

Manufacturer of cutting-edge subsea control umbilicals and power cables formalises project management methodology to support rapid growth.



Challenge

JDR is a leading provider of technology connecting the global offshore energy industry. Their products and services enable vital control and power delivery to offshore oil, gas and renewable energy systems.

Coriolis were called in to help when the company was struggling to develop the necessary process disciplines to transform from a small entrepreneurial type to a medium sized business.

The new larger scale project portfolio was causing a variety of problems for the management team. The current processes were insufficiently robust to control and synchronise resource and planning with demand and capability. The output was poorly planned projects, underutilised resources, and lagging financial performance.

It was clear that more rigorous systems were required throughout the business, from bidding processes and Enterprise Resource Planning (ERP), to project management and control.

“

We have raised the bar in almost every function. The professional, rigorous controls that Coriolis have brought to our business are what we needed to give big companies the confidence that they can rely on us.

”

JDR



Coriolis helped us through the growing pains of going from a small, entrepreneurial 'spider model', where everything is connected to a few individuals, to a medium-sized company where you need more process discipline



Mike Murrell
Moulding Area Manager

Coriolis can help to improve your manufacturing and planning systems

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Transformation

Coriolis worked closely with the client to discover the root causes of their problems and tailor the best solutions based on industry best practice.

Coriolis led the improvement process through multifunctional work groups with representation from finance, manufacturing, design, quality and sales departments. The workgroups critiqued the current processes and conducted hypothesis testing to understand the implications of the process shortfalls.

To fully understand the client organisation and determine the best possible unique solutions, structured interviews were conducted across a range of business functions. A complete business process mapping exercise followed to identify the value chain and material and information flow. The findings of these, combined with benchmarking against industry best practice, provided the basis for a detailed business improvement plan.

The program focused on implementing self-educating processes that allowed effective departmental communication and control. Where possible these processes were embedded into the ERP system, putting the company firmly back in control of resource supply and demand planning.

Coriolis provided the framework and governance for effective program management and established processes to support accurate cost allocation.

Impact

- **Full formal Project Management methodology implemented and handed over**
- **Formalised gate process supporting 56% increase in total project value**
- **£40 million increase in annual turnover**

The benefits were far reaching across the business. Over the following year, the company experienced a 56% increase in project value equating to a £40 million increase in annual turnover. At the same time, the formalised project management methodology combined with purchase order and application optimisation increased the overall profitability of the company to reach record levels.

In spite of the significant increase in productivity, processing errors have reached record low levels and continuous improvement activities continue to drive reductions in non-value added activities.