

Case Study

Sydney Water – Business Transformation

“The seamless transition of over 1,000 users to the new environment was achieved through a well-executed transformation program.” «

Jeff Micallef, Information and Communications Manager, Sydney Water



The Customer

Sydney Water is Australia's largest urban water utility with 3,000 staff and an area of operations covering 12,700 km². Sydney Water provides drinking water, recycled water, wastewater services and some stormwater services to more than four million people in Sydney, the Illawarra and the Blue Mountains.

Sydney Water is a statutory State-owned corporation, wholly owned by the New South Wales Government. Sydney Water is a world leader and has won numerous awards including the Public Water Agency of the Year at the Global Water Awards 2010 held in Paris, France, which is awarded to the public sector organisation that made the greatest contribution to meeting the challenges of water supply during 2009.

Sydney Water is responsible for an asset infrastructure base with a value of over \$20B that requires a maintenance program of approximately \$130M per year.

The Challenge

In 2008 Sydney Water embarked on a program to consolidate its existing asset management systems, WAMS and FMX, into a current, supported version of Maximo. These systems are operationally critical for Sydney Water. During the transition to the new system it was essential that over 1,000 internal users and external users embraced and adopted the new systems with little disruption to the organisation.

The Solution

Fujitsu Consulting's Organisational Change Management (OCM) team was established right at the start of the program, to provide Business Transformation expertise and leadership through the course of the program. The key objectives of the OCM team were to:

- Minimise the user resistance due to lack of customisation
- Prepare users for the change
- Ensure user adoption of the solution post Go Live.

The approach used to achieve this included strong business engagement and ownership, Change Management strategy & plans, stakeholder management strategy and plans, business impact analysis, and transition management.

The customer

Country: Sydney, Australia
Industry: Water and Wastewater
Founded: 1880
Employees: 3,000
Website: www.sydneywater.com.au



The challenge

Sydney Water's consolidation of its existing asset management systems needed to consider business risks, manage costs and avoid unnecessary customisation. The Maximo Consolidation program was established to consolidate existing systems into a current, supported version of Maximo with little customisation as well as update the integration with multiple complex systems. The primary objective was to ensure users were prepared for the change and to minimise business disruption.

The solution

The Fujitsu Consulting Business Transformation team was an integral component of a large-scale technology driven program. It prepared over 1,000 internal and external end users dispersed across Sydney for the change. The Business Transformation approach ensured strong business engagement and ownership while applying Change Management strategy and plans, stakeholder management strategy and plans, business impact analysis, business transition management and communication management.

The benefits

- Minimised user resistance due to lack of user customisation
- Internal and external users were prepared for Day 1, and knew what to expect from the new system
- Minimised business disruption during multiple Go Lives
- User engagement led to the “buy in” of common process changes and system requirements
- Established ongoing business support structure

The team conducted over 30 face-to-face Business Change Roadshows across Sydney to help prepare users for the change. A Business Transition structure was established and key roles identified within the organisation that were critical to the communication between the project team and end users. The team developed a Knowledge Transfer Plan, which proposed an Application Custodian Business Support Model that identified roles and responsibilities to ensure ongoing Business Application Support and continuous improvement for the solution.

“When I attended the online training and roadshows, I was convinced that this consolidation is required and the project was being managed well.” – Sydney Water employee.

The Benefits

Fujitsu Consulting’s OCM team provided a structured and organised approach throughout the course of the program to:

- Prepare users for the change: users were prepared for Day 1 and knew what to expect from the new system
- Manage expectations: educated the users of the need of the project and the value of non-customisation – Sydney Water experienced little backlash or change resistance
- Engage stakeholders: ensured all impacted users were considered and consulted during the change
- Facilitate clear communication: kept users informed and up to date and maintained the change momentum over the three years
- Sustain the Change: the Fujitsu Consulting OCM team focused on sustaining the change by implementing a strong business governance model with business resource engagement and ownership during the program. In addition, an Application Custodian Business Support Model was implemented with resources appointed to support roles post implementation to continually develop and support the application and related processes.

“What has been delivered so far has shown a good summary of the capability of the system. It has given me nearly all of the answers I had about using the new system without me specifically asking someone about them.” – Sydney Water employee.

Products and services

- Change Management Strategy and Plan
- Stakeholder and Communication Management & Plan
- Business Transition Management
- Knowledge Transfer Plan
- Organisational Impact Analysis
- Feedback and Monitoring Tools to measure progress eg. Periodic Surveys and Temperature Checks

Conclusion

Sydney Water partnered with Fujitsu Australia Limited (FAL) to manage the design, build and implementation of Maximo. Fujitsu Consulting’s Organisational Change Management (OCM) team was implemented at program startup to provide Business Transformation expertise and leadership through the whole course of the program. The value of applying business transformation from the offset of the program and throughout was evident through the lack of resistance of the change and minimal business disruption post Go Live.

“Excellent communication between project team and the business, updated information being passed to all levels in the business.” – Sydney Water employee.

The Fujitsu Consulting Business Transformation staff brought leadership and business transformation expertise that was needed to maximise program success. The teamwork between Sydney Water and Fujitsu was a key success factor and ensured that the team focused on fitting within the Sydney Water culture and delivering the best possible quality outcome.

In July 2011, Sydney Water became the largest implementer of Maximo (Version 7.1) in Australia. The program now stores information relating to 7.5 million assets.

“This was a highly complex integration program with users impacted by multiple system changes.” – Sydney Water employee.

The transition of the business from the “old” to “new” allowing for the continuation of “Business as Usual” I believe is the measure of success, End users were ready and adopted the new processes and application seamlessly. There were issues, but nothing that stopped business. – Sydney Water employee.

About Fujitsu

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