



# Nexview Consulting

## Company Overview



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# Nexview Consulting

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## 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



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# 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

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- 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



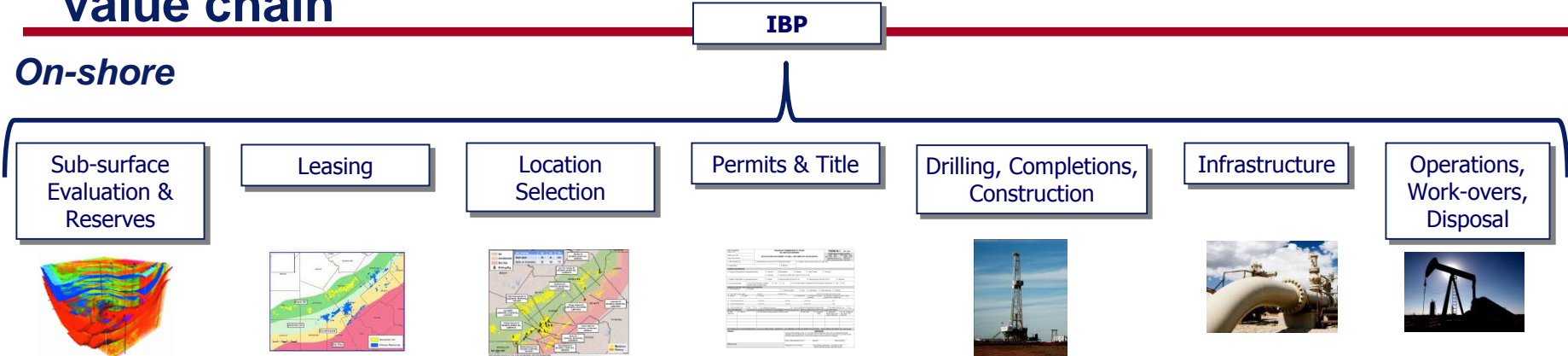
# Gaps in integrated planning and supply chain have mounting consequences

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# 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

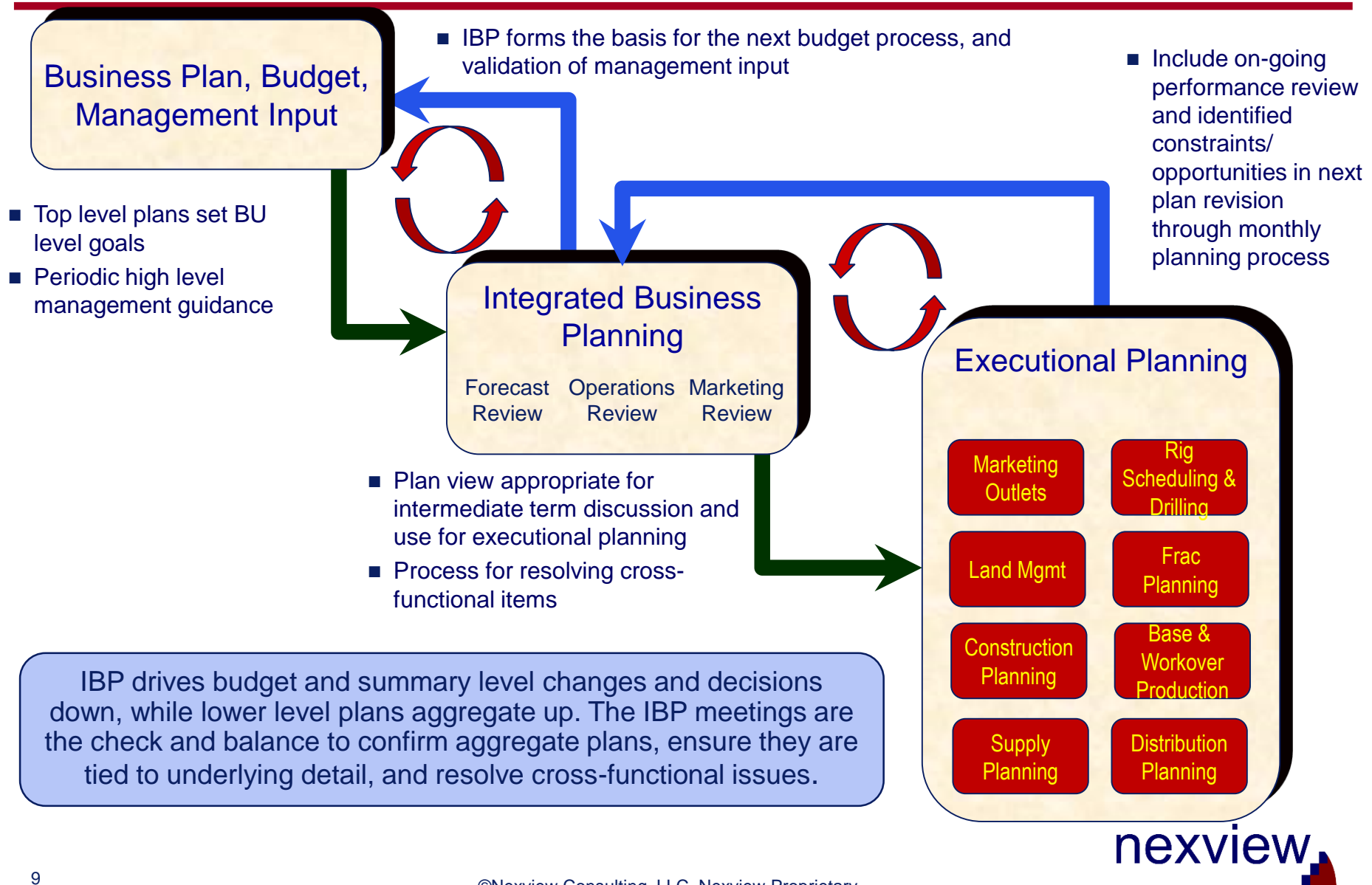
### Common Issues

## Off-shore



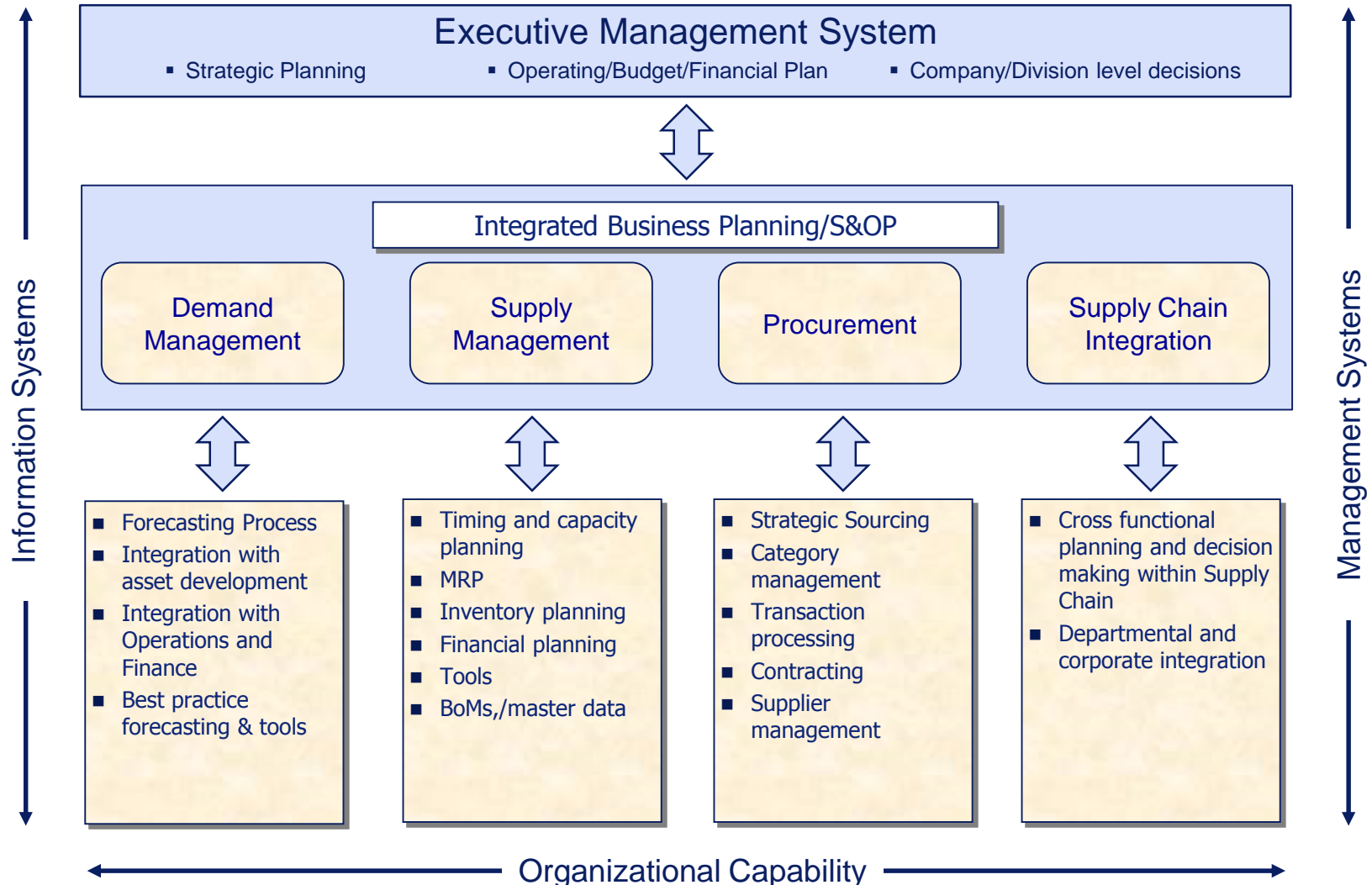


# IBP connects the higher level business plan with lower level execution



# 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

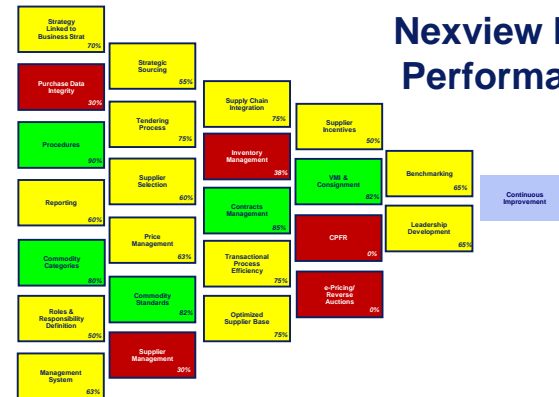
## Supply Chain Integration

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

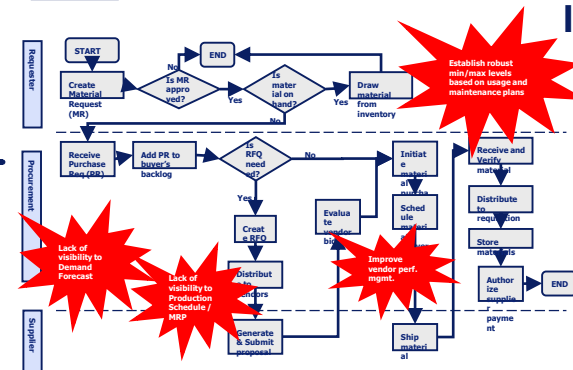
## Centralization vs. Decentralization

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

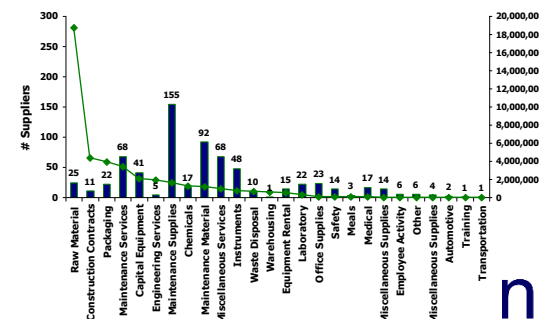
## Nexview Procurement Performance Arrow<sup>SM</sup>



## 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

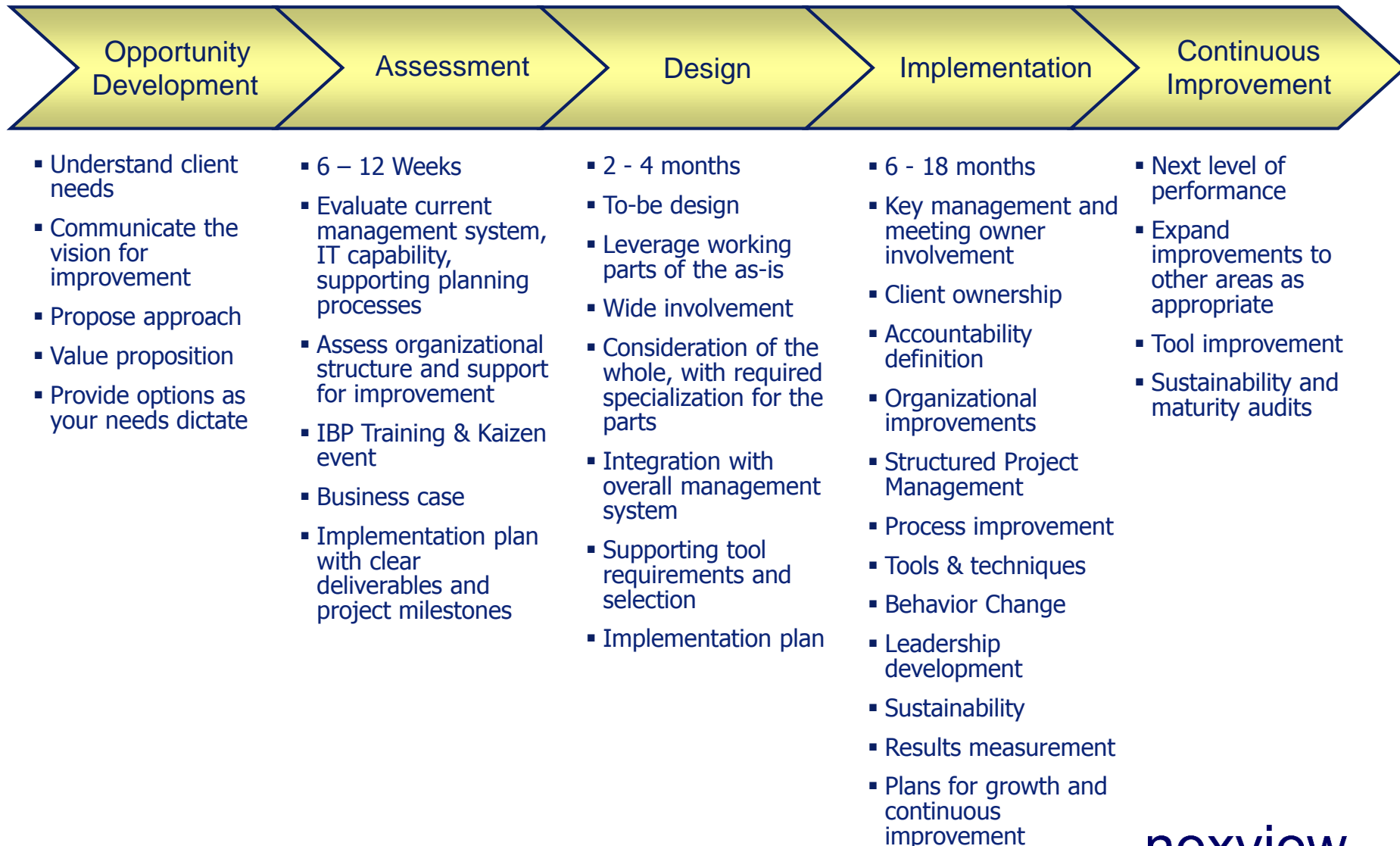
## Evaluate

- “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

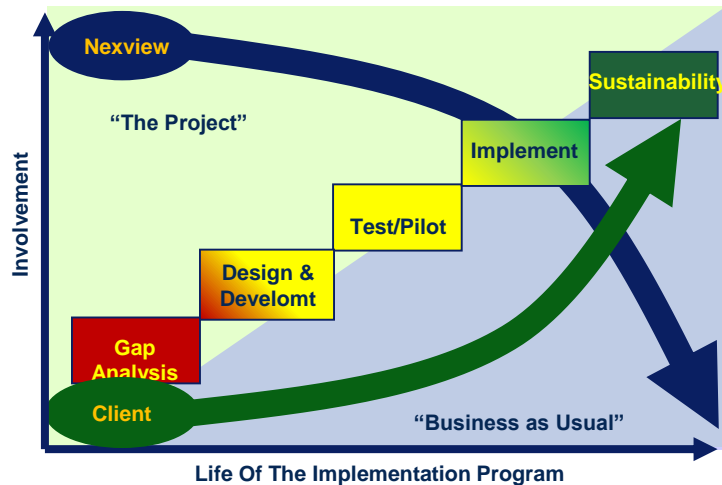
# Beyond an Assessment, implementation projects are designed to meet your level of need and opportunity



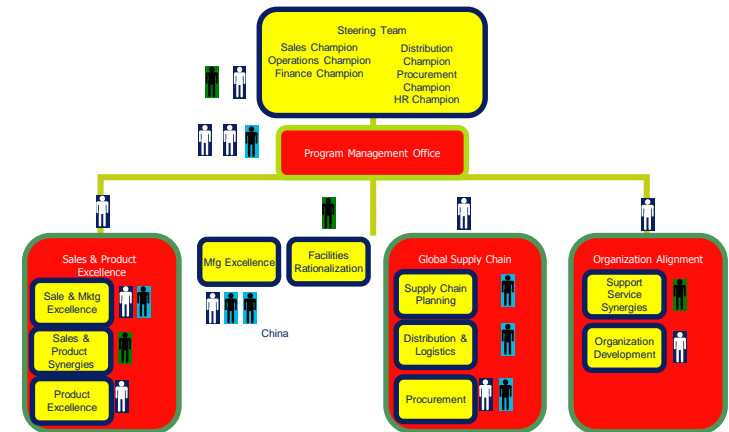


# The approach emphasizes ownership with your team, a defined structure, change management, and measurement of results

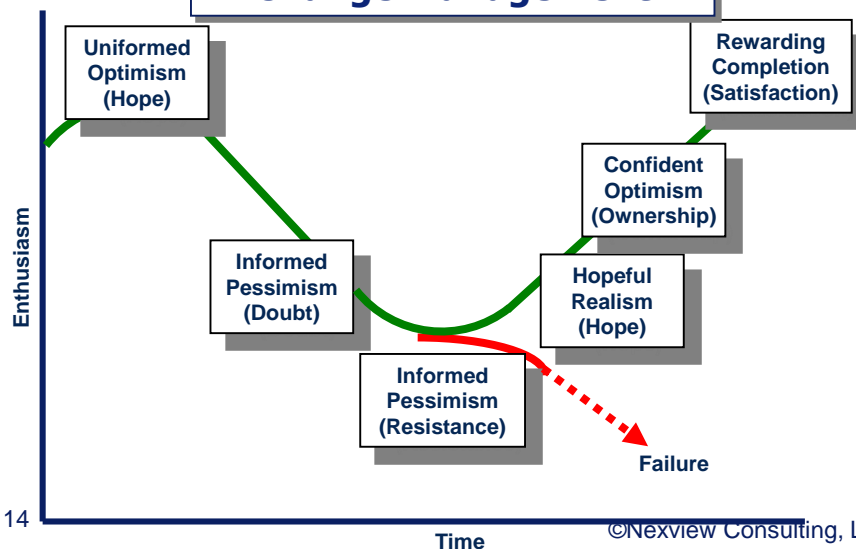
## Ownership



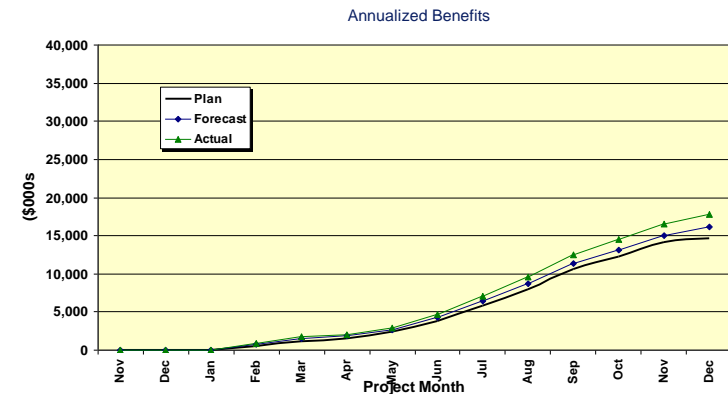
## Program Structure



## 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?

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- 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](http://nexviewconsulting.com) for more information including best practices, articles, blog postings, videos, research, and more.



*More information and links on  
IBP:*

[nexviewconsulting.com](http://nexviewconsulting.com)

[IBP Service Offering](#)

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