

Transforming team design and reducing process fragmentation

Refining how disparate engineering teams work together



Goal

A global engineering firm's oil and gas division sought to increase its productivity. Costs as a percentage of spending had been rising, while a shortage of engineering talent had constrained growth and investment in other business priorities.

Its goal was to increase productivity by 10% in 12 months.

Insight and Action

QuantumBlack's analysis determined that the engineering firm could increase productivity and performance significantly by transforming team design and reducing process fragmentation.

We identified a productivity gap of 13–27% by analysing teams from six product lines and more than 100 geographical locations. The firm could address the majority (70%) of this gap by better allocating resources and changing the work process.

Reducing project disruptions due to the availability of engineers and optimising team design could unlock maximum productivity. We also tracked the impact of the actions over time.

Results

22%

Increase in productivity overall

14%

Increase in productivity in the first 12 months (worth \$35 million)—exceeding our goal of 10%

Delivered early-warning capability to track impact by running analytics as a continuously updated dashboard