Petroleum Company of Trinidad and Tobago: Setting the Stage for a Bright Future

Executive overview

Company

Vision

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Company

Petroleum Company of Trinidad and Tobago Limited

Industry

Oil and gas

Products and Services

Petroleum products

Web Site

www.petrotrin.com

SAP® Solutions and Services

SAP® ERP application, SAP NetWeaver® Business Warehouse component, SAP for Oil & Gas solutions, SAP Solution Manager application management solution, SAP Active Global Support organization

Partner

SAP Consulting

Suppose your software supplier had years of enhancements available that could profoundly impact your business, but you didn't have the prerequisites in place to use them. Faced with this situation, Petroleum Company of Trinidad and Tobago Limited took a giant step into the future by **upgrading to the SAP® ERP application**. "We are set up to benefit from all SAP developments for oil and gas companies now and for years to come," says Francilla Roper-Arjoon, head of enterprise solutions for the firm.

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Powering growth with SAP software from the beginning

Petroleum Company of Trinidad and Tobago (Petrotrin) is an integrated oil and gas company that is wholly owned by the government of the Republic of Trinidad and Tobago. It explores for, develops, produces, and markets petroleum products of many kinds. Petrotrin was formed in 1993 to consolidate and operate the petroleum producing, refining, and marketing assets of the country's state-owned enterprises. The company employs approximately 4,000 people.

Almost immediately after its formation, Petrotrin made the decision to adopt SAP software to support its core business processes including financials, materials management, human capital management, projects, document management, and environment, health, and safety. Since then Petrotrin has grown its SAP software portfolio in many ways, notably by adding the SAP NetWeaver® Business Warehouse component. In recent years, however, the firm found itself unable to incorporate enhancements from SAP because its base software was out-of-date. "We wanted to use all the rich industry-specific functionality in the SAP for Oil & Gas solution portfolio, as well as recent enhancements from SAP in solution management; government, risk, and compliance; decision support; cash management; and procurement, among others," says Roper-Arjoon.

"We could not deploy any of the great new developments SAP was releasing because our core software had not been upgraded for several years. We simply had to position ourselves to take advantage of them in our business."

Francilla Roper-Arjoon, Head of Enterprise Solutions, Petroleum Company of Trinidad and Tobago Limited

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Becoming fully current with SAP applications

Petrotrin had other motivations to bring its SAP software up-to-date. The company was planning an initiative to optimize its business processes, but the software was too old to be used for the project. In addition, the time was fast approaching when the software could no longer be supported under a standard maintenance contract from SAP. This meant that any corrective action required would be very costly and would elevate the risk of business discontinuities. Lastly, the old version was not Unicode compliant. As a result, maintaining text data integrity was a challenge as the firm explored the use of new Web services and integration with non-SAP products.

"We recognize that information technology is a key enabler in achieving our corporate objectives and that staying current with our business software is a primary avenue for attaining operational efficiencies and a better position for future growth," says Roper-Arjoon. "Our vision was to get up-to-date by upgrading to the SAP ERP application. That way, we would be ready to take full advantage of everything SAP has developed for our industry, optimize our business processes using current best practices, satisfy the requirements for a standard maintenance contract, and become Unicode compliant."

"SAP had new software ready to help us in so many areas. We were eager to begin using all the current enhancements."

Francilla Roper-Arjoon, Head of Enterprise Solutions, Petroleum Company of Trinidad and Tobago Limited

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Choosing the partner with the best SAP software know-how

Petrotrin needed services from the right partner to make the upgrade a success. Therefore, the company issued a number of requests for quotation to leading system integrators.

After reviewing the quotations, Petrotrin selected SAP Consulting. "We knew the project would be of a highly technical nature and would require in-depth knowledge of the core software, and no one knows an application better than its author," says Roper-Arjoon in explanation. "We also knew that since SAP consultants have performed a great many upgrades to the SAP ERP application, they would bring a wealth of experience, tools, and skills to the project. They were also very familiar with the Petrotrin environment and application landscape."

"The rates SAP quoted for its services were very competitive with those of other companies that responded to our request for quotation."

Francilla Roper-Arjoon, Head of Enterprise Solutions, Petroleum Company of Trinidad and Tobago Limited

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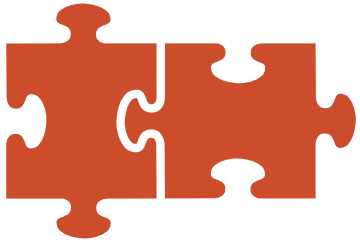
Meeting an immovable deadline



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Number of months scheduled and met for upgrading to SAP ERP

The project had a very firm, fixed deadline – an upcoming financial year-end close. In addition, Petrotrin's corporate business improvement consultancy had made several recommendations, and achieving them required on-time completion of the project. "We simply had to finish on schedule," says Roper-Arjoon.

Partway through the implementation, Petrotrin realized that the project's scope needed to be expanded in one area: 20 additional data sources (or "infocubes") for SAP NetWeaver Business Warehouse needed to be activated.

The team applied sound project management and application lifecycle management principles to hurdle its challenges. "Particularly rewarding was the fantastic team dynamics displayed by SAP Consulting and our own people," Roper-Arjoon reports. "The levels of collaboration were phenomenal."

"Although the time frame was tight – only four and a half months – and despite the scope elevation, our team met its schedule," says Roper-Arjoon. "We also stayed within budget. That was a big highlight of the project."

The SAP Active Global Support organization helped with several major aspects of the project. "Support was available to us 24x7," says Roper-Arjoon. "I especially appreciated the top-quality support provided by SAP Active Global Support for the duration of the project. That contributed significantly to our success."

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Delivering IT self-sufficiency

The implementation team replaced the SAP software in place with the latest releases, including SAP ERP and SAP NetWeaver Business Warehouse. It also implemented and configured the SAP Solution Manager application management solution and performed the Unicode conversion – a substantial effort in itself.

Once the current base software was in place, the team proceeded to implement SAP for Oil & Gas solutions. It also activated the infocubes for SAP NetWeaver Business Warehouse and migrated the component's outdated cash budgeting management functionality to the current liquidity planning functionality.

Importantly, SAP Consulting helped make sure at every step that the Petrotrin IT staff understood every aspect of the new software.

"As a result of the knowledge transfer that SAP Consulting constantly provided, we are now self-sufficient for ongoing support."

Francilla Roper-Arjoon, Head of Enterprise Solutions, Petroleum Company of Trinidad and Tobago Limited

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Beginning many new projects to leverage recent enhancements

Petrotrin has begun taking advantage of all its new software to improve business efficiency and is looking forward to much more. "We are now completely ready for embarking on new high-priority projects," says Roper-Arjoon. "These projects will improve utilization levels, transparency, risk control, and availability of information for decision making. We will continue to capitalize on applications already implemented and begin using new functionality in our SAP for Oil & Gas solutions to gain significant benefits."

The firm has already started preparing for its first major project using the new software, which will entail deploying SAP BusinessObjects™ governance, risk, and compliance solutions. In addition, it is in the planning and feasibility assessment phase of many more projects in the areas of business intelligence, performance management, benefits, learning solutions, and use of the SAP Productivity Pak application by ANCILE.

"Our new software from SAP is excellent, proving the focus that SAP has on continuous improvement of its features and functions," says Roper-Arjoon in closing. "The challenge that enterprises like Petrotrin face is to keep their technology current. But it is a challenge well worth pursuing if the enterprise is serious about keeping abreast of best business practices and having efficient, effective business processes enabled by comprehensive, well-designed, robust, and integrated software solutions."

"Our investment was very worthwhile because it set the stage for embarking on projects that will substantially enhance our capabilities and increase coverage of our business processes."

Francilla Roper-Arjoon, Head of Enterprise Solutions, Petroleum Company of Trinidad and Tobago Limited

CMP13111 (12/01)

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