Bhd. (also known as PP(T)SB) is a wholly-owned subsidiary and one of oil refineries of PETRONAS Group, a Fortune 500 Company. Located in the state of Terengganu, east coast of Peninsular Malaysia, the refinery processes over 100K barrels of Malaysian light, sweet crude oil per day.

ANALYSIS
In order for us to remain relevant in the market, particularly during this current economic situation, we need to continuously improve our performance. We need to ensure that besides being safe, we are even more productive and efficient in the way we carry out our tasks.

In March 2010, after an initial analysis, the Client and Renoir embarked on a project to achieve sustainable performance improvement. The LE2AP (Leading Efficiency Excellence Across PP(T)SB) project aimed to step up the pace and productivity in the way they do things, whilst ensuring the necessary competency to run the business more efficiently.

PROJECT APPROACH
Throughout the analysis phase, it became clear that, even though the fundamental processes and (support) systems are generally available, their effective usage and hence the productivity of the staff can be greatly improved.

In order to improve the productivity of the current staff, focused improvement actions are required with respect to operational processes and their compliance as well as behavioral or cultural aspects.

The LE2AP project vision was to achieve sustainable performance improvement with three main objectives:

- **Productivity Culture**: Embedding “Productivity” into the company’s culture
- **Capability Building**: Ensuring necessary capabilities to run the business more efficiently.
- **Savings Realisation**: Converting performance improvements into savings realisation.

The Client agreed that the project approach would follow Renoir’s Focus Process™ which has two key stages, namely Definition and Development before actual implementation of changes.

PROJECT RESULTS
Four focus areas – or work streams - were indentified during the analysis as being the most appropriate in delivering the LE2AP objectives:

- **Productivity Improvements:**
  Productivity measurement (Productivity = Efficiency * Utilisation) has been installed within the Refinery Operations and Maintenance (Engineering) departments. Visibility of Productivity has helped the Company to identify the improvement opportunities.
THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, China, South East Asia and Australasia. With over 300 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Considered to be the most effective consulting company in creating sustainable change, Renoir’s low risk approach ensures that your investment delivers real and very significant results- financially and operationally - in rapid timeframes. These implemented solutions and measurable results will have a lasting impact on the competitiveness and performance of your business, with the safety of a fixed price.

Conclusions:

Tangible annualized cost savings in excess of USD 5 million were achieved arising out of the Key Results as listed above. However the results that will be felt the longest are those relating to behaviour:

- Greater transparency to ensure poor performance is highlighted and tackled in a consistent & timely manner.
- Enhanced focus on operational performance
- A productivity focus and culture across the business.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail: renoir.office@renoirgroup.com.

World Leaders in Sustainable Change

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