



CASE STUDY

ASSET INVESTMENT PLANNING AND MANAGEMENT (AIPM)

AIPM is an approach to investment planning and optimization specifically designed for asset intensive organizations. This document summarizes how **Accenture** and **Copperleaf** helped **ONE Gas** make better asset investment decisions, improve performance and manage risk.

CLIENT

ONE Gas, Inc., is one of the largest publicly traded, 100 percent-regulated natural gas utilities in the United States.

ONE Gas provides natural gas distribution services to more than 2 million customers in Oklahoma, Kansas and Texas. Headquartered in Tulsa, Okla., its companies include the largest natural gas distributor in Oklahoma and Kansas, and the third largest in Texas, in terms of customers.

ONE Gas serves residential, commercial, industrial, transportation and wholesale customers in all three states.



www.onegas.com

CHALLENGE

ONE Gas was essentially operating as three separate distribution companies in three different states and needed to drive consistency across business processes, technology and performance. They began an enterprise-wide transformation to centralize asset management. Key goals included:

- Establish consistent and transparent asset investment decision-making processes to demonstrate they are effectively managing risk across the organization;
- Calculate and visualize risk across an asset base that includes millions of both discrete and linear assets; and
- Manage rate filings across multiple regulatory jurisdictions.

APPROACH

Accenture helped ONE Gas design and implement a new operating model, which shifted the focus from a geographic-based to a functional organization. One of the key areas introduced was the Asset Management function. Key roles and business processes were established, including an asset management risk framework and a stage gate approval process.


Several technology demonstrations were conducted and Copperleaf's C55 software was selected as the solution that appropriately fit the functional and technical requirements.

One important factor of the project to date is the continuity of the ONE Gas, Accenture and Copperleaf resources who worked together to:

- Design a robust investment lifecycle management business process using stage gate approvals;
- Develop a long-term (10+ years) investment plan for their assets;
- Develop a value framework and automated risk modeling feature to accommodate the large volume of assets; and
- Implement C55 and integrate it with other company systems.

OUTCOMES

- **Ability to accurately model and represent risks** for more than one million distribution assets
- **Ability to build and defend a multi-year asset investment plan** where candidate projects are evaluated and prioritized based on several asset risk factors
- **Consistent method** to develop and evaluate investment business cases, and prepare top-down and bottom-up budgets for asset investments
- **Greater collaboration** between Asset Management and Resource Management groups to assign resources to execute the work
- **Improvement in annual budget process** and greater insight into asset needs across all geographies
- **Better understanding of how in-flight projects affect progress against the annual work plan**, to accelerate or defer projects in the pipeline
- **Greater insight** improves leaders ability to manage their portfolio of work, and effectively plan, execute and manage changes
- **Enhanced efficiencies** through integrations from Oracle to C55 for actuals, C55 to PowerPlan for project forecasts, and C55 to GIS and Maximo for asset information



“Our Asset Management department facilitates the planning and management of engineering and operations groups for our natural gas distribution operations across three states in North America. Our mission is to give our work groups a powerful tool and provide support for them as they use the tool. The software we chose is Copperleaf C55. The first-rate support we receive from Copperleaf makes it possible for us to provide first-rate support for our employees.”

— Jim Henry, Coordinator – QA and Training,
Asset Management, ONE Gas