



Speaker
Sayanh Alam
Industry Analyst
Verdantix



Speaker
Sumit Duttagupta
Group CIO & Head Information
system, Haldia Petrochemicals
Ltd & MCPI

Control of Work in **The age of AI**

Q&A with the CIO

“ So when we evaluated Maximl that time we were also going to have a 50 days turnaround coming through and they also had Shutdown module, turnaround permits and all those things. So we told them why don't you do a small pilot, you know because in the previous software also we had issues with managing the turnaround permits. So they said yes we are willing to do it and surprisingly, it went very well, you know, not only smooth, but I think the users liked the software based on the UIUX and simplicity of the design and fast implementation.

Sumit Duttagupta ”



Sayanh Alam

Mr. Sumit, CIO at HPL who's gone through the journey of implementing and using Maximl control work solution. So first question that I have for you Mr. Sumit is what prompted a change in how HPL approach permits work or control of work? what triggered the need for a change?



Sumit Duttagupta

We were in the digitization drive starting from 2019, and we had implemented a globally best, Industrial permit to work solution, but as we approached in 2024 when the contract needs to be renewed, we had certain dependency on the data. The data has to be residing within the Indian data Centers. So that was one major bottleneck which we were experiencing with that vendor over the subdivision.



Sumit Duttagupta

Then second was, we had an audit internally and then there was a urgent need to comply with the OISD standard. This is a practice within the oil and gas sector within India. I would say there were certain processes which need to be changed, or customized, I would say, to just cater to those regulations that also was a bit of a difficult task. From there because they were having a global template and they were not willing to get customized to the local needs and we were also facing this issue and then the seamless integration with SAP was required, because we work on SAP.

So SAP S4 HANA was also one of the issue which we failed with earlier. So when we evaluated Maximi that time we were also going to have a 50 days turnaround coming through and they also had Shutdown module, turnaround permits and all those things. So we told them why don't you do a small pilot, you know because in the previous software also we had issues with managing the turnaround permits. So they said yes we are willing to do it and surprisingly, it went very well, you know, not only smooth, but I think the users liked the software based on the UIUX and simplicity of the design and Fast implementation.

So then we formed a core team with our users, users from maintenance, operations from safety. They visited some of their other sites where they have already implemented. We interacted with those. The other companies where things are already operational and then based on the feedback, you know, because they were all very happy, in terms of how the implementation is done, simply and one of the USP was the mobile interface, which was lacking in the previous software.

So with all these USPs coming through, we thought, you know, we will go with Maximi, as we had to see and other competitor similar products. So we evaluated, we did a technical evaluation, we did a Commercial evaluation and then based on those Maximi came out what we in literal terms we call L1, you know they have to be L1 both technically and commercially and we're happy. And as long as the journey is still today, it's the users who basically decides the successful implementation. They're also happy and getting value. In fact some of the benefit analysis internally people have done. So that's a good indicator that we have done the right choice.



Sayanh Alam

OK, great. Thank you much for sharing that experience. And yeah, I guess, to sum it up, the main reasons were around kind of flexibility of you know, configuring what you needed as well as you know, having something that's a little bit more customized to Regulations, local regulations specifically. So thank you much for that. One topic that could have picked up from what you said was around kind of turnarounds and user adoption. So can you tell us a little bit more about your expectations around user adoption and You know, I'm also guessing that with something as big as a turnaround coming up, there wasn't a lot of time for kind of training, getting people to use the platform. So how did you kind of handle that challenge?



Sumit Duttagupta

So initially we thought, should we take this Risk, but I think the Maximl, their subject matter expert convinced us. They did some round of workshop in the plant & also convinced our users. Then we decided it should not be a issue in terms of the way you handle and users were anyway handling, electronic permit solution. So they were very, I'd say, well versed how an electronic permit works as a process. And the UIUX in the case of Maximl was quite not only similar, but they also felt it was very simple, and it was eye-catching in terms of the different attributes which were there in the software. So we felt, we should be able to take this bite in spite of users hectic schedule, which they have to get this turnaround in time. So it was a bit of a risk. But I think it has paid off and I would say there was an overwhelming support from the Maximl people on ground and I think that only I think helped a lot in terms of on the job training, we had one or two workshops, but then on the job training helped us to see that we are up and running and implement the permit, this maximum permit during the turnaround time and it really helped us in terms of ensuring the safety we didn't had any sort of an incident in turnaround process. So that was a great I would say success story in terms of getting shutdown done seamlessly.



Sayanh Alam

Yeah, nice and good to kind of see the partnership, really between, the software firm and the firm actually using the solution. You did mention some of the kind of key things that you're able to do with the solution, but could you kind of summarize some of them, what was achieved through using Maximl Control of Work? Is there any numbers that you can share with us ?It could be number of permits, but also like what were the, if you had to kind of think of a few key achievements out of using a solution, what would you say these were?



Sumit Duttagupta

See the primary aim for any of this permit to work or control of work solution is to ensure that the safety and the reliability increases, so that is a key part of it and with that the operational efficiency should Improve and there is an information enforcement of a bit of a compliance and the governance in terms of how they conduct the particular jobs and the most important part is that the system should also Ensure that there is a seamless collaboration between the operation and the maintenance team on the ground and that's very important and that's where we found, the mobility part of it and user-friendly UX helped people to, I would say, utilize the system in a much better and an efficient way. So when I say we didn't had any sort of an incident that also indirectly reinforces that. The solution is working fine, and people are going and ensuring the process, like for example, in terms of the RA, the risk assessment and the JHA, including what they have done for this hazard and the controls, The controls mechanism were really, exhaustive and well built. So there was no mess in terms of how these particular permits were executed on ground.



Sumit Duttagupta

So, in a way if you see that particular to the TA, we could increase our overall safety and the reliability per shutdown, in a much better way. I don't have the exact numbers, but yes, there was quite some sort of an, I'll say quantitative improvement and the savings also and it's the savings where it got interconnected with the safety protocols And the operational needs. So the maintenance was done in a very predefined way, integrating back with SAP, the work orders and the notifications so that the whole interface worked seamlessly. So I would say that was the thing and then initially it was an offline sync, but later we did a hard sync with SAP, so the master was SAP. So that also helped us, so that there are no anomalies while the work is getting executed.



Sayanh Alam

Great. Thank you. And I think it is really about removing that complexity to make sure things are being done efficiently, but also as you are removing complexity, making it easier and easier for frontline workers to use the systems, it also makes it kind of enables them to get the insights that they need and to make sure that they're doing work safely and they're not kind of looking at too many different variables, but they're really focusing on what's important to conduct their jobs and that's really what they need. They don't want to spend too much time doing some of these back office things. It's really about improving their understanding and awareness on the job and yeah, last question that I have for you, Mr. Sumit, it's kind of looking back which decisions contribute most to the implementation or rollout success and is there any advice that you could give to kind of anyone looking to implement A control work solution ? Anyone that's kind of embarking on this journey from your experience?



Sumit Duttagupta

I think the most important part is that you should always pick a solution, commercially off the Shelf available solution instead of trying to build from the scratch, and try to see that all your processes are customized and built.

To it that has its own pros and cons, but that has got more cons because you will not have the best global work process or a template built in. You may feel that you are having a best in class process, but maybe you're missing some finer points. Because this application specially Maximl and you know others, they come with a set standards. They follow OSHA, OISD, IOGP is there inbuilt as a process.



Sumit Duttagupta

So that gives you an edge and then you can of course you know see what is the best in your process and that can be customized. So that is one I would say you should look into it and then you don't also see a solution from the perspective of How is their, road map? You know whether the new technologies are getting, for example, I was impressed they're going to have this barrier management, interactive P&IDs, then even those conflict management, you know where you know 2 hot works are in The same place.

They will raise a alarm out there. So these are some of those innovative features which you should look for. and now of course that time also they were giving us a roadmap. Yes, they're working on AI and building those, you know, Gen AI and agentic AI and all, but I think now. As Pankaj was saying, they are into that particular journey also. So you have to see that particular solution also has a futuristic road map, in terms of innovative technology they're going to adopt. So these are some of the things which you know as a CIO or even a safety head or an operational head, because they're also part of the decision making to see that the best in class solution is picked up.



Sayanh Alam

OK, great. Thank you very much for that advice. I'm sure the attendees will find this really helpful and thank you very much for answering all the questions as well, Mr. Sumit. really interesting to hear your experience.

