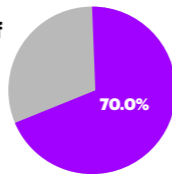


Companies recognize power of digital yet struggle to realize value.

01

In 3-5 years, over 70% of respondents plan to invest "more" or "significantly more."



... YET COMPANIES STRUGGLING TO REALIZE VALUE.

70%

Most struggle to achieve gains, despite over 70% expecting to see fully digital oil fields within 5 years.

\$50 Million

27% quantify at least \$50 million in value from their digital investments.

The benefits extend beyond efforts to reduce costs. Realizing additional value, however, will depend on industrializing initiatives begun as pilot projects.

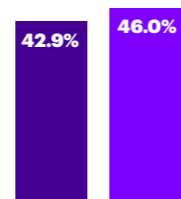
Greater gains need analytics maturity.

02

Respondents report greater maturity in analytics than in other digital technologies...

>50%

... yet >50% are still trying to implement big data storage.



Big data / analytics

Big data/ analytics rises from being the No. 3 investment area today to the No. 1 investment area tomorrow.

Investing today
Investing over the next 3-5 years

Greater maturity is needed as analytics evolves further into machine learning and artificial intelligence.



Wider digital benefits are constrained by organizational issues.

03

By its very nature, digital requires innovation and a culture of trying new things and taking risks.

TO ACHIEVE GREATER GAINS, CULTURAL CHANGE WILL BE VITAL.

Comparing 2017 findings to those in prior surveys, digital's ability to cut costs is waning in importance as companies turn to:



Faster decision making



Shorter time frames to first oil and gas

Senior executives need to be involved in envisioning how the next wave of digital can lead to performance breakthroughs.

Most oil companies are not taking advantage of digital to resolve workforce issues.

04

Cost pressures and staff reductions mean achieving more with less.

>60%

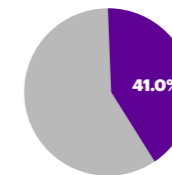
>60% report having lost some of their workforce in the past year.

49.6%

Nearly half (49.6%) say the top impact of digital is to boost productivity.

Digital is being used to upskill workforces and leverage contingent labor.

Majority of respondents sense being 3.5 years away from having a solid base of digital skills.



Digital can allow workers to focus on higher-value tasks rather than repetitive activities.

Oil companies fear becoming noncompetitive in the digital race.

05

Successful digital businesses pioneered by early movers are extremely difficult to unseat, even after substantial investments by competitors.

40%

Nearly 40% of respondents are worried about the risk of being left behind peers if they do not continue to invest in digital.

Respondents recognize digital helps their companies address vital challenges:



Cost reduction



Capability and skills improvement



Health, safety and environment



General operational effectiveness

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