

# Scaling up a multinational's pipe dreams

Accenture collaborated on the largest Oracle implementation of its kind for a midstream and utility operator



# Aligning acquisitions

**A multinational pipeline and energy company aspires to be the leading energy delivery company in North America. It operates one of the world's longest pipeline networks and is responsible for moving multiple energy sources across North America. To achieve its aspirations, the company has grown through acquisitions, which has resulted in technology complexity. To improve efficiencies and agility, it needed to address this.**

One major merger in particular resulted in a workforce of more than 10,000 people operating on disparate business processes and technology applications across three key business units.

This included four enterprise resource planning applications (Oracle and SAP®) and five different Maximo asset and work management applications. The company needed to simplify and standardize to a single platform and more efficient way of working to enable its finance, supply chain, and three business units to work together as one unified company.

The multinational decided to migrate its IT infrastructure to one, consolidated cloud native ERP solution and chose Oracle Cloud and Maximo. It selected Accenture as the best partner for the job because of our clear market leadership in implementing Oracle and Maximo solutions, our diverse and skilled team and our strong client and partner relationships.

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## Call for change

Together with Accenture, the company embarked on an ambitious, multi-year digital transformation and business process alignment program—the largest implementation of its kind for a midstream and utility operator. The project had a number of key aims: to automate more business processes, achieve cost and productivity efficiencies, optimize asset management, and generate real time, data-backed business insights to empower the multinational’s workforce to make better decisions, faster.

The company—which has more than 500 legal entities, operates across multiple locations, and continues to grow through acquisitions—also needed the solution to be easily scalable. Knowing the road ahead was complex, the pipeline and **energy company asked Accenture to build a powerful change management strategy to complement the transformation, support the workforce and ensure change would be both lasting and sustainable.**

When tech meets human ingenuity

# Cloud complexities

Together with Accenture the multinational set out to create a new solution that would meet all its business needs, while also being entirely sustainable. This meant using as much out-of-the-box functionality as possible, but also building innovative, industry-specific workarounds to fill functional gaps.

To ensure every business need was addressed, representatives from the company's three business units collaborated with Accenture in agile workshops to work through key decisions and design the core Oracle Cloud solution. More than 2,700 business requirements were captured, validated, and designed to work across finance, supply chain, and the three business units being transformed. Six phased releases were planned for the new solution, which included Oracle Supply Chain Management,

Oracle Finance Cloud, Oracle Enterprise Performance Management Cloud, Oracle Analytics Cloud and Maximo Asset Work Management.

The COVID-19 pandemic struck while the team was designing the first release. The team had to rapidly pivot to remote tools and, despite the interruption, all six releases were delivered on schedule, with more than 3,500 users moved from SAP to Oracle during the final phase. More than 21,000 workplan tasks were executed, more than 30 million data records validated, and more than 400 integrations completed. Following 750 training sessions, 270 'superusers' at the multinational were mobilized to teach other members of the workforce to use the solution.

A valuable difference

# Streamlining scalability

**In just three years, the project has seamlessly moved 10,000+ people working across finance, supply chain and three of the company's main business units from nine legacy applications to a single Oracle Cloud and Maximo solution.**

The transformation eliminated the need to maintain and upgrade nine legacy platforms and the connected applications that supported them, instantly freeing up resources. It also reduced the time and costs associated with onboarding acquisitions, with greater standardization making asset and company integration far simpler and faster.

The multinational's finances have been consolidated from five sets of accounts to a single chart of accounts, enabling a more efficient, accurate, and speedy financial close process that eliminates the risk-laden manual work of connecting data from multiple systems. Previously, data quality and governance was poor, and it took an inordinate amount of time to validate. Now, the team can trust the easily accessible, consolidated data and has greater control and transparency over it. The improvements have allowed the workforce to focus on more value-added work, for example, harnessing new data analytics and reporting capabilities to make better business decisions.



## A valuable difference

The innovative solution has also introduced multiple industry-first capabilities that were not previously available in Oracle Cloud. For example, the team developed an Allowance for Funds Used During Construction (AFUDC) function that enables the business to capture and recover its pre-operational financing costs. By offsetting income generated by assets, the function has saved the pipeline and energy company \$108m per year. The team also developed workarounds for a Complex Work Procurement function, working with Oracle to adopt the solution. Oracle has since released it as part of its standard product. The team also created a process for reporting to the Federal Energy Regulatory Commission (FERC), with new architecture that improves traceability from general ledger balances back to the original transactions. Typically, legacy industry solutions struggle with transaction level traceability, but this custom solution automates FERC reporting directly with the general ledger and has also been adopted by Oracle as part of its standard solution.

The solution fully meets industry standards and is also entirely scalable. The use of rapid installation templates, automated deployment tools, and common data load templates (that pull in data from multiple legacy and new source systems) all enable the multinational to easily onboard acquisitions and continue to scale the technology across the business. The solution's scalability was evidenced by the fact it took 18 months to deploy for the first business unit, and less than half that time for subsequent ones.

**The pipeline and energy giant is now operating as one unified business, with easy access to the finance, supply chain and business unit data that informs decision-making and supports the company's continued mission to become North America's leading energy delivery company.**

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I have been struck by hearing team members reflecting together that a 'one team' mindset was achieved and will be a standard for high quality by our respective teams in the future. When I think of our team, I think of just how persistent they were; when they hit thorny challenges, they found a way to hear one another, find a way through, and get to an exceptional outcome."

**EXECUTIVE PROGRAM LEADER**