

# SBM CABLE REPLACEMENT CASE STUDY

MAY 2013

“An excellent job was done  
in preparation and execution.”

— Sjoerd Hoekstra,  
Project Manager

## SBM Replaces More Than Twice as Many Undersea Cables in 15% Less Time

Doubled Output While Speeding Installation

### CHALLENGE

#### Plan and execute cable replacements under shifting requirements

A Dutch company with more than 6,000 employees worldwide, SBM Offshore is a leading provider of floating platform production and mooring systems for offshore oil and gas industries. Its Houston organization was charged with fulfilling a warranty cable replacement project for one of SBM's clients. Under the most stable conditions, replacing undersea cables is a complicated process. But after initial planning had begun, changing requirements significantly increased the project's complexity. With just one week's notice, the installation date moved up a full month. And the number of cables to be replaced increased from four to nine.

### SOLUTION

#### Coordinate preparation and installation management plans that allowed for flexibility

Pinnacle Strategies approached the project in two steps, leading SBM in planning processes for both installation preparation and for managing the installation itself. Given uncertainties regarding the availability of the necessary diving vessel, and the conditions of the cables themselves, careful prep work was considered essential—and subsequent events proved it wise. It took three versions of the installation plan to arrive at one that was technically feasible. The diving vessel became available prematurely, accelerating the installation by a month. Once on site at sea, the project team discovered that nine, not four, cables had to be replaced. Because SBM's client did not allow work at night, the project team couldn't complete work in its planned 24-hour time frame, but had to make an additional trip. Further, resources moved on and off the project at a moment's notice, requiring rapid one-on-one training to coordinate new people with revised plans.



### CLIENT OVERVIEW

#### REGION

North America  
Angola, west coast of Africa

#### INDUSTRY

Offshore platform technology for oil and gas industry

#### CUSTOMER PROFILE

SBM Offshore is a leader in floating production and mooring systems, with over 6,000 employees worldwide.

#### BUSINESS SITUATION

SBM had to fulfill warranty cable replacement responsibilities under shifting output, time and scheduling requirements.

#### SOLUTION

Pinnacle Strategies coordinated flexible planning processes that anticipated potential obstacles and was able to meet changing installation conditions.

### BENEFITS AND RESULTS

HELPED DOUBLE CABLE OUTPUT FROM

4 TO 9

REDUCED INSTALLATION HOURS FROM

73 TO 53

FINISHED PREPARATION PLANNING

5 WEEKS EARLY

FINISHED INSTALLATION AHEAD OF  
SCHEDULE, EVEN AFTER INSTALLATION  
DATE HAD BEEN MOVED UP BY A MONTH

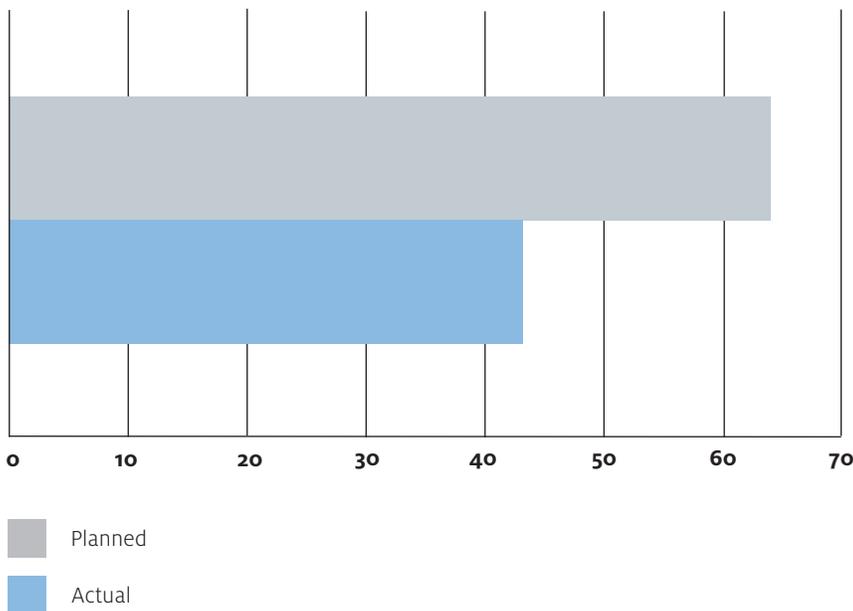
## RESULTS

### Doubled work completed in 53 hours instead of 73

Despite the obstacles, Pinnacle Strategies helped SBM complete more than twice as many cable replacements—nine—in twenty fewer hours: the expected work duration was 73 hours, but the entire project was completed with just 53. The preparation phase was completed five weeks earlier than planned and the installation phase was finished nine days earlier than expected (and this was after the project had been moved up a month).

#### ALLMS CABLE REPLACEMENT / PREPARATION PHASE

Work Duration in Days



Pinnacle Strategies provides project management consulting, training, and resources to help you improve performance and deliver projects on time, every time. We specialize in the application of [Critical Chain Project Management \(CCPM\)](#) and our [ViewPoint Project Management System](#) to dramatically reduce your project lead times and improve productivity. Using our [proprietary project management](#) methodology, we help you to initiate and establish more effective behaviors in project planning, project execution, and project risk management—transforming your project management processes to generate consistently better outcomes. Our behavior-based approach strengthens competency, builds trust, and improves the working relationships within your team.

#### The Pinnacle Strategies approach:

- Is **simple to use** and **easy to adopt**
- **Delivers significant improvements** in project output, productivity, on-time delivery and lead time in a **very short time**
- **Reduces expediting activity** (shorter, more productive meetings)
- **Improves decision making** (better focus)
- Results in a more **enjoyable project management experience** (higher morale)

Our project [management consulting clients](#) include organizations with engineer to order (ETO), construction, software, and new product development projects.

#### BEST PRACTICES SOLUTIONS

Pinnacle Strategies is an international management consulting firm focused on operations management excellence. We work with organizations to increase shareholder value by developing high-performance business processes that significantly enhance productivity, reduce costs and time to market, improving profitability and accelerating sustainable growth. Pinnacle Strategies offers results-driven consulting solutions in the areas of performance management, project management, operations management, and supply chain.

#### ELEGANT SOLUTIONS TO COMPLEX PROBLEMS

Book a best practices briefing for your management team. Contact Pinnacle Strategies at:

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