

# Drilling & Well Delivery

Optimizing Performance & Reducing Costs

# DRILLING & WELL DELIVERY BACKGROUND



Performance & Capability Consultants

PCC implementers have a track history of successful projects in the upstream sector. Our trusted implementers don't just advise—we embed alongside your teams, developing leadership capabilities, coaching frontline personnel, and driving sustainable performance acceleration.

Our data-driven assessment and transformation approach is specifically designed to address the unique challenges for Drilling and Well Delivery. Our comprehensive methodology:

**Quantifies current performance gaps** through rigorous operational and organizational assessment

**Identifies high-impact improvement opportunities** with potential for immediate and long-term value creation

**Implements proven optimization strategies** tailored to your specific operational context

**Builds internal capabilities** ensuring sustainable results long after our engagement concludes

**Tracks and validates measurable improvements** against established industry benchmarks

Our integrated approach simultaneously enhances both operational performance and organizational capability—addressing the interconnected human and technical factors critical to drilling excellence.

The PCC systematic transformation journey moves drilling and well delivery activities from current state performance to a future state of industry-leading operations excellence , delivering measurable value at every stage of implementation.

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# **1. Drilling & Well Delivery PCC Approach**

# DRILLING & WELL DELIVERY APPROACH



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## Transforming Results – Making Every Well Count

### 30-40%

#### Efficiency Improvement

Data-driven identification and systematic elimination of NPT and ILT) root causes enabling breakthrough drilling performance improvements.

### 10-15%

#### Spread Rate Cost Reduction

Direct operational cost savings through optimized drilling programs and enhanced planning processes that minimize costly downtime.

### +75%

#### Mindset Engagement

Cultural transformation that creates sustainable change through combined process refinement and capability development.

### Combining People, Process and Technology

Unique approach to change that addresses behavioural, process and technology simultaneously to accelerate performance, capability and deliver sustainable results.

# Drilling and Well Delivery

## Tackling the \$100M+ Industry Challenge



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### Industry Crisis

#### \$100M+ Lost Annually

Due to Invisible Lost Time (ILT) & Non-Productive Time (NPT) in drilling operations

- 75% of well costs come from drilling operations
- 50%+ of delays caused by preventable equipment failures
- 30-40% typical ILT inefficiency in standard operations
- 50% of delays are caused by preventable failures
- 60% ROP variance between modern vs outdated systems



### Contractor Challenges

#### Critical Delivery Delays

Third-party contractors failing to meet expectations

- Slow pace of delivery extending project timelines
- Missed targets and deliverables impacting overall performance
- Reactive rather than proactive problem-solving approach
- Hidden ILT masquerading as 'productive work'
- Front-Line Operations not linked to client metrics/goals



### Mindset Challenge

#### Behavioral Transformation

The missing link in sustainable performance improvement

- Lack of accountability and ownership culture
- Slow decision-making processes delaying progress
- Resistance to adopting new operational methodologies
- Cultural barriers to transparent ILT measurement
- Inefficient meeting cadence

## PCC's Target Results & Approach



**50%**

ILT & NPT reduction using Agile methodology



**20-30%**

Cost savings through systematic optimization



**Mindset**

Accelerated pace of delivery through performance culture

### Transformation

PCC transform both operations AND mindsets, delivering leadership excellence while building a high-performance culture that accelerates pace and ensures sustainable results



# Drilling & Well Delivery Approach

## Optimizing Performance and Capability



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### PCC Key Benefits:

**Worldwide Upstream experience** delivering proven success across complex global operations and diverse market conditions.

**Improved performance** eliminating waste and optimizing tool-time, creating measurable operational efficiency gains that directly impact your bottom line.

**Focus on people transformation**—engaging and motivating teams through change to ensure seamless transitions, sustained high morale, and accelerated performance.

**Building sustainable capability** that creates lasting performance behaviors, ensuring long-term success beyond project completion

**Implementing breakthrough solutions**, not just recommendations—delivering tangible improvements and actionable results that drive immediate value.

**Schedule Implementation excellence** increases Front Line readiness to execute, eliminating delays and ensuring on-time project delivery.

**Core Meeting Cadence (CMC)** optimization drives accountability and alignment, ensuring Front Line teams consistently deliver on operational objectives.

# Drilling & Well Delivery Approach

## OPM Implementation Phases



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### Current State Analysis

A detailed diagnostic to identify the largest areas of opportunity for improvement. Focuses on both processes and team behaviours.

- Performance baseline identification
- Challenge/Opportunities recommendations
- Team mindset and behavior assessment



### Implementation Plan

Co-created and agreed with key stakeholders prior to roll out. Ensures alignment, buy-in and accelerated pace of delivery.

- Stakeholder engagement framework
- Rapid execution methodology
- Commitment-based leadership approach



### Agile Improvement Teams

Cross-functional teams deployed to tackle specific areas impacting performance. Focuses on pace, accountability and results.

- Sprint-based delivery methodology
- Daily stand-ups for rapid problem-solving
- Optimisation workshops



### Core Meeting Cadence (CMC)

Structured daily alignment ensures that Front-Line teams deliver on operational objectives efficiently and with purpose.

- Pre-Phase & Pre-Tour meetings
- Optimized Shift Hand-Over & focused HSE
- Drill floor Tool Box Talks
- Real time learning and After Action Reviews



### Key Metrics

Identifying and tracking the metrics that matter, targeting planned and unplanned downtime to drive continuous improvement.

- Real-time performance dashboards
- Leading indicator development
- Accountability systems for target delivery
- Velocity measurement for delivery pace



### Sustainable Capability

Building lasting skills through Leadership Up-skilling sessions and daily Front-Line coaching both offshore and onshore.

- Leadership capability development
- Performance-oriented mindset training
- Knowledge transfer between veteran and new staff
- Contractor coaching for delivery acceleration

## Operational Performance Management (OPM)

Structured implementation delivering guaranteed results.

# Drilling & Well Delivery Approach

## Cost, Performance & Capability Focus



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### End-to-End Drilling Optimization

#### Maximised Performance

Facilitated reviews to identify design and cost savings aligned with organizational targets.

**Typical result: 20-30% cost reduction**

#### Rig Spread Rate Control/Reduction

Enhanced understanding and measures to control overall operating costs.

**Typical result: 10-15% spread rate reduction**

#### Project/Campaign Optimisation Workshops

Cross-functional team sessions to challenge critical path activities, reduce or eliminate delays.

**Typical result: 20% schedule compression**

#### NPT Minimization

Real-time learning and immediate application of key lessons to avoid recurring problems.

**Typical result: 5-10% NPT reduction**

### The ILT Advantage: Beyond Traditional Solutions

#### Invisible Lost Time Identification

Systematic discovery of hidden inefficiencies in routine operations that never appear on morning reports.

**Typical finding: 30-40% of well time hidden as ILT**

#### Technology Modernization Advocacy

Replace outdated systems with modern digital tools to enhance operational pace and efficiency.

**Typical result: 65% improvement in drilling efficiency**

#### Effective Meeting Cadence

Increased focus on Metrics to improve decision making and best practices.

**Typical result: 20% in performance variance**

#### Mindset Capability Development

Transform mindsets and behaviors to create sustained high-performance culture.

**Typical result: 75% sustainable engagement**

### The Integrated Approach

We combine process, AND people to deliver both visible and invisible value. While many consultants focus solely on non-productive time, PCC's dual focus on NPT and ILT creates unmatched financial returns and competitive advantage.

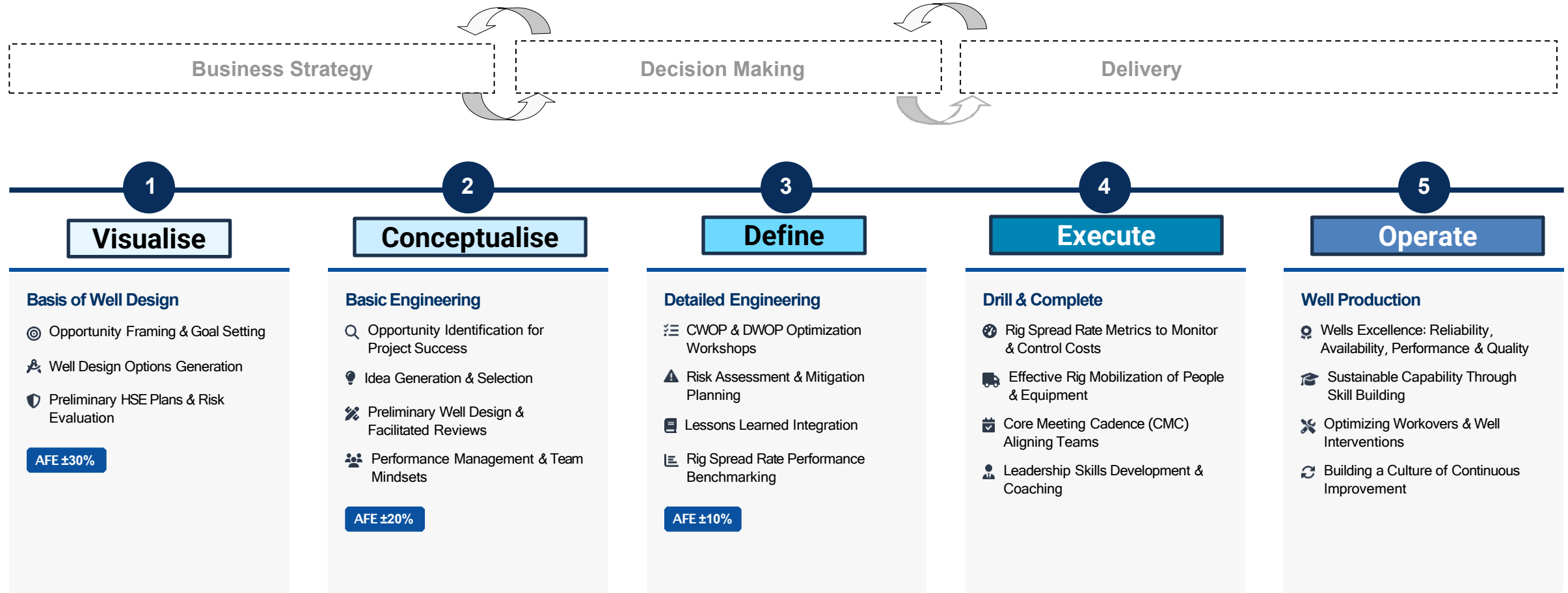


# Drilling & Well Delivery Approach

## Front End Loading – 30% Potential Cost Avoidance



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### Value Opportunities

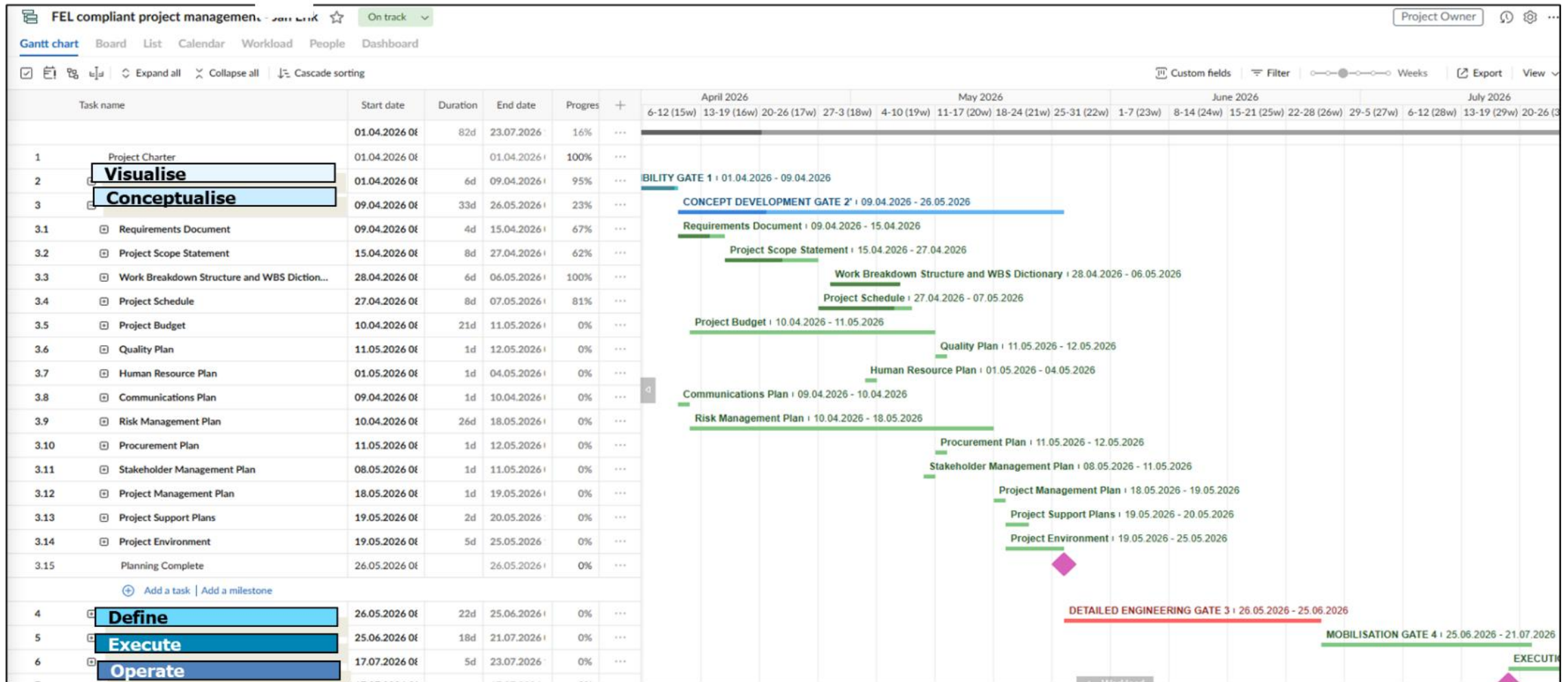
Progressively capture, evaluate, and execute improvement opportunities at every stage.

# Drilling & Well Delivery Approach

## Front End Loading –Project Methodology



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### Reducing Costs at the Earliest Opportunity

Early rigorous planning and decision making reduces costs, mitigates risks improves scope definition and sets the strongest foundation for execution.



# Process & Behavioural Safety

Coaching to Improve Levels of Maturity



# Drilling & Well Delivery Approach

## Influencing & Strengthening Process & Behavioural Safety



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### PCC expertise and competencies include:

**Cultural understanding** that drives tailored implementation approaches that account for regional behavioural differences.

**Risk mitigation** assessing and strengthening critical safe systems of work in the field.

**Process Safety** audits and metrics assessment, driving performance-focused conversations and improved decision-making.

**Safety meeting cadence** is strengthened with structured terms of reference targeting performance critical metrics and behaviours.

**Behavioural observation programs** are transformed to achieve greater engagement, ownership, and prioritized action.

**Agile Improvement Teams** are facilitated to systematically identify, address, and eliminate performance gaps through strategic conversations.

**Coaching front-line teams** transforming routine morning stand-ups and field walks into powerful risk prevention opportunities.

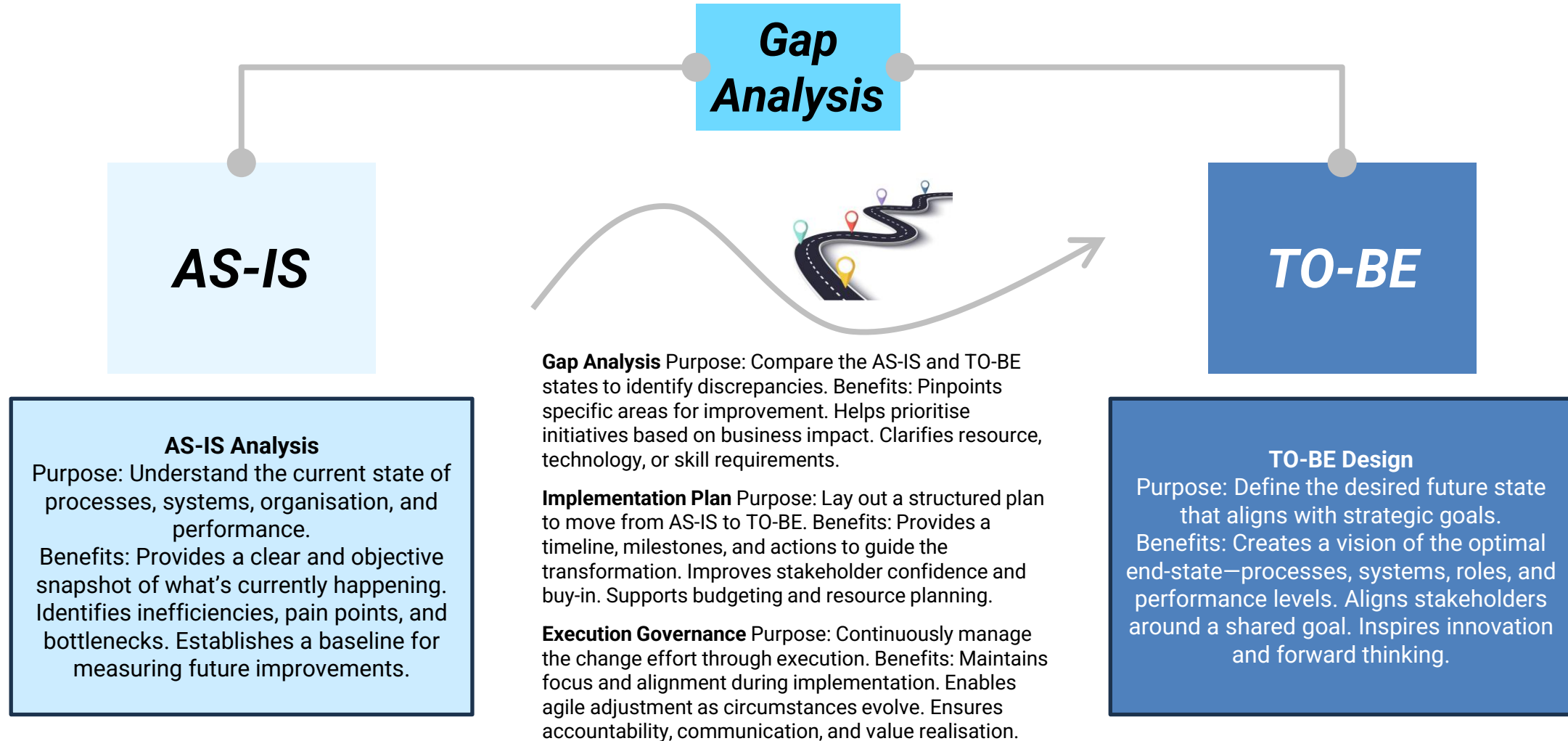
**Safety Capability** is accelerated through expert-led practical skill sessions and personalized coaching that create lasting behavioural change.

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## 2. Assessment Methodology

# AS-IS Analysis – TO-BE Design

## Value Improvement Areas



### Road Map For Change

This approach ensures strategic decisions are grounded in reality, ambition is guided by analysis and execution is structured for success



### Key Focus Areas During the Assessment Include:

| Stakeholder Engagement   | Cost & Performance Metrics  | Core Meeting Cadence Analysis   | Leadership Capability & Culture   |
|--|---|---|---|
| <div>✓ Our assessment begins with structured interviews across all organisational levels to create a holistic view of current drilling operations:</div> <div>Executive Leadership Interviews</div> <div>Middle Management Interviews</div> <div>Front-Line Team &amp; Contractor Interviews on and offshore</div> | <div>✓ We analyse your current measurement system to identify disconnects between metrics and delivery:</div> <div>Metrics Inventory</div> <div>Costs/Performance Gaps</div> <div>Maximised Efficiency</div> <div>Improvement Teams</div> <div>Contractor Alignment</div> | <div>✓ We conduct a detailed evaluation of your existing meeting structure to identify communication breakdowns and decision-making bottlenecks:</div> <div>Core Meeting Observations</div> <div>Meeting Effectiveness</div> <div>Use of metrics in decision making</div> | <div>✓ We evaluate the human dimension of performance through:</div> <div>Leadership Capability</div> <div>Cultural Mindset Evaluation</div> <div>Front Line Capability Scoring</div> <div>Knowledge Management</div> |

#### ROI Focus

Metrics-driven approach targets measurable cost/time savings within 6 months

## PCC Facilitate Mid Point and Final Report Outs (Tested With The Client) Which Include:

### AS-IS State

- ✓ Insights and Observations
- ✓ Supporting Evidence
- ✓ Recommendations
- ✓ Improvement Considerations
- ✓ Potential Savings Summary
- ✓ ROI Guarantee

### TO-BE Proposition

- ✓ Detailed Implementation Plan
- ✓ Road Map
- ✓ PCC Resource Plan
- ✓ Pilot Programme
- ✓ Quick Wins
- ✓ Capability Program
- ✓ Sustainability Approach
- ✓ Change Steering Committee
- ✓ Reporting Structure



### Transparency

Mid-point findings validated with client teams before final recommendations.

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# 3. Agile Performance Tools

# Agile Improvement Teams

## Performance Improvement in Drilling Operations

### Key Components

- 👥 Cross-functional teams targeting specific performance areas
- 📅 Sprint-based delivery methodology (2–4-week cycles)
- 💬 Daily stand-ups for rapid problem-solving
- 📋 Focused problem resolution with clear ownership
- 📊 Accountability systems with visible metrics
- 📈 Measurable performance improvements tracked and communicated
- 🔄 Real-time feedback loops enabling continuous adaptation



### Rapid Implementation

Agile Improvement Teams drive accelerated performance by combining rapid implementation cycles with disciplined measurement, creating a culture of continuous improvement and delivering measurable value in weeks rather than months



# Project Delivery

## Increasing Productivity & Minimising Delays



**Detailed planning and execution** bring together the right people in targeted workshops to test schedule predictability and execution readiness for key elements of the project schedule.

**Effective communication during the Project** is enhanced via an improved Core Meeting Cadence (CMC) with appropriate short interval controls to manage discovery work, reduce risks and align team members on the agreed approach.

**Minimizing downtime and operational disruptions** facilitating conversations to maintaining productivity and strategies to reduce the impact of shutdowns on normal operations.

**Ensuring safety and compliance during critical activities** involves coaching to adhering to safety protocols and regulatory requirements.

**Post-project analysis and continuous improvement** focus on evaluating the project process in real time, identifying areas for improvement, and implementing changes to enhance performance.

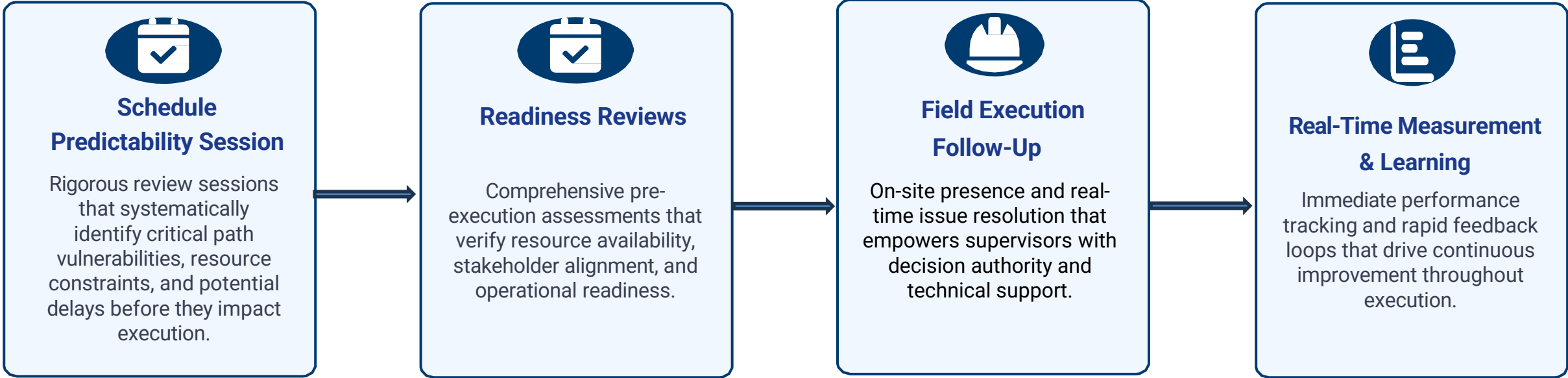
# Project Delivery

## Strengthening Planning & Execution



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Our structured approach maximizes efficiency while minimizing downtime—**delivering up to 10-15% duration reduction** through proven critical path optimization techniques.



### Key Benefits

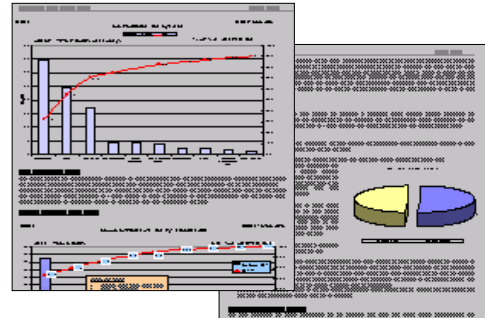
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| Drives 85%+ on-schedule task completion | Ensures 100% readiness before shutdown execution begins | Rapid point of work resolution | Agile improvement loops embedded |
|---|---|--------------------------------|----------------------------------|



# Maximised Efficiency Workflow




# PDML Model Workflow



## Performance Data Review

|     |     |     | Opportunities | Response |
|-----|-----|-----|---------------|----------|
| 24  | 24  | 24  | 24            | 24       |
| 25  | 25  | 25  | 25            | 25       |
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| 99  | 99  | 99  | 99            | 99       |
| 100 | 100 | 100 | 100           | 100      |

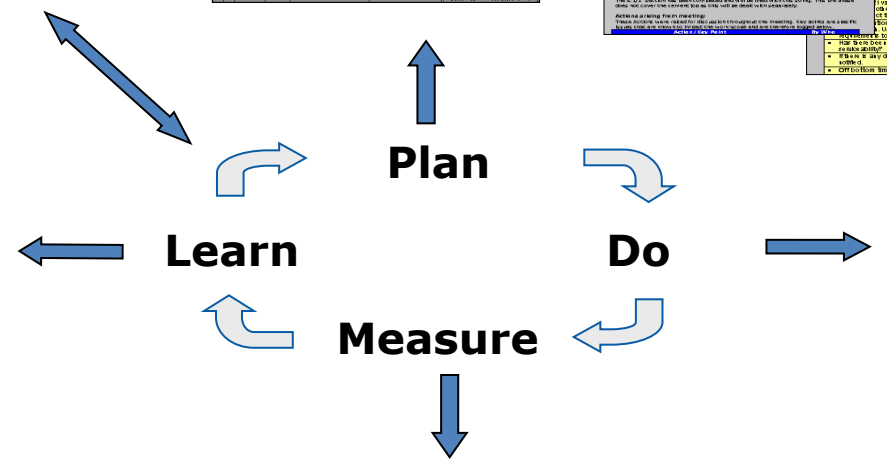
## TL Workshop Opportunities

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Pre phase Meeting/Tool Box

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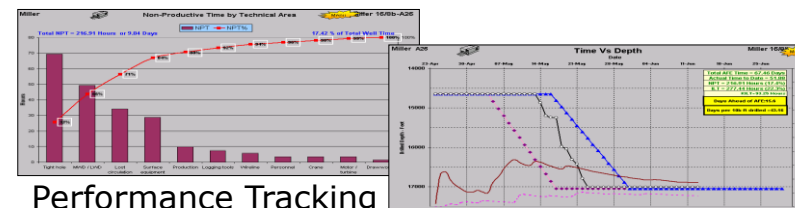
## Aide memoir

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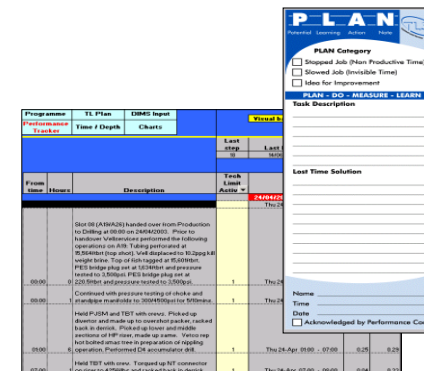
## After Action Review

| Week | Topic | Key text | Lesson learned | Actions  | Responses |
|------|-------|----------|----------------|----------|-----------|
| 1    | 1.1   | 1.1.1    | 1.1.1.1        | 1.1.1.1  | 1.1.1.1   |
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| 11   | 11.1  | 11.1.1   | 11.1.1.1       | 11.1.1.1 | 11.1.1.1  |
| 12   | 12.1  | 12.1.1   | 12.1.1.1       | 12.1.1.1 | 12.1.1.1  |
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| 44   | 44.1  | 44.1.1   | 44.1.1.1       | 44.1.1.1 | 44.1.1.1  |
| 45   | 45.1  | 45.1.1   | 45.1.1.1       | 45.1.1.1 | 45.1.1.1  |
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| 52   | 52.1  | 52.1.1   | 52.1.1.1       | 52.1.1.1 | 52.1.1.1  |
| 53   | 53.1  | 53.1.1   | 53.1.1.1       | 53.1.1.1 | 53.1.1.1  |
| 54   | 54.1  | 54.1.1   | 54.1.1.1       | 54.1.1.1 | 54.1.1.1  |
| 55   | 55.1  | 55.1.1   | 55.1.1.1       | 55.1.1.1 | 55.1.1.1  |
| 56   | 56.1  | 56.1.1   | 56.1.1.1       | 56.1.1.1 | 56.1.1.1  |
| 57   | 57.1  | 57.1.1   | 57.1.1.1       | 57.1.1.1 |           |

# Lessons Learned Database/Bi weekly Review



## Performance Tracking



## Performance Reporting

Technical Limit is what could be achieved in a flawless operation

