

# Cynicism to Optimism: *Exploring Modern Requirement Management*

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# Who we are



70

Countries



74,000

Employees



\$6.2bn

Replacement  
cost profit



30 drilling rigs

Operated rigs



1.7 million

Barrels oil refined per day



3.6 million

Barrels per day  
hydrocarbon production



We turn the lights on,  
provide heat and transport

## Management systems

- People
- Requirements
- Processes
- Tools

**Theory:** Requirement management is foundational to our management systems and modernization agendas.

# Challenging the current state of housing requirements in documents



## Environment

- Oil price
- Advancing technology
- Millennials

## Take action

- Stay safe, get competitive
- Simplify
- Reset



## Are we there?

- Fewer pages, fewer internal requirements
- More references to industry requirements
- Referenced requirements and standards in contracts
- Simplified processes

**Do we need to shift our mindset from quantitative to qualitative?**

# Utilizing technology advances and mindset to simplify ways of working



## Progress

- Technology advances
- Digitization
- Data analytics
- Requirement management



## Possibilities

- McLaren Example
- Turbo Tax Example
- Shell, Statoil, Baker GE, Transocean, Petrobras, API and others
- DOORS in BP

## Future state

- No more documents. All requirements digital
- I know which requirements conform to industry standards
- Contractors know the right requirements
- I know my requirements
- Tools help me conform
- I can embed learnings overnight



# Challenge traditional ways of working to optimize safety, performance and competitiveness



## Challenges

- Mindset
- Acceptance of change
- Hard work upfront

## Explore the possible

- Challenge tradition
- Try it out
- Be a change leader



**Requirement management is foundational to our management systems and supports safe and competitive delivery**

**Are you a believer?**