

# Bits, Bytes, and Barrels 2.0

## Case Study Interview Guide

Thank you again for agreeing to support the development of my newest book, about adopting digital change in the oil and gas industry. The book includes a series of short (2-4 page) case study write ups that describe how leading companies are approaching digital change. I'm looking forward to interviewing you about your experiences.

To confirm the process:

- The questions are agreed in advance, and the interview is recorded.
- I use the recorded interview to prepare the case study write up, in the tone and style of the rest of the book.
- You (and colleagues) review the write up and the chapter in which it is included.
- Any quotes from you that are included in the book are reviewed by you in their context.
- Your involvement is acknowledged in the book, unless you wish to remain anonymous.
- There is no compensation for your participation, and you have no claim or rights to the book or its derivative products or translations.
- You can absolutely use the book as you can to leverage your brand, and with my full support!

The interview is organized along broad topic areas. We may spend more time in some areas and less in others. Interviews are recorded, confidential and not shared with anyone other than the authors. Specific tactical examples are important. Positive stories and quotes will be featured throughout the book.

### The Narrative You Use

1. What is the narrative that you use to explain to your employees, stakeholders, suppliers about the change you are seeking?
2. What are the principal drivers for your digital change journey? Survival? Growth? Brand positioning? Competitive pressures? Talent attraction? Culture change? Innovation? Capital markets? All of the above?
3. Does the narrative change depending on your business unit focus? Is upstream different from retail?
4. Have you articulated a vision of where your company will be in a more digital future?

## Your Approach to Governance

1. How have you structured decision making around change? A digital Council? Task Force? Strike Team?
2. How have you organised your transformation? Is there a corporate leader, or is it decentralised to business units? Is it with a service leader (CIO, CFO)? Chief Digital Officer?
3. Has the organizational approach changed over time as you gain maturity?
4. Have you blended technology support teams (Information technology such as ERP support, and operational technology such as SCADA support)?

## How You Target Your Opportunities

1. What kinds of business issues have been targeted for digitally driven change?
2. Are change targets weighted towards revenue growth, cost reduction, asset productivity? More or less balanced?
3. Have you unlocked any new creative business models that have significant impacts on the existing industry and services offered?
4. What role do customers/employees/suppliers play in framing digital opportunity?

## Your Support for Your People

1. What has been your investment in change management in supporting digital change?
2. What skills have emerged as valuable for the future?
3. How are you communicating your digital journey with your people? Which mechanisms, and what message?
4. What role does training play in preparing your people for the future?
5. Have you changed ways of working (adopting agile, for example)?
6. What is the role of the front line worker in the digital journey? The team lead? The supervisor?

## The Results You Highlight

1. What successes do you point to that communicate what you're trying to achieve?
2. Are there specific technologies that seem to be more relevant than others? Artificial Intelligence? Cloud computing? Digital twin? Blockchain? Industrial Internet of Things? Augmented Reality?
3. How has your view of data as an asset changed?
4. How has the pace and timing of the journey changed?

## The Role of Your Ecosystem

1. How has your ecosystem of collaborators, partners and suppliers changed in support of the journey?
2. What role, if any, has government support played in helping with the transformation?

## The Investments You Make

1. Have you made any strategic investments in digital? Setting up an investment fund? Launching an innovation center? Partnerships with labs? R&D centers?

## The Challenges You Face

1. How has the pandemic impacted your digital change journey?
2. How have commodity markets impacted your digital change journey?
3. How are your digital efforts linked to/supportive of your environmental and sustainability goals?
4. What external factors are blocking progress? Telecom network coverage?
5. How are you approaching cyber issues and pressures?
6. How are you managing ethical issues and considerations?