

SAP to Maximo in 6 weeks:

Lessons learned from migrating an EAM system as part of facility acquisition

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Introductions

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Osum Oil Sands Corp.

- Balanced portfolio of proven & developing plays
- Production base established in the Cold Lake region
- Positioned for manageable, staged growth replicating proven operations
- Significant long term growth potential across our portfolio
- Private Company
- Rick George Chairman of the Board



Challenge

- Small company and small IT team
- Time from public announcement to handover was 6 weeks
- 24x7 operational facility; Orion staff doing their 'day job', dealing with change, and learning about Osum
- Significant business model shift for Osum to being a producer for the first time
- This is just one of 7 streams of IT activity happening during the transition

Conditions

- Orion a company wide focus – fast decision making
- ‘Goldilocks’ sized asset. ~6400 BBL/d, 34 people, 22 well-pairs, 5 well pads
- Empowered team members
- No existing operational processes – could inherit and adopt existing maintenance team processes
- Strong Osum culture and community presence – 100% of available Orion staff joined Osum.
- Plan B – Manual process more feasible than a transition agreement

Project Team

- Steering committee
 - COO, Ops Director, Superintendent, Procurement Manager, IS Manager
- Project team stakeholders
 - Finance, Operations, Supply Chain, Maintenance, IT
- Project team augmentation
 - Maximo/Maintenance business analyst, Maximo consultants, Operations foreman

Size & Scope

- Data Migration project (no asset history)

Assets: 1,561	Items: 2,144
Locations: 4,744	GLs: 2,570
PM: 1,021	Companies: 1,190
Job Plans: 1,046	
- 800 active workorders
- Focused on core modules (WO, Assets, Locations, PMs, Job Plans, Inventory, Items, Purchasing)
- No workflows
- No integrations! – manual matching process with Financial system

PM Reflections

- Chunk project scope down and deliver it fast
 - What is the smallest scope of the project which achieves “success”?
- Be close to the end users as much as practical
- Divestitures / Acquisitions – Divesting is easiest, be kind to your acquiring partners
- Have direct access to a highly responsive IT department
- Deliver at the speed of trust
- We want vendors to travel to site, but please don't make it look like its more profitable for you to be at site than at your home office

Maximo User Reflections

- Please involve us
- Please visit our work place
 - See our daily world
 - Don't make us do all the travel
- Be patient – lots is happening on day 1
- Time in the app – involved in troubleshooting
- Master data consistence

Sponsor and IT Reflections

- It all starts with a realistic and forward looking IT strategy
- Had the selection, vendor, and plan 'ready to go'
- Set your control points (weekly meetings etc.)
- Get people who understand your business, and style is consistent with organizational culture.
- Engagement of executives and Steering Committee
- Everything was agile
- Manners Matter
- Scope & Phase II

Thank you

