

# Delivering Value beyond the Technology



## *Situation / Challenge*

A global integrated energy company was experiencing dramatic growth in the volume of unstructured data (primarily MS Office documents and PDF's). In addition, it was difficult to access and leverage this data globally across the business because the company had utilized network shared folder structures, a 30 years old technology, to store these unstructured documents. Petro-techs in the company experienced frustrating inefficiencies resulting from storing many versions of the same document and the rework associated with recreating lost or deleted documents.

The company deployed Microsoft SharePoint by "pushing it out" like other Microsoft Office applications. The approach assumed that early adopters would take initiative to learn, develop and incorporate the tool into the business. The result was a lack of adoption of the technology and the original problems remained.

## *Boxley Group Bridges the Gap*

A global upstream function in the client company subsequently chartered a project to build and deploy a business process framework on the neglected SharePoint platform. The scope included 3,500 users, 15 business units and 70 individual assets

This challenge sits directly in Boxley Group's area of expertise – bridging the gaps between people, process and technology. Boxley Group consultants stand out with their industry experience and their focus on change management. We provide professionals who do not need to get up- to-speed on the industry and the inherent challenges. Boxley Group consultants were brought to the project and with minimal transition and training, the team was able to connect with the managers and workforce, working side-by-side and understanding their business requirements. We worked with the upstream function and focused on the behavior change required to realize the full value of the information management solution. We accomplished this by delivering on the following:

- Aligned people to the processes to leverage the new technology
- Emphasized business value for the practitioner and business leadership rather than the implementation of a technology solution
- Developed "organizational capability" in the business Focused on migration of all working and finished documents into the solution enabling full-scale adoption instead of allowing users to adopt at their own pace
- Designed and implemented a new corporate system of record for unstructured documents (not an option)
- Provided world-class end user training which focused on relevance to roles and solving business problems, not software features
- Delivered a standard platform across the globe enabling a shorter transition time for mobile Petro-techs

## *How Measuring Adoption and Showed the Value*

A true differentiator that contributed to project success was the introduction of “user adoption measurement.” Boxley Group developed a tool AdopTrack™, to establish targets for user adoption and measure the resulting progress. The categories measured included:

- Business Value
- Functionality
- Performance
- Sponsorship
- Support

The measurement was taken at the close of deployment in each business unit and subsequently in six month intervals. Gaps that were identified from the measurement as well as suggested solutions were presented to local management to drive improvements and ensure that adoption was optimized.

## *Quantifiable Outcomes*

Users achieved the benefits and productivity improved. The average practitioner saves more than four hours per week by quickly finding the correct documents. When new team members were transitioned into their roles, the onboarding duration was decreased by one to two weeks, and company Petro-Techs” that move from asset to asset were productive on the first day.

In addition to efficiency for the user, the business function is able to effectively collaborate across business units and assets and invite other upstream functions to collaborate on documents and shared processes. Users are now confident that they are working on the current version of trusted information and can collaborate remotely in the secure shared workspace.

Boxley Group understood that this was not a technology project and that the way to achieve the return on the investment was to drive change in behaviors and empowering management with information on the correct metrics. People, process and technology were addressed to ensure a sustainable business transformation.

## *Client Quotes*

“By far, the most significant value was a single version of the truth. Previously, we were spending too much time to identify the latest version of critical documents.”

“The solution helps boost organizational capability; it will ultimately save you time”

--Subsurface Team Leads