

# 3 Clever Things

**KCA DEUTAG**

does to deliver safe,  
effective, and trouble free  
operations using SAP.



it  
Resulting

# Who are KCA Deutag?

KCA Deutag are one of the world's leading drilling and engineering contractors and are dedicated to providing safety, quality and operational performance in all the work they do.



**1.17bn revenue  
in 2017**



**Active in 20  
Countries**



**Headquartered  
in Aberdeen**



**4 world class  
divisions**

## KCA Deutag's challenge

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As a growing company in a highly technological industry that has been affected by falling oil prices, KCA Deutag must strive to remain at the forefront of their industry.

This means optimizing their SAP strategy and driving self-sufficiency.

So how  
did KCA  
Deutag  
do it?



CLEVER THING #1



## Managing the project portfolio

With over 140 projects undertaken per year, managing the project portfolio is vital to KCA Deutag's SAP strategy.

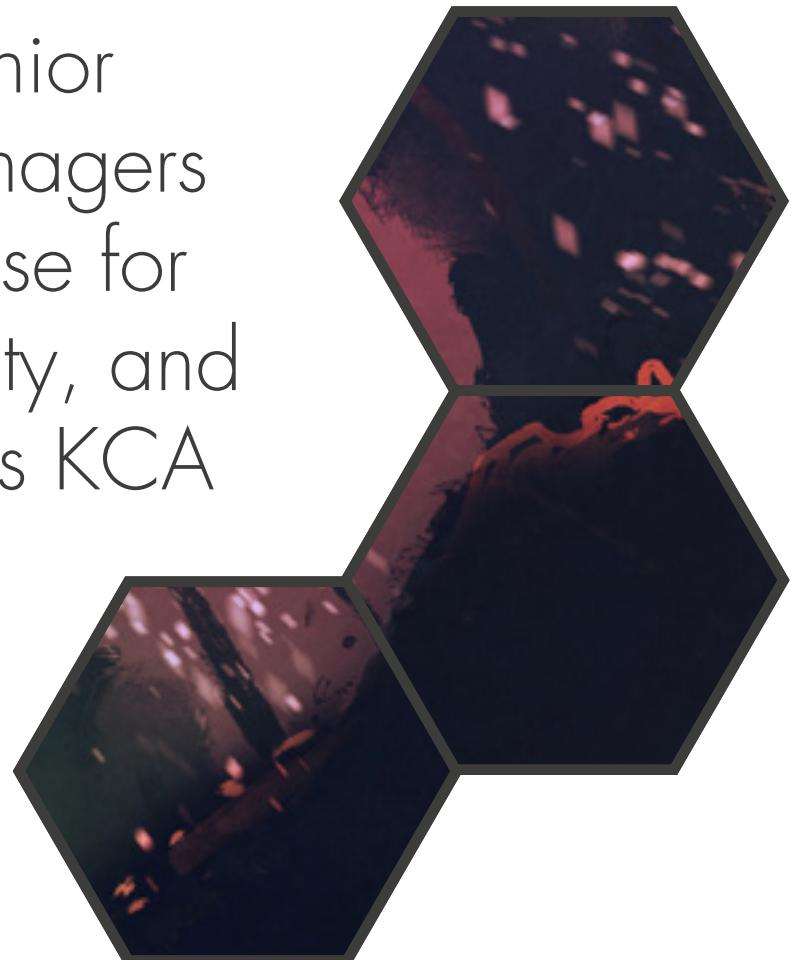


They achieve this via a Project Portfolio Board.

CLEVER THING #1

## Managing the project portfolio

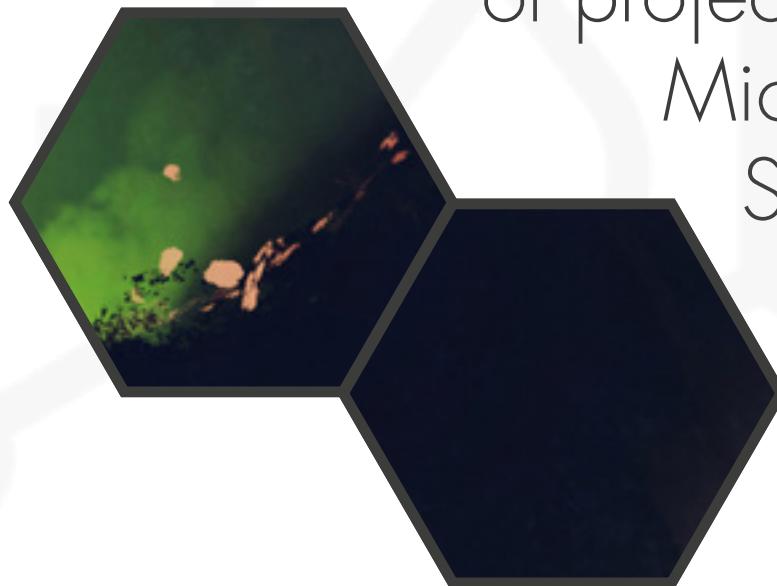
The board is made up of senior executives and business managers and looks at the business case for each project, it's deliverability, and demand management across KCA Deutag's IT applications.



## Managing the project portfolio

This focus ensures investments are made effectively to achieve key business objectives.

The Project Portfolio Board is supported by a suite of project management tools including Microsoft Project Online and MS Sharepoint that drive company wide transparency on all projects.



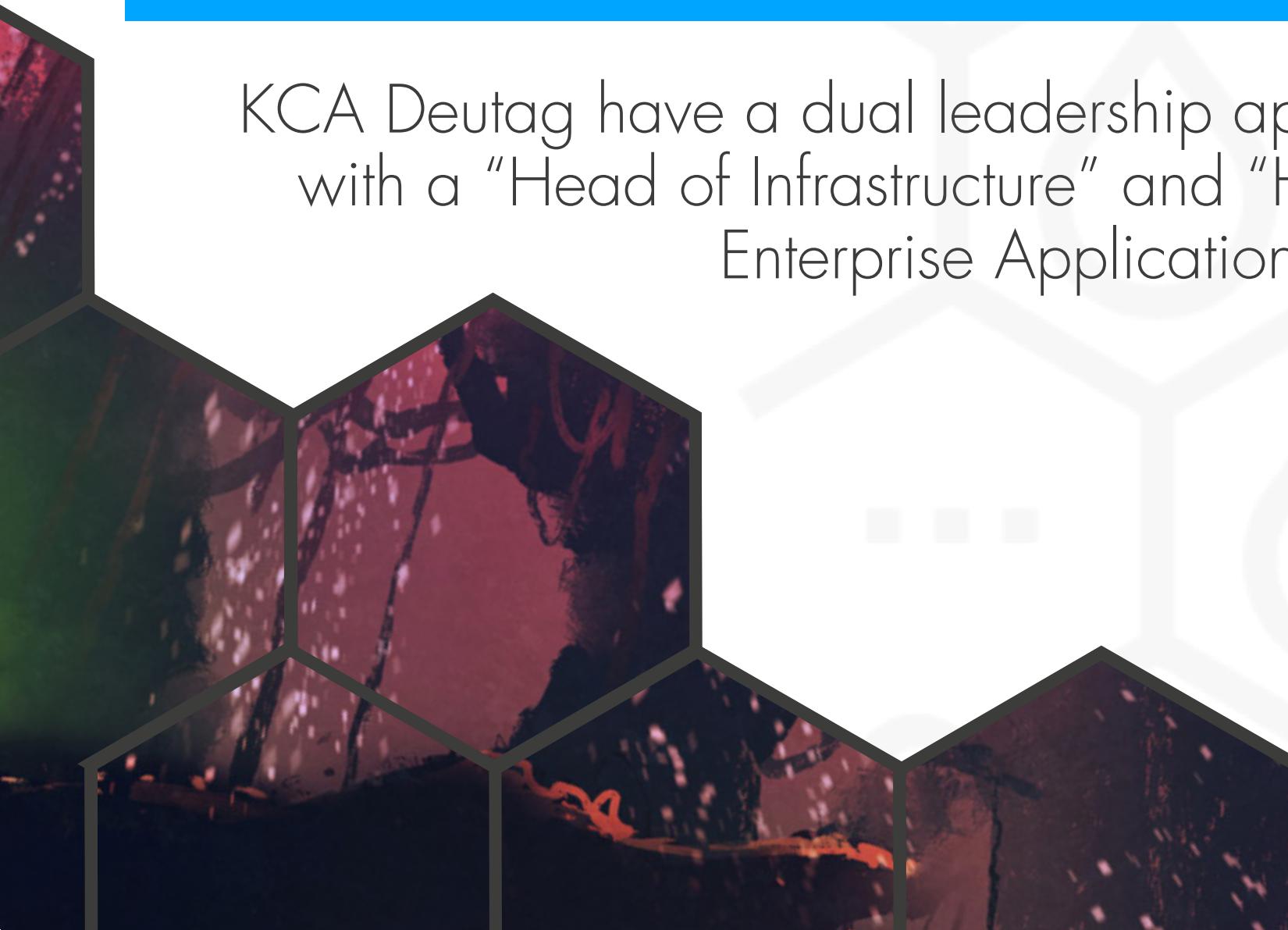
## More than just an IT team

KCA Deutag deliver on their projects through a dedicated SAP team that is a key part of their IT team. This structure is a common theme in successful SAP Centres of Excellence.

CLEVER THING #2

## More than just an IT team

KCA Deutag have a dual leadership approach with a "Head of Infrastructure" and "Head of Enterprise Applications (EA)".





CLEVER THING #2

## More than just an IT team

While the Head of Infrastructure focuses on the running the IT functions that support BAU and project activities, the Head of EA focuses principally on the SharePoint based business applications and the SAP programme and project delivery.

## More than just an IT team

Both of these positions report directly into the VP of Finance, which helps to maintain and reinforce executive sponsorship of the SAP portfolio.

# CLEVER THING #3

## Robust Project Governance

With such a high volume of projects, KCA Deutag need to ensure that SAP project governance is exceptional.



CLEVER THING #3

## Robust Project Governance

KCA Deutag have placed a strong focus on project planning and maintaining timesheets which allows the Head of EA to clearly account for how resources are utilised across SAP projects.

This improves delivery and provides transparency to the business.

CLEVER THING #3

## Robust Project Governance

KCA Deutag places a high emphasis on demand management for SAP resourcing, making sure that SAP resources are deployed with a focus on the business strategy rather than on a 'who shouts loudest' basis.



CLEVER THING #3

## Robust Project Governance

Finally, thanks to the Project Portfolio Board and the implementation of tools such as Microsoft Project Office and Sharepoint, KCA Deutag have been able to create buy-in of SAP projects across the leadership team.



CLEVER THING #3

## Robust Project Governance

This is a vital step in improving SAP adoption, meeting the business case for SAP and achieving SAP success within KCA Deutag.



## Resulting in...

Thanks to the steps KCA Deutag have taken they have a confident SAP delivery capability with a clear understanding of supply and demand from the business.

This allows the SAP team to provide assurance of delivery to other business managers on all projects.

With the shift to a Head of EA structure, the SAP function in KCA Deutag is better defined so that SAP projects are more clearly tied to a business requirement and case.



Because of this, KCA Deutag have been able to deliver over 50 SAP projects this year, and are better placed to track SAP project delivery.



The Executive Team now have a clearer overview of how the SAP function is performing, and the business can see the benefit of improved business processes.



How did  
Resulting guide  
KCA Deutag  
on this journey.

It  
Resulting



## #1 KCA Deutag selected Resulting to improve and reinvigorate SAP and Business Systems delivery.

After a full review of KCA Deutag's IT (incl. SAP function), Resulting recommended separating Enterprise Applications (including SAP) from the IT infrastructure and BAU support to provide greater focus and resource capacity on the key business applications.

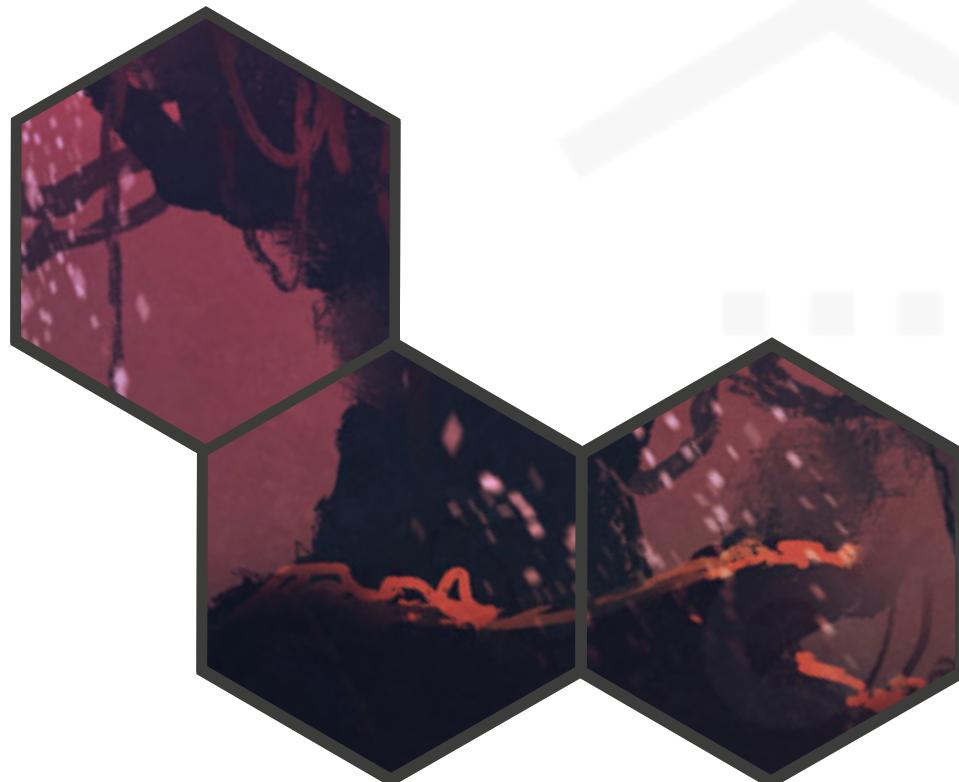


**#2** Resulting provided interim management of this function before handing a more self-sufficient capability back to KCA Deutag.

Resulting helped establish the Project Portfolio board, embed EA Planning (via the implementation of MS Project online and timesheets) as well providing tactical resourcing of niche SAP skills.



#3 Finally, Resulting helped KCA Deutag to source a permanent Head of EA to take control of a new, improved SAP (and business systems) delivery capability.



True self sufficiency.

“Resulting organised and managed the further maturity of our Enterprise Applications Team.

We now have greater visibility of our IT Applications projects, as well as clarity on resource capacity and can make informed decisions on where to focus. ”

**Gary Paver**  
**Senior Vice President, Finance.**



Find out how Resulting can support your SAP programme.

Contact Us

