



Hess E&P Malaysia

PPI Symposium 2020

Hess North Malay Basin (NMB)

December 2020

- 1 PPM in Hess
- 2 Business Case for Deployment in NMB
- 3 PPM Deployment in NMB
- 4 The Journey So Far & Learnings
- 5 Q & A

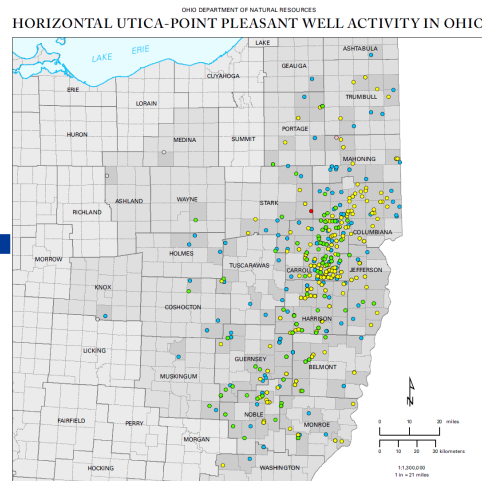
Hess & Project Production Management (PPM)



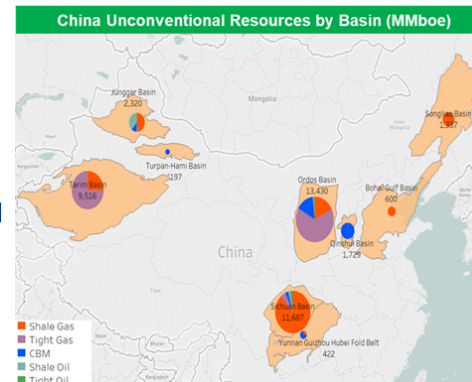
- First deployment in Bakken Unconventional Oil Shale in 2010
- Expanded to other onshore unconventional since
- Hess NMB is the first offshore PPM deployment for Hess



Bakken

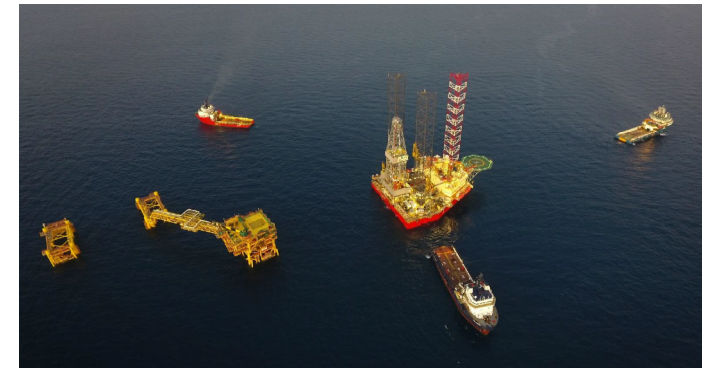


Utica



China

Leveraging



Why did we deploy PPM in Hess NMB?

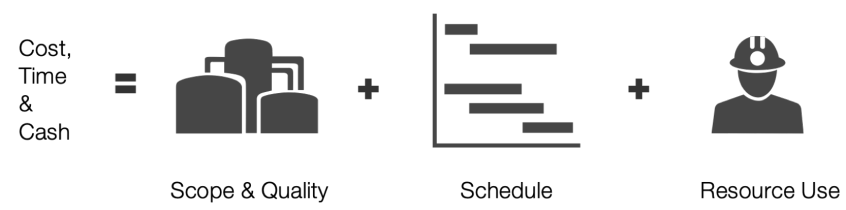


1. Continuous Improvement & strong belief in a better way
2. Traditional (Era 2) development model – silos / lack of transparency
3. Inherent process complexity including multiple handoffs in front-end design, engineering and also execution

What We Wanted and What We Had

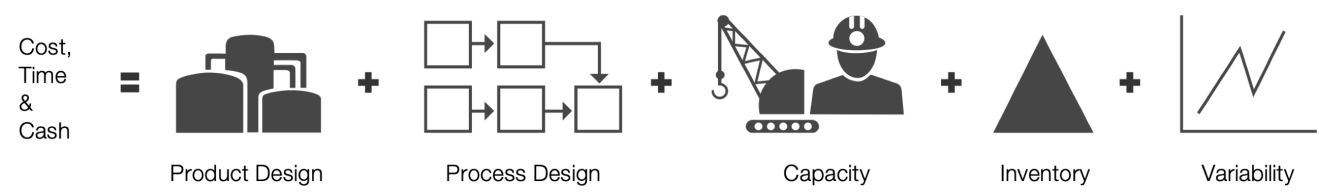


PROJECT MANAGEMENT



What We Had

PROJECT PRODUCTION MANAGEMENT



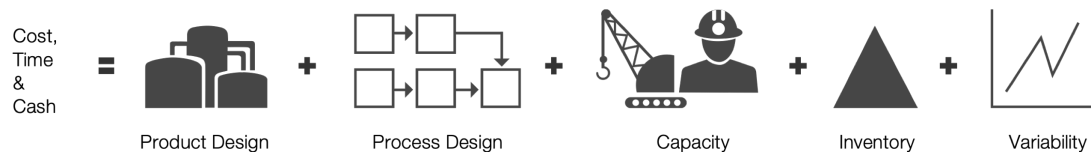
What We Wanted

Copyright Project Production Institute



Our Main focus to Start

- Scope
 - One vs multiple developments
 - Functions to be involved
 - Front End only or full value stream
- Method – Transfer of knowledge to KL office
 - Train the trainer
 - Super users
 - Those “doing” the work



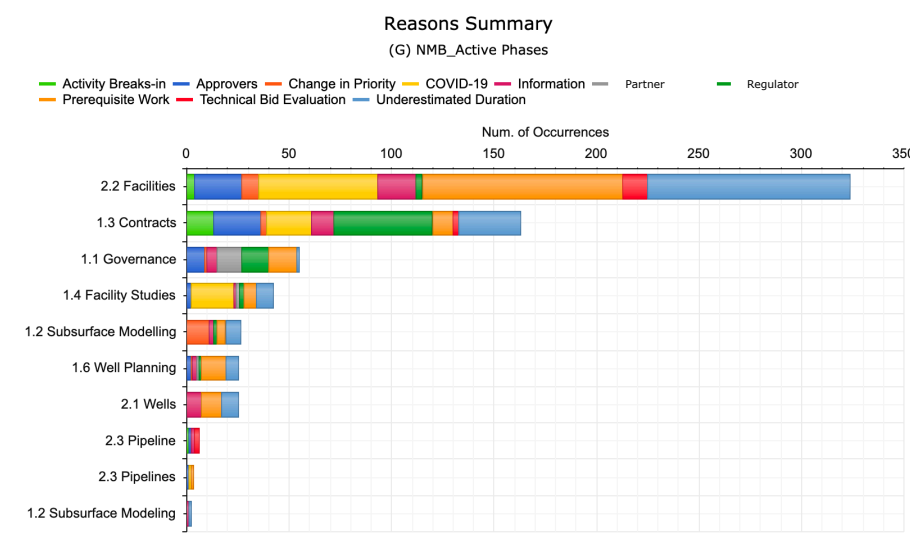
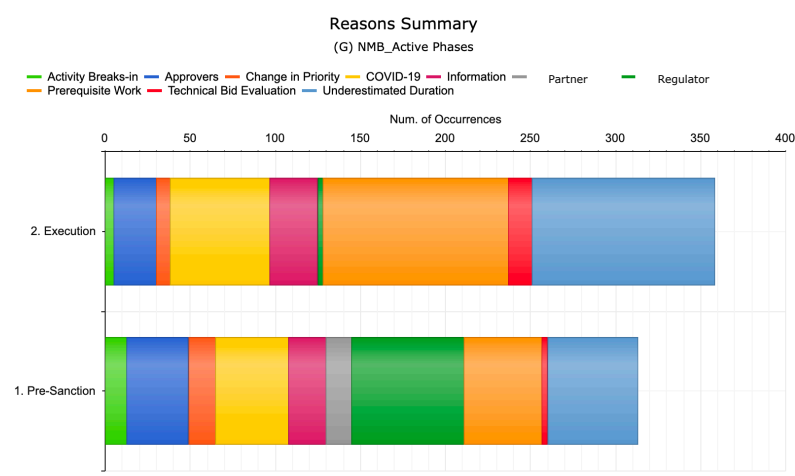
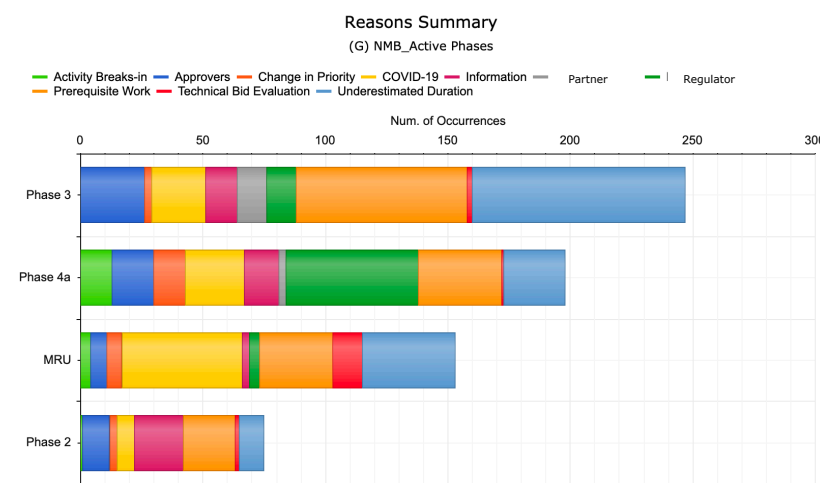
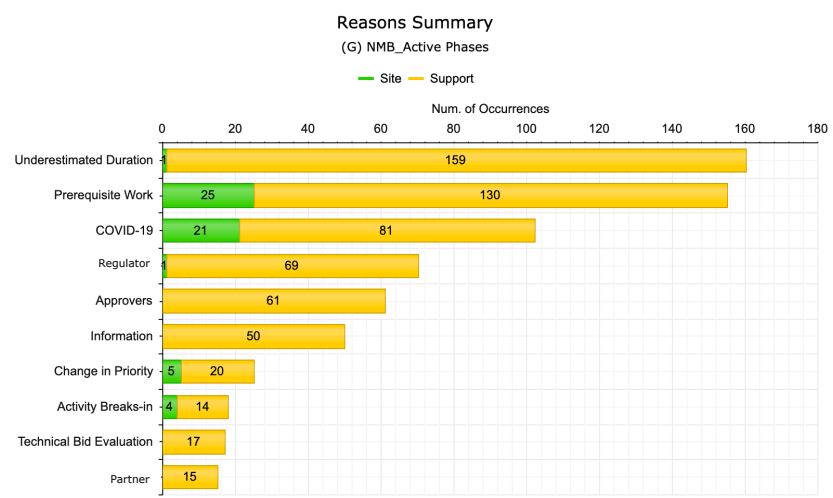
Process Design ≠ Schedule

- Deployment May/June 2019
 - Implementation since
- Some Challenges – Not New to Us (Been there, Done that)
 - The WIIFM Factor – “I needs” vs. “We need”
 - The Unknown & degree of comfort with change as a result of improvement
 - Momentum – calling leaders to really stand up and own it
- Some Deployment Highlights
 - Culturally open minded
 - Mapping and the ‘moment’
 - Cross functional discourse and understanding

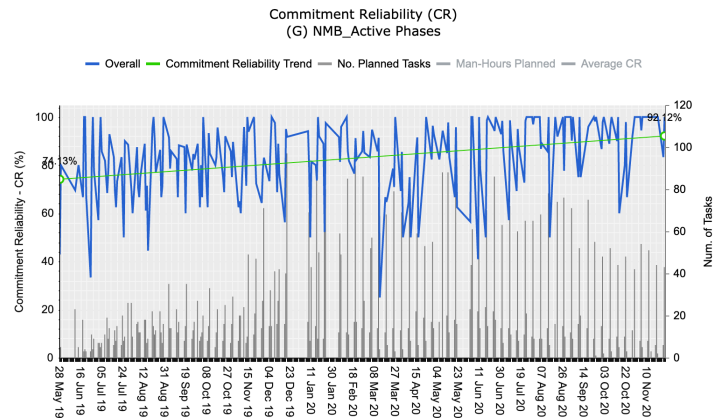
What Does the Data Tell Us ?



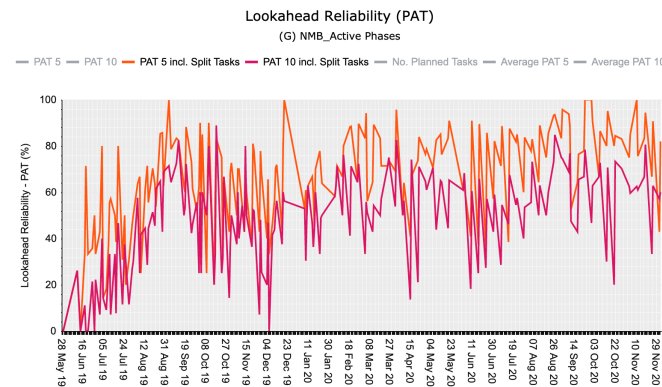
Established variability categories and captured sources to take action at different levels



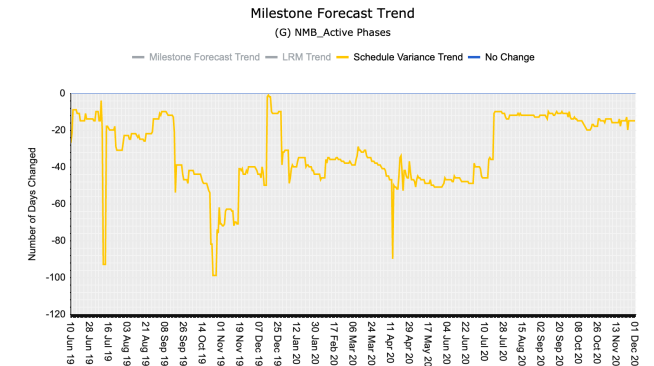
So What?



Increasing workload and becoming more reliable



Improving control over next 5-10 days (short-term)



Radically improving meeting our targets (reducing gaps!)

Addressing variability to drive better performance

- Teams now have access to more “levers” to optimise the next development and are now independently using PPM to manage delivery
- COVID-19 Pandemic has (unexpectedly) shown the value of PPM
- We are getting (slowly) recognition externally for ‘a new way’ of managing developments
- Variability (bad) continues to plague us, mainly externally, LRMs missed – the nature of the beast – must continue with relentless focus on improving work
- We did not understand our Processes as well as we thought we did - Process mapping is more challenging and more time consuming than anticipated

- Teams struggle to determine what level of detail to base production planning on
- Increasing identification and visibility of inter-function and inter-discipline hand off requirements
- Educate our leaders / local resources is critical – do we know what to ask for?

Managing our work is not the same as improving /
optimizing our work



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