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Above AND Beyond

Saxon Energy Services is determined to deliver a superior experience to its employees, superior value to its customers, and superior returns to its investors as the company rapidly moves forward.

A strong commitment to high levels of service and quality has consistently separated Saxon Energy Services from its competitors since it was established three years ago. As a growing international oilfield services company delivering superior value, technology, and innovation to customers across the globe, Saxon Energy Services is a growing presence in the Australian market.

After a merger in 2014 with Schlumberger—the world's leading supplier of technology, integrated project management, and information solutions to the global oil and gas industry—Saxon Energy Services has seen increased collaboration and growth as the two companies have amalgamated their goals and vision.

Stephane Moynet, Region Director of Saxon Australasia, joined the company in October 2013 and brought more than 15 years of experience in the oilfield industry to the role. Stephane recently spoke to *The CEO Magazine* about the company's rapid development, its work with local communities, and its plans for the future.

***The CEO Magazine:* Joining such a young and entrepreneurial company, how have you shifted your management style and approach to cater to Saxon and its staff?**

Stephane: The maturity of the company, with only three years of existence, does make it different for us than for a company that already has, say, 90 years of existence. You have to adapt to this set-up, and our priority here in the

organisation is to make sure that we embed and sustain all the systems of Saxon so we actually create a sense of country within Saxon Australia and a sense of belonging for our staff.

It obviously takes a bit of time and quite a lot of effort; sometimes you can feel frustrated because you have to allow time for whatever initiative you want to implement. We have to take the time to allow people to swallow them and implement them. In a more mature company, things could be rolled out much more quickly, so it does take a lot of patience, perseverance, and persistence.

My number one focus is on aligning the management team of the company and the organisation below, and I am starting to see some progress there. We also have ›



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some new managers in the system, coming from very different backgrounds, so we're focused on integrating all those different levels of experience, seniority, and approaches, and that's my ongoing battle.

We have started to see some progress in the beginning of our research and development in the past few months. We have seen persistent changes in our overall performance in terms of safety and the quality of our operations, which is a very rewarding thing to see.

How do you engage and communicate with employees across Saxon?

You have to keep in mind that we have a very diverse organisation in the sense that we operate in two main offices on two different bases, one being quite remote in South Australia, and then 16 rigs. Some of them are fairly close; it's only three to four hours driving to

get to the rig, but some of them will take a full day to reach. The one in the Cooper Basin in South Australia can be anywhere from a 12- to 15-hour drive.

As a result, communication becomes a challenge because obviously face-to-face conversation or direct contact with a team, which we would ideally want to have, is not always possible. We have to rely on electronic communication or conference calls. Seeking and obtaining feedback is not always easy, on top of the distortion you get from the phone or email and all of the misunderstanding that sometimes happens.

We obviously try to communicate as much as we can using those media avenues, but the more effective way is to empower the team and the line management and make sure that the message that you want to convey is really going down throughout the organisation. There is a lot of work

being done on clarifying the message and making sure people get it and that there is no bias or distortion in the message.

How do you reach out to local communities during tough times like the Queensland floods?

In 2013, we helped out during the Queensland floods in the communities that we work in. We have more than 600 employees, so we have access to a fairly large workforce. Last year, an initiative that was also undertaken by my predecessor was to pass on our workforce and help the farmers and residents around us by helping them to fix all the damage after the flooding. We've raised funds through events we've held at the office, like barbeques, to help those farmers and communities in need and alleviate their suffering. We try to listen to what is going on around us and try to bring a response whenever we can in whatever form is possible at that time.

How do you work with suppliers and strategic partners to ensure you meet Australian consumers' needs?

We have a few critical suppliers or contractors, so we have a very honest, straightforward approach when it comes to selecting contractors and suppliers and defining objectives. Something we are really trying to do, and something that we've been quite successful with, is trying to chin-up with our providers and trying to find ways to align our goals.

For instance, we have been aligning ourselves with our trucking and transport partner, Neil Mansell, and rewarding them for good performance. It's for the benefit of everybody to move our product faster, so we have a reward system for them where, if they beat a certain time or achieve a good performance, then we share the benefit and give them a bonus.

"This is really the mandate for 2015—stabilising the operation and delivering superior results."

- Stephane Moynet

That allows us to align with them and have a long-term relationship where they believe that we are in this together. That allows them to invest in the right type of equipment and the right type of process and people because they understand that by doing that we are growing with them on a long-term basis.

What is your vision for Saxon in the years to come?

We have been through a phase of very rapid growth, so my objective this year is really to embed and sustain all our systems and make sure that the Saxon culture, which is made of all the lessons we learn worldwide in all our operations for different clients in different environments, is implemented here.

Our values, STRIVE, which stands for safety, teamwork, respect, integrity, values, and empowerment, are something that we're pushing throughout the whole organisation. With Saxon Australia being fairly

young and going through rapid growth, obviously those values need to be spread throughout the company. We have to work with all our employees to make sure that they understand and live by those values. It takes time; we need people to believe them, and they need to see that line management and senior management are living by them. Commitment, leadership, and leading by example are essential, and that's one of the things that we are actively working on.

We also want to stabilise our operations so that we have a very strong platform for the next steps as we grow the company. We are already well advanced in being the best training contractor in the country, from the perspective of the client, but we want to make sure that this is consistently achieved and that all our clients recognise that. This is really the mandate for 2015—stabilising the operation and delivering superior results. ●

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>> Trevor Muir, Chief Executive Officer
trevor.muir@surepointgroup.com

>> Andy McCormack, General Manager
andy.mccormack@surepointgroup.com

Address: Unit 3, 5-9 Robertson Street,
Toowoomba, Queensland, 4350

Office: 07 4659 8833
Fax: 07 4659 8855
Email: admin@surepointgroup.com
Web: www.surepointgroup.com



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