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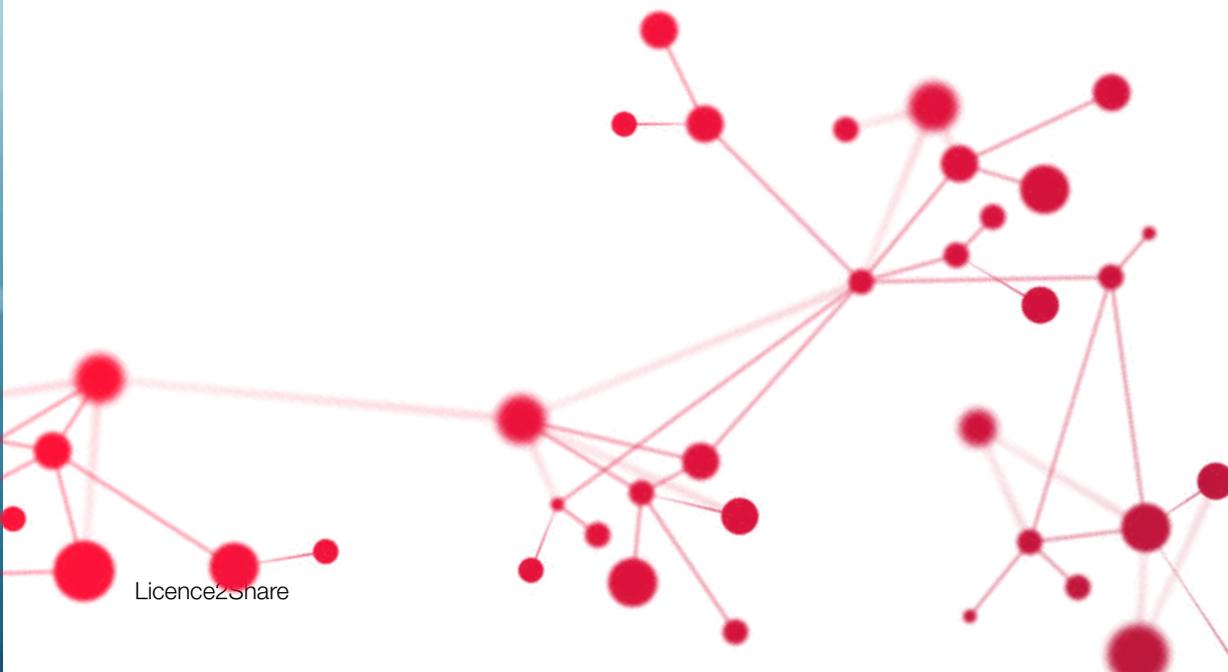
## License2Share (L2S)





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# 1. Introduction

The oil and gas industry cannot function without collaboration. Companies in this industry have traditionally employed joint venture (JV) strategies to protect and grow their businesses. But more recently, they have realized the benefits that can be derived from sharing information about the value chain and life cycle of assets that they wouldn't have shared in the past.

However, operators are rightly cautious and realize the need to protect sensitive information that provides competitive advantage.

The oil and gas industry demands high integrity, high security systems that allow the sharing of information only on a need-to-know basis.

To meet this demand, a cloud service called License2Share (L2S) was created, which allows users to access solutions that are tailored to their specific information sharing needs. L2S is designed to enable collaboration and content sharing in a joint venture between operators, partners and authorities.

Based on the wealth of experience of the Exploration & Production Information Management association (EPIM), L2S uses role-based dashboards to allow joint venture administrators to maintain licenses and workflows to operate and ensure compliance throughout the life cycle of a joint venture. Information will be shared securely on a need-to-know basis between operators, partners and authorities.

Responsibilities (roles for committees, groups and individual users), and authorization levels are easily set and managed in a flexible way.

Shared content is organized uniquely in a secure and single source of truth to make reporting easier with operators, partners and authorities.

L2S is based on 12 years of experience in the Nordic Continental Shelf as described in chapter 2. L2S is made available outside the Nordic Continental Shelf through a strategic alliance between EPIM, CGI and Open Text.

It runs currently in eight countries for 40 oil and gas companies. ExxonMobil is already using L2S in Norway and Tanzania.

Benefits of L2S:

- collaboration and sharing of information
- improved team productivity with easy-to-use collaborative tools
- more efficient ways of working
- integrity of content
- more stable framework for distribution of information
- a predictive cost-effective foundation for license management
- reduced complexity of securing business information
- ability to build a collaboration environment quickly and easily
- robust and secure storage capabilities
- ability to add new and improved functionality, easily.

## 2. History of License2Share

License management is one of the largest administrative process areas within oil and gas upstream. It supports the license/field throughout its total life span: From exploration, development, production, distribution until decommissioning.

The activities supported include searching for potential underground or underwater oil and gas fields, drilling of exploratory wells, and subsequently operating the wells that recover and bring the crude oil and/or raw natural gas to the surface.

L2S International is designed to meet the requirements for information handling communication within and between operators, partners and authorities. Crucial keywords in the communication are Compliance, Collaboration, Reputation, Governance, Security and Cost (Risk sharing).

### L2S in Norway

EPIM is owned by 40 operating companies represented on the Nordic Continental Shelf (NCS), where most of them are global E&P players.

EPIM has been established to best coordinate the joint venture administration for all parties in Norway. It is an industry driven association of 40 exploration and production companies operating on the Norwegian Continental Shelf. Based on 12 years of experiences with license management in Norway L2S International has been established to extend the ways of working together to other areas of the world.

EPIM's best practices cover joint venture administration. Examples are exploration permits, production reports and transport licenses. It means that L2S participants can be confident that their licenses to operate are up to date and compliant. 80 companies use the solutions offered by EPIM, including regulatory authorities.

EPIM's main objective is to deliver IT solutions for supporting common processes in JV management and operator/authorities communication/reporting. EPIM is a good example of an efficient approach towards managing common processes and solutions without compromising the competitive environment between the members.

For more information, please visit [www.epim.no](http://www.epim.no)

### Alliance EPIM, CGI and Open Text

CGI, a leading business and technology services company, has signed an Alliance Partnership Agreement with Open Text and the EPIM association to allow joint ventures (upstream) of oil and gas companies to share information and benefit from EPIM's world-class workflows through new collaboration architecture.

CGI provide a full spectrum of services, solutions and industry know-how to accelerate clients' business transformation.

We offer:

- high-end business and IT consulting
- systems integration
- application development and management
- infrastructure services
- business process services
- IP-based solutions like License2Share.

For more information, visit [www.cgi.com](http://www.cgi.com)

Open Text, a global ECM leader, helps organizations manage and gain the true value of their business content. Open Text brings two decades of expertise supporting 100 million users in 114 countries. Working with our customers and partners, we bring together leading Content Experts™ to help organizations capture and preserve corporate memory, increase brand equity, automate processes, mitigate risk, manage compliance and improve competitiveness.

For more information, visit [www.opentext.com](http://www.opentext.com).

### 3. The business opportunity

When a major event strikes the oil and gas industry - a change of regulation, a health and safety incident, or similar - it never affects just one company. It impacts the entire industry. This is why oil and gas companies - traditionally not inclined to share information with competitors - are gradually exploring new ways of collaborating to solve shared challenges.

This is not always easy. The data involved may be commercially sensitive; it may be subject to local data protection laws; the volume of data is often so substantial that it is not practical to share it. This leads to the issue of safely sharing information with a huge number of contractors and with joint venture partners that may need to use it.

Oil and gas companies operate in difficult and uncertain political and environmental conditions. The global demand for oil and gas is back on the rise, while E&P costs are increasing too. Company executives have never been more challenged by the need to control costs and speed up reserves of development activities and operations.

Some of the major industry challenges are best tackled through a collaborative approach:

- With the end of 'easy oil' - and gas - the pressure to meet future energy demand while securing the industry's own future has increased. As investments for deep oil or unconventional resources are significantly more substantial, oil and gas companies have sought solutions to mitigate and spread risks through global alliances, mergers and acquisitions (M&A).
- In order to mitigate the risks of drilling, and more generally of large E&P investments, oil and gas companies have formed joint ventures to support decisions on budgets, procurement, drilling, and a clear, positive impact on operational effectiveness and improve processes such as ease of communication and reporting.
- Recent environmental disasters have led to additional environmental, health, and safety concerns and regulators are evaluating more stringent controls. Proactive, collaborative, and industry-led initiatives to produce comprehensive regulatory reporting are preferable over obligations to fill in bureaucratic forms.
- As sustainability issues (affecting people, the planet, or profits) become more global in their impact, more standardized processes and collaborative technologies and tools are being developed to tackle the inherent complexities of the industry.
- The time it takes to complete major infrastructure work (such as exploration or production rigs and refining capacity) does not need to be impacted by ineffective JV operations.
- Oil and gas companies are struggling to find the balance between embracing sustainability and green/environmentally friendly practices, while facing the need to gain permission to expand their operations into more challenging territories or to develop unconventional resources.

## **The value of collaboration**

Rethinking and identifying new opportunities for collaboration enables oil and gas companies to anticipate risk effectively, improve performance, operate more efficiently, and respond to emerging trends and challenges. Following are a few examples of areas that are benefitting from increased collaboration.

Developing and operating oil and gas fields involves the collaboration of many players: operators, JV partners and local governments and authorities. All these are often simultaneously involved with the same assets, so to streamline processes, mitigate risks, and best handle problems that might arise, an information sharing platform is highly desirable. This allows all involved parties to have the appropriate level of understanding to organize themselves to manage risks, and act promptly if problems arise.

The ability to rapidly act in the event of an emergency is crucial. Insufficient or inconsistent information can cause delays in reaction time, sometimes turning problems into disasters and disasters into calamities.

Sharing operational information has a lot of benefits compared with exchanging data and reporting to partners in a joint operation. Inefficiencies are not affordable, as they can lead to missed deadlines, lower production output, rescheduling of very expensive infrastructure, and longer time to 'first oil.' To limit the financial damages caused by delays or downtime, a proper orchestration of information flows is critical and must be backed by adequate supporting collaboration tools.

All the involved parties need access to the information that can affect their work. This would enable, for instance, timely exchange of data with contractors or the management of a multiparty workforce. Excellent collaboration capabilities enable people in diverse locations to really work globally as a team, allowing companies to optimize scarce or highly skilled resources.

## **Collaboration to reinforce compliance**

The value of high-quality information-sharing goes beyond collaboration for improved efficiencies, into the realm of compliance. Compliance infringement is a type of risk that oil and gas companies cannot afford to take.

They need to operate according to a multitude of local, national, and international regulations and controls, and be able to report the appropriate data to the relevant organizations, be it a national authority or a partner in the joint venture. Once an exploration permit or a production license is obtained it needs to be managed during its entire life cycle.

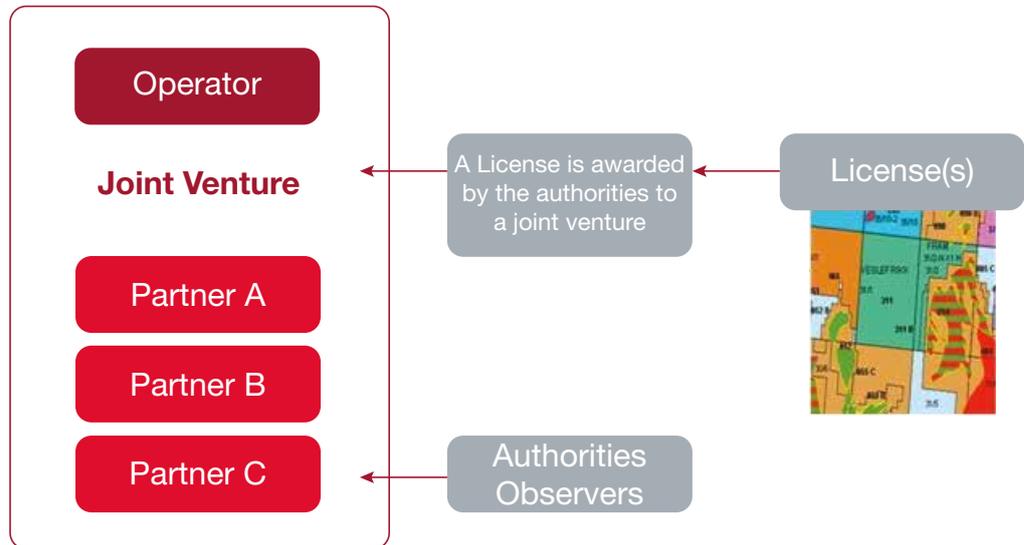
## **Collaboration to safeguard knowledge**

Another risk related to the complexity of joint ventures is that often valuable information can be lost among partners. Many of the assets employed by the oil and gas industry are built by one firm, operated by another, and maintained by yet another. Knowledge gained during the build phase may be lost as the asset passes from construction to operation. By sharing information, operating and maintenance costs can be significantly reduced.

## 4. Business value proposition

### 4.1 The concept

License(s) are awarded by the authorities to a group of companies which form a joint venture. Within the joint venture there is a need to share information between the operator and the partners. If required by local legislation or agreed upon with the authorities, it is possible to set up authorities as 'observers' for a joint venture.



The solution is an Enterprise Content Management (ECM) solution, which supports creation, storing, transfer and organization of documents and other content. There are huge amounts of documents created in a license, and without a proper document management system, efficient maintenance and sharing becomes a challenge.

Documents are stored in many different places like file cabinets, PC hard drives, network drives and web servers and distributed through potentially unsafe/non-secure ways by e-mail, mail and so on.

The same document can be stored in different places. As a result, there is a lot of unnecessary information, and most of the information can be accessed by different persons that could lead to a lack of information or version control. The purpose of document management is to organize information documents throughout the project, categorize it logically, define which information is available to different users, minimize the overlap of information and maximize the efficiency of document sharing to every part of the organization. The essential technologies in document management are databases and communication tools.

#### How does L2S improve collaboration?

L2S International is a formal archive and collaboration tool for administrative documents within a joint venture. The operator is responsible to make sure all relevant information is added to the solution.

The partners and authorities can trust that all license related information is available and they do not need to keep an internal archive themselves. The solution will contribute to a more efficient flow of information and to ease cooperation between the parties involved.

L2S International could also offer safe electronic communication between authorities and operators/licenseses. It is designed to receive for example reports like quarterly gas, oil and NGL sales from relevant companies as well as all other formal correspondence between companies and authorities.

## 4.2 The solution

L2S brings together JV parties with disparate processes, data from various sources and applications into a single collaboration platform.

The key business value of the initiative is that companies recognize that the collaboration does not jeopardize competition, but actually streamlines work processes, making them more effective and reducing information risks and costs. “All players involved are confident that they are all gaining from collaboration,” said Ove Ryland, Managing Director, EPIM. “They can count on L2S to fulfill regulation requirements in a very effective and predictable way.” L2S facilitates information sharing inside each JV and simplifies the process for companies deciding to join or leave a joint venture.

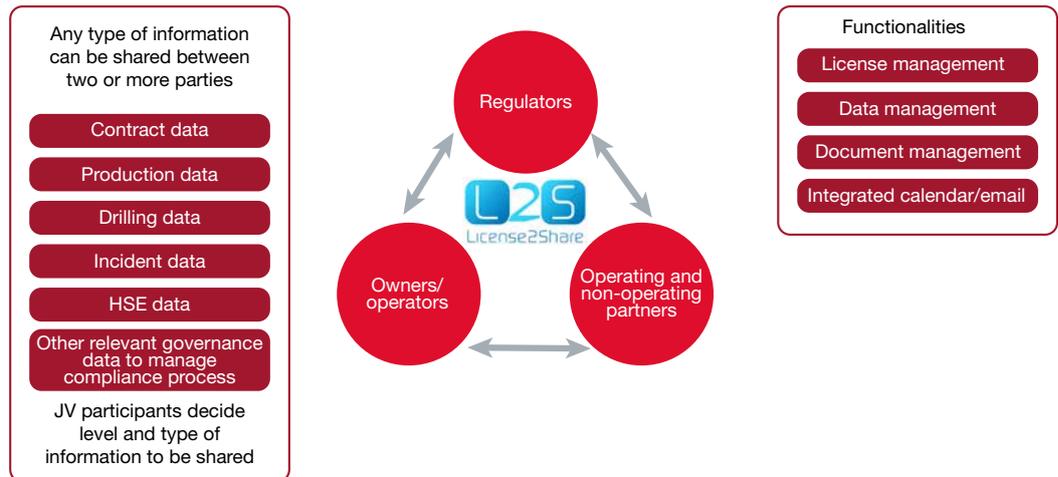
A key success factor of the initiative is the pragmatic approach taken for its implementation. Experts from the key operators worked together to define standard procedures for data formatting and reporting, looking for a best practice solution that would satisfy the requirements of both companies and regulators. The same approach is followed for any additional new functionality that is implemented. By doing so, any adopter can count on a “best practice” solution built on the industry’s concrete experiences.

In addition, companies might have different roles in various JVs, being an operator in one and a partner in another, for instance. By adopting the platform they get consistency across licenses.

To summarize, the key advantages of L2S are:

- reliable administration and archiving of JV documentation
- reliable collaboration on events, compliance, and legal document sharing and data management
- JV life cycle content management of different document types, traceable and time stamped
- easy alignment to changes in the JV life cycle
- compliance with local legislation, including the flexibility to incorporate future changes in legislation
- a private cloud-based solution that is easily extendable and scalable
- a proven and accepted industry concept.

## L2S delivers what is important to operate

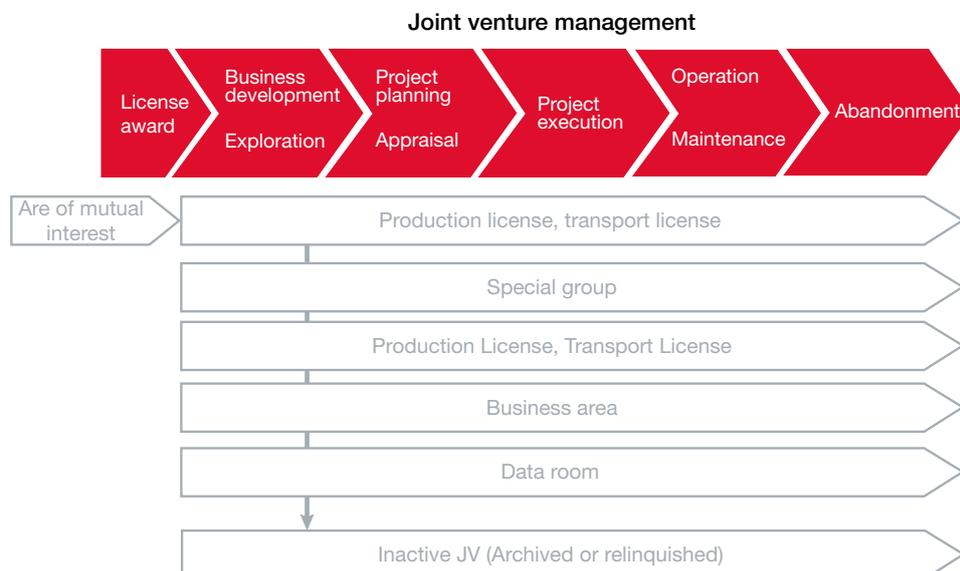


- L2S features “instant on” availability and functionality
  - Ready to go from moment JV is formed throughout asset life cycle
  - Allows rapid farm-in and farm-out partners
- Extensible platform
  - Configurable to your requirements and adaptable to changing needs
- L2S not limited to offshore or JVs
  - Onshore shale gas and tight oil as well as LNG are excellent candidates
  - Individual companies can also use it within their own ecosystems

L2S supports the following types of collaboration:

- Licenses managed via joint venture:
  - production and exploration licenses
  - transport licenses.
- Business area can be used to exchange information in a geographic area between different licenses.
- Specialty group can be used to inform partners of an operator in a specific continental shelf or by an oil and gas association to share information amongst its members.
- DR (data room) used to archive and in the M&A process, and for divestments.
- AMI (Area of Mutual Interest), used for temporary information exchange.

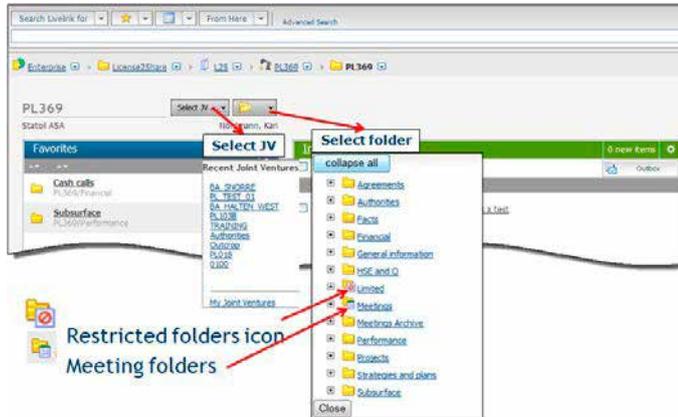
## L2S supports the full life cycle of a license managed via a joint venture



## 4.3 Functionality

### Recommended folder structure

The folder structure has been based on a template. It is used for recognition and predictability across the joint ventures; this is important and it is therefore vital that the recommended structure is adhered to.



### Document handling

Documents can easily be uploaded one by one or by using the multiple upload functionality. Most formats are supported and automatic renditions are implemented.

### Customized main entry page

The main entry page may be customized by the individual users to make the use of L2S more efficient. Daily job tasks decide the layout.

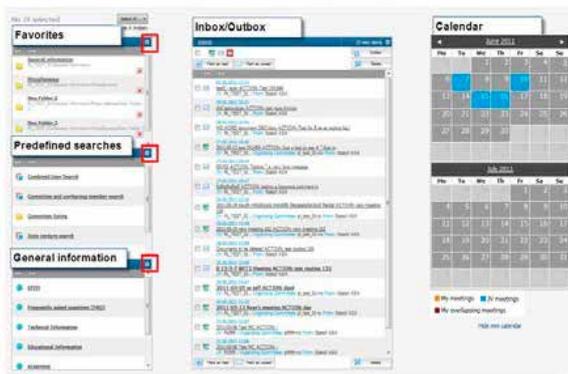
Some possible boxes to choose on the entry page:

- Inbox
- Favorites
- Uploaded documents
- Predefined searches
- My recent JVs

Benefits:

- increased visibility and efficiency of information processes
- different document types: flexible, extendible
- managing mails/one source of truth
- flexible, adaptable entry page.

### Access and navigation - Entry Page



## Comments

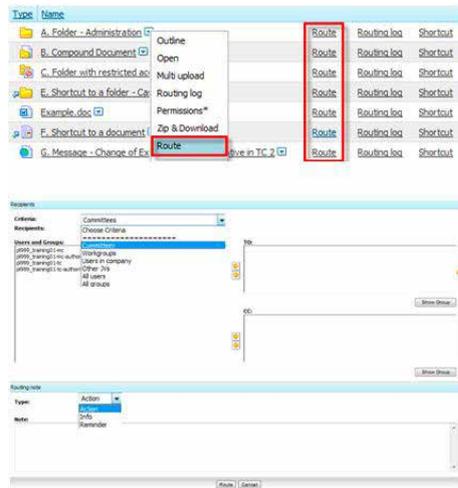
Comments can be added on most objects to give an opinion or approval on a document or a message. The comments screen is used to create new comments, view existing comments, filter document versions and print selected comments. It is not possible to edit or delete comments. Routing note is used to make the receivers aware of the comment.

## Routing

Routing is used to notify committee members/deputy members and other appointed users, for example authorities on documentation that requires action, call for meetings, documents for approval and so on. The recipients also receive a copy directly to their email address with a link to the item. A routing log, accessible by all users, is generated for all routings.

A key success factor of the initiative is the pragmatic approach taken for its implementation. Experts from the key operators worked together to define standard procedures for data formatting and reporting, looking for a best practice solution that would satisfy the requirements of both companies and regulators. The same approach is followed for any additional new functionality that is implemented. By doing so, any adopter can count on a “best practice” solution built on the industry’s concrete experiences.

In addition, companies might have different roles in various JVs, being an operator in one and a partner in another, for instance. By adopting the platform they get consistency across licenses.



Functionality used to ensure efficient communication within a joint venture:

- Actions are always routed (Example: documents for approval, documents to be commented on).
- Call for meetings are added to the calendar and routed.
- New documents added are routed.
- Comments should be routed to ensure the follow-up.
- The operator and partners can update route group themselves.
- The route groups can have members not part of a committee to ensure the follow-up of business even when the committee members are not able to or absent.
- When the joint ventures have a need to cooperate with each other on operations for example, seismic surveys, rigs (drilling, logistics), environmental issues.
- Routing can be sent to another joint venture in a secure manner.
- No link provided to the document, instead a copy will be attached to the message and only the management of the recipient joint venture can see the message.

## Inbox

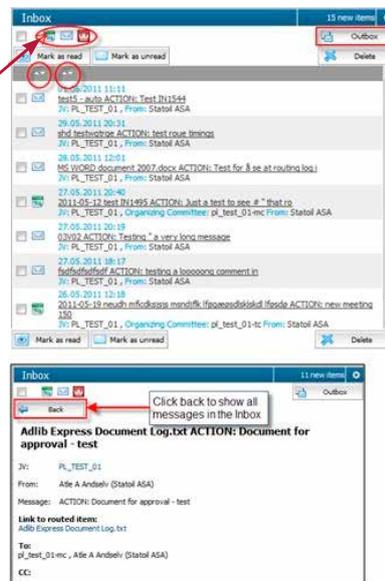
Contains all your recently received notifications.

### Filter options

- Authority routings 
- Routed items 
- Call for meetings 

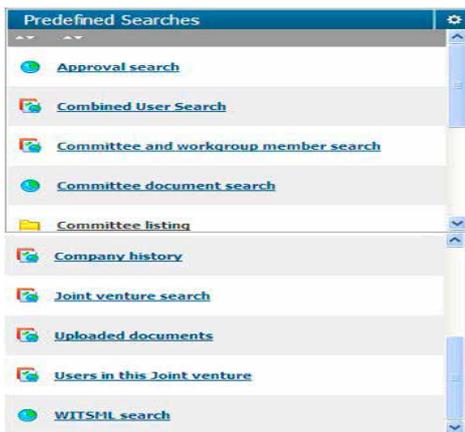
### Message details

Clicking an object in the box will open up the object in the same area as where the inbox is. This window will contain all information about the object.



## Search and reports

Various search options are available with a number of predefined searches. Users can also save their own searches and share them with colleagues within the JV.



## Calendar/meetings

Within a license there are committees and meetings. The system is able to handle a high number of meetings.

An example of the high number of activities if there are 650 active licenses:

- 3 to 4 committees per license, more than 2000 committees
- 6 to 8 members per committee, thousands of users involved
- more than 14000 meetings per year.

The calendar functionality improves the overview of meetings, ensures the participation and access to meeting documents. It also gives a complete overview of all meetings across the joint ventures depending on the access of each user.

**The mini calendar**

Gives you an overview of upcoming meetings for your JVs. The calendar is available on the entry page.

**Colors of mini calendar**

- Grey - No calendar entry
- Blue - JV meeting where I am not included
- Orange - My meeting
- Red - Overlapping meetings

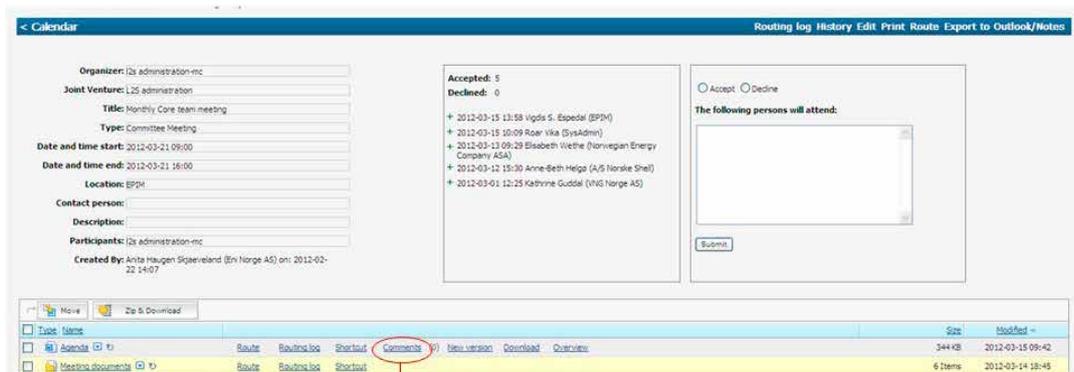
**To open the calendar:**

- Month view - click on the calendar month heading
- Week view - click on an actual date
- Click on the calendar button from this folder 



## Att.A - I The joint venture - Meetings and procedures

- Frequency of meetings
- Notice of meetings
- Participation of necessary expert personnel
- The minutes
- Decisions



Type	Name	Size	Modified
Agenda	Route, Routeins.log, ShareOut	344 KB	2012-03-15 09:42
Meeting documents	Route, Routeins.log, ShareOut	6 Items	2012-03-14 18:48

Decisions are achieved by each party giving their opinion/consent as comments

### Notifications

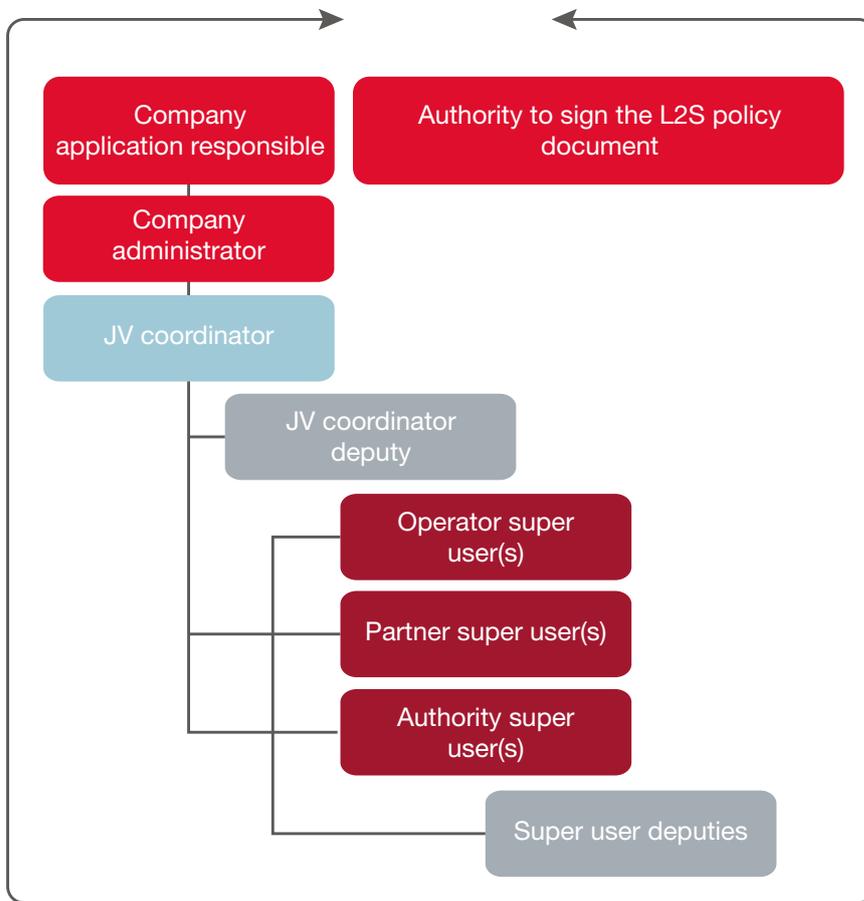
Notifications inform you of changes in the solution. You can specify which items you want to monitor and at what times you want to be notified. Notifications are delivered to a Personal Notification report page, and can also be sent directly to your email address.

Notifications are great to use if you are waiting for input on specific matters. Notifications are recommended for folders containing cash calls, billings and automatically uploaded data.

L2S International could also offer safe electronic communication between authorities and operators/licenseses. It is designed to receive for example reports like daily and monthly gas, oil and NGL sales from relevant companies as well as all other formal correspondence between companies and authorities.

### Decentralized access control

All roles, groups and permissions are set-up by a template and the administration of the access is decentralized. All companies will be able to manage their own users.



Joint venture roles and responsibilities

## 4.4 Services offered by vendor

Services supported are:

- online help functions
- e-learning and classroom training
- manuals
- 1st line, 2nd line and 3rd line support
- service levels
- requests for changes
- innovations.

To facilitate the process of ordering new elements or changes to a joint venture, a number of electronic order forms have been established, for example to order a new joint venture or changes in the company structure. They are convenient to make sure the correct information is received and approved before the changes are made and also that the correct persons are notified about changes or new objects.

When a company wants to sell their share in a license, a data room can be used to make the content available for potential buyers in a convenient and secure location. In the data room a copy of the JV is created and is valid only for the period indicated in the requisition. The copy may include the entire JV or exclude folders. It is also possible to move or hide certain objects. The existing users are removed and it is possible to use fictional usernames to hide the identity of potential buyer(s). The data room itself often just has a number instead of a name, to hide which JV it represents.

## 4.5 Security levels

L2S International is basically an open solution where anyone with read access to a JV can obtain information from that specific JV. However, there may be situations where access to individual objects must be restricted. By default, all new JVs are configured with limited access to certain folders for example Procurement and Operator only.

The solution uses permissions to determine which information and features the user is allowed to see and manipulate. This also includes limitation of what activities a user can do on a content item (Example: open, move). Access rights to be granted to users are allowed through user groups (and not directly to individual users). The group names will express which roles each user has in the system.

Access levels are inherited (for example all members of a user group of an item's ACL will be inherited by items of the lower levels). A new folder will automatically inherit the security settings or access rights from the parent folder. The JV coordinator and the owner of an object may change the access rights.

The system supports full decentralization of the user administration by designated super users within each company involved.

Administration and access control may be done:

- by operator only
- by operator, partners and authorities in co-operation.

## 4.6 Ease of reporting

L2S International could offer safe electronic communication between authorities, partners and operators/licensees. It is designed to receive for example, quarterly gas, oil and NGL sales reports from relevant operators and partners, as well as all other formal correspondence between operators, partners and authorities. For the authorities the solution will soon become the preferred way of communication. It is easy to set up and to extend the functionality to areas needed by different parties when the infrastructure is in place.

The authorities' main task is to contribute to creating the greatest possible value for society from oil and gas activities by means of prudent resource management based on safety, emergency preparedness and protection of the external environment.

L2S International could be used to obtain the correct information, follow up on the license program and handle applications. The facility for the authorities to participate as observers in the license committees is important to intercept discussions and disagreements within the joint ventures and to share new technology, investment decisions and plans for exploration drilling.

Authorities in Norway using L2S:

- The Ministry of Petroleum and Energy (MPE)
- The Norwegian Petroleum Directorate (NPD)
- The Petroleum Safety Authority (PSA)
- The Norwegian Oil Industry Association (OLF)

## 4.7 Technology

L2S International is based on Open Text's ECM Content Server 10. Open Text provides a comprehensive set of products and related services to deliver Enterprise Content Management solutions across industries. The Open Text ECM Suite is an integrated, scalable, secure framework with common organization, permissions, notifications, taxonomy and classification, information quality metrics, records management and user interface. It is accessed using standard Web browsers and employees can access an entire suite of solutions across the enterprise.

Open Text ECM provides tightly integrated services that deliver true dynamic collaboration and content management between individuals, teams, and organizations — enabling companies to be their most effective and innovative. Open-architected, it ensures rapid deployment, affordable and accelerated adoption, and low cost of ownership.

The system has its strengths in:

- life cycle management
- classification (metadata)
- auditing and legal hold capabilities
- records management
- document management
- workflow and collaboration.

## 5. References

### 5.1 Installed base Norway

In the Norwegian Continental Shelf, 40 operators are using License2Share. In total 80 companies are using License2Share.



In summary:

- 40 operators
- Two million documents
- 700 joint ventures
- 7500 users
- Best practice; 13 years experience on the Norwegian Continental Shelf – now available worldwide.

### 5.2 Installed base international

Facts about License2Share International:

- Two international contracts: Dong, and Statoil
- First international customer: ConocoPhillips Greenland
- GOIA (80 users, 10 companies)
- Shell Pilot Greenland
- ExxonMobil Tanzania
- Eight countries, four continents, 23 JVs, over 500 users.

### 5.3 EPIM reference

EPIM provides IT solutions that facilitate the best possible flow of information between all of its users, these being authorities and licensees in exploration, production and transport licenses on the Norwegian Continental Shelf. There are over 40 companies who participate, including Total, Shell, Statoil among others.

EPIM faced a number of ECM/EDRMS challenges and needed a solution that would:

- be secure and efficient
- achieve predictable costs that are easily benchmarked
- deliver high service levels
- reduce the amount of functional enhancements required
- be based on future-proof technology.

CGI was appointed as lead integrator.

#### Requirements gathering and analysis

CGI worked with EPIM to align the chosen solution to their business requirements. We then developed a set of specifications through a series of customer workshops to define the functionality required including:

- security – a complex model was required to support the relationships that exist between operators (in joint ventures) and authorities
- user interface – clear and easy to use
- calendar administration including integration with Office and Notes
- Inbox and email functionality
- search and retrieval
- taxonomy.

The final analysis outputs were jointly agreed with the EPIM.

#### Development, customization, integration

The solution was implemented using Open Text Content Server. CGI produced a design that was approved by EPIM. We then implemented the solution, including creation of environments, configuration, customization and integrations required to support document transfer between participants and also calendars and scheduling. Customization in the core system was kept to a minimum in order to keep the maintenance costs at a low level. As a result a future proof system was created.

Migration design and development was also undertaken. During the testing phase the migration was provided alongside the solution, followed by an incremental migration leading up to product deployment.

#### Business process re-engineering, change management, training and rollout

We helped train the users and super users in the new system, including preparation and delivery of training material via the web or classroom training: Introduction to L2S, L2S super user training, Authorities JV and Search courses.

### **Workflow development**

Workflows were implemented via Open Text configuration to support the processes and web services captured during analysis and design.

CGI also planned and managed the development and delivery of the work packages during the project execution.

### **Deployment and transition into service**

We were responsible for identifying the best mechanism to deliver this service given the challenging customer environment.

We defined the architecture, created environments and deployed the solution. And we deployed the service model that was implemented alongside transition into live service.

CGI is responsible for all EDRMS application management and support activities working to defined service level agreements.

### **Project management methodology**

The project was implemented using a Prince 2 approach, adapted to the specific processes and needs of EPIM.

## **5.4 Case OAG Major**

### **Compliance and governance**

The functionality audit track, rendition control, archive system helps to prove compliance while making it more affordable for:

- the internal company, authorities, partners
- example, processes around tender bids, contract bids rounds managed in restricted areas.

When setting up a joint venture, operators are required to set up a management committee and governance structure. The benefit of License2Share is that it supports this governance structure in a flexible manner taking into consideration that JVs might differ in nature.

L2S is visible to all stakeholders and supports accountability for the stakeholders who have been granted access. It enhances the reputation and trust between partners, operators and authorities. It also supports governance, roles in various management levels and responsibilities in a transparent way.

### **Efficiency**

Workflow procedures improve the voting process by:

- reducing the probability of losing information
- providing single sources that give the latest information therefore improving the quality of decision making
- enabling log-on anywhere, so decisions can be made despite restrictions of time, hardware and location.

It creates extra capacity as working methods are less time consuming.

## **Discipline and HSE**

L2S requires discipline, which is an essential part of all OAG majors and its stakeholders for ensuring safety. Why work with traditional email methods that are:

- time consuming
- error prone
- susceptible to security leakage?

From the HSE (zero incidents or casualties) perspective, License2share shares HSE reports and actions with partners and operators.

The benefits:

- commitment from all parties involved by creating a transparent governance structure
- compliance with joint venture agreements
- trust and proactive approach within the partnership.

## **Managing a joint venture in time**

The life span of a JV can be many years. It is important that the content formats are digitally sustainable. License2Share supports this through certified records management procedures. The IM policies around retention are supported. This becomes important in the following situations:

- selling a concession
- relinquished JV
- changing partners
- finding information to respond to questions during the life span of a JV.

# 6. Summary: The benefits of L2S

## **Working together and sharing information**

The license information is easy accessible in a systematic way. The response time will be improved. It includes the facility to track missing replies.

## **Improved team productivity with easy-to-use collaborative tools**

It connects people with the information and resources they need. Users can find documents, coordinate calendars, comment on documents, and receive important messages and updates routed through communication features.

## **More efficient ways of working**

The solution will make work processes more efficient and standardized; the common folder structure makes it easy to locate information. L2S is based on 13 years of experience using:

- a proven and accepted industry concept
- managed events or mails
- managed changes during the life cycle of a license (JV)
- one source of truth
- a flexible and adaptable approach for governance and document types.

## **Integrity of content**

Nothing can be deleted and all events are logged. All parties can rest assured that the information present cannot be changed.

## **More stable framework for distribution of information**

The solution will continue to run regardless of the responsibility of each company. The single source of information reduces the risk of losing information in the mail or emails.

## **A predictive, cost-effective foundation for license management**

It brings in a common framework for document management and collaboration, which translates to lower costs and higher quality of the solution and services provided. Investments have been made in Norway already. The costs are predictable and based on a service catalog.

## **Reduced complexity of securing business information**

The solution provides a default folder structure with predefined roles, groups and permissions. This reduces the need for manual administrative assistance and increases the security of all content.

## **A collaboration environment built quickly and easily**

The solution is easy to manage and easy to scale. Joint ventures and companies can be set-up in quick time, with minimal administrative time and effort. All work is based on templates, which make it easy to set up and help companies get started even faster. The solution can be easily set-up for small and large companies. No infrastructure or installation is required.

## **Robust and secure storage capabilities**

It supplies a working area with document storage and retrieval features, including version history, custom metadata, reports, search options and customizable views.

## **New and improved functionality can easily be added**

As work and business processes change, new or improved functionality becomes necessary. The L2S solution has the kind of vast potential to be extended as required.



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With over 69,000 professionals in 40 countries, CGI fosters local accountability for client success while bringing global delivery capabilities to clients' front doors. Founded in 1976, CGI applies a disciplined delivery approach that has achieved an industry-leading track record of on-time, on-budget projects. Our high-quality business consulting, systems integration and outsourcing services help clients leverage current investments while adopting new technology and business strategies that achieve top and bottom line results.

As a demonstration of our commitment, our average client satisfaction score for the past 10 years has measured consistently higher than 9 out of 10.

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