



Shell Albian Sands

Maintenance on the move

Case Study
Energy

Raising truck availability, driving significant production gain with cost savings

Company Name: Shell Albian Sands

Location: Canada

Sector: Energy

Business Challenges: Increase Truck Availability; Lack of active management on the floor leading to excessive time to maintain trucks; Planning process ineffective in ensuring PM's are completed; No review of repeat failures to identify improvements

Consulting Services: Asset Management, Innovation, Organisational Effectiveness, Process Excellence, Revenue Growth, Supply Chain Management

Client Quote: "Bottom line, if you put the right people together in a framework that lets them all have a part of the solution, you can get great results."

Thomas Zengerly
Shell Canada's VP for Heavy Oil Operations

Situation

Shell Albian Sands launched the Mobile Maintenance Excellence Initiative (MMEI) in partnership with Celerant Consulting, Caterpillar and Finning. The goal of the program was an ambitious double-digit increase in truck availability.

The shovel-and-truck operation at Shell Albian's Muskeg River Mine runs 24/7, 365 days a year. High truck availability is a key to achieving production at or near the mine's design capacity of 155,000 barrels of bitumen per day.

Approach & Delivery

Shell Albian Sands invited Caterpillar and Finning (the world's largest Caterpillar equipment dealer) to participate in MMEI. Finning supplies Shell Albian Sands with heavy equipment as well as mechanics to perform on site maintenance and repair. About 200 Finning employees work at the Muskeg River Mine alongside the roughly 1300 employed there by Shell Albian Sands.

MMEI team members from Shell Albian Sands, Finning and Caterpillar gathered weekly with Celerant to shape the improvement initiative; clearly define and document the improved processes and the respective roles and responsibilities for Finning and Shell Albian Sands personnel; review project progress and assign new action items to remove barriers and move MMEI forward.

Once the Maintenance process was redesigned, Celerant worked with the MMEI team to customize Celerant's management control and reporting system (MCRS®). Today their MCRS® drives timely, coordinated decision making and ensures that people at each level of authority have ready access to critical data as well as the power to influence the results for which they are accountable.

Results

Truck availability increased to 83% and sustained at that level, improving the mine's production potential. Also, operating costs were trimmed more than \$30M. Mean Time between truck stoppages increased from 42 to 72 hours. Preventive Maintenance completion rate improved from 52% to 100%.

Client Satisfaction

"This is the most successful project at this site in a number of years."

Vice President of Operations Oil Sands

"With this level of performance, we will be the envy of the Oil Sands on the floor."

Vice President of Finning