



Using Business Process Management to ensure safe and efficient operations at a leading oil and gas production company

High performance. Delivered.

Client profile

The client is one of the world's largest deep water operators, one of the largest net sellers of crude oil and Europe's largest gas exporter. The company also operates in areas of carbon capture and storage, deep water technology, and oil and natural gas. Recently, the company merged with the oil and gas division of a competitor to become the biggest retailer of oil products in northern Europe.

Business challenge

In the wake of a merger in 2007, the company found itself managing a host of both legacy and newly inherited business processes, many of which were duplicative or met varying process standards.

These processes were not only designed to differing standards, but also were characterized by several Business Process Management (BPM) tools and environments. This mixture of process standards and

technologies hampered the company's visibility into and control over key tasks and workflows—including those related to equipment maintenance, security, environmental protection, and health and safety. In an industry where the compliance of processes and procedures with international safety, health, and environmental regulations is a major concern, the company saw a clear need to improve its BPM capabilities. Yet, despite an internal initiative aimed at

modeling the new entity's full range of business processes and making them more accessible and manageable, this energy company still had a surplus of process standards and repositories. It was aware of the improvements to efficiency and transparency that would result from a comprehensive transformation of its BPM capabilities. In light of Accenture's deep BPM experience and central role in the company's post-merger integration efforts, it approached Accenture for help bringing its BPM practices up to speed.

How Accenture helped

The company's goal was to establish a modern, flexible and streamlined platform to support new and improved BPM capabilities and serve as a single, unified repository for all of the company's business processes, process models and related content. By doing so, the company hoped to replace its multiple legacy BPM tools with one best-of-breed platform that would unite all of the company's processes under a single standard. Accenture tapped into its substantial experience, selecting and implementing BPM platforms to support the company's comprehensive platform selection process. This effort included identifying specific requirements for the new platform, narrowing down the field of potential vendors and platforms to the best possible options, and ultimately selecting IDS Scheer's ARIS platform.

Realize value faster

While helping the company address this immediate need, Accenture concurrently worked with it to achieve several of its longer-term BPM goals. For instance, following its merger this oil and gas producer became aware of a multiplicity of BPM approaches and resources within the organization. Seeking a more efficient, standardized, best-practice approach to BPM, the company set out to create a global BPM Center of Excellence (CoE) to act as a single internal source of high quality BPM services. Accenture worked closely with it to create this new CoE, establishing optimized internal standards for process management and developing roles and setting requirements for the center's staff.

Today, the company's new BPM CoE supplies a growing range of superior BPM services including providing process owners with process modeling services, planning and

carrying out modeling workshops, and delivering tool support and business process model conversions. The company is also planning to expand the services offered by its BPM CoE continually: Future services may include process monitoring and control and enterprise architecture modeling.

In addition to addressing these near term BPM challenges, the company asked Accenture to help establish an end-to-end BPM strategy that would help the company address its future needs. To that end, Accenture conducted individual sessions with the company's BPM leadership as well as group workshops with process owners and other key stakeholders to develop a clear understanding of the company's BPM capabilities, objectives, and challenges. The output of this effort was a comprehensive, holistic BPM strategy that encompassed roadmaps to the company's future BPM needs as well as the governance and operation of its process models. An important element of this strategic BPM plan is its enterprise architecture: the process models and application landscapes underpinning the company's processes for the foreseeable future. To ensure that the enterprise architecture can support the company's business processes adequately, Accenture currently is helping the company identify the most critical IT capabilities and information concepts.

High performance delivered

Deliver measureable results

Offshore oil companies' long-term success depends upon careful control over and visibility into the compliance of their most important processes with health, security and environmental requirements. As a result of its work with Accenture, the company has taken a major step forward in this area. Its newly harmonized and unified business processes have improved the transparency of these key processes and their compliance with rules and regulations. This, in turn, reduces the company's risk, as well as the amount of time and effort it must spend ensuring process compliance.

The company's new BPM approach and assets have increased its efficiency and effectiveness while augmenting the impact of its post-merger cost reduction activities. For instance, by identifying and eliminating duplication and overlap between its BPM processes and capabilities, the company

has reduced its operating costs as well as improved the automation of key business processes and their integration with applications such as SAP. In addition, the company is replacing four existing BPM tools with one best-of-breed solution based on the BPM strategy that Accenture helped develop—which will not only reduce the company's BPM tools costs, but also will provide greater visibility into ongoing cost-savings opportunities in other process areas.

The company's new BPM CoE has also generated cost savings and efficiency by allowing the company to right-size its BPM staff and establish a single point of contact for process improvement proposals and other BPM initiatives. Similarly, the company's new globally standardized approach to BPM helps ensure that it enjoys a uniform level of process quality regardless of where it operates, thus accelerating its evolution as an international energy leader.

Establish long-lasting BPM solutions

Most importantly, Accenture has helped the company ensure that these advances are "baked into" its corporate DNA and will drive efficient and globally consistent operations for years to come. Its new BPM platform, CoE and strategy have helped the company embed a "process of process management" as well as the ability to improve its BPM practices continuously. In short, by teaming with Accenture, this oil and gas producer has gained a powerful new capability that supports its long-term pursuit of high performance.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.