Core Integration Program
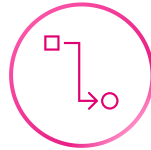## Havindustritilsynets Vedlikeholds Fagdag

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Objectives of this presentation

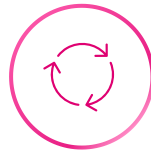Share experiences and learnings in connection with the transition from Lundin to Aker BP

Describe how best practice was identified and secured as part of the transition

Describe how the Manage Change process was used to control the change and manage risk

Explain the importance of stakeholder engagement and a user-centric approach

Explain how the transition supports continuous improvement in the vedlikeholdssløyfe

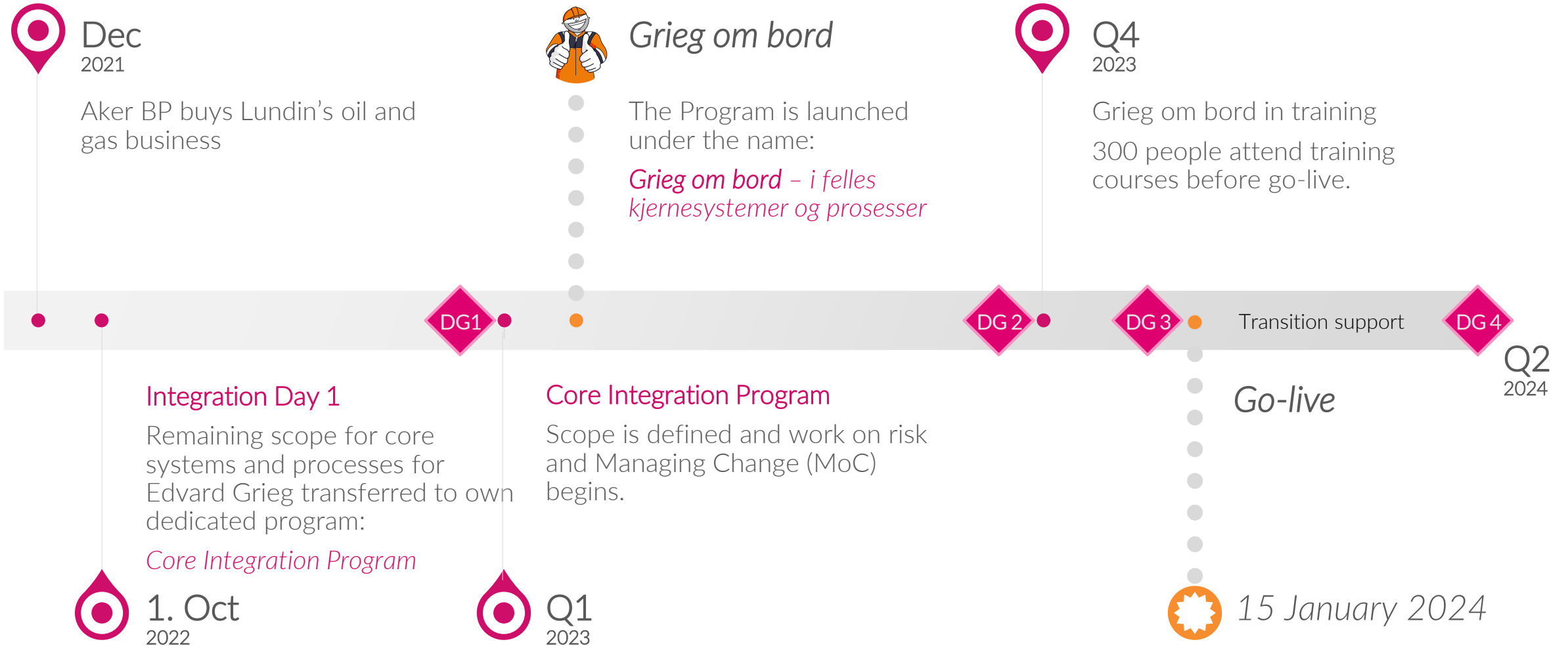# Agenda

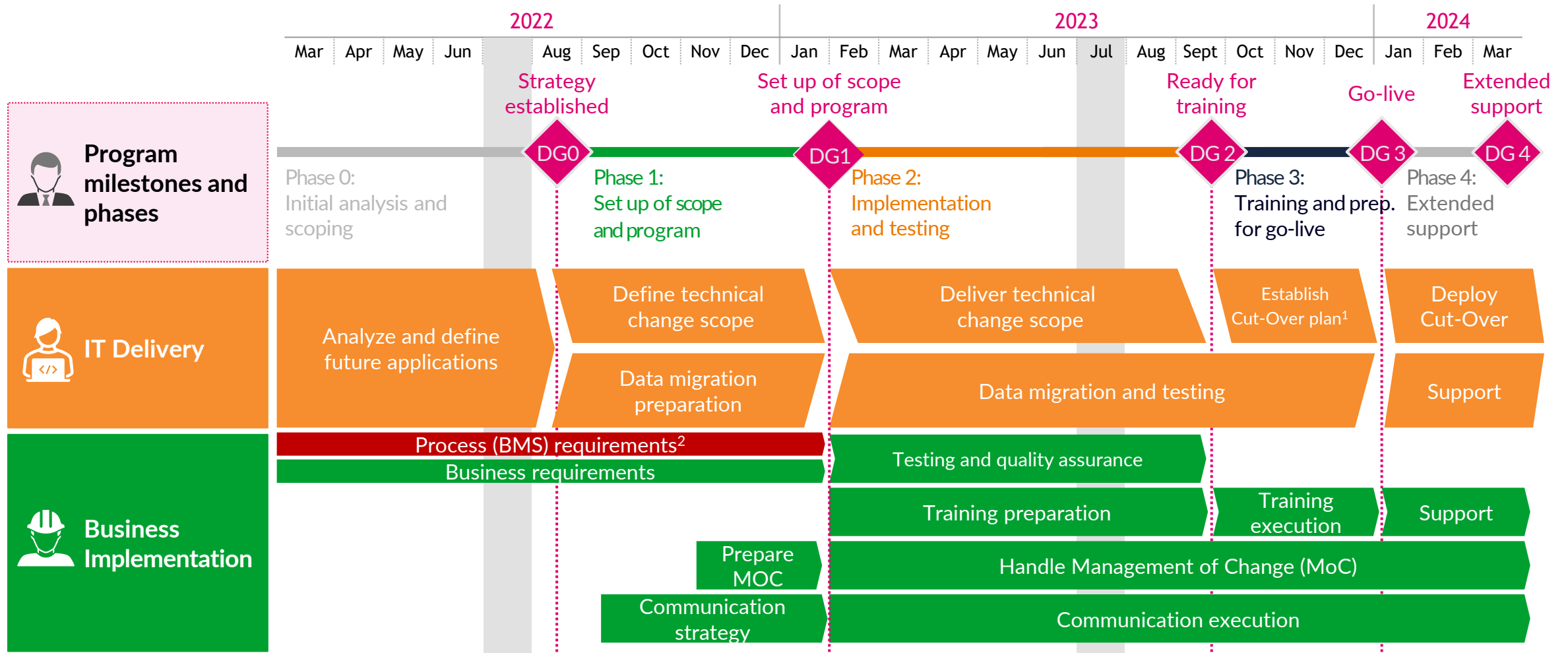|	
1	Introduction to Core Integration program
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6	Q&A

GRIEG OM BORD

-i felles prosesser og kjernesystemer

High level timeline for Core Integration Program - Grieg om bord

Dec
2021

Aker BP buys Lundin's oil and gas business

Grieg om bord

The Program is launched under the name:

Grieg om bord – i felles kjernesystemer og prosesser

Q4
2023

Grieg om bord in training

300 people attend training courses before go-live.

DG1

DG 2

DG 3

Transition support

DG 4

Q2
2024

Integration Day 1

Remaining scope for core systems and processes for Edvard Grieg transferred to own dedicated program:

Core Integration Program

1. Oct
2022

Core Integration Program

Scope is defined and work on risk and Managing Change (MoC) begins.

Q1
2023

Go-live

15 January 2024

Program timeline | Business and IT worked in close collaboration towards a Go-Live of 15 January 2024

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Process scope | A detailed mapping of work processes identified best practice to be captured in the new organisation

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1 Map processes, identify gaps and best practice

- Comparison of APOS (Lundin) versus BMS (Aker BP) work processes and governing documents
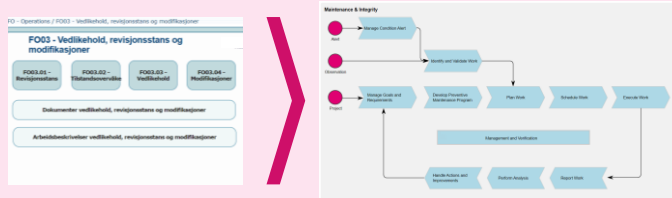
- Detailed review by diverse working group, including SMEs, users and process owners from both companies

- Review facilitated by Operations Integration workstream together with Quality & Governance

- Gaps and areas of best practice identified

2 Define future state

- Future work processes agreed, including

  - Roles

  - Process flow

  - Activities and requirements

  - Governing documents

- Areas of best practice identified to either incorporate at Go-Live or register as an improvement to be implemented after Go-Live

- Examples include condition-based maintenance work process and associated governance

3 Define changes and prepare implementation plan

- Detailed change scope defined and documented

- Actions required to implement changes and deal with impacts included in detailed implementation plan, eg:

  - Updates to management system

  - Information packs

  - User training

  - User guides and support

Application Scope |
Biggest change for Maintenance was the move from WorkMate to SAP

Business domain	Process/activity	Application as-is (Lundin)	Application end-state		Action
Maintenance and integrity	Plant Maintenance	WorkMate	SAP / AIM	⊗	Replace
	Equipment monitoring	Sentinel (Lundin)	Sentinel on ABP infra	↻	Keep
	Dashboards	QlikView	SAP, PowerBI	⊗	Replace
LCI and document mgmt.	LCI (Life Cycle Information)	Aveva LCI (ISM, Net, CM, GK) (Lundin)	Aveva LCI (ABP)	↗	Migrate
	Document Management	Proarc	D2	⊗	Replace
	EOD (Electronic Operation Document.)	EOD (Lundin)	EOD on ABP infra	↻	Keep
Safe work	Control of work (COW)	Aveva COW/OSM (Lundin)	Aveva COW/OSM (ABP)	↗	Migrate
	Access control to OT	Shield (Lundin)	Shield (ABP)	↗	Migrate
Data platform	Barrier Management	Eigen	Eigen on ABP infra + new connectors	↻	Keep
	Data platform	CDF (Lundin)	CDF (ABP)	↗	Migrate
	IMS (Information Mgmt. System)	Honeywell IMS (Lundin)	IMS on ABP infra	↻	Keep
	Real-time data collection & visualization	PI (Lundin)	PI (ABP)	↗	Migrate
Supply chain and logistics	Procurement	WorkMate, PIMS and Visma	SAP	⊗	Replace
	Logistics and inventory	Workmate	SAP	⊗	Replace
Finance	Billing, invoicing, reporting	Visma and Compello	SAP	⊗	Replace
	Dashboards	QlikView	SAP, PowerBI	⊗	Replace

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The project was underpinned by our Manage Change (MoC) process, ensuring risks were properly understood and controlled

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Ensures all changes are **planned and executed** in a timely, efficient, transparent and safe manner

Ensures the right involvement from the **right stakeholders** at the right time

Identifies, assesses, manages and communicates **risks and consequences** associated with the change
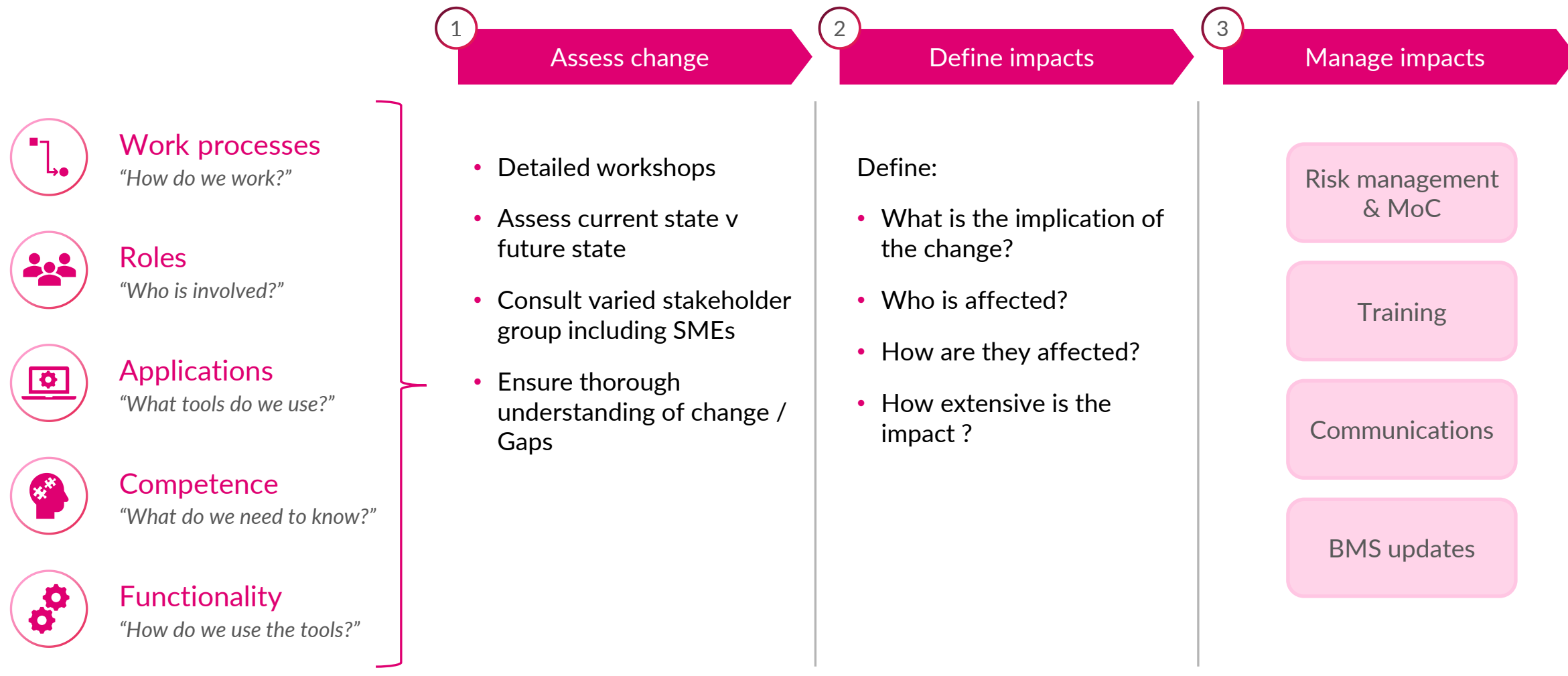
Documents all elements of the process to ensure a safe and effective implementation

Ensure change is implemented in a structured and controlled way and that all associated risks, impacts and consequences are properly understood and managed

Impact assessment was used to understand the impacts of the change scope, in order to identify required actions

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Impact assessment approach

1 Assess change

2 Define impacts

3 Manage impacts

Work processes
"How do we work?"

Roles
"Who is involved?"

Applications
"What tools do we use?"

Competence
"What do we need to know?"

Functionality
"How do we use the tools?"

- Detailed workshops

- Assess current state v future state

- Consult varied stakeholder group including SMEs

- Ensure thorough understanding of change / Gaps

Define:

- What is the implication of the change?

- Who is affected?

- How are they affected?

- How extensive is the impact ?

Risk management & MoC

Training

Communications

BMS updates

Findings from the impact assessment were used across workstreams to drive the quality of Phase 2 deliveries
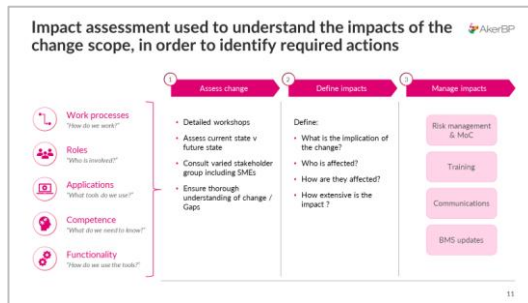
Impact assessment

Impact assessment used to understand the impacts of the change scope, in order to identify required actions

For each business domain, change is assessed to understand impact on people, processes and tools

Example – Assessment of Safe Work change impacts for Edvard Grieg

Input to Workstream

MoC

Provides critical input to risk workshops to ensure all participants fully understand the impact and consequence of the change scope. Including: process; applications; people; roles; and competence

Training

Identifies:
- who needs to be trained
- what the training needs to cover
- type of training required (instructor-based, self-learning, info pack etc)

Communication

Identifies:
- which users / roles require information
- what information needs to be communicated
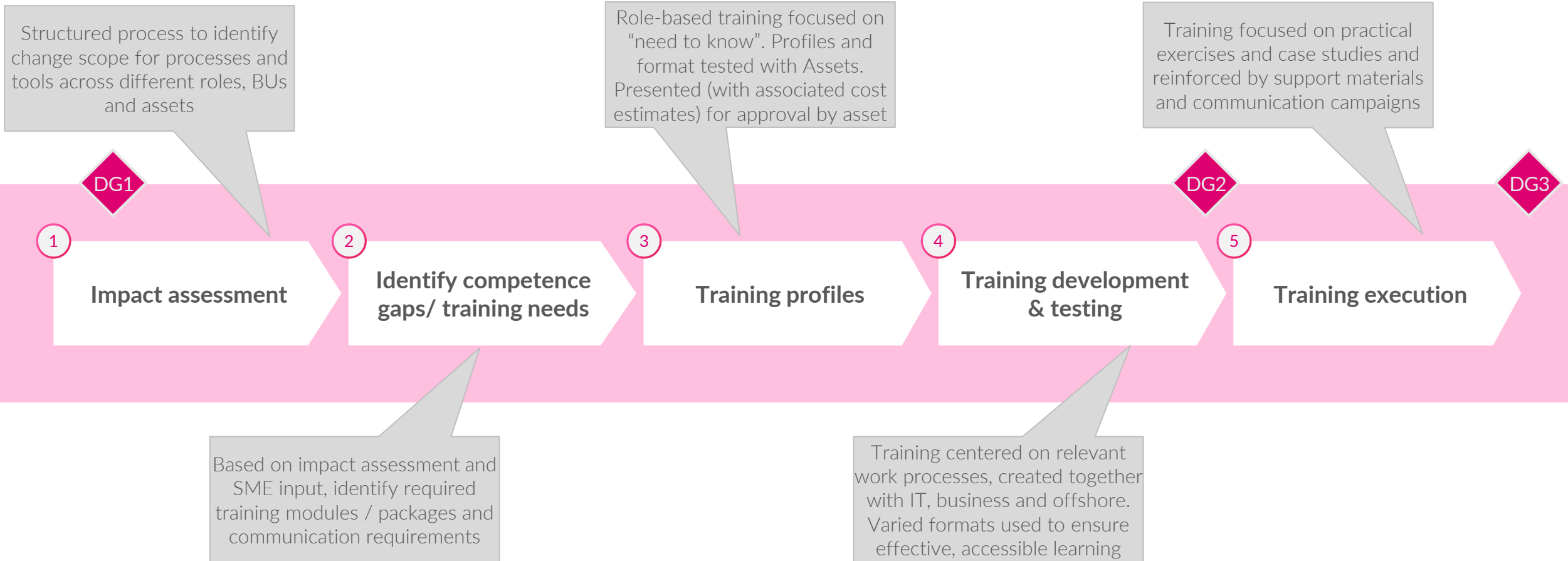
Outcome

Efficient risk workshop, delivering comprehensive view of risk profile

Role-based training tailored to specific needs of end users

Consistent communication, clearly explaining what users need to know

Training approach | Identify and address specific needs of end-users to deliver tailored training content and formats

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Extensive role-based training, focused on work processes

Structured process to identify change scope for processes and tools across different roles, BUs and assets

Role-based training focused on "need to know". Profiles and format tested with Assets. Presented (with associated cost estimates) for approval by asset

Training focused on practical exercises and case studies and reinforced by support materials and communication campaigns

DG1

DG2

DG3

1 Impact assessment

2 Identify competence gaps/ training needs

3 Training profiles

4 Training development & testing

5 Training execution

Based on impact assessment and SME input, identify required training modules / packages and communication requirements

Training centered on relevant work processes, created together with IT, business and offshore. Varied formats used to ensure effective, accessible learning

Training was role-based, focusing on "need-to-know" content per user group

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Maintenance & Integrity

- Vedlikeholds-leder land
- Vedlikeholds-ingeniør land
- Vedlikeholds-planlegger
- Tekniker
- Offshore Vedlikeholds-leder
- Fagansvarlig

Expectations (behaviours and compliance)

BMS processes (functional requirements)

Applications (functionality in digital tools)

Example role: Offshore vedlikeholdsleder

«As vedlikeholdsleder in Aker BP you have overall responsibility for…»

«Why»

Activity 1 → Activity 2 → Activity 3

«What»

SAP

LCI

OSM

«How»

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Stakeholder management and communication were critical in mitigating change risk

- Detailed stakeholder mapping completed at the start of the Program and continuously updated

- Stakeholders were involved and actively contributed to the development of all project deliveries

- Stakeholder map used as the basis for the communication plan to ensure effective, tailored communications

- Project was branded as "Grieg om Bord" to make the project / change understandable and tangible to end users

- Communication campaigns used customised messaging and channels to share critical program info as effectively as possible

- Change journeys were designed, with key milestones shown on a timeline to build user engagement and understanding

Tailored communication campaigns used multiple channels to provide information to the target audiences

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Users find us via the start page and Aker Anna

We use large screens and other visual communications to direct end-users to our landing page

Information meetings are used actively to engage and reassure end-users. We are presented in allmøter and in relevant department meetings

SMS and email for direct communications with individual users.

Workplace used to draw attention to key messages and then direct users to our landing page.

SharePoint used for our landing page. A "single source of truth" with easy access to all relevant information (Program info, user guidelines, training, support)

Teams Chat is an effective channel for delivering user support.

We leverage the successful visual elements used in Endringsreisen 2020

Our focus was on enabling leaders to communicate key Grieg om Bord messages to their own teams

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Information meetings are used actively to engage and reassure end-users. We are presented in allmøter and in relevant department meetings

SMS and **email** for direct communications with individual users.

SharePoint used for our **landing page**. A "single source of truth" with easy access to all relevant information (Program info, user guidelines, training, support)

- Grieg/Aasen AOM allmøte, bi-weekly
- EG offshore leadership meeting bi-weekly
- Allmøte Grieg/Aasen presentation
- D&W infomeeting
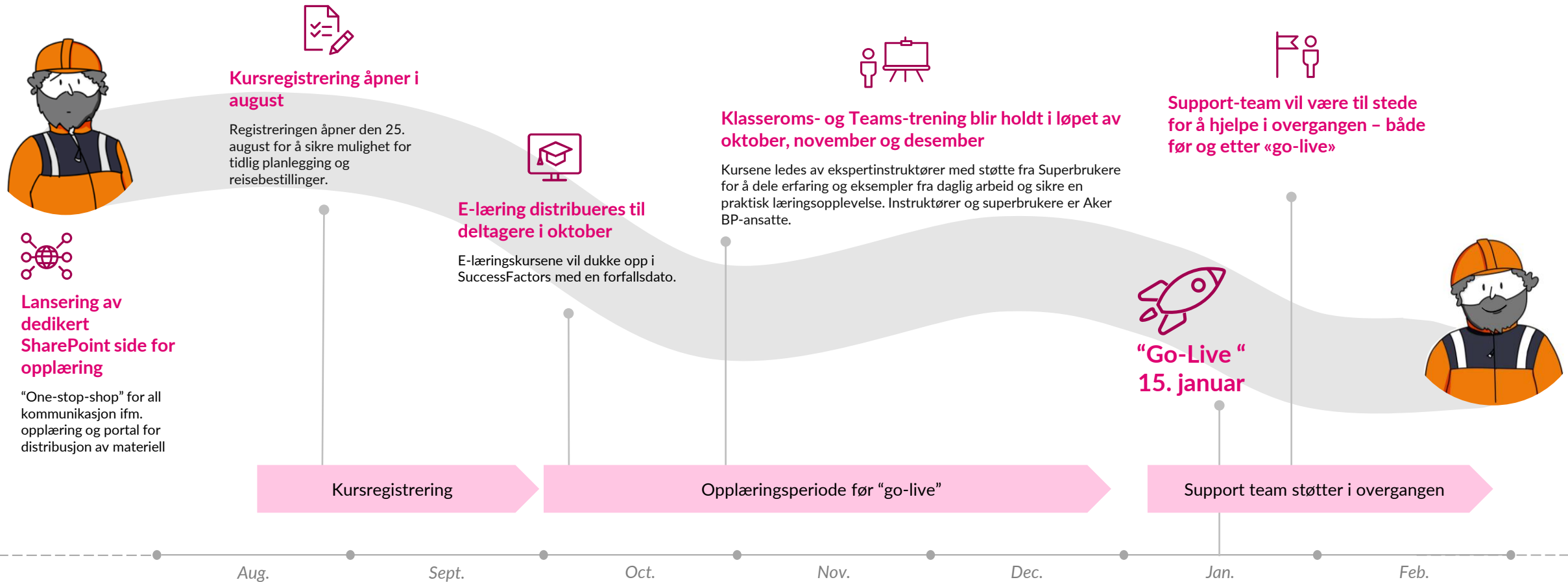- Training Dry-run

- 406 invitations sent by e-mail
- 410 e-mails in "resolved" folder at griegombord@akerbp.com

- 490 page viewers in total
- 2400 page views in total
- Number 1 - most popular page on "Operations" SharePoint is Grieg om bord's

Communication was used to ensure all users knew what to expect from the program and what it would mean for them
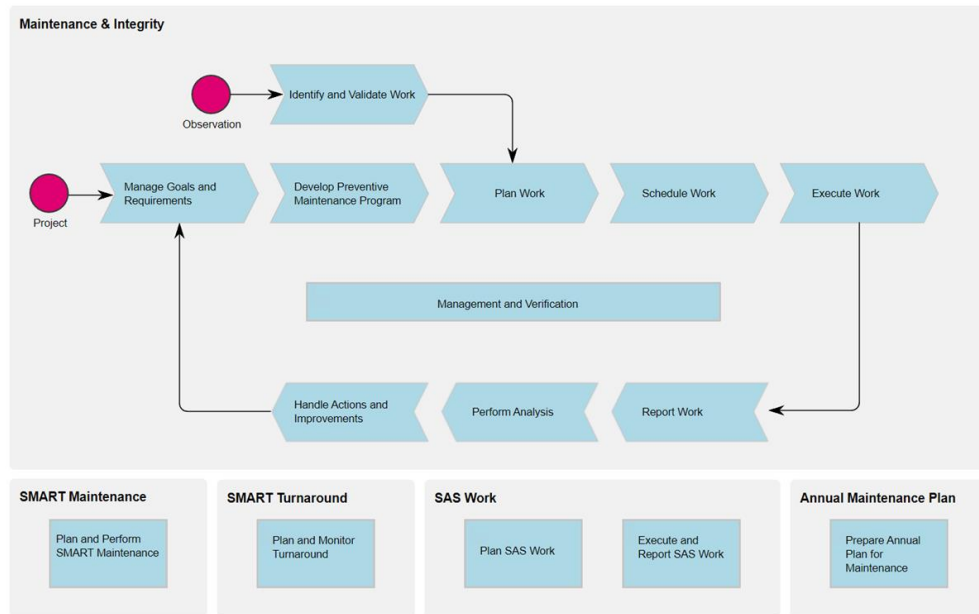
Example comms: «User journey» for training

Kursregistrering åpner i august

Registreringen åpner den 25. august for å sikre mulighet for tidlig planlegging og reisebestillinger.

Klasseroms- og Teams-trening blir holdt i løpet av oktober, november og desember

Kursene ledes av ekspertinstruktører med støtte fra Superbrukere for å dele erfaring og eksempler fra daglig arbeid og sikre en praktisk læringsopplevelse. Instruktører og superbrukere er Aker BP-ansatte.

Support-team vil være til stede for å hjelpe i overgangen – både før og etter «go-live»

E-læring distribueres til deltagere i oktober

E-læringskursene vil dukke opp i SuccessFactors med en forfallsdato.

Lansering av dedikert SharePoint side for opplæring

"One-stop-shop" for all kommunikasjon ifm. opplæring og portal for distribusjon av materiell

"Go-Live" 15. januar

| Kursregistrering | Opplæringsperiode før "go-live" | Support team støtter i overgangen |

Aug. Sept. Oct. Nov. Dec. Jan. Feb.

19

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Grieg om bord delivers standardisation across the portfolio, a key enabler for continuous improvement of vedlikeholdssløyfe


Maintenance & Integrity

Observation → Identify and Validate Work

Project → Manage Goals and Requirements → Develop Preventive Maintenance Program → Plan Work → Schedule Work → Execute Work

Management and Verification

Handle Actions and Improvements → Perform Analysis → Report Work

SMART Maintenance — Plan and Perform SMART Maintenance

SMART Turnaround — Plan and Monitor Turnaround

SAS Work — Plan SAS Work — Execute and Report SAS Work

Annual Maintenance Plan — Prepare Annual Plan for Maintenance

GRIEG OM BORD

-i felles prosesser og kjernesystemer

At Grieg om Bord Go-live, all assets in Aker BP use common work processes, supported by the same portfolio of tools. Benefits of this **standardisation** include:

Digitalisation – standardisation is a critical enabler for digitalisation, a core driver of our improvement agenda and corporate strategy
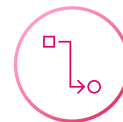
Process improvement – standardisation is a key requirement to target ongoing process improvement at portfolio level
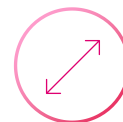
Implementation at scale – standardisation give us the opportunity to learn and improve by piloting initiatives on one installation, then rolling out at scale

Resource sharing across assets – standardisation allows us to share resources, facilitating sharing of best practices and lessons learned to drive ongoing improvement across the portfolio

Ultimately these benefits contribute to long-term continuous improvement in the **safety and efficiency** of our maintenance operations

OneTeam delivery | Collaborative approach to drive the necessary culture and behviours for continuous improvement

Collaboration across IT, Business and Asset throughout the program

Multi-disciplinary input to impact assessment to ensure full understanding of change impacts and actions required to address change

Collaborative approach to content development including application experts, business experts and ongoing review with Edvard Grieg

Internal instructors used to deliver training, with expert experience in Aker BP M&I work processes and Aker BP-specific ways of working

Super Users present in each classroom course to support instructor and provide role / offshore-specific input and experience

Feedback forms and competence surveys, giving opportunity to improve and adjust as training progresses, and ensuring users get the training they need

Targeted communications created with the asset, and QA'd by business and IT to ensure understanding, transparency and predictability for users throughout the program

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