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Who Should Drive Efficient Digital Oilfields Transformation Strategy?

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Abstract

Efficient Project Management in Digital Oilfields (DOF) space usually focus in addressing the asset business challenges through clearly defined business objectives for the project implementation. One of the key reason why such digital oilfields project implementation fails is because most operating asset use the 'conventional project management approach' in dealing with digital oilfields implementation. The 'Conventional Project Management' approach rest the entire responsibility of managing the project on the Project Manager who is normally NOT a member of the business or asset. This Project Manager usually abandons this role of managing the implementation after 'Go Live' or on 'completion' of the project. The objective of this presentation is to identify the reasons why the 'conventional project management framework' fails and proffer a field-tested project management approach that ensures seamless embedment of the Digital Oilfields Transformation solutions.

A field-tested approach is demonstrated through research work in a field where a Business Opportunity Manager (BOM) who is a member of the business (not from the project team) who actually anchored the implementation of digital oilfields solutions in an asset in Gulf of Guinea. The Business Opportunity Manager actually interfaces between the business and the project team right from inception of the project through into the handover of the project to the business thereby ensuring seamless embedment and sustainability of the realised solutions for continuous business improvement.

Digital Oilfields (DOF) Transformation is a continuous business improvement initiative in project management. The results show significant business benefits from this option of using the Business Opportunity Manager from the business in delivering the solutions rather than the conventional project manager that takes overall management of the project and leaves on 'completion' of the project implementation. The gains or value proposition from the DOF implementation are sustained and continuously improved with solid embedment process. This result will serve as reference tool and assist Digital Transformation experts build a sustainable framework in similar project implementation and management, globally. Please visit www.onepetro.org for complete paper