



subsea 7

Considerations in Implementing a Global Project Controls Model

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Outline

A reflection on the challenges faced when implementing integrated Project Controls into newly merged, global deep sea construction company

Subsea 7

An introduction to Subsea 7

Our Vision

To be acknowledged by our clients,
our people, and our shareholders,
as the leading strategic partner in
seabed-to-surface engineering,
construction and services.

Where we operate



A global leader

42
vessels



150
ROVs



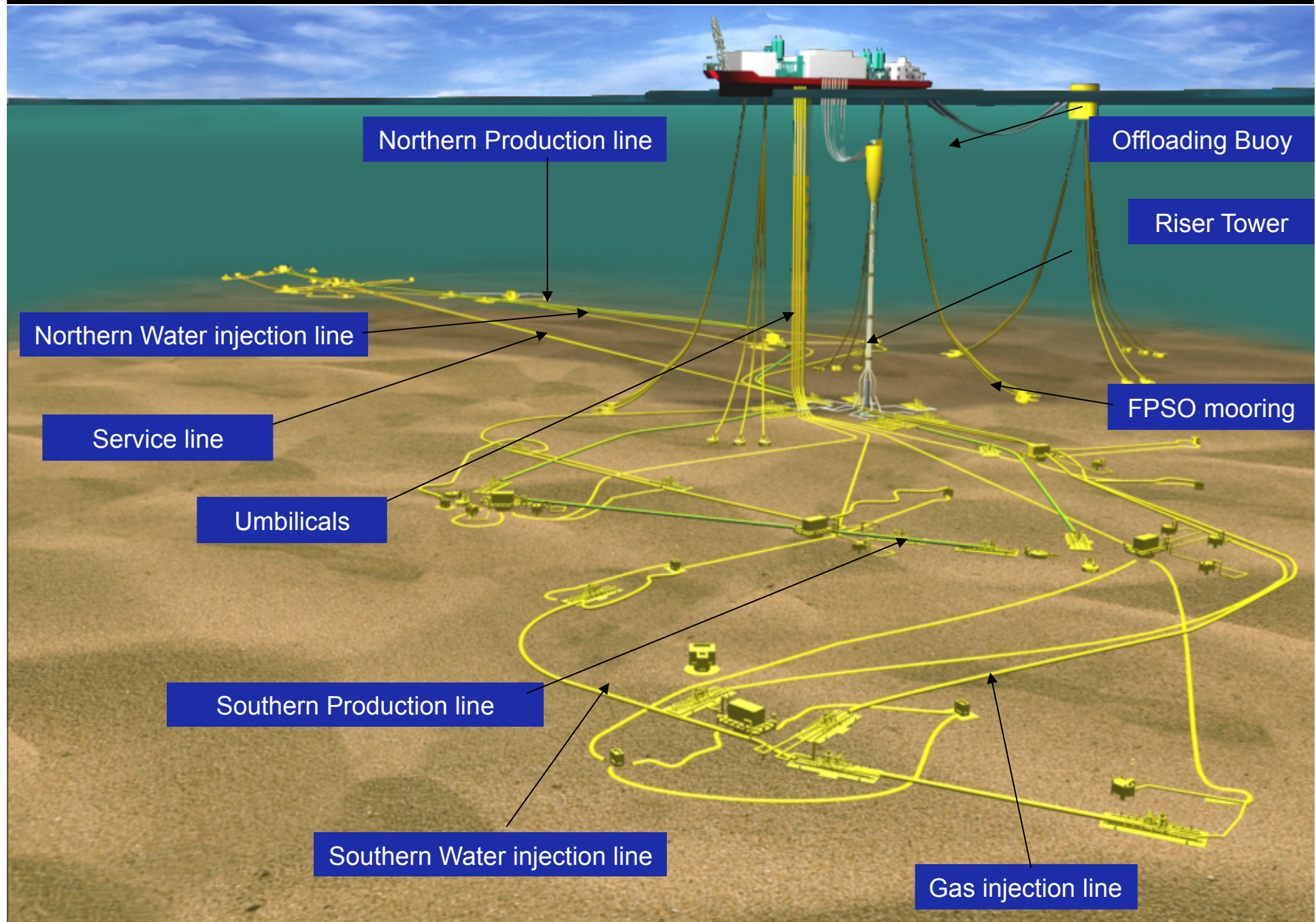
12,000
people



1,500
engineers



Major Project – 183km Offshore Angola



Context

Context

The Merger!

Acergy and Subsea 7 merged in January 2011 to form a global SURF company

Turnover in excess of \$6bn

Delivering over 200 projects ranging from \$5m to over \$1bn

Operating in 17 countries around the World

Context

A New Vision

'To have a Project Services function delivered globally, in a consistent and sustainable manner enabling the easy transfer of resources and knowledge and supporting all types of project'

Context The Challenge!

Two companies with two cultures

Many different stakeholders

Different levels of maturity and understanding in Project Controls

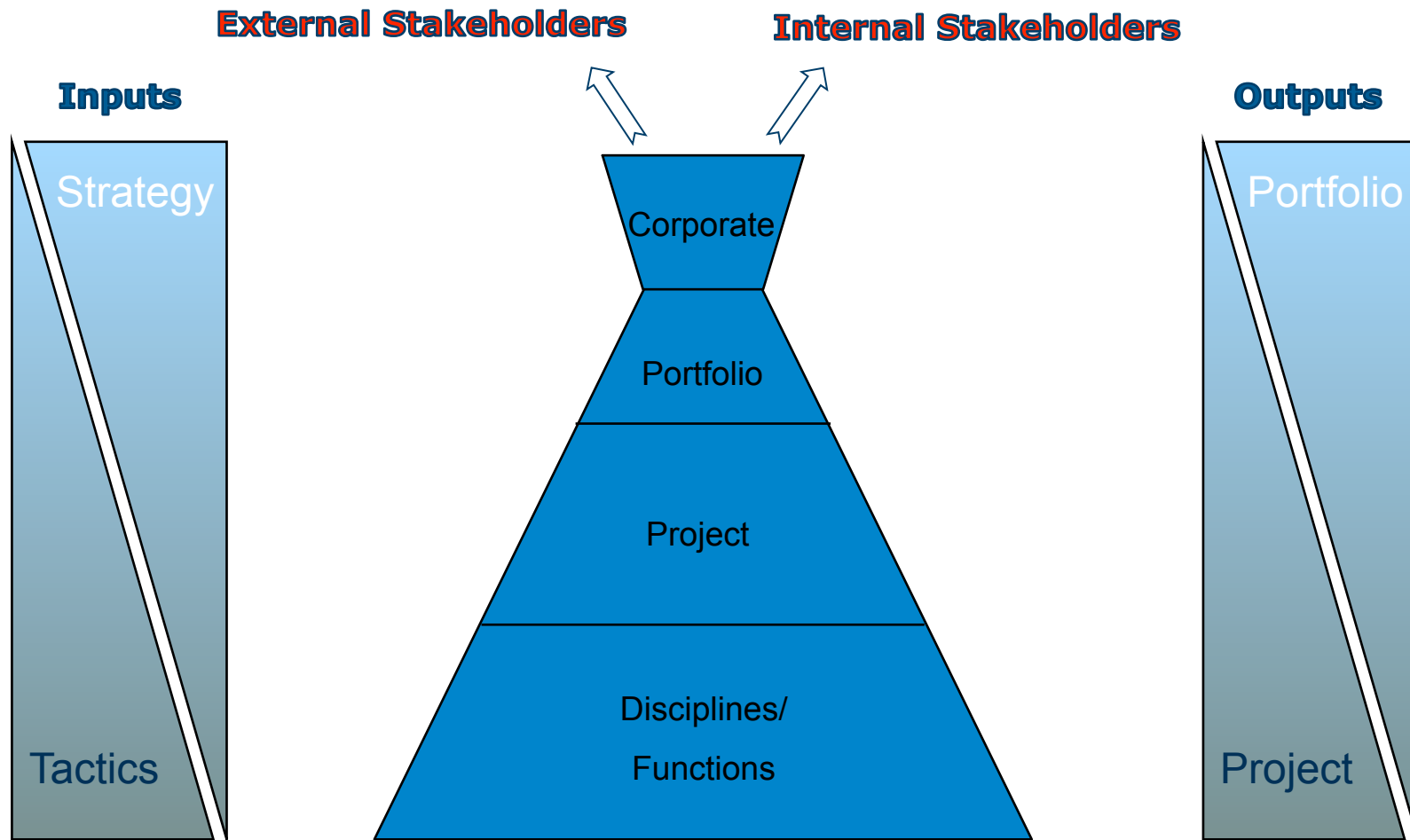
Different portfolio mix

Must be 'Scaleable'

**All this means we had to think beyond
just the technical solution**

Key Considerations

Consideration 1: Its Not Just About Projects!



Approach 1: Its Not Just About Projects!



- Work closely with Key stakeholders
- What do you really 'need'?
- Get your structures right
- Change mindsets, eg summary reports

Consideration 2: Different Levels of Business Risk



- EPC, Reimbursable and Charter
- A Few Large Projects vs Many Smaller Projects
- Different Product Mixes

Approach 2: Different Levels of Business Risk



- Be clear where different solutions can apply eg Risk Management
- Consistent but flexible organisation model, eg 'Double Hatting'
- Scaleable systems eg Cost Management System

Consideration 3: Being in Control not Being Controlled!



How to obtain global consistency whilst still giving flexibility to operate in many different environments?

Approach 3: Being in Control not Being Controlled!

A Car Parking Analogy!!



Tight Control?



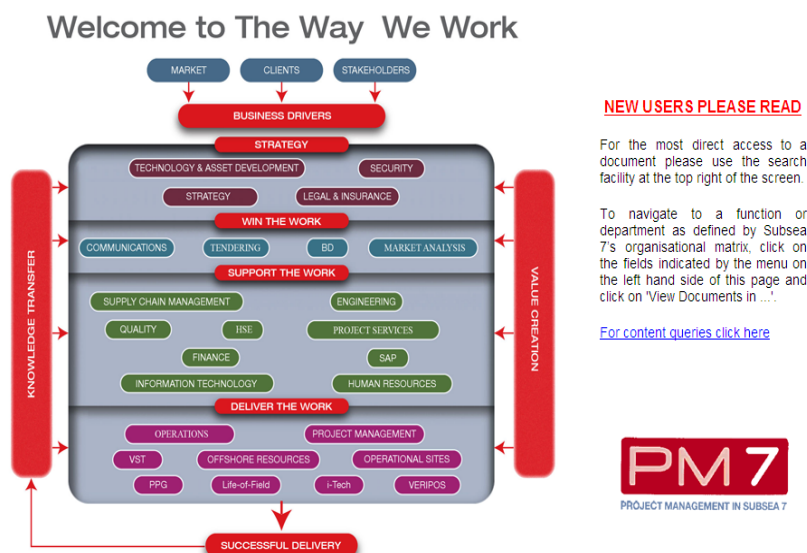
Flexibility?

Approach 3: Being in Control not Being Controlled!

A Car Parking Analogy!!

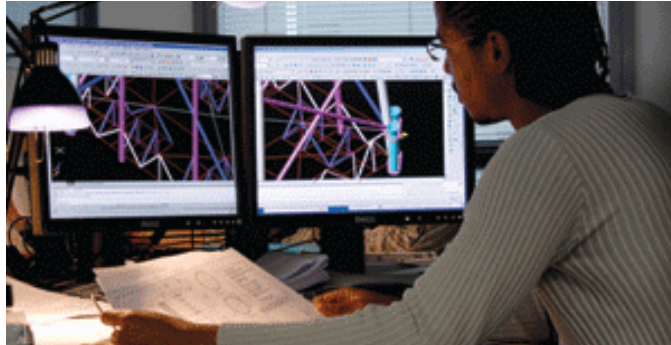


Approach 3: Being in Control not Being Controlled!



- Corporate Procedures and Local Work Instructions
- If not a 'Must Do' then its Guidance
- Educate people to make their own decisions within the framework of Corporate requirements
- Keep it simple, eg WBS

Consideration 4: People



How easy will it be to effect change?

- Maturity
- Culture
- Knowledge and Understanding
- Legacy company



Approach 4: People



- Gain Knowledge eg Survey
- RAG status each office
- Readiness Assessments prior to change
- Local 'Champions'
- Use 'Moments of Truth'

Consideration 5: 'The Sun Never Sets.....!'



Dealing with the logistical issues of
a Global Solution:

- Timezones
- National Requirements
- National Custom and Practice
- Travel



Approach 5: 'The Sun Never Sets.....!'



- Involve people
- Make best use of technology
- Get involved in key appointments
- Plan your roll-out carefully



- Comms, Comms, Comms....!

Approach 5: 'The Sun Never Sets.....!'

• Comms, Comms, Comms....!

7ONLINE Company Projects Assets Locations Resource Centre All Sites

Project Services
You are here: 7 Online > Company > Functions > Projects & Operations > Project Services

Project Services Locations Development & Training Project Services Tools Contracts Management Project Control

Lists
All Site Content

Project Services forms part of the Projects and Operations group and works closely with the territory organisations and other functional groups to ensure that our projects deliver predictable, reliable and safe performance. If we can achieve excellence in our project execution we will deliver sustainable value for our clients and our shareholders. To do this it is essential that we have consistent standards, guidelines and procedures across all our projects and operations, develop best practice and share knowledge among projects and operations.

Links

PS Newsletters	PS Analysis & Reporting
PS Presentations	PS Best Practice
PS Events	PS Role Profiles
PS Org Chart	BMS PS

Head of Function
Stephen Steele
Group Project Services Director

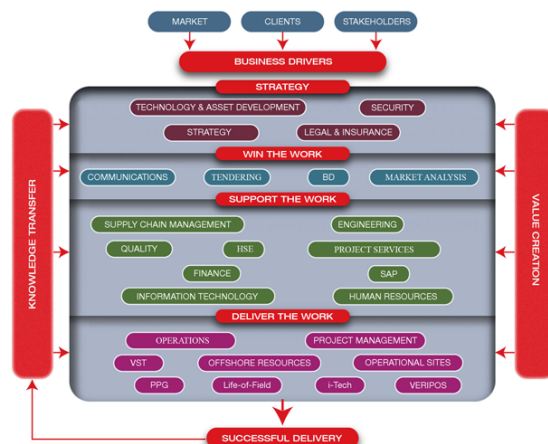
Site Contact
Fareena Yaqub
PA - VP Group Projects & Ops Team

Key People

Jonathan Crone	Projects Control Manager
David Evans	Regional Contracts Manager
Fergus Boyle	UK Project Services Manager
Jean Legoux	



Welcome to The Way We Work



NEW USERS PLEASE READ

For the most direct access to a document please use the search facility at the top right of the screen.

To navigate to a function or department as defined by Subsea 7's organisational matrix, click on the fields indicated by the menu on the left hand side of this page and click on 'View Documents in ...'

[For content queries click here](#)



Questions?





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