



Nexview Consulting

Company Overview



nexview 

Nexview Consulting

Vision:

Nexview Consulting is the boutique management consulting partner that firms seek to help them align their organizations, drive performance improvement, and generate business results.

Mission:

We leverage Integrated Business Planning to help clients improve cross-functional planning, decision making, and business performance management at business unit, regional, and global levels.

We have tailored our services specifically for upstream companies to improve performance

Integrated Business Planning

- Management level cross-functional planning and decision making process
 - “Operationalize” the strategy and business plan
 - One set of consistent plans used throughout the company
 - Levels of KPI management
 - Improve capital efficiency, spend visibility, and cycle time
 - Improve communication, teamwork, and accountability definition

Supply Chain Management

- Capability development within the supply chain to effectively support the business
 - Forecasting and Demand Planning
 - Equipment, Materials, and Services planning
 - Inventory
 - Procurement
 - Transportation
 - Organization
 - Information technology

Nexview Consulting

- Founded in 2009
- 3 Principals, each with 20+ years in consulting, supported by a global peer network of experienced consultants from larger firms
- Domestic and international experience with growing organizations as well as global majors

Differentiators

- Boutique firm specializing in IBP and supply chain management for upstream
- Holistic approach – emphasize performance improvement, results management, behavior change, leadership development
- Large-scale, global experience with a low overhead model translates to more value for clients



We are led by three Principals and supported by a strong peer network of experienced consultants

Eric J. Tinker, Mng Principal

- 20 years in management consulting leading complex change in the US and internationally
 - Projects have delivered over \$500MM in benefits
 - Client experience ranges from start-ups to leadership of large, complex, multi-geography business transformation for global corporations
- Prior leadership roles at Deloitte Consulting, Celerant Consulting, Plan4Demand, Hughes Aircraft
- Qualifications
 - MBA – University of Southern California -Finance & Entrepreneurship
 - MS – Mechanical Engineering, California State University - Northridge
 - BS – Aerospace Engineering, Syracuse University
 - Certified Public Accountant



Jonathan Gilbert, Principal

- 25 years improving service reducing cost, and improving efficiency
 - Versatile leader across the supply chain with differentiating expertise S&OP and logistics
 - Industry background in energy, chemicals, retail, manufacturing, and distribution
- Prior consulting roles at MTG, Corven, Denali Group
- Industry leadership and VP level roles in supply chain at BOC gasses and NuCO2
- Qualifications
 - MBA – Stern School of Business, New York University
 - BS – Krannert School of Business at Purdue University



Roy Zerner, Principal

- 28 years as a consulting and industry supply chain leader
 - Projects have delivered over \$1.1B in benefits
 - Industry background in consumer products, high-tech, chemicals, and industrials
 - Strategic and tactical expertise throughout the supply chain
- Prior leadership roles at Ernst & Young/CapGemini, Accenture
- Industry leadership and Director level roles in supply chain Del Monte, H.J. Heinz, and Allied-Signal
- Qualifications
 - Ph.D. Candidate - UCLA
 - MBA – Indiana University
 - BS – Chemical Engineering, Virginia Tech



Our peer network model allows enables the right senior level consulting team, as opposed to staffing who is on payroll.

Complexity, scale, and results are common across our projects

Project examples:

- **Industry:** Energy Major - Upstream
- **Complexity:** Large asset (~20 rigs)
- **Scope:** Integrated Business Planning, supporting processes, information systems
- **Results:** 25% reduction in cycle time and \$100MM in cash flow advance [READ CASE STUDY](#)

- **Industry:** Global Energy - Upstream
- **Complexity:** Large asset (~12 rigs)
- **Scope:** Integrated Business Planning – new and existing wells
- **Results:** \$200MM in cash flow advance [READ CASE STUDY](#)

- **Industry:** Energy Major - Downstream
- **Complexity:** Multi-country/business unit
- **Scope:** S&OP, demand management, customer segmentation, pricing models/policies, inventory, procurement, distribution, divestiture of non-core assets
- **Results:** >\$100MM in earnings improvement and \$64MM in reduced working capital, [READ CASE STUDY](#)

- **Industry:** Plastics/chemicals
- **Complexity:** Multi-business unit, US
- **Scope:** S&OP, demand management, customer segmentation, inventory, supply management, procurement, distribution, re-org
- **Results:** \$15MM in cost reduction and \$8MM reduction in working capital, [READ CASE STUDY](#)

Working with us:

- You work directly with the Principals
- Senior level expertise selected based on skillset, not availability
- Ownership with your team, not dependencies on consultants
- Quick impact and use of techniques for sustainability
- Application of best practices that fit your business
- Emphasis on KPI and results management
- Flexibility in approach to provide the level of service you want (e.g. training, coaching, assessment and/or full implementation support)
- Robust change management and holistic approach
- No internal distractions often found in larger firms

Challenges we see are being amplified by the changes in market conditions

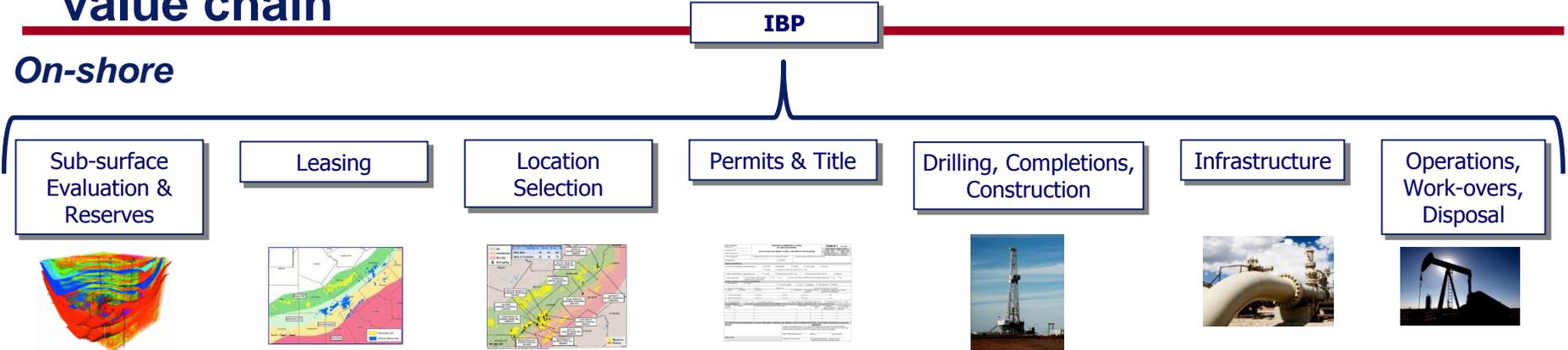
- More emphasis has been placed on capital efficiency and investment is being reevaluated
- Operating expenses need more transparency and control
- The supply chains for critical services, materials, and equipment must become more efficient and driven by changing conditions and plans
- The long lead times associated with land and infrastructure do not lend themselves well to changes in the rig schedule
- Decisions are sometimes made without as much information as desired
- Leaders and interfacing departments don't always get the same messages and get them at the same time
- Budgets and changing operating plans are not always available or consistent throughout the organization
- Decisions are sometimes made without consideration of impacts on other groups
- Outlet channels for production growth are not always sufficiently defined
- Leading indicator operating metrics are often not in place to predict results, or are not improving
- Cycle times are too long
- Accountability is often unclear

Gaps in integrated planning and supply chain have mounting consequences



IBP coordinates decisions and manages issues across the value chain

On-shore



Common Issues

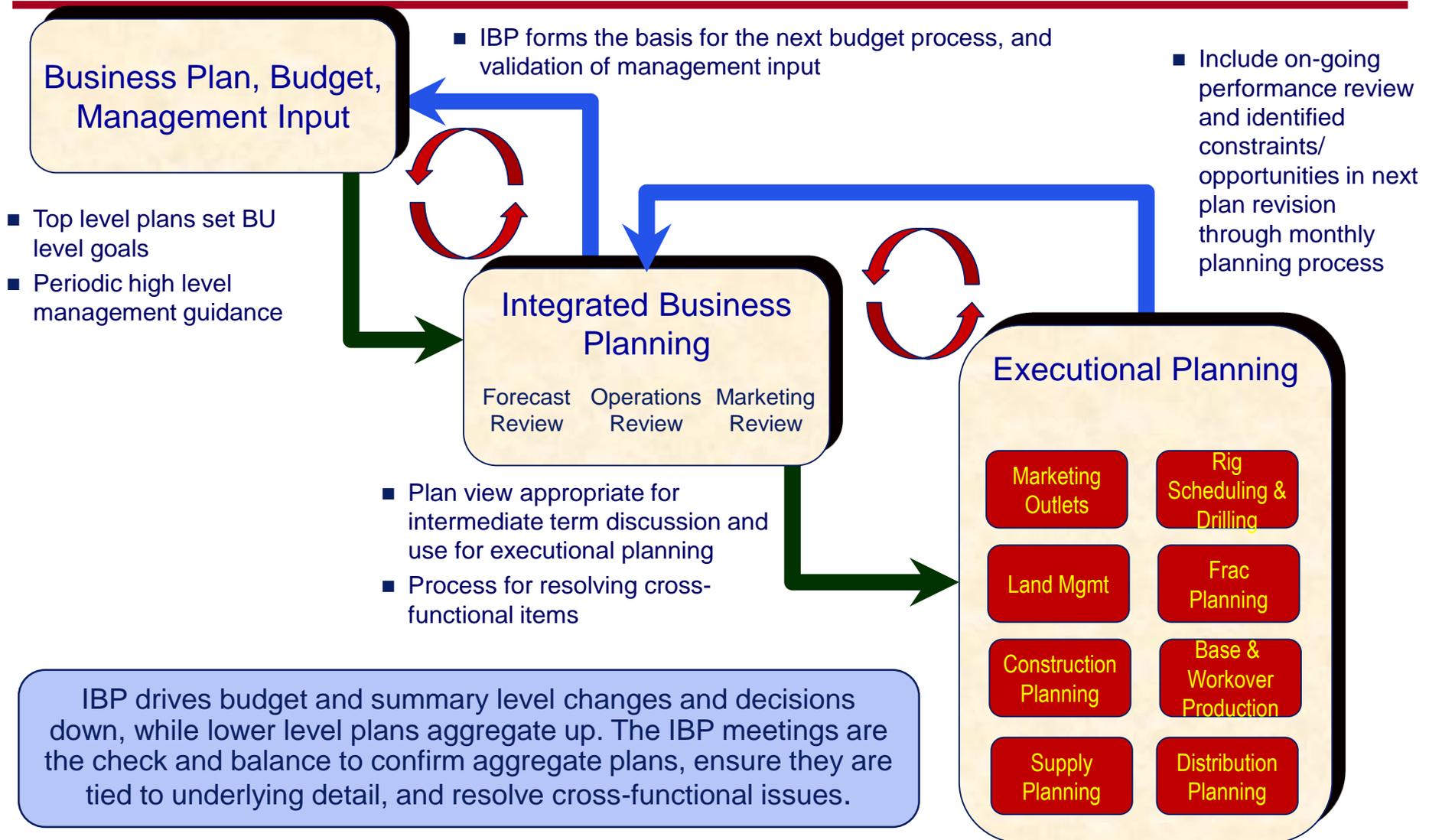
- Inconsistent throughput capacity, rig loading, and ready to drill locations
- Process steps out of sync or bottleneck not optimized
- Permitting delays and re-work
- Long cycle times
- Budget and forecast (and revisions) not well communicated
- Lack of visibility and/or communication on lease expirations and /or PUD status
- Frequent changes to rig schedule and drill locations
- Rig types and contracting not synchronized
- Infrastructure and contracts not synchronized with production
- Material and service crews not synchronized
- Production shut-in and/or downtime losses
- Risk assessment not well coordinated throughout organization

Common Issues

Off-shore

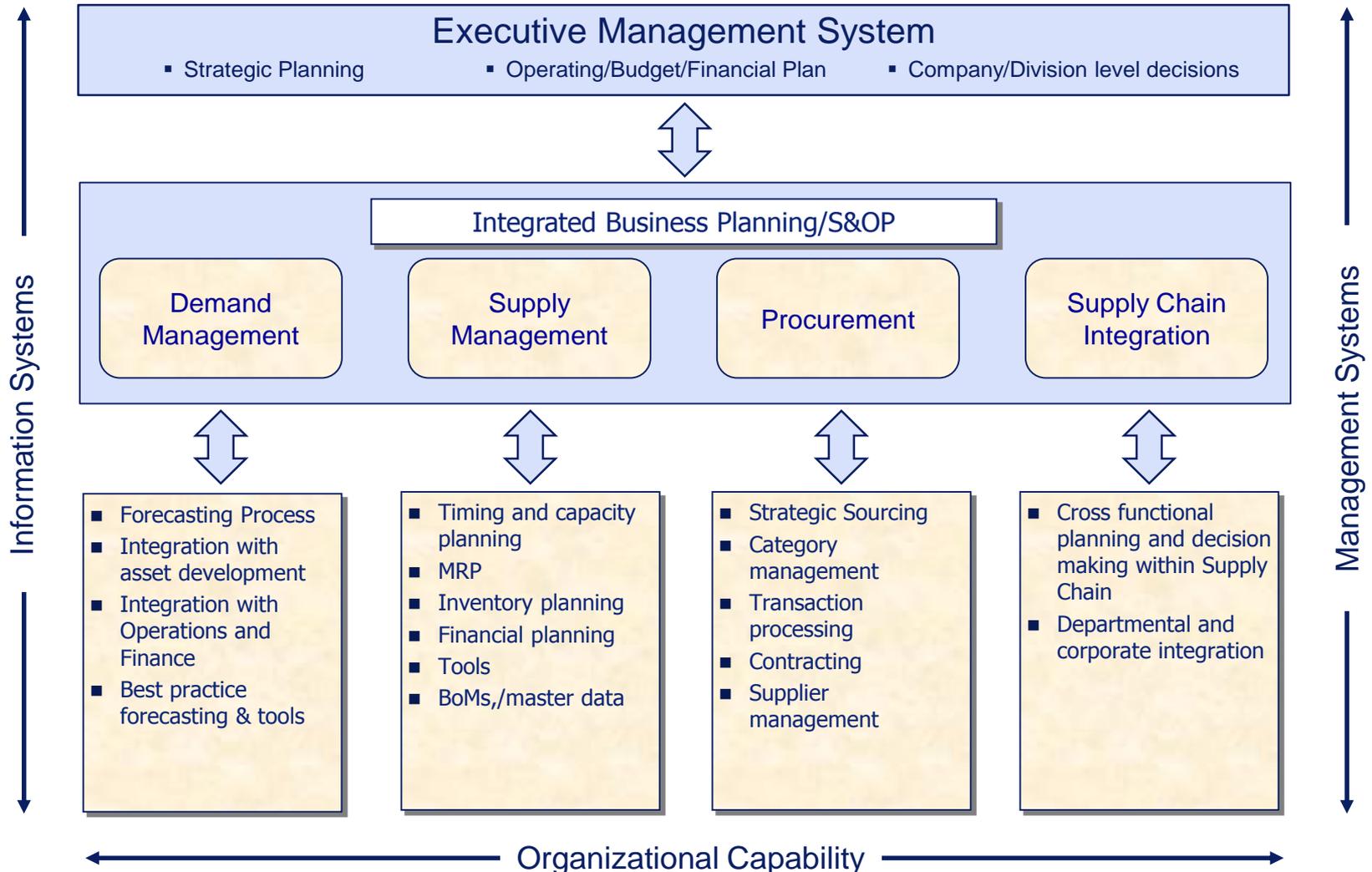


IBP connects the higher level business plan with lower level execution



At the supply chain level, teams need similar IBP methods to plan and make decisions

[Please see more on the website regarding our services specific to upstream supply chains.](#)



Across procurement, we often find opportunities using qualitative and quantitative methods

Strategic Sourcing

- Alignment with corporate strategy
- Commodity groupings
- Sourcing strategy by group
- Spend & pricing analysis
- Right sizing supplier base
- Alliance management

Processes & IT

- Transactional processes
- Contracting processes
- Negotiations
- Spending authorities & controls
- IT system use
- Data integrity

Management System

- Planning & review meetings
- Key Performance Indicators
- Supplier management

Organization

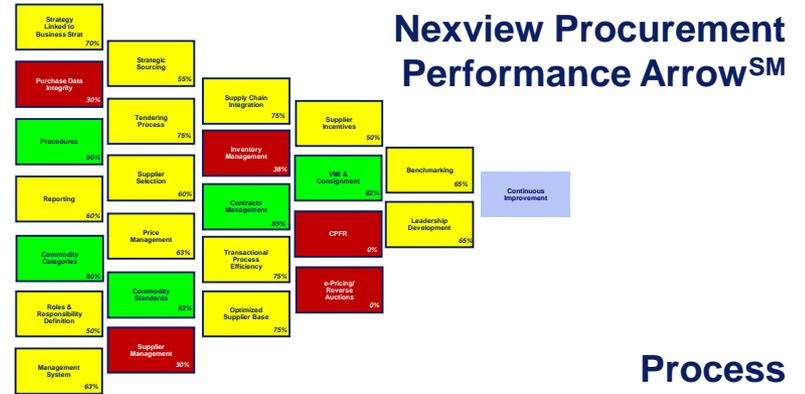
- Structure
- Roles & responsibilities
- Integration with other functions
- Sizing

Supply Chain Integration

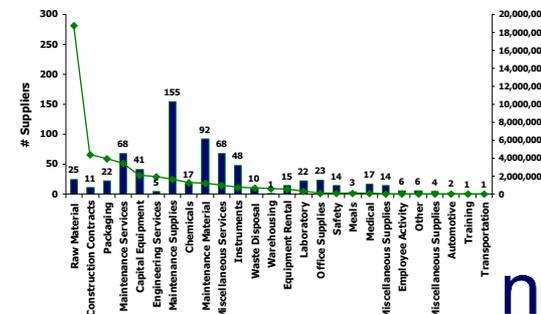
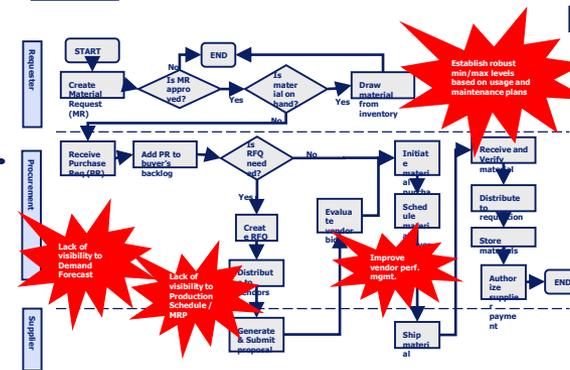
- S&OP and supply chain process integration
- CPFR
- Integration with operations and maintenance (MRO)
- Inventory levels vs. quantity purchased
- Consignment and VMI

Centralization vs. Decentralization

- Reporting relationships
- Common processes
- Leveraged spend
- Local needs and efficiency
- Alliances vs. local spend



Process Improvement



Spend Analysis and Management



Our methods are flexible and our level of participation can vary depending upon your needs and wishes

Explore

- Training and/or Opportunity Definition
 - Training
 - Best Practice ideas/Kaizen events
 - Common agreement around planning gaps
 - Develop vision for improved planning and integration
- 1-2 Consultants
- 1-2 Weeks

Evaluate

- “Explore” Items
- Assess central planning process and connections to execution processes
 - Best practice benchmarking
 - Estimates of benefit case areas to pursue
 - Develop implementation plans/options
- 1-2 Consultants
- 3-4 Weeks

Extend

- “Explore” and “Evaluate” items
- Assess planning and execution processes and develop baselines of key metrics, create project implementation definition
 - Comprehensive – more work and opportunity identification in the underlying processes (e.g. Land/Permitting, Drilling, Completions, Operations, Supply Chain, IT Systems)
 - Develop quantifiable business case to jointly commit to
 - Develop improvement implementation plan
- 3 – 5 Consultants
- 6 – 12 Weeks

Beyond an Assessment, implementation projects are designed to meet your level of need and opportunity



- Understand client needs
- Communicate the vision for improvement
- Propose approach
- Value proposition
- Provide options as your needs dictate

- 6 – 12 Weeks
- Evaluate current management system, IT capability, supporting planning processes
- Assess organizational structure and support for improvement
- IBP Training & Kaizen event
- Business case
- Implementation plan with clear deliverables and project milestones

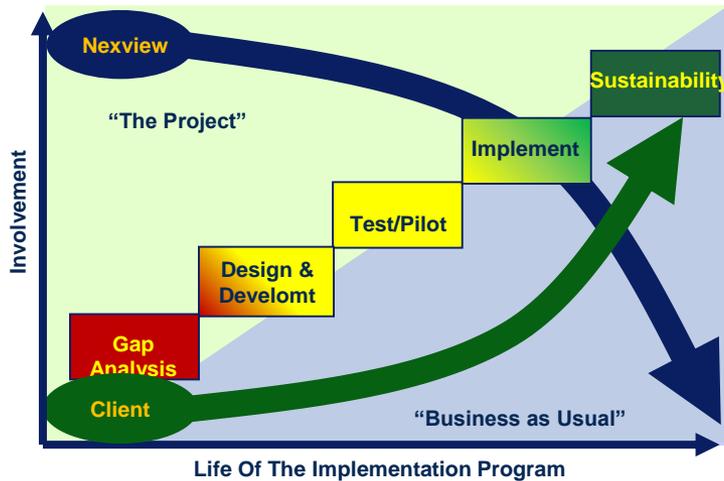
- 2 - 4 months
- To-be design
- Leverage working parts of the as-is
- Wide involvement
- Consideration of the whole, with required specialization for the parts
- Integration with overall management system
- Supporting tool requirements and selection
- Implementation plan

- 6 - 18 months
- Key management and meeting owner involvement
- Client ownership
- Accountability definition
- Organizational improvements
- Structured Project Management
- Process improvement
- Tools & techniques
- Behavior Change
- Leadership development
- Sustainability
- Results measurement
- Plans for growth and continuous improvement

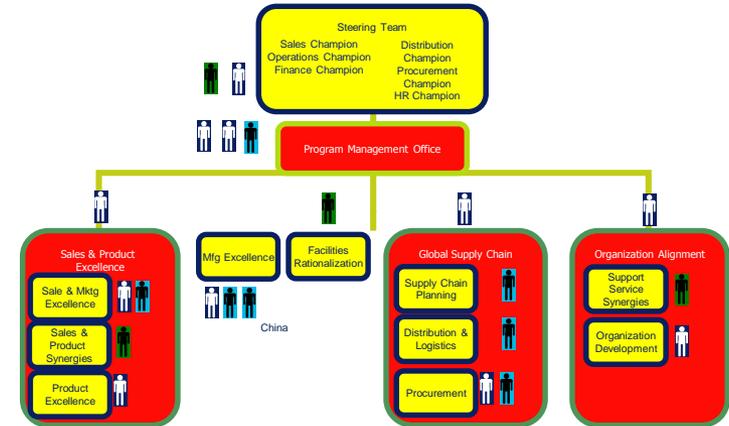
- Next level of performance
- Expand improvements to other areas as appropriate
- Tool improvement
- Sustainability and maturity audits

The approach emphasizes ownership with your team, a defined structure, change management, and measurement of results

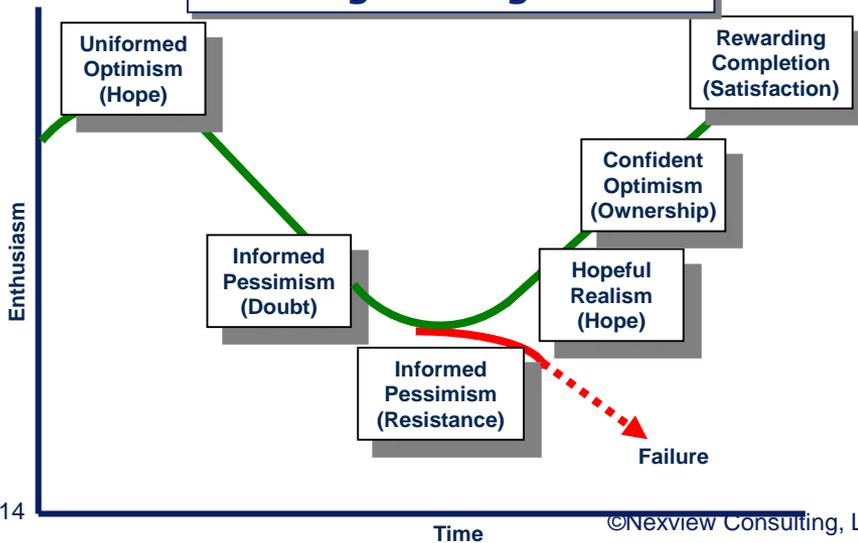
Ownership



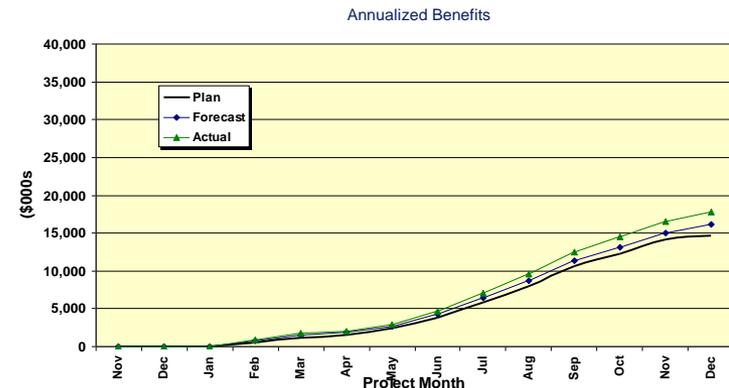
Program Structure



Change Management



Results Management



Managing change on a large scale is complex, we have many tools and methods to help



Methods for Leading and Managing Change

Coaching at all levels – “WIFM”

Celebrating wins, Root-causing missteps

No surprises

Communicating the Vision

Communication Plans

Stakeholder Analyses

Defined Roles & Responsibilities

Project Structure (e.g. Team Charters, Milestones, Project Plans)

Project Reviews

Results Management

S&OP Meeting Effectiveness Reviews

Action Logs

Team Effectiveness Reviews

Change Implementation Schedule

Desired Outcomes

- People are communicated to
- People are bought in
- People know what to do
- People got what they thought they were going to get
- People feel successful
- The “old way” disappears
- Results
- Sustainability
- Culture change

Our change programs are designed to strengthen your capabilities.

Why Nexview Consulting?

- Results focus, \$1.5B+ in benefits delivered for clients thus far and looking for more
- Broad operational improvement experience, with differentiating expertise and thought leadership in IBP and supply chain at business unit, regional, and global levels
- Emphasize ownership with your people, behavior change, results, and change management along with the technical/best practice elements of our work
- Strong global network of experienced consultants from larger consulting firms and industry
- Flexible service model to provide the level of service appropriate for your situation
- Low overhead model provides senior level consulting expertise that maximizes the value for your investment

Contact information

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Our values are:

Optimism

Collaboration

Confidence

Resourcefulness

Candor

Results

Please visit nexviewconsulting.com for more information including best practices, articles, blog postings, videos, research, and more.



More information and links on
IBP:

nexviewconsulting.com

[IBP Service Offering](#)

- IBP Overview and Training Course Video
- IBP Case Study
- IBP Brochure