

Benchmarking of IT applications for global EPC company

Case study on IT application landscape assessment and peer benchmarking



Background

Client is India's largest engineering, planning and construction (EPC) company. PwC was engaged to create an IT application roadmap based on assessment of existing IT application landscape and comparison with global peers.



Pain points

Client was using in-house developed IT systems, which had grown organically over a decade to support business requirements. The different components of the IT systems lacked integration, did not incorporate industry best practices, and in many cases were not user-friendly and consequently not used. Key issues faced by the client:

- Fragmented development of the IT system, resulting in absence of integration among different applications
- Functionality gaps in the existing applications to support complete business operations
- Manual operations in several process areas due to absence of necessary systems / inoperable systems
- Inadequate management information system (MIS) functionalities for consolidated reporting at site, cluster, and region level for projects
- Absence of robust controls in IT systems to ensure cost efficiency for labour, material and equipment

Our solution

- Assessed coverage of IT applications to identify gaps in the existing application landscape
- Conducted industry IT landscape comparison for 10 global peers through primary and secondary research
- Identified IT initiatives to address business-IT functionality gaps
- Created IT application roadmap to detail out enhancements required in the existing applications, and new applications required to bridge the functionality gaps

The insights developed spanned across all business functions:

Construction management	Supply chain management
Engineering and design	Plant and machinery
Human resource management	Business acquisition
MIS reporting	Financial management

Client benefits

The assessment conducted by PwC enabled the client to become aware of the gaps in their business-IT alignment. The IT roadmap prepared by us will aid the client in matching or exceeding level of technology adoption with respect to their global peers, and consequently support their aspirations of becoming a global leader in EPC industry. Key benefits for the client:

Assessment of existing IT landscape with respect to global industry peers

IT application roadmap for development of new systems and enhancements in existing systems

Identification of emerging technology solutions such as cloud solutions (procurement), mobility solutions (workforce management), advanced analytics (real-time project/production monitoring) and internet of things (IoT)

Fulfilling the PwC purpose of building trust in society and solving complex problems

Additional benefit for the community at large:

Construction industry in India has a significant percentage of unorganised labour force. PwC recommendations on workforce management aims to improve management of transient labour and in the process bring them under the ambit of government labour laws.

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