



As we look forward, our team and the broader Upstream organization will continue to look for efficiency improvement opportunities across the supply chain. Sustaining the Reveal oVo® methodology and practices is a key element of that improvement program.

- Justin Burnett  
VP PSCM, Materials Management & Warehousing

**BP's Upstream** segment is responsible for activities in oil and natural gas exploration, field development and production delivered through five global technical and operating functions. Reveal has worked with BP across multiple countries in delivering optimization opportunities that enhance operations.

## CHALLENGES

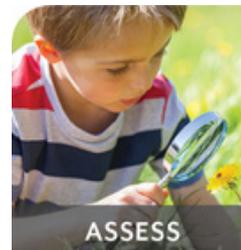
BP identified the need to get control of end-to-end material supply chain performance as strategic imperative. Specifically identified was the need to improve performance of materials management. There was clear evidence of an under-appreciation of the interface points across the end-to-end supply chain. During the SAP deployment process, Work Management, Purchasing, Materials Management, and Accounting had been trained in silos. Each area tended to operate in respective vacuums and made effective yet inefficient decisions about their areas without regard for the impact on other areas. This siloed working structure resulted in a high number of exceptions: past due Maintenance Orders, past due Material Purchase Orders, and past due Stock Transport Orders, a significant number of those multiple years past due, causing BP to operate in a reactive mode.

## SOLUTIONS

Partnering with BP, Reveal executed its internationally validated ongoing Value optimization® (oVo®) methodology to address the systemic challenges and change organizational structures. Cross functional, process-aligned teams or "PATs" were established in each region to help break down the silos and facilitate BP teams working together. The PAT teams were educated on the end-to-end supply chain (planned maintenance through materials management) and operations to leverage SAP best practices and understand functional interdependencies. The education included greater utilization of SAP functionality to improve productivity and better understanding of the data SAP provides to help make more informed decisions. Armed with greater knowledge, the teams were also taught how to communicate with each other, using the same language, the same data from SAP, and empowering them to take immediate action to improve control and make timely decisions. By driving integration and removing silos from the organization, users and teams now focus on daily exception monitoring to proactively manage real-time data, improve inventory analysis capability and MRP automation. Works-arounds have been reduced freeing up time for teams to implement more efficient practices and add more value.

## BENEFITS

- Reviewed and updated MRP settings for 80% of materials in the deployed regions
- Reduced past due elements by 50% driving the adoption of an exception management mind-set
- Reduced negative days of supply by 15%
- Reduced process inefficiency and exceptions by 42%, transitioning from manual to automated MRP exception
- Delivered detailed stocking strategy to support inventory optimization
- Regional practitioners shifted their mindsets to business ownership and action orientation, both of which are great for morale.
- Supporting documentation to help buyers and planners use SAP functionality to increase data accuracy, process performance and user confidence leading to better decision-making
- Increased analytics capability and visibility across the Supply Chain



ASSESS



TRANSFORM



SUSTAIN

