

LLOYD'S REGISTER IMPROVING SAFETY, QUALITY AND PERFORMANCE

Lloyd's Register (LR) is a £1 Billion turnover global engineering, technical and business services organisation.

LR provides services to help build, operate and extend the life of major industrial assets such as ships, oil rigs, gas platforms and power stations – with safety as the key.

LR clients range from local businesses to multinational companies. Through business assurance services, LR helps companies manage their systems and risks across a wide range of sectors from food safety to energy management, as well as help clients ensure the quality construction and operation of critical infrastructure by surveying assets against internationally agreed rules and standards.



“I’M OVER THE MOON WITH YOU GUYS! YOU’VE PAID FOR YOURSELF A HUNDRED TIMES OVER.”

Andrew Punter, Programme Director, Lloyd's Register

THE BUSINESS TRANSFORMATION CHALLENGE

‘STEP UP’

Simple Technology Enabled Processes Unlocking Potential

What started with just looking at technology, quickly turned into a full business transformation programme, with the investment running into 10's of £millions. A programme that will run over three years, and will affect every single person in the business.

Lloyd's register is fundamentally shifting their business into the modern age – from a paper based business across 80 geographies and 9000 staff, to a business underpinned by technology, on a single platform and with consistent processes. It's root and branch transformation.

Programme Director, Andrew Punter, from Lloyd's Register, explains what the ‘STEP UP’ programme means for the organisation:

The ‘STEP UP’ outcomes are three-fold:

1. Improving margin, currently it takes 90 minutes of back office work to deliver 60 minutes of front office work. It's about changing our margin profile by reducing the back office work and freeing up our surveyors from some of their onerous administration tasks.

2. Delivering a professional, people business system, telling us who our people are, where they are, what they can do and if they are available. 80% of our costs and our USP is that we have exceptional people, so we need this information to hand.

3. Become a customer centric organisation, being more commercial and understanding our contracts and delivering what we said we would, when we said we would.

“We are owned by a charitable foundation, the money we make, they spend on good things but with a £1billion turnover, we only make £10million to give to the charity, if we make more money we can give more money, simple.

All the while it is essential we maintain the ethos of the organisation, whilst bringing it into the 21st century. We want to ensure we remain customer focused but in an efficient and effective way, so LR will prosper for another 250 years.

The biggest challenge to get this to work was to get the right people, both internally and externally. We had ownership on the board and people with knowledge of how the business works, but not good experience or skills on how to run such a big and transformative programme. We needed professional project managers and change experts to help us meet the design stage milestone.”

Andrew Punter, Programme Director, Lloyd's Register

“WHAT ATTRACTED ME TO PROJECT ONE WAS YOUR DNA, YOUR EXPERIENCE – YOU’VE CLEARLY SEEN AND DONE IT BEFORE, YOU ARE ABLE TO LOOK AT THE PROGRAMME INDEPENDENTLY, YOU’RE LEVEL-HEADED AND YOU DON’T TRY TO UPSSELL. I DON’T THINK WE’D BE WHERE WE ARE IF WE DIDN’T GET THE QUALITY OF PEOPLE AND STRUCTURE WHEN WE DID.”

Andrew Punter, Programme Director, Lloyd's Register

HOW PROJECT ONE ARE HELPING

- Shaped the entire strategy for business change
- Improved stakeholder engagement
- Driven supplier performance and value
- Shaped and mobilised transformation
- Installed effective process and procedure
- Implemented planning and MI
- Increased morale and improved communications

“PROJECT ONE’S INDEPENDENCE HAS ALLOWED US TO SHARE EXPERIENCES AND INSIGHTS THAT A CLIENT CANNOT GET FROM THE BIG 4, FOR EXAMPLE, SETTING UP CALLS WITH OTHER CLIENTS TO SHARE SIMILAR EXPERIENCES, AND OFFER INSIGHT INTO HOW TO MOVE FORWARD WITH THINGS LIKE IMPLEMENTING CONCUR AND SUCCESS FACTORS, OR TACKLING APPLICATION RATIONALISATION AND SPONSORING CHANGE.

“IT’S A GREAT PROGRAMME TO SUPPORT AS IT’S A TRULY GLOBAL TRANSFORMATION. WE MET THE DESIGN DEADLINE WHICH WAS A MASSIVE MILESTONE AND WILL NOW MOVE FORWARD WITH THE IMPLEMENTATION.”

Andrew Hume, Account Director, Project One.

OUTCOMES

This is about future proofing the LR business. There will be significant margin benefits when it's complete. Each month we don't deliver it costs £3million in programme running costs or missed efficiency savings, so it's crucial we stick to the milestones we have in place.

For LR clients it means competitive pricing and more efficient services. The future Lloyd's Register business will have a single set of business support processes across all lines of business, for managing finance, people, procurement & sourcing, customer contracts and

resourcing & scheduling, that are lower cost to operate & manage, able to support a growing and diverse business, are compliant with policy and regulation and drive improved commercial behaviours and gains.

"What attracted me to Project One was your DNA, your experience – you've clearly seen and done it before."

Andrew Punter, Programme Director, Lloyd's Register



"I DON'T THINK WE'D BE WHERE WE ARE IF WE DIDN'T GET QUALITY PEOPLE FROM PROJECT ONE WHEN WE DID."

Andrew Punter, Programme Director, Lloyd's Register