

CRINE

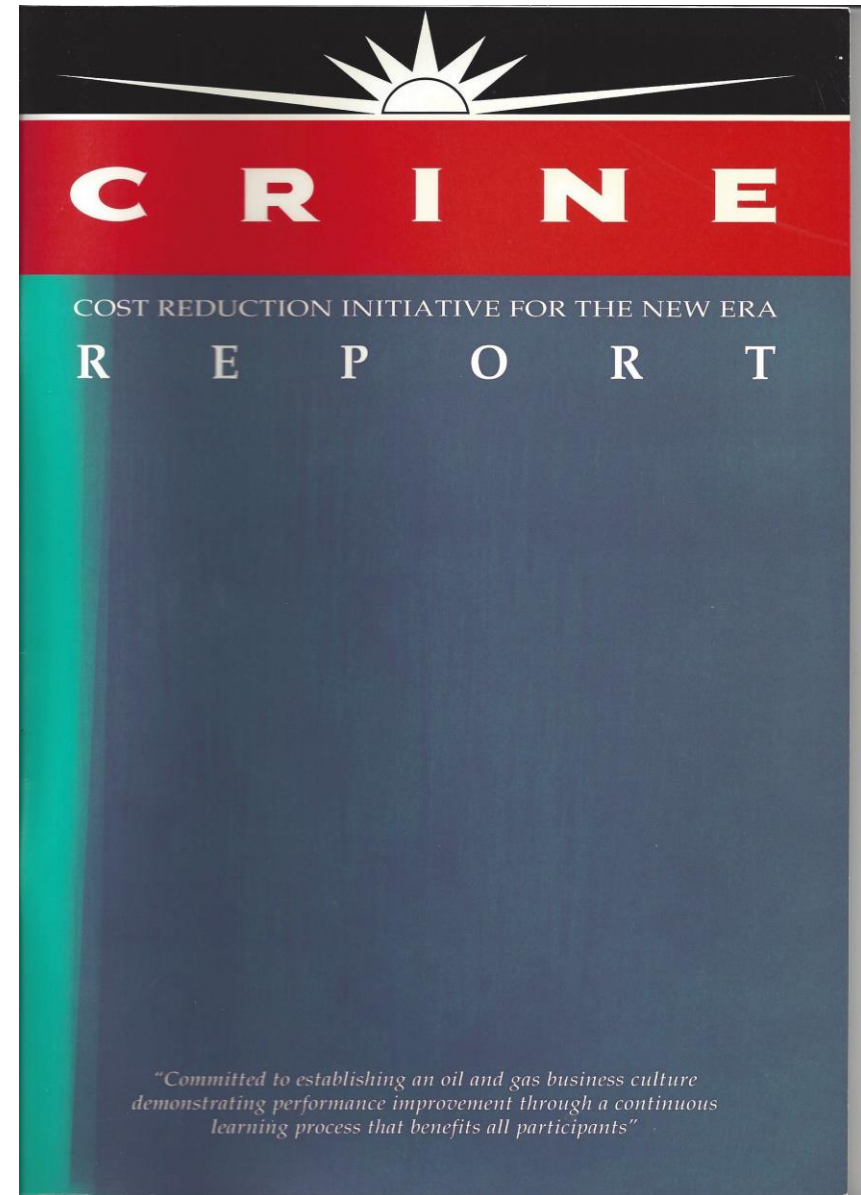
1990

2015



Opening statement from the  
Keynote Speech which opened  
the CRINS CONFERENCE in Dec  
1993:

“CRINE itself started as a vision, or perhaps as an alternative vision. It started nearly two years ago when the vision that was staring us in the face was one of steady decline for a North Sea oil industry that had been successful in meeting some mighty challenges. An environment of steadily increasing oil prices had produced a high cost climate of success in a somewhat protected market and which therefore, for both technical reasons and political reasons, had drifted further and further from mainstream oil industry experience in the rest of the world.”



- **The central idea of CRINE is that we should all have a common goal and a common purpose that the goal should be painted clearly and without ambiguity and that the whole industry, not individual sectors or individual companies, should pursue that goal in harmony so that it can be truly achieved.** All those participating in the pursuit of that goal will, of course, retain their own individuality and selectivity and will derive their own benefits from its achievement. In that sense, **CRINE is a movement**, a movement of the whole industry that will derive more benefit from pursuing a common vision and a common aim. A movement away from individuals struggling against greater and greater odds, where the fundamental economic realities of the region make the pursuit of business under the old regime less and less attractive, until finally, the brightly lit stalls all start to leave the market-place and abandon it as a wind-blown and dusty car park in the wrong place and serving no purpose.

- When we started CRINE, we recognized the difficulty of its achievement. It is a cultural change and a challenge. At that time, we coined Machiavelli's incisive thought as our goal to success:
- ***"There is nothing more difficult to take in hand, or uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new."***
- We have come a very long way in terms of winning the hearts and minds of the industry since those early days. The defenders of the old ways of doing things are fast retreating and those advocating the new are becoming more persuasive, more articulate, more confident and more numerous as day follows day.

- CRINE wasn't the CRINE REPORT. It was the collective activity and commitment of the entire industry in producing the CRINE REPORT.
- 12 months after the CRINE launch conference in London, Wood Mackenzie reported a drop of 30% in the Offshore project costs in the UKCS, well on the way to the overall aim of 66%.
- It can be repeated now.
- It won't be any easier
- Lessons can be learned from CRINE
- But why is it now necessary to re-learn them?