



AMETEK Corporation
Paoli, PA
www.ametek.com

Industry:

Manufacturing of
electronic instruments and
electromechanical devices
(\$2B+ in sales)

AMETEK Key Benefits:

- Upgraded Oracle Applications at 25% of traditional cost
- Did more with less by leveraging knowledge and best practices of business and IT resources across the globe
- Collaborated efficiently without never-ending project status meetings
- Managed risk through transparency
- Business users pulled the upgrade forward to successful completion
- Retained IP for subsequent projects

Openwater Network Lets AMETEK Upgrade Oracle Applications in 1/2 the Time at 1/4 the Traditional Cost

“Our Oracle 11i.10 upgrade was one of the best and most seamless upgrades we’ve ever done. Having all the project content on-line helped us avoid the never-ending status meetings that are typical of highly complex projects, so we could make the most of our valuable time.”

- Elaine Gorman, Vice President of Shared Service, AMETEK

AMETEK was facing a significant challenge when they decided to upgrade their Oracle Procurement system from 11i3 to 11i10. Bill Lawson, AMETEK CIO, explains, “We’ve got a great team here at AMETEK, but I was concerned that the upgrade would be hugely expensive and very risky. There were over 75 pages of new features. The newer releases have a footprint of over 100G. The upgrade patch alone had over 300,000 files that would change, and best case was that the business would be down for 2 days. Even if we got the system updated, the business owners in different organizations and locations would need to sign off.”

Lawson recognized that large-scale software deployment and upgrade projects are typically riddled with unseen risk, schedule slippage and hidden costs, often ending in failure from the viewpoint of the business owners they are meant to serve. Teams of consultants spend all-nighters working through issues that, if left unresolved, would derail the entire project. Specialists are parachuted in when production systems misbehave or worse yet, when the business goes down. Substantial time and money is often lost to problems that are eventually resolved with a simple process change, a setup change, a configuration change, a data change or an existing patch.

Openwater Network let AMETEK Do More with Less

Looking for a better approach, Lawson asked Openwater to create a network for Enterprise Application Management that would use search to bring together the company’s dispersed content and expertise, enabling them to bring in the upgrade project on time and within budget, without hiring external consultants.

“Traditional upgrade projects leverage a team of expensive consultants to push the new system out to the business. We didn’t want to spend millions on this upgrade and none of us were dedicated full-time to the project so we had to do things cheaper, faster and smarter,” says John Miller, Upgrade Project Manager for AMETEK. “We had 95% of the expertise to make this upgrade a success within our own business and IT community.”

“We took the IT out of the upgrade.”

- Bill Lawson, CIO,
AMETEK

“Openwater provided us some upgrade-specific expertise along with some very interesting technology that allowed us to capture and leverage our collective knowledge,” Miller continues. “Nothing on this project was done in isolation. Project interactions, project plans, test plans, test results, cutover plans, and project documentation were on-line for all to view and contribute.”

Transparency Let AMETEK Manage Risk as Business Users Drove the Project

When the technical team released the new system to the business for acceptance, Miller called on Helene Weitzenkorn, a Commodity Manager and superuser of the old system for help. However, Weitzenkorn indicated that her plate was already full of high priority business needs, and she was concerned that she could not dedicate much of her time to this project.

Expecting this response, Miller simply showed Weitzenkorn how her contributions are instantly visible across the Openwater Network, and can be seen by all her peers and her management who sat 300 miles away. The Openwater Network confirmed something she knew all along. She was a main contributor and leader of the Procurement system. And now she knew that her management would support her in that role as well.

Weitzenkorn proceeded to take ownership of the acceptance testing and by publishing her contributions on the Network she quickly started pulling the project forward rather than the IT team having to force it on her. Weitzenkorn led the effort to update the system documentation, train the users, and respond to questions from the broader user-base as the project approached go-live...all in her spare time.

Upgraded at 25% of Traditional Cost and Retained IP for Subsequent Projects

Once the go / no-go decision point was reached, Miller pulled the team together, including Elaine Gorman, Vice President of Shared Service, who was also the decision maker. Miller walked Gorman through everyone’s contributions in real-time on the Service Network. Gorman drilled down in certain areas to see the actual discussions between her team and IT via click-thru on the Service Network. She took Miller aside after the update and said, “Why don’t we have this kind of information for all our projects? Please show this to the auditors. Nice job, we are clearly ready.”

The Service Network enabled AMETEK to leverage the collective knowledge of the business and IT project team. The project cost less than 25% of what a comparable upgrade project would cost using the traditional methodology. And, because all of the IP stayed with AMETEK online, they have since delivered multiple additional projects using the Openwater Network.