

# DIGITAL RE-DEFINERY

## ACCENTURE DIGITAL REFINING SURVEY 2019

### The refining landscape

Competitive pressure on refiners is growing in 2019 — margins have generally been weaker, largely due to prolonged periods of maintenance and turnarounds (after years of high utilization), rising feedstock prices, heavy oil supply disruptions and preparation for [International Maritime Organization 2020](#).

### Survey summary

[Accenture Digital Refining Survey 2019](#)\* shows that while digital continues to contribute to margin improvements, satisfaction around the impact of digital is static. Refiners continue to deploy digital primarily for improving production yields (digital investment is also largely focused in this area), yet they are finding it hard to scale digital for further improvements. There is evidence that refiners are now realizing that the next step is a stronger focus on culture and change management to enhance digital adoption and scaling in their businesses.

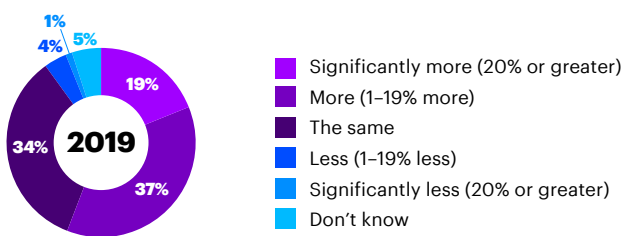
\*145 oil refining and gas industry professionals

#### TREND 1

### Digital transformation in refining: In progress

Nearly 60% of respondents are investing “more or significantly more” in digital technologies.

Are you currently investing more or less in digital technology than 12 months ago?

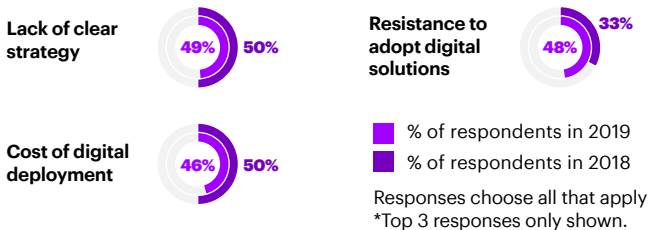


#### TREND 3

### Resistance to digital adoption is rising, forcing a greater focus on people priorities

Cost is no longer the top barrier to digital adoption. The next frontier is cultural change.

What do refiners see as the main barriers to successful digital adoption? [Across the organization]



#### TREND 5

### Refiners are seeking partners to better support their digital journeys

Though largely satisfied with results from digital investments, most refiners are looking to the wider ecosystem to scale and realize value.

How do refiners plan to carry out new digital investments? [For refining]

HOW	Outsourced	In-house	Via a large IT service provider	Via a niche vendor
% OF RESPONDENTS	28%	25%	15%	10%

Chart excludes 'Other' and 'Don't know' responses.

#### TREND 2

### Digital benefits will be enabled by future investments

Production planning and execution processes have benefited most from digital. Process and asset optimization and automation are earmarked for future investment.

Where are refiners planning to invest? [Over the next 3 years]

REFINERY INVESTMENT	Process optimization	Predictive asset maintenance	Greater plant automation
% OF RESPONDENTS	61%	43%	41%

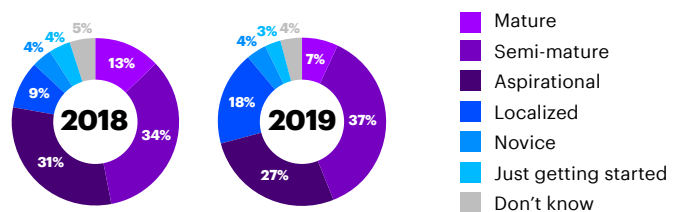
Responses choose all that apply – do not add up to 100%. Top 3 collective responses shown.

#### TREND 4

### Maturity reality check: Digital is hard to scale

Fewer refiners are calling themselves “digitally mature.” IT/OT convergence and organizational challenges are limiting speed to maturity.

How mature would you rate the use of digital technologies? [Within the refining operation]



#### CONCLUSION

### Look to the last mile of the digital transformation journey

- Refiners realize **some value from digital** for key processes
- Digital is here to stay, and **investment will continue**
- Digital transformations remain complex and hard to scale
- Refiners struggle with the **last mile of digital transformation**: organizational barriers around people and culture, and IT/OT convergence are causing complexity
- **People changes are fundamental** to transformation efforts to drive adoption of new technologies
- Success in digital requires a **new, broad ecosystem of partnerships** for both pace and scale

## CONTACT US TO LEARN MORE

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