



Speaker Interview with **Brett Schroeder** – *Managing Director of Asset Performance Networks, LLC*

1. What are downstream operators doing to improve productivity and efficiency? What more can they do?

AP-Networks benchmarks plant turnaround performance from more than 50 downstream operators worldwide. The top quartile performers are consistently implementing the following practices to drive superior cost and schedule efficiency:

- 1) Senior leadership recognizes the business value of optimizing turnaround performance and makes it a priority.
- 2) Scope optimization and control is a core value and is supported by a formal risk based approach.
- 3) A learning organization is embedded that proactively uses benchmarking to drive improvements.

2. What are your views on Asia's downstream industry's competitiveness compared to counterparts in other regions i.e. America, Europe and the Middle East markets?

Generally, we find Asia to be competitive in terms of turnaround performance compared with the rest of the world. However, we do see a wide variation in performance across the region, along with the opportunity for improved efficiency through more consistent application of best practices such as scope optimization, improved organizational capability, and integration with capital projects.

3. As a service partner, how do you add value to their effort in becoming more lean and efficient?

AP-Networks benchmarks turnaround performance and practices. The top quartile companies are consistently executing turnarounds 30% cheaper and faster than the bottom quartile performers. By identifying gaps with top quartile performers and highlighting opportunities for improvement, AP-Networks has worked with the largest refiners and chemical companies to

devise roadmaps that chart a path to first achieve and then sustain superior turnaround performance.

Moreover, our work process deployment tool, NaviTrack, is the leading software program to assist both management and turnaround teams in tracking activities throughout all phases of the turnaround life cycle. At use in more than 300 facilities worldwide, NaviTrack has played a pivotal role in helping companies improve planning, reduce late scope additions and discovery, and achieve greater efficiency in the field.

4. The collection of data is not new within the petrochemical industry – how is data analytics changing the way information and data is being used?

AP-Networks has developed the world's largest turnaround database. We are mining these data to help our clients answer the following questions:

- How does my scope compare with Industry for comparable units?
- Is my cost estimate both competitive and achievable?
- Is my schedule target achievable?
- Are my labour hours aligned with the work scope?

5. How is analytics assisting asset management?

Measurement is becoming more prevalent, and is playing a critical role in optimizing asset reliability and performance. In 2015, AP-Networks introduced the Scope Index, which gives companies the ability to benchmark planned turnaround scope with Industry norms for comparable units, broken down by equipment type (e.g., rotating, heaters, valves, instrumentation, etc.). These types of data allow downstream operators to optimize the scope early and obtain more accurate long-range planning estimates.

6. What will be the highlight of your presentation at Asian Downstream Week?

The presentation will provide updated turnaround performance trends for Industry and will identify what the top quartile performers are currently doing to drive superior turnaround performance.