

# Wood Group Unites Global Energy Services Projects with Oracle E-Business Suite and Help from SmartDog Services

## Challenge

Wood Group is a leading independent services provider for the oil and gas and power generation markets. The UK-based company operates in 50 countries, providing clients with a range of engineering, product support, maintenance management, and industrial gas turbine overhaul and repair services. The company's reputation is built upon decades of successfully managing some of the most complex projects in the world.

High efficiency project management is essential in the company's production services business, where the skillful and timely deployment of people and materials determines a project's profitability and success. Due to growing fragmentation of systems and data, however, the production services business found it increasingly difficult to optimize projects and people from a global perspective. With new acquisitions looming, the company needed to create a more scalable platform to manage future growth.

"We had a lot of good tactical solutions that were independently developed," said Stuart Robertson, business systems manager with Wood Group Production Facilities. "But we needed a more strategic viewpoint. We needed a common system and data platform for all our projects and geographies."

## Solution

Wood Group's production services business became the proving ground for a new enterprise resource planning (ERP) solution designed to integrate operations globally. Executives knew, however, that the division's existing "tier-three" ERP solution lacked the scale and power needed to tie together the company's worldwide financial, workforce, and project management functions. The solution that emerged to fill that role was Oracle E-Business Suite 11i.

With the help of Oracle partner SmartDog Services, Wood Group designed and executed a two-phase project plan, launching the new Oracle solution first in Equatorial Guinea, where the company had deployed 700 people on a major oil and gas project. Incorporating lessons from this engagement, Wood Group and SmartDog rolled out the ERP platform to other production services units in the U.S. and U.K.

SmartDog and Wood Group proved to be an ideal combination. "There was a trust factor right from the start," Robertson says. "We are a very entrepreneurial organization and we recognized that same quality and ethos in SmartDog. We were completely aligned and that was a big factor in the success of this major initiative."



HEADQUARTERS: **Aberdeen, UK & Houston, TX**

INDUSTRY: **Energy Services**

REVENUE: **\$4.9 billion (2009)**

EMPLOYEES: **29,000**

### PRODUCTS AND SERVICES

- Oracle E-Business Suite 11i
- Oracle Human Resources
- Oracle Financials
- Oracle Fixed Assets
- Oracle Project Costing
- Oracle Project Billing'
- Oracle Purchasing
- Oracle Internet Expenses
- Oracle Time and Labor

### BENEFIT HIGHLIGHTS:

- Unified global operations on a single ERP platform
- Established a "single source of truth" for business critical data
- Improved ability to optimize workforce utilization and increase resource sharing
- Created consistent view of project and financial performance across operating and geographies
- Established cost-effective, rapid systems for integrating acquired companies

**"Oracle E-Business Suite allowed us to successfully integrate the financial and operational perspectives of our businesses. We're all working as one company now."**

STUART ROBERTSON  
BUSINESS SYSTEMS MANAGER  
WOOD GROUP PRODUCTION FACILITIES

## Results

Having migrated to the Oracle E-Business Suite platform, Wood Group's production services unit is poised to gain productivity and strategic advantages that will give it an edge in the highly competitive global energy services marketplace.

Key benefits include:

- *Complete Business Integration.* For the first time, Wood Group is running its global production services business on a unified financial, HR and project management platform. "Instead of separate silos, all our business groups operate as a single company now," says Robertson.
- *Single Source of Truth.* Managers can depend on a single, trustworthy source of business data – and at a more granular level than before. The Oracle and SmartDog solution removed the potential for conflicting views about critical business metrics such as profitability, margins, and project costs.
- *Improved Resource Visibility.* The single platform provided Wood Group with full resource visibility – a key advantage in a business marked by the constant flux of global resource needs. "Sharing and reallocating resources between projects and locations is a much more fluid process," Robertson says.
- *Better Workforce Utilization.* With improved resource visibility, Wood Group's production services business can keep workforce utilization as high as possible. "We can allocate resources better to make up for shortfalls and also cope with the peaks that often come in our business," Robertson says. And by giving professionals more opportunities, the company inspires workforce commitment and continuity.
- *Seamless Financial Management.* The move to a single global ERP solution simplified financial and project accounting and ensured consistency between the operational and financial measures of performance. The division also automated the process of cross-charging key transactions and expenses, minimizing labor-intensive financial reconciliations.
- *Better HR Management.* Previously, the division stored information about its human resources across a number of databases and spreadsheets, making basic tasks like determining headcount level a difficult exercise. Today, all of the division's HR information resides in a single global repository.
- *Faster Integration of Acquisitions.* In the past it could take nine months or more to integrate an acquisition. Now with the unified Oracle platform, the process is streamlined. For example, it took just three months to fully integrate the business systems of a recently acquired US\$300 million energy company.

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