Convergence is a reality

Across the digital, oil and chemical industries, digital technologies and operation technologies are increasingly being aligned to deliver value.

TOP RESULTS

- 37% of respondents have identified the need to change in the converging role
- 34% of respondents have identified the need to change in the converging role

OTHER RESULTS

- 28% of respondents have identified the need to change in the converging role
- 15% of respondents have identified the need to change in the converging role

IT/OT CONVERGENCE ACTIONS

Responses are split between chief IT and operational executives.

TREND 2 Digital is as digital does

Digital technologies have an impact on all areas of the business. Some areas are underdeployed resulting in a loss of opportunity.

TOP RESULTS

- 44% of respondents have identified the need to change in the converging role
- 48% of respondents have identified the need to change in the converging role

OTHER RESULTS

- 55% of respondents have identified the need to change in the converging role
- 50% of respondents have identified the need to change in the converging role

GOAL OF DIGITAL ADOPTION

Increase process贯通 and visibility of all of a skilled workforce and technology.

TREND 3 Refiners are yet to realize potential value

Technology currently enables what is achievable to realize value.

TOP RESULTS

- 80% of respondents have identified the need to change in the converging role
- 6% of respondents have identified the need to change in the converging role

OTHER RESULTS

- 71% of respondents have identified the need to change in the converging role
- 5% of respondents have identified the need to change in the converging role

GOAL OF VALUE REALIZATION

There is an opportunity to expand and scale the mix of digital technologies.

TREND 4 Lack of digital investment increases risk

In 2017, 44% of respondents had advanced data analytics in place. In 2018, that number rose to 48%.

TOP RESULTS

- 57% of respondents have identified the need to change in the converging role
- 50% of respondents have identified the need to change in the converging role

OTHER RESULTS

- 60% of respondents have identified the need to change in the converging role
- 53% of respondents have identified the need to change in the converging role

GOAL OF DIGITAL INVESTMENT TO MITIGATE RISK

Wider digital adoption can be a fundamental defense against industry disrupters and a key enabler for further cost reduction and margin improvement.

TREND 5 Workforce skills are increasingly important

Refiners are converging digital skills with real-world and operational talents to unlock the full potential of digital technologies.

TOP RESULTS

- 52% of respondents have identified the need to change in the converging role
- 38% of respondents have identified the need to change in the converging role

OTHER RESULTS

- 50% of respondents have identified the need to change in the converging role
- 36% of respondents have identified the need to change in the converging role

GOAL OF DIGITAL INVESTMENT TO MITIGATE WORKFORCE ISSUES

Invest in relevant digital skills, with reskilled and redeployed workers, to unlock the full potential of digital technologies and digital maturity.

KEY TAKEAWAY

Just 8% have advanced data analytics in place.

13% have updated IT systems to enable other digital capabilities.

14% have the tools to improve cybersecurity

Advanced process control has the most widespread adoption at 35%.

KEY TAKEAWAY

In 2017, ~34% are converging systems to create a steering committee.

28% are creating a new C-level position.

15% are engaging in all of these actions; whereas 17% cite no change.

22% cite maintenance and reliability as having the most impact

57% cite production, planning and scheduling technologies

50% cite production execution

14% cite maintenance and reliability issues as the reason for IT convergence.

In 2018, that number rose to 48%.

In 2019, that number rose to 57%.

Lack of maturity of digital technology

67% 64%

15% 2017

27% 2018

Lack of workforce skills and subject matter expertise

22% 2017

34% 2018

81% INCREASE

52% INCREASE

38% INCREASE

Lack of digital maturity

58% 55%

43% 40%

8% 7%