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As we head to ADIPEC 2018, it is going to be fascinating to get the industry together again to discuss how the digital transformation is going.

Have we been able to find value at scale across the industry? It is clear that many leaders in the industry have embraced the idea that digital technologies that have been so transformative in other industries should be, could be and will be relevant for the oil and gas industry.

The question though is: are we trapped in Proof of Concept (POC) land, or are we now implementing at scale? Do we understand the differences between what we are trying to do in terms of continuous improvement, versus where we are actually looking to fundamentally transform our operating models and approaches to the work that we do? It will be great to see how that debate plays out.

I look forward to seeing you at ADIPEC.