

Highlights

Initiative: Service management for drilling rigs

Industry: Oilfield services

Business:

Canada's largest oilfield services company, specializing in contract drilling services, completion and production. A rapidly growing international presence powered by 330 rigs and over 8,000 employees.

Key client challenges:

- Ad hoc rig maintenance processes
- Reactive service delivery model
- Weak workflows, manual processes, lost data, rework and duplication
- High costs associated with rig downtime

Duration: Four months

Delivery objectives:

- A proactive, service model for rig maintenance
- Reduce service fulfillment timeframes to increase rig up time.
- Timely response to critical service requests from drilling operations
- Measurable process performance and benefits

Service management goes beyond IT: drilling operations

Realizing tangible benefits from a ServiceNow implementation; IT applies its learnings and extends the ServiceNow platform to drilling operations in order to reduce expensive downtime.

Service management steps into drilling operations

In 2012, this oilfield services giant embarked on a service management program initially focused on the selection and implementation of ServiceNow, a service management tool for IT.

What began as an initiative to streamline and optimize the service delivery model for IT and corporate services progressed into building an electronic ticket system in order to reduce expensive rig downtime in drilling operations.

"The service management roadmap developed by Integritas was the critical underlying piece in implementing our electronic ticketing response system. Integritas excelled at understanding our total business environment and diagnosing global needs, while respecting the requirements of individual business units, keeping the needs of each in perspective while building the road map. The 3-year strategic roadmap set the stage for the next phase of service management, giving us the golden road for implementation." -Project Sponsor

Process discovery key to automation

As with IT and corporate services, drilling operations discovered many issues with their work flow, tool sets and documentation. Business processes were poorly understood and poorly documented; tools did not overcome communication gaps; key information was not available; manual processes were weighing down service response times; and critical field issues were not being addressed in a timely fashion.

These operational issues routinely cost the client anywhere from \$40,000 to \$1 million dollars/day in lost revenues.

Drawing upon the learnings of IT, an electronic ticketing system for rig maintenance workflow was identified as the right solution.

In order to begin implementing this solution, significant work was required to understand existing processes, the technology being used, the requirements of the service requests and the resources needed.

This essential discovery allowed project teams to define the needed performance outcomes from a new process, to design the new, streamlined process, and then to automate the process.

Given the extremely high cost of downtime, the speed of execution mattered.

Automation reduces downtime

The service management program for the drilling operations group resulted in a modern service ticket response system that delivered cost-effective, reliable and reportable results.

From an execution perspective, field operators were able to quickly see the benefits, when information that was previously lost via phone calls, emails and texts could be documented in the service ticket. The ease of use and the responsiveness of the model had a significant impact. The history of the service provided to a rig could be monitored, and most

importantly, it is possible to measure performance improvements.

Beyond the walls of IT

In the first quarter of field-testing, cost savings from field downtime reduction, were suggested to be in the millions. Overall service response was documented as highly efficient, easy to monitor, collaborative and scalable, supporting simplicity of implementation company-wide across all rigs.

This unique initiative demonstrates the value that service management brings, when extended beyond the walls of IT. In this case, the long-term impact of service management is realized through more efficient rig operations, a pro-active approach to rig maintenance and reportable results. The net effect is a more cost effective process which contributes to the bottom line and long term competitive advantage.

The Integritas Way

Integritas specializes in service management.

We combine our passionate belief in the value of good process and our battle tested ServiceWise methodology with a collaborative client approach, in order to optimize service delivery.

We have years of experience with the ServiceNow platform and a deep understanding of its possibilities. Through our belief that people, process and technology must be considered together, we can help organizations deliver measurably better service performance.

Since 2007, we have completed more than 50 service management projects across a broad range of industry verticals with our team of process experts who are passionate and enthusiastic about improving service management.

Learn more at integritas.ca

