

EVOLUTION IN THE OILFIELD

OMS Oilfield Services is a leading provider of services and manufacturing solutions for the oil and gas industry. With 12 facilities across six countries, it is an international operation, and one that is growing. CEO How Meng Hock told Hannah Barnett about some of the new sectors the company is moving towards.



Size matters for OMS Oilfield Services: that is, as a relatively small operation the company is ideally equipped to work closely with its customers, while continuing its evolution into new spaces and technologies.

As a smaller outfit, with multiple footprints, we can be more customer-focused than some of our larger competitors in the sector," said How Meng Hock, CEO. "We provide bespoke solutions to operators rather than just a one-size-fits-all system. We are supportive and nimble, and that sets us apart."

OMS designs and manufactures casing connectors for well construction, surface wellhead systems (both conventional and compact), mudline suspension systems, and surface christmas trees for both onshore and offshore applications.

It's services also include equipment repairs and re-manufacturing, onsite/

offsite inspection, cladding, welding, precision machining, and technology connection including premium threading.

A company overview

OMS was established in 1976 in Singapore. It continued to expand gradually, moving into Malaysia, Indonesia and Thailand. The company has been operating successfully in Saudi Arabia for over a decade, and in 2022 opened a new 86,400 square metre facility there; its largest to-date. This milestone marked a step forward in the company's 2025 vision to diversify into an integrated oilfield services organisation.

"We have evolved through the years, from a machine shop, into a products, services and engineering solutions organisation," Mr How explained. "This has been especially true for the last five or six years, when we started putting more products and services into our portfolio."

Across its six countries of operation and 12 facilities, OMS has approximately 600 employees – around 450 permanent staff and 150 contractors, meaning the head-count has tripled in recent years. The number varies widely per facility: some are small enough to be staffed by less than 15 people, others require up to 100 individuals. ▽



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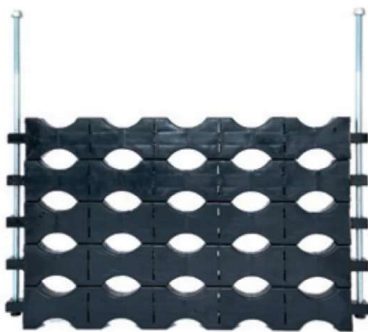
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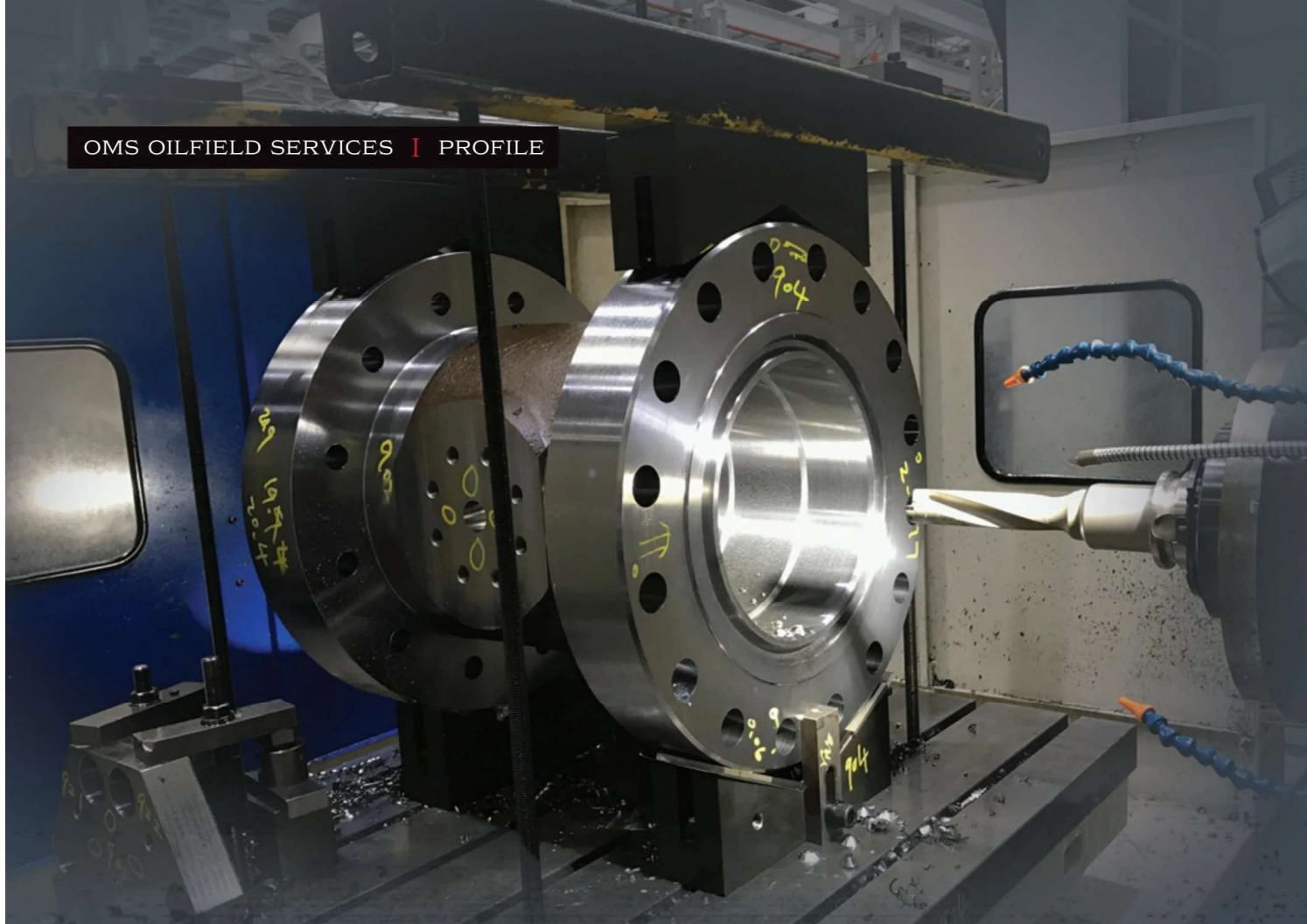


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This growth in personnel is complemented by the company's healthy turnover. In 2022, it almost doubled its topline from 2021. For 2023, the company is expected to almost

double the 2022 results. It has set its sights set on a turnover of US\$ 350 million by 2025, supported by the continued expansion and success of all its facilities.



Branching out

As OMS continues its evolution from a legacy machine shop, it is investing further into research and development.

"We've got a facility to do API Appendix F testing," said Mr How. "That enables us to provide those services at a best cost position, and then we're also able to grow our own talent and develop our own products."

OMS also wants to branch out into the renewables space and is collaborating with Singapore-based research organisation SIMTECH to make this a reality. The partnership involves creating an additive manufacturing Centre of Excellence for oil and gas.

"Moving into technology, especially sustainability and additive manufacturing, is a journey that we're excited to work through, by evolving our resources and reorganising our operations," Mr How said.

Keeping it local

The site in Jakarta is the latest OMS facility to be API Q1 certified. API Q1 certification is a testament to the company-wide dedication to excellence, as it encompasses rigorous quality management system standards that apply not only

to individual locations, but also to the organisation as a whole.

"API Q1 is the stepping-stone for comprehensive API Q1 certification across all operating facilities, qualifying all our products under the API brand," said Mr How. "The intent is to have all facilities on the same quality management system. And then, as we roll out the product specification side, we will be able to process the same output across the organisation."

While policies that encompass the entire company are important, so too is a localised



approach. OMS could not do what it does without the diversity of its staff, and their combined 236 years of experience.

"Our workforce represents a wide range of individuals, and the key is localisation," Mr How said. "In recent years there's been a big push towards that. It means taking on employees from the country we are operating in. So we don't just have a physical footprint, we also actively hire locals."

In Saudi Arabia, there is an active policy known as Saudisation, or more officially the Saudi Nationalisation Scheme. It is implemented by the Ministry of Labour and states that companies are required to hire Saudi nationals on a quota basis. As

a result, OMS intends to have 70% locals working at its Saudi facility by 2030. Similar programmes are run in Indonesia and Malaysia, with much success.

"As the industry evolves, there's a push to bring the technology and know-how in for the benefit of the country," Mr How explained. "So we continue to do business from the countries that we operate in and have 100 per cent Indonesian staff in, Indonesia and 100 per cent nationals in Malaysia and Thailand too. In Saudi, we're growing towards that target of 70 per cent. Singapore is a bit of a challenge because it's such an international city. We are at about 55 per cent."





Looking ahead

Transitioning further into the renewables sector, (especially within the engineering and additive manufacturing fields), remains a significant goal. Mr How is optimistic and has clear objectives for the company.

"I have a four-pronged playbook," he said: "That is: deliver the results for the stakeholders, strengthen the existing business, continue to grow with the adjacent and run the company for cash. It's all about cash now, compared to in the early 2020s, where we spent more, but there was no ROCI. Being independent, we create a culture of accountability and ownership so that we're able to deliver a much better service to the customer "

OMS operates in a CALM manner. Capitalising on market opportunities, Allocating resources where needed, Less wastage/LEAN processes and Managing the volatility across the sectors and building the team to handle it.

As a smaller company, there are also benefits for staff, who can be closely involved in the engineering and design of products.

"It's hands-on," Mr How concluded. "

We get to go out into the field, to actually see how the equipment is run. Being able to make quick decisions, guiding the organisation into the right path and driving renewables in the technology space, is what excites me about my role in the business.

"It means I wake up every day knowing there will be a problem somewhere that I will want to try and solve, be it internally or externally. That's when building the team becomes critical. If we make sure we have good people around us and a clear vision, then we can't fail." ■

