

## ABSTRACT

PETRONAS upstream business over the years has placed technology as one of its main capability and drivers to remain competitive in the ever challenging world of oil and gas. With an in-house research facilities and collaboration with universities and technology developers, many technologies has been developed and passed R&D or lab phase. However, these technologies are unable to proceed to next stages due to difficulty in obtaining asset owners approvals and their involvement during field demonstration and deployment phase.

This report looks in detail various elements and processes within upstream business relating to development of technologies. From here, solutions to close the gaps and resolve this issue will be proposed based on industries best practices.

Three solutions were finally proposed, which is to ensure the involvement of asset owners as part of the gate decision members, a new working model for technology project transition between R&D and deployment phase and finally proposal for use of gate criteria or scorecard to ensure the right technologies are being selected and major issues are address and mitigated early.