

# Shell Chemicals Seraya Case Study

**Company:** Shell Chemicals Seraya Pte Ltd

**Country :** Singapore

**Industry :** Chemicals

## \*Customer Profile

Inaugurated in 1929, the Shell Chemical Company is a collective multi-billion dollar turnover enterprise with many major manufacturing facilities around the world. One of the manufacturing facility, Shell Chemicals Seraya, was a joint venture formed between Shell and Mitsubishi Chemical on 8 February 1994. Today, Shell Chemicals Seraya manufactures products that are used in the packaging, automotive, electronics, appliances and building industries in our modern world.

\*Reference: Website  
Shell Chemical Seraya, 19th Sept 2008, www.shellchemicals.com

## Business Situation

The turnaround management team at Shell Chemicals Seraya experiences the following:

- A rush to ensure turnaround is completed within planned days
- Lack of common platform and collaboration among team members
- Difficulty in reporting on project progress
- Lack of visibility into project status for all stakeholders
- Lack of standardization and best practices

## Solution

Primavera Project Management Solution has been implemented for shutdowns since 2005 and has seen tremendous successes over the years. Primavera was also integrated with SAP to save time on administrative duties.

## Benefits

- Plant shutdowns are shortened by 2 days
- Increased collaboration among all turnaround team members
- Optimization of resources leads to an increase of efficiency by at least 20%
- Increased visibility into project status for all stakeholders
- Replication of methodology leads to substantial cost savings
- Less time is now spent on administrative duties with the integration of Primavera and SAP

## Shell Chemicals Seraya cuts shutdown projects by 2 days and increases efficiency of resources by at least 20%

*"I personally find that Primavera is one of the most user-friendly and functional solution in our industry that has helped me double my work productivity. Our turnaround team definitely gained substantial benefits from the use of Primavera!"*

### Mr Loh Chee Weng

Turnaround Master Planner  
Shell Chemicals Seraya Pte Ltd



Shell Chemicals Seraya Pte Ltd is one of the five core businesses of the Royal Dutch/Shell Group which has nearly 70 Shell chemicals companies operating around the world. It was established on 8 February 1994 and is now making and supplying a range of petrochemicals that are then further processed by their industrial customers who, in turn, use them to make many of the essential materials of our modern world.

## CHALLENGES

Previously, all the members in the turnaround management team in Shell Chemicals Seraya had been using tools like Microsoft Excel, Microsoft Project and various other different tools for the planning of their shutdown. As there was no common tool, the master-scheduler had to retrieve information from disparate systems to integrate into a master plan. This was an extremely tedious process.

The master-planner was also having problems churning out reports on the everyday progress of the plant shutdown to various stakeholders. Also, due to a lack of a common platform, team members had no visibility into the status of the project.



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At the same time, every member in the turnaround management team was in a rush to ensure that the turnaround project is completed within the schedule. A single day of delay will result in substantial loss in production. Additional back-up resources were often deployed and, as a result, there were no optimization of resources and a lot of unnecessary expenses were incurred.

### RECOGNISING THE NEED FOR CHANGE

In early 2003, Shell Chemicals Seraya decided to create a central system for managing its shutdown projects, in a bid to improve efficiency and exceed the top executives' requirements.

Following a comprehensive evaluation of other competitive project management solution, Shell Chemicals Seraya selected Primavera to serve as the nerve centre for the whole shutdown project planned for 2005. The new system would enable all stakeholders to have full visibility into the current status of the shutdown. Daily reports can now be churned out easily with just a click.

### BENEFITS

- Collaboration
- Improved Visibility & Reporting
- Standardization and best practices
- Efficient Scheduling

With Primavera project management solution in place, planning work for all the team members involved in the shutdown was made easier. All the project documents and issues are properly documented and shared among all the team members. Team members are also able to gain easy visibility into the status of the projects according to their roles' requirements through customizable dashboards.

Now, the master-planner no longer has to go through the pain of combining plans from different teams using different systems. With Primavera as the standardized tool, the master-planner can easily

review, analyze and update the activities. Primavera also enables improved visualization of the relationships and identification of critical path between activities or projects.

With all these in place, the actual shutdown for plant 1 was shortened by two days, which helped the organization gain millions of dollars in production. There were also further cost savings as productivity and efficiency were increased by at least 20%. Precious time was also saved on reports generation for the daily shutdown progress and team members.

Today, Shell Chemicals Seraya has 30 trained users, including team members from various disciplines like the executional engineers, multi-discipline engineers and operation engineers. Shell Chemicals Seraya is also training new members to use Primavera for new shutdowns in future, so that standardization can be achieved. It is also estimated that with the best practices in place, team productivity will continue to increase by at least 10% since the best methodology can be easily replicated.

Since then, Shell Chemicals Seraya has been extending Primavera's usage in its shutdowns for Plant 1 & Plant 2 in year 2005, 2006 and other future upcoming turnarounds