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- What do we have in common, where are the differences?
 - Highlight business ownership!
 - Start at the top (corporate)...but ensure it works at the bottom (site)!
 - Maintain regular feedback to all stakeholders!
 - Use existing systems for reporting!
 - Keep it easy!
 - Starting point
 - Organization



- Does experience show that there is higher visibility of process safety, improved internal reporting and better performance as a result of metrics?
 - Yes, but performance sometimes seemed to decay...
 - ...which is not true; you simply see more!
 - Yes, when the Board is in the game!
 - It's a long way to go (3 5 years)...



- What is the way forward together for key stakeholders?
 - Just do it!
 - Use the implementation to adjust the mindset of the management!
 - Adapt the process to the hazards you have to control!



- Management of Change of your Organization
 - Define the targets
 - Know your hazards
 - Evaluate the risks
 - Define measures
 - Implementation
 - Control
 - Success

Future organization ...

Complexity, ...

System not used, ...

Top down, ...

Communication & Training, ...

Quality of reporting, Audits, ...

Feedback to stakeholders, ...