

Major Capital Projects LNG producer – Business intelligence project



Background

A global oil and gas company, and major supplier of natural gas to Japan, is developing a first of a kind liquefied natural gas (LNG) project on a large gas field off the northern coast of Western Australia.

The challenge

To track construction to completion, and to gear up for operations, the company is undertaking a number of major IT initiatives, including an information enablement program which covers management of structured and unstructured information across all business domains.

As part of this program, the client has engaged Deloitte to deliver a business intelligence (BI) enablement and foundation project, with a goal of developing a vision, strategy and a conceptual architecture for reporting and analytics – for use by the client itself, and beyond.

How we helped: Scope and approach

As a true greenfield organisation, the client has a unique opportunity to build its business intelligence capability from the ground up.

The objectives of the project included:

- Providing the foundation for informed data-driven decision making required to achieve the project's first gas milestone and subsequent successful operation
- Establish BI capability, supported by a flexible workforce, to provide an ability to adjust speed and scale of service provided to the business
- Design a BI governance function aligned with a broader information management governance approach
- Determine BI technology capabilities needed to meet business requirements
- Demonstrate to stakeholders how BI technologies might be used to meet defined requirements
- Establish BI standards, guidelines and repeatable and flexible delivery methodology.

To answer the challenge, our Deloitte Enterprise Information Management (EIM) team tapped into Deloitte's national and global knowledge pools and called upon a leading oil and gas EIM expert in the US. After confirming that the client's preferred ERP and BI technology platform – SAP – was fit for purpose, the project engaged a leading SAP Business Intelligence architecture specialist from our Melbourne practice.

Our approach included definition of initial BI strategy, followed by establishing the client's existing BI capability foundation across people, process, governance and technology.

The work comprised of two phases:

Defining BI strategy and roadmap

- Identifying solution requirements by defining key information consumers, their information needs and information consumption preferences
- Developing a conceptual solution technology architecture
- Assessing capability and fit of the client's existing technology toolset
- Developing a BI strategy and a high level five-year BI roadmap aligned with key business milestones.

Establishing BI capability foundation

- People: Defining roles, responsibilities and structure of a reporting and analytics services team
- Process: Developing repeatable processes and supporting standards, templates and procedures to enable sustainable and consistent BI delivery as part of 'business as usual'
- Governance: Developing and circulating the proposed BI governance model, including a BI steering committee and BI delivery prioritisation process
- Technology: Elaborating the conceptual solution architecture delivered in phase one and developing a detailed architecture.

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