



Are Business Plans Useful?

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member, ISO/TC67 Management Committee
ISO Chairs' meeting, June 2005, Geneva

ISO Objectives for TC Business Plans



- to require the technical committee
 - to analyse conditions and trends in the market sector which it serves;
 - explicitly to link its work programme with the sector's expressed business environment needs and trends.
- This exercise is expected to generate [a business plan]:
 - clear priorities for which standards are needed;
 - the target dates for their completion;
 - what resources are needed to do the job;
 - the benefits that the standards will provide.

What is a Business Plan?

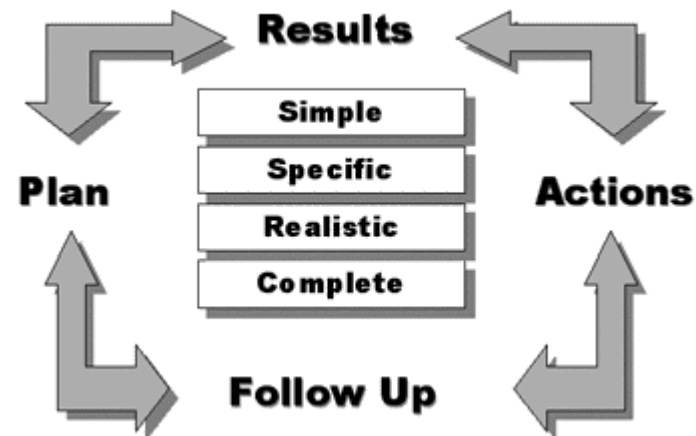


- Any plan that works for a business to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities
- What are the typical contents?
 - Description of the Organisation
 - Product or Service
 - Market Analysis
 - Strategy and Implementation
 - Management Team.
 - Financial Plan
- What is most important in a Business Plan?
 - cash flow analysis;
 - specific implementation details.

Are Business Plans Useful?



- Yes
- You need a business plan if you're running a business
- And a business plan is a part of a process:
 - needs tracking and follow-up;
 - depends on human elements:
 - commitment
 - involvement

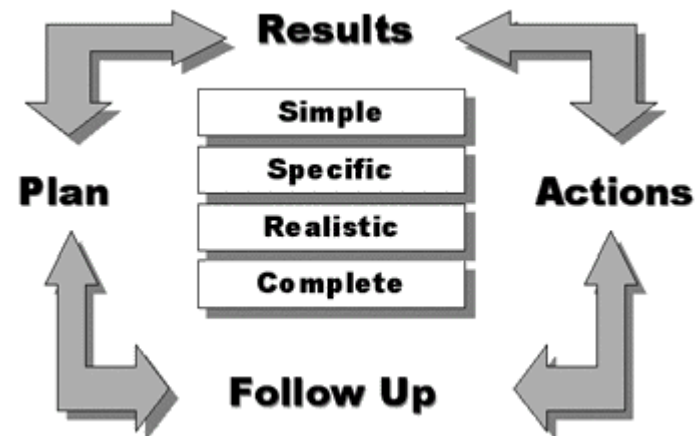


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- Question: do ISO TC “Business Plans” fulfil these criteria?
 - What does a TC actually do?

ISO/TC67 Management System and Tools

ISO TC67 N654 Management System



 ISO/TC 67
Materials, equipment and offshore structures for
petroleum, petrochemical and natural gas industries

ISO/TC 67 N 654 Rev 6
November 2002

ISO/TC 67 Management System

<http://ecmc.tc67.net/>

MISSION: To create value-added standards for the
oil and natural gas industries.
VISION: Global standards used locally worldwide

Visit the ISO/TC 67 Portal on the World Wide Web!
<http://www.tc67.net/>

Organization and responsibilities

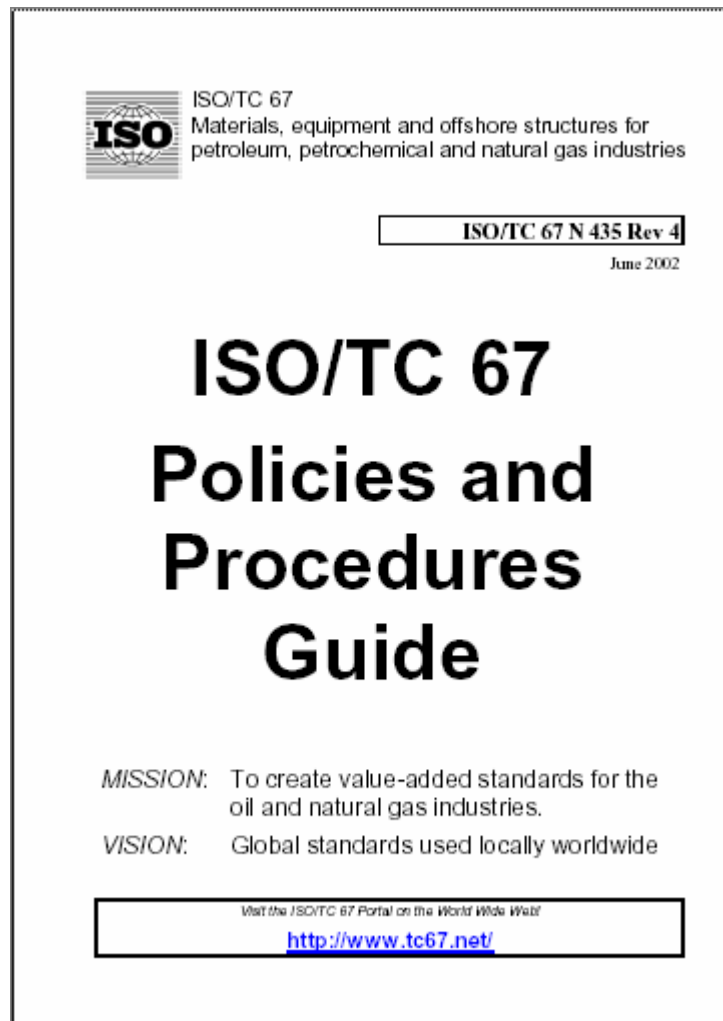
- Management Structure

Verification and Measurement

Measures are in four broad groups:

- Work Program
- Work progress
- Program Robustness
- Quality

TC67 N435 Policies and Procedures



- 2 Processes**
- 2.2 Knowledge management**
- 2.4 Project groups**
- 2.5 Joint working groups**
- 2.6 Comment policy**
- 2.7 Treatment of comments**
- 2.8 Effective date**
- 2.10 Maintenance Processes**
- 2.11 Interpretations Process**
- 3 Obligations under the Vienna Agreement**
- 4 Form and content of ISO/TC 67 standards**
- 4.2 SI units (and USC units)**
- 4.4 Normative references**
- 4.6 Introduction to the Standard**
- 4.7 Formatting and editing**
- 5 Project management**
- 5.2 Project planning**
- 5.3 Expectations of Convenors, PL's etc.**
- Annex A Strategic policy statement**
- Annex F Minimum editorial criteria**
- Annex G Interpretations Process**



Mission: to create value-added standards for the oil and natural gas industry



ISO TC67 SC4 Work Plan 2004/05

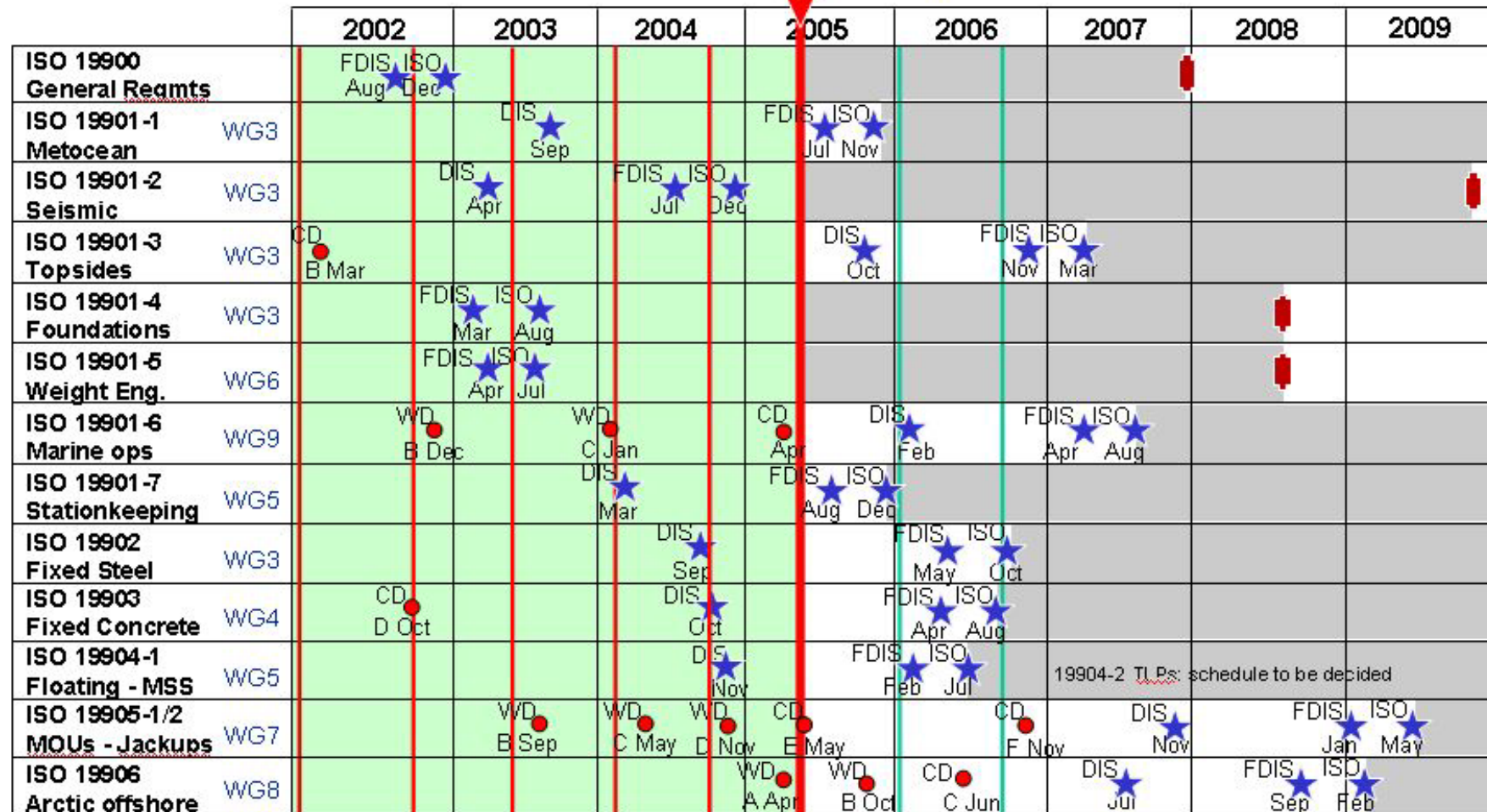


WG	ISO	Standard	04-05	04-06	04-07	04-08	04-09	04-10	04-11	04-12	05-01	05-02	05-03	05-04	05-05
1	CD*	10407-1	CD#2	CD circulation											
1	CD*	10407-2	CD#2	CD circulation											
1	DIS	10424-1	FDIS ballot			IS									
1	DIS	10424-2	DIS ballot											FDIS	
1	IS	13534													
1	IS	13535													
1	IS	13626													
1	IS	14693													
2	IS	13533													
2	CD	13624-1	CD#3	CD circulation											
2	AWI	13624-2	DTR												
2	IS	13625													
3	IS	10423													
4	FDIS	10417	FDIS ballot		IS										
4	WD*	10428							CD	CD circulation					
4	WD	10431											DIS	DIS ballot	
4	DIS	10432		FDIS				FDIS ballot			IS				
4	IS	14310													
4	IS	15136-1													
4	CD	15136-2		DIS		DIS ballot									
4	DIS	16070	DIS ballot							FDIS				FDIS ballot	
4	DIS	17078-1		FDIS				FDIS ballot			IS				
4	WD	17078-2								CD	CD circulation				
4	AWI	17078-3													
4	AWI	17824												CD	circ
6	DIS	13628-1		FDIS				FDIS ballot			IS				
6	DIS	13628-2	DIS ballot								FDIS			FDIS ballot	
6	IS	13628-3													
6	AWI	13628-4								DIS			DIS ballot		
6	IS	13628-5													
6	DIS	13628-6	DIS ballot								FDIS			FDIS ballot	
6	DIS	13628-7	DIS#2 ballot				FDIS				FDIS ballot			IS	
6	IS	13628-8													
6	IS	13628-9													
6	DIS	13628-10		FDIS				FDIS ballot			IS				
6	DIS	13628-11	DIS ballot									FDIS			

ISO TC67 SC7 Schedule 2002-2009



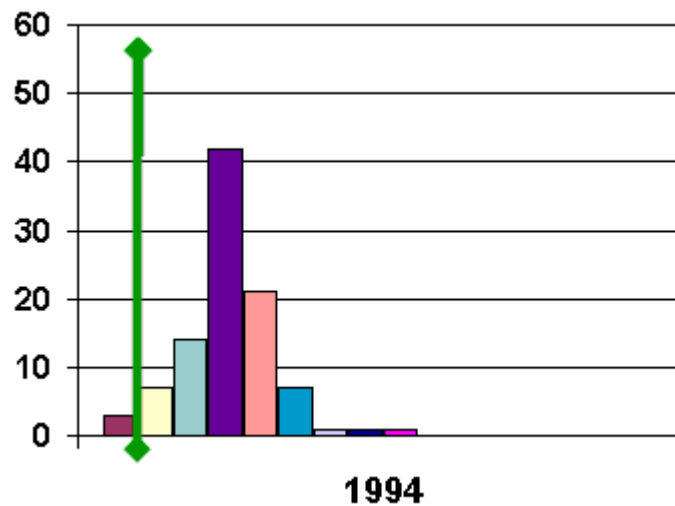
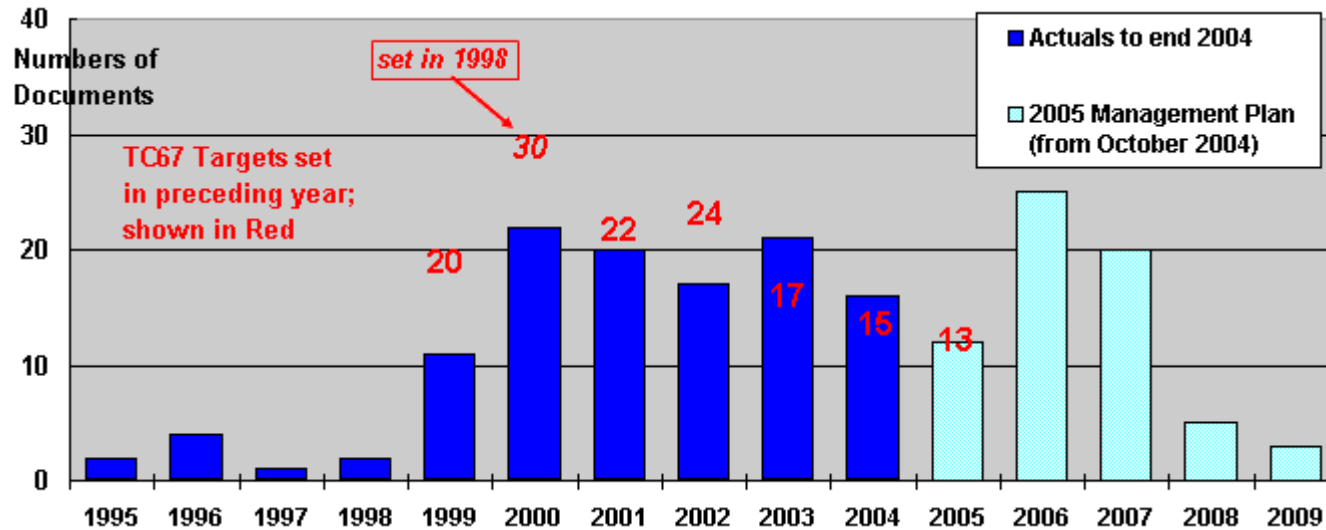
Updated at 22nd SC7 Meeting, Houston, USA - May 2005 – see also <http://sc7.tc67.net/>



- = draft is within SC7
- ★ = doc. is publicly available
- = systematic review (5 years)

Milan Perth, Australia Copenhagen Tokyo, Japan Rio de Janeiro Houston Paris Netherlands

TC67 Plans and Publications 1994-2005



TC67 Measures 2000-2005 (extract)



ISO/TC67 Annual Performance Measures, 2000 - 2004 – See Doc. TC67 N 654

Accepted by the TC67 Management Committee, February 2005

N654-r6 "Verification and Measurement"	Year 2000 based on Management Plan dated January 2000	Year 2001 based on Management Plan dated October 2000	Year 2002 based on Management Plan dated October 2001	Year 2003 based on Management Plan dated October 2002	Year 2004 based on Management Plan dated October 2003
<ul style="list-style-type: none"> Total number of documents published 	22 (21 IS, 1 IS/TR)	20 (20 IS)	17 (17 IS)	21 (20 IS, 1 IS/TR)	18* (16 IS, 2 IS/Tech Corr)
<ul style="list-style-type: none"> Percentage of milestones achieved during the previous year versus the target agreed milestones [1] 	54% (72/133 in 2000)	51% (70/137 in 2001)	46% (56/123 in 2002)	72% (64/89 in 2003)	95% (61/64)
<ul style="list-style-type: none"> Percentages of standards published during the previous year versus the agreed target 	73% (22/30 in 2000)	91% (20/22 in 2001)	71% (17/24 in 2002)	124% (21/17 in 2003)	120% (18/15 in 2004)
<ul style="list-style-type: none"> Percentage of standards published at least once (excl. fast track) versus the total number of standards (published plus active work) [4]. 	New for 2002; back-calculated for 2001	43% (61/141)	55% (77/141)	66% (96/146)	77% (114/148)
<ul style="list-style-type: none"> Percentage of active work items continuing versus the total number of standards (published plus active work) [5] 	New for 2002; back-calculated for 2001	62% (87/141)	52% (74/141)	58% (85/146)	46% (68/148)
<ul style="list-style-type: none"> Number of New Work Items approved during the previous year 	7 (in 2000, incl. 1 in TC153)	12 (in 2001, incl. 1 in TC115 and 1 in TC118)	4	11 (incl. 1 in TC118)	13**

ISO TC67 Standards published



ISO Standards for use in the oil & gas industry

ISO 10418 Basic surface safety systems
ISO 10423 Wellhead & christmas tree equipment
ISO 10434 Bolted bonnet steel gate valves (Rev)
ISO 13533 Drill-through equipment (BOPs)
ISO 13534 Hoisting equipment - care/maint
ISO 13535 Hoisting equipment - specification
ISO 13626 Drilling and well-servicing structures
ISO 13702 Control & mitigation of fire & explosion
ISO 13705 Offshore piping systems
ISO 14224 Reliability/maintenance data
ISO 14692 GRP piping, Parts 1-4
ISO 14693 Drilling equipment

ISO 15156-1 Selection of cracking resistant materials for use in H₂S environments
ISO 15156-2 Cracking-resistant steels and cast irons for use in H₂S environments
ISO 15156-3 Cracking-resistant alloys for use in H₂S environments
ISO 15138 HVAC offshore
ISO 15544 Emergency response
ISO 15663 Life cycle costing, Parts 1-3
ISO 17292 Metal ball valves
ISO 17776 Assessment of hazardous situations
ISO/TS 29001 Sector-specific quality management system

ISO 3977-5 Gas turbines – procurement
ISO 10424-1 Rotary drilling equipment
ISO 10424-2 Threading, gauging and testing of rotary connections
ISO 10434 Steel gate valves
ISO 10437 Special-purpose steam turbines
ISO 10438 Lubrication, shaft-sealing and oil-control systems, Parts 1-4
ISO 10439 Centrifugal compressors
ISO 10440-1 Rotary PD process compressors (Rev)
ISO 10440-2 Rotary PD packaged air compressors
ISO 10441 Flexible couplings – special
ISO 10442 Integrally geared air compressors
ISO 13631 Reciprocating gas compressors
ISO 13691 High speed enclosed gear units

ISO 13704 Calculation heat tube thickness (Corr)
ISO 13705 Fired heaters for general service
ISO 13706 Air-cooled heat exchangers (Rev)
ISO 13707 Reciprocating compressors
ISO 13709 Centrifugal pumps
ISO 13710 Reciprocating positive displacement pumps
ISO 14691 Flexible couplings – general
ISO 15547-1 Plate & frame type heat exchangers (Rev)
ISO 15547-2 Brazed aluminium platefin type heat exchangers
ISO 15649 Piping
ISO 15761 Steel valves DN 100 and smaller
ISO 16812 Shell & tube heat exchangers
ISO 21049 Centrifugal and rotary pumps shaft sealing

ISO/TR 13637 Mooring MODUs
ISO 13625 Marine drilling riser couplings
ISO 19901-7 Stationkeeping systems

ISO 13819-2 Fixed steel offshore structures
ISO 19900 Offshore structures - general requirements
ISO 19901-1 Metocean design and operating considerations
ISO 19901-2 Seismic design
ISO 19901-4 Geotechnical and foundation design
ISO 19901-5 Weight control

ISO 13628-1 Subsea production systems (Rev)
ISO 13628-2 Subsea flexible pipe systems (Rev)
ISO 13628-3 Subsea TFL pumpdown systems
ISO 13628-4 Subsea wellhead & christmas trees
ISO 13628-5 Subsea control umbilicals
ISO 13628-6 Subsea production controls (Rev)
ISO 13628-7 Completion/workover riser system
ISO 13628-8 ROV interfaces
ISO 13628-9 ROV intervention systems
ISO 13628-10 Bonded flexible pipe
ISO 13628-11 Flexible pipe systems for subsea and marina applications

ISO 3183 Linepipe, Parts 1-3
ISO 13625 Pipelines
ISO 13847 Pipeline welding
ISO 14313 Pipeline valves
ISO 14723 Subsea pipeline valves
ISO 15589-1 Cathodic protection for on-land pipelines
ISO 15589-2 Cathodic protection for offshore pipelines
ISO 15590-1 Pipeline induction bends
ISO 15590-2 Pipeline fittings
ISO 15590-3 Pipeline flanges
ISO 16708 Pipeline reliability-based limit state design
ISO 21329 Test procedures for pipeline mechanical connectors

ISO 10405 Care/use of casing/tubing
ISO 10407-1 Drill stem design
ISO 10414 Field testing of drilling fluids, Part 1-2
ISO 10416 Drilling fluids - lab testing
ISO 10417 Subsurface safety valve systems (Rev)
ISO 10426-1 Well cementing
ISO 10426-2 Testing of well cements
ISO 10426-3 Testing of deepwater well cement
ISO 10426-4 Preparation and testing of atmospheric foamed cement slurries
ISO 10426-5 Shrinkage and expansion of well cement

ISO 10427-1 Bow spring casing centralizers
ISO 10427-2 Centralizer placement and stop-collar testing
ISO 10427-3 Performance testing of cement float equipment
ISO 10432 Subsurface safety valves (Rev)
ISO 11960 Casing and tubing (Rev)
ISO 11961 Drillpipe
ISO 13500 Drilling fluids

ISO 13505-1 Measurement of viscous properties of completion fluids
ISO 13505-2 Measurement of properties of proppants
ISO 13505-3 Testing of heavy brines
ISO 13678 Thread compounds
ISO 13679 Connection testing
ISO 13680 CRA seamless tubes for casing and tubing (Corr)
ISO 14310 Packers and bridge plugs
ISO 15136-1 Progressing cavity pump systems
ISO 15463 Field inspection of new casing, tubing and plain and drill pipe
ISO 15546 Aluminium drillpipe
ISO 16070 Lock mandrels and landing nipples (Rev)
ISO 17078-1 Side-pocket mandrels



Standards in brown issued in 2004
 Standards in green are a priority for 2005 issue
 Many of these standards are adopted by API, CEN and other recognised standards bodies

Some views of the ISO TC Business Plan

ISO TC Business Plan criticisms (1)



- Who “owns” the business plan?
 - The TC Secretariat (and P-Members)?
 - The external stakeholders / industry sector
- Who is the customer?
 - ISO CS and TMB?
 - The P-Members?
 - The external stakeholders / industry sector
 - “Since the **general public** and **special interest groups**
- What are the real accountabilities of the various participants to each other, to the projects or to the management
- Who reads the business plans?
 - No one except the authors
 - What do the website statistics show?

ISO TC Business Plan criticisms (2)



- It is treated as another deliverable
 - Sent to ISO CS and posted on the website when done
 - Not used in the active management of the TC
- It is a lot of work for no reward
 - No additional "P" or "O" members
 - No additional working group convenors or project leaders
- It is not compelling
 - Boiler-plate text up-front (Introduction)
 - in-depth recitation of facts and figures
 - Business environment – already known to the industry sector
- It is an unfocussed mix of internal and external issues

ISO TC Business Plan – What’s missing?



- TC Mission statement and Forward-looking strategies and Goals
- Action Plans with clear accountabilities, tracking and follow-up
- Plans for finding and engaging adequate resources
- Risk assessment
- Ability to set targets in accordance with business realities
 - ISO TMB target (36 month program) is unrealistic
 - One plan for ISO CS, another “underground” plan for TC business
- Frequent reviews, and course corrections as needed
- “Business Statement” to “sell” the TC (and ISO) to the stakeholders
 - TC67 has drafted an example
- “Would two pages of SWOT analysis be better?”
[SWOT = Strengths, Weaknesses, Opportunities, Threats]