

Consolidating Many Systems into a Single One



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PCTY2010



Pulse Comes to You

Optimising the World's Infrastructure
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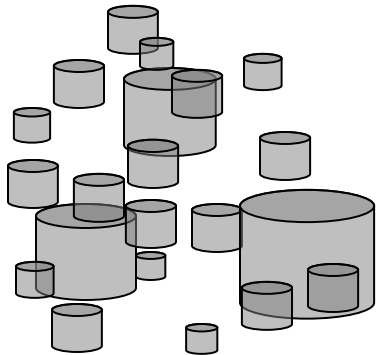


Today's Agenda

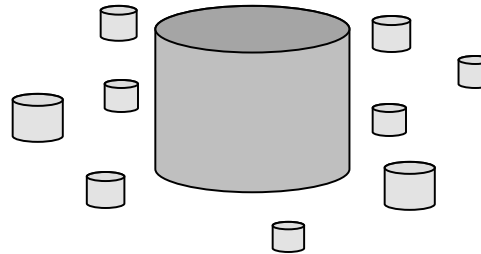
- Standardisation
- Approach
- Harmonisation
- Client examples
- Benefits
- Lessons learned

Standardization and Simplification

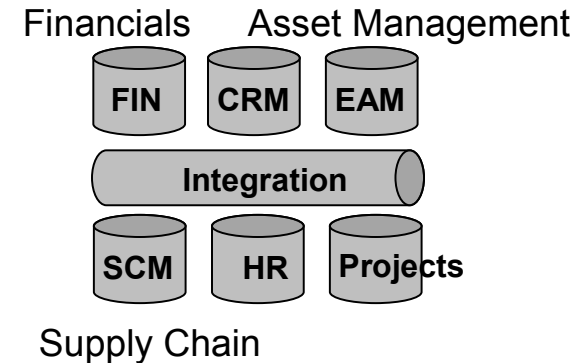
Traditional



ERP Centric



Open Architecture



Characteristics

- Functionally rich
- Disparate, redundant data set
- Proprietary programming architectures
- Inflexible, slow to change
- Questionable “truth in data”
- High audit complexity
- Higher TCO

Characteristics

- Significant change, align your process with the ERP software
- “Good enough” for key needs
- Traditionally closed architecture
- Pop-up applications
- Inflexible, slow to change
- TCO lower than traditional

Characteristics

- Configure applications to support your business process
- Functionally rich, industry standards
- Open architectures, plug and play
- Flexible
- Lower TCO

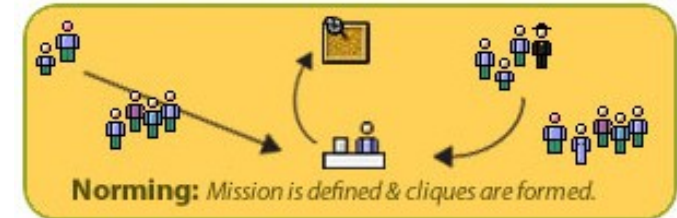
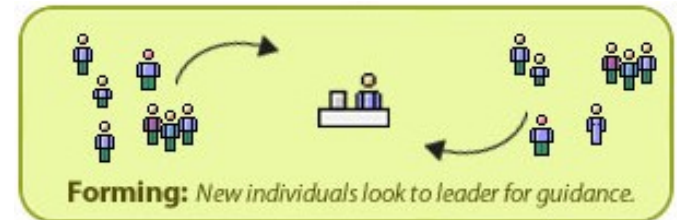
6 key principles of Approach

- 1) Define **harmonized** processes, data and KPIs before commencing system design and configuration
- 1) The **complete** Maximo template solution should be configured in advance of roll-out to the first business unit
- 1) A programme policy of **minimal system change**
- 1) Combine the Design and Configuration activities: Agile Development
- 1) “Core” empowered design team from all Business Units, to decide on harmonized design
- 1) A Deployment Kit to facilitate rapid roll-out



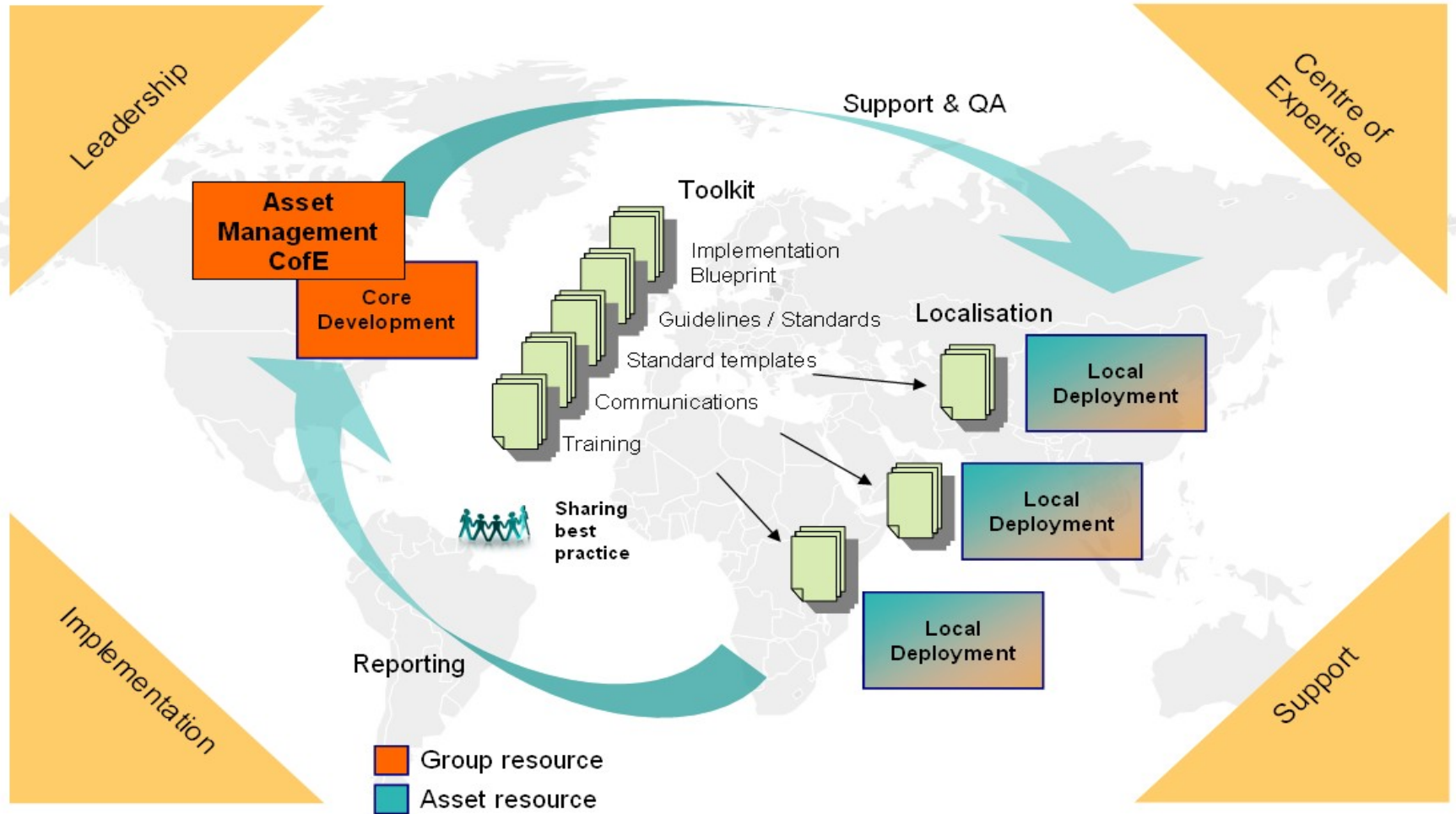
Harmonisation

- Forming, Storming, Norming, Performing
- Walk through processes, fix and sign
- Then ready to design

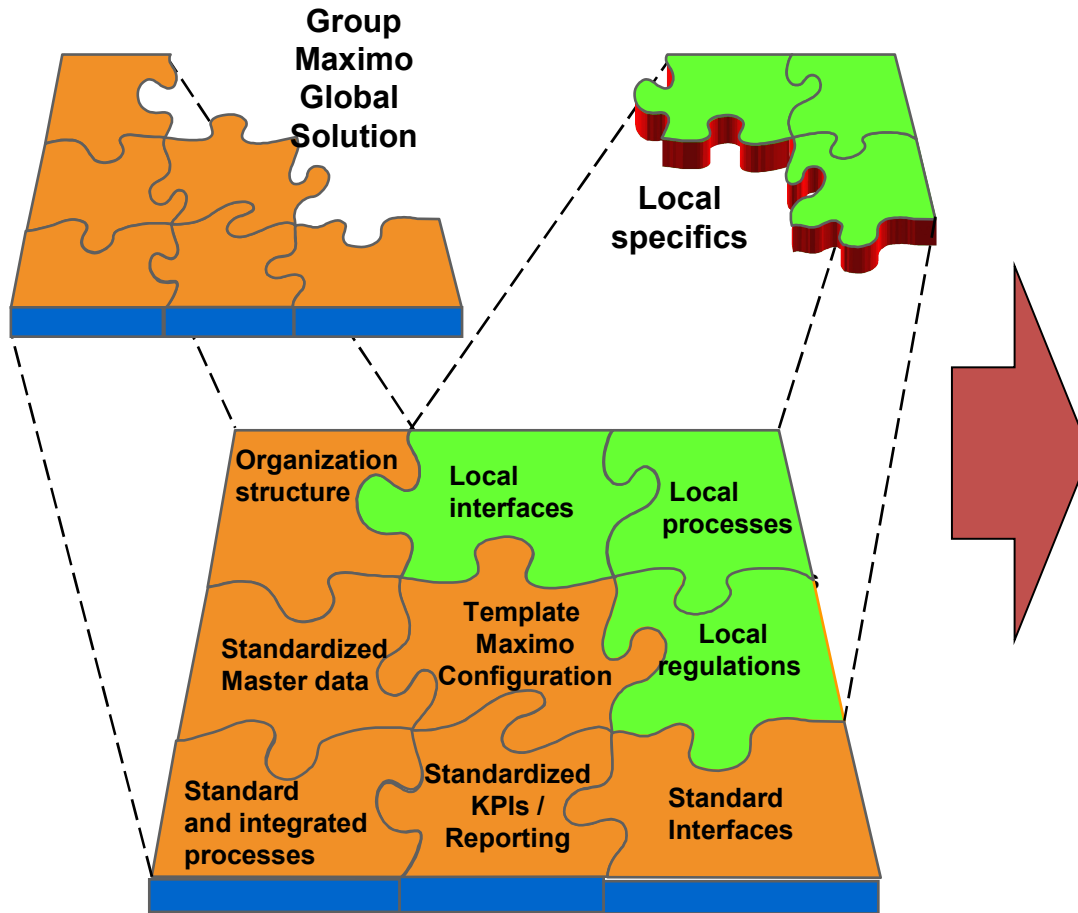


Based on Bruce Tucker's 1965 model of group dynamics.

Centre of Excellence approach



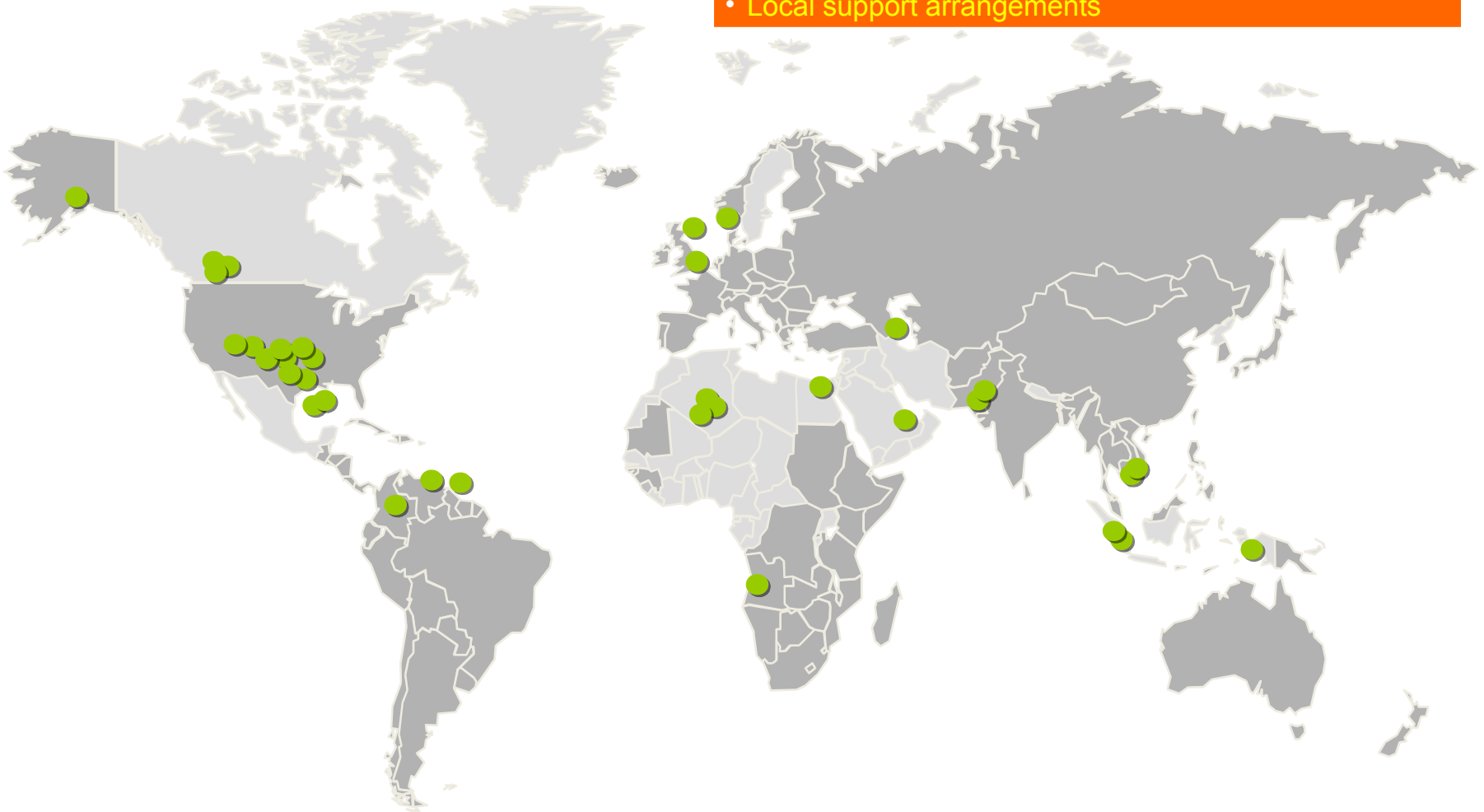
Deployment kit for quick efficient roll out



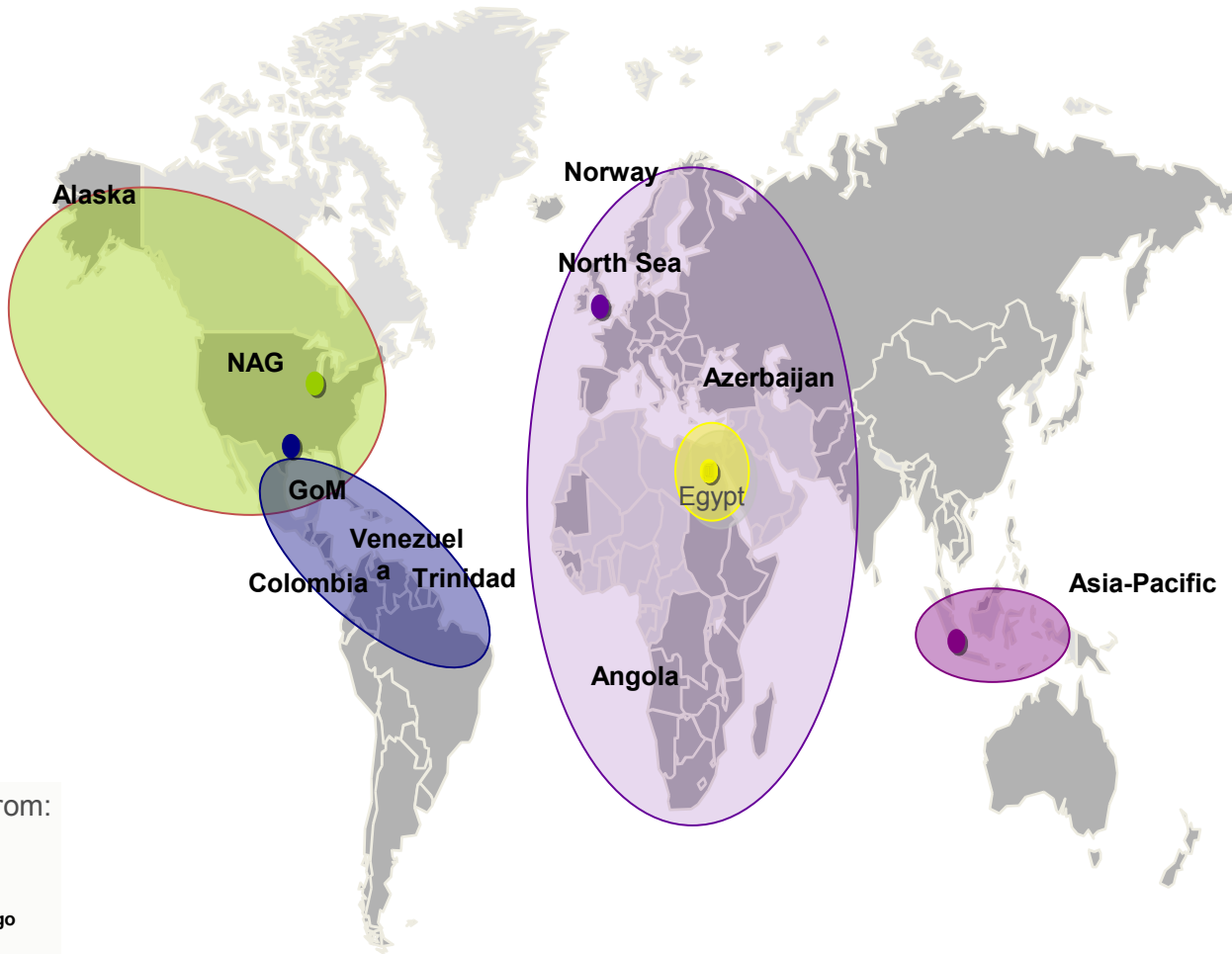
Deployment Kit
<ul style="list-style-type: none">▶ Readiness Review▶ Common Maximo process model▶ Common roles and responsibilities▶ Data conversion strategy▶ User documentation▶ Common training materials▶ Template roll out plan – for Units with legacy Maximo, and for Assets without legacy Maximo▶ Template stakeholder analysis▶ Template communications plan

Client example: Maximo Landscape

- 38 customised instances of Maximo
- Directly affecting approximately 10,000 staff
- Major Maximo projects ongoing based on site specific preferences
- Local support arrangements



Current Instance Strategy

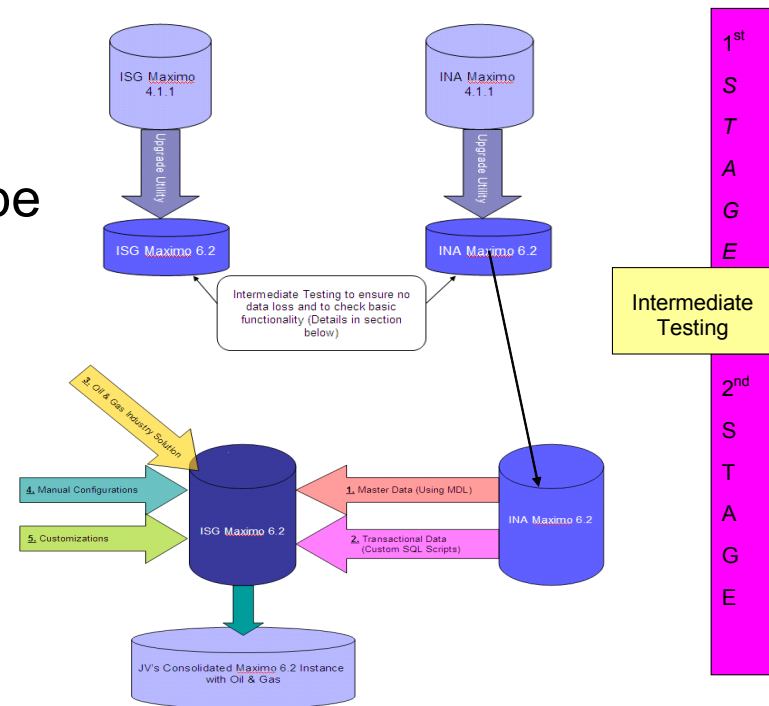


Instance Hosted From:

- Houston
- Egypt
- Jakarta
- Chicago
- London

Another client example solution

- Upgrade remotely and deploy locally
- Offshore GD Services to upgrade “like for like” Maximo 4 to Maximo 7
- UK Project Manager
- Trainers – UK, France
- Convert 2 databases into 1 instance
- No customisations, no integration in scope
- 87 Reports – offshore
- Training and cutover
- 250 users across 3 sites



Data model

WMS Data Structure

GLOBAL DATA

Standard data that will be shared globally by the E&P community

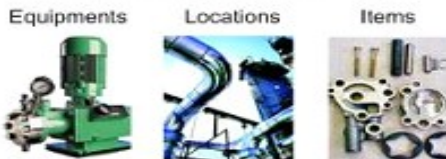
REGIONAL DATA

Standard data that will be shared by the users from the same region

SITE DATA

Data that belongs to the BP units. A WMS Site will be either a BP PU, a BU, a platform or any unit below a SPU

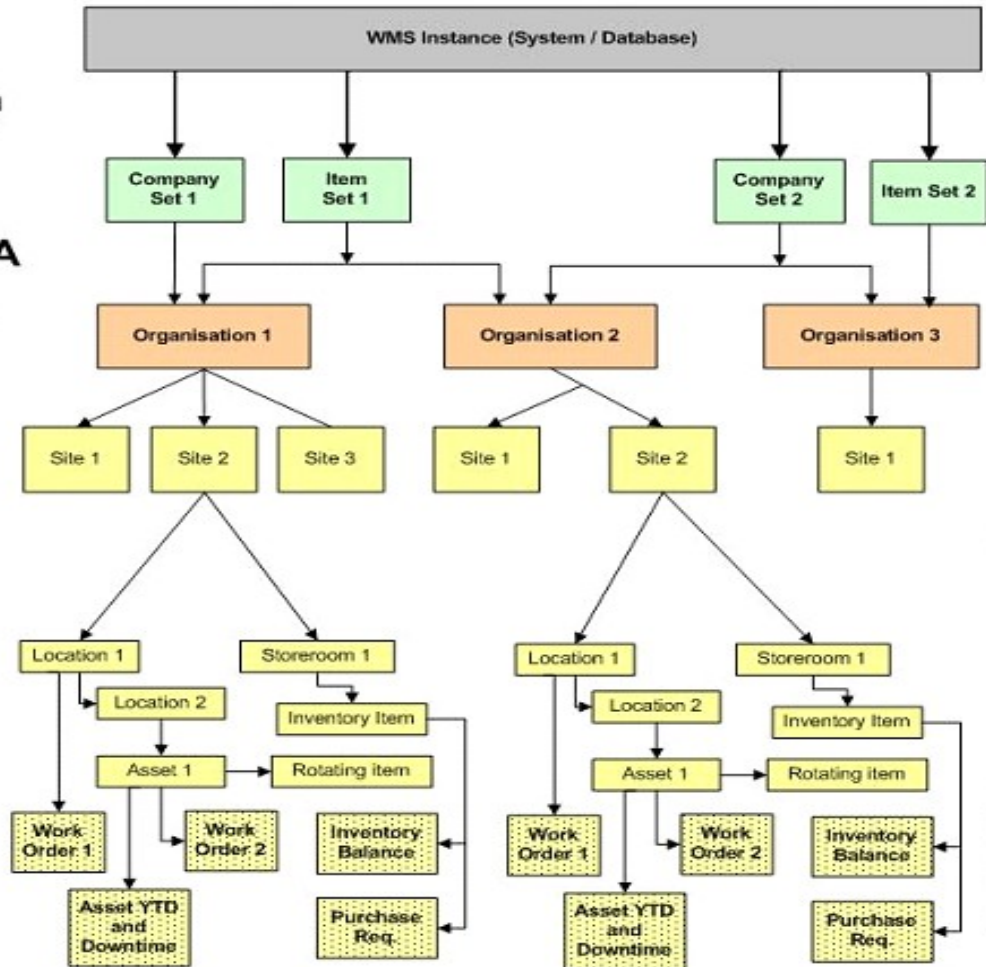
Site Master Data



Site Transaction Data



MXES Single Instance Model



Metadata
 Configuration Data
 Organisational Data
 Financial Data
 Unit of Measure
 Currencies
 Exchange Rates
 Commodity
 Failure Codes
 Condition for Work
 RIM Matrix

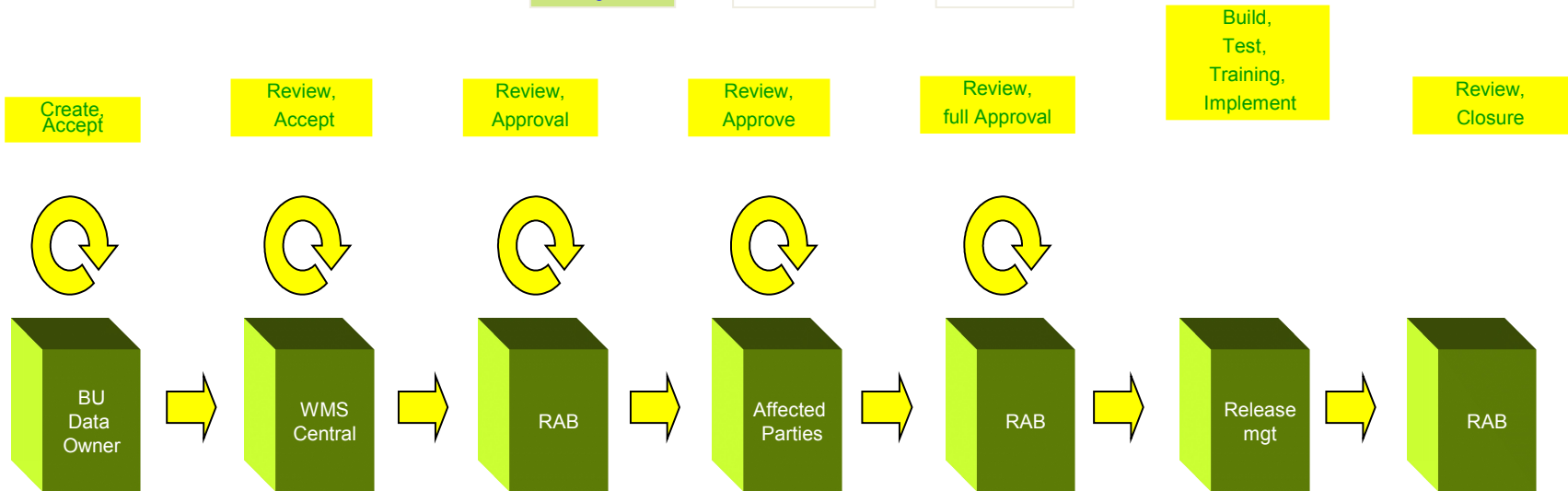
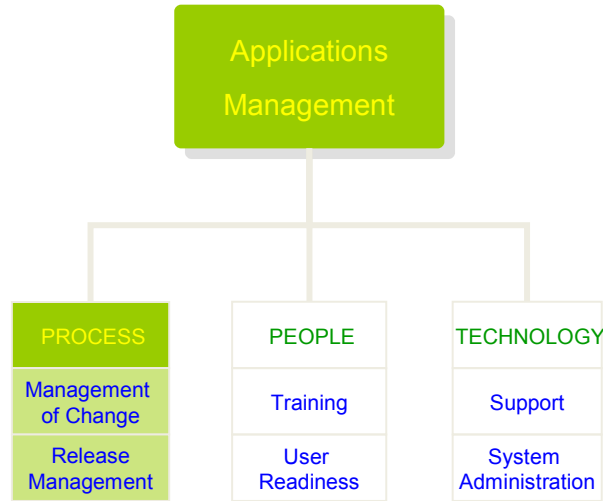
Job Plans
 Item Master
 Companies
 Chart of Account
 Condition Codes

Site Master data
 Locations
 Assets
 Location Hierarchy
 PM's
 Routes
 Meters
 Labour
 Regulations
 Storerooms
 Inventory records
 Users

Site Transaction data
 Work Order
 Purchase Requisition
 Inv. Balances/Costs
 Assets History/YTD

Change and Release Management

- All Changes to the Global Template are delivered as part of a Release
- Sites will upgrade 4-6 weeks after a new Release is available



Benefits

Benefit	NPV	Description
Future upgrade	9%	The cost benefit in 5 years time of upgrading Maximo.
Acceleration of common processes	7%	Accelerate the implementation of the IFP common process.
Ongoing support and maintenance	33%	Cost difference for ongoing support, system administration and maintenance of the template for WMS.
Integrity	24%	Enable improved recording, tracking and completion of Safety Critical Work.
Programme	5%	Cost of re-implementation. This negative benefit is the single key enabler of all of the positive benefits stated.
Standardisation	9%	Every time the CoE platform changes the applications that sit upon it has to be tested
Inventory management	13%	WMS will enable greater visibility and ease in Inventory (stock) transactions reducing the overall inventory holding.
Total	100%	

Additional Benefits

Process

- Supports SOX compliance
- Provides technical approval and completion
- Enforces accountabilities and responsibilities

Users

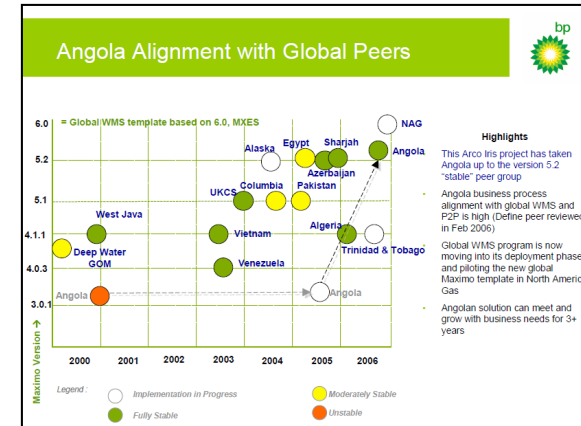
- Enhances productivity of Engineers and Field Personnel
- Supports common roles and responsibilities
- Allows access to the latest technology (mobile)
- Promotes skills and knowledge development
- Allows remote support
- Delivers mobility without retraining

Support

- Aligned to Global Support Model strategy
- Global and Regional System Admin Network

Lessons Learned 1 - from Peer Reviews

- Early buy-in – Roadshow – “Lunch n’ learns” – “If you buy pizza, they will come”
- Process walkthrough
- Data readiness
- Assign local business resources
- Use the toolkit – people appreciate pre effort
- Language and logistics
- Lots of testing for buy-in
- 4 T’s – Tips, Tricks, Traps and Techniques
- Refresher / walk-in clinics / super user calls



Lessons Learned 2

Lessons Learned – Strengths

- **Technical Team**
 - Team structure and organization
 - Vendor expertise coupled with TVA oversight
 - Knowledge Transfer Plan
 - Cutover Planning
 - Performance testing and tuning
 - Optimal Environment – servers/hardware
 - Independent Oversight – especially Cyber Security
- **Business Team**
 - Strong executive sponsorship
 - Test Team
 - Integrated “best of fleet” from across TVA
 - Integrated industry best practices provided by external expertise
 - Change Management
 - Organizational Readiness – Super Users and Transformation Leads
 - Effective Training
 - Effective Communication



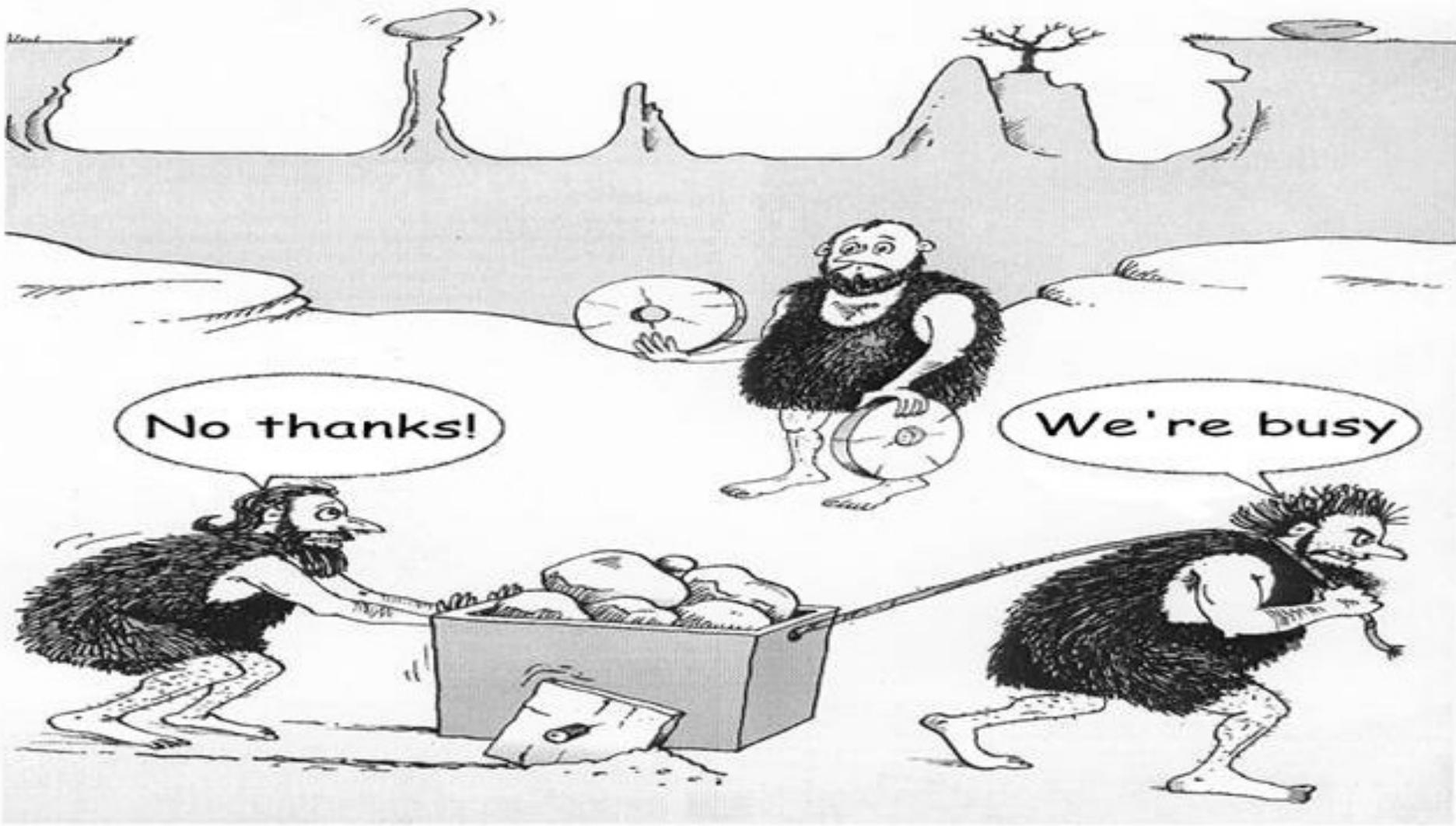
Lessons Learned 3

Lessons Learned – Improvement Required

- Integrated solution not fully understood
 - SC/WM – each group trained on their half, not the entire solution
- Spring Outages impaired some site's readiness
- CAP Person group set up related to workflows was not fully understood by the business
- Not enough business people received Cognos Training
- Complexity of process change effects were under-estimated
- Security – some groups and people were overlooked

- **Corrective Actions**
 - Refresher Training
 - Deployment of super users to problem sites
 - Fleet Calls, followed by SBU specific daily calls
 - Rapid tech team response to major defects

The usual challenge...





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