

OIL SANDS OPERATIONS IMPROVEMENT ENERGY SECTOR CASE STUDY



One of the largest operators in Canada's growing oil sands industry engaged Trident to assess the efficiency of supply chain processes within its maintenance services group.

100%

**INCREASE IN USED
PARTS RETURNED**

\$48,000,000

**ANNUALIZED
SAVINGS**

59%

**INCREASE IN WARRANTEE
CREDIT CAPTURE**

HOW WE MADE IT HAPPEN

Installed parts return process resulting in 100% increase in used parts returned, decreasing average parts cost per work order:

- Increased warranty claims on parts to ensure warranty opportunities are fully leveraged
- Enhanced material replenishment process to reflect impact of returns on order quantities
- Improved inventory minimum and maximum adjustments based on actual usage
- Promoted circulation of unused parts across teams and technicians

Improved bill of materials review process to improve work order accuracy. Volume of work orders reviewed increased by 215%:

- Reduced volume of unnecessary parts ordered for frequent jobs
- Installed Planning Feedback Form to promote continuous improvement

Implemented daily activity sheet to encourage leader short-interval management and support continuous improvement:

- Evaluated productivity of technicians by conducting short-interval management
- Quantified lost-time impact of barriers and allowed root cause analysis for delays in scheduling work
- Reduced headcount by 5% overall through improved scheduling accuracy and increased management control
- Installed weekly barrier removal meeting to support higher time on tools

Improved reporting and management systems:

- Installed area and team dashboards to increase performance visibility and tracking and to analyze variations in productivity
- Optimized staging and inventory management practices in material staging areas

"Your team quickly understood the nature of our unique maintenance environment and I was impressed by the way your team worked side-by-side with our front-line staff to transfer knowledge and develop lasting relationships."

– Vice President, Maintenance