

# Information Management in Oil & Gas

Simplifying and improving how information is shared



## Endeavor Management

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## Overview

The importance of effective information management in oil & gas cannot be overstated. As companies strive to improve the quality and accessibility of their information to drive better business decisions, new technology has made it much cheaper and easier to acquire, store, protect and disseminate information. This focus on the tools and technology, however, has created an unintended consequence – it has made much of the information less useful. The average manager and front-line leader now is inundated with far more information than he or she can keep track of, and critical information is often drowned out by noise.

For one leading Exploration & Production company, information is their lifeblood. To outperform their competitors, every play must utilize information gathered from previous well sites to improve the process and deliver more hydrocarbons at a lower cost while maintaining or improving safety & environmental performance. To accomplish this, they captured some of this information through a combination of various documents, all of which were consolidated into a central digital repository. From the outside, their assortment of information gave the illusion of effective information management, but the lack of some fundamental components meant that the information housed in the documents was rarely used for influencing decisions and actions.

## Background

The E&P Company recognized years ago that their lack of documentation was holding them back. Much of their knowledge was tribal and undocumented, which was leading to unnecessary repeat incidents as learnings were not shared, and innovation was held back as various groups had to re-create their own solutions. In response, the E&P invested heavily in documenting its knowledge across procedures, best practices, work instructions, standards, policies, recommended practices, and more. This well-intentioned initiative had several unforeseen negative consequences. 1) Blurred the lines between mandatory instructions and recommendations 2) Mandatory documents like procedures were cluttered with opinions and recommendations, making the documents less useful 3) Documents often contained critical contradictions or duplications 4) The cost of managing the ever-growing library increased and led to outdated documents or regulatory changes not being reflected in the documents. The most significant evidence was the overwhelming feedback from end users that the documents had become un-useful and unwieldy. Furthermore, despite state-of-the-art information management software, it had become very difficult to find most important information when needed.

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## **Solution**

The solution required changing their approach to information and the decisions made from it. Information is far less valuable if it needs to be re-interpreted each time, and if fruitful decisions based on that information are not captured.

The first step was to develop a structured approach for how it was going to capture and organize its information. This went beyond the automation and tools, or digital folder structures, into how different kind of information would be named and classified through a clear document hierarchy. The second, and most crucial step, was to establish how decisions would be made regarding what information needed to be communicated and how. This included deciding what information would be considered critical and what previous decisions would be captured as changes to processes or procedures. The third key was changing the way this information was used within the organization, along with changing how employees captured information they created. Not all information is critical, not all information needs to be documented and communicated in the same manner.

## **Results**

Within the first 3 months of implementing the new document structure, over 20% of the organization's documents were retired because they were identified as unnecessary or outdated. Over 65% of documents were flagged for revision due to contradictions or incorrect/unnecessary information. The most important result was that end users now know how to differentiate between a mandated instruction and a recommendation, greatly improving the effectiveness of existing and future controls.

Moving forward, the E&P company will build on this foundation to make better use of its technology. Their central repository now houses deconflicted information. Users better understand how to capture information and therefore the metadata is more accurate.

## About Endeavor Management

Endeavor Management is an international management consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

Our clients include those responsible for:

- Business Strategy
- Marketing and Brand Strategy
- Operations
- Technology Deployment
- Strategic Human Capital
- Corporate Finance

The firm's 50-year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry.