



Unlocking potential ▶ Accelerating performance

Oil and Gas

Ensuring reliability and operational success through a terminal automation system replacement

BSG assisted the South African operation of a top five global oil and gas organisation to replace their end-of-service life terminal automation system (TAS). This system supports the gantry equipment at fuel terminals and posed a risk to ongoing operations and safety if not replaced.



Overview of the client's needs

- Implement the new FUEL-FACS+ replacement solution
- Support operational efficiency and risk mitigation through sustainable systems and processes



Objectives of the engagement

- Define an integrated plan to replace the end-of-service life TAS with the new solution from FUEL-FACS+
- Manage client teams and third party vendors to complete the implementation activities
- Enable operational integrity, reliability and stability for the terminal business operations



Benefits of the change

- Enabled IT to support the strategic focus of business by providing ongoing seamless terminal operations
- Enabled reliable and sustainable operations at the client terminals to prevent financial loss and reputational damage
- Enabled the implementation of more rigorous process controls for the ordering and dispatching processes

Optimising a client's supply and logistics value chain through a TAS replacement; to align South Africa to their **global operations** and **international industry standards**.

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Engagement Overview

The TAS manages the loading of fuel products onto delivery vehicles for transportation to retail and commercial sites. With this system being outdated and having reached its end-of-life, a decision was taken by the client to implement a replacement that was well-accepted in the industry and aligned to the rest of their global operations.

Risk mitigation was a key factor of the replacement, given the TAS is the backbone of operations at fuel supply terminals. Interruptions, such as system-related incidents, could be far-reaching and potentially disastrous and lead to dissatisfied customers, loss of revenue and reputational damage.

Due to demanding timelines, BSG collaborated with the client to plan and oversee the implementation and ensure success, while also providing insight and recommendations. The project was run as part of a larger programme to optimise the supply and logistics value chain, an initiative that directly supports the client's IT strategy and vision.

Solution

BSG was tasked to implement the FUEL-FACS+ application across several terminals in South Africa. BSG commenced the project by identifying a pilot site for the first implementation. A scalable and re-usable project plan was developed for this project, with the plan forming the blueprint for subsequent implementations.

A people, process and technology impact assessment was conducted for each terminal and relevant stakeholders were engaged in a review of future processes, to ensure a shared understanding of the system impact. Change management plans were drafted to ensure that all impacted parties received the relevant training and support.

From a process perspective, BSG held meetings with business unit leads and operational staff to understand the challenges experienced with the current TAS, as well as the expectations from the new FUEL-FACS+ system. These were documented and compared to the new system's features. Where critical gaps were identified, plans were made to address these gaps.

The technical impact assessments highlighted the gaps between the required hardware, infrastructure and connectivity; with relevant steps taken to ensure these gaps were addressed, so that the correct technical environment was available for the system implementation.

Being based in the client environment allowed the BSG team to design practical plans that made sense to the client and also allowed regular collaboration with client stakeholders, operational staff and third party service providers. This ensured that all parties were ready and aware of their responsibilities for the cutover contributing towards a successful and smooth cutover between the two systems, with minimal to no impact on operations.

Through applying lessons learned from each rollout, BSG successfully completed all subsequent rollouts with minimal issues.

BSG making a difference

A decade-long partnership with this client has seen BSG execute on their local business strategy, aligning South Africa to global strategy. This has led to an in-depth understanding of the client and the oil and gas sector. This knowledge was utilised for this project to ensure structure, define the project management methodology and execute against the plan, while mitigating risk.

Contact

Jurie Schoeman – Chief Executive Officer
Mobile: +27 (0) 83 302 7169
jurie.schoeman@bsg.co.za