

# Optimization boosts data confidence for global oil and gas conglomerate

Qellus uncovers the key to optimizing global efficiencies in building a culture of data as an asset



This case study will demonstrate how Qellus...

- approaches data from a people-perspective by communicating the business value of data
- uses a scientific, methodical approach to providing the “Voice of the Data”
- highlights data gaps contributing to inefficiencies and monetary impacts
- improves the overall quality of data
- builds the overall approach and plan for deployment to the Business

No matter your industry, business, or managerial style, having trusted data will grow in importance alongside your organization. The proper organization and management of business information can result in tremendous gains to your bottom line and efficiency across your operation—as Qellus’ recent success story indicates.

## So much data, so little trust

It happens to all large organizations at one point in their growth. The sheer amount of data coming in from various branches, business units, and locations gradually becomes overwhelming and a hindrance to operations instead of an insightful asset. Previous methodologies and approaches implemented in the past fail to address the new flow of data in a meaningful way and quickly become irrelevant.

Leadership and employees alike not only struggle to find the information they need but have to consider whether they trust the data they eventually do find. When running a new business this is a nuisance. When operating a multi-national organization with each firm generating millions of dollars a year, this can be compounded into a pervasive problem that saps away at productivity, safety, and efficiency objectives.

One of Qellus’ recent clients found themselves in the latter position, unable to organize their data in a way that made sense for their end-goals and operational efficiency. Without the intervention of Qellus’ expertise and guidance, this global oil and gas giant would soon find itself with a wealth of data that they simply couldn’t trust. Read on to find out more on how Qellus stepped in to help this company through its data assessment and management techniques.

## A question of too much data

Qellus' latest success comes from an international oil and gas company. The business consists of over 40 000 employees and is active in more than 180 countries. As expected, the business generates an enormous amount of data related to its operational efficiency, safety, and asset maintenance. However, this data and information were beginning to raise more questions than provide answers. *"Leadership began to believe that the quality of our data was seriously impeding our ability to deliver a safe and efficient operation,"* says Jannice, Chief Analyst\* at the company. *"This data was critical to reducing our overall operational costs and ensuring safety and regulatory compliance for our organization—we needed it to make better decisions and streamline our operations."*

The challenge the oil and gas company faced was not the quantity of data, but rather the quality. Hundreds of firms from around the world, as well as individual business units, would present figures and information that indicated their performance. This included critical data elements such as: Equipment, Inspections and Work Orders—but each would be registered under different terms in different systems in different areas of the company or evaluated in a completely different manner. The result of this led to each business unit having a low data trust factor for the information shared throughout the company. In addition to this, the company's data quality, system of record, data governance, organization and integration needed thorough attention. *"It was the company's worst kept secret. We could no longer trust our data—and that effectively meant we were flying blind,"* says Jannice.

## Operational doubt

General awareness of the lack of trusted data began to seep throughout the organization, leading to doubt and a lack of cohesion between the firms. As Operational Data Manager, Karl Brown\* notes, *"We spent a ton of money on generating data, but the data I need is of such poor quality that it is unusable,"* he continues, *"We're spending more money on IT than we've ever spent, yet the promises of the IT systems can't be kept because we can't trust the data."*

The lack of trust disseminated throughout the company resulted in sub-optimal operations, unnecessary expenses, and uninformed decisions. In addition to this, the existing data management framework that was previously used to organize and sort the data into insights was no longer useful, having grown several years old.

Any efforts that were initiated by the company to rectify the issue were hindered by multiple roadblocks. *"Our early efforts were all underfunded, cut in scope to meet timelines, and poorly coordinated across projects. The budgets assigned to improve our quality of data were often misaligned with priorities in the field and measurable, monetized opportunities,"* says Karl. *"No one knew how to address the problem or even where to begin."*

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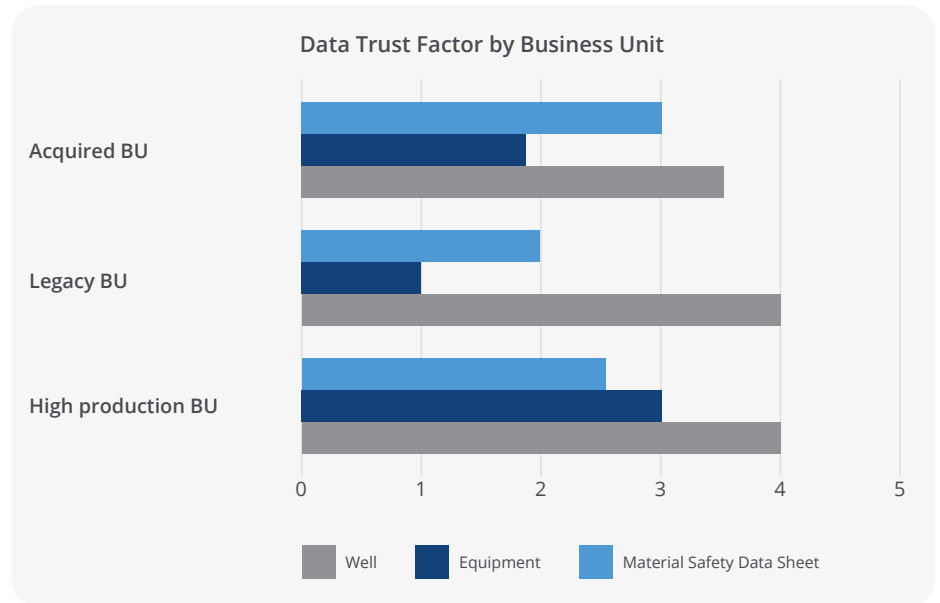
Chief Analyst  
Global oil and gas company

### The Qellus approach

The company began to look externally for a partner to help them sift through their data and reclassify it in a useful and efficient way. After sifting through multiple consultancy profiles, methodologies, and reviews, the oil and gas company found Qellus. *“Qellus understood our challenges on a fundamental level. They knew that our problem needed a long term solution based on how our people responded to and worked with data, rather than simply the processes that generate or classify it,”* says Jannice.

After conducting preliminary interviews, research, and evaluations, Qellus swiftly employed a unique, customized approach for the oil and gas company. The implemented solution was a repeatable assessment methodology that visualized the trustworthiness of data across multiple quantifiable metrics. The visualizations allowed business unit data stewards to compare their data trust factor to other business units. Global leadership teams could monitor the impact of data on key business initiatives, and structured conversations with team members led to more awareness and multiple cross-pollination opportunities across the entire enterprise. Management could also prioritise investments in data, being able to prove its worth.

### The repeatable assessment methodology



This repeatable assessment methodology was realized over five core steps:

1. Develop a prioritized list of business terms, their definitions, and standards.
2. Develop an assessment questionnaire for each category.
3. Conduct in-depth interviews across all business units and support stakeholders.
4. Collate results with opportunities for interviewees to review their responses in context.
5. Develop an enterprise roadmap.

The objectives of Qellus extended beyond the mere functionality of the data generated, towards three key objectives for the oil and gas company. They wanted to boost the trust employees had in data, encourage global leadership to leverage data to improve business initiatives, and instill the importance of trustworthy data throughout the organization.

### **Boost the trust employees had in data**

Qellus' first objective for the oil and gas company was to win over employees who had long lost faith in the data they were using. By offering concrete, tangible changes to the way the company presented its data, Qellus could slowly begin to convince employees that data could again be relied upon.

Qellus achieved this by creating a simpler infrastructure, a common data model, reduced workload, and simpler upgrades with reusable data. They improved the trustworthiness of data throughout the enterprise through the cost and benefits to initiatives such as infrastructure improvements, training, upgrades, data quality measures, and integrations with enterprise data initiatives. These changes were shared with each stakeholder with multiple reviews to ensure that a new initiative will not run over budget or fail to deliver the expected results.

### **Encourage global leadership to leverage data to improve business initiatives**

A solution that worked in the long term would require global leadership to not only instruct employees to use and rely upon data, but to use it themselves. Identifying common business terms and the most critical data across each firm would help global leadership gain confidence in the generated data. This enabled leadership to chart a course of action to target specific efforts to improve the Data Trust Factor that would benefit the organization as a whole the most.

Qellus was able to identify and present the most trustworthy data available for the most impact, revealing significant investments in enterprise content management that could be expanded and leveraged across the entire organization for safer operations and cost reduction. This revelation would serve as the starting point for leaders to begin to use data for collective, informed decisions.



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Operational Data Manager  
Global oil and gas company

### **Instill the importance of trustworthy data throughout the organization**

Connecting representatives across the enterprise and in central IT to develop, deliver and use the assessment promoted a culture of using and trusting data. Developing the assessment required the organization to identify the business terms most critical to the business. Once identified, the prioritization effort forced agreement not only on the measure but how to quantify the trust factor of a business term.

Qellus understood that a collaborative process would encourage employees to keep their data clean, consistent and useful for the future. Thus, representatives from each business unit provided inputs to the assessment, confirmed that the visualizations accurately represented their sphere of influence, and reviewed how they compared to the rest of the organization.

### **A brighter future**

Through Qellus’ input and guidance, the oil and gas company identified the top 40 business terms that were used across the organization. They further assessed the top 20 terms across global business units to optimize them for use.

Once the assessment and data management initiatives were executed by Qellus, the oil and gas company witnessed a shift in their approach to data and confidence for their operations. *“Laying bare the state of the data was scary for many but drove the culture of viewing data as an enterprise asset as opposed to a local one,”* commented Jannice. *“Even after the assessments were completed, the relationships to cross-pollinate great ideas, quickly resolve data issues and find trusted data remained and continue to be nourished throughout the organization.”*

Qellus established trust between users and data to facilitate a better working environment that continuously generates better and more efficient operations. They enabled the company to promote worldwide relationships between the different business units and firms to share best practices and valuable insights that would have otherwise been lost or ignored.

*“We now have a single source of truth that we can rely upon,”* said Karl. *“Already we’re beginning to work together in a collaborative environment to maximize our efforts as a company. Qellus has done wonders for our company culture and the way we deal with data.”* Today, the oil and gas company continues to operate with transparent, trusted data through a single enterprise information quality tool. It has enabled them to align on global initiatives faster and more effectively than ever before.

### **Cultivate a culture of collaboration**

Qellus understands that businesses are in it for the long term—and the solutions they employ reflect this understanding. Most data challenges arise through implementing short term project goals that lack the vision for long-term success or poorly orchestrated processes. Qellus has proven that the way to overcome these challenges are through the people. Only through addressing this core aspect of business can any enterprise hope to achieve success in the long term, and promote a culture of collaboration.



If you would like to find out more about Qellus' solutions for your own business or are seeking guidance on the best practices in data maintenance and management, you may be interested in our step-by-step guide specifically created for asset-intensive industries like the oil and gas industry. And if you would like to promote more cohesion between your data and the people that use it, [consider contacting Qellus](#).

Qellus is the proud first point of contact for businesses around the world seeking to improve their relationship with data management and organization. Our tried and tested methodology and in-depth experience has helped large enterprises and small start-ups alike to optimize their business processes and how they use their data.

[Click here to contact Qellus today, and begin exploring the potential your business is capable of achieving.](#)

\* names and positions have been altered for publication.

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