

# Petroleum Industry Benchmark

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Shell International



# Profile

- We are active in more than 130 countries
- Worldwide we have 108,000 employees
- We produce around 3.5 million barrels of oil equivalent per day
- Our fuel retail network of more than 45,000 service stations is the world's largest
- Capital Expenditure \$23b (2006)
- R&D Expenditure \$ 885 million (2006)
- We are listed on the stock exchanges of Amsterdam, London and New York
- In 2006 our Income was \$26b on Revenue of \$319b



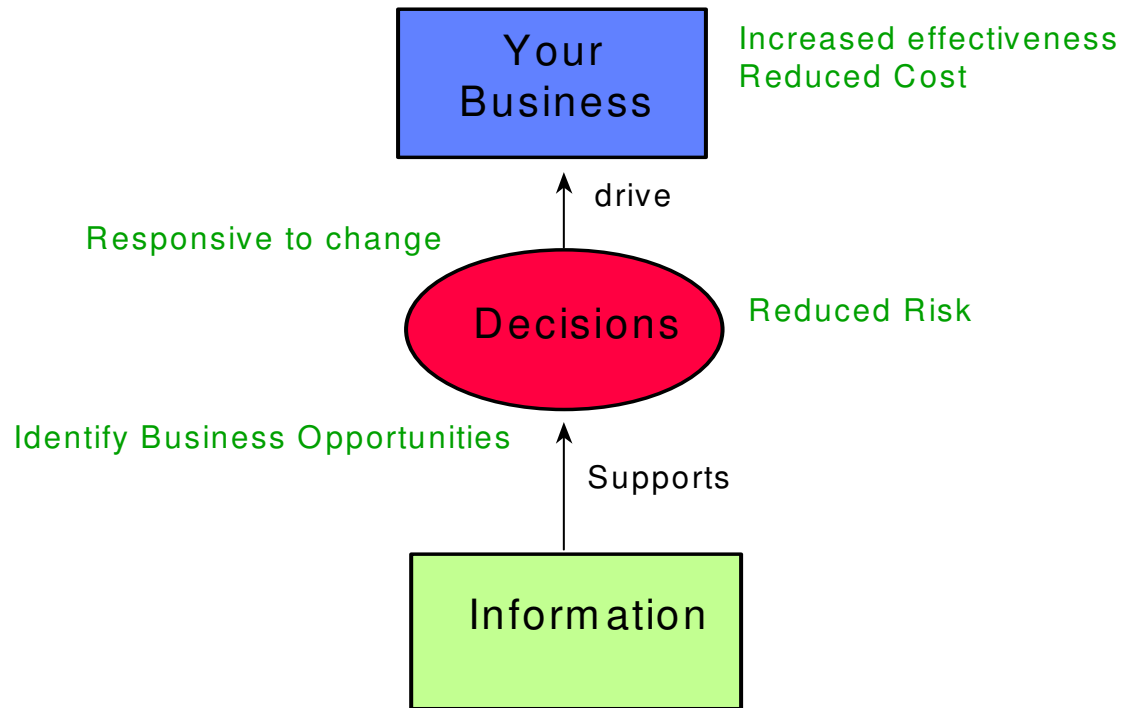
# The Context

- Downstream One an initiative to globalize Shell's Downstream business around a single set of processes and systems
- Downstream One Objectives
  - Promote more accurate & responsive customer interactions
  - Remove errors & rework
  - Reduce costs by eliminating 'noise' in business processes
  - Provide proven & simpler ways of doing things

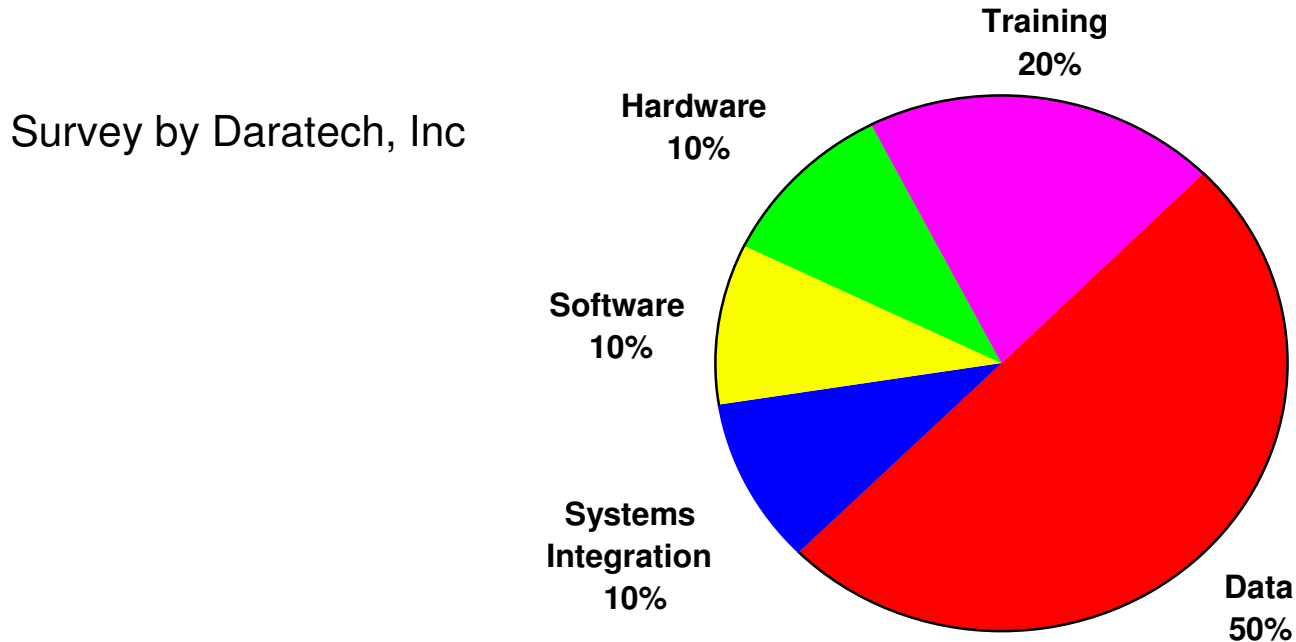
*The aim is to reduce the number of operational systems to less than a tenth of those that existed at the start of the globalisation process*

- Consistent Reference Data a critical element of business integration

# Why bother with Information?



# What does an Information System cost?



**Hardware:** The cost of additional infrastructure required for the project.

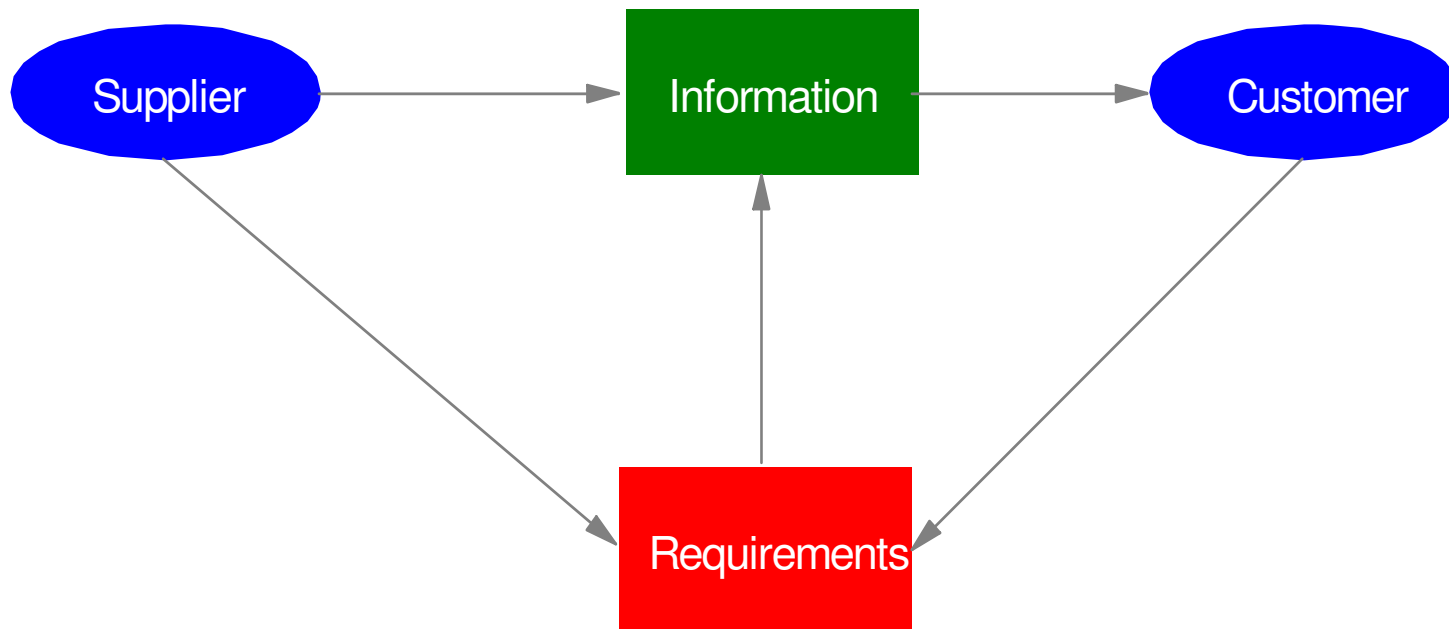
**Software:** The cost of licenses for the software used, or the cost of software developed.

**Systems Integration:** Cost of interfaces between applications in a system.

**Data:** The business cost of creating the data to configure and use a system.

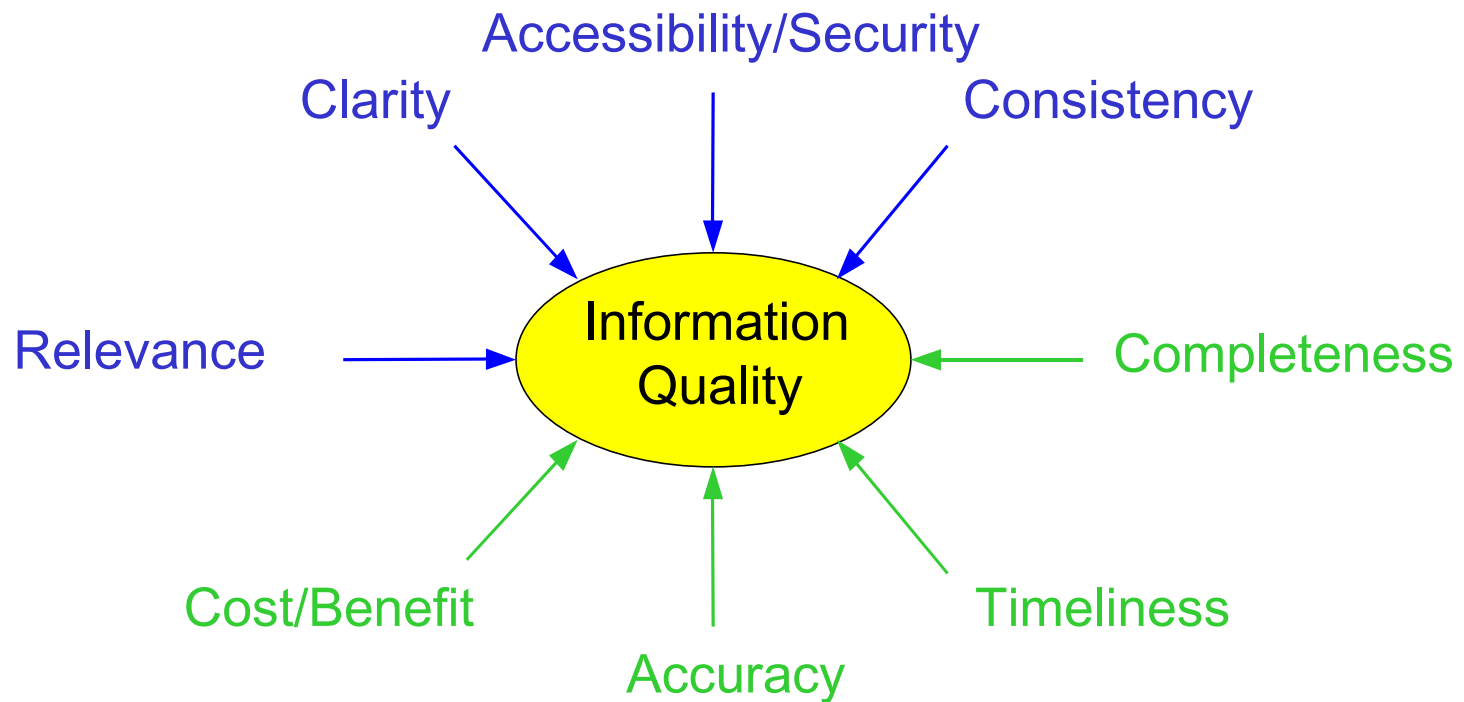
**Training:** Cost of training and the 'cost' of getting accustomed to a new system.

# Information Quality



# 8 Key Properties of Quality Information

## Information Definition



## Information Values

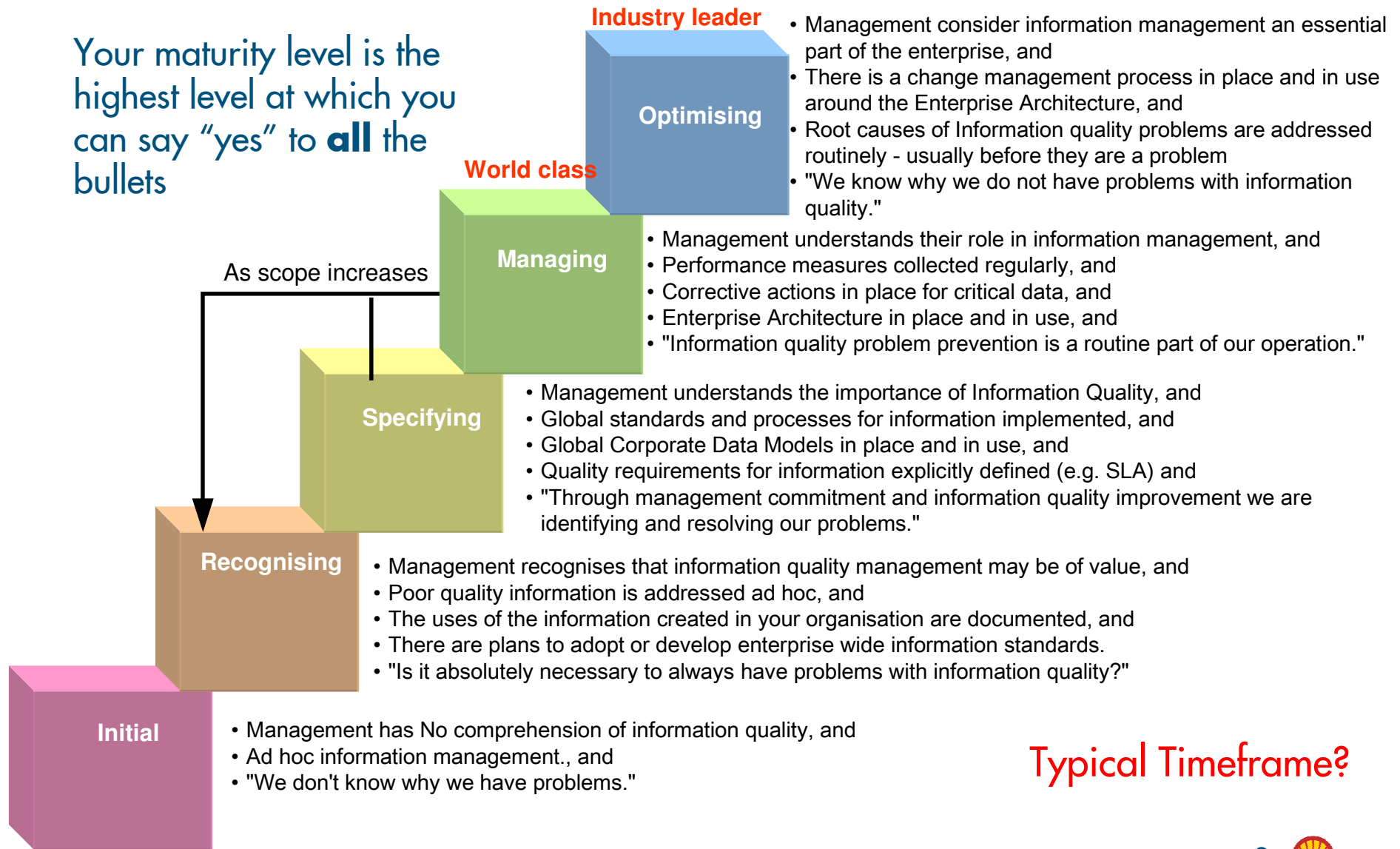


# Information Management Maturity

- Information Management is about assuring the quality of information – that it is fit for purpose
- Information Management Maturity is a way of identifying the quality of information management in an enterprise.
- You cannot leap from having poor information management to having great information management in one go.
- There are a number of stages you need to go through, and you have to consolidate at each stage before moving on.
- Each stage delivers incremental business benefits.
- You can work out what stage you are at and see what you need to do to move to the next level.
- A part of improving information management maturity is about putting the infrastructure described by the IM Landscape in place, and using it.
- The other part is in changing practices and attitudes to information in the enterprise so the infrastructure is used to when it is in place.

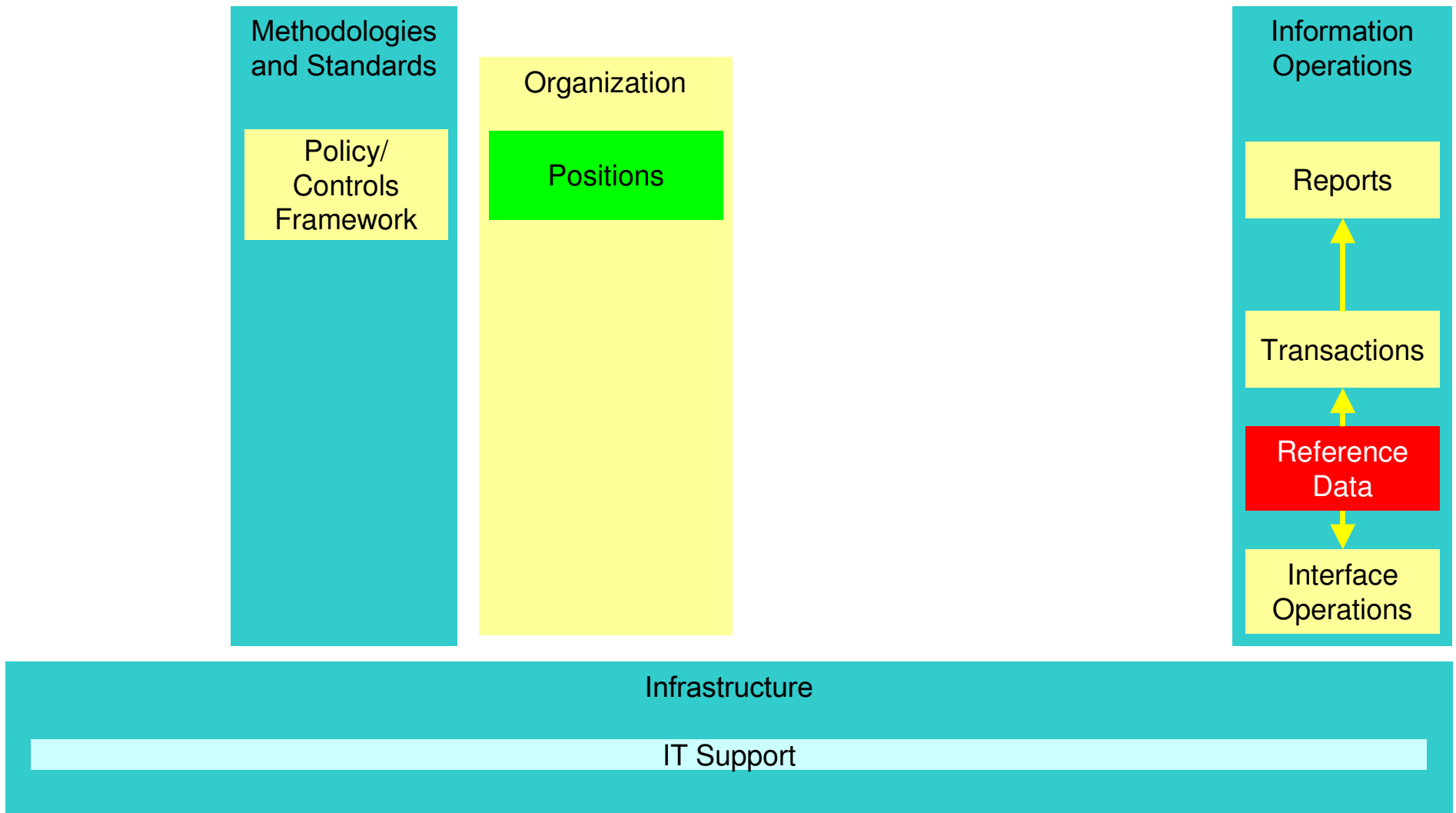
# Global Information Management Maturity


Your maturity level is the highest level at which you can say "yes" to **all** the bullets



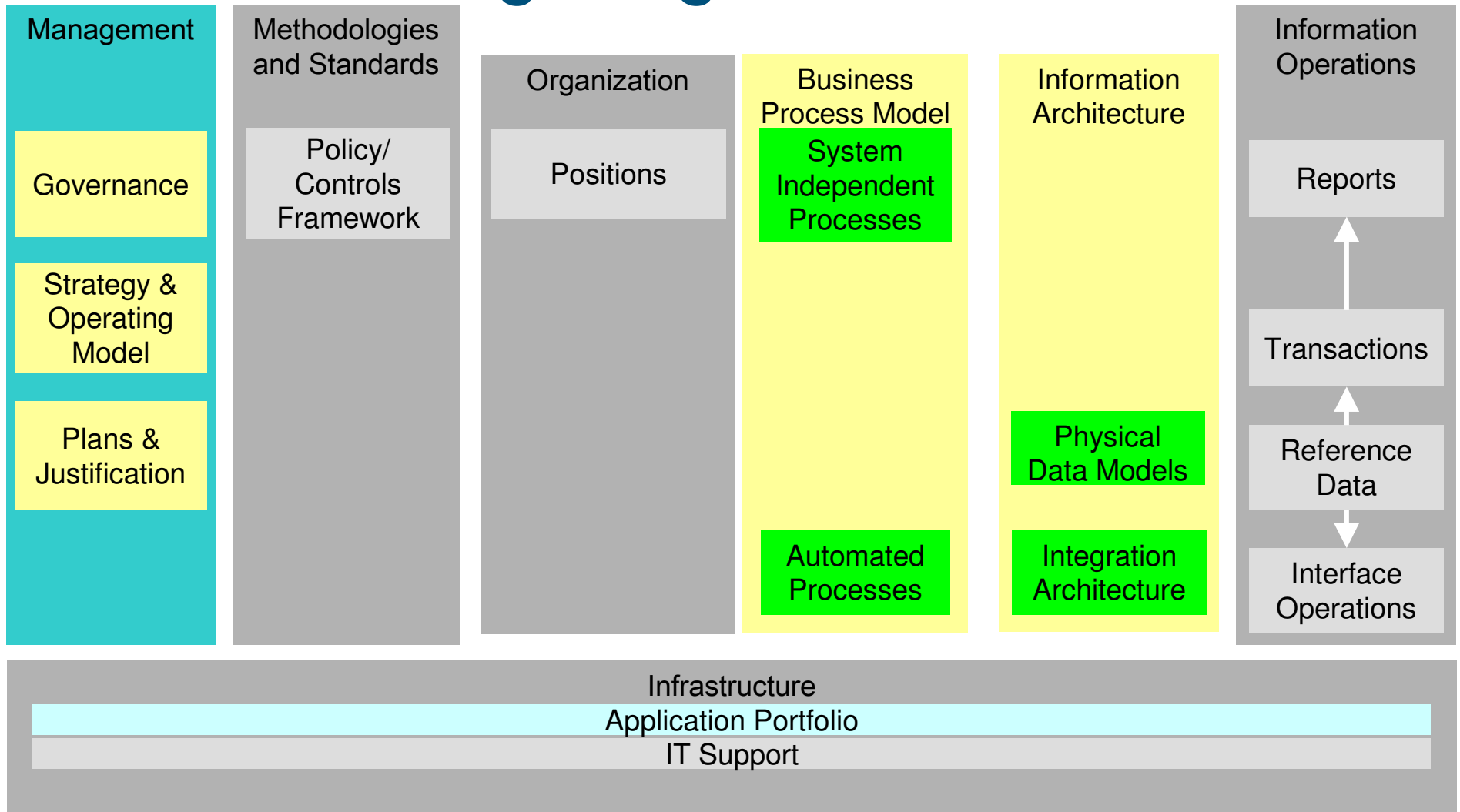
Typical Timeframe?





# The Information Management Landscape: Initial



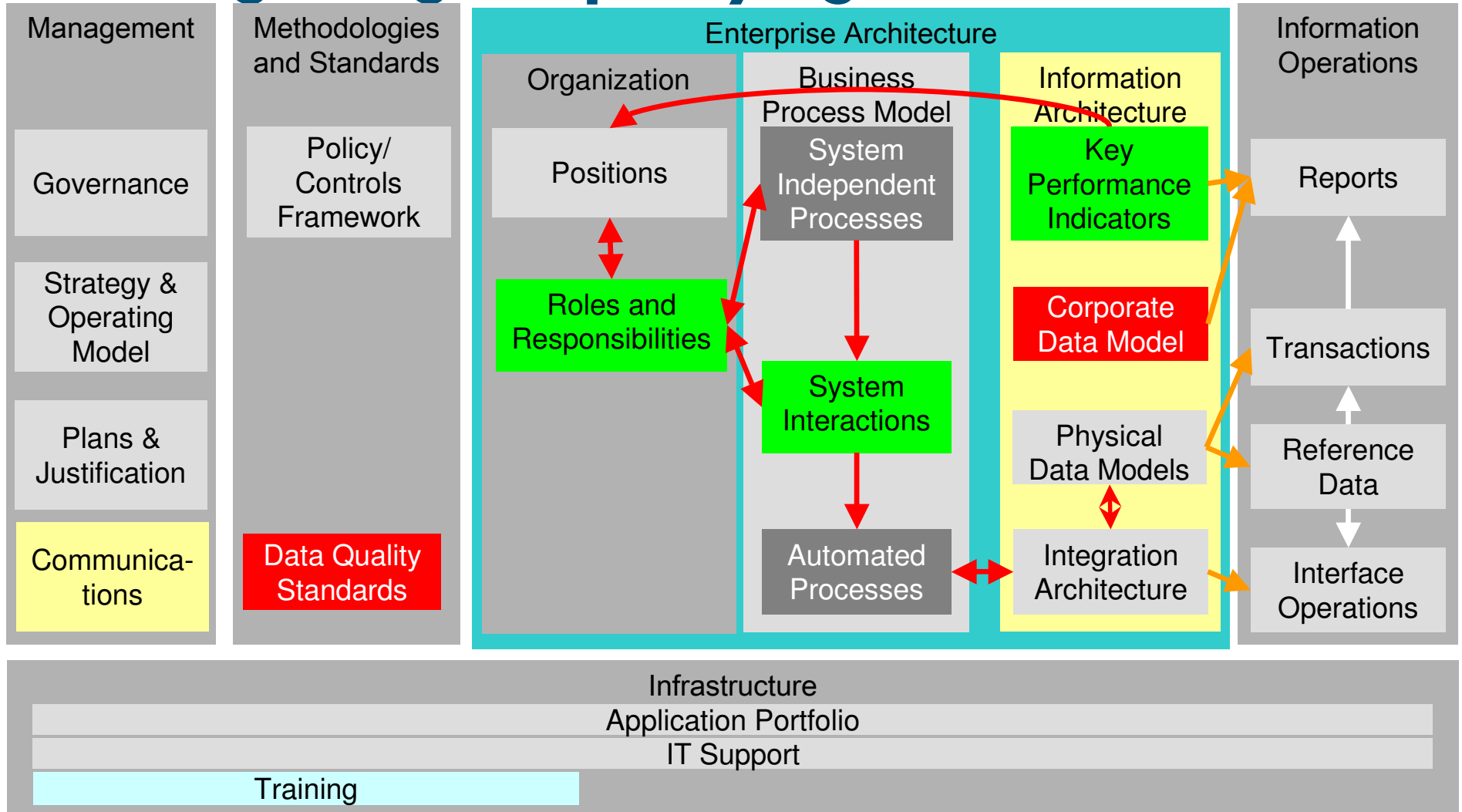
- Architectural mapping
  - Definitional mapping
  - Usage mapping
- 10 


# The Information Management Landscape: Initial to Recognising



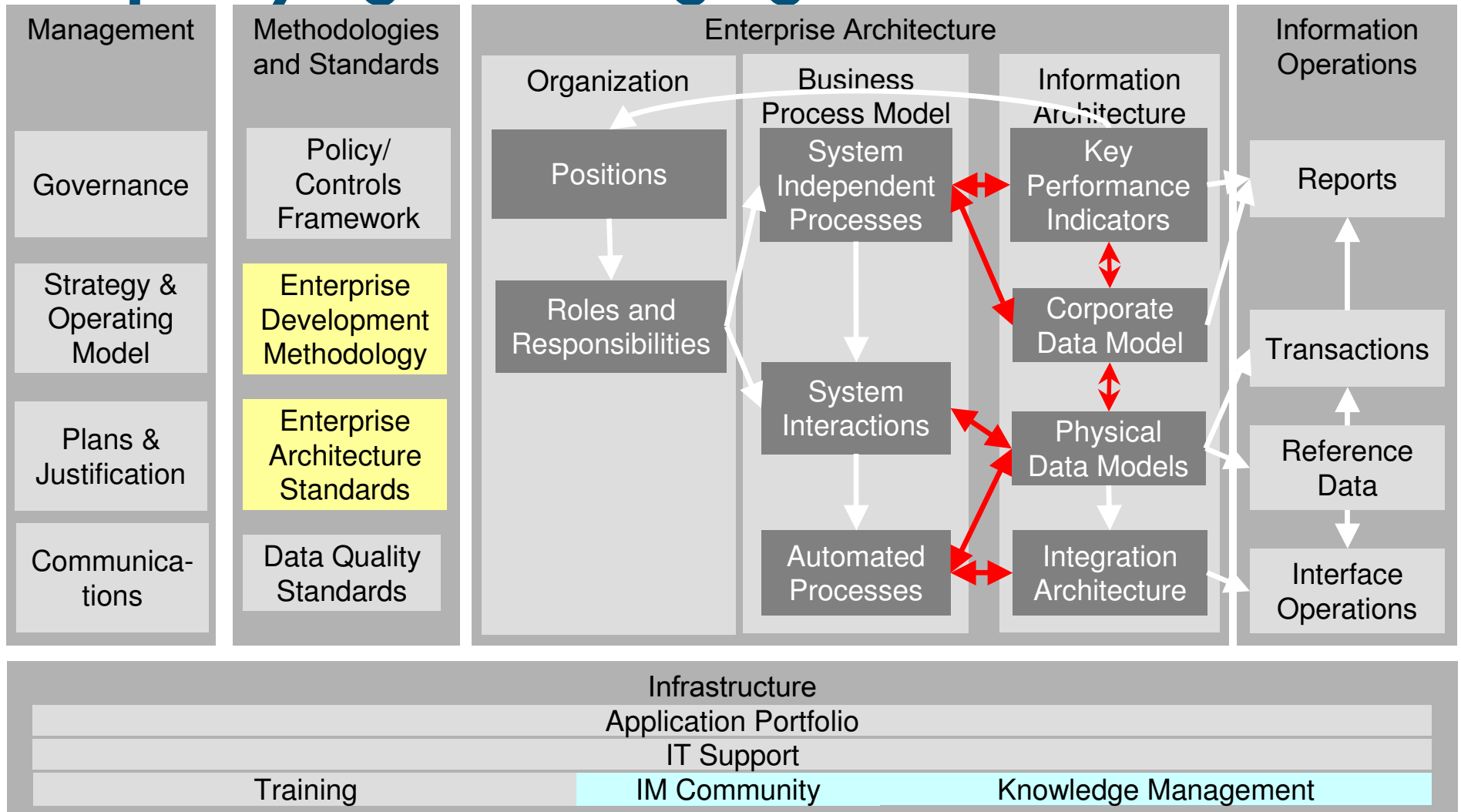
 Architectural mapping<sub>1,1</sub>   
 Definitional mapping  
 Usage mapping





# Information Management Landscape: Recognising to Specifying



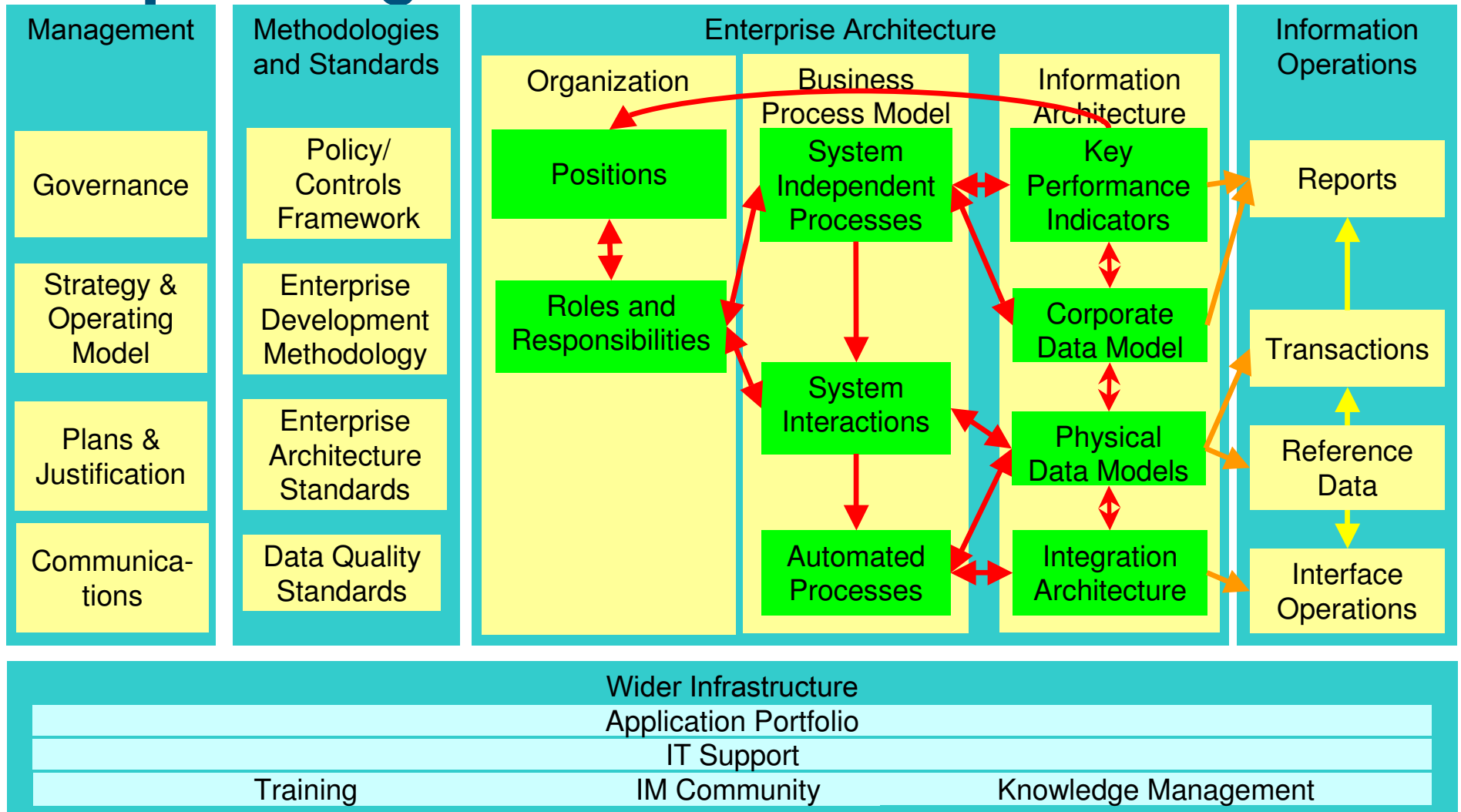
→ Architectural mapping<sup>1,2</sup>   
→ Definitional mapping  
→ Usage mapping





# The Information Management Landscape: Specifying to Managing



 Architectural mapping<sup>1,3</sup>   
 Definitional mapping  
 Usage mapping

# The Information Management Landscape: Optimising



 Architectural mapping<sup>1,4</sup>   
 Definitional mapping  
 Usage mapping

# Summary and Conclusions

- Information and the management of its quality is critical to decision taking
- Information Management Maturity is a powerful tool to assess where you are, and what you need to do next in building your information management landscape
- Enterprise Architecture is a key part of the information management landscape required to improve information quality

# Questions?



