

OVERVIEW

What's the elevator pitch?

For: oil and gas senior leadership

Who are dissatisfied with: the value they are getting from expensive data subscriptions

Daily Briefing is a: daily briefing of the entire oil & gas industry, with an emphasis on client AOIs

That provides: deep analysis of rare and material events of client and industry data every 24 hours

Unlike: single purpose applications that are so focused, they miss critical events each day

Daily Briefing: is a daily email of the most important events in the O&G industry, that will help with decision making, learning about new opportunities and identifying best practices.

What's the "big" problem we are trying to solve?

It's impossible for company engineers to memorize the 1900+ fields that come with an IHS subscription. Many will only use 10-15% of the overall data subscription. Companies will spend millions on building an intranet or buying applications, but these are focused on single functions and many applications use only a small set of the overall data subscription. Is any employee(s) tasked with looking at all the data, every 24 hours, to see if there is something that will impact and/or benefit the company?

What does the initial value proposition look like?

We send an email each morning of all events in the last 24 hours that are unusual. This may be a material event, like a sudden spike in permits in a small geographic area. Or it may be a rare event, like a Top 10 operator pulling a single permit in a geography that has had no activity in 5+ years. Engineers will be able to read the briefing in 1-2 minutes and decide whether to investigate any the events, especially those near a company AOI.

What's are the basic components of this solution?

Client will give us access to IHS web services and/or any other data subscription. We will load that data on a cloud server fully controlled by the client. We will then start writing 30,000+ lines of analysis code that will run on the server every day, 7 days a week, looking for anomalous events (rare and material). We will sequence the events based on importance and deliver them in a morning email. Top 10 events will be in body of email with hyperlink to other events if we have more than 10. All analysis will be stored in a database, so engineers can search any geography, operator, etc. and see analysis going back decades.

(New) Is this like Drilling Info's grading acreage work?

No. We are anomaly hunters. We don't attempt to generate any conclusions by computer. Instead, we point out material and rare events inside each small geography. An engineer may spend less than one-minute reviewing and dismiss as an opportunity. Or an engineer may spend 2 hours, which turns into a larger investment by the company. Over time, engineers will start to mentor us on which anomalies are better than others. This give and take will tune the algorithms, decrease our event count, but increase the probability any one event goes to investment stage.

(New) What's a one-word answer to your entire value proposition?

Opportunity. Here is a metaphor. Merrill Lynch usually puts their Top 1% salespeople on their Top 1% clients. But those are basically "steward" accounts. We are bleeding a stone (client) that does not have a lot more to give Merrill Lynch. We instead would focus the Top 1% of our efforts on his/her neighbor who lives in a \$30MM home and has \$250K with Merrill. This O&G system is 100% opportunistic. It doesn't care about the size of the field or discovery. It's looking for the next discovery.

(New) We may agree this is a good idea, but hasn't every acre been picked over by now?

Absolutely not! We cannot emphasize our feelings about this enough. We are technologists looking through a window at the oil & gas industry. We don't understand why all the tech spend has been hardware focused. We don't understand why production is so heavily funded at the expense of exploration. Get the E, of E&P, right and the P will follow. But what puzzles us the most is that brown fields are out there waiting to be recovered in the right way. We think a cellphone that is 2 years old is a relic and needs to be replaced. We think there is a gold rush sitting in brown fields logged/developed by antiquated engineering of the 1970s.

(New) I am guessing this will be expensive. How do I possibly justify the cost?

We are not getting added to the I.T. budget as a new shiny process to import and organize IHS/DI data. We work on the front lines just before cash gets invested. We think our ROI should be directly correlated to the ROI of every dollar you invest in the industry. Our costs will be peanuts compared to the upside you get from smarter investments in the industry.

(New) It sounds like you need a massive client with very deep pockets.

Not necessarily. We think there is a ton of money sitting on the sidelines begging to be invested but wanting to back a winning company. If a company can show high ROI, we see investor pouring money into the company very quickly. This is similar to stock trading and venture capital. The money goes to managers who consistently hit homeruns. Honestly, we even see this tech/engineer partnership being a key feature of any fund presentations. Here is our secret sauce to making millions. Come join us.

(New) Are you worried about renewable energy and public sentiment on fossil fuels?

Just the opposite. Environmentalists are against plastic. They stop drinking from plastic bottles. They are against fossil fuels, but have no problem heating their homes, charging their electric cars and buying stuff at a massive Walmart store. You can't boycott natural gas. Add to this the distaste for giving all our treasure to Saudi Arabia and others + the fact that U.S. is moving toward energy independence, and we would say this is a glorious period for oil & gas. The answer for environmentalists is innovation to trap fuel byproducts, not stopping our need for fossil fuel.

(New) If someone just gave you a pile of money to invest in O&G, how would you approach it?

This is getting out of our wheelhouse, but we would invest a small amount in a lot of different wellbores. Instead of spending months getting analysis right to be the primary funder on a couple wells, we would rather make smaller investments in 50+ APIs ready to be drilled. We have to believe it's much easier for finance to call up and say, can we get a \$500K or \$1MM piece of the action than to be a principle funder. This small shotgun investment approach would also allow us to come in later in the process, just before drilling.

(New) Why would I not use PhDs to build this service? They are the smartest people in my company.

PhDs are heavily involved. We just give them more “opportunistic” stuff to study on their 24" monitors each day. I.T. could build it if they weren't so busy keeping the thousands of apps and hundreds of servers running each day. But they are extremely busy just keeping existing systems running. This is more of an off-the-org-chart, reporting to frontline, almost stealth project. It's on a need to know basis and very few people will need to know about this exploration hunter.

(New) You seem supremely confident, which makes us nervous. This seem like a Hail Mary.

If we were grading acreage or telling engineers to drill here and there, this would all be a joke. No computer can take exploration anywhere close to the finish line. We are sitting on the sidelines just feeding plays to the PhD+ out on the playing field. It's up to them to execute the play or call an audible. If we are being totally honest, we should be more nervous about our client's players. We may have world class plays to send in, but it takes world class engineers to get the ball into the endzone.

(New) You mention the “24-inch monitor” over and over. Can you expand on this?

Very smart people are very limited by the size of their monitor and need to zoom to read the screen without needing a magnifying glass. So, they start with AOs, some good, some more speculative. Take the 24" and go here and work your magic. But there is no PhD that analyzes the entire state of Texas each day. Texas is so large, it's just too much to fit on a small monitor. Only a large server and 30,000+ lines of code, running every minute of every single day can analyze something as large as Texas. Only the most material anomalies are fed to the engineering staff each morning.

(New) I must give you some advice. I think this is bigger than a single client. Why not sell to many?

We have already talked about the need for very, very close partnering. We have talked about your finance people not wanting a lot of competitors when they are ready to pounce. We have talked about how vendors steal client's ideas and sell it to your competitors. Let's say we did have 5 clients for this service. All 5 would have biases and directions they would want us to pursue. Should we just divide our day and do 20% effort for each? We would rather go all in on a single client and just watch the fund exponentially grow over time.

(New) I would never admit this, but this could honestly overwhelm our (client-side) resources.

The amount invested and the time to predict ROI are directly correlated. An engineer can spend a month+ and finance the entire drilling operation. Or an engineer can spend 1 hour each on 5 leads per day, find 2 per week worth pursuing, get finance to reach out and gauge interest, then do X days of due diligence and deep analysis on their 24" monitor. If you only spend X+1 hours, you invest less money, but in a lot more wells – almost a hedge fund approach.

(New) Your single word value proposition is “opportunistic.” What do you think ours should be?

Speed. This is basically an arbitrage play. You are trading speculation for smaller ROI. We think a big goal is to be the last investor to come in on any deal, literally moments before the drill bit touches dirt. You just want a “taste” of the initial action. Many investors will start money flows during seismic. This adds tremendously to the investment risk. Honestly, we see your company buying into a wellbore, not because of that wellbore at all – but because of some recent “neighbor” activity around this wellbore.

(New) What would be a deal killer on your side, in this partnership?

If you are farmers, we are not for you. If you are big game hunters, we are not for you. We are looking more for a “strike” team. Fast, mobile, out there hunting the deer faster than any other hunting group. We provide the GPS service to find the deer. Your team assesses the hunt very quickly and has hunters in the field as fast as possible. Locate, assess, deploy, position, shoot is a perfect combination.

(New) What would be your ideal client for this service?

Our preference is to work for the money side. Ideally, this would be a group that is willing to look at any acreage in the U.S. or even abroad that maximizes ROI. We produce a list of the most interesting opportunities each day and our client starts immediately analyzing and confirming which opportunities deserve a closer look. We would prefer to not be limited to a single state or to a group of AOIs but look across the entire landscape for the most exciting opportunities every 24 hours.

(New) What size client is ideal for this service?

The client can have 4 employees, 400 or 40,000. We are mostly interested in how much capital they have to invest into the oil & gas market. The perfect client is someone who has been told to get \$X millions deployed as fast as possible and start maximizing ROI. The client sees an opportunity, validates that opportunity and within days is already making contacts and taking a temperature on whether the current investors are willing to take on another investor.

(New) What do you think the workflow would look like each day?

There would be three components – bankers to left, then us, then a set of engineers and landmen to the right. Each morning, client would get an email of the most opportunistic acreage in the U.S., the top of the list would go to engineers as soon as they walk in the office. By late afternoon or early evening, the engineering team selects zero or more and sends it to the money team. Money team starts reaching out the next day to test receptivity to another investor. Thumbs up? It goes to a much more extensive due diligence and analysis process before capital outlay.

(New) How are these algorithms special?

We focus on non-obvious relationships. Data values need context. Alone, they tell very little of the story. Instead, we specialize in focusing on the relationship between different data values. If value A has a +2 sigma and value b has a +2 sigma, is that (combination) meaningful? Would it be more meaningful if value b had a -2 sigma? It's the relationship, or lack thereof, that tells the fuller story about value a and value b.

(New) This is a tremendous amount of data to process. We doubt it can be done at such a large scale.

We will use crawling and spidering technology, much like Google uses to index the world wide web. We will divide up a state into geohashes. For example, we may have 23K geohash regions in Texas. Our code will run geohash 1, process all the non-obvious relationships and generate outcomes. Then it will move onto geohash 2, 3, etc., until it reaches geohash 23,000. Of course, we will use many crawlers at one time, so the 23,000 gets analyzed quickly. We will wake up tomorrow morning and see new activity in 500 of those 23,000 geohashes. Instantly, we will start the crawlers to go re-process those 500. The other 22,500 are dormant that day. It gets more complicated that this – sub geohashes and deep radial analyses, but it's all based on crawling the state, not trying to process an entire state at one time.

(New) Do you really think a computer is smarter than a room full of seasoned engineers?

Absolutely not. Again, absolutely not. When an engineer sits in front of a 24" computer monitor and does extremely focused analysis, s/he is untouchable by a computer. But which 24" monitor "section" of the entire United States should the engineer be analyzing today? Every morning, Expert A may get 5 leads and be asked to take a shallow look (on the 24" monitor) at all five and be prepared to talk about each by 4 pm. Engineers present their findings and the list is narrowed down for the finance team.

(New) No way our engineers can analyze acreage that fast and make a decision.

We are not suggesting this at all. Overnight the code generates "leads" for each engineer. An engineer does not want to invest a ton of time if there is no opportunity for the company to take a financial stake. The engineer takes an early look and decides this acreage is worth taking to step 2. Finance gets on phone and take temperature to bring in a new investor. If yes, acreage will (of course) go through a very exhaustive, multi-disciplinary process, before capital is invested.

(New) What if we do quick turn analyses for few days and don't like any of the computer's suggestions?

We expect a lot of early pushback. We call this adaptive learning. We start with a minimally viable capability and put leads in front of engineers. Engineers see what we are trying to accomplish (in real-time) and start making great suggestions for new ways to analyze the data. Overtime, the computer is 100% in tune with the engineers' best practices. But we need a starting point to demo the capability and get all engineers on the same page as we tune the outputs.

(New) Why would you sell this to a single customer on an exclusive basis?

One word – partnership. This is not a product. This is not a service. This is not even a rate-per-hour consulting engagement. Communication between finance, us and engineering teams must flow perfectly. We must constantly be making each other better and stronger. And frankly, we can't see our first client allowing this to go to another competitor. It's just too confidential.

(New) Aren't we going to become super dependent on this software and by association, you guys?

Yes, but these may be caviar problems. For year one, we are betting a client will just pay us as an expense item. At the end of year one, client will either eliminate us as a failed experiment or want to solidify the relationship even more... possibly through a base fee + some small shared upside, just so we all stay together and keep exceeding expectations on ROI. Or the client may eliminate us at the end of year one and just hire a software engineering team to run the code each day.

(New) What's the upside for you if you only have one client and monthly fee?

If we want to double our income, we can just pick up another industry. There are countless industries facing a firehose of data and wanting curated content around the most significant events each day. Let's say you are a senator and want to track every mention of your name and anything congressional. That may be 100K social media posts per day – another perfect need for curating content down to the 10-20 most rare/material events each day.

(New) Will you be using machine learning to grade acreage?

Only if our client wants it. We have plenty of experience with machine learning but find engineers insist on auditing our findings and re-creating the outcomes for it to be believable. ML turns so many dials and performs so many iterations, it's often impossible to reverse engineer outcomes back to source data.

But we would be thrilled to add some machine learning – guessing as a bolt-on to just confirm more auditable outcomes.

(New) Why don't you just sell this project to IHS and benefit all?

There's no competitive advantage. IHS is not a skin-in-the-game type company. Imagine a landman pulling up to an office or house and there are 10 other cars in the driveway. We want this technology to benefit a single company, who wants an edge on the rest – of course with full human due diligence. We just provide excellent leads on acreage.

(New) What if we don't have IHS or DrillingInfo data?

This might be the case with smaller firms that manage very large funds. Almost every operator or medium to large O&G company will have a deal in place with one of these data providers. The good news is that IHS charges based on the size of your company. So, a smaller company can get a great deal on a nationwide subscription, then use it to generate a massive portfolio of opportunities.

(New) How big is your team?

We will keep it to only 3 principals. Our leader will be the subject matter expert and run the effort to design the initial algorithms and models. These business-level instructions will then be sent to our second principal who works between business and coders to architect a game plan for building the algos/outcomes. Then our third principal oversees the software engineering. This way only 3 people on our side ever know the recipe. From here, we will hire overseas, independent contractors, to do specific parts of the build. No contractor will ever have more than a tiny glimpse of the overall solution.

(New) This is an unusual business model and we are not sure why you are taking this approach.

Vendors steal all their clients' great ideas, especially in the technology industry. They get a request from client A that is really valuable. Instead of building it just for client A, they build it into their overall platform and then sell it to A's closest competitors+. Company A brilliant ideas are benefitting Company B, C, D, etc. We want our code to have a singular purpose with a very strong partnership.

Are you selling a service or wanting a job?

We are looking for a single oil & gas client to work for exclusively. Our goal is to create an insanely great daily email briefing that educates employees, helps them better understand the overall O&G environment and drives more informed decisions. Selling this exclusively is key to building that trust with the client and ensuring our offering is a true competitive advantage.

We already subscribe to IHS and/or DrillingInfo. Why would we need this capability?

IHS sells a massive amount of data but expects each client to regularly import it and build custom user interfaces over it. DrillingInfo saw an opportunity to sell both the data and the interfaces, but the interfaces are hard to learn and master. And neither company is doing continuous, real-time analysis over their entire datasets.

Would you be willing to restrict this to just our areas of interest?

Only as a very last resort. We see an enormous benefit in understanding the broader oil & gas environment. Each data point is a potential learning experience for engineers. They may see an area

outside their current sphere and want to further investigate. Or they may learn something interesting they can use in their current AOs or adjacent to AOs.

Does this have to be a daily email?

We believe strongly that to work, this must be a daily habit for engineers. And it must be short and extremely timely (analysis from last 24 hours). If we send once a week, it will be too much to read in 1-2 minutes (for example while waiting in a Starbucks line). Instead reader will “cache” it for later review and briefing email will get buried behind new emails.

Would this require a huge investment by my I.T. department and other teams?

No. We call this a zero-footprint technology. We will need server space and access to your data feeds (e.g. IHS, DrillingInfo and/or others). ~30,000 lines of code will process the data every 24 hours and find both material and rare events in almost real-time. No other investment is needed beyond a place to store the code and data. We will work for a single point of contact, who is likely on the business side.

I get a ton of newsletters, none of which help. How is this any different?

Almost every newsletter has an incentive to market something or sell something to the reader. These newsletters are generic and mostly recap old news, collected over X days or weeks. This is fresh analysis every morning, 7 days a week. Every briefing is different and only presents material/rare events that happened in last 24 hours.

Who is the perfect client for this project?

The CEO or a senior executive. Our left brain is laser-focused on getting tasks done, where our right brain is broadly vigilant and looking across the entire landscape for ideas and knowledge that will help the company. CEO's are extremely right-brained, navigating the overall company, and are very quick to see the benefit of this daily right-brain, enterprise-focused, briefing.

Who would own the intellectual property of this technology?

Our client owns it. Our goal is to create insanely great analysis that is a must-have for our client's employees. We believe this briefing will be a game changer and engineers will depend heavily on it for insights and best practices. The only way to achieve this is to go all-in with our client and get total buy-in and support. Knowing this is an exclusive deal builds long-term trust and data sharing.

Can we add our own company data to the analysis?

Absolutely. And this is a game changer. It's one thing to analyze state data every night. It takes it to a whole new level to comingle internal data and give every employee instant insights on what each team is doing inside the company. Some data may be marked as confidential, but we think teams will want to advertise their successes, even challenges to other employees.

I don't want to overburden my employees with something new to read. How do I prevent this?

This is a very simple email. Even if we have 30 absolute critical pieces of analysis on any one day, we will only show the Top 10 in the body of the email. It's super important that this email is a 1-2 minute read. Read at a traffic light. Read at grocery store. Read while walking to the train. Of course, at bottom of every email will be a link to the rest of today's events. Each employee can decide if time to read it all.

What would the final email look like?

Shockingly, almost disappointingly, simple. This email must work well on a small mobile phone screen. We expect 80% of the readers to read it on the go. This means little to no graphics, extremely simple text and hyperlinks to underlying data that can easily be read on a small screen.

Can we add custom messages at the top of the daily briefing?

Not only can you, but our client sponsor will 100% control what gets added and when. We will not know the password to add these messages. Most days, the opening will just be "Good Morning." But anytime, any day, with a couple clicks our client sponsor will be able to add a message. We think the CEO will find this very useful, since reading the briefing will become a daily habit. It will become a great way to quickly communicate with engineers/employees.

Do we need to approve email before it goes out each day?

This is 100% up to our client sponsor, but we would like a second set of eyes, even if it's just a couple minutes a day. We will send email to sponsor, sponsor will review, and then click a button to tell us it's ok to distribute to all engineers+. This is also a way for sponsor to check custom messages at top of daily email. And there may be a rare case where our sponsor wants to omit a finding (piece of analysis).

My employees don't trust any analysis they can't audit. How are you going to address this?

We have a long history of doing O&G data analysis and absolutely understand this need. Every line of analysis in the email will have a hyperlink to the source data. Engineer can clickthrough and do their own manual analysis to confirm our findings. We believe over time, engineers audit our analysis less and less and fully trust our briefing outcomes.

What if employees simply refuse to read it each morning?

Executives (right brain, company navigation focused) will read these emails and then bring them up in meetings. Executive will ask engineers/leaders if they saw the briefing and have investigated X. This will send a message to employees that to be ready for a meeting, they need to read the daily briefings.

Can I use this to track competitors?

Absolutely! In fact, we think this will be one of the most valuable features. We can use a special color and bold text whenever a direct competitor is mentioned in a briefing. But we feel strongly this briefing should not be restricted to only competitors and only AOIs. The idea of this briefing is to expand every engineer's knowledge of the industry. But we can color-code analyses that are critical to client.

What if employees reply to daily email and ask for specific analysis?

It will be a full-time job to analyze the data and prepare the daily emails. If employees do respond, we will need a company contact who can help direct the employee to the best resource. At some point, we may be able to use reader metrics to build an expert list and automatically recommend some resources based on how an engineer interacts with the briefing each day.

Many are saying oil and gas is in a slump in Lower 48. How will this benefit us in a downturn?

This is the time to get analysis right. When prices are high, only a few wellbores need to be productive to cover all the losses. When prices are lower, companies want to make sure they are making the right

decisions before ever committing capital. We think the briefing value goes way up when prices are lower, and decisions must be right the first time.

Who will lead your team?

Rich Herman will lead the effort. He is a geophysicist who started his career at Chevron. Since then, he has gone on to be a VP at IHS and an SVP at DrillingInfo. He has extensive experience in the industry and with regulatory data. He specializes in hunting for anomalies in O&G data and will decide which algorithms should be used for daily briefing. He will also handle 100% of the contact with our client sponsor.

We have operations outside the U.S. Will this idea work globally?

This is where the briefing will really shine. Our client sponsor will define the data boundaries for us. These can include both internal and external databases from anywhere in the world. All data can be analyzed for rare and material events. And our sponsor can easily add or subtract data sources at anytime and we will adjust the algorithms.

Will the daily briefing only work with wellbore data?

No. Anomalies may not look the same across different datasets, but the approach to engineering the data is the same. Whether pipeline data or water data or any other type of database, we can apply the same exact principles and algorithms to find the most significant events each day.

Will this help us with new discoveries?

Yes and no. No question, new discoveries or breakthroughs will be engineer-driven. We will only play a supporting role. But the briefing will introduce a new idea or actionable intelligence that can drive profitable decision making for the company. And an engineer might see something in the briefing, decide to investigate and then make a strong recommendation to pursue an opportunity that isn't currently on the company's radar screen.

What happens to analysis after it's emailed out?

We keep an ongoing database. There will be a link at the bottom of every briefing email with a very simple popup. Enter a company name. Enter a township or a legal. Enter a formation. Enter a county. Once user submits a simple query, we will bring back all analysis that has been collected by the algorithms.

Does value only begin collecting in the database on the first day briefing sent out?

The emails will start within weeks. We need to implement processes to import the data and design algorithms to run over it. But and this is very important, when we run analysis, we are running it over all data going back decades. For example, when a user wants to see material events for a township, single click will bring back decades of rare and material events, in descending chronological order. If we make a change to any algorithm, all data analysis will be regenerated at the same time.

What if an employee quits?

Briefing may show undeliverable and we will remove employee from mailing list after two bounce backs in a row. Some internal email systems do not report undeliverable mail. We anticipate that our client sponsor will put us in touch with someone in I.T. or HR who will send us regular updates to the email list.

Be assured, we will only deliver emails to company email addresses. No employee will be able to use a personal email address for the briefing.

IHS and DrillingInfo database are very large. Do you have any experience working with them?

Possibly too much experience! We already have import scripts and are extremely familiar with each dataset. We are also master users of Texas RRC data, which can be very unwieldy and difficult to process. And we have our own scraping technology to pull down web pages, PDFs and TIFFs. Many outside data providers release delayed data (need their own time to process). We can just go get real-time information straight from the state site and replace it with external data when it becomes available.

What if we already have a huge investment in technology tools?

Perfect. We will include links to each tool from within the daily briefing. Engineers can click from the briefing to any application in the company. In fact, often we see engineers using our briefing as the entry point to all other apps. They become so familiar with the emails, it's just easier to launch an app from this morning's briefing.

How do you get paid for this service?

It's paid for monthly as a subscription, not for the briefing, but for the team. We will enhance and run the service every day for a fixed cost per month. We don't need a long-term deal. If our client wants to cancel the deal, we will exit the server and leave all the code we wrote there so someone from client's I.T. team can take over. Note that if our exclusive O&G client cancels, we will then be free to go get another exclusive client in the oil and gas industry and write new algorithms.

We've made a huge investment in IHS data and many applications. Is the briefing really needed?

We once did an analysis of the IHS wellbore file. There are over 1900 fields that are imported. It's impossible for engineers to remember this firehose of data and what's available in these expensive subscriptions. If nothing else, we remind engineers, daily, of all the hidden value in the data. We normally see about 15% of the data being put to full use, so not only educates the engineers, but is a constant reminder of how extensive the data is within the company.

Can our sales and business development teams use this daily briefing?

Absolutely and we highly recommend it. If you are in oilfield services, each salesperson will be able to generate a daily report on their target companies. These material and rare events can be used as conversation starters and reasons to reach out to a target. Competitor intelligence also helps sales prepare proposals that differentiate our client from other companies in the industry.

Do you have a name or trademark for what you will call this briefing?

No one, except for our executive sponsor at the client, knows about us. Our sponsor will define the data environment we should analyze each day. This entire briefing program is completely white labelled with the company's logo. Client will name the newsletter and approve its content.

Are you limited to just selling this to Oil & Gas operators?

No. While we have deep experience with operators, field services and data providers, we can easily see a Wall Street firm, private equity fund or a mineral rights buyer wanting to be our exclusive customer.

Investment firms can get a briefing each morning that analyzes the entire United States+ and provides lead generation on new investments. And our database of analysis can be used to investigate any opportunity that gets presented to the investment firm.

If you must pick one reason why this will succeed, what is it?

This email will become a daily habit. It will be short enough to read on a phone while waiting at a traffic light. It will only present the most interesting data each day. It will be a must-read email. Executives will mention analysis in meetings and expect engineers to have read it. Teams will investigate material events and see if there are additional opportunities for the company.

What's the genesis for this idea?

In the past, we created a user interface and it's wasn't quite perfect for any single person in the company. We always used to hear, if it only had X, it would be perfect. But we got hundreds of X requests. And pre-built applications are hard to learn and only for diehard users. We think employees are starving for "curated" content. Do all the analysis behind the scenes and send me a simple narrative each day of what I need to know.

What are your metrics? How do I know I am getting bang for my investment?

Readership of the email. We will monitor every time the email is opened and any clicks to source data. We will be 100% transparent with our client sponsor and create a webpage, so usage data can be viewed 24/7. We will also monitor requests we get for new features. Is the audience engaging with the information? Are they becoming stakeholders and suggesting new features?

Will this only include structured (numerical) data or will you include things like industry news?

We would love to add company, competitor and industry news. We have a lot of experience with machine learning and unstructured text, so it would not be hard to identify the material and rare news events each day. This, alone, would be a game changer just getting a curated news briefing each morning. We will also link to PDFs and TIFFs as source documents.

Does your team have an oil & gas background?

Yes. Rich grew up in the industry. The technology team started working with Baker Hughes back in 2014. They helped build one of those massive, expensive user interfaces that wasn't quite perfect for any employee! It was an eye-opener. We learned that big applications are not the answer, so started writing report templates to describe any aspect of the industry. But this was still something the employee had to seek out. Finally, we started doing content curation and emails and it was a gamechanger.

Can an employee unsubscribe to this email briefing?

That is completely up to our client sponsor. With an unsubscribe button, I think the client leaders can err on the side of sending the daily briefing to too many employees. Then, if someone who does not come into direct contact with engineering decisions wants to unsubscribe, that is fine.

Will there also be a website or only an email service?

There will be a popup from the email that will link to company applications. In this "launch" popup from email, users will also have the ability to enter any geography, company name, formation, etc. and retrieve all historical analysis in a single web page. It's important to realize that when we run our

analysis code, it's going to process all the data going back decades, not just the data used in that day's briefing.

Are there phases and/or releases to this daily briefing system?

We believe in releasing fast and encouraging ideas from the employees. We want employees to feel like they are stakeholders. Release 1 will be a minimally viable briefing that goes to a subset. Once accepted by this group of engineers, we will scale release 1 to more employees. Then we can add features almost daily, if not weekly, as feedback arrives.

Can I choose who receives the email? What about outsiders?

Of course. Our client sponsor will work with someone in the company's HR or I.T. department to get us a list of employees who should receive the newsletter. We can also send to email addresses outside the company's employees, but we will need to keep a close eye on that list and know when outsiders should be turned off.

I don't know if I am comfortable with your team sending these emails to my employees.

We work for you, just like we are your employees. You are our only O&G client for this briefing service. If preferred, our client sponsor can approve each message (click a button), before it's distributed. If you would prefer to get I.T. involved and have them send the email, that is fine also. We can send them the email contents each night.

Is this just another version of Data Science? We have not had the best experience at our company.

No. Data scientists will take exports of data and do adhoc analysis on their desktop computers. They wait for the business customer to come to them with a specific need. And the analysis will come in the form of an output that will have a limited shelf-life. We are data engineers. We write code that lives on servers and run 24 hours a day processing all the data. If you request a change, we not only make it to the briefing, but by the next day that change has been incorporated into decades worth of data.