SWORD

UPGRADE *YOUR BUSINESS*

ASSET TRANSITION

CREATING A NEW IT ORGANISATION

BRUCE

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ABOUT SWORD

Sword is a leader in data insights, digital transformation and technology services with a substantial reputation in software development, complex IT, business projects and mission critical operations with over 2,300 Technology, Digital & Software specialists present in five continents to enable the growth of your organisation in the digital age.

Cloud Platform
Realise the benefits of an agile, capable and cost-effective platform

Modern Workplace
Transform ways of working and modernise your end user platform with Microsoft 365 and Enterprise Change capabilities

Digital Services
Bespoke solutions to modernise your customs apps or develop new competitive advantage

Data & AI
Modernise your legacy platforms and prepare for the future with Data & AI

Content Services
Discover, Improve and Manage your information assets

Asset Transition - Creating a New IT Organisation

THE CUSTOMER

Serica is a British independent upstream oil and gas company, operating predominantly in the UK North Sea, focused on exploration, development and production. Serica has drilled 22 wells since its inception in 2004, 17 of those as an operator.

As a leading company in the UK's mid – tier Oil and Gas market, Serica is a partner in the producing Erskine Field and recently completed the purchase of interests in the Bruce, Keith and Rhum fields where they have taken over as field operator.

BUSINESS CHALLENEGS

- Designing and building a complex IT landscape from scratch, including core IT services and a portfolio of specialised business solutions
- Completing a complex programme of work over 8 months
- Migrating, converting and loading business data
- Providing training to users onshore and offshore
- Dealing with offshore logistics during a busy period for the asset team, including a turnaround
- Achieving a seamless cutover, ensuring operational continuity

BUSINESS GOALS

- No HSE incidents
- Continuous production
- Asset performance maintained
- Business transition

DEEPER INSIGHT

This Case Study provides deeper insights into the challenges, scope and methodology applied to deliver a successful project. These solutions are entirely replicable. If you would like to learn more we would be pleased to help. We have a range of insights that can be shared.

Or if you would like to discuss any of the solutions in delivering this project, our Sales Lead, Andy Pearson, would be pleased to speak to you.

Please email andy.pearson@sword-group.com.

Asset Transition - Creating a New IT Organisation

WHAT WAS SWORD'S ROLE?

In recent years, the UK oil and gas industry has undergone some major changes. As fields mature and margins reduce for the big producers, smaller independent companies have been stepping in to operate assets more efficiently and extend the life of fields in line with the government's strategy to maximise economic recovery. One such company, Serica Energy, took the decision to purchase BP's shares of the Bruce, Keith and Rhum fields.

Serica has ambitious growth plans and saw the purchase of the "BKR" assets as an opportunity to establish itself as a major North Sea operator. The deal they agreed with BP allowed Serica to take over the assets after satisfying all the necessary legal and regulatory controls. When the agreement was finalised in late 2017, Serica focused on the challenge of building an operational capability in less than 12 months.

Serica prioritised its people, processes and systems as the key ingredients for success, and recognised that strong IT expertise would be fundamental to support their transitional journey. As a leader in IT & IM, with extensive experience working in the energy sector and proven project management capabilities, Serica selected Sword as their IT partner of choice.

Building IT and IM services for an oil and gas company from scratch is a complex task. As well as the IT systems and services required for most businesses such as office computing services and business administration systems, an oil and gas company requires specialised systems for reservoir management, well planning, engineering, inspections, maintenance, production optimisation, operations, HSEQ and other business activities.

There is also the added dimension of operating infrastructure in the middle of the North Sea, requiring resilient telecoms, radio systems, safety and welfare services.

"We chose Sword based on their experience in the energy industry and their track record with North Sea asset transfers, and it proved to be a good choice. We are delighted with the results they have achieved in this transition and we look forward to continuing our partnership"

Mitch Flegg
Chief Executive Officer
Serica Energy

WHAT DID SWORD DELIVER?

- Technical Consultancy
- Design & Architecture Consultancy
- Project Management
- Business Analysis
- Change Management & Governance
- Implementation & Delivery
- End User Training & Support
- Procurement & Cost Management
- Post-Transition IT & IM Managed Service

SWORD'S BUSINESS TECHNOLOGY SOLUTIONS:

Cloud Services
Accelerate deployment, increase flexibility and reduce cost

SharePoint
Collaboration and content management

SaaS Solutions
Supporting key business processes

THE SOLUTION OVERVIEW

Given the number of systems required and the volume of work involved, it was important to proceed in an efficient and methodical way, and some key priorities and principles were agreed.

• **Crucially, assemble a team with the right skills and experience:**
Sword was in an excellent position, being able to rapidly assign the right people with the appropriate blend of IT skills, industry knowledge and project delivery experience.

• **Optimise governance to allow decisions to be made promptly:**
Sword, Serica and Serica's business transition partner worked closely together to keep project administration streamlined and fit for purpose.

• **Establish lean supply chain processes, allowing products and services to be sourced quickly and efficiently:**
A contracting strategy was agreed to leverage the experience of Sword to choose the right IT products and suppliers, executing time-consuming tenders only when there were real commercial benefits.

• **Phase work correctly to commence longer, more complex activities as early as possible:**
Work was organised into three "tranches", with tranche 1 addressing more critical and lengthy activities. Tranche 3 dealt with smaller items, typically involving simple product purchases and minor projects.

• **Buy before build:**
While significant development and customisation work was still required, a key principle to reduce effort, cost and timescale was to adopt commercial products and use "cloud" services where feasible rather than developing bespoke IT systems.

• **Transition now, transform later:**
Although opportunities for quick wins were seized and some key systems needed to be replaced, the main thrust was to focus on essential work to ensure readiness for "Day 1", with discretionary optimisation work deferred until later.

SWORD'S APPROACH

Sword's Project Manager, Andrew James, explains the approach taken:

"Becoming a North Sea production operator was an important step for Serica, and at the beginning we had a fairly blank canvas in terms of IT landscape. To build all the required systems and services in the time available, we recognised that we needed to minimise change and maintain continuity in some areas, while looking for opportunities to simplify and improve where feasible. The first priority was to assess how BP operated the assets by conducting discovery work, speaking to people in key teams to get an understanding of the IT systems used. This gave us a good view of what had to be migrated or replicated and what should be replaced or right-sized for Serica. We could then plan and sequence the necessary work, developing a project schedule to complete everything within the prescribed timeframe. The collaborative approach between BP, Serica, Serica's transition partner and Sword was imperative to the success of the project."
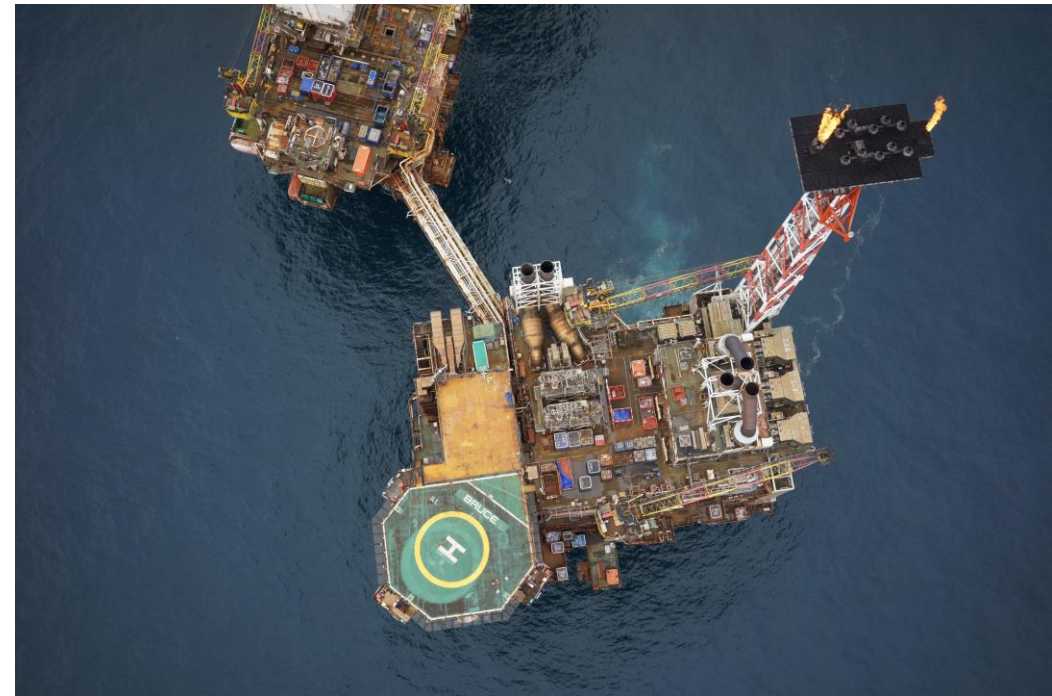
SCOPE AND SCALE

The scope of the IT transition was to build a complete portfolio of IT systems and services for Serica, supporting all business functions and disciplines. Work was completed on time, to specification, and within budget (which benchmarked favourably with similar transitions).

More than 50 business systems and applications were built and deployed to support Serica's newly defined business processes. The IT team was instrumental in defining many of those processes.

- A new IT infrastructure landscape was built, connecting 7 locations onshore and offshore, covering desktop computing services, data centre services, and managed network services.
- An "Advanced Collaborative Environment" was built using high-end conferencing and collaboration technology, allowing colleagues based onshore and offshore to work as one team.
- 240 "chain of custody" transfers were completed to migrate 20 terabytes of data from BP, including more than half a million documents and several terabytes of subsurface and wells files. Data was converted and loaded into target systems ready for cutover.
- More than 30 SharePoint sites were developed to support content management and team collaboration in the new organisation.
- 140 contracts were put in place over the course of the project to source IT products and services from third parties.
- Serica's new operations office in Aberdeen was equipped with IT facilities and services to accommodate 70 employees.
- Serica's corporate head office in London was connected into the new environment, with legacy IT services integrated.
- IT infrastructure was configured and tested to ensure continuity of vital control and telemetry systems, as well as 25 third party IT systems required for day-to-day operations.
- Training, induction and cutover support was provided for more than 300 users onshore and offshore. Hundreds of user guides, support procedures and other documents were prepared and made available.
- An IT control framework and managed service were established to accommodate ongoing operation, support and development of Serica's information services.

RESULTS

Following an extremely busy 8 months for the Sword and Serica team, the cutover took place on 30th November 2018. On the day, the team executed a set of well-planned cutover activities, resulting in a seamless and successful transition. Both BP and Serica were impressed with the outcome, noting that IT aspects of the transition were surprisingly smooth especially given the volume and complexity of the work involved.

All of the project goals were achieved:

- No HSE incidents
- No unscheduled disruption to operations
- Asset performance maintained
- Business transition completed on time and on budget

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For further information on this project and on other projects we have undertaken, please contact Andy Pearson by email at andy.pearson@sword-group.com

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