Key enablers to success

- Adapted delivery to UAE Cultural norms
 Tailored approach to ERP





ADNOC is a state -run oil company , was undergoing transformation and growth
 A new SAP ERP platform is being implemented to align businesses and optimise end -to-end processes

ERP Case Study: ADNOC - SAP S4/HANA

Most of the group companies had not yet fully aligned with or adopted the new strategy.

















- Poor adoption despite high spend
 ADNOC has spent c. \$100m on implementation prior to me joining, but only 30% of the user base were using the new
- Legacy, manual processes were still in place and there was a need to integrate 3 separate businesses

- Unfulfilled business objectives

 There were clear (unmet) business objectives to deliver a headcount reduction and efficiency increases of 20%

 ADNOC wanted to use the common BW system to establish metrics and business KPIs (to ensure resources were best deployed for the maximum ROI)

What I changed

- Identified reasons for failure to re -scope

 30% of the end users did not understand their functional areas and the change in processes

 Finance, Order to Cash and Plan to Deliver particularly affected
- JV partner not aligned with project goals

- Managed, led, and delivered the project

 Developed a roadmap and re -engineered core processes to ensure efficiency, control, and cost effectiveness.
 Set up a structure to measure, control and appraise resource allocation across the group

 Developed an overarching change management and communication plan for dissemination and engagement throughout the organisations and functions affected

Improved sponsorship and stakeholder management

- Had difficult conversations with all major stakeholders to re-establish trust and credibility Turned the culture of delivery from a "public sector" project mindset to one of a "performance" mindset

(\bigcirc) Key achievements

The program required building trust through knowledge with UAE nationals and approaching with a clear but fair style to induce collaboration. We engineered solutions based on facts and rebuilt working relationships with the functions

Transitioning from an organisation resistant to change, we successfully gained full buy —in from the main board and delivery operating teams

Delivered one company processes Delivered one ERP template for finance, procurement, sales, asset management, production, and quality

Delivered the business case
Established the business case with the new ERP, ensuring all stakeholders achieved their targets

Outcome: The program achieved a successful go —live, reducing support costs by 20%. Business objectives and related benefits were on track for realisation