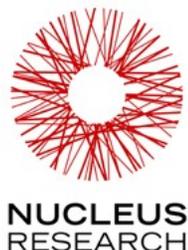


## ROI CASE STUDY

# ATTUNITY GRIZZLY OIL SANDS



### THE BOTTOM LINE

Grizzly Oil Sands deployed Attunity Replicate with very little operational burden to consolidate and move data from remote and disparate systems. Nucleus found that Attunity enabled the company to meet the increasingly complex business needs of the user community, to work with very limited resources, and to avoid new hires and significantly increase staff productivity.

ROI: **1580%**

Payback: **1.7 weeks**

Average annual benefit: **\$591,738**

### THE COMPANY

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Grizzly Oil Sands ULC is a privately held-company, founded in Calgary, Alberta, Canada, in September 2006 by Wexford Capital LP and Gulfport Energy Corp. Grizzly has been an active driller since 2007. Grizzly began an active lease acquisition program shortly after being founded and acquired numerous prospective leases in the 2006-2008 period. Its strategy was to acquire positions in as many active and emerging play areas as possible, by observing industry activity and acquiring positions adjoining or offsetting those of large, credible oil sands operators, complemented by analysis of historical well logs and regional geology. Grizzly's asset base has grown to over 800,000 gross acres at nearly 100 percent working interest, 100 percent Company-operated. This is among the largest and highest-working-interest landholdings in the oil sands industry. Grizzly has grown to approximately 80 employees.

### THE CHALLENGE

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As with many small and widely-dispersed organizations, Grizzly had data from many different sources and a very small automation and technology team to support these environments. Many of the systems that provided information were remote, and real time access to the data from those control systems was vital. It was an expensive operation to

have teams go to the remote sites and perform any type of systems management. It was also important to be able to replicate the data in near real-time, and ensure the security of the data. While the company does leverage an external IT organization, the Grizzly team was responsible for supporting all of the 150+ business applications. Outside consulting is an important part of the organization's operation, but so was finding a solution that was simple to use, did not require a significant financial outlay, and put little to no operational burden on the automation and technology team.

**Cost : Benefit  
Ratio | 1 : 9.5**

## THE STRATEGY

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Grizzly Oil Sands began its due diligence in 2012 and evaluated a number of solutions including Oracle Sybase and Microsoft SQL Server. The company ultimately selected Attunity Replicate for a number of reasons including:

- Grizzly found that Attunity had the functionality to support its replication and data management needs. It provided the near real-time replication requirements, remote access and data security required to meet regulatory requirements. It also allowed the replicated copy of data to be treated as a live copy, which ensured the business users were not impacted by data movement or replication.
- Attunity provided the company the flexibility to grow its deployment by adding new plants without significant additional team or financial investment.
- Attunity's support was outstanding. During the proof of concept, the Grizzly team was impressed by the dedication and efforts put into ensuring that the solution performed and exceeded expectations.
- The ease of use of the application was a significant factor in the selection process. Because the Grizzly team was small, it was important that the solution was easy-to-use, and maintain.
- Without using Attunity, Grizzly would have had to engage a consulting company to write custom scripts, as well as manage and monitor the system, which would have added significant costs and hundreds of hours, to the project.

### Types of Benefits

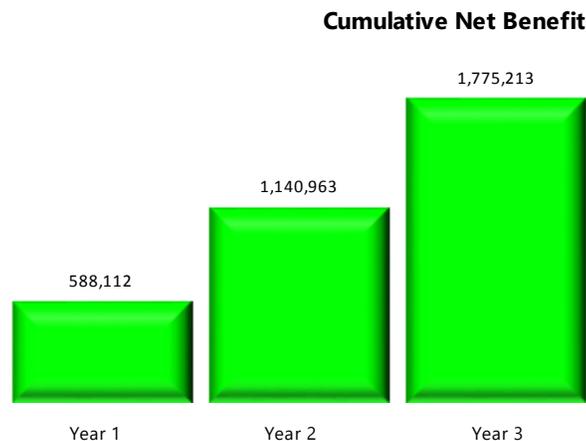


Grizzly began its implementation of Attunity in late 2013, and quickly moved into production. As there were no other products being used for this task, it was a quick and simple process to gather the information required to start the data replication. In the

initial implementation, the team spent a day with the Attunity team, receiving hands-on training on the technology and learning the capabilities and limitations. The Grizzly team put in the time and effort to find out exactly how the system works at the most basic level. This diligence gave them the confidence to know they would be able to manage the system without extensive training or fuss.

The actual implementation of the software took only half an hour, which further underscored the value of the solution. During the implementation, the team discovered an issue, which was quickly identified, fixed and tested within 24 hours. In the past two years, there has been only one major upgrade and minimal time in-between for any sort of maintenance.

In the next few years, Grizzly will be adding additional remote sites, and the team is confident that Attunity Replicate can handle the extended systems and environments.



## KEY BENEFIT AREAS

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Deploying Attunity Replicate has enabled Grizzly Oil Sands to support its growth while increasing the complexity and diversity of its data systems. Key benefits of the Attunity solution include:

- Increased DBA productivity. With Attunity, the time spent by the Database Administrator on data consolidation and validation has been reduced by 75%. Attunity has eliminated the need to hire an additional DBA, but has also freed up a significant amount of time for the DBA to focus on other higher-value tasks and operational requirements.
- Increased Business Analyst productivity. The Business Analyst would have spent a significant amount of time on report building and testing. This position would also have been required at the plant level, so Grizzly was able to avoid additional hires and the additional costs of compensation in the thousands of dollars for remote staffing

as a result of implementing Attunity. The Business Analyst has reduced the time spent by 75%.

- Reduced hiring requirements. Without Attunity, report generation and data collection would have been handled manually. It would have required additional resources in each location to consolidate, massage and present the data in the format the business expected and required. Outside consulting to generate scripts and maintain systems would have added to the cost of the project. If they did not have Attunity, Grizzly Oil would have had to hire additional staff at each plant to deal with the data and reporting requirements. Many daily, weekly, monthly reports would have to be done by field staff who were not trained in this area, and as a result, training costs would increase, or skilled staff would have to be hired.
- Increased visibility. The staff now have much greater visibility into how the plants are running and are able to react and deal with any concerns or problems much faster. Remote work between Field and Site and Engineering to Operations has significantly been avoided with the implementation of standard reporting and consolidated data feeds. Everyone is able to see the same screens and reports, and is viewing the information the same way. This has improved communications and visibility across the organization regarding the operations of the plants, and the overall company.
- Increased business user productivity. Attunity has helped business users run the plants efficiently. From the users' perspective, it's all about getting the data together. When scoping the project, the team spoke with several users about their expectations. Many voiced concerns related to previous experiences at other companies, and were very concerned about data latency and report availability. The users are very happy with the solution, as they can send reports immediately rather than waiting days for them, and can make adjustments as needed, since the data is now available and current.
- Avoided spending on additional software. To meet their needs, Grizzly considered several other software options, but knew the usual product offerings were not going to provide the automation and ease of use their team required. They did not want to bring in software that would require a significant time or resource investment, nor multiple tools to supply the same functionality. Attunity Replicate provided the capabilities they needed in one tool, saving software investment, time and resources.

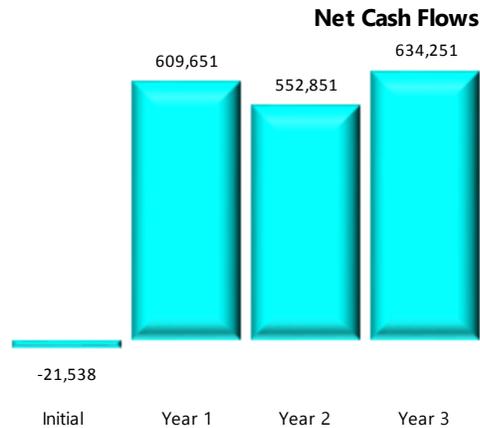
*"We knew the traditional products were not going to meet our needs. Unlike other alternatives we considered, Attunity Replicate is not a heavy operational burden, and gives us the features and capabilities we need to address our data and business needs, at the price we are willing to spend."*

- Shane Yamkowsky, Manager, Grizzly Oil Sands

## KEY COST AREAS

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Costs of the project include software license fees, maintenance fees, employee training time, and consulting costs.



## BEST PRACTICES

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Grizzly Oil Sands has realized the importance of employee training and skill development. As the Automation and Technology team is quite small, and has a very diverse environment to support, it was very important for the staff to gain as much knowledge as possible on the Attunity solution. The Attunity team worked with the Grizzly team to ensure that they had complete understanding and skills in managing and supporting the solution.

Building a strong partnership with Attunity was also an important best practice that Grizzly emphasized. The team knew that it was vital to have a strong partnership with Attunity to ensure that not just potential issues and challenges were addressed quickly, but also future projects are developed together to incorporate the improvements and new features of future Attunity Replicate solution releases.

## CALCULATING THE ROI

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Nucleus quantified the initial and ongoing costs of software license fees, employee training time, and consulting over a 3-year period to calculate Grizzly Oil Sands' total investment in Attunity Replicate.

Direct benefits quantified included the reduced DBA hiring requirements, reduced consulting requirements, elimination of script creation efforts, and additional report generation hires. Indirect benefits quantified included the increase in DBA productivity driven by the deployment and were calculated based on the average annual fully loaded cost of the employees.

Not quantified were the additional efficiencies and savings Grizzly Oil Sands will gain from Attunity as it expands its use of the application to additional remote locations in the coming years, as well as overall productivity for all the business users as more data is incorporated into the system. The users will have improved, more reliable and up to date reporting and better visibility into how the business is operating.

## FINANCIAL ANALYSIS

### Attunity Replicate

Annual ROI: 1580%

Payback period: 0.0 years

<b>ANNUAL BENEFITS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Direct	0	453,486	424,686	424,686
Indirect	0	227,165	227,165	227,165
<b>Total per period</b>	<b>0</b>	<b>680,651</b>	<b>651,851</b>	<b>651,851</b>

<b>CAPITALIZED ASSETS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	20,000	0	0	0
<b>Total per period</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>DEPRECIATION SCHEDULE</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	0	0	0	0
Hardware	0	0	0	0
Project consulting and personnel	0	0	0	0
<b>Total per period</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>EXPENSED COSTS</b>	<b>Pre-start</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Software	0	71,000	99,000	17,600
Hardware	0	0	0	0
Consulting	0	0	0	0
Personnel	0	0	0	0
Training	1,538	0	0	0
Other	0	0	0	0
<b>Total per period</b>	<b>1,538</b>	<b>71,000</b>	<b>99,000</b>	<b>17,600</b>

<b>FINANCIAL ANALYSIS</b>	<b>Results</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Net cash flow before taxes	-21,538	609,651	552,851	634,251
Net cash flow after taxes	-20,846	335,308	304,068	348,838
<b>Annual ROI - direct and indirect benefits</b>				<b>1580%</b>
Annual ROI - direct benefits only				981%
Net Present Value (NPV)				842,866
<b>Payback period</b>				<b>0.0 years</b>
Average Annual Cost of Ownership				69,713
3-Year IRR				1600%

### FINANCIAL ASSUMPTIONS

All government taxes	45%
Cost of capital	7.0%



# By the Numbers

Grizzly Oil Sands' Attunity Replicate project



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Annual Return  
on Investment **1580%**

**2** weeks  
The total time to value, or **payback**  
period, for the project

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Cost : Benefit  
Ratio **1 : 9.5**

**\$591,738**  
Average annual benefit

## THE PROJECT

Grizzly Oil Sands deployed Attunity Replicate to consolidate and move data from remote and disparate systems with little operational burden. Nucleus found that Attunity enabled the company to meet the increasingly complex business needs of the user community, work with very limited resources, avoid new hires and increase staff productivity.

## THE RESULTS

Reduced DBA time spent by 75%  
Avoided additional DBA and staffing requirements  
Reduced technology and outsourcing costs

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Number of **users: 4**

**1** Month  
Total time for the company to  
deploy Attunity Replicate

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*"We knew the traditional products were not going to meet our needs. Attunity Replicate gives us the features and capabilities we need, at the price and resources we are willing to spend."*

- Shane Yamkowy, Manager, Grizzly Oil Sands