

OIL SEARCH

New ways of working with a global SAP implementation

Oil Search is PNG's largest company and investor, operating all the country's producing oil fields and holding an extensive appraisal and exploration portfolio since 1929. With a large interest in the ExxonMobil-operated PNG LNG Project, Oil Search has transformed into a regionally significant oil and gas producer.

Oil Search's SAP implementation is designed to improve business performance by simplifying and standardising business processes. It is a global project covering Australia, PNG and Alaska. Cubic (via DXC) was engaged to deliver end-to end change, communications, and training.

PROJECT SUMMARY

Oil Search embarked on a business transformation program to replace aging and disparate systems with an integrated, global and future-proof platform. It was an opportunity to improve business performance by simplifying and standardising business processes, systems, controls, compliance and information in line with industry best practices, by leveraging the market and as-a-service models.

SERVICE

Change Management
Communication
Enterprise Learning

As with all transformation projects, the crucial ingredient is people readiness, and Oil Search recognised the integral role an integrated change management solution would play in the success of the program of work. Programme Vara delivers four projects across two phases that cover different modules across Australia, PNG and Alaska.

TEAM

20 roles across change, communications & training

Cubic were engaged by DXC for three of these projects. We were on board to deliver an integrated end-to-end change, communications and engagement, and enterprise learning solution to drive user adoption of the new system and to create capability uplift.

DURATION

July 2019 – March 2021



PROJECT OVERVIEW

The SAP implementation, is delivering three projects:

- Release 1A (SAP Financials, financial management, supply chain management and asset management) in Alaska

- Release 2 Payroll in Australia and PNG
- Release 2 Business Planning and Consolidation (BPC) to all locations

We provided the following key services and resources as well as developed and implemented the following deliverables across the program:

SERVICE

We were engaged by DXC to deliver an integrated end-to-end change, communications and engagement, and enterprise learning solution to drive user adoption of the new system and to create capability uplift. Release 1A went live in May 2020. Release 2 Payroll and Release 2BPC are scheduled to go -live late 2020 and early 2021 respectively.

During our engagement, we've had a broad and talented team onboard, covering over 20 roles in change, communications, engagement, and learning, who work closely with the business and the program across PNG, Alaska and Sydney. We had a change resource on the ground in Alaska, working closely with impacted teams and project stakeholders. Prior to the COVID-19 pandemic, we had a regular rotations of change resources on the ground in PNG, engaging with operational teams in-field. We also work collaboratively with the Oil Search global and local Change Leads, People & Culture and Finance in the design, development, and delivery of change outcomes.

The delivery of our global engagement and training activities coincided with the COVID-19 pandemic which presented unique challenges for our face-to-face approach. Amidst organization redesign, demobilisation and revised working arrangements, it was inevitable that we redesign our employee and power user training delivery to become remote sessions, with exceptional results.

We developed a global Power User network through many upskilling and training sessions both face-to-face and remotely. This network has experienced a capability uplift that enables and empowers them to support their peers from go-live to business as usual.

RESOURCES

- **CMT Engagement Lead** – Accountable for all change activities across the program of work, including change management, communications, training, business role mapping and user adoption
- **Country Change Leads** – Responsibility of in country change activities, including change management, communications, training delivery, business role mapping and user adoption
- **Communications Lead & Analyst, Change Managers, Change Analysts**
- **Training Lead** - Develop the training strategy and approach, specifically with respect to training outcomes by process stream
- **Technical Training Lead, Training Development Lead, Training Consultants x 10**

DELIVERABLES

- Change strategy and execution
- Communications strategy and execution
- Learning strategy and execution
- Stakeholder engagement and management
- Capability uplift

This led to a successful transformation for Release 1A, with highly effective learning and adoption:

OUTCOMES

- All impacted staff trained in the new ways of working for go-live.
- 75% of surveyed staff strongly agreed or agreed across the seven change pillars, indicating that they had the ability to use the processes and systems, and knew how to get support.
- Power users support requirements reduced by 94% over the Hypercare support period, reflecting the increase in staff ability.

LEARNINGS

- While on the ground and face-to-face change engagement is preferred, it is possible to deliver a successful change solution remotely.
- The ability to pivot rapidly, to changes in the external environment, are fundamental to successful learning and high user adoption.
- The learning journey starts with effective communication during the awareness and desire phases of change.
- Engaged senior leaders, who are active change sponsors, are essential for successful change management.

FIND OUT HOW WE CAN IGNITE CHANGE TO IMPROVE ADOPTION WITHIN YOUR ORGANISATION TODAY.



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