

Case Study: Oil & Gas

Royal Vopak Leverages Oracle ERP Cloud to Optimize Operations, Increase Agility and Improve Services

Integration of applications across terminals results in a single global way of working with increased agility and flexibility.

Vopak is a leading independent tank storage company with 400 years of experience in storage and transshipment. With a network of 71 terminals in 23 countries, Vopak provides clients safe facilities to store and handle bulk liquid products and gases that are vital to daily life, from chemicals to biofuels and vegoils.

Modernization on the agenda

Seeking an enhanced competitive position and improved service delivery, Vopak's executive board made digital transformation a priority. Standardizing and centralizing key back-office functions, the executive board concluded, would reduce operational costs while allowing Vopak to meet changing customer needs with greater agility and efficiency.



At a glance

- Vopak sought greater control and efficiency for its finance and procurement processes
- Transitioning to a modern ERP cloud platform with real-time data prepares the company for unlimited innovation

Outcomes

- With Cognizant as an end-to-end implementation partner for digital transformation, Vopak has significantly reduced operational costs, with savings on some back-office functions as high as 20%
- Cognizant's change management methodology reinforces a successful adoption of the new ways of working by Vopak's staff
- Optimized operations across 11 terminals

The objective: streamline business processes with a modern application to establish one global way of working in 19 countries across five continents. To help realize this vision, Vopak turned to Cognizant for our expertise in global scalability, business process optimization, technology and organizational change management.

After an in-depth product qualification of enterprise resource planning (ERP) software, Vopak selected Oracle's ERP Cloud, a software-as-a-service (SaaS) product known for its completeness. The SaaS application covers a large number of Vopak's critical back-office processes and will accelerate the company's ability to securely move its finance and procurement operations to the cloud.

A collaborative partnership

Vopak's transformation journey began with a series of consultations in 2018. Cognizant started with a big-picture assessment of Vopak's business goals, pinpointing where non-value-adding activities could be eliminated. Our bespoke approach supports Vopak's preferred processes and ensures that our team quickly adapts to unexpected circumstances.

Cognizant's initial step was to map out a strategic plan for implementing the Oracle ERP Cloud. At this stage, we applied a number of evaluation parameters to create a rollout scheme that logically grouped and sequenced countries.

This deliberative planning process allowed Vopak to reap early benefits. It also gave Cognizant time-saving insights for further rollouts.

Effective change management

Setting up a new way of working is one thing; making sure it sticks is another. Two factors drive adoption: change management and end-user training.

To reinforce adoption on a country-by-country basis, Cognizant designed a Lean management of change approach that included standardized modules for impact assessment, stakeholder engagement, set up of a change agent network, and communication and training materials that can easily be adapted for local situations.

This change management methodology has proven practical in empowering Vopak staff to embrace

digitization: 90% of trained employees say they use the new skills and processes. Vopak can reuse this lean end-to-end change management approach for other transformation initiatives.

One measure of a sound strategy is how well it accommodates business priorities during uncertainty. Just as COVID-19 regulations came into effect, we were mid-stream in implementing the solution for Vopak's major hubs in the Netherlands and Belgium, with go-lives for other major hubs in APAC countries slated on the heels of the European rollouts. Government responses to COVID-19 varied from country to country, introducing a unique set of challenges for every implementation. Vopak boldly committed to the launch schedule, entrusting Cognizant's strategic guidance.

As Global Program Manager at Cognizant, Sachin Jain notes that COVID-19 is not a short-term event. "Businesses must be ready to constantly adjust," he says. This pandemic raised new strategic needs. How do we train people in an engaging way without classroom settings? Our solution: Maximize the blended learning approach we had developed before the pandemic by combining, for example, e-learning, webinars and virtual classrooms.

This blended learning approach helped prevent rollout delays, supporting on-time delivery for Australia and Singapore. These implementations were a major milestone, says KP Aldridge, Vopak's project owner for Asia and the Middle East. "These are important sites in our network, so it was a big step forward in creating operational efficiencies within the value chain," she adds.

Despite the unforeseen challenges introduced by COVID-19, Cognizant delivered the first phase of implementations on time.

Rapidly changing industries mean that even tiny inefficiencies in a company's ecosystem can present enormous risks in times of volatility. By taking advantage of modern technology, Vopak's executives can readily identify and weed out operational inefficiencies.

Digital transformation goes beyond advancing Vopak's immediate goals. Modernization positions the company for enduring success, with a vastly expanded potential to generate business insights and valuable service opportunities.

“A project that spans months, or even years, needs all parties to stay in sync. In this respect, Cognizant has come to be our trusted partner. Cognizant’s approach to problem-solving gave us out-of-the-box solutions, which meant on-time implementation and error-free data migration.”

– **KP Aldridge, project owner**
Asia and Middle East, Royal Vopak

About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 185 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us [@Cognizant](https://twitter.com/Cognizant).

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