



# 50 in 15: Tatweer's secret formula for BPM success



## Customer:

Tatweer Petroleum

## Industry:

Oil & Gas

## Location:

Kingdom of Bahrain

Tatweer Petroleum embarked on a company-wide business transformation aimed at removing ambiguity, manual tasks and bottlenecks from core processes to increase operational efficiency, lower costs and reduce turnaround times.

By following a smart and thorough approach to BPM learning, process selection and rapid delivery, Tatweer

was able to hit the ambitious target of automating 50 processes in one year.

The system is now used by 700+ people at Tatweer and the newly created Center of Excellence (CoE) guarantees BPM continuity, improved performance and adoption across the organization. Tying performance goals to BPM has been a practical and effective tactic to gain commitment, encourage learning and drive results.

“Tatweer BPM has become the lifeblood of our daily operations and has transformed the business into a process-oriented organization focused on continuous improvement.”

Maqsood Qazi, Head of IT,  
Tatweer Petroleum

## Objectives

- ✓ Ensure that the 1500+ oil wells were drilled, managed and optimized as effectively as possible
- ✓ Eliminate manual tasks, ambiguities and bottlenecks from core operational processes
- ✓ Improve data capture and analysis for process improvement
- ✓ Lower costs and increase speed of delivery
- ✓ Achieve BPM commitment and adoption as part of a company-wide cultural change
- ✓ Automate 50 processes in one year (2015)

## Achievements

- ✓ Increased operational efficiency and improved health & safety levels, resulting in a smoother execution of work
- ✓ Enabled an Internet of Things (IoT) model, allowing connectivity between physical objects, systems and devices, and effective data management
- ✓ 250% increase in 'Near Miss Events' captured and rectified
- ✓ 50 automated processes delivered in one year using agile methodologies
- ✓ Creation of a BPM Center of Excellence (CoE) to ensure continuity of the program

## Overview

Formed in 2009 as a joint venture between Occidental Petroleum Corporation (OXY), a holding company (Bahrain's Oil and Gas authority) and Mubadala Petroleum, Tatweer Petroleum operates the 75 sq. km onshore oil field for the Kingdom of Bahrain, producing approximately 50,000 barrels of oil and over 2 billion cubic feet of natural gas per day. The company's primary goal is to increase the production of oil and the availability of gas to meet the future energy demands of the Kingdom of Bahrain. To achieve this goal Tatweer recognized the need to embark on a company-wide business transformation program, implementing a robust BPM solution to ensure that the 1500+ oil wells were drilled, managed and optimized as effectively as possible. Tatweer's BPM initiative has been a key milestone in an effort to become a process-centric organization focused on continuous improvement.

## Challenges

Over time, reliance on manual processes and spreadsheets had led to weak workflows and inefficiencies. It became clear that a process-driven approach was needed to automate, manage and control operational tasks and activities, yet existing technologies were not able to tackle the problem. Custom coding projects took too long, were too costly and making ongoing changes proved cumbersome. The existing SharePoint system had limited workflow capabilities and was unable to support process automation goals. Adobe could not deliver the electronic forms and flexibility needed on this scale. There was also a need to enable greater workforce mobility in the field.

Maqsood Qazi, Head of IT for Tatweer Petroleum, knew from his previous experience at OXY that BPM could deliver against these goals. Yet the decision to go down the BPM route had to be considered against other, very real IT considerations e.g. how would BPM compete with other IT investment priorities and how would it integrate with other technologies in the Tatweer IT stack – applications, middleware, servers, storage, et al?

There was also the fact that BPM was an entirely new concept at Tatweer with no precedents. How could IT leadership convince key stakeholders in the business that BPM was the solution for their needs, whilst also encouraging busy IT teams to get behind the project? The answer required a number of key, and smart, innovations...

## The BPM Solution

Three main areas excelled in Tatweer's successful BPM solution: learning & adoption, process selection and agile methodology.

All the staff were new to BPM and needed training; to this end Tatweer created a Center of Excellence (given the internal name of "Task Force"), a dedicated team whose mission was not only to learn BPM concepts from scratch but to encourage wider engagement with the new technology. Task Force members had deep knowledge of all the core systems BPM was required to connect with (Oracle, SharePoint, SQL) plus a wealth of expertise on the business requirements around service desk and end user support. The team's performance goals were tied to BPM, a highly practical and effective way to ensure learning and encourage responsibility for results.

To ensure BPM delivered value from day one, Tatweer took a pragmatic approach to process selection. Following a Process Selection Matrix (see below) it was ensured that each process was clearly defined, built and deployed, contributing to the overall vision of operational excellence and touching the entire organization as opposed to departmental silos. Decision makers from 12 business departments were actively involved to identify their area's own high-impact processes, and to contribute with management uptake and commitment.

### Key process attributes @ Tatweer:

- **Large audience** – touching 50-60% of the business
- **Clear delivery** - defined start and end dates
- **Not too complex** – avoid sub processes to start with
- **Clean and modern user interface** – to encourage user acceptance & cut training
- **Infectious!** – fixes a painful, broken or manual process

In addition, Tatweer's newly founded BPM Center of Excellence (CoE) followed Agile Scrum methods with an emphasis on fast results and short process cycles; a key element to hit the challenging target of automating 50 processes in a single year.

## Results

Tatweer chose the Bizagi BPM platform to model and automate their business processes, covering the full BPM lifecycle, from design and documentation, through to automation and deployment. Bizagi allowed Tatweer to create processes quickly and make changes fast, touching many of the different systems within the organization from eCommerce and Geographic Information Systems (GIS) to industry-specific packages for asset/enterprise management, plant inspection management, and web-based analytics packages.

Following a two week intensive training of the Business Process Model and Notation (BPMN) and Bizagi, a four-month period saw the delivery of the first wave of automated processes, executed in record time using agile methodologies. Wave 1 consisted of a wide range of organization-wide, low risk, relatively simple automation projects from various areas of the business (HSE, HR, Administration, Finance, etc.) to encourage user adoption and build familiarity with the system before moving to more complex processes. These included: Employee Recognition Award, Engineering Service Requests,

Training Service Requests and Employee Mid-year Performance Review.

Once the BPM philosophy gained end user trust and adoption and started to deliver results, the CoE was encouraged to move its focus to critical and field related processes like Near Miss Reporting, Permit to Work Registration (PTW), Plant Process Override Request, Oil Spill & Clamp Reporting Process, Restricted Area Access Request, Well Tracking System, Technical Services & Support Request, among others.

The system is now used by more than 700 people across Tatweer and the results have been impressive. There are fewer ambiguities and errors due to electronic data capture, no bottlenecks, reduced turnaround times and lower operational costs. Perhaps most importantly, it has created a safer operation for its business. The Near Miss Report shows a 250% increase in the number of identified and rectified safety observations by employees. The number of daily PTW's captured and processed (via a GIS interface displayed on widescreen TVs) have significantly increased, ensuring a smoother execution and cost-effective allocation of work. Diverse, rapidly changing and high volume data sets are now effectively managed with the creation of an IoT system that enables the connectivity and communication between physical objects, sub-systems and devices. Automated alarms from 500K sensors distributed across oil wells allow informed decision making and quick response to performance improvements. Finally, last but not least, 50 in 15 (50 processes automated in 2015)!

### Best Practice

- ✓ Empower the BPM Manager
- ✓ Create a CoE with deep + broad knowledge of existing systems and business requirements
- ✓ Stick to development standards and policies
- ✓ Follow Agile Scrum methodologies
- ✓ Tie BPM learning to practical goals and team performance metrics
- ✓ Don't target processes that work fine in other systems for the 1<sup>st</sup> waves of deployment
- ✓ Proactively publish a catalog of BPM processes

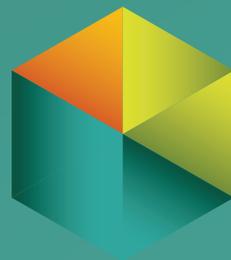
### About Bizagi

Bizagi offers a risk-free BPM platform that powers \$10bn transactions for 500+ enterprise customers worldwide including GE Capital, adidas, and Old Mutual. With Bizagi, you can try, test and automate complete processes without financial commitment – and only pay once you're ready to deploy. That's why we have zero project failures and can deliver quantifiable ROIs fast.

Bizagi is headquartered in the UK with offices in Europe, Latin America and the US, supported by a worldwide partner network.

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