

México, Abril 2019

Cotemar is a Mexican company which offers comprehensive offshore exploration and production (E&P) solutions, from operational support to offshore design and construction projects. Cotemar has over 38 years of experience and a great reputation in the national market.

As part of Cotemar's continuous improvement initiatives, it developed, in conjunction with London Consulting Group, the Implusa Project. The project was carried out in the Development Sub-Directorate with the objective of improving the level of service received by our clients, increasing accountability, simplifying the operational processes, and improving productivity.

**A MANAGEMENT MODEL WAS DESIGNED AND IMPLEMENTED IN THE DIFFERENT SUB-DIRECTORATE CHANNELS BY:**

- Defining the Short, Medium and Long-term Strategic and Operative Objectives, and Initiatives for each Department (Labor Force, Legal, Operative Support, Strategy, Communications, Information Solutions, Payroll, and ALA).
- Implementing Indicators and an active supervision model.
- Designing the personnel's Weekly Tasks in a way that they are aligned to their service and productivity objectives.
- Cross-Reengineering the processes, which eliminated tasks that add little value.

The implementation of the new work system generated the following results in these departments:

**LABOR FORCE, LEGAL, OPERATIVE SUPPORT, STRATEGY, COMMUNICATION, INFORMATION SOLUTIONS, PAYROLL AND ALA**


- 47% improvement in possible overpayment to employees working additional days to those assigned to their offshore rotation schedule vs. 2018.
- 23% improvement in compensation payments to on-the-ground employees vs. 2018.
- Eliminating 100% of the overtime pay for offshore employees.
- Eliminating 100% of the "Extraordinary Payroll Q".
- 100% improvement in the design of the automated application form process and the supplier contract generation process
- 7% increase in suppliers with the correct contract status.
- 100% increase in the data management related to labor disputes, by consolidating the databases, which include real and standardized information, the contingent's legal information and automated reconciliation objectives, and by standardizing the processes to ensure all the correct information is collected.
- Improving the evidence collecting process in order to better defend against labor disputes.
- 33% improvement in reconciliation negotiations in labor disputes.
- 61% reduction in the average time taken to negotiate with groups that have a stake in the business' operations.
- 8% improvement in negotiations regarding services (Logistics, Training and Food Services).
- 166% increase in the aviation services client's portfolio.
- 11% improvement in the aircraft maintenance plan's fulfillment rate.

The financial savings generated by the project have surpassed our expectations, reaching a current return on investment of 1.1 to 1 with an annualized return of 3.3 to 1. London Consulting Group's methodology was a key factor in the project's success due to the way they manage change, their shoulder-to-shoulder implementation process, and the involvement displayed by all levels of the organization, which positively changed our personnel's work culture. Due to this, we have decided to open a new Project with them which will focus on the remaining Areas in the Company.



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Sincerely



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