WRENCH

CASE STUDY

WRENCH Enterprise replaces well-known EDMS at Metito Overseas

Beyond Document Management: WRENCH as end-to-end project management system for global teams.

Sponsored by: WRENCH Solutions
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OVERVIEW

Customer:Metito Overseas
Country: UAE
Industry: Waste management
Solution:WRENCH Enterprise™

Business Need:
To be able to monitor projects and share data online

Solution:
Streamline the entire product process from inquiry – to – delivery, with special attention to enquiry processing. - Tackle manpower constraints by automating workflows, make quality control foolproof and non-tamperable.

Benefits:
Tripled productivity, 40% faster product design, 300% faster enquiry processing, 100% accuracy in all engineering data.

INTRODUCTION

Metito Overseas is a leader in waste management and water treatment, with primary markets in Europe and the Middle East. Metito specializes in turnkey project execution for water treatment plants and other district level waster management solutions.

Since 2004, the field of waste management and water treatment has been growing rapidly. Today, this sector boasts some of the largest business opportunities in the Middle East with companies like Metito fulfilling the ever-growing number of big value orders in regions of UAE, Qatar, and Muscat.

SITUATION

As in all EPC projects, cycle time is the most important competitive differentiator in the field of turnkey project management/execution. A few years ago, when market demand was peaking, and customer deadlines were getting increasingly tighter, Metito started evaluating enterprise software solutions to streamline its project and information management systems.

Customers had begun monitoring projects meticulously to ensure on-time completion, and Metito was forced to expand its engineering team to handle the new business. But the acute (and still existing) shortage of competent engineering skills had created a situation where lack of adequate and quality resources was impacting overall business, limiting growth and affecting ongoing projects.

According to Metito's CEO and Managing Partner, Mr.Rami Ghandure, the only way to ensure successful execution of these large projects was to capture all the data during the lifecycle of a project and make it available to other project teams who were executing similar projects in parallel. Then there would be no continual 'reinventing of the wheel', and engineering cycle times could be reduced.

EDMS implementation becomes catalyst for revamping corporate I.T. infrastructure

The need for EDMS: As all transactions of a project are evidenced by detailed documentation, Metito wanted a system which could consistently and reliably capture ALL the documents and drawings involved in a project. To identify and evaluate such a system, Metito formed a team of resources from various departments – engineering, quality, project management, marketing and project execution.

After an extensive evaluation process the team finally opted to follow in the wake of other large Engineering companies and try out a well-known EDMS software (Documentum®.)

This decision was based on the fact that the main requirement was to capture knowledge and reuse data – and this requirement seemed to be well addressed by the system under consideration.

Backend/Hardware: Metito purchased and set up two high-end servers with large storage capacity, and the EDMS was installed. The team which evaluated the software was also assigned the responsibility of implementing and testing the software. Metito identified Satyam computers as the implementation partner.

Analysing the Requirements: A study was conducted by the implementation partner to analyse the data that would be captured and stored in the EDMS software, including the multiple data/ document types created by various departments in the course of a project.

The Metito team also identified and specified things like mandatory fields, access levels and other key details that were to be captured for each set of data.

A configuration specification document was created and signed off by the Metito implementation team, who in turn handed it over to the Implementation partner Satyam to use during the implementation of the EDMS.

Implementation and Testing the EDMS: After being configured and deployed for user trials, the new system was tested by the implementation team in a conference room pilot and then after confirming that it was as per the configuration specification they rolled it out to users of an ongoing live project.

After extensive training by Satyam, project users were asked to start doing all their transactions in the new EDMS. This involved the following process: uploading the data of a project, entering the attributes of the document, and attaching the actual document.

As proficiency among the users on this new system grew, cycle time began to reduce. However, this turned out to be a short-lived advantage, since the time available for delivering the documents and drawing was also reduced in order to counterbalance the increasing number of projects taken on the company. So now resources were working on multiple projects in parallel.

In effect, the initial time savings on paper did not sufficiently offset the increased workload, and no significant advantage in areas like cycle time reduction and data reusability could be measured.

Unsatisfactory results: In fact, as the volume of documents increased and time available for creating or transacting a document reduced, users started to postpone the uploading of the document since they were pressed for time and had to prioritise other tasks. Thus, even uploading of document became a challenge and started being perceived as additional 'overwork'.

THE NEXT STEP

Reevaluation – What went wrong? To evaluate the situation and resolve the new set of conflicts and resource-management problems, the original team that had initiated the new EDMS system decided to study the problem more

indepth. They visited other companies that had implemented the same software, and saw first-hand how these companies were using the software. They learned that most of these companies had created a new position i.e. hired a dedicated resource called a 'Document controller' whose primary responsibility was uploading the documents to the system.

Higher ROI on I.T. investment? Metito discussed whether they should follow this strategy in order to see better returns on their investment, but finally decided that there was not enough value in adding yet another resource, especially given the already-dire shortage of resources. They went further to decide that what was needed was a whole different solution itself – a comprehensive I.T. system that would decrease the workload and not be dependent on human effort.

A new approach to I.T. system for engineering projects: Thus they started to look for a software which could capture documents from the creator and ensure somehow that the same was shareable to other users in the project. The supplier of the EDMS suggested another software called McClaren (which runs on top of the EDMS) which offers a workflow module that can be used in transacting on a document. Metito visited client sites where this software was implemented and decided to give the new system a try.

But then WRENCH entered the picture. This was the time WRENCH team approached the Engineering Manager (Mr.Talwar) and explained the capabilities of WRENCH Enterprise. Although Metito managers were hesitant to even see a product demo (since they had already invested in an expensive EDMS and had made up their mind to implement still another software) they eventually decided to give a meeting to WRENCH Enterprise team.

WHY WRENCH?

Enterprise-wide I.T. infrastructure which captures, updates, sorts, stores, and retrieves data automatically.

The Metito management team were very interested in WRENCH Enterprise's approach to handling a complete project+data+process where document management was just incidental. They decided to defer the other solution, and instead set up a detailed WRENCH Enterprise demo for all department heads. The complete WRENCH Enterprise functionality was shown, using examples from a real-world ongoing Water treatment plant project.

After this indepth demo, lasting 120 hours, Metito's CEO decided to evaluate this product and consider it in place of any other I.T. investment.

Evaluating WRENCH with reference sites: Metito decided to visit a few customer sites where WRENCH Enterprise was implemented, in order to get first-hand feedback from actual users. Metito's Quality manager and Project manager visited 5 WRENCH customer sites, collected user feedback, and were able to see first-hand the speed and performance of WRENCH Enterprise when working over the internet from multiple locations.

A cautious approach: Though they had very positive feedback after the customer visits, Metito wanted to be cautious and so decided to implement WRENCH Enterprise first on a pilot basis, for two different types of project (one from international business and other from local) involving clients, vendors, contractors etc. The pilot was completed in about 90 days.

At this time, Metito had offloaded 60% of their shares to an Investment company, who brought in their own Project management and process consultant. These new managers, who were very senior, set up a 100 day business process to review all existing processes and identify key issues. The consultant also reviewed the WRENCH pilot

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