Chapter 4

Enterprise Asset Management System:
A Green Gulf Implementation Case

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EXECUTIVE SUMMARY

Any ERP/EAM implementation is a complex journey. No matter how prepared, more often than not you end up like a traveler on a tour of countries where most people look, dress, and speak differently from you. The feeling is of a lost tourist with a map and language guide ambling through unfamiliar terrain, barely coping to do some of the normal things one took for granted. The analogy goes further; it takes time to familiarize oneself with routes, signs, language, and people to barely get along, and you find your trip ending and you move on to the next country on your tour. Similarly, just as you think you are finding your way with your ERP/EAM, someone announces it is time to upgrade, and you start to move again. After nearly 15 years of conventional projects, the case of a particularly interesting implementation came along in the UAE for a major Oil and Gas Services Company. A novel approach was mandated by necessity. The project was managed remotely and executed primarily by internal resources, making it a lean and green implementation.

ORGANIZATION BACKGROUND

The Organization is a major Oil Support Services Company in the GCC region, part of a much larger group. A large part of the Organization's business came directly from servicing the Group; however, there were plans in place to provide services across the region. The Organization employed either directly or indirectly several thousand staff and serviced many diverse Oil and Gas requirements. Although the revenue was in several millions of dollars, the net margins had significant room for improvement.

As with any Support Services Organization, to provide tangible value to customers and stakeholders, the business has to be run effectively and efficiently. Information Systems and Technology is a critical component in driving performance and delivery. It was clear that this critical component was functioning well below par, resulting in a direct impact on the overall Organization's performance.

SETTING THE STAGE

The assignment started as one of the many ad-hoc meetings called for by the Manager. I was pretty much used to getting calls from his office which invariably ended up with a "special assignment." He had almost cultivated an art of building up the suspense to make it appealing and exciting.

The closed door meeting room would invariably have few handpicked members who were trusted with assignments, usually considered not practical or possible, His excitement used to come from taking up such assignments, creating an exciting aura around them and challenging his team to deliver. I was privileged to be part of many such "Missions" which were quite successful. Being mentally prepared for this, I took my diary and headed to the meeting room expecting the same process.

This time though, it was different. It was just him and me; we got into a waiting car and were on our way to the Company's General Manager's Office. There was no one else involved. I was briefed on the way that the concerned organization was having major issues with their maintenance, inventory and procurement. They already had an existing financial system implemented and were looking to implement the same system for the rest of the functions. A lot of evaluations were done and a proposal was submitted to the board for approval. However, the approval had not come as the cost as well as duration was way beyond the expectations and budget. We were now on the way to meet with the GM to look at alternatives.

On entering the GM's office, we were welcomed by a team of people besides him. The problem was spelt out to us in more detail and a direct request to us if we

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