

Our Approach to
Ensuring Your
Success

OPERATIONAL EXCELLENCE: COMMERCIAL OVERVIEW

WHO WE ARE AND HOW WE WORK

Energy and Industrials Practice

Executive Experience

We understand and have worked on issues from the “boardroom to the shop floor”

- VP of Manufacturing with DuPont
- VP of Operations at General Electric
- Director of Training for Texaco World Wide Exploration and Production
- VP of Operations Integrity
- VP of EHS at ExxonMobil
- Numerous certified executive coaches

World-Class Processes

We pull on a diverse set of tools and processes to solve the challenging multi-dimensional problems of today

- Assessments (Organizational Culture Index (OCI), SLOCI, Birkman, Culture Active, CAAP)
- Cultural Transformation Dashboard
- Run the Business Change the Business Methodology
- Complexity Diagnostics
- Cultural Role Sheets
- Management Systems and High Reliability Organizations

Deep Industry Expertise

Significant industry experience means we focus on pragmatic solutions

- Authors of *Never and Never Again Lessons from the Frontline*
- Creators of management systems for numerous Energy companies and regulators
- Conducted three year cultural transformation project for HollyFrontier Corp.
- Worked with U.S. Navy’s Submarine force to benchmark their operations
- Led the consulting team that created and implemented the Valero Commitment to Excellence Management System (CTEMS)

Collaborative / Easy to Work With

What our clients recognize: we’re focused on their needs, not ours

- 100% reference-ability; recognized by clients for being easy to work with
- Greater industry experience leads to greater authenticity with our clients
- Experience working and partnering with executive teams & the shop floor
- Focused on getting to the 80% solution—fast



ENERGY AND INDUSTRIALS LEADERSHIP TEAM



Brian Flis

Transformation & Change

- 20+ years of cross-industry leadership experience driving improvements in operations, supply chain, finance, engineering, quality and human resources
- Thought leader in large-scale transformation and change management
- Co-author “Never and Never Again”



Dennis Calhoun, CSP

EHS & Risk

- Senior leader in operations, maintenance, EHS and Enterprise Risk roles
- Developed and implemented multiple ERM and IMSs within Oil & Gas industry
- Recipient of API/AFPM “True Pioneer of Process Safety” award
- CSP with a Management System specialty



Francisco Soto

Management Systems & Complexity

- Seasoned management system expert with 10+ IMSs to date
- Expert in ISO, API, OSHA, PSM systems
- Experienced in operations, process safety, EHS and supply chain
- MBA, University of Texas



A SAMPLE OF OUR OPERATIONAL EXCELLENCE TEAM

Energy and Industrials Practice



Marty Brown has extensive experience in Operations, HSSE, Quality and HR in both the Chemical Industry (DuPont, Henkel) and the Energy Sector (Champion Technologies, NalcoChampion, Sinclair Oil, TEPPCO/Enterprise, BP, Tesoro, Sunoco and others) and has excelled in advising client companies with regards to mergers, acquisitions, risk reduction/mitigation, management systems development and implementation as well as performance management and effective organizational design.



Bill Flis has extensive energy industry executive experience. His leadership experience gives him a keen appreciation of the challenges faced by enterprises and how to implement robust excellence into business plans. After a successful career with ExxonMobil, he has worked with an extensive array of clients on practical and pragmatic operational improvement and change management efforts.



Mary Morahan has developed industry-recognized techniques for assessing performance and delivering the tools necessary to grow employees' abilities to higher standards than that achieved through traditional training. Her methods are focused on the needs of the business, the capabilities of the workforce and exceeding management's goals for operational excellence.



Dave Ritter has extensive experience as a leader in the energy/oil and gas industry and as a C-level executive. After 21 years with Mobil/ExxonMobil, 3 years with Ernst & Young and 8 years with Royal Dutch Shell as a Group Vice President, he served interim roles as Senior Vice president for SRI/Aramco, COO for Philadelphia Solutions, and as a management consultant for a number of downstream, midstream and private equity companies. His major areas of focus are operations, strategy, value chain integration and business turnarounds/profit improvement.



Mark Turri has developed his extensive operations experience into becoming an Operations Excellence Leader. With ExxonMobil for 32 years, he held a variety of engineering, supervisory and leadership positions. Multiple assignments at smaller oil companies and a renewable fuels company since leaving ExxonMobil have given him a very diverse and deep background in the area of operations excellence.



After careers with Newport News Shipbuilding, Amoco, BP, Giant Industries, and Western Refining, Billy Hogge focuses his consulting work on OSHA PSM regulatory compliance, procedure development, operator training, and hazard reviews.



THERE ARE THREE PRIMARY WAYS WE WORK WITH CLIENTS

All can achieve desired results depending on client needs and specific resources / challenges

	ADVISORY	PARTIAL	FULL
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Overview:

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| <ul style="list-style-type: none"> We partner with you on a monthly basis to answer questions and provide specific guidance as requested We normally price this as a small retainer fee each month | <ul style="list-style-type: none"> We provide consultant resources on a part-time basis either remotely or on-site Team size usually varies depending on where the client is in the “Envision, Engage, Energize, Enable” timeline | <ul style="list-style-type: none"> Full-time consultant team A high degree of client value can be achieved through faster development and adoption |
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Key Activities:

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| <ul style="list-style-type: none"> Attend phone calls or in person meetings as requested Review client produced documents and provide feedback Provide specific SME advice | <ul style="list-style-type: none"> Support specific client workstreams with framework design, process / standard development and audit support Participate in key leadership team steering committee meetings | <ul style="list-style-type: none"> Full-time consultant leadership for specific parts of the Envision, Engage, Energize and Enable phases Training of internal client resources during each phase to ensure proper handoffs |
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Benefits:

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| <ul style="list-style-type: none"> Lowest Cost Can effectively supplement large internal MS teams with expert advice | <ul style="list-style-type: none"> High value approach if structured correctly, but may not be suitable for some phases of the journey | <ul style="list-style-type: none"> Fastest timeline to capturing benefits Lowest risk to change management Lowest strain on client resources |
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Risks:

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| <ul style="list-style-type: none"> High pull on internal resources Success depends on clients ability to execute on their own | <ul style="list-style-type: none"> More difficult to manage if consultant and client roles are not clearly defined Slower results than full support | <ul style="list-style-type: none"> Overreliance on consultants can make development of internal client capability more difficult |
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OUR CLIENTS

A history of accelerating success

Endeavor Management has a 40 year heritage of delivering results across all industries.

We have worked with Oil & Gas companies of all sizes. From technological innovation to strategic redirection to operations management, we focus on transformational initiatives for those looking for a step-change improvement.

Our teams are a blend of proven industry leaders and cross-industry subject matter experts who, together with you, create a path unique for your organization.

Headquartered in Houston Texas with 200+ consultants.

