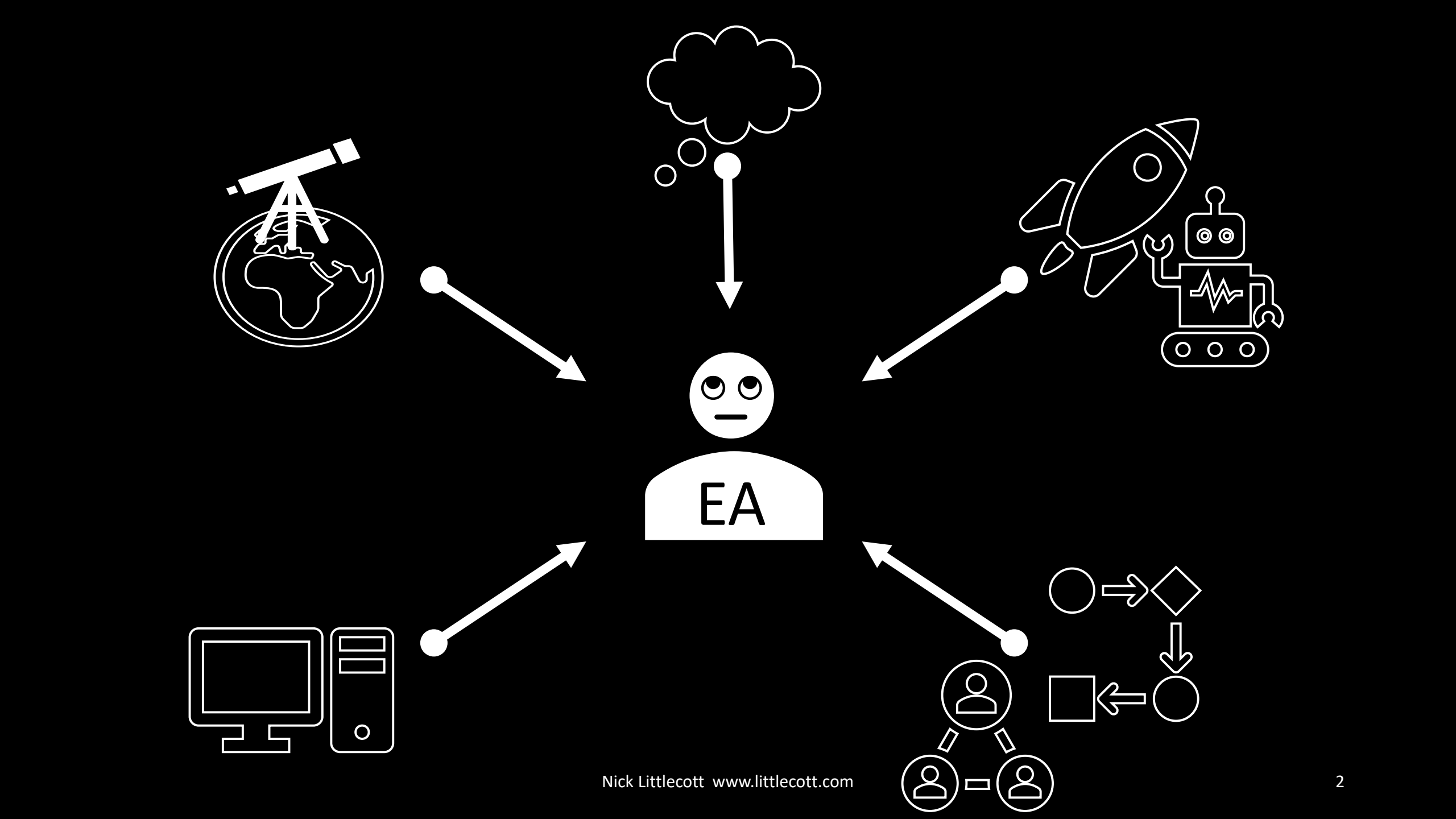
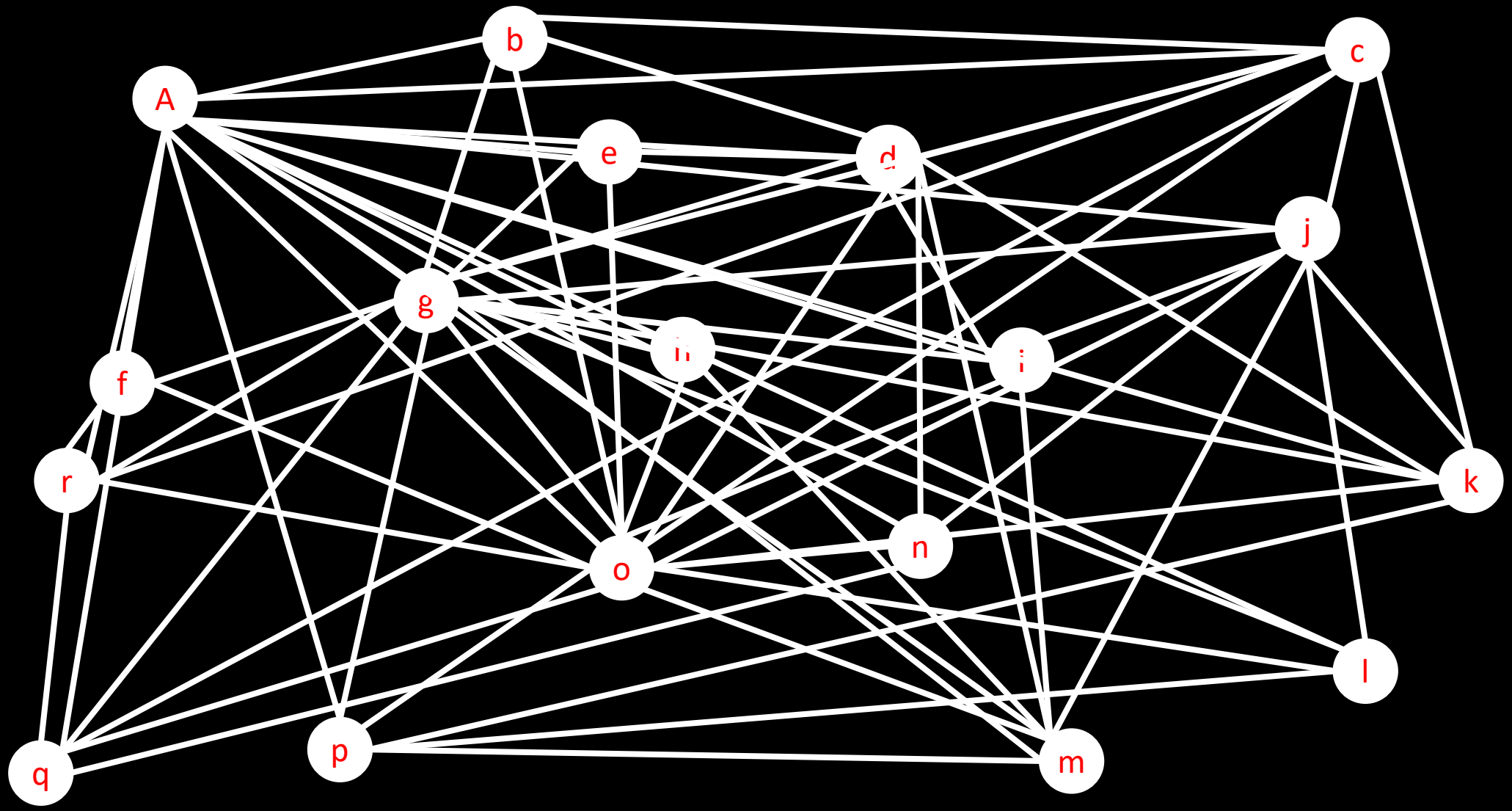
Nick Littlecott

CTO and EA

Communicating Complexity Simply


EA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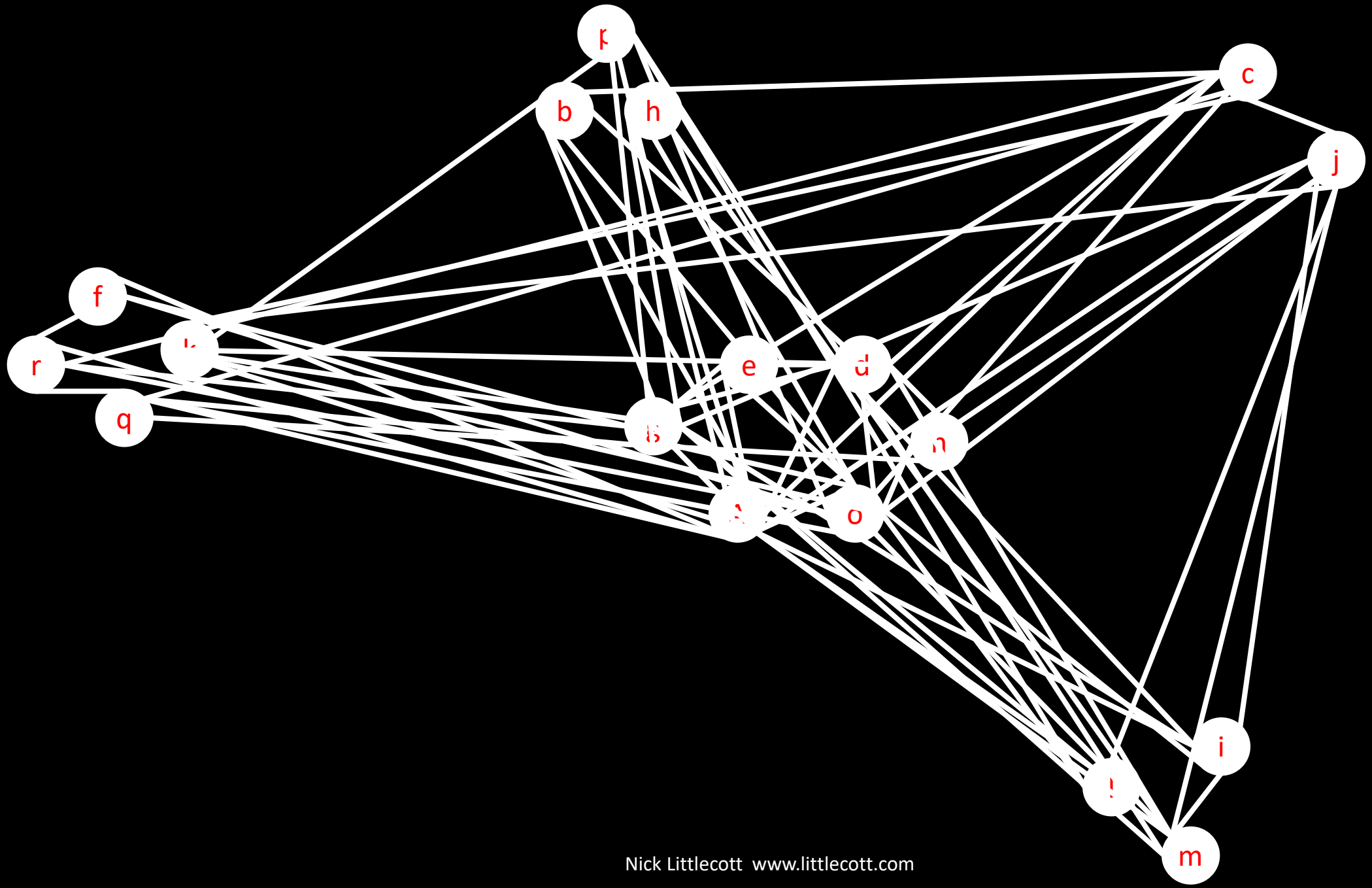
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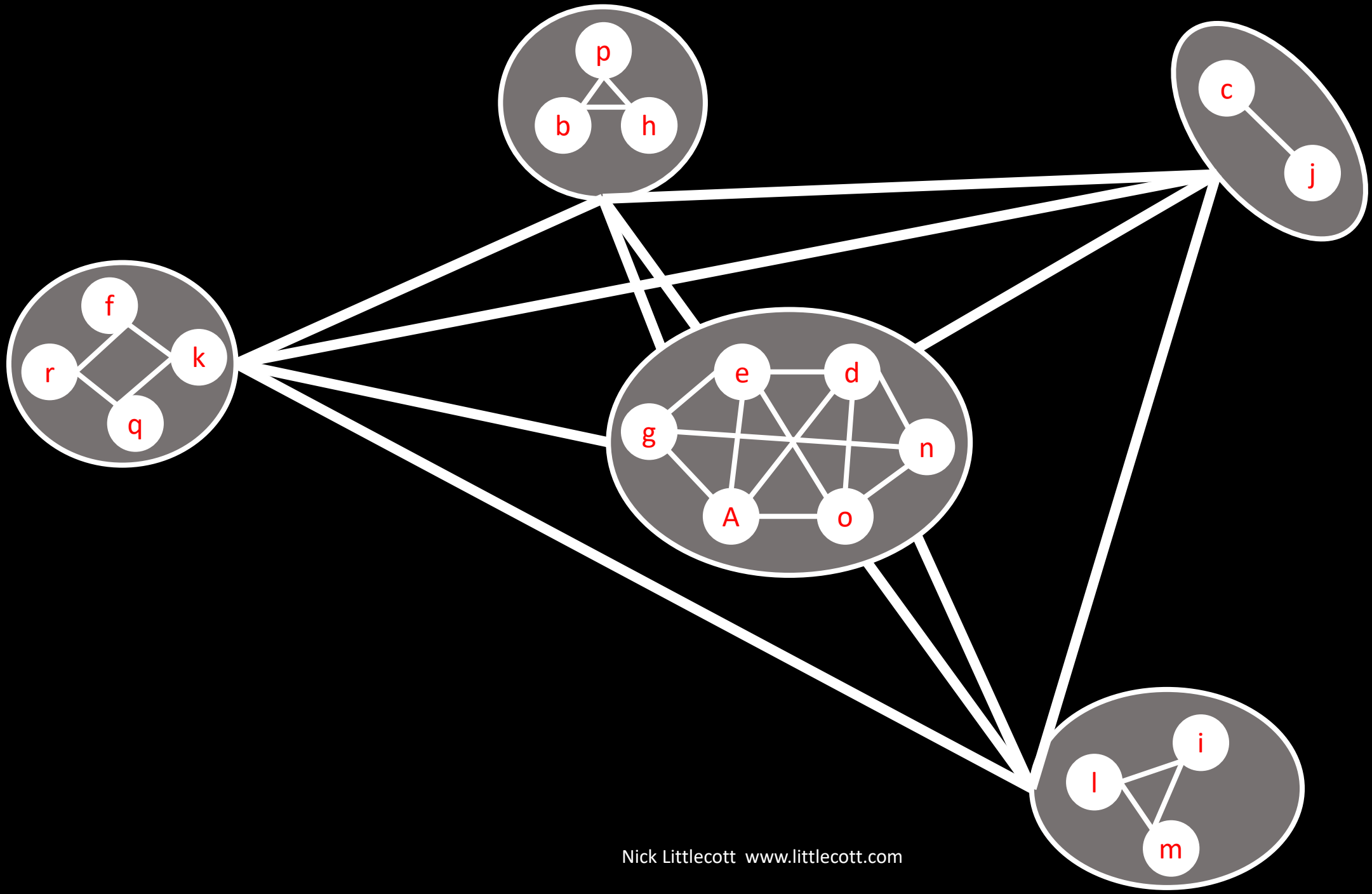
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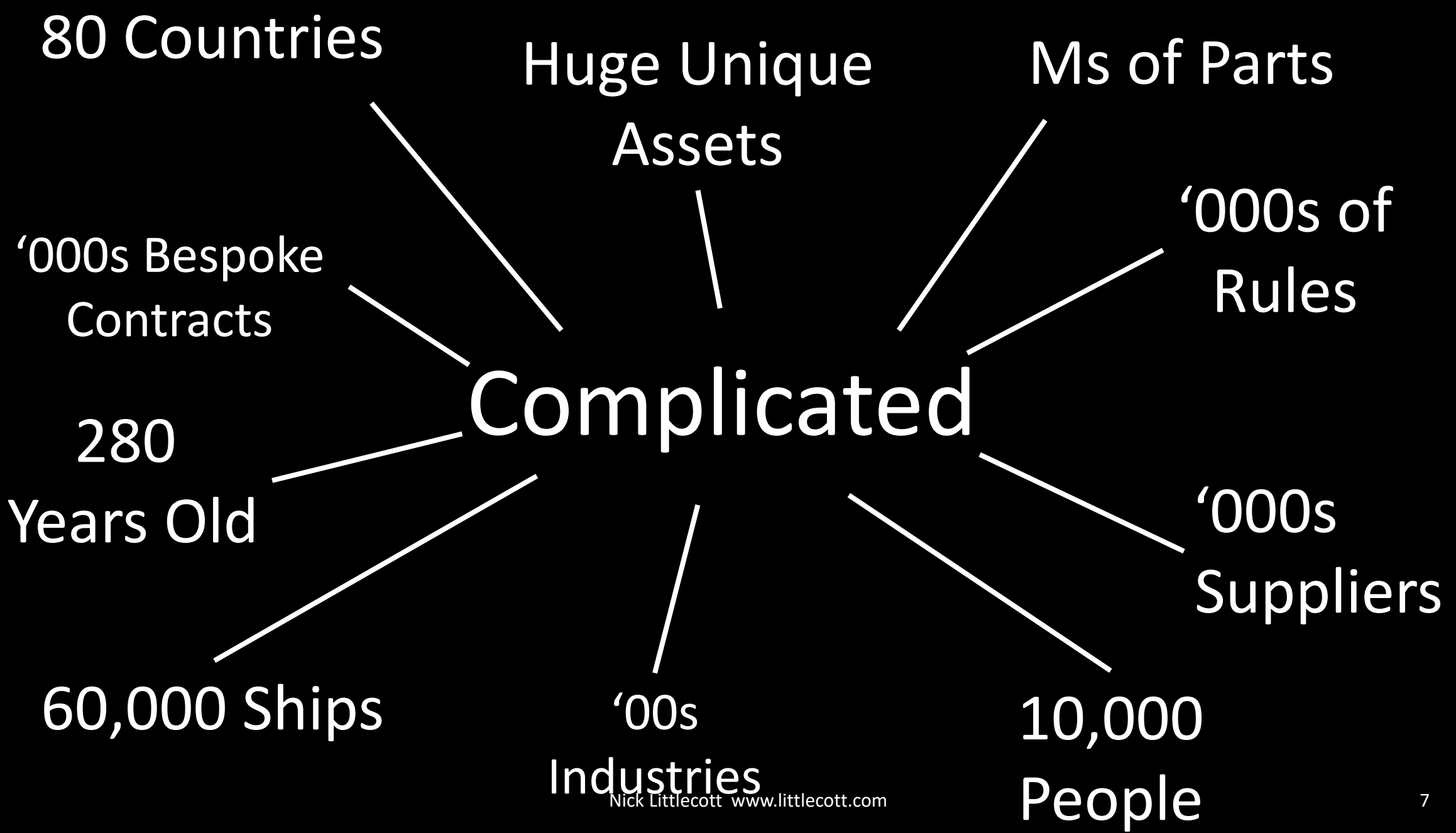
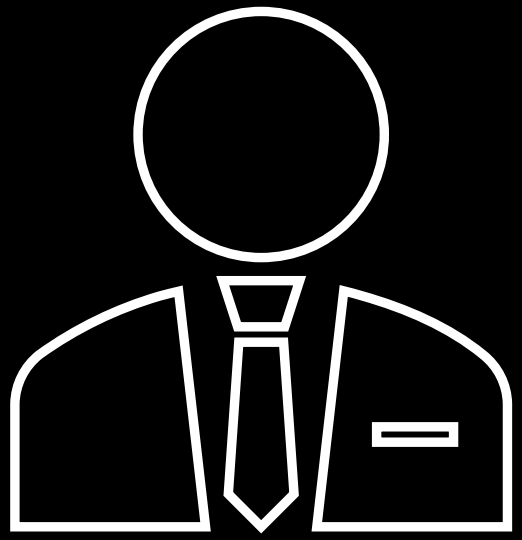
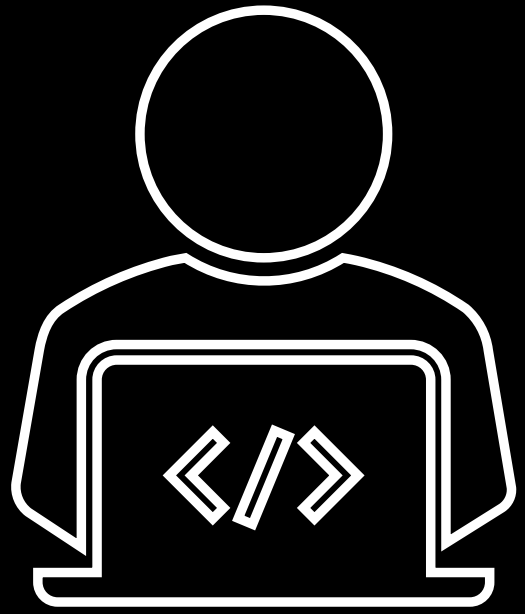

80 Countries
Huge Unique Assets
Ms of Parts
‘000s Bespoke Contracts
‘000s of Rules
Complicated
280 Years Old
‘000s Suppliers
60,000 Ships
‘00s Industries
10,000 People

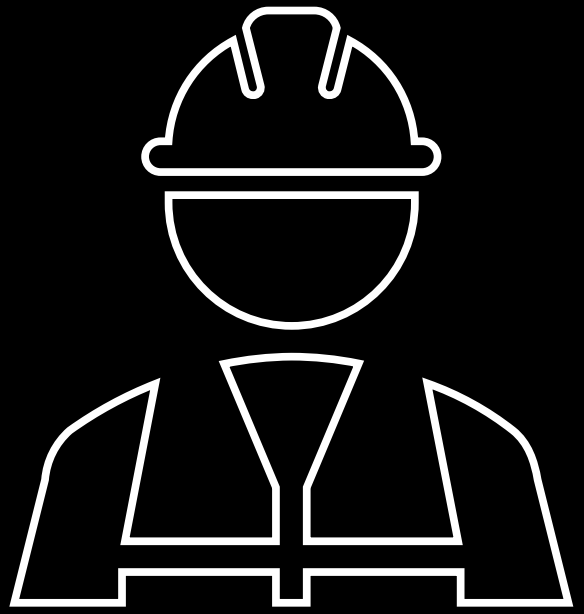
Who	Knowledgeable Professional Engineers
What	Assess & Certify business and engineering assets
Where	At customer locations around the world
Why	To ensure quality and safety
How	By applying experience and knowledge of rules
When	When a customer requests



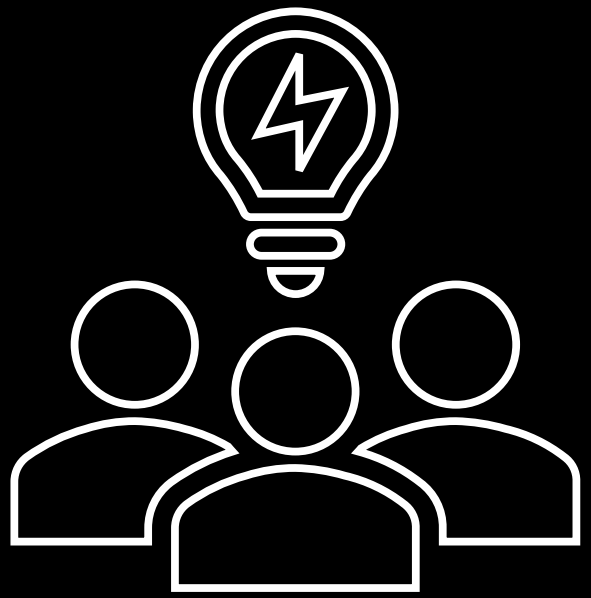
Executive Leader



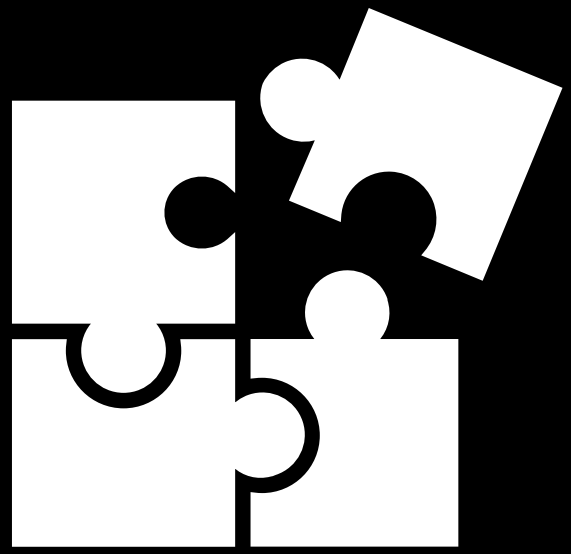
Change Professional



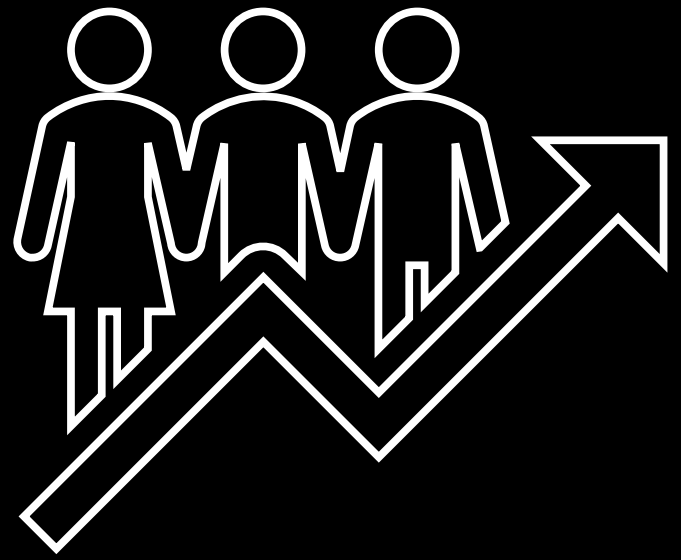
Worker



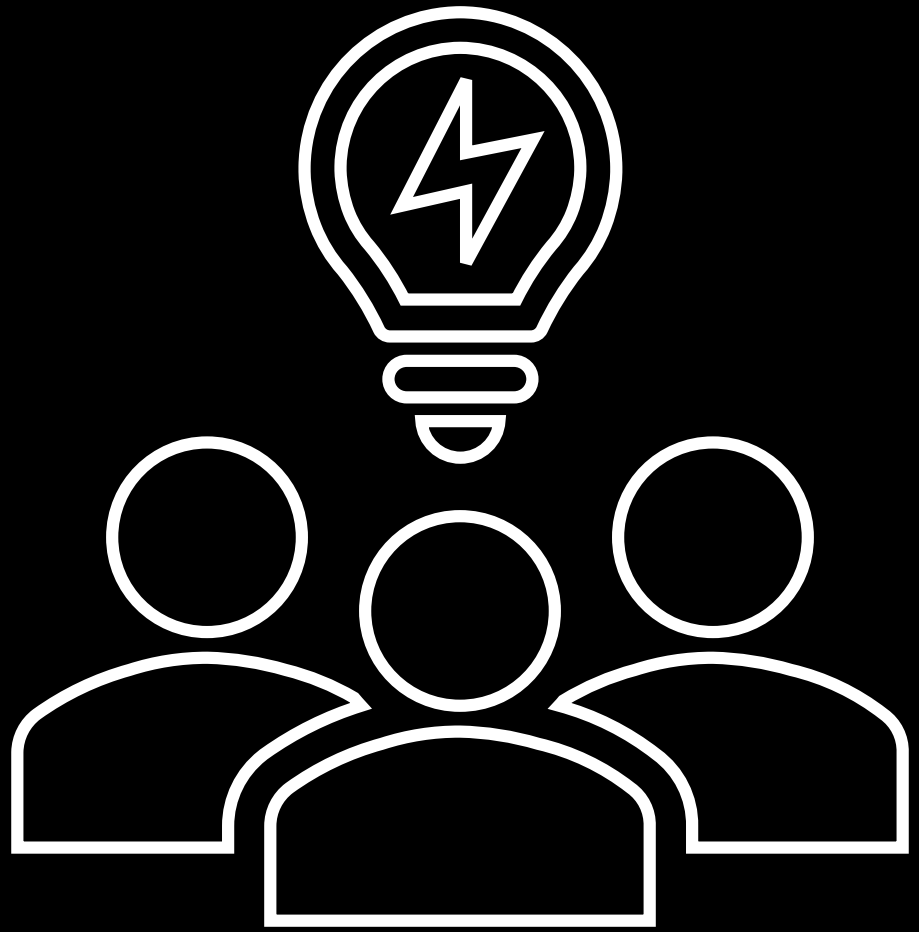
Define



Design & Build



Launch



No major change
in nearly 10 years

90 Strategic Initiatives

10+ Acquisitions
and operating
models

Paper

Falling behind?

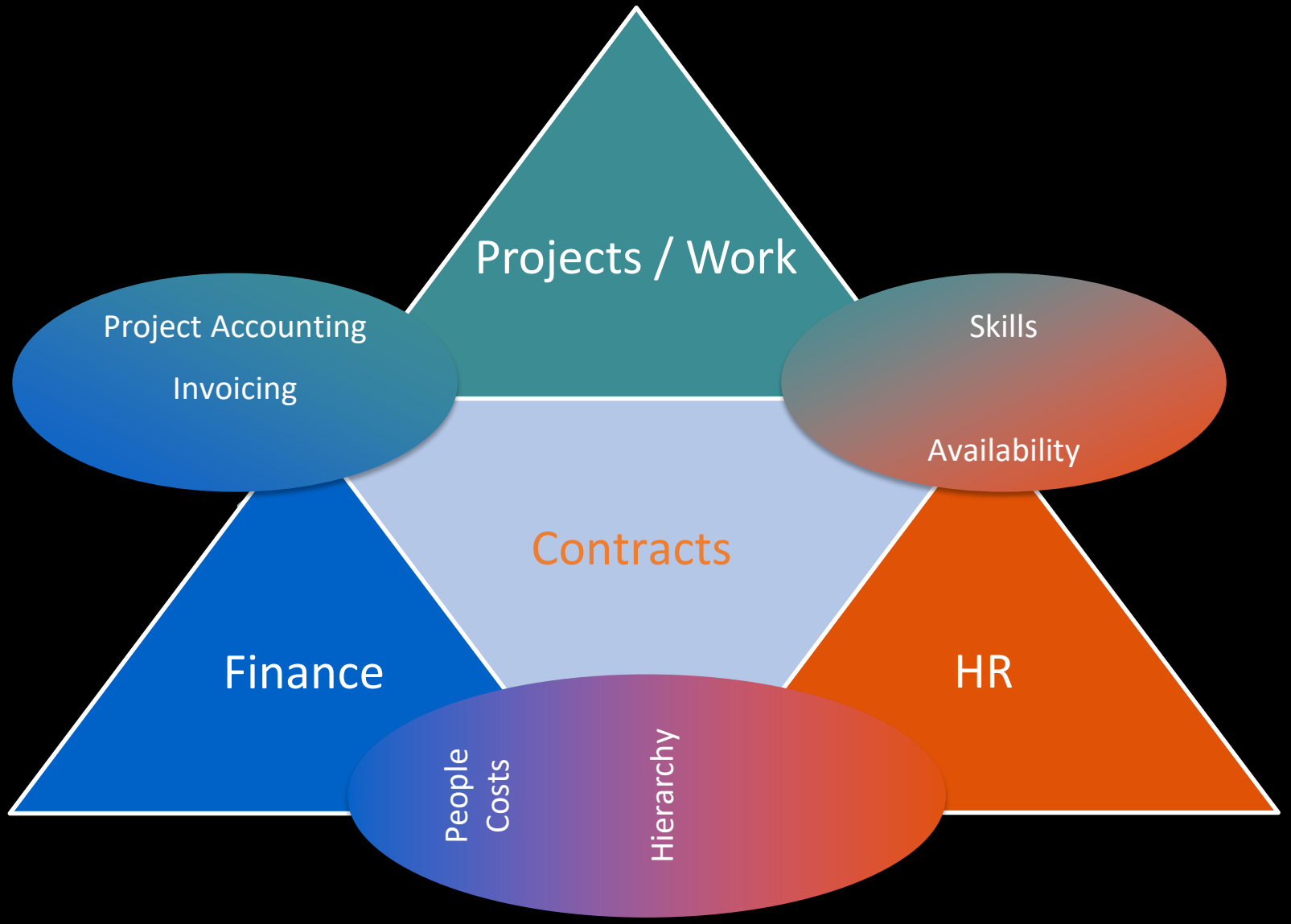
Unrealistic
Ambitions

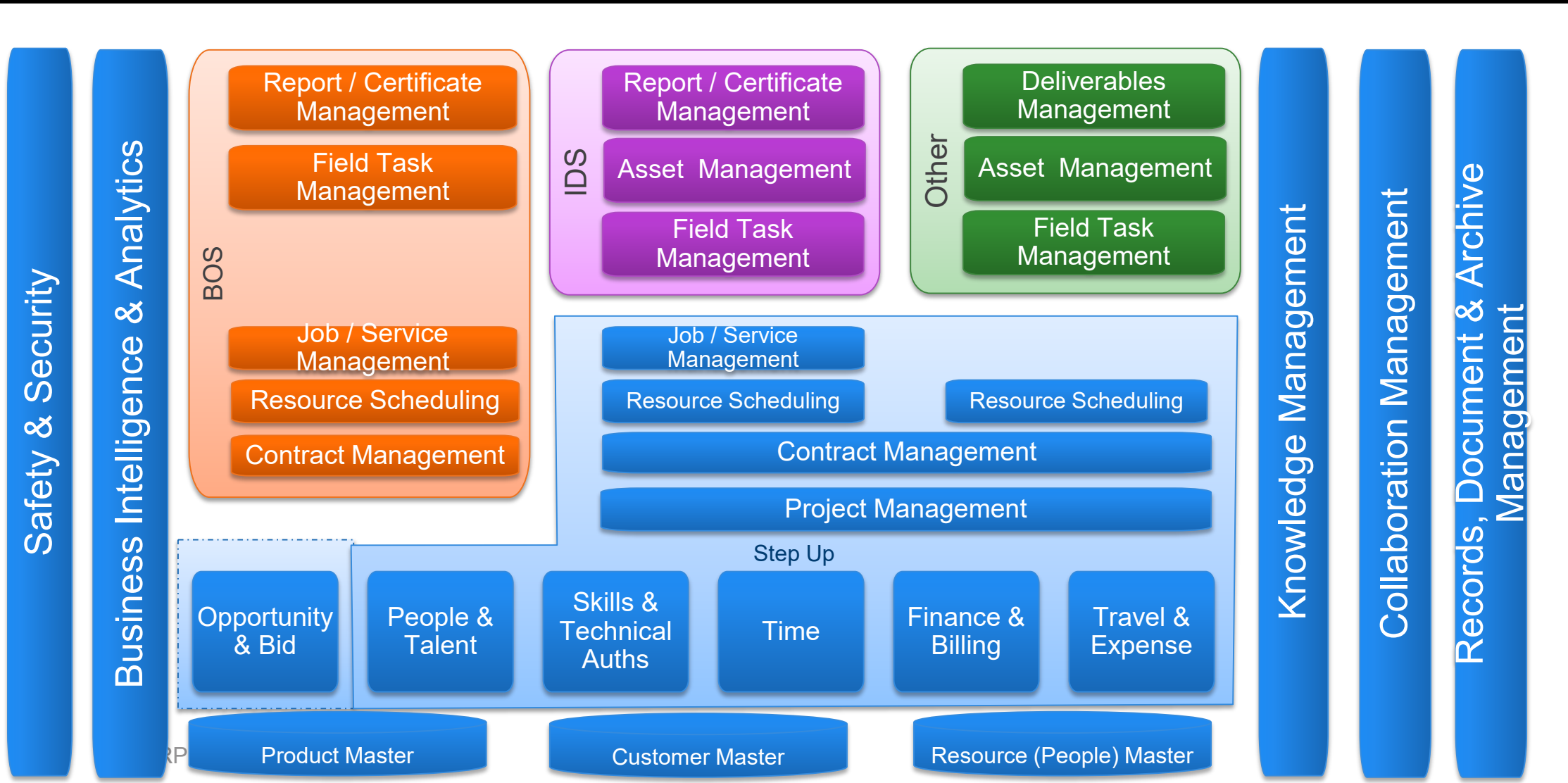
Multiple
Uncoordinated
Programmes

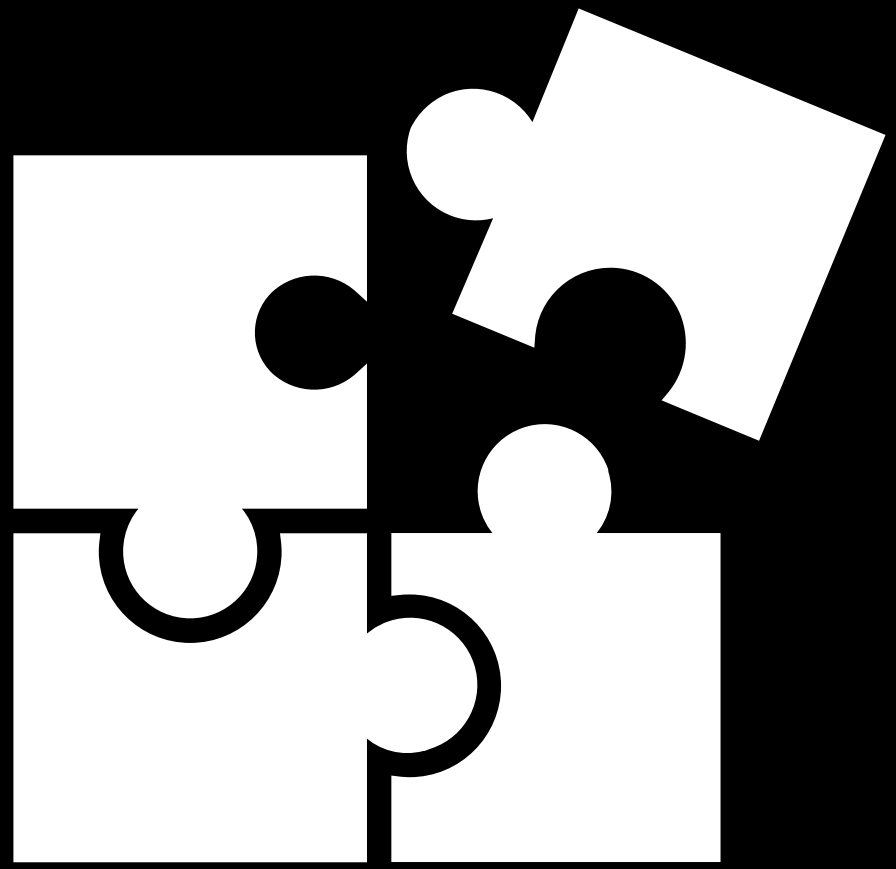
Digital

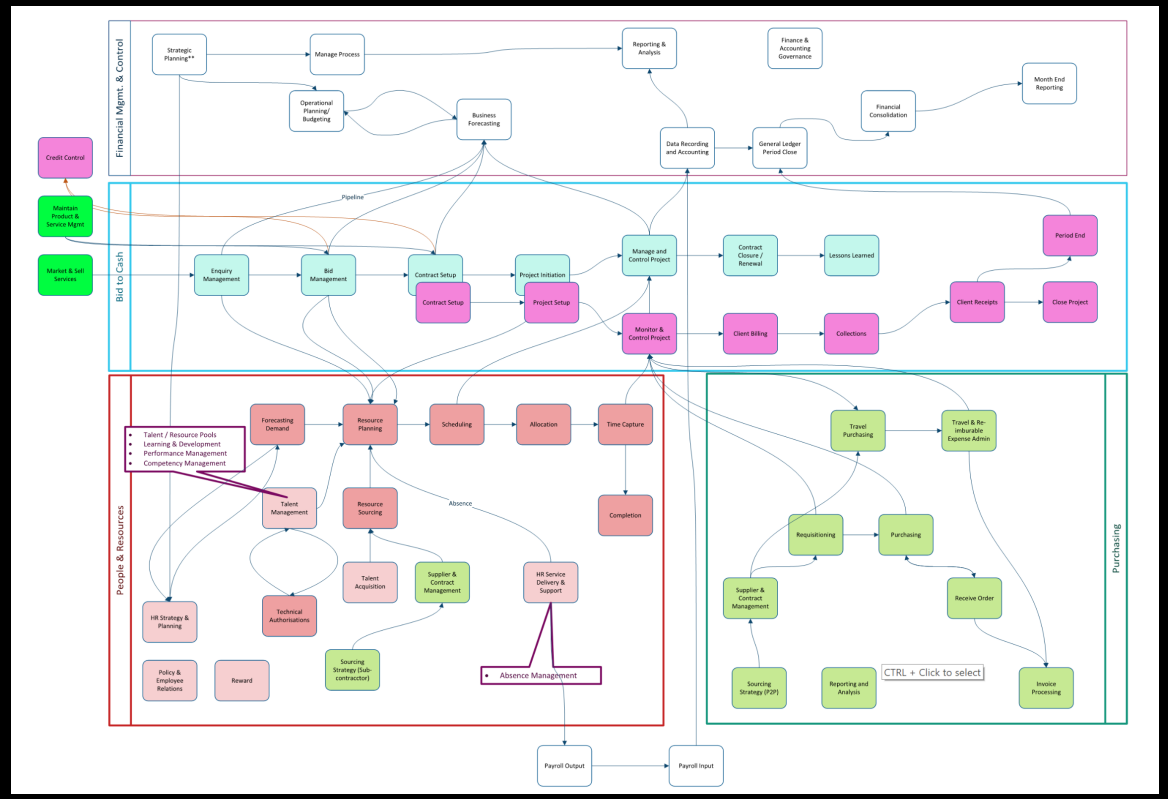
IOT

ERP


Projects / Work
Project Accounting
Invoicing
Skills
Availability
Contracts
Finance
HR
People Costs
Hierarchy


Safety & Security
Business Intelligence & Analytics
BOS
Report / Certificate Management
Field Task Management
Job / Service Management
Resource Scheduling
Contract Management
IDS
Report / Certificate Management
Asset Management
Field Task Management
Other
Deliverables Management
Asset Management
Field Task Management
Job / Service Management
Resource Scheduling
Resource Scheduling
Contract Management
Project Management
Step Up
Opportunity & Bid
People & Talent
Skills & Technical Auths
Time
Finance & Billing
Travel & Expense
Product Master
Customer Master
Resource (People) Master
Knowledge Management
Collaboration Management
Records, Document & Archive Management





80 Benefits Drivers

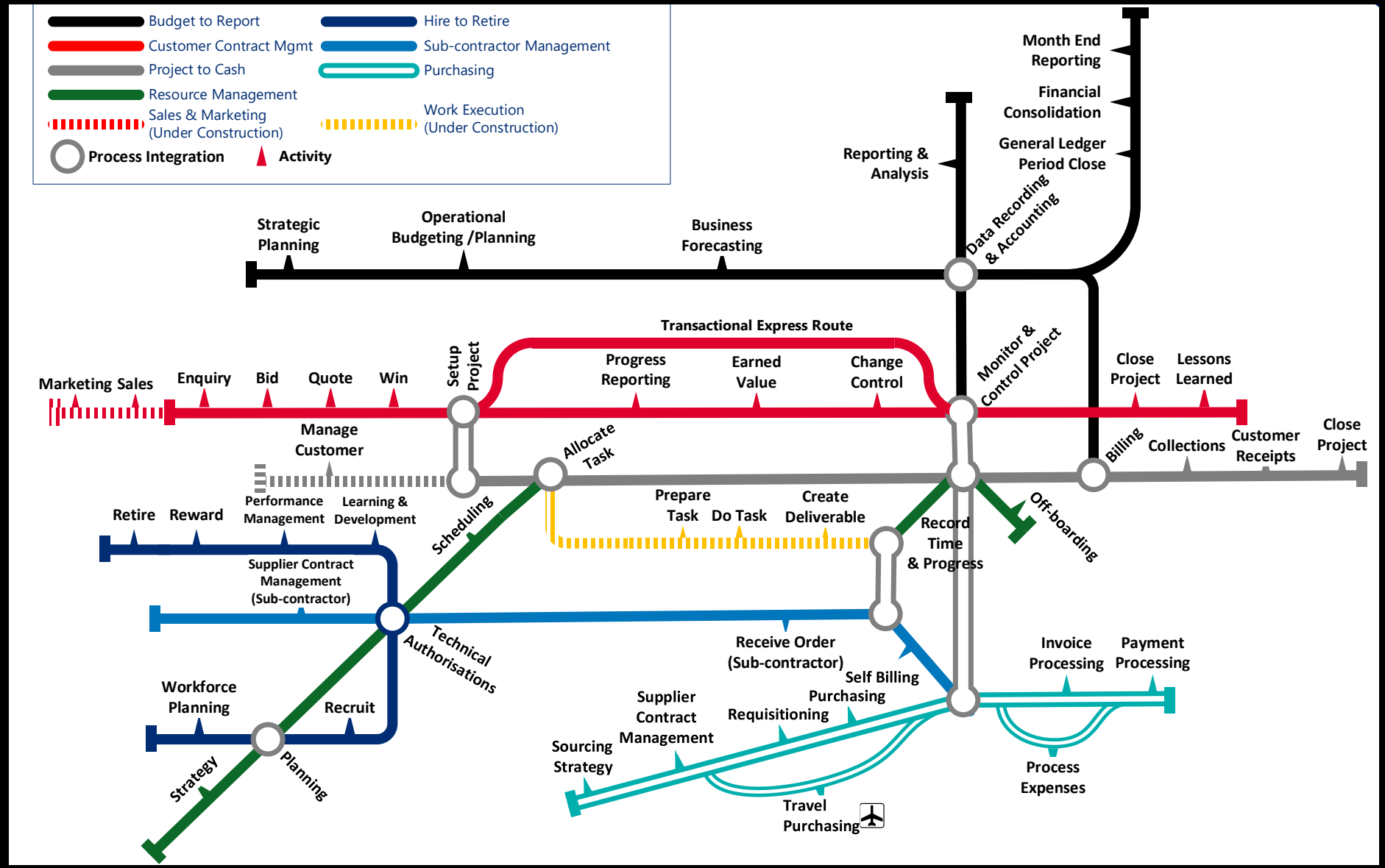
130 L3 Processes

3000 Process Steps

100s Local Variants

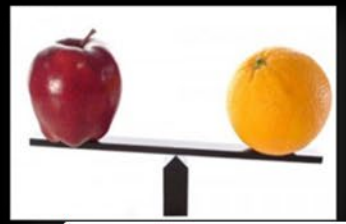
100+ Applications

50+ Interfaces


Budget to Report
Customer Contract Mgmt
Project to Cash
Resource Management
Sales & Marketing (Under Construction)
Process Integration
Activity
Hire to Retire
Sub-contractor Management
Purchasing
Work Execution (Under Construction)
Month End Reporting
Financial Consolidation
General Ledger Period Close
Reporting & Analysis
Data Recording & Accounting
Strategic Planning
Operational Budgeting /Planning
Business Forecasting
Transactional Express Route
Marketing Sales
Enquiry
Bid
Quote
Win
Setup Project
Progress Reporting
Earned Value
Change Control
Monitor & Control Project
Close Project
Lessons Learned
Manage Customer
Allocate Task
Billing
Collections
Customer Receipts
Close Project
Performance Management
Learning & Development
Retire
Reward
Scheduling
Prepare Task
Do Task
Create Deliverable
Record Time & Progress
Off-boarding
Supplier Contract Management (Sub-contractor)
Technical Authorisations
Receive Order (Sub-contractor)
Invoice Processing
Payment Processing
Workforce Planning
Recruit
Supplier Contract Management
Requisitioning
Self Billing Purchasing
Sourcing Strategy
Process Expenses
Strategy
Planning
Travel Purchasing

Technical Authorisations

Product & Services Catalogue



Enforced Delegated Authority

Increased control of processes & compliance to policy

Performance Measurement

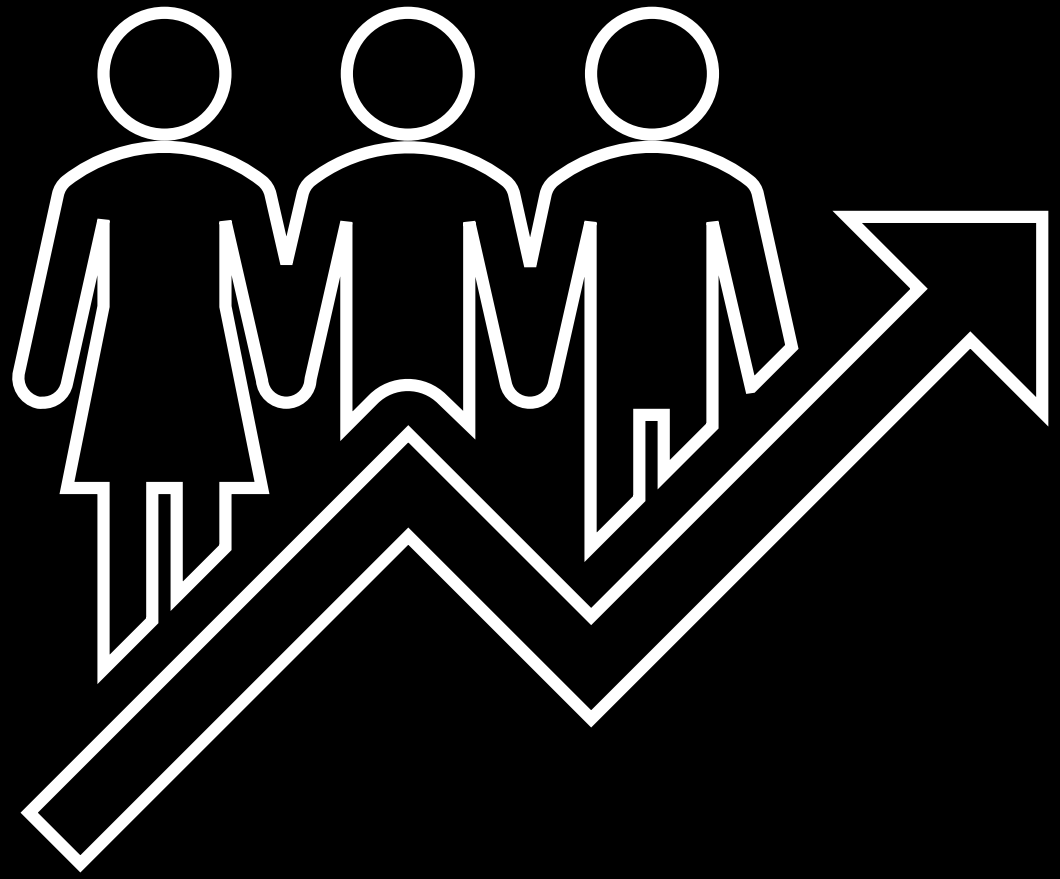
Self Service

Projects

No PO No Pay

Corporate Credit Cards for All

Controlled Timesheets



2 months
Cut-over

9 Month
Preparation

3,000
New Positions

8 Releases
over 3 years

1,000
Super Users

50
Training
Modules

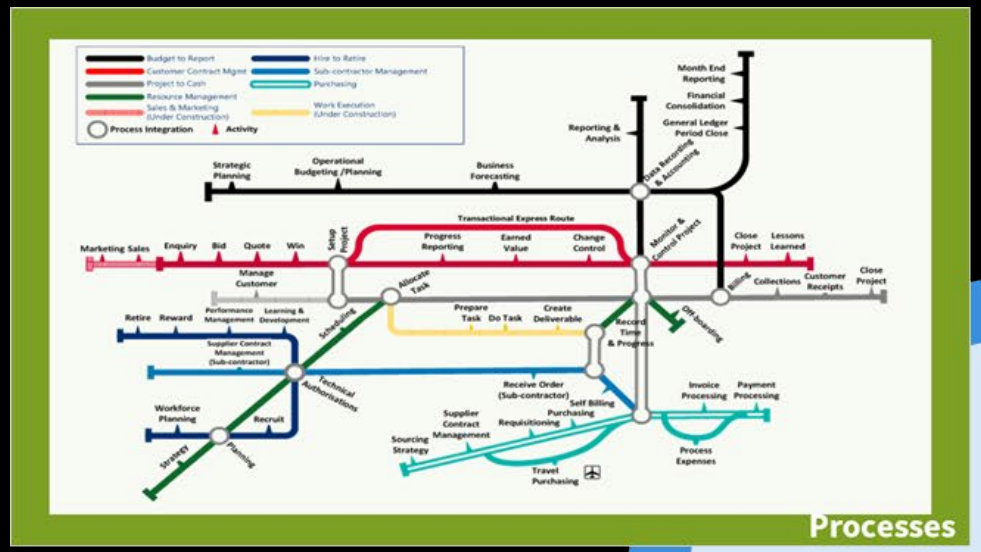
1000s
Configurations

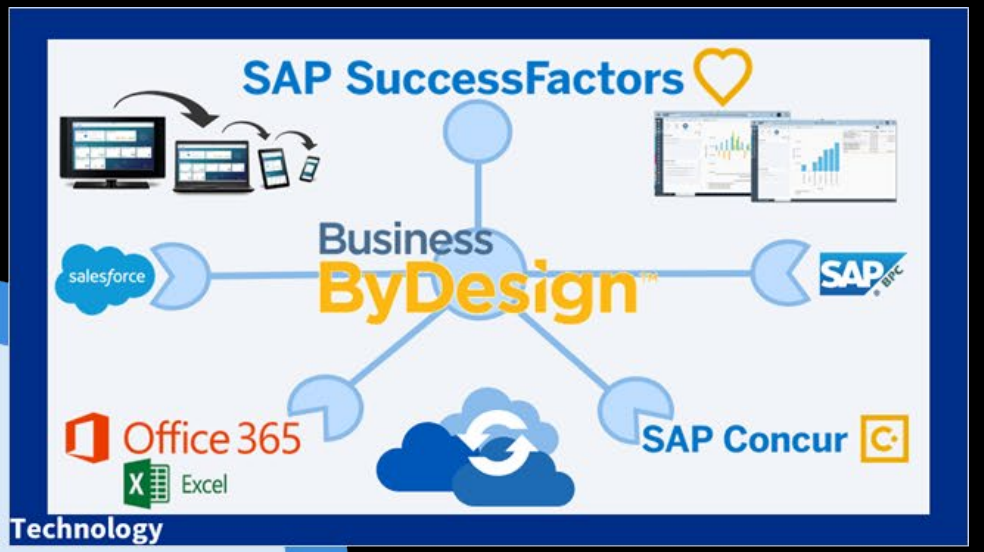
200,000
Customers

0.5M
Projects

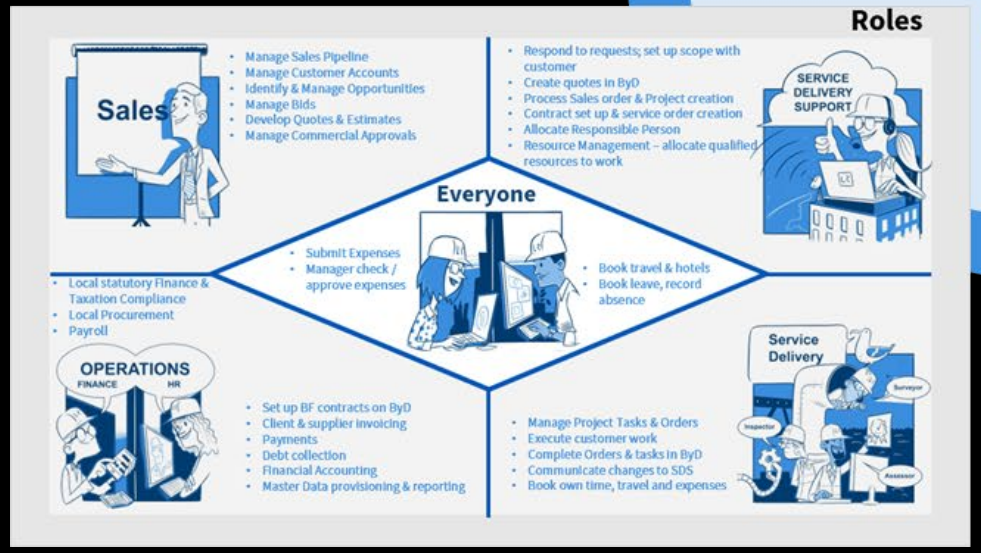
10,000
Users

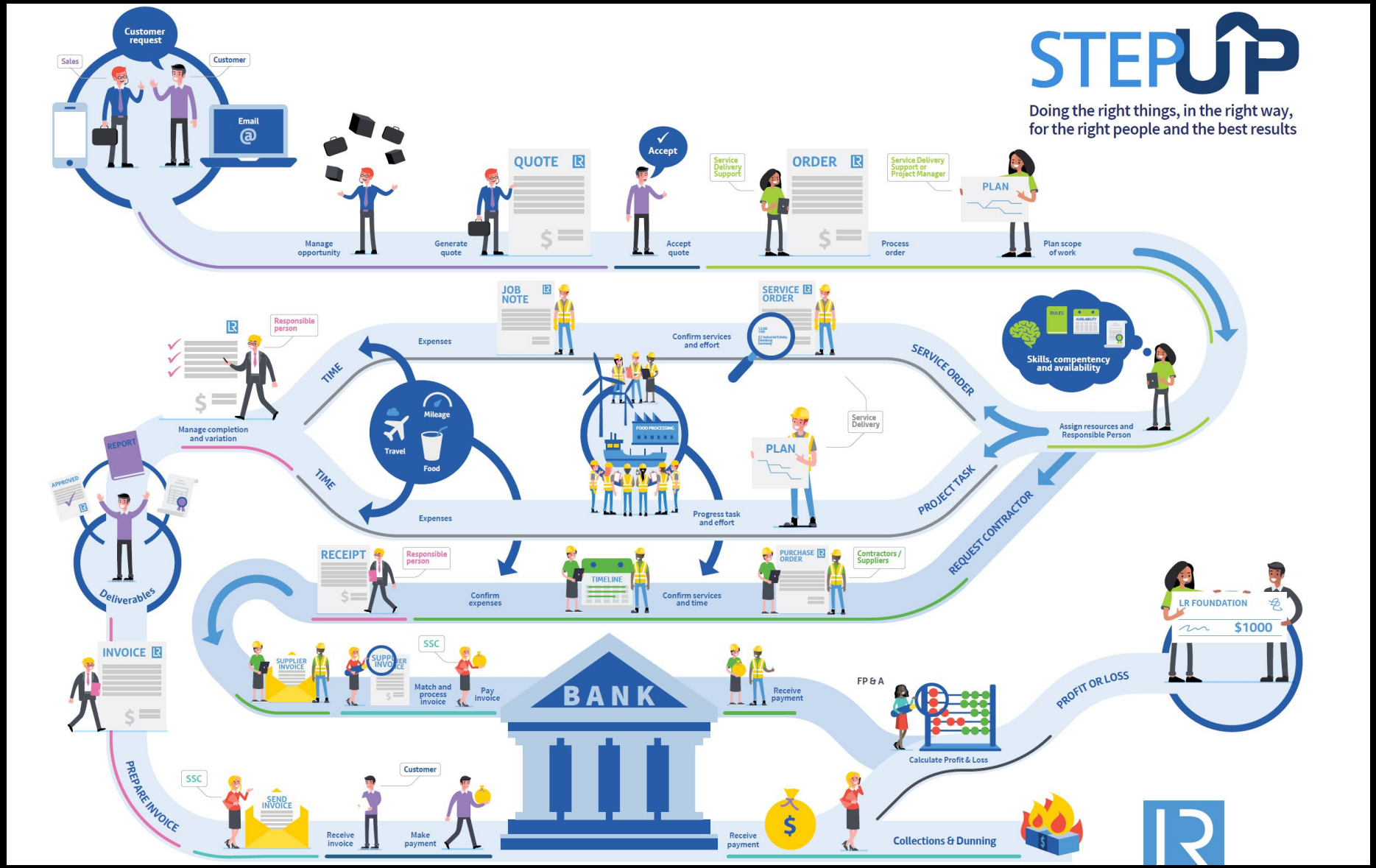
200
Companies



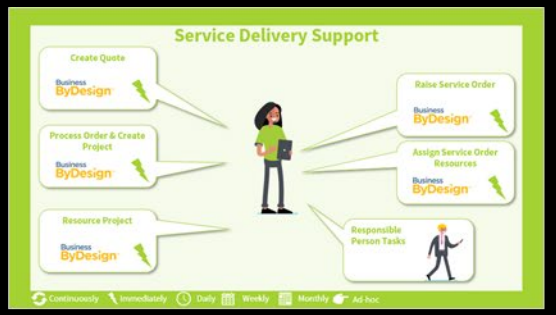


Data and Standards

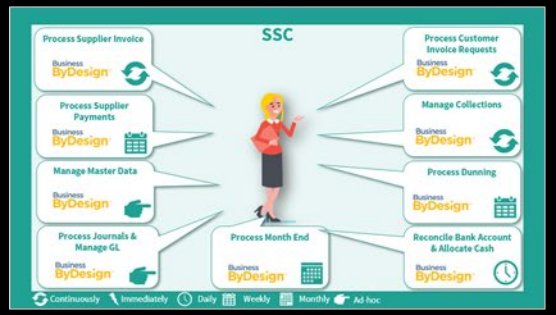


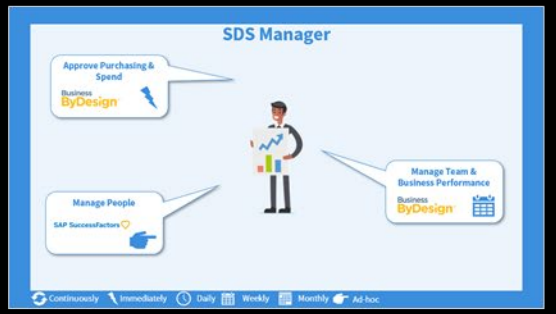

STEPUP
Doing the right things, in the right way, for the right people and the best results
Customer request
Sales
Customer
Email
Manage opportunity
QUOTE
Generate quote
Accept
Accept quote
Service Delivery Support
ORDER
Process order
Service Delivery Support or Project Manager
PLAN
Plan scope of work
JOB NOTE
Expenses
Confirm services and effort
SERVICE ORDER
Skills, competency and availability
Assign resources and Responsible Person
Responsible person
Manage completion and variation
TIME
Mileage
Travel
Food
Service Delivery
PROJECT TASK
REQUEST CONTRACTOR
Progress task and effort
REPORT
APPROVED
Deliverables
RECEIPT
Confirm expenses
TIMELINE
Confirm services and time
PURCHASE ORDER
Contractors / Suppliers
LR FOUNDATION
$1000
INVOICE
SUPPLIER INVOICE
SSC
Match and process invoice
Pay invoice
BANK
Receive payment
FP & A
Calculate Profit & Loss
PROFIT OR LOSS
PREPARE INVOICE
SEND INVOICE
Customer
Receive invoice
Make payment
Collections & Dunning

Sales
Create & Manage Account
Monitor Account & Contract Performance
Manage Opportunity
Create Quote
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

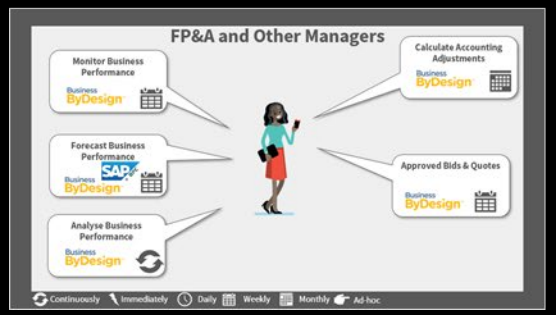

Service Delivery Support
Create Quote
Process Order & Create Project
Resource Project
Raise Service Order
Assign Service Order Resources
Responsible Person Tasks
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

Service Delivery
My Service Order Pipeline
My Project Work Packages & Tasks
Maintain Technical Competency
Submit Absence & Holiday
Capture Expense
Submit Overtime & Allowances
Service Order Confirmation
Project Task Progress & Actual Hours
Submit Timesheet
Complete Expense Report
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc


SSC
Process Supplier Invoice
Process Supplier Payments
Manage Master Data
Process Journals & Manage GL
Process Month End
Process Customer Invoice Requests
Manage Collections
Process Dunning
Reconcile Bank Account & Allocate Cash
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc


SDS Manager
Approve Purchasing & Spend
Manage People
Manage Team & Business Performance
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

SD Team Lead / Manager
Manage Team Availability & Utilisation
Approve Purchasing & Spend
Manage People
Approve Team Time & Expense
Manage Team Service Orders
Manage Team Project Tasks
Manage Team & Business Performance
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc


FP&A and Other Managers
Monitor Business Performance
Forecast Business Performance
Analyse Business Performance
Calculate Accounting Adjustments
Approved Bids & Quotes
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

Responsible Person / Project Manager
Purchase Resources
Manage and Monitor Project Performance
Raise Variation Sales Orders
Assign Service Order Resources
Manage Costs & Allocations
Raise Project Invoice Request
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

Contractors & Suppliers
My Project Work Packages & Tasks
Maintain Technical Competency
Project Task Progress & Delivery Notification
Expense Notification
Produce & Submit Supplier Invoice
Continuously
Immediately
Daily
Weekly
Monthly
Ad-hoc

“Everything Should Be Made as Simple as Possible, But Not Simpler”

(Probably not) Albert Einstein