

Offshore Dedicated Plant Engineering Team An Enventure Case Study

Enventure set up a dedicated offshore engineering team with multi-disciplinary skills, for a Client in North America from the Oil and Gas industry. The team does engineering design for Structures, Piping, Equipment, Electrical and Instrumentation and also provides Procurement Engineering support.



About the Client

The Client is a leading EPC firm in the Sulphur forming and handling industry for over 50 years. With a comprehensive range of operational, technical and support offerings, the Client has the unique ability to provide complete Sulphur solutions, customized to fit any production requirement. The Client strongly believes in thoroughly researched creative solutions for innovative technology and efficient operations. The Client has been known for setting industry standards for reliability, efficiency and safety, which makes it the most trusted partner worldwide.



Business Need

With over 5 decades in the industry as a technology leader, the evolving market needs led the Client to recognize that continuous improvement of efficiency was important for them to sustain their growth and supremacy in the market.

Several engineering needs that were extremely important for the Client to meet their business goals had come up in the recent past. The Client had therefore realized the need to increase their engineering bandwidth in order to minimize the opportunity loss. Some of the factors driving the engineering needs were:

- A large engineering data repository had amassed over several decades which lacked structure or modules
- The large collection of data lacked a Master Library structure and a Golden Sample was not available
- With customization evolving as a key requirement for all new projects, the Client needed professionals with diverse skill sets
- The worldwide demand was growing for deployments that met country specific regulatory design requirements
- Shortage of skills locally resulted in escalating costs of manpower and high manpower turnover

As a fast growing company, the Client knew that they needed to improve their engineering efficiency and response time to maintain their competitive advantage in the market. The Client was at a crucial point where they needed a strong engineering support team that could enable them to meet their objectives.



Why Enventure?

The Client started evaluating various options like setting up a low cost center in North America or outsourcing the project locally to external engineering firms. But those options seemed to be either expensive or non-viable as a long term solution. The other option was to partner with an offshore company, but the Client was initially wary of an external partner due to the sensitivity of confidential data that needed to be shared, and the fact that they had never tried it before.

At the same time the Client was also aware of the advantages of having an offshore partner. Hence, they decided to adopt a stringent selection process for screening and validating potential partner candidates. The Enventure team offered the Client a cost effective and process efficient solution. The team also developed a business case, based on Total Cost of Ownership, which depicted the advantage in working with Enventure and establishing a long term strategic advantage. After evaluating the benefits offered by offshore partners, the Client decided that going offshore was their best bet and conducted a detailed due diligence exercise to determine their engineering partner. Enventure was finally selected after an elaborate process.



As a next step, the Client had detailed discussions with Enventure's senior management team, as well as operations team to make a more in-depth assessment of Enventure's offshore delivery capabilities. This was followed by additional steps, which included visits to Enventure's India delivery center and face-to-face meetings with key personnel at Enventure, who would lead the project and liaison between the Client and the delivery team.

At the end of this process, the Client clearly saw the advantage in engaging with Enventure, and decided to setup a dedicated engineering team at Enventure's office, led by a Program Manager.

The key differentiation that helped Enventure establish its strong expertise and background in the domain were:

- Credible track record of having been an engineering partner to several North American companies since 1997
- Strong engineering team with cumulative domain experience of over 4 million man-hours
- Mature and robust offshore Project Management System
- ISO certified Quality Management System
- Flexible team structures to quickly ramp up as business needs change
- Committed to customer satisfaction, actively monitored using the Net Promoter Score (NPS) system
- Excellent customer service systems with clear communication channels

The Solution

Enventure structured the engagement model for the Client, based on their specific requirements and priorities.



- As a first step, Enventure assigned an experienced Program Manager for the engagement, who would function as the Single Point of Contact at Enventure for the Client
- The relationship started with the Enventure Program Manager visiting the Client and spending a few weeks at their office interacting with the Client's internal engineering and project management teams. This built a strong foundation for the collaboration, as the Program Manager was able to understand the Client's business model, requirements, guidelines and processes in use

- The knowledge transfer was done by conducting various training programs about standards and systems, apart from on the floor exposure to the Client's work methodologies
- The Client and the Program Manager jointly defined work packages, deliverables, schedules and resource requirements, and decided on priorities as well
- The team setup at the India office was multidisciplinary, with skills in areas including piping, mechanical, civil, structural, electrical and instrumentation
- The Program Manager worked closely with the Client to set up work processes, control systems, measurement metrics and streamlining communication between the two sides
- Each Team Lead and Team Member had specific job responsibilities assigned to them, which brought in clarity across the board in terms of expectations

The team was geared to support the Client in a variety of areas, including:

- All design engineering activities in Piping, Structural, Civil, Electrical & Instrumentation including Modeling, Drafting and Generation of fabrication drawings
- Structural analysis and piping stress analysis
- Procurement Engineering, including Vendor Identification, Data Sheet Preparation and Technical Bid Evaluation
- Supply chain support for follow up and expediting with vendors

Benefits

The offshore team was declared a success by the Client, clearly seeing the advantages they had derived from the engagement. The Client was impressed with the speed and quality of the work done by the Enventure team. The best practices at Enventure enabled the Client to improve their project estimation accuracy, as well as enhance their engineering response time. The following were the strategic and tactical benefits of the engagement model:

- **Better Time Efficiency:** With extensive domain expertise, Enventure team was successful in churning out deliverables at high quality, within specified deadlines
- **Risk Mitigation:** By implementing a collaborative design review process, the Client was able to reduce some of the risks associated
- **Optimal Resource Utilization:** The Client could focus on its core functions and utilize its internal resources in business critical areas
- **Cost Benefit:** Enventure helped to reduce the Client's operational as well as manpower cost for the activity by more than 40%



Conclusion

The efficient Project Management System in place at Enventure played a critical role in the overall success of the relationship and enabled Enventure to establish itself as the Client's preferred partner for engineering. Today, the team continues to support the Client on an ongoing basis, as a virtual extension to the Client's internal engineering team.



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