

Overview

Known for being an international provider of facilities solutions to the oil and gas production and processing industries, Petrofac has grown ten-fold over the past decade. BusinessPort were selected to supply them with a new Business Management System.



The Challenge

Petrofac had embarked on a new venture that required an effective system, both to assure safe working conditions offshore and to ensure effective working practices onshore.

Agility had to allow Petrofac to maintain ISO 9001 and ISO 14001, plus delivery was time critical, with only 3 months available from the initial study to delivery of a viable system. Although an on-line system already existed, it had a number of fundamental weaknesses that the new system had to address, for example:

- Documentation within Agility was unstructured and difficult to find, leading to multiple versions of the same process
- There were limited controls and no standards in place to assure the quality of the content
- New documentation tended towards being text based, losing the power of the process maps that had originally developed
- Documents were not reviewed effectively, leading to out of date or inappropriate process
- The content was not easily accessible offshore – particularly the availability of printed copies
- The software platform was old and no longer supported
- Inconsistency in usage increased the risk of Petrofac's reputation being severely compromised

Having recognised the need to replace the old system as a whole, Petrofac had embarked on an internal project to build a new corporate tool. This enterprise had failed at considerable cost. Plans were in place to have another corporate tool built, this time by a third party. However the new venture needed to be in place within a short space of time and so the corporate solution was deemed unviable in the short term.

As a result, BusinessPort were engaged to deliver a working system within the time-frame required using their "Agility" System as the platform.

Solution

BusinessPort undertook a "Discovery Exercise" to explore the situation and to put together a suitable solution. The resulting proposal had two themes. Improve the Infrastructure by putting a server on-board the offshore platform. The onshore Agility would be replicated every hour offshore, ensuring up-to-date information was always available. Having a dedicated server would also ensure that documents, particularly printed copy, were always immediately available. In addition, System Administrators and System Users (onshore and offshore) would all receive appropriate training prior to the Agility going live.

The other theme was to improve the content by reviewing process maps and written procedures from the old Agility and making sure that those selected were "fit for purpose". BusinessPort wanted to produce new process maps to fill in any gaps and to ensure instructuring the new BMS so that documentation was easy to find and all ancillary features of the old BMS (directories, company news etc) were available on the new Agility System.

The initial scope for the project (seven weeks for development and launch) meant that only the key elements of the Agility System would be implemented by BusinessPort and that Petrofac would deliver the remaining content themselves.

Further investigation into the project showed that initial estimates of the workload had been underestimated. Petrofac had estimated there to be around 150 processes, of which 50 would need to be written from scratch. However, this concluded with over 300 processes that required reviewing and around 20 new process maps (with another 40 deferred as the information wasn't available to complete them).

Despite the additional weight of work, a team of three BusinessPort Business Architects were able to deliver the Agility System on time with the following key features:

- A hierarchical structure of Process Overviews reflecting the Clients Business Model, were produced and populated, giving a top-down navigational structure by which documentation could be easily (and logically) accessed
- A navigational structure (similar to Windows Explorer) was created and populated, giving a quicker access route to the same documentation
- All the available documentation was associated with Agility structure, not just those documents deemed to be a priority

Results

Petrofac were delighted with the results. The look and feel of the Agility, the ease by which it could be navigated and the flexibility of the tool for adding new content instantly were all felt to provide a key differentiator when it came to pitching for new business themselves.

The process overviews highlighted a business structure that hadn't been visible before and allowed the creation of visual 'models' with which new staff could be introduced to key practices (Risk Management, Integrity Management, Integrity Assurance). Models were also put in place to demonstrate compliance with the requirements of ISO 9001, ISO 14001, OHSAS 18001 and ITIL (the latter two not being part of the original requirement).