

Fortum is one of the Nordic countries' leading energy companies. Its business covers the entire energy chain; from the production of oil, gas, power, and heat to refining, distribution and marketing, to energy related engineering, operation, and maintenance. Fortum's core expertise also covers the management of environmental issues and the use of new technologies. In 2001, Fortum net sales totaled EUR 10,410 million, and the average number of employees was 14,800. Fortum Corporation's shares are quoted on the Helsinki Exchanges.

Fortum Oil Refining Excels in Process Planning and Management with QPR ProcessGuide

CUSTOMER CASE:



"Standardized unit processes have a clear connection with efficiency and cost savings"

*Jari Wahlman, M.Sc., EWE,
Manager of Work planning*

Fortum Oil Refining started a comprehensive maintenance and management system project in September 2002. In order to succeed in the massive project they decided to describe the MMS (Maintenance Management System) project requirements with QPR ProcessGuide. Oil Refining unit in Porvoo had already made high-level process descriptions earlier so they had a chance to utilize and modify them according to their needs. The target was to describe the current state, which works as a basis for MMS project's target setting.

The current state descriptions were checked and modified with 25 stakeholders and 200-300 persons involved. This way, the processes which needed improvements were identified and the solutions for "to be" were found.

"It is vital, that in the project of this scale we all can speak the same language. With QPR ProcessGuide the misunderstandings and obstacles to communication are diminished, which makes the planning and synchronization process more effective and smooth. While planning, we really can find the improvements and receive a clearly visualized answer. Not only in bytes, zeroes and ones." Jari Wahlman says.

"Recycling" the Process Results in Faster Process Planning

During this massive project, Fortum Oil Refining has found QPR ProcessGuide very beneficial in terms of distributing the current state descriptions clearly and the interactive possibilities. Time savings are significant when it comes to utilizing already described high-level processes.

"We do not need to re-invent the wheel as we can utilize the processes described already. We can easily make the comparisons between "as is" and "to be". QPR ProcessGuide helps us to manage the whole entity, yet allowing us to develop the process also as individuals. In developing stage we have regular synchronizing meetings, but otherwise we can work and develop it remotely. This expedites the developing process remarkably, as we cannot always gather around the same table" – Jari Wahlman states.

Risk of Making Mistakes Minimized with Unified Processes

Instead of titles in processes, Fortum Oil Refining is using roles as process units, because in smaller locations one person can have several roles.

"Standardized unit processes have a clear connection with efficiency and cost savings. For example, during massive turn-arounds when each and every production line and unit is inspected and controlled, we do not need to train a separate temp as we can move the person from our other locations for that period. And this is only because we have unified the key processes. In addition to this, I would see that the risk of making mistakes is reduced significantly when the processes are clear" – Jari Wahlman explains.

Acquisition plays a significant role in budgeting. By streamlining the purchasing and agreement processes, the savings can be around at least 10% or more.

"In the long run I predict that the savings raise remarkably as the usage of QPR ProcessGuide extends" - Jari Wahlman predicts. "All in all, QPR ProcessGuide supports the overall project and does not hinder development"

Natural Choice

Fortum was looking for an open, "out of the box" solution, which is based on a philosophy that fits Fortum's way of thinking and needs. QPR ProcessGuide was already in use in another business unit, people were familiar with it and Fortum's consulting partner was also using QPR ProcessGuide. Therefore it was natural to continue using QPR ProcessGuide.