Oxy is a 100-year-old company with a very successful history of innovation and one that once again is undergoing a lot of change as we lead the industry through the energy transition. And as Oxy moves into our next hundred years, you'll see us transition into a carbon management company.

I would argue that the energy industry is the most data intensive industry on our planet. Data and technology are the enabling force behind business processes at every level of what we do. And a lot of our digital innovation is focused on ensuring the company's decisions, at all levels, extract the full value of this data.

Accenture helped design and then execute on a really complex program. We implemented SAP S/4 with Accenture as our partner in 2019. We drove efficiencies and better decision making across nearly everything that we do. It was a true digitization effort. Accenture brought templates and tools that allowed us to start at higher levels of thinking. We focused on bringing mobility improvements, advanced analytics, process automation to our operations.

Lots of companies can come in and design and execute on a playbook to implement the system. But with Accenture, there was a willingness to both anticipate and then address the hardest problems. And then on demand, tap into their global network of experts with industry knowledge to accelerate the program in a way that helped us realize faster than we thought we could achieve it.

Today, we sit with Accenture in a very collaborative way before problems are even defined. We've seen firsthand where this drives faster and more integrated results of our digitization efforts. We've seen departments free up significant resources that used to be buried in manual processes. Teams have become more agile and better positioned to make decisions based on data and real time. And there are many examples of teams leveraging the SAP S/4 platform as their foundation to more quickly implement other industry specific technologies for their functions.

When you undergo a campaign of that size, there's so much that you don't know that you don't know. Having a partner like Accenture who could help us look around the corners before we got there was an important component of our success.