



■ Business impact

“The major oil companies are struggling to replenish their reserves amid increased competition for new sources of petroleum. Innovative approaches are needed to ensure these companies’ long-term viability.”*

■ Challenges

- **Poor data quality.** Data from multiple sources is inconsistent and nonstandard; one group’s definition of something may differ from another’s.
- **Lack of true operational insight.** The business is run largely through complex spreadsheets that take weeks to prepare and are often error-prone, making the information meaningless and out of date as soon as it’s available.
- **Lack of strategic orientation.** Managers don’t understand which factors mean failed performance nor how to induce correction; staff members don’t understand their true role in achieving performance targets.
- **Lack of collaboration.** Disparate systems and data sources make information sharing difficult and create conflicts among groups that have different information and/or conflicting views of it.
- **Absence of follow-up.** There’s no process for following up on action items agreed to in meetings to see if and how successfully actions were executed.

* Source: *The McKinsey Quarterly*, 2005, No. 2.



**THE
POWER
TO KNOW®**

How can we define, track and understand performance across all our offshore operations?

YOUR GOAL: Improve overall operational efficiency, safety and integrity

While upstream companies have outperformed the rest of the market by a wide margin over the past few decades, individual oil and gas stocks have been consistently undervalued. This signals growing market skepticism over the industry’s ability to deliver on future growth projections. In response, oil and gas companies are focusing on delivering consistently high performance across operations through operational improvements designed to streamline and increase production.

This presents a real challenge for offshore operations. The distributed nature and geographical diversity of the business, growth by mergers and acquisitions and the technological complexities of production have resulted in operational silos with fragmented legacy systems, inconsistent business rules and measures, and the absence of cross-company alignment around common goals. Critical performance data is scattered among dispersed offshore operations, and is typically boiled down to complex spreadsheets that are often outdated and contradictory. With only isolated, outdated views of various aspects of production, regional directors and asset managers lack meaningful insight. As a result, planning and review meetings are unproductive, with so much time spent arguing over data quality and report accuracy that there’s neither time nor basis for strategic planning.

OUR APPROACH

Without a reliable, big-picture view of all offshore operations, true performance management is out of reach, and increasing overall production levels with reliable equipment and within a safe environment becomes an unsustainable, illusive goal. SAS approaches the problem by delivering software and services to help you:

- **Focus on planning—not the data—with complete, trustworthy information.** Integrate data, regardless of source or format, into a consolidated view and automatically apply embedded data quality techniques to ensure consistency and reliability.
- **Establish a single information source.** Organize data using standardized definitions and a transparent data hierarchy that supports a self-documenting audit trail.
- **Empower stakeholders with self-service reporting.** Enable users at all levels to access and generate customized reports via a Web interface that enables automated delivery of information when needed, in the format and level of detail required.
- **Reduce your risk and increase your success.** Use advanced, predictive analytics to identify previously unseen patterns and anticipate fluctuations, and model and simulate strategies before implementing them.
- **Respond to changing conditions as they happen.** Monitor the health of KPIs—on production, logistics, health and safety, etc.—via a single, comprehensive dashboard and receive alerts when results fall below expectations.

SAS gives you the single point of control you need to know how well the business is performing across the board at any point in time, and you’ll have the necessary tools at your disposal to make changes when and where needed.

THE SAS® DIFFERENCE: A big-picture view of operational performance

Only SAS delivers a single version of the truth—delivered in a role-specific way—so stakeholders can track activity and results in alignment with operational strategy. With SAS, you can actually improve performance, not just manage it, with:

- **Superior data integration** transforms once-siloed data into a unified body of corporate knowledge that is continually updated, validated, reconciled and managed for integrity.
- **Advanced, predictive analytics**—strategically applied to performance management—adds foresight that spans business units and functions across all offshore operations.
- **Performance visibility via a single, all-inclusive dashboard** provides an operational control center that lets key stakeholders not only view KPIs, but also interact with them to establish priorities, ensure alignment and respond to any arising issues.
- **Strategy maps**—defined by your chosen strategy, not dictated by the data available—let you truly focus on where your organization needs to go and how to get it there.

SAS solutions adapt to your business needs, so you're not locked into one prescribed methodology. SAS also supports a phased implementation approach that lets you start where your needs are greatest and build on over time. With more than 30 years of experience and proven successes, SAS is a partner you can rely on for the long haul.

CASE STUDY: A large offshore oil & gas company

Situation

Executives needed a big-picture view of how offshore operations were performing across the board, not just at the department level. But divergent systems and processes and disconnects among operational units made it difficult to know what should be measured and where. Complicated, labor-intensive spreadsheets based on data that was two to four weeks old couldn't provide the insight management needed to analyze business processes, identify problem areas and determine accountability.

Solution

SAS worked with the company to analyze its needs and provide a solution that:

- Integrates data from all systems into a single version of the truth.
- Uses advanced analytics to uncover hidden relationships among KPIs.
- Enables information sharing via a Web portal, with operational dashboards and strategic scorecards to help align resources and manage and monitor performance.

Results

- Users all work with the same data, which enables more focused management.
- Executives have timely, easy access to the summary information they need to effectively manage their areas of responsibility.
- Stakeholders can drill into key indicators to locate problem areas quickly and identify who owns them.
- The decision-making process is more structured and streamlined, with clearly defined KPIs that ensure everyone is working toward common goals.

The vision

Superior data integration

What if you had complete confidence in the integrity of all your data – regardless of its origination – so you could spend less time debating the reliability of measurements and reports and more time making strategic decisions?

A single information source

What if a single information source could provide stakeholders with reliable, standardized operational data whenever they needed it, in their preferred format?

Self-service reporting

What if a variety of users from different production areas could generate reports that gave multiple views of the same data, depending on individual needs?

Advanced, predictive analytics

What if you could analyze rig performance and production capability and accurately forecast maintenance issues far enough in advance to resolve problems before they impact production?

A comprehensive dashboard

What if a single point of control let you see, at a glance, how offshore operations were performing as well as identify problems, their root causes and who is responsible?

SAS FACTS

- For the fourth consecutive year, SAS was recognized as one of the Intelligent Enterprise "Dozen," a list of the top 12 most influential IT solution providers.
- SAS has more than 140 customers in the oil and gas industry.
- SAS reinvests 24 percent of revenues into R&D every year.

Learn more about SAS® software and services for oil & gas at:
www.sas.com/industry/energy/



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