

AIMM

DECEMBER 2014 – RELATION MAGAZINE OF STORK

Asset preservation in Colombia

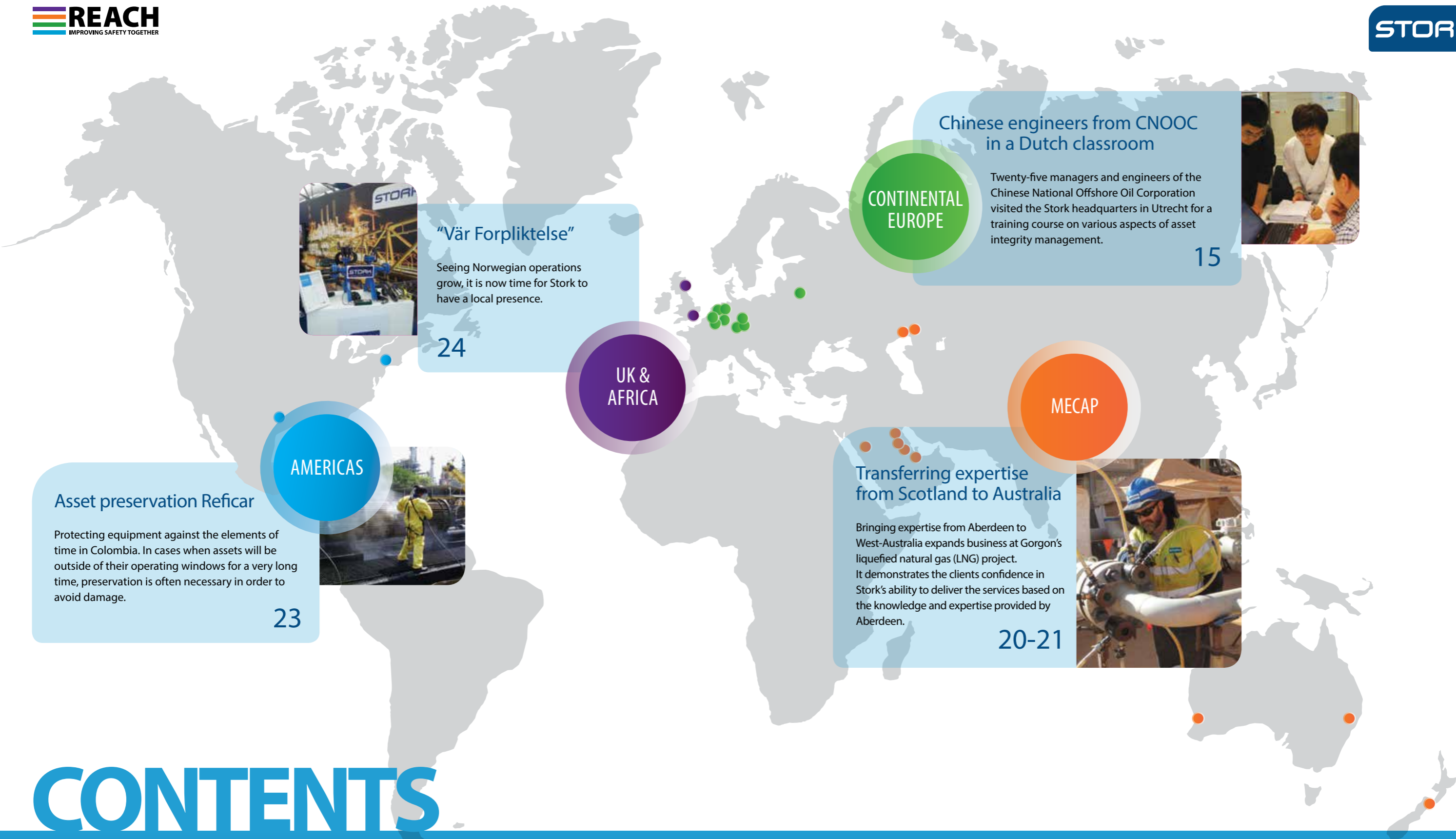
Transferring expertise around the world

Chinese engineers in a Dutch classroom

The added value of knowledge management

Stork's Products & Services Circle

STORK



“Vår Forpliktelse”

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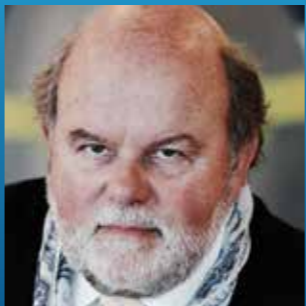
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INTRODUCTION ARNOLD STEENBAKKER, CEO STORK

CAPITALISING ON KNOWLEDGE

I AM PLEASED TO PRESENT OUR SECOND EDITION OF AIM IN 2014. THE THEME THAT WE HAVE CHOSEN FOR THIS ISSUE IS "CAPITALISING ON KNOWLEDGE". AS A PROVIDER OF ASSET INTEGRITY SERVICES, WE ARE VERY MUCH AWARE THAT EFFECTIVELY SHARING OF KNOWLEDGE AND EXPERTISE IS A KEY DIFFERENTIATOR IN OUR INDUSTRY.

So, simply developing and possessing knowledge is not sufficient. We have to create an environment where optimal use is made of all the knowledge that is available in the organisation by encouraging and facilitating the sharing of knowledge. At Stork, we are increasingly focusing our attention on improving the process of capturing, developing, sharing, and effectively using knowledge in the organisation.

In order to provide a broader perspective on Knowledge Management in general, we have asked Professor Weggeman, Professor of Organisational Science at Eindhoven University, to share his views on this subject. As Professor Weggeman points out, the key success factor is the culture and mindset in an organisation. You have to create a culture in which employees are willing to collaborate and share their knowledge and expertise. This is not something that you can accomplish overnight. It takes time and a lot of hard work to overcome existing barriers and to develop a mindset in which sharing information is the norm. In addition, you have to invest in an effective knowledge-sharing process.

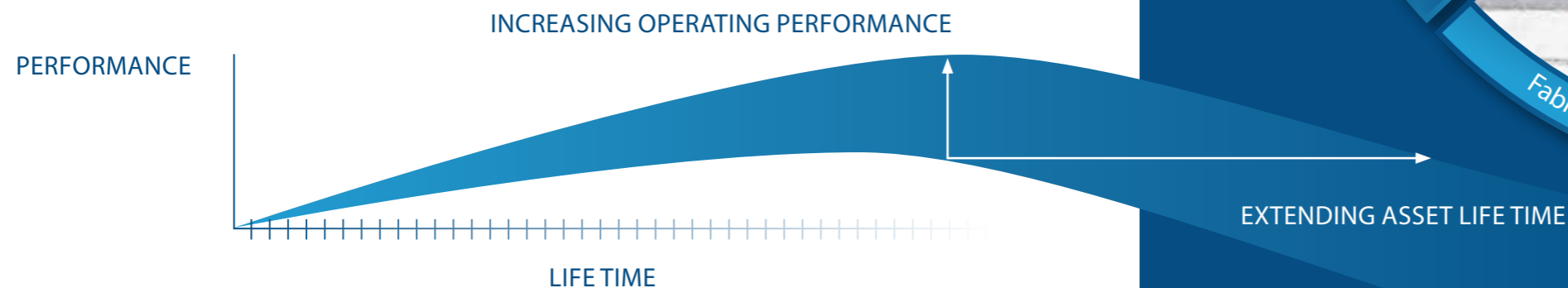
Our aim is to ensure that all our employees worldwide can draw on each other's knowledge and expertise to offer Stork's complete range of products and services to our customers.

The collaboration between Stork colleagues and businesses in Australia and Aberdeen, which you can read about on page 20, is an excellent example of pooling knowledge and resources to be able to better serve our customers.

Sharing knowledge is also an important prerequisite to stimulate innovation, which is often the result of bringing knowledge and ideas together to create something new. Most of the successful innovations produced by Stork in recent years were indeed based on combining knowledge and expertise to arrive at new innovative solutions for problems that we encountered in the field. Our award-winning and safety enhancing Extended Reach Breathing Apparatus System (ERBAS) and Advanced Online Desanding system which are discussed in this issue, are good examples.

We realise that capitalising on knowledge is key to delivering continuous operational improvement and developing innovative solutions in our industry. I am sure this edition of AIM will inspire you.

Arnold Steenbakker
Stork, CEO and Chairman of the Board



STORK PRODUCTS & SERVICES AT A GLANCE

Stork recently introduced the Stork Product & Services Circle in order to provide a comprehensive overview of its products and services. This visualisation provides insight into the full range of products and services, in every phase of an asset's lifecycle, that are available throughout Stork. In addition, it also clearly outlines Stork's value propositions for existing and potential customers. At a glance, both customers and employees can clearly see Stork's areas of expertise.





STORK'S COLLECTIVE AMBITION TO MAKE A DIFFERENCE BY SHARING PROVEN CONCEPTS

OFFERING THE COMPLETE SCOPE

STORK'S PRODUCT & SERVICES CIRCLE: A COMPREHENSIVE OVERVIEW OF OUR AREAS OF EXPERTISE. THE PRODUCT & SERVICES CIRCLE CLEARLY ILLUSTRATES STORK'S ABILITY TO OFFER A ONE-STOP-SHOP CONCEPT IN ASSET INTEGRITY & MAINTENANCE MANAGEMENT.

Stork has centres of expertise for specific products and services, which are available to customers worldwide, through sharing knowledge across regions and businesses. The Product & Services Circle is a dynamic concept as new products and services are constantly being developed in response to challenges that Stork and its customers face in the rapidly evolving market. By pooling Stork's knowledge and expertise with that of the customers, Stork strives to provide the best possible solutions in the field. Stork's Products & Services Circle provides an overview of all available products and services, from a single source partner, focused on each element of the asset integrity process throughout all phases of the asset lifecycle.

MECHANICAL & PIPING

Covering the complete technical spectrum from generic to highly specialised mechanical work, Stork provides in-house capabilities in all mechanical areas from machining & bolting to piping, from valve & pump services to heat treatment. These solutions are delivered throughout the entire maintenance process, from dismantling, overhaul and repair right through to reinstallation, commissioning or replacement.

ELECTRICAL & INSTRUMENTATION

Delivering Electrical & Instrumentation services to each phase of the asset lifecycle and on-going inspection and maintenance, including failure mode effect and analysis. Stork's services also include light and heavy electrical engineering, inspection work and automation system engineering.

INSPECTION & INTEGRITY

In onshore and offshore sectors, Stork's integrated Assess, Inspect and Repair (AIR) approach enables customers to manage risk and integrity throughout the complete asset lifecycle. The programs assure operators that their assets can operate efficiently and safely at all times.

ASSET MANAGEMENT SOLUTIONS

Stork can help its clients to manage asset performance through consultation and maintenance improvement initiatives, geared towards license to operate and risk management, asset performance, and cost control. Relocation or decommissioning projects are managed by a team of Stork specialists from advice to execution.

EQUIPMENT RENTAL & SALES

Stork - EQIN is an "all-round" player in the field of rental and sales of industrial equipment and training. Solutions are delivered in the field of industrial equipment, including project based concepts with temporary light and power installations, tools, equipment, people, safety inspections and

complete site facilities for shutdowns and turnarounds. EQIN also delivers experts in the areas of welding training and certification.

FABRIC MAINTENANCE

With a proven track record of over 30 years in integrated contracts in the North Sea and Americas, Stork is considered one of the most experienced and multi-disciplined providers of fabric maintenance in the field. Services include coating and insulation, special access systems, construction support, passive fire protection and energy resourcing.

POWER SERVICES & PRODUCTS

From steam turbines, gearboxes, burners and deaerators, Stork's heritage is still visible today through its specialised solution for rotating, electrical and process equipment markets. We combine high quality product engineering and services with unrivalled quality and efficiency.

To find out more about Stork's products & services and key contacts, visit www.stork.com.

THE ADDED VALUE OF KNOWLEDGE MANAGEMENT

Mathieu (Paul) Weggeman is a Professor of Organisational Science. He obtained a master's degree in Industrial Engineering at Eindhoven University of Technology and holds a Ph.D. in Strategic Management from Tilburg University. His primary expertise lies in the field of organisational design, innovation management and work processes in knowledge-intensive organisations. Mathieu Weggeman served on the editorial board of Organisational Studies and has published in R&D Management, Journal of Product Innovation Management, Human Relations, Journal of Organisational Change Management and many other journals. Prior to joining Eindhoven University of Technology, Dr. Weggeman worked as a management consultant for Philips Research and for the Executive Committee of Philips Electronics. He also worked and still works as a consultant advising international firms on strategy development, R&D management, and the (re)design of knowledge intensive organisations.

IN YOUR OPINION, WHAT IS THE KEY SUCCESS FACTOR IN KNOWLEDGE MANAGEMENT?

The key success factor in knowledge management is definitely the culture, the mindset, within an organisation. You have to create a culture in which people are not focused on defending their own territory or on engaging in competitive battles. Because if this is the case, then knowledge becomes power. And when knowledge becomes power, people are unwilling to share knowledge as that could diminish their power and undermine their position. This is generally something that you see in organisations where there is insufficient collective ambition.

HOW WOULD YOU DEFINE COLLECTIVE AMBITION?

Collective ambition can be defined as employees developing a shared sense of the organisation's purpose, the company's raison d'être, its core mission and its core values. The employees all share the same goal and vision and are willing to collaborate to achieve this goal, also by sharing their knowledge. Private sector organisations are a step ahead of public sector organisations but they often still have a long way to go. There is a strong sense of collective ambition in young innovative companies that have one common purpose like developing and marketing a new and promising app. Large established highly diversified companies with a more hierarchical organisational structure have to work much harder and invest a lot more to create a shared sense of collective ambition.

HOW WOULD YOU GO ABOUT STRENGTHENING AN ORGANISATION'S COLLECTIVE AMBITION?

It has to be a joint effort involving everyone in the company. It's not something that can be achieved top-down or – even worse – by engaging a marketing agency to spread the message throughout the company. You have to bring about a change in the mindset and that requires a large-scale intervention. Bring all the employees together in one location and ask the question: What is the use of this organisation?

What is the BIG WHY, as Simon Sinek calls it. What is the raison d'être of this organisation and do you want it to continue to exist? Ideally, collective ambition is based on an organisation doing something that benefits others and not only the organisation itself.

Research shows that the younger generation (the 20-30 age group) is more driven by People, Planet, Profit and, nowadays also increasingly, Pleasure than the older generation (the 'Protest Generation' in the age group 55 to 65) who are more driven by Money, Status and Power. Consequently, the younger generation is more open to the whole concept of collective ambition and far more willing to share knowledge and pool resources to achieve a common goal. They don't regard knowledge as power.

[Read more >>>](#)

"Knowledge management is the structuring and steering of the processes in the Knowledge Value Chain in such a manner that the return on and the pleasure derived from the production factor knowledge are increased."

Professor Weggeman, Knowledge Management: in practice, 2000

IN ADDITION TO CREATING A STRONGER SENSE OF COLLECTIVE AMBITION, WHAT ELSE CAN AN ORGANISATION DO TO OPTIMISE KNOWLEDGE MANAGEMENT WITHIN THE ORGANISATION?

Well, of course the main knowledge management processes with regard to developing, sharing and applying knowledge have to be set up properly on all levels within the organisation. The development of knowledge requires development projects, close ties with knowledge institutions, recruiting talented graduates, attending exhibitions and conferences to gain new knowledge and collaborating with others. Once you have gained knowledge there are different ways and means to share knowledge. For example, cold sharing through ICT (e.g. Yammer, Intranet, Ask-Me-Groups and Communities of Practice) or warm sharing through, for example, Master – Apprentice relationships (or inverse Master - Apprentice relationships whereby the old master learns a new skill from a young Apprentice) and Job Rotation.



BRINGING ABOUT A CHANGE IN THE EMPLOYEE'S MINDSET CAN TAKE A WHILE. ARE THERE ANY QUICK AND EASY WAYS TO STIMULATE THE SHARING OF KNOWLEDGE WITH AN ORGANISATION IN THE SHORT TERM?

Actually, there is a simple way to stimulate sharing knowledge within an organisation and that is by incorporating this as one of the criteria in the employee's performance appraisal interview: Does the employee share knowledge with others? Needless to say, the same goes for innovation. Innovation is often vital to the ongoing success of many companies. However, you hardly ever come across the word innovation on a performance appraisal form. If something is really important for a company then this should be reflected in what a company expects of its employees and the performance criteria it assesses its employees on. You have to practice what you preach, walk the talk. Another tool to facilitate sharing knowledge within a company is setting up organisational Yellow Pages to help people find others in their organisation who have the knowledge and expertise that they need for a particular task or project. In addition to listing people's contact information it should include details about their specialist knowledge, skills and experience, in other words, their T profile

with the leg of the T reflecting their specialist expertise. And here again, if being able to locate and share knowledge and expertise within the organisation is important for the company then an employee's yellow page should also be part of the performance appraisal system. Furthermore, you have to make it commercially interesting to share knowledge within the company. Especially when business units have their own profit and loss account, there also has to be a financial incentive to share knowledge or to refer a customer to another business unit. This way you can avoid inventing the wheel twice and you can make the most effective use of your resources.

SOCIAL MEDIA ARE BECOMING INCREASINGLY IMPORTANT AS A MEANS OF COMMUNICATION. SHOULD ORGANISATIONS FACILITATE THE USE OF SOCIAL MEDIA AS A KNOWLEDGE-SHARING TOOL?

Social media offer excellent opportunities for sharing knowledge. Posting a question through social media is far more effective than sending an e-mail to a limited number of recipients. Organisations shouldn't impose any restrictions on social media. Making effective use of social media is the professional responsibility of the employee. I'm a strong believer in output steering. What's the deadline, what's the budget, what are the specifications and off you go. We are moving towards a 24/7 global economy and social media offer the ability to communicate globally 24/7.

HOW DOES THE 'NEW WAY OR WORKING' TIE IN WITH KNOWLEDGE MANAGEMENT?

Well actually it doesn't. In my opinion, the 'New Way of Working' is more of a real estate issue. How do you make the best of use of a limited number of square meters? For the older generation, the new way of working is often simply a legitimate way to spend more time at home. Whereas, you see the opposite tendency among the younger generation. They prefer to work in an area with others. Seats and meet locations are full of young people who would rather work together in a crowded area than alone at home and preferably 24/7. Knowledge-intensive companies should facilitate knowledge sharing by locating their offices in the city centre and being accessible 24/7.

AND FINALLY, HOW DO YOU VIEW THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND INNOVATION MANAGEMENT?

Innovation is the result of bringing two bodies of knowledge together to create something new: new combinations or 'Neue Kombinationen' as the term was first coined in the 1930s by the well-known Austrian-American economist, Schumpeter. There are hardly any innovations that are not based on something that already exists. Take a simple example like the alarm clock radio. You stick two things together and create something new. Ninety percent of all innovations are new combinations. With knowledge management, you can bring bodies of knowledge together to facilitate the creation of new combinations. So yes, there is a strong relationship between knowledge management and innovation, which serves to underline the importance of knowledge management in today's knowledge intensive economy.

MATHON ERPS, KNOWLEDGE MANAGER AT STORK ASSET MANAGEMENT CONSULTANCY, OUTLINES HOW STORK IS WORKING ON IMPLEMENTING KNOWLEDGE MANAGEMENT

OPTIMISING THE VALUE KNOWLEDGE CHAIN

"Within Stork, we aim to capture and re-use the knowledge that is critical for the services that we provide in order to realize benefits for Stork and for our customers" Mathon Erps explains.

We aim to capture and re-use critical knowledge. In practice, we are talking about knowledge bases and subject matter experts. At the beginning of each project, the Consultancy Department examines to what extent our existing knowledge and expertise are sufficient to meet the customer's requirements.

In order to do this, you have to document knowledge, make it accessible and create a mindset to ensure that people are willing to share, use and improve this knowledge. We work with a knowledge-owner concept within Consultancy. Consultants as knowledge owners who are responsible for the management of knowledge in their area of expertise. These knowledge owners define and document critical knowledge, share this knowledge throughout the organisation and provide support with the re-use of this knowledge. In addition, they also help with defining and incorporating lessons learned. They are organized in the following knowledge practices: Strategic Asset Management, Reliability & Integrity, Organization & Processes, Maintenance Management Services and Systems.

Implementing and optimising knowledge management within the organisation is a challenging process. And of course, in our organisation as well, the 'not invented by me' and 'knowledge is power' syndromes are also present to a certain degree. We have taken a number of practical steps to stimulate and facilitate knowledge sharing within the organisation. As part of the annual appraisal interviews, agreements are made regarding the employee's contribution to the knowledge organisation.

We have introduced a 'knowledge award' for colleagues who have made an extraordinary contribution to the organisation as a knowledge worker. And we have also implemented an enterprise social medium platform including organisational yellow pages to help people find others in the organisation who have the knowledge and expertise they need for a particular task or project. From the measures that we have implemented, we have learned that bringing knowledge actively to target groups stimulates people to share their knowledge. To facilitate this process, we have appointed

'knowledge brokers' who actively seek to link knowledge seekers and knowledge owners.

This way of working enables us to support effective knowledge transfer from Europe towards overseas areas.

At present, knowledge management processes form an integral part of our business. However, there is still room for improvement in defining the lessons learned and incorporating these as best practices in our way of working.

Within Stork, the aim of knowledge management is to provide a platform for the optimisation of our knowledge-based asset integrity services in order to deliver the added value required by our customers. In addition, knowledge management forms an excellent basis for innovation. After all, it is only possible to arrive at new value propositions of existing knowledge when you know what you have within the company."

The recent assignment that Consultancy carried out for the Chinese National Offshore Oil Company (CNOOC) is a good example of making optimal use of the knowledge and expertise that is available within Stork. The collaboration between different fields of knowledge and expertise enabled us to develop an integral advanced training programme in a short period of time tailored to the Oil & Gas market segment and to the specific requirements of the client. SEE PAGE: 14





CELEBRATING THOSE WHO GO ABOVE AND BEYOND



Stork celebrated safety excellence across the globe as the company held its first regional REACH Annual Safety Awards. An awards dinner and ceremony took place on 25 September for nominees, management and clients in each of Stork's four regions - Rotterdam (Continental Europe), Aberdeen (UK & Africa), Trinidad (Americas) and Perth (Middle East, Caspian, Asia Pacific (MECAP)).

At each event, winners were selected in four regional categories :

- Incident Prevention
- Safety Innovation
- Most Promising Individual
- Best Safety Performance

There were two global categories with David Murray, Scaffolding Foreman (UK&A) taking home the Safety Leadership prize and the SABIC Account Team scooping up Best Team of the Year. As part of the initiative, Stork donated € 1000 (or the equivalent) to the charity of choice of each winning individual or team.



"Celebrating examples of outstanding safety excellence allows us to share best practices and formally acknowledge those who go above and beyond their 'call of duty' when it comes to demonstrating safety as a value. Those shortlisted and our overall winners are a credit to Stork."

Pim Oomens, CFO of Stork

ABOUT REACH

Stork is fully committed to being recognised as a world leader in safety and to help achieve this goal, Stork has REACH. This is the global platform on which Stork builds and communicates their safety culture. It helps to measure, monitor and communicate our safety performance, in order to positively impact it – at all levels. Stork invests in REACH and its resources to care for people's welfare, whether onshore and offshore, and deliver continuous improvement in safety performance.

At Stork, safety is a core value. This helps us to deliver complex projects to the highest safety standards without compromising quality. It provides the practical tools and support required to ensure every single employee gets home safely at the end of each and every shift.

Knowledge transfer and sharing of information were deepened as the Management Team participated in a half day "Safety In Action" workshop. The team discussed the value that they place on safety and defined how this translates into actions and behaviour which will transform our HSSEQ performance at Stork. The output from this workshop provides the structure and content for our Three-Year Road Map. Core content has been developed from several months of detailed reviews and assessments across our business. Our Road Map now reflects the input of a wide range of employees from all disciplines and levels within Stork, including the MT and GMT. A powerful output from global knowledge transfer and information sharing in action.

CONNECT, SHARE AND IMPROVE

Sharing information was at the heart of Stork's first Global HSSEQ Team workshop which took place at the company's Utrecht headquarters in The Netherlands.

HSEQ directors, managers and coordinators from as far as Colombia and Australia, to Trinidad and Aberdeen came together to further strengthen the sense of safety within Stork. The meeting was hosted by Ann McGregor, VP Corporate HSSEQ, who joined Stork from Technip in May this year. There were three clear objectives for this event:

- Improve communication
- Knowledge sharing
- Develop a global roadmap

The global HSSEQ meeting has already had a positive impact within the organization. It delivered tangible examples of sharing best practices in the field of safety:

- A Stork employee from Colombia will visit the Netherlands to participate in a turnaround project to experience how it is managed.
- An IT tool used for measuring a company's environmental footprint currently used in Continental Europe will be shared with other regions.
- A Stork employee based in Trinidad with a background in process safety will utilise their expertise in Colombia on a client audit.

Ann McGregor, VP Corporate HSSEQ, said: "This initial workshop was very useful and the outcomes provide us with a clear and visible direction to share with clients. I am confident that sharing information, solutions and ideas between the global team will increase Stork's safety performance even further."



THE DO'S AND DON'TS OF KPIs



ASSET MANAGEMENT TRAINING CNOOC

Twenty-five managers and engineers of the Chinese National Offshore Oil Corporation (CNOOC) visited the Stork headquarters in Utrecht for a ten-day training course on various aspects of asset integrity management in offshore Oil & Gas production.

CNOOC is the largest producer of offshore crude oil and natural gas in China and one of the largest independent Oil & Gas exploration and production companies in the world. Through Stork's consultancy programs, CNOOC aims to enhance its integrity management capabilities for their assets.

As a certified trainer, endorsed by the Institute of Asset Management, Stork provided knowledge of asset integrity management in conjunction with partner Nucean. Site visits to Dutch Oil & Gas production sites were part of the program to experience asset integrity management in practice.

CNOOC's asset integrity manager and team leader of the training delegation Wang Jian Feng comments: "CNOOC has taken the lead in developing its asset integrity management in China and has achieved a certain degree of success. From Stork's training and cooperation, we have gained systematic and comprehensive knowledge about asset

integrity management not only in theory but also in practice. I believe that it will really contribute to a more effective implementation and that it will enhance our asset integrity management level."

Mathon Erps, Knowledge Manager at Stork, explains: "CNOOC was surveying the market for best practices to set up their Asset Integrity System. As a result of the changing strategy of the Chinese government, national companies, among others, are obliged to meet tightened law and regulations.

"During the selection process, CNOOC was looking for a provider who was able to show a proven application of the theoretical knowledge in practice. Based on our proven experience with managing assets for Offshore Oil & Gas customers, our international recognition by the Institute of Asset Management as well as our extensive captured Asset Management related knowledge, Stork turned out to be the right partner to participate."

Stork organizes round-table debates on a hot topic in the maintenance sector. This time, the subject was KPIs (Key Performance Indicators). Approximately thirty Asset and Maintenance Managers discussed how to determine the indicators and, in particular, how to use them in practice.

"From experience, we know that most companies have developed their own set of indicators. This is often done at the request of the management and based on the financial figures. Some companies have made the use of KPIs standard practice in their business processes and they regularly discuss these indicators with their employees. Other companies find it difficult to work with them", Senior Asset Management Consultant at Stork, Eric Picard explained during the introduction of the debate. How do companies get their employees to do their utmost to achieve these KPIs and to strive for new challenges? How do you prevent employees from only making sure that the figures add up without worrying about the issue behind the KPI and whether the operating result benefits from it?

Karel Willems (Umicore Olen) and Kristof Mahieu (BASF Antwerpen) told those present about their concrete approach to the subject and also warned of the pitfalls. Umicore Olen has developed a dashboard which uses a colour code to immediately show people how well they are performing with regard to achieving the set parameters. Willems also explained the method used to determine the KPIs: from determining the objective to the evaluation of the dashboard and the selection of the desired indicators. Lastly, he also talked about the dos and don'ts. Getting commitment from the employees appeared to be their biggest challenge. "At BASF, we have a similar problem", Mahieu admitted. "In the last seven years, we have worked very hard on developing



A PRACTICAL LOOK AT INDICATORS IN ASSET AND MAINTENANCE MANAGEMENT
We all know the quote "If you can't measure it, you can't manage it" and many similar quotes. The message is obvious. If you want to know how good a team is doing, then you need to know the score. KPIs, or Key Performance Indicators, indicate how effectively and how efficiently you perform. Indicators are also necessary to determine whether investments and improvement initiatives have been successful. Stork organized a round-table debate on KPIs, which gave Maintenance Managers the opportunity to share experience and knowledge.

KPIs. Although the reporting structure is now in order, there is still quite some work to be done regarding steering the behaviour of our employees. That is what you ultimately wish to achieve: being able to influence people."

This is what the participants thought: Integrating KPIs into the company policy is considered to be essential, but their presentation must be adapted to the level of the target group and its specific characteristics (operational level - policy level). The more advanced the registration of information, the more accurate and useful the results are. If the calculations are always performed in the same way, there is less opportunity to influence them and different departments can be compared to each other based on the same conditions. It is better to start simply and to only automate things at a later stage.

New KPIs initially cause distrust; they must grow to become part of the company's culture. Settlement culture is mainly a perception at the lower levels of the hierarchy. There is a greater chance of manipulated results if KPIs are used as part of a settlement culture.

Manipulation of data can be prevented by automation of the tool used to create KPIs; a clear definition of KPIs so that any manipulation is noticed quickly and supervisors regularly checking the entered data. Employees must support the KPIs; appreciate their usefulness; and achieve good horizontal and vertical agreement.

KPIs can have a motivational effect if they are applied to everybody in the organization, if they make up a substantial part of the pay and if all of the (K)PIs are balanced. Things other than pay can also have a motivational effect including responsibility, training, career opportunities.

STORK ACADEMY EVENT AT STORK MASA IN COLOMBIA

One of the objectives which CEO Arnold Steenbakker set on his appointment in 2013 is to share Stork's value propositions; to bring all the (technical) knowledge and skills which Stork has to offer to the attention of Stork employees worldwide.



Partly as a result of this in Colombia, Stork took the initiative for a Stork Academy event. By bringing together managers from the Netherlands, the United Kingdom, Trinidad & Tobago, Brazil, the United States and Colombia, the event enabled us to share knowledge and technologies which Stork has in the various regions, and to determine which other worldwide services could be applied locally. And in addition we managed to improve team spirit.

During the event, discussions were held concerning developments in Asset Management, Project Management, Operational Excellence, Risk Analysis and Process Safety. There were also presentations and discussions on Bolting & Torquing, Integrity Inspections and Heat Treatment Systems, and the worldwide experiences with these subjects were shared with the participants. Stork and Stork MASA are able to grow in two ways: by increasing the number of customers and by increasing the number of services provided to existing customers, who can then use them to optimize their business activities.

By developing the employees and ensuring good cooperation between all regions where the company operates worldwide, the services provided by Stork can be optimised even further.



"The mere fact that this type of event is organised must give customers a good feeling. The organization shows that it is involved in the development of talented employees and cooperation between different regions, so as to provide an even better service"

Ignacio Alonso, Stork, Colombia

"In the Netherlands, I deal with heat treatment systems and how we can offer them to the Latin American market. I think that the Stork Academy event provides a great opportunity to find out how we can place this service provided by MASA and Stork on the market over here"

Alex Finch, Stork, the Netherlands



"With this event, the organisation wishes to enhance the synergy between the various divisions and share Stork's vast knowledge and experience. This is the first initiative that I know of where it is not only about informing people, but also about sharing knowledge"

Jorge De Brott, Stork, Peru

COLLABORATION IN EDUCATION IN THE NETHERLANDS

.....or, in other words, how a unique collaboration between a contractor and an asset owner leads to a better result for the training and development of maintenance engineers at Shell in Pernis and Moerdijk.

Stork and its fellow contractors Imtech and Cofely have signed an agreement with asset owner Shell to jointly recruit and develop new technical talent.

SUPPLY AND DEMAND

Technically educated workers are in high demand, not only in the Netherlands, but also worldwide. However, these technicians are in limited supply. Optimal use is made of the available technical talent by working together with a number of partners and making use of each other's strengths in the field of recruitment, training and the further development of young technical talent in educational apprenticeships.

"We consider it very important to initiate and participate in innovative initiatives that benefit our company, our customers and the sector"; said Dennis Zijlmans, Business Unit Director at Stork. "Through close involvement in the training process

between the customer (in this case, Shell), the training institute and ourselves as the contractor, we better understand each other and there is greater insight into each other's daily work; there is added value for all the parties concerned, both now and in the future."

TRAINING

The parties have entered into a partnership with Goflex, a training specialist in learning and working in the technology sector. Each year, Goflex will recruit 10-15 candidates for this initiative at Shell. These candidates are then seconded to the three contractors (Stork, Imtech and Cofely), which work at the Shell sites at Moerdijk and Pernis. For three to four years, these participants follow a mechanical engineering or E&I training course at Goflex while simultaneously gaining work experience at Stork or one of the other two contractors.

JOB GUARANTEE

Possible transfer to Shell is part of the process and the students are guaranteed a job at the end of the training course, either at Shell, Stork or one of the other two contractors.

Maarten Roebroeks Site Coordinator at Stork and an experienced work experience supervisor: "Stork is actively

involved in recruiting and creating the educational programme. As a result, we can react quickly if, for example, work methods change or if the customer wants our technicians to meet different requirements." Roebroeks explained: "I have had seven future pipe fitters in my care who had never had a pipe in their hands before they began the training course. They now all have a diploma and often produce better work than some of the more experienced workers who I sometimes come across at a site. How is that possible? Besides the right training material, good guidance of the students is essential and at Stork, everybody has a supervisor at the work site!"

Student Desley de Jong (foto rechts) "During my previous training course, as a level 2 electrical installation mechanic, I had a work placement at Stork, where I learned a great deal. When I was given the opportunity to participate in the educational apprenticeship at Stork and obtain the level 3 certificate, I grabbed it with both hands. I can gain a lot of experience here, they provide excellent supervision and I am guaranteed a job. I am not sure yet whether I will take the job. I would like to continue my education at least to level 4 MBO (intermediary vocational education). And I might even continue to HBO (higher professional education) after that."



INTRODUCING THE EXTENDED REACH BREATHING APPARATUS SYSTEM (ERBAS)

Stork currently has the largest number of confined space operations in the North Sea. Over the last two years, our UK team has actively developed a unique solution to an industry-wide air challenge: the Extended Reach Breathing Apparatus System (ERBAS).

ERBAS is used for operations beyond the range of the 10 minutes escape cylinder, predominately platform legs and FPSO tanks where an escape can take considerably longer than 10 minutes. Using a newly designed and developed cylinder High Pressure (HP) connector, ERBAS solves the industry challenge of awkward and difficult air cylinder changes. ERBAS quite simply refills the air cylinder with one connection in under 20 seconds.

Fully patented, the system is now being used by major Operators in the North Sea and is already making its mark in the industry with key award wins including the SPE Offshore Achievement Award for Safety Innovation 2014.



SAND MANAGEMENT

Sand build up in separators is a challenge for operators: when sand enters the produced fluids, it destroys valves, erodes equipment and can affect the quality of the oil. Depending on the asset, equipment, operating parameters and location, sand levels vary and clients often have very different requirements.

Stork's Sand Management Services in Aberdeen has a proven track record in delivering traditional de-sanding and vessel entry techniques for older assets and equipment. This is a more hazardous method, which involves working with harmful chemicals, and requires highly protective clothing and a lot of manpower on a rotational basis.

Alternatively, Stork's Advanced Online Desander offers clients a live system enabling removal of sand from operational

vessels. This innovative technique improves performance, avoids platform shutdown when de-sanding and offers the following additional benefits:

- Improved safety
- Less environmental impact
- Non-intrusive operation
- Less deck space required
- Reduced manpower
- Reduced bed space requirements
- Reduced time to deliver workscope
- Significant cost savings

Combining an understanding of the customer and the industry's needs with a flexible approach in providing both traditional and innovative services, Stork's Sand Management Services offers a complete range of solutions to optimise production system efficiencies for the Oil & Gas sector.



A STRUCTURED FRAMEWORK ASSET MANAGEMENT STANDARD ISO 55000



After many years of preparation, asset management has a new international standard. ISO 55000 is an umbrella standard for companies that operate internationally and are looking for a common framework, a common language.

Jos Van der Aelst, Principal Consultant Asset Management at Stork, participated in the Dutch NEN committee which contributed to the development of the standard. With his expertise, he provided input and reviewed the documents, together with the other committee members. Van der Aelst: "Good asset management is extremely important for industries in the Western world in order to remain competitive. This standard contributes to that: it offers a structured framework for working on the asset management aspects that really matter and provides proof that a company complies with these standards."

ADVANTAGES

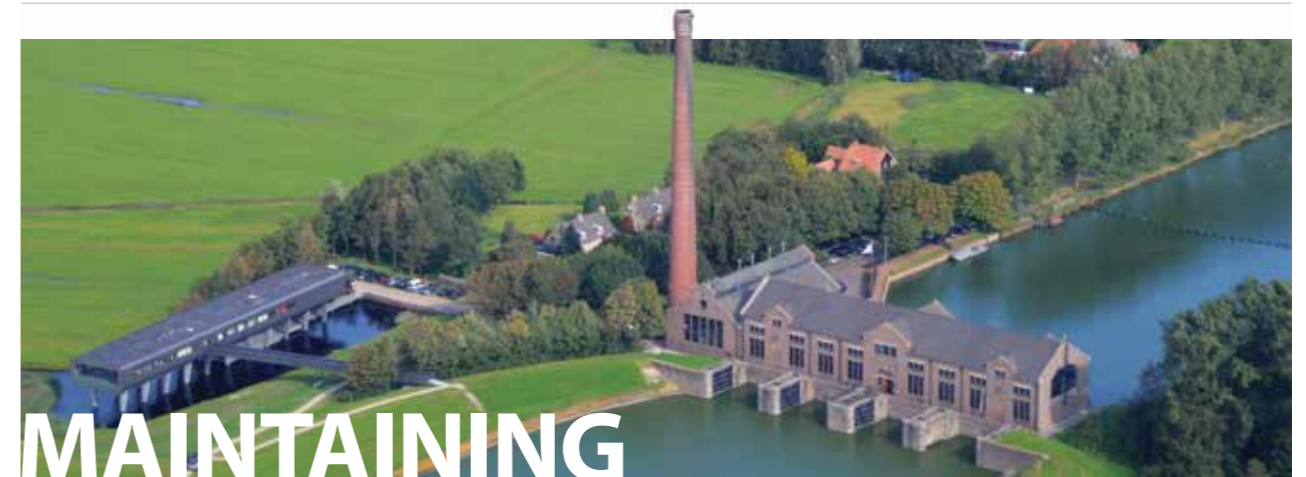
If a company succeeds in structuring and managing its asset management properly, this will lead to a sustainable competitive advantage for the company, according to Van der Aelst. "The standard helps companies professionalise their

asset management by providing guidelines for the development of an asset management system."

WHETHER TO BECOME CERTIFIED OR NOT

Van der Aelst thinks that meeting the standard should not be a goal in itself. "Why would you want to set up a good asset management system? Because you wish to create value with your capital goods. That is your main objective: realising your company's objectives in the short and the long term during the entire life cycle of your assets, from purchase to disposal. Making optimal decisions by maintaining a risk-controlled approach and having an integral view from the design to the operation and maintenance of assets. And that is the added value that this standard offers."

Detailed studies still have to be carried out to show exactly what can be gained from the standard, but it is already clear that it provides greater insight into operational management. There is better cost control and it provides greater transparency for the supervisory bodies, because companies that apply the standard can show why they have taken certain decisions.



MAINTAINING A MONUMENT

When we talk about long-term asset integrity partnerships, we proudly refer to our work for the Ir. D.F. Woudegemaal in the province of Friesland in the Netherlands.

Opened in 1920, this pumping station is the largest steam-driven installation in the world that is still in use. Even today, the monumental pumping station part of the UNESCO World heritage list, ensures that the people of this Dutch province keep their feet dry during high water.

When that happens, four Stork steam engines pump up over four million litres of water per minute into the IJsselmeer. Stork installed these engines and pumps in 1955 and they are still in perfect condition today. In fact, we recently calibrated the axes again when we disassembled the bearings for repair. Further maintenance has ensured that Friesland will stay dry for many years to come.



TRANSFERRING EXPERTISE: ABERDEEN TO AUSTRALIA

SHARING OF SKILLS EXPANDS BUSINESS AT GORGON PROJECT

Stork Australia secured a major contract with CB&I Kentz Joint Venture (CKJV) for the Chevron-operated Gorgon natural gas project. In Australia, Stork already provides a range of services to the Chevron-operated Gorgon Project. The contract extension with CKJV is in addition to the provision of Non-Destructive Testing (NDT), advanced Phased Array Ultrasonic Testing (PAUT) and heat treatment services. This multi-million dollar new contract includes bolt tensioning, bolt torqueing and site machining (pipe-bevelling and cutting and flange-facing). The services under this contract are being carried out on Barrow Island, which is located around 50 kilometres off the northwest coast of Western Australia and which is designated as a Class A nature reserve. The Gorgon Project is one of the world's largest natural gas projects and the largest single resource development in Australia's history.

"That Stork Australia won this contract is a prime example of sharing knowledge and pooling resources within the company worldwide based on our ONE STORK philosophy. Prior to being awarded this contract, Stork Australia had never previously provided bolting and machining services. There were two decisive factors at work here. First of all, we had an existing contract with CKJV on the Gorgon Project for supplying NDT and heat treatment services and thus we'd been able to prove our worth as a reliable high quality service provider. Secondly, we were able to convince CKJV that our company could rely on the expertise of other specialised divisions within Stork worldwide to deliver these services. So basically, it was the unique combination of having established a good working relationship with an existing client based on our traditional product lines and then expanding our business with this client by bringing in the expertise of another Stork division."

HOW DID YOU KNOW WHERE TO LOOK WITHIN STORK TO FIND THE NECESSARY EXPERTISE?

Well, my first port of call was Stork's maintenance facility in Elsloo in the Netherlands where we provide bolting and machining services to DSM, a market leader in sustainable high performance materials. However, before leaving Australia, I had also been informed that our Stork company in Aberdeen was big in machining and bolting services. So, I visited both locations to assess their capability. The technical capability in both locations was of a high standard.

WHAT DID YOU DO TO CONVINCe THE CLIENT THAT STORK AUSTRALIA HAD ACCESS TO THE NECESSARY EXPERTISE?

A technical expert from Stork Aberdeen flew to Australia, who met with our client and myself both in their offices in Perth and with CKJV technical personnel on site at the Gorgon

Project. This meeting further increased CKJV's confidence in Stork's ability to deliver the services based on the knowledge and expertise provided by Aberdeen.

HOW DID YOU STRUCTURE THE COLLABORATION BETWEEN STORK AUSTRALIA AND STORK ABERDEEN?

The two regions discussed and agreed on a strategy to initiate the services in Australia via seconding a specialist project manager, Gordon McLeod, to set up Stork Australia with bolting and machining. Aberdeen provided additional support with a full suite of technical documents, procedures and task-specific job hazard identification documents to ensure that strict procedures were followed to guarantee the quality and safety of our services.

"Stork has again been able to demonstrate its ability to work in accordance with very strict environmental regulations as the work is being carried out in a Class A nature reserve. This also provides an excellent reference for future projects in environmentally sensitive areas for the whole company"

Stork Australia adopted the proven training programme ECITB which had already been implemented in Aberdeen. These procedures were incorporated into our standard project documents. Aberdeen also provided really great support for the procurement of equipment for the project, utilising their excellent purchasing power with proven suppliers and ensuring that we purchased industry proven equipment. In addition, it was agreed that all equipment would be common between Aberdeen and Australia so that any personnel who came from Aberdeen would be familiar with the equipment in Australia.

HAVE YOU BEEN ABLE TO TRANSFER AND INCORPORATE THE KNOWLEDGE AND EXPERTISE GAINED FROM STORK ABERDEEN INTO STORK AUSTRALIA?

Well yes, actually we have. The project management is now being carried out by one of our own Australian project managers, Gareth Fossey. The bolting and machining supervisors for the Gorgon Project, Chris Hayton and Terrence Hornby, and all the bolting and machine technicians who are currently working on the project are local Australian residents. At present, we have eleven bolting and machine technicians on site. Peak project numbers are expected to range between 25 to 30 technicians. In addition, we have cross-trained approximately eight to ten heat treatment technicians to perform the bolting work.

All in all, working together with Stork Aberdeen on this project has been a very rewarding experience for all parties involved. Moreover, Stork has again been able to demonstrate its ability to work in accordance with very strict environmental regulations as the work is being carried out in a Class A nature reserve. This also provides an excellent reference for future projects in environmentally sensitive areas for the whole company.



OVERHAULING ROTATING EQUIPMENT IN QATAR

Qatar Shell contracted Stork Oryx Turbo Machinery Services LLC to overhaul rotating equipment at its Pearl GTL site in Ras Laffan. The joint venture between Stork's Turbo Machinery Services and Oryx Energy Projects & Services will service minor and major overhauls which are scheduled during turnaround events at the Pearl GTL plant. Stork and Oryx have a lot of experience with steam turbines, compressors, pumps, blowers, expanders and fans from various manufacturers.

Rob Sherwin, Deputy Country Chair for Qatar Shell said "We are extremely pleased to include Stork Oryx Turbo Machinery Services as a local supplier to the Pearl Gas to Liquids facility in Qatar. I am delighted to see Stork bring their global experience and expertise to Qatar in a joint venture with Oryx. Such a transfer of knowledge and technology is in line with our ambition, shared by our partner Qatar Petroleum, to increase the local content of our contracting. This directly supports the Economic Development pillar of the Qatar National Vision 2030."





INTEGRITY OF A HOUSTON LANDMARK

THE CASE...

Stork was approached by a Houston area client to assist in the assessment of the integrity of their stadium roof's support structure. This popular entertainment facility offers a total space exceeding 120,000 square feet, supporting indoor and outdoor events, such as exhibitions, concerts, sporting events, and much more under one roof - a retractable roof. Our customer observed that the roof's steel I-beams had developed some corrosion and approached Stork to assess the integrity of the stadium roof's support structure. And what started as an assignment to battle corrosion resulted in Stork providing training, inspection, and carrying out an extended maintenance and modification project to ensure the long-term integrity of one of Houston's landmarks. With one condition: no disruptions to their schedule of events.

THE APPROACH..

This condition ruled out the utilization of scaffolding. With rope access as one of Stork's specialties, this option was placed first on the agenda when Stork provided rope access training for two civil engineers working directly for the stadium. These engineers were required to provide and complete the initial visual survey of the steel support structure at heights. Working simultaneously with the engineers, the Stork team co-inspected the infrastructure to provide the client with the suggested scope of maintenance activities. Based on the completion of this first visual survey, it was determined that ultrasonic inspections were needed to evaluate the extent of the corrosion.

Stork technicians followed through with proper inspection methods, by first preparing the surfaces with air tools. Since the corrosion had to be removed prior to the ultrasonic inspections,

needle guns and sand grinders to SSPC-SP11 specifications were used. Once surfaces were prepared and inspected, a fit-for-purpose fabric maintenance solution was applied to improve the structural integrity: a base and intermediate coat finished with a high solids polyurethane sealant.

The assignment did not end here. After addressing the corrosion issue, Stork was asked to fix the main cause of the problem. When the structure was built, the steel I-beams did not have weep holes to allow the proper drainage of water. By drilling holes in the beams, Stork provided further service to the customer that was completed with the recommendation to check the bolts' torque values to further reinstate the roof's integrity. Following the client's suggestion, 25% of the bolts were checked with a hydraulic torque wrench.

THE RESULTS AND BENEFITS...

Due to the success of the repairs and the additional maintenance recommendations, the project has resulted in an increased work scope from a 30-day project to 88 days in total. With the use of rope access as our means of access, coupled with fabric maintenance and mechanical services, we succeeded in delivering the required services and meeting our client's needs. The event space managed to continue their operations uninterrupted as we were able to work flexibly around their schedule. We have provided cost savings with a decreased need of resources versus traditional scaffolding methods, reduced risks with decreased exposure hours, and eliminated hassles. This is a clear example of how our multi-skilled technicians are experts in operations and maintenance activities, providing unique solutions, in a safe and effective manner while maintaining productivity for the client.

PRESERVATION

A NEW SPECIALTY IN COLOMBIA

A new customer and a new service. That is what the preservation contract with Colombia's Refinería de Cartagena SA (Reficar) signifies for Stork MASA in Colombia. Protecting Reficar's offline equipment for cracking crude oil and viscosity reduction against the elements of time is a specialty as both the customer and Stork MASA realised during the tendering process.

"In cases when assets will be outside of their operating windows for a very long time, preservation is often necessary in order to avoid damage," Ben Thiehaten, Senior Consultant with Stork Asset Management Consultancy, explains. Thiehaten advised Stork MASA's tender team during the contracting process. "Basically a preservation contract aims for flawless recommissioning. If there is no impact on the residual service life after a start-up, then our objective has been achieved."

As easy as it sounds, for supervisor Kabir Suescún there is a science to preservation. "Preservation is critical in order to guarantee that components will not deteriorate, whether these are moving parts, shells, sheets or tubes. Numerous technical details and specifications for materials, cleaning and care have to be taken into account," according to Suescún. His colleague Paulo Babilonia praises the added value of his Dutch colleague's advice during the process. "Although

preservation is a new service for us in Colombia, it is not for Stork globally. We used our access to knowledge to learn about technical details and methods for certain types of equipment: static equipment, pumps, compressors, drums and pressurised and atmospheric equipment. Each one requires special attention," Babilonia concludes.

Special attention that is not only reserved for Reficar's assets as the contract with Stork MASA demonstrates. Focus is also on the Stork employees, given the goal of zero incidents during the term of the contract. Carolina Romani, HSE officer at Stork, is responsible for keeping her company's employees safe while working at the old Reficar plants in Cartagena.

"Preserving our workforce is as much a priority as preserving the assets of our customers. For us, preservation is synonymous for care."



STORK'S COMMITMENT TO NORWAY

VÅR FORPLIKTELSE



Stork is a company with a global footprint, from Houston to Baku, Aberdeen to Perth and headquartered in Utrecht, Stork has a commitment across our businesses and regions to provide our clients world class, knowledge-based asset integrity management and maintenance support services.

In recent years, the Norwegian sector has become increasingly important to Stork. Working with a number of major Operators including Shell, BP, Technip, Nexen and TAQA, has seen its Norwegian operations grow and realised that the opportunities in in-country are so significant that it is time for Stork to have a local presence.

From a newly opened quayside base in Stavanger located at Bekhuskaien 1, 4013, Stork now support clients to optimise performance by maintaining, repairing and modifying assets, direct from Norway. As experts in fully integrated asset integrity support services, Stork is committed to delivering safe and innovative solutions in the Norwegian sector.

Earlier this year, it was that commitment to service and innovation that enabled Stork win a significant contract with Norwegian Oil & Gas operator Statoil (U.K) Limited. The five-year contract will see Stork deliver a range of integrated fabric maintenance services throughout Statoil's Mariner field, including:

- Scaffolding solutions
- Painting and blasting
- Passive fire protection
- Rigging and lifting technical assistance
- Rope access
- Insulation services

As part of Stork's commitment to Norway, activities are being aligned with industry bodies and the company has recently

become a member of the Norwegian British Chamber of Commerce (NBCC). This is a great opportunity to meet with other businesses operating and investing in Norway and the UK to strengthen our profile in the Norwegian business community.

For the first time, Stork exhibited at ONS 2014 in August as part of the Scottish Development International (SDI) pavilion who are supporting Stork to make the most of the Norwegian market. The event was a great success with many key industry players visiting the Stork stand to hear more about our local service offerings and latest innovations and technologies available direct from Stavanger. A highlight for Stork was the Managing Director of Statoil (UK) Limited visiting our stand and shortly after mentioning Stork in his keynote address on Statoil's own stand. So too was the visit of the new British Ambassador to Norway, Sarah Gillett CMG CVO. Ms Gillett took the time to welcome Stork at its first ONS and congratulate the company on the opening of the new office.

Stork was also delighted to be recognised for two industry innovations; the Hot Bolt Clamp and Extended Reach Breathing Apparatus System (ERBAS), which were both shortlisted for the ONS Innovation Award 2014.

Whilst acknowledging Stork's already strong track record in Norway, this combined with recent efforts and push to further penetrate the market will not only strengthen Stork's position in Norway but also help to extend the company's global presence in delivering fully integrated asset integrity support services to the Oil & Gas industry.



Hot Bolt Clamp

ERBAS

STORK WINS REGIONAL BRITISH CHAMBER OF COMMERCE AWARD

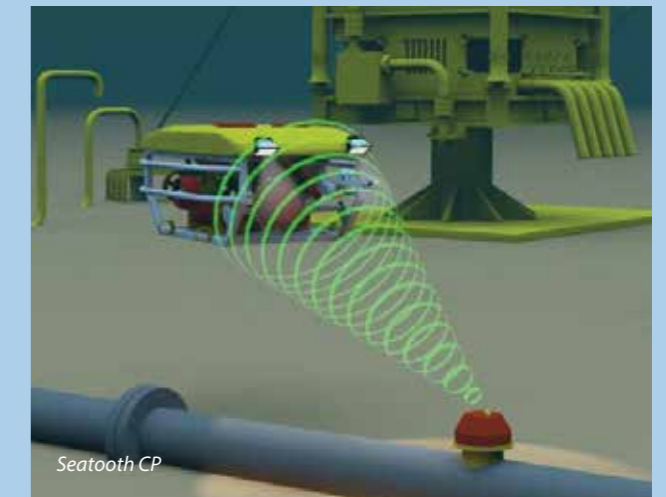
The 'Excellence in Innovation' Award for the Scottish region recognises Stork's commitment to innovation and the class-leading technology it has developed in the past 12 months. Stork's entry included its award-winning Extended Reach Breathing Apparatus System (ERBAS), Hot Bolt Clamp (HBC) and Seatooth CP System.

The company will now represent Scotland at the British Chambers of Commerce's national award ceremony at the Tower of London on the 27th of November.

Robert Collier, Chief Executive of the AGCC, said, "We are delighted with Stork's success and congratulate them on winning the Excellence in Innovation award for Scotland and their achievement in representing the region in the category at the British Chambers of Commerce's national finals".

Erik-Jan Bijvank, Stork's SVP for UK & Africa, said, "Stork has made a long-term commitment to developing innovations which offer real benefits to operators throughout the lifecycle of an asset.

"We are delighted to be recognised by the British Chamber of Commerce for our innovative technologies and will continue to strive to improve both safety and the way we work offshore through the development of innovations. Our team looks forward to representing both the region and the industry at the national finals in London."



Seatooth CP

STATOIL UK LTD. SIGNS 5-YEAR CONTRACT WITH STORK

Stork secured a five-year contract with Statoil UK Limited. The contract with a 2+2 year extension option, will see Stork deliver a range of integrated fabric maintenance services throughout Statoil's Mariner field including: scaffolding solutions, painting and blasting, passive fire protection, rigging and lifting technical assistance, rope access and insulation services.

The Mariner platform is currently under construction and production is scheduled to start in 2017. The field is expected to produce for at least 30 years. The average production is estimated at around 55,000 barrels of oil per day over the period. The development plan includes a Production, Drilling and Quarters (PDQ) platform based on a steel jacket, with a floating storage unit (FSU).

OVERHAUL AROUND THE CLOCK

Cooperation of Dutch and German Stork companies repaired RWE Gearbox at short notice. Stork Power Services recently conducted a 24/7 repair of the gearbox and field generator of one of the 400MVA power trains of RWE in their power plant Weisweiler, in the south-west of Germany. The plant capacity is sufficient to provide for the electricity consumption of more than four million households and recently, just a few days before a planned stop, RWE was suddenly confronted with damage in the gearbox.

Stork Power Services was invited to make an assessment of the gearbox. As the gearbox is directly connected to the main generator, the assessment could only start after the main generator was shut down as well.

The goal agreed mutually between Stork and RWE was to have the gearbox and field generator installed and ready for use within four weeks after disassembly. According to RWE's Machine Construction Manager Piotr Olkowski, RWE would need to plan an extra stop of the power train of at least seven days if the deadline was not met, which would lead to extra costs and loss of production.

To achieve this goal, the services of Stork in Obergartzem and Essen in Germany and Stork Gears & Services BV in the Netherlands were combined. The scope of work included: assessment of the damage, disassembly on site, reverse engineering and manufacturing of couplings and bearings of the gearbox and overhaul of the field generator. Five days before the deadline, RWE was invited for an acceptance test in the facilities of Obergartzem where the gearbox and field generator were submitted to a loaded test on full speed.

Two days before the planned deadline, the gearbox and field generator were installed on-site and accepted by the client.



NEW THERMEQ LOCATION

A modern location with a modern way of working.

Hengelo is Stork's birthplace. Through the production of boilers, deaerators and burners for the Power and Process markets - under the banner of Stork Thermeq -, Stork still maintains a relationship with this town in the east of the Netherlands, where Verenigde Machine Fabrieken Stork NV had its head office until 1987.

January of next year marks the beginning of a new chapter in the history of Thermeq, when all its activities will relocate to a brand-new location on the Twente canal. From a logistical point of view, it is a great leap forward from the old location in the town centre of Hengelo, which will now become available for urban redevelopment.

Covering an area of 15,000 m², the new factory is smaller than the current location due to the use of lean manufacturing concepts, according to Robert Nijhuis, VP Equipment at Stork Thermeq: "A new location gives us the perfect opportunity to optimize the factory set-up. We have shortened the supply lines, reduced the transport lines and made our production process more efficient. We have also used the 5S model: Sort, Straighten, Shine, Standardise and Sustain. The result? A clean and tidy work area which improves productivity. And safety, of course."

The concept is not only limited to the Stork Thermeq production process. The 5S model will also be used in the office environment. "This will go further than eliminating paper and the discipline of archiving everything correctly. We want to work more systematically and increase cooperation. For instance, using open plan, digital workstations. Both individual workstations and workstations where people can work together", said Nijhuis. He gave his employees the task of designing and testing this new work environment. "In the current premises, we have already converted part of the office into a test area. Since April, people have been able to try out the new way of working. This also allows us to rectify any teething troubles. After the relocation, we will have an optimal work and production environment, which will not only benefit ourselves but also our customers."



EQIN

Ever since 2rent, Interlas and WTT-lasopleidingen joined forces in the areas of rental, sales and training in EQIN, EQIN has become a company that does more than just rental out industrial equipment.

"The combination of sales, rental and training is our strength and makes us unique in the sector", explains Commercial Director Hennie Roebroeks. "It means greater efficiency, optimization of and a reduction in the business economic costs for our customers, shorter lines and a transparent service." For EQIN, it is not only important that the package of services is practical, but also that it offers a total solution. EQIN not only works from an integral standpoint, but also with a high level of quality, where safety is given top priority.

THE STRENGTH OF EQIN

Roebroeks: "For a project, you want a proactive partner who understands and controls the dynamics and complexities involved. A supplier who provides proactive, independent advice on the financially most beneficial solution for your specific situation. We continuously strive to find the best solutions together with our clients. That is EQIN's strength."

THE SAFETY BOX

A good example of working with the client to deliver a bespoke solution is the Safety Box. The Safety Box was an idea of Bouwejan Knot for a project undertaken on behalf of a gas producer. "During its capacity enhancement project, this customer had quite a lot of people on site", explains Knot. "In order to meet the safety requirements, the company ordered a lot of individual in-house emergency and safety items.

"We quickly realized it would be better to group everything together and to offer it as one unit. In the event of an emergency, everything would then be quickly available at a single location and this in turn would greatly improve safety at the project site."

AWARD WINNING

In September, Knot won the 'Safety Innovation' prize at the CE REACH Annual Safety Awards for his initiative. According to the jury, the Safety Box not only improves on-site safety, but also improves the customer's efficiency. Furthermore, it is a good example of empathizing with the customer. By analysing the customer's needs and developing a mobile accident and emergency room, Knot provided the best solution for the customer.

"The combination of sales, rental and training is our strength and makes us unique in the sector"

Hennie Roebroeks, Commercial Director



ASSET INTEGRITY PARTNER

STORK IS THE EXPERT PROVIDER OF ASSET OPTIMISATION AND INTEGRITY MANAGEMENT SERVICES TO THE GLOBAL OIL & GA, CHEMICAL AND POWER SECTOR.

Our services are tailored to help our clients optimise performance by maintaining, repairing and modifying major assets, onshore and offshore. With the best workforce within a variety of technical disciplines, we work as one team; a team committed to continuity, quality, innovation and cost efficiency to ensure that we add value throughout the asset lifecycle. With safety always as our core value.

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