

Data Management Change Programs Driving Business Performance Improvement and Delivering Business Value

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ABSTRACT

Successful programs delivering data management change are those that, in addition to being planned and delivered from a well-executed project or program technique, are defined and closely aligned with business objectives.

This article presents examples of data management initiatives CGG and E&P Companies have invested in to deliver major change and drive business performance improvement. Decisions taken to invest in major change or enhancements to data management practice, which can equate to commitment levels similar to small Major Capital Project investments, are based on well-defined business cases, in which benefit expectations, reasons and drivers for change and return on investment are presented and estimated.

These initiatives strive to deliver improvements to E&P business process execution and are complex in nature. They present what will be tomorrow's business practice and therefore impact most, if not all, business, technical and support roles; such as geoscientists, engineers, technical support personnel in addition to data and information management roles. The interplay between and reliance on clear process descriptions, work and data flows, data security, quality and standards and organisation roles as required by a company's Data Governance framework and the roles that technology plays, such as repositories, interpretational and business intelligence platforms and data integration support technologies must be well described, accessible and digestible to different personnel roles.

During the execution phase of major change programs, benefit expectations and drivers are revisited and refined, as expectations become reality when initial delivery elements are realised. Where there is a significant change to business direction, such as new Asset Type acquisition or Operational responsibility, this results in the need to test the validity and relevancy of original benefit statements and drivers. Benefit measure inputs gathered before changes are implemented represent an initial baseline position and monitored going forward by the change program and when deployments become operational.

Example business benefit and value statements will be shared as data management project and program investments that deliver increased business performance are as relevant, if not more so, in the challenging conditions we are currently experiencing in our business sector.