

Client: BP Refining

H-I Network

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Operational Excellence Network Case Study

Establishing a more relevant and effective knowledge management capability

SITUATION

BP is one of the world's largest energy companies, providing its customers with fuel for transportation, energy for heat and light, retail services and petrochemicals products for everyday items. Refining and Marketing is BP's product and service-led arm, focused on fuels, lubricants and chemicals products. Its refineries were very diverse, with seven different company heritages and major operations in six countries.

Bringing the different organisations together has brought post-merger autonomy and benefits to BP Refining, along with opportunities to learn and be creative. As a company, one of BP's brand values is innovation. However in Refining it was moving to greater standardisation, delivering economies of scale and accelerated performance improvement through shared learning. Through the H-I Tailored Programme, it was seeking insights into developing its knowledge management practices to further enable and encourage the development and sharing of knowledge, learning willingly from other parts of the business and applying others' knowledge to benefit the overall company performance.

OBJECTIVE

The key objective was to understand best practices in order to continually improve the strategy within BP Refining. The aim was to establish a more effective knowledge management capability that:

- Built on the existing capability
- Leveraged experience from the implementation of BP's operating management system (OMS)
- Supported the culture of continuous improvement.

- Key findings distributed to all participants
- BP-specific recommendations discussed and documented.

Participants included Cadbury, Carbon Trust, EDF, GSK, National Grid, Unipart and the US Dept of Defence.

RESULT

The programme resulted in five key recommendations for BP Refining to advance its Knowledge Management practices.

"The H-I Network programme gave us some great insights into what "Good" looks like in other companies and helped us identify several improvement opportunities to go after. Furthermore, the insights gained and collaborative style of the workshop boosted the motivation of our central team to create practical improvements that work for others. The workshop was an excellent catalyst to re-energise our thinking and establish some relationships which we expect can be mutually beneficial in the future".

Neil Morris, Vice President, Refining and R&M Projects, BP.



APPROACH

H-I Network used its extensive network of contacts to create a tailored programme which included:

- Detailed discussion on BP's objectives for the tailored programme
- Creation of a 'wish list' of participants in the programme
- Interviews with members of the Refining Technology team and its 'customers' in the refineries
- Interviews with individual managers from external target organisations
- De-brief session with BP on the results of the interviews which formed the design for the workshop and attendee list
- Facilitated workshop at BP Sunbury and subsequent analysis of the key findings