

# Maximizing Refinery Profitability through a Zero Loss Culture

We can help your people work better together for better results.



## Organizational Space™

You have a lot of technical expertise in your business, and you have already made significant progress in ongoing improvement. The concept of a Zero Loss Culture in a refinery is not about fixing a problem. It is about creating an organization that has full top-to-bottom engagement in the relentless pursuit of zero failures. It is the idea of finding new ways for an operation to improve continuously and move up the reliability and profitability curve. It is about continuing to align and reinforce the behaviors of a successful team and making it even better.

At Evolve, we understand what it takes to tap into the latent potential of your business. We use a proven approach that is expressed in the Organizational Space™ Model that cuts across all aspects of the business. We work with leadership to create next target conditions beyond what's currently viewed as possible, and engage the wider workforce in how they can contribute to that breakthrough performance by

clarifying and streamlining work processes, ensuring timely cross-functional decision-making, and identifying and reinforcing common behaviors and leadership capability. Our approach helps leaders learn to enable their people to make critical decisions at the right level and frequency. Most importantly, we do this by leveraging your existing investments and improvement efforts.

*“If everyone is accountable for doing their part in providing a failure free environment for equipment and systems—Planning, Operations, Maintenance, Engineering,—you can maximize your gross margin, which is where the real value lies.”*

**Bob Kent,**  
Refining Executive

People need to believe that the potential for new learning and higher levels of performance are possible. The value of overcoming these perceived limits to learning is not about a specific production target or utilization rate. It is connected to the value you create as a leader when your people challenge their limit on any given day, under any given circumstance they are presented with at that time, and achieve more than they thought possible. This mindset helps to remove barriers and enable your experts to do what they do best.

A workforce that believes that better is possible is a strategic advantage. That, combined with a clear line of sight as to how their performance is relevant to the overall business goal and the appropriate level of autonomy to make decisions, can transform your business to a new level. This can help unlock the potential to capture additional profit in the business.

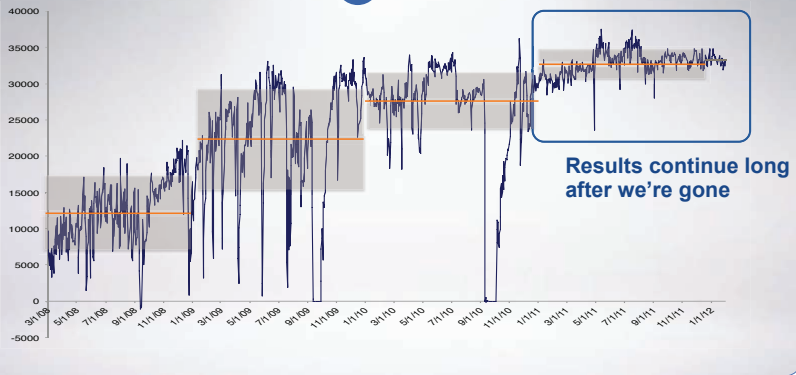


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## Results Graph

F.1



The Results Graph **F.1** is an example of a heavy process client that is achieving performance that once seemed impossible by maximizing the engagement and learning of an organization.

In our experience most refiners have latent profit potential they can tap into by making their existing organizations more effective by employing several Key Enablers **F.2**.

## Key Enablers

### Process Control

- Process handling consistency (stead state, abnormal conditions, start-up/shutdown)
- Comprehensive production loss accounting and root cause analysis and trending of process upsets
- Crude quality management
- Debottlenecking process failures/constraints

### Monitoring & Measurement

- Effective tracking, trending and categorization of all failure root causes
- Instrumentation management program (malfunctions, accuracy control etc.)
- Clear process control parameters
- Clear "line of sight" to reliability, throughput and profitability for all groups

### Organizational Effectiveness

- Clear direction and vision from Leadership
- Frontline (operator) engagement in reliability
- Reinforcement and visibility of reliability performance
- Effective shift-to-shift handovers and cross functional collaboration

### Continuous Improvement

- Clear common process for identifying, vetting, prioritizing, chartering, and executing improvement ideas
- Expectations and recognition across the organization for technical and non-technical idea generation
- Tracking of real benefits and lessons learned

F.2

*"Evolve's support has helped my people to address real business issues in a way that has added value while building their capability and confidence. I appreciate Evolve's ability to coach me and my senior team as well as employees at the shop-floor level—and link those interventions to drive business improvement."*

**President**

Downstream O&G Company

## CASE STUDY

### Context and challenge

- World-scale downstream plant
- Good performance since commissioning, wanting to move towards world-class
- Recognized need to change leadership orientation from "stewardship" to driving performance

Using Zero Loss Culture as the vehicle for building a high-performance reliability culture

### Approach

- Identified five Improvement Themes including Reliability, Major Equipment Availability and Process Optimization
- Detailed process analysis identified how each contributed to achievement of overall stretching business goal
- Key tools of FMEA, Value Stream Mapping and Process Capability Analysis identified opportunities and highlighted shift in management behavior required to move performance
- Process gains underpinned by introduction of, and coaching in, leadership and management tools (root cause analysis, action logs, meeting effectiveness, RACI matrices etc.)

## RESULTS



Visible change in capability, motivation and confidence in leaders and managers

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