

## Case Study.

Major upstream Oil & Gas operator.  
Africa.  
Oil & Gas.

# From fragmented routines to consistent operating discipline

### Client context

Execution discipline varied across sites within a major upstream oil and gas operator in Nigeria, despite formal management systems being in place.

An Operational Control assessment identified inconsistent application of the Management Operating System for Field Operations. Meeting cadence differed by location, terms of reference were not always understood and followed, KPI usage was uneven and action backlogs had accumulated. More specifically, Integrated Planning and Asset Integrity forums were not consistently aligned across base and field operations, and inefficient in driving decisions. The opportunity was not to redesign systems, but to strengthen how they were applied.

### The objective

Mobilise a cross-asset shift from fragmented application of systems to consistent execution anchored in clear accountability for efficient delivery of projects and correctives actions to improve asset integrity.

### Solution

Priorities were defined using a maturity versus criticality lens, with increased focus on Integrated Planning and Asset Integrity routines. Key shifts included:

- A defined "to-be" Management Operating System with clearer meeting cadence and decision forums
- Explicit terms of reference for core forums, reducing overlap and ambiguity
- KPI-driven performance reviews embedded into the operating rhythm
- Consolidated action management with structured prioritisation and closure governance
- Defined RACI and updated job descriptions to clarify ownership
- Training, coaching and train-the-trainer mechanisms to support sustainability

The focus was on strengthening consistency in how core routines were executed across assets.

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### Impact

Strengthening execution discipline delivered measurable improvements:

- 20–30% reduction in meeting load, through streamlined cadence and clearer terms of reference
- 80% reduction in open action backlog, through consolidation and structured closure governance
- 15–25% reduction in asset integrity threats, supported by stronger routines and defined ownership
- Improved planning reliability and cross-functional alignment

The result was more consistent application of the Management Operating System and clearer operational accountability across sites.

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