

2012



KNOWLEDGE **M**ANAGEMENT AT **E**COPETROL **S.A.**

A REAL CASE OF IMPLEMENTATION



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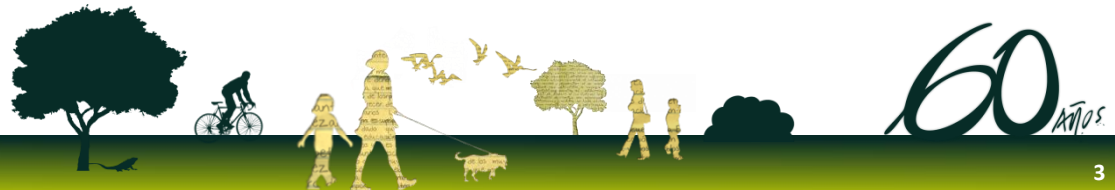


Ecopetrol,
a company
that innovates,
transforms
and manages
its knowledge



AGENDA

1. *Our Dream and Reason to Exist*
2. *Knowledge Management at Ecopetrol*
3. *Progress and Results: how do we measure?*
4. *How and with whom, us we reference?*
5. *Lessons Learned*



Ecopetrol is the main petroleum company in Colombia, 4th in Latin-America

Exploration



Reserves 1P
1.857 Mbpe

Production



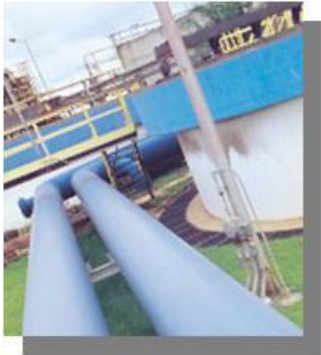
685 MBOED
Crude: 581,9 MBOED
Gas: 103,1 MBOED

Refining



294 Mbod
Barranca: 217,6 Mbod
Cartagena: 76,4 Mbod

Transportation



Pipeline network
for crude oil and
products:
9.160 km
1.204,5 MBOD

Marketing



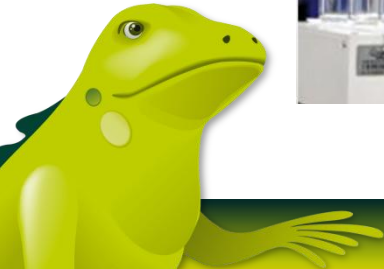
826,1 MBOED
Local Sales:
292,9 MBOED
Exports : 533,2 MBOED
Income for sales:
27.263 MUSD



Researching



Biodiesel and Energy Diversification



Our Operation and Workteam

- ✓ About 7,000 direct employees
- ✓ More than 25,000 contractor
- ✓ Net Income: COP\$15,4
- ✓ Headquarters Location: Bogota, Colombia
- ✓ Ranking No.12 - PFC Energy 50 - Jan 2011

Ecopetrol Corporate Group



60 AÑOS



Our challenge 2020! ...

NO ACCIDENTS

NO ENVIRONMENTAL INCIDENTS

WITH NORMALITY WORK

WITH HARMONY WITH STAKEHOLDERS

IN THREE DIMENSIONS:
ECONOMIC,
ENVIRONMENTAL,
SOCIAL



Our Dream and Reason to Exist

Vision of the Ecopetrol Corporate Group

Ecopetrol, corporate group, focused on petroleum, gas, petrochemicals and alternative fuels, to become one of the 30 largest oil companies in the world, recognized for its international positioning, its innovation and its commitment to sustainable development.

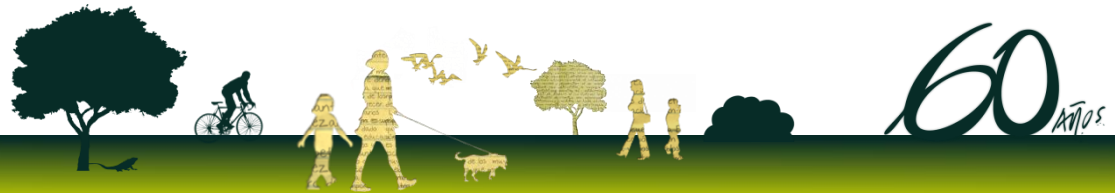
Mission of the Ecopetrol Corporate Group

We find and convert energy sources into value for our customers and shareholders, ensuring the integrity of people, the safety of processes and protection of the environment, contributing to the welfare of the areas where we work, by means of committed personnel who seek excellence, integral development and the development of long-term relationships with interested parties.





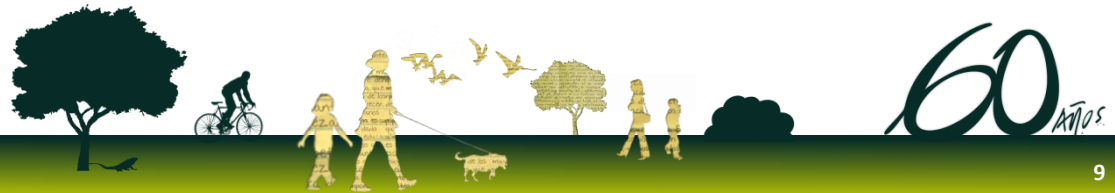
How knowledge management leverages the achievement of the goals Ecopetrol S.A.?



60 años

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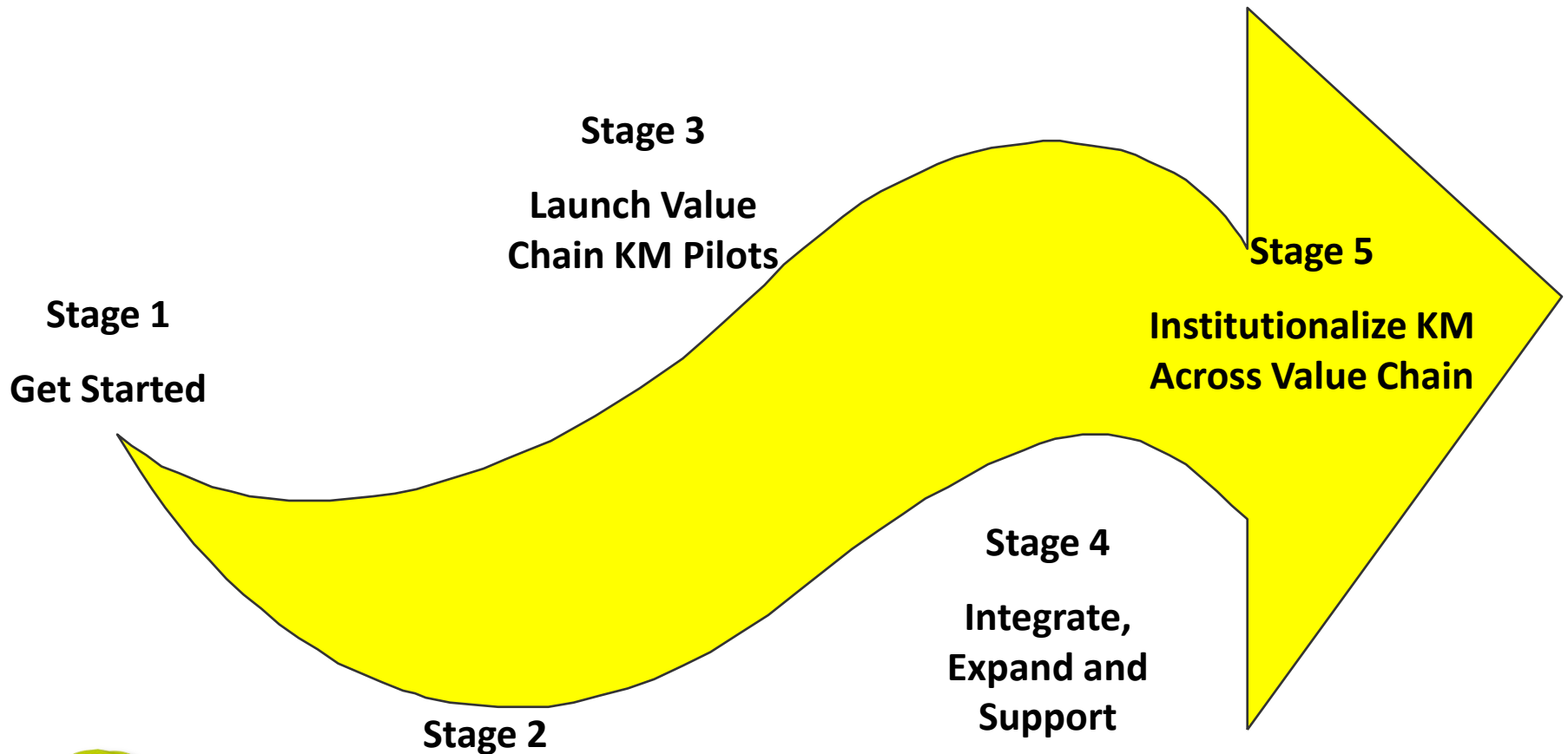
THE BEGINNING



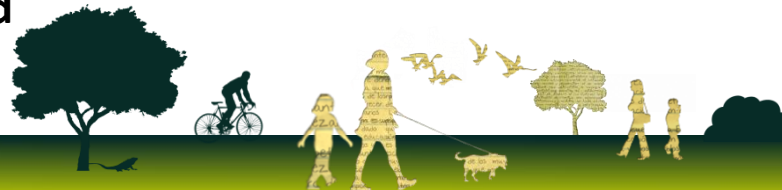
http://asambleanacional.gov.ec/blogs/viviana_bonilla/files/2009/12/atletismo-partida.jpg



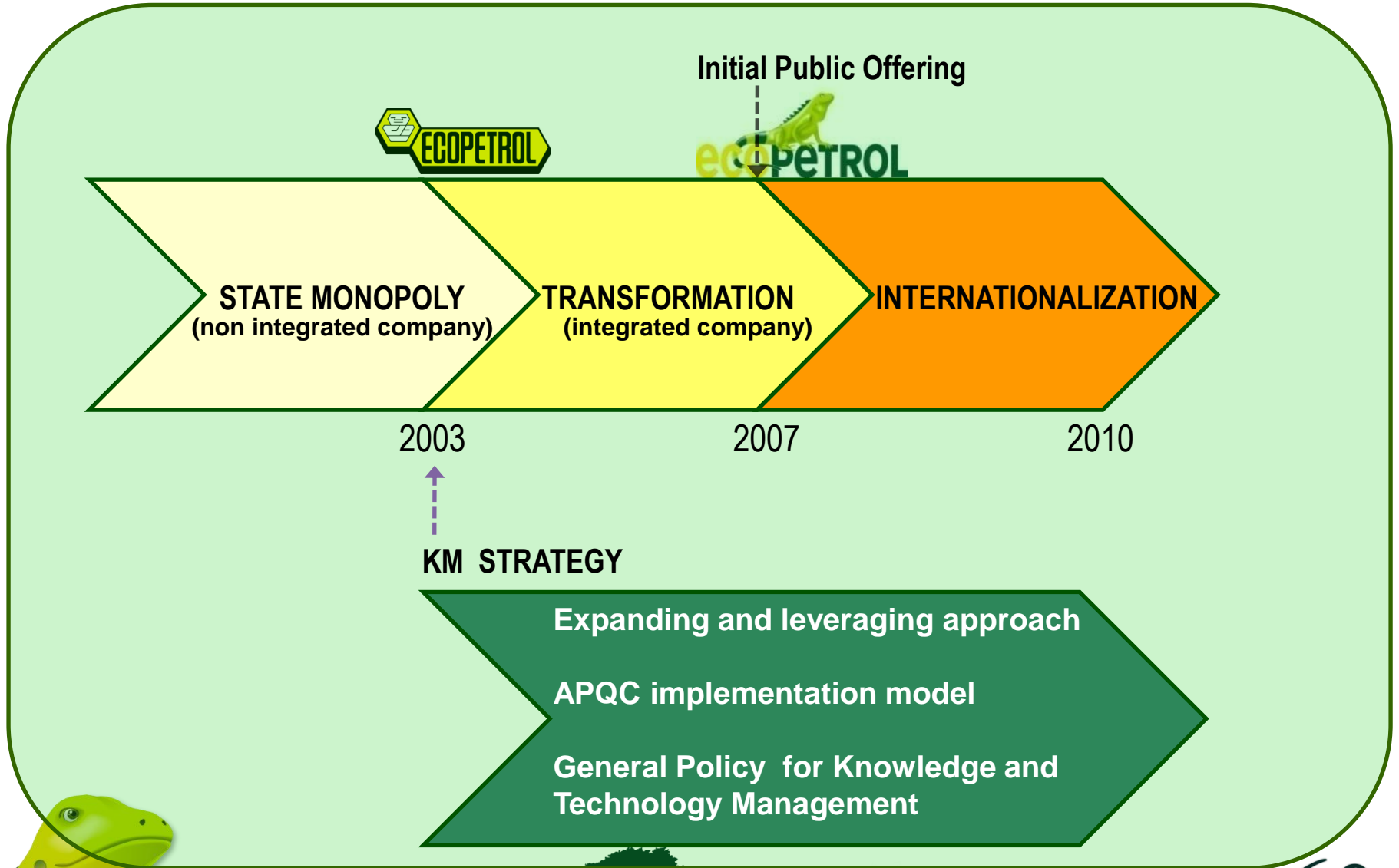
APQC's Road Map to KM Results: Stages of Implementation™



Source: Carla O'Dell, APQC, 2000



EVOLUTION OF ECOPETROL

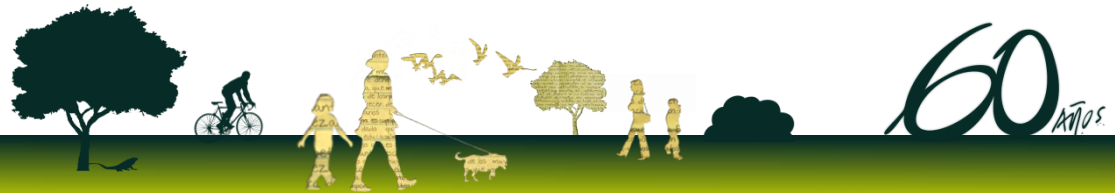


Experiences in KM Measurement: ECOPETROL Story, Sonia Helena Castro, ICKM - 2008

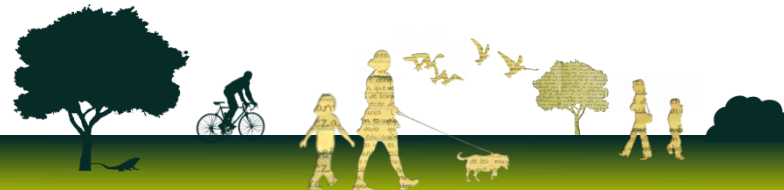


60 años

IN ECOPETROL WHAT IS KNOWLEDGE MANAGEMENT?



**IN ECOPETROL
KNOWLEDGE MANAGEMENT IS TO MAKE
THE BEST USE OF INTERNAL AND EXTERNAL
KNOWLEDGE TO MEET BUSINESS GOALS**



60 años

KNOWLEDGE MANAGEMENT AT ECOPETROL

	INSTITUTO COLOMBIANO DEL PETRÓLEO	VERSIÓN: 02	ECOPET-0-004
	POLÍTICA GENERAL DE GESTIÓN DE CONOCIMIENTO Y TECNOLOGÍA EN ECOPETROL	Fecha Aprobación:	Fecha 1 de 19
		02/11/2008	

RELACION DE VERSIONES

VERSION	DESCRIPCION	FECHA
01	Emisión de documento	septiembre 10 de 2004
02	INDICIO DE MANEJO DE INFORMACIÓN TECNOLÓGICA Y DE CONOCIMIENTO EN TERCER Y SECTORIAL ANÁLISIS DEL NUESTRO SECTOR EMPRESARIAL	noviembre 20 de 2007
DEPENDENCIA RESPONSABLE	REVISÓ	APROBÓ
SONIA H. CASTRO Coordinadora General de Tecnología y Gestión de Recursos	HÉCTOR J. GARCÍA Director General de Operación de Petróleo (D)	JHON G. GUTIÉRREZ P. Presidente
C. MEDIO Ejecutor Operativo de Gestión de Tecnología y Conocimiento	WILLIAM PARRAMON LEONARDO Director General de Operación de Petróleo y Director (E)	

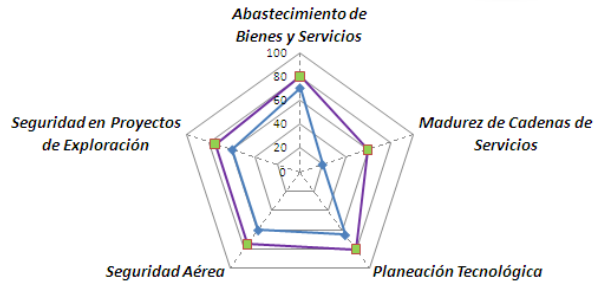


KM UNIQUE VISION

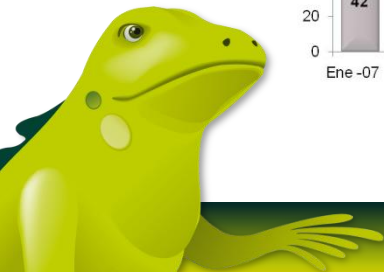
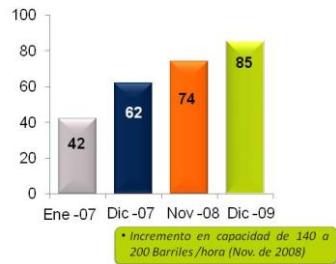
INCORPORATION, INSURANCE, TRANSFER AND SUSTAINABILITY OF KNOWLEDGE, TECHNOLOGY AND KEY PRACTICES IN AREAS OF OPERATION



ENABLERS



% Equipo Rotativo Sano en Parafinas



60 años

KNOWLEDGE MANAGEMENT AS PART OF THE CONSOLIDATION STRATEGY OF ECOPETROL

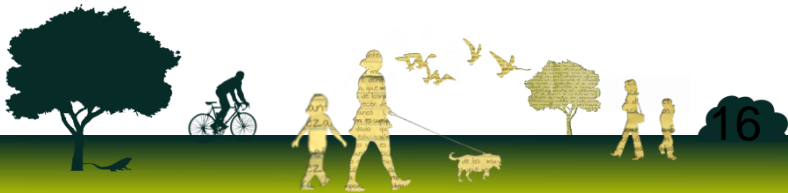


PROMISE OF VALUE

“We consider Knowledge and Technology Management, and Innovation as key factors in creating value and competitive advantage for the organization. We strengthen organizational learning, incorporating new knowledge and best practices of the industry.”

ECOPETROL COMPREHENSIVE POLICY – 7th Principle, Dec 2010

BEHAVIORS
ROLES AND RESPONSIBILITIES
MECHANISMS



60 años

KM ROLES AND RESPONSABILITIES

We all are responsible by the insurance knowledge.

PRESIDENCY

Monitors the implementation

VP INNOVATION - ICP

Leader of the process, ensures full and effective implementation of results

OPERATING UNITS

Implementers

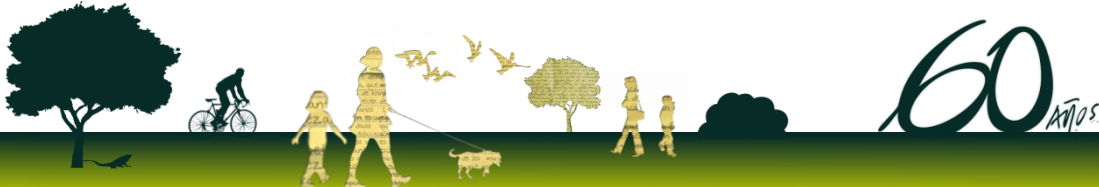
DEPARTMENTS OF SUPPORT

Implementers and functional leaders for specific initiatives

OTHERS VP

CORPORATE UNITS

Guide and regulate policies, guidelines and procedures.



KM MECHANISMS, METHODS AND TOOLS

Technological Environment Forums



Business Team in Knowledge and Technology Management

Working sessions for monitoring and controlling within the Vice and Departments

Corporate University

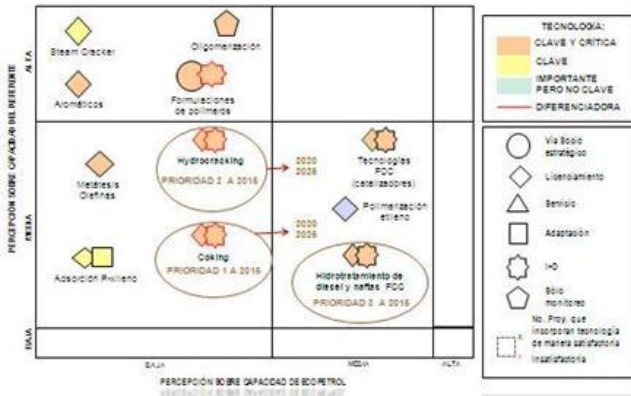


Communities of Practice



KM MECHANISMS, METHODS AND TOOLS

Strategic and Tactical Technology workshops



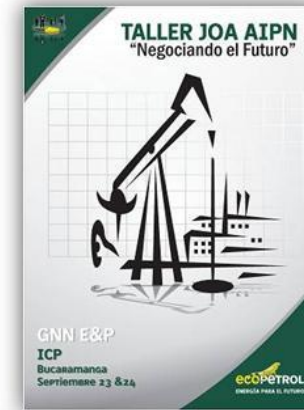
Success Stories

Lessons Learned

My site

Cross-cutting teams

Work Events for Knowledge Transfer



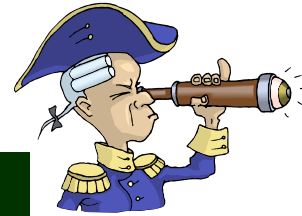
Technology Committee



Dialogue Spaces



CORPORATE PROGRAM FOR IMPLEMENTATION OF KNOWLEDGE MANAGEMENT VISION



KM UNIQUE VISION

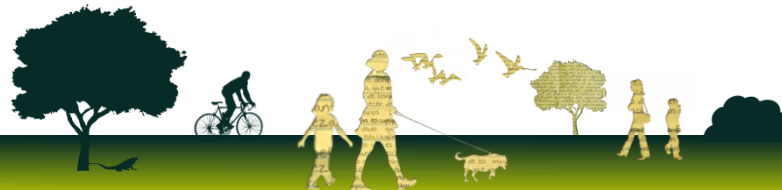
INCORPORATION, INSURANCE, TRANSFER AND SUSTAINABILITY OF KNOWLEDGE, TECHNOLOGY AND KEY PRACTICES IN OPERATING AREAS

CULTURE
MANAGEMENT

INFORMATION
TECHNOLOGY
MANAGEMENT

PROCESSES,
METHODS
AND
MECHANISMS

ENABLERS



60 AÑOS

CULTURE MANAGEMENT

KM within the Integrated Management System of ECOPETROL S.A



ECOPETROL Pillars of Culture Model that leverage Knowledge Management



ENABLERS STRATEGIES: MANAGEMENT OF CULTURE



- ✓ Technical and human competences associated with KM.
- ✓ Integration of competences to profiles and to the development of training plans in accordance with the levels in the organization.
- ✓ Regulatory framework that leverages the knowledge transfer.
- ✓ Mentor Program for closing gaps in competences.

- ✓ Strategies and plans for communications and divulgation at all levels.
- ✓ Induction in KM to new employees.



- ✓ Across performance objective: knowledge miles.
- ✓ Encourage the culture in KM through special recognition: symbols and signs.
- ✓ Recognition Program



INFORMATION TECHNOLOGY MANAGEMENT: COLLABORATIVE TOOLS



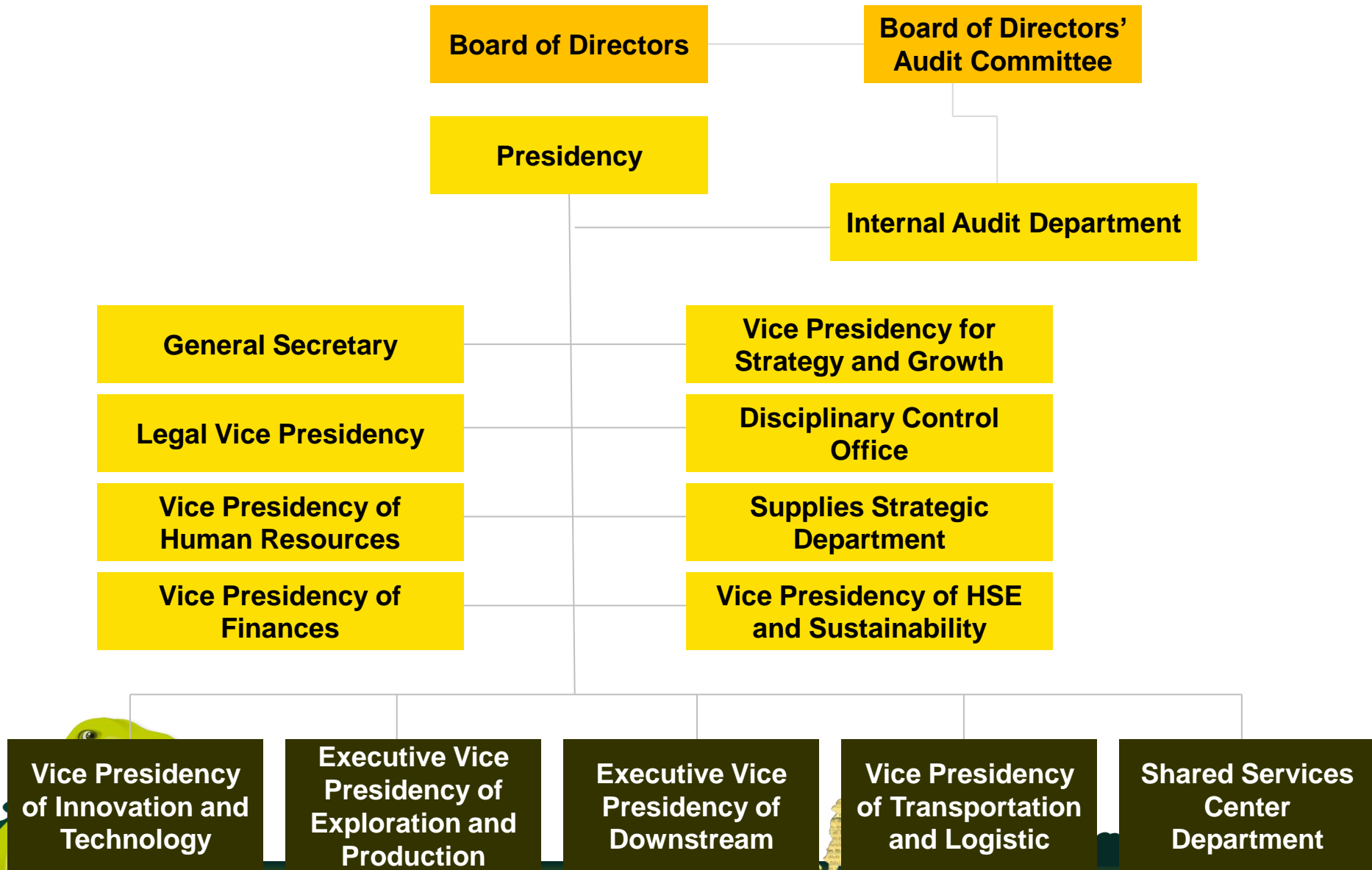
✓ Technology is not the focus of the solution.

✓ There are processes, tools, methods and tools that support the collaboration and knowledge sharing.

✓ Portals for Knowledge, Technology and Innovation Management, such as My Site, Technology Forums, Lessons Learned, Communities of Practice, Success Stories, Technical Information Center, among others.



ECOPETROL ORGANIZATIONAL CHART

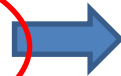


KNOWLEDGE MANAGEMENT GOVERNANCE

Vice Presidency of
Innovation and
Technology

Colombian
Petroleum Institute

Information
Technology
Department



KNOWLEDGE AND
TECHNOLOGY
MANAGEMENT OFFICE

1. Business Team in Knowledge and
Technology Management



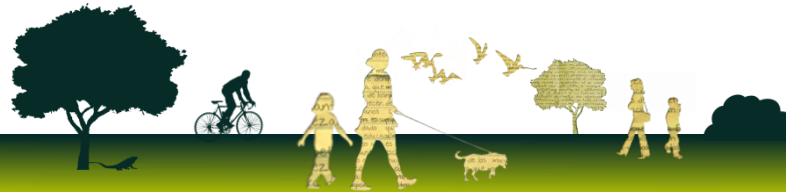
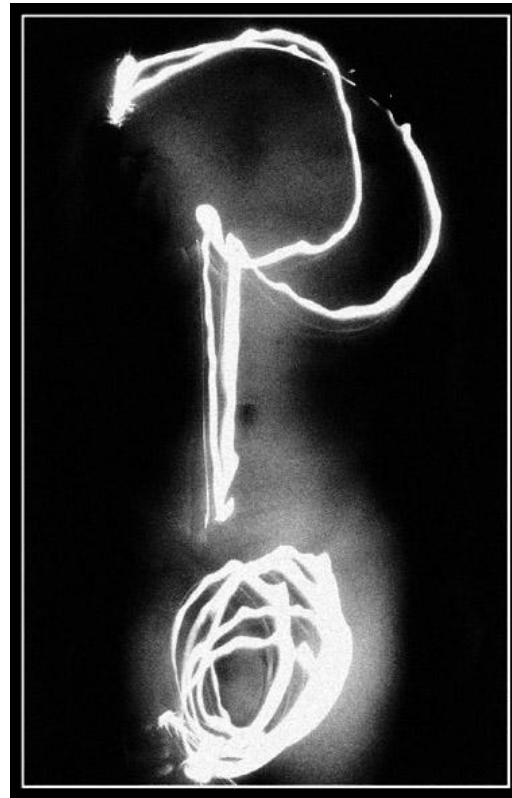
2. Implementation Teams



3. Application Teams



WHERE IS THE KNOWLEDGE IN ECOPETROL?

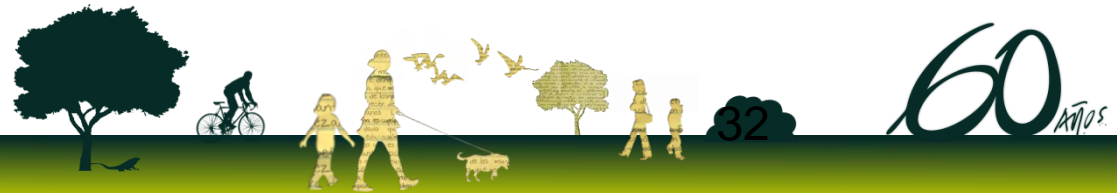


60 años

WHERE IS THE KNOWLEDGE IN ECOPETROL?



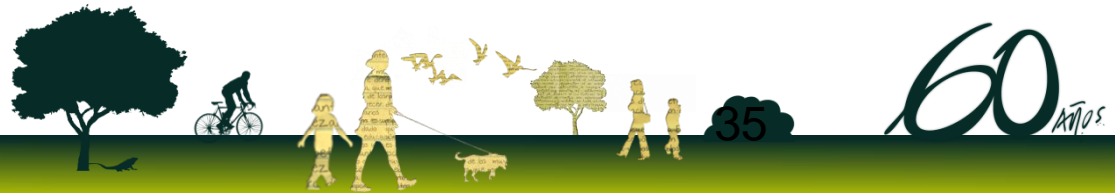
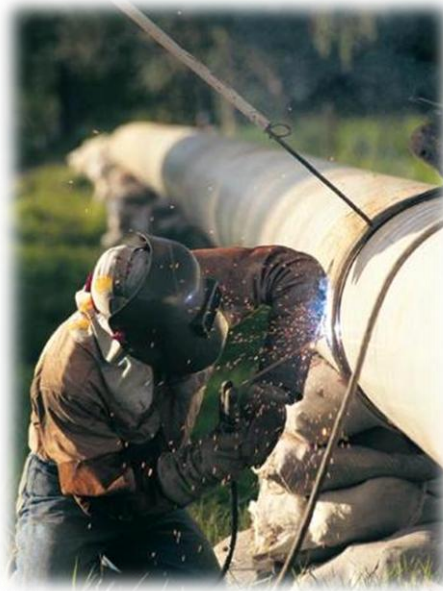
WHERE IS THE KNOWLEDGE IN ECOPETROL?



KNOWLEDGE IDENTIFICATION, CAPTURE AND DISSEMINATION



WHERE IS THE KNOWLEDGE IN ECOPETROL?



35

60 años

AN EXAMPLE OF KEY PRACTICES - 2012

TECHNICAL EXCELLENCE IN NATIONAL AND INTERNATIONAL PROSPECTS

TIMING STRUCTURE EVALUATION

PRACTICES WITHIN THE PROCESS OF NEW BUSINESSES IN E&P

EFFICIENT PROCESSES IN WELL STIMULATION

HEAVY CRUDE OIL PROCESS OPERATION

MANAGEMENT DEVELOPMENT AND OPERATION OF MATURE OIL FIELDS

LINE INTEGRITY PRACTICES

PORT MANAGEMENT

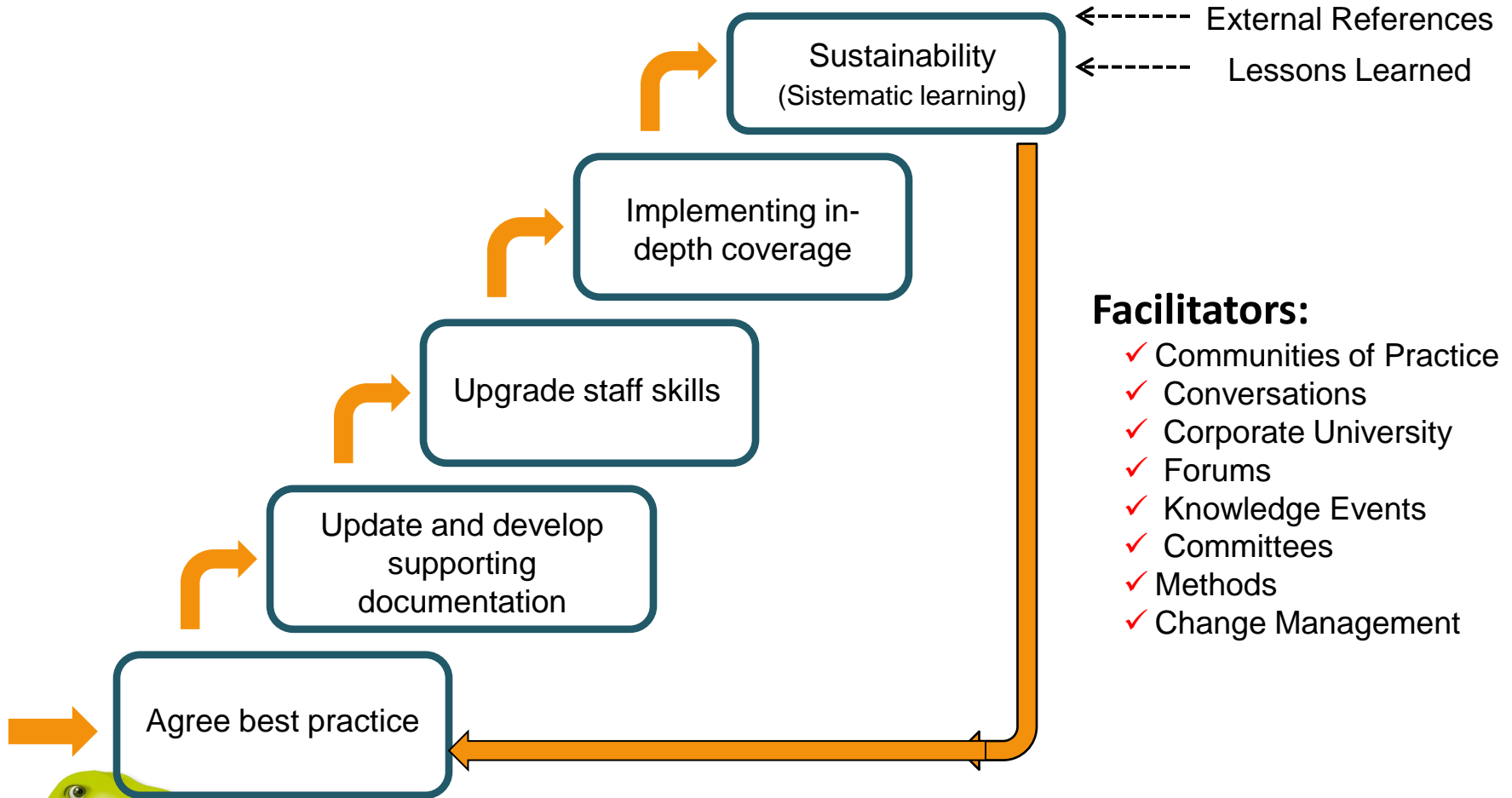
OIL MEASUREMENT AND ACCOUNTING MANAGEMENT PROCESS

PLANNING PROCESS OF SUPPLY CHAIN



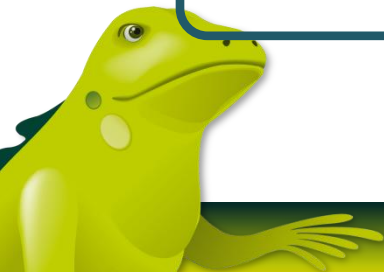
60 AÑOS

KNOWLEDGE SUSTAINABILITY IS NOT A FACT IS A PROCESS

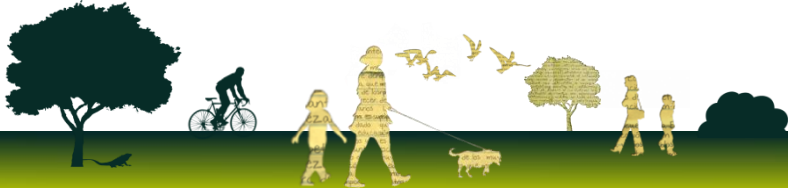
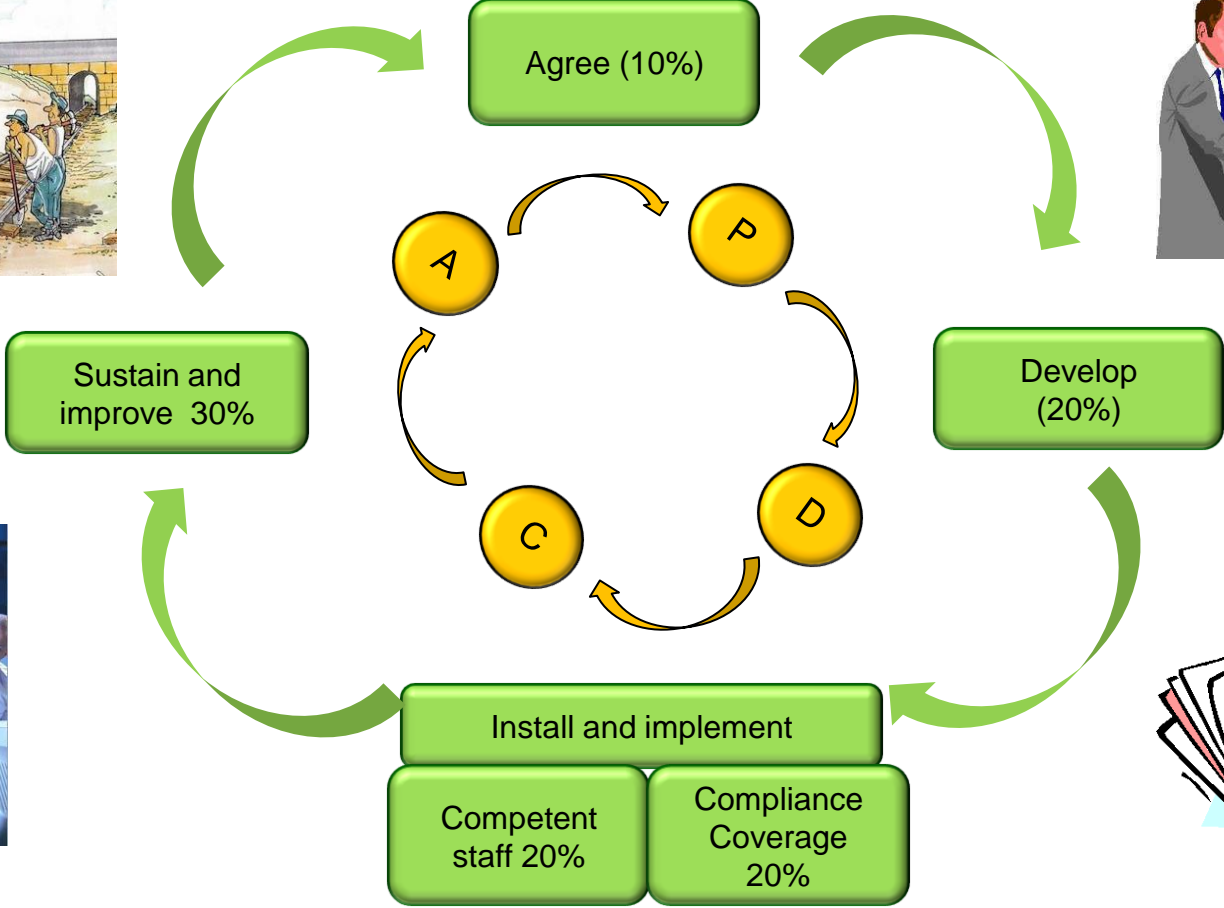
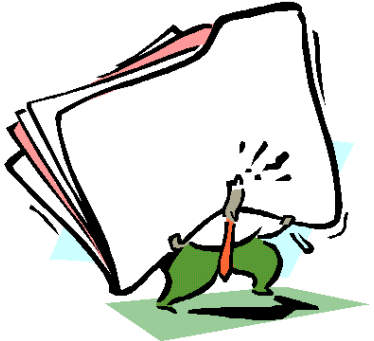
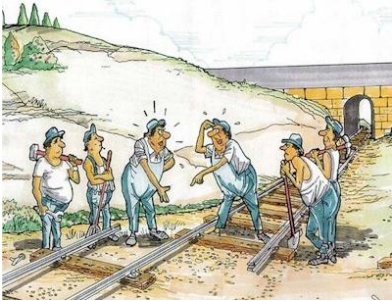


Facilitators:

- ✓ Communities of Practice
- ✓ Conversations
- ✓ Corporate University
- ✓ Forums
- ✓ Knowledge Events
- ✓ Committees
- ✓ Methods
- ✓ Change Management



ECOPETROL'S KM MEASUREMENT MODEL

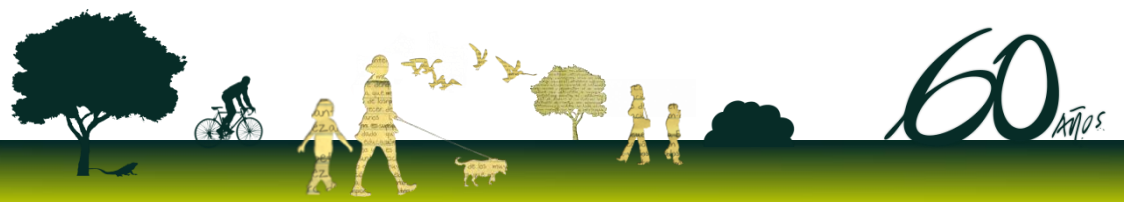


60 años

ECOPETROL'S KM MEASUREMENT MODEL

STEP	WEIGHT (%)	LANDMARK	VERIFICATIONS AND CHECKING
1	10	Agreed best practice	Objective, reach and coverage are shared
			Performance indicators exist
			Line managers accept the agreement
2	20	Shared documental support	Critical support documents are defined, done, placed and updated adequately
			Location is unique and known by people
3	20	Competent people	Roles and responsibilities are defined clearly
			Induction, training and coaching are given for each role played
			Individual competences are proved
4	20	Coverage performance	Practice is implemented in 100% of agreed coverage
			Knowledge loss risk is managed
5	30	Systematic learning	There is a systematic way for seeking, generating, incorporating and sharing learned lessons
			Improvements implementation is verified and the practice and indicators are feedbacked
Total	100%		

Experiences in KM Measurement: ECOPETROL Story, Sonia Helena Castro, ICKM - 2008



HOW PERMEATE THE ORGANIZATION?

TACIT KNOWLEDGE



COMMON KNOWLEDGE



IMPLICIT KNOWLEDGE

EXPLICIT KNOWLEDGE

KNOWLEDGE MANAGEMENT



HOW PERMEATE THE ORGANIZATION?

NEW METHODS FOR
HELP MEET THE GOALS



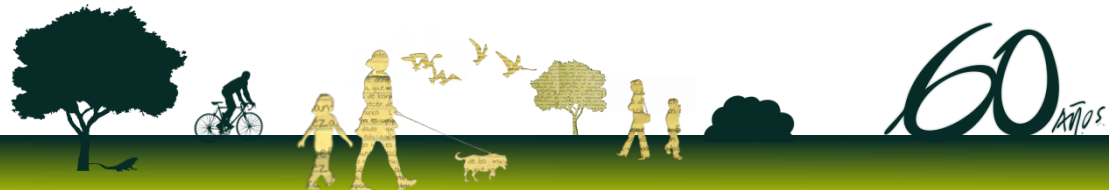
ASSOCIATED TO ACTIVITIES
WORK

TEAMWORK

COLLABORATIVE TOOLS



INSURANCE AND SUSTAINABILITY
PRACTICES AND PROCESSES



AGENDA

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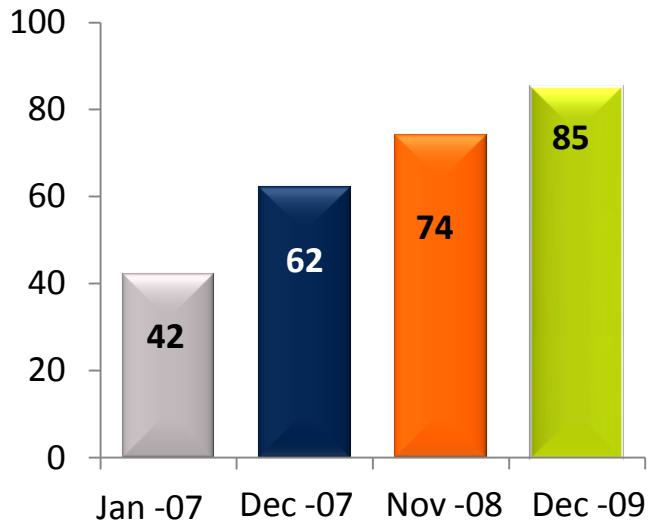
PERFORMANCE MEASUREMENT OF KNOWLEDGE MANAGEMENT

- ✓ Performance Objectives associated with the Knowledge Management (Miles Knowledge).
- ✓ Process Indicator associated with the assurance model of knowledge in key practices and processes.
- ✓ Performance indicators for operational business sensitive to the sustainability of the knowledge of key practices.
- ✓ Documentation and dissemination of success stories and strategies associated with knowledge management activities.
- ✓ Compliance of milestones.
- ✓ Metrics and statistics on the use of portals and collaboration tools on the Intranet.



ACHIEVEMENTS IN OPERATIONS

% Rotating Equipment in good condition in Paraffins



• Increase in capacity from 140 to 200 Barrels/hour (Nov. 2008)

• Recognition to communities of practice of Combustion and electric team during corporate event of maintenance.

• Global reduction in rotating equipment failure was achieved in Refinery: From 2.25 to 0.7 between 2007 and 2008 by implementing best practices in Basic Equipment Care (BEC).

• Structured programs in shutdown plant in Refinery, combustion, crude oil diets and performance of operational excellence program.

• Operator certification through the Corporate University.



Historias de Éxito

Historia N°1

HEMOS ESCOGIDO EL LENGUAJE DEL CÓMIC PARA CONTAR DE UNA MANERA MÁS ATRACTIVA EL APRENDIZAJE ORGANIZACIONAL Y LLEVARLO A LA PRÁCTICA A TRAVÉS DE LAS HISTORIAS DE ÉXITO.

EN ESTE PRIMER BOLETÍN, CONTAREMOS CÓMO SE HIZO LA REPARACIÓN DE LA TORRE DE AGUA DE ENFRIAMIENTO I (TAE), UBICADA EN LA REFINERÍA DE CARTAGENA.

EL CONOCIMIENTO APLICADO, LA CREATIVIDAD Y EL TRABAJO EN EQUIPO DEL PERSONAL A CARGO AYUDAN A RESOLVER PROBLEMAS. ESO ES UNA HISTORIA DE ÉXITO.



IMAGINESE QUE EN ESTA TAE (TORRE DE ENFRIAMIENTO), QUE SIRVE PARA BAJARLE LA TEMPERATURA A ESOS INMENSOS TANQUES...

... DESCUBRIERON HUMEDAD Y LAMA EN LA PARTE EXTERNA, UNA CONSIDERABLE PÉRDIDA DE EFICIENCIA Y MAYOR CONSUMO DE QUÍMICOS PARA EL TRATAMIENTO DEL AGUA, LO QUE SIGNIFICABA QUE LA TAE ESTABA AVERIADA!

¡ CLARO QUE ES PELIGROSO, LUEGO, VACIARON EL AGUA DEL TANQUE PEQUEÑO, DEJANDO EL ÁREA DEL DAÑO EN SECO Y BRINDANDO SEGURIDAD A LOS TÉCNICOS. DESPUÉS REMOVIERON EL CONCRETO DANADO Y RELLENARON LA GRIETA CON EL CONCRETO FLUIDO!

¡ TERMINADO EL PROCEDIMIENTO SE APLICÓ IMPERMEABILIZANTE PARA EVITAR EL FILTRADO DEL AGUA, INCLUSO, SE REFORZÓ CON PLATINAS DE ACERO INOXIDABLE PARA EVITAR FUTUROS DAÑOS !

¿SE IMAGINA EL JURGO DE PLATA QUE ESO LE COSTARÍA A LA EMPRESA? ¡PORQUE SERÍA UN APAGÓN NO PROGRAMADO!

¡Y COMO SI FUERA POCO, EL AGUA DE ESTE BENDITO TANQUE ESTÁ A MÁS DE 100°C.

¡POR FORTUNA, UN EQUIPO INVESTIGÓ, PROBO Y PENSÓ EN DISTINTAS SOLUCIONES DE REPARACIÓN CON EL MENOR IMPACTO SIN APAGAR LA PLANTA Y SIN COCINAR A LOS TÉCNICOS.

... ENTONCES, HICIERON UN TANQUE PROVISIONAL DENTRO DEL TANQUE GRANDE DONDE ESTABA LA GRIETA, Y LO AISLARON PARA QUE EL AGUA HIRVIENDO NO SE COLARA!

NO HAY CAMBIO, SIGUE IGUAL

¡ AH !





1 2 3

[Generalidades](#)[Mi Sitio](#)[Foro Tecnológico](#)[Lecciones aprendidas](#)[Comunidades de Práctica](#)[Nuestra Gestión](#)[Consulte el Portal Anterior](#)[Gestión de Tecnología e Innovación](#)[Historias de Éxito en Ecopetrol](#)[Universidad Corporativa](#)[Centro de Información Técnica \(CIT\)](#)[Centro de Información Técnica-ICP](#)

Campañas

La Empresa tiene 161 mil nuevos accionistas

Bogotá, 20 de octubre de 2011. Más del 80% de los inversionistas son personas naturales y pagaron en efectivo.

Crecimiento del 87 % en producción del Magdalena Medio

Magdalena Medio, 20 de octubre de 2011. Esta cifra hace referencia al incremento reportado en los campos de esta zona del país en los últimos 4 años.

Ceremonia de abotonados en El Centro

El Centro, 20 de octubre de 2011. Los líderes de Magdalena Medio y el Comité Directivo de Ecopetrol realizaron un homenaje a 29 trabajadores por sus 10 y 20 años de servicio a la Empresa.

El Oso, área de protección ambiental de Ecopetrol en el Huila

Neiva, 20 de octubre de 2011. Desde la SOH se viene



ecopetrol realiza gestión de reputación corporativa

de octubre de 2011. Esta es la primera que se realiza con todos los de interés de la Empresa y pretende descubrir las fortalezas y debilidades en este tema.

Total: 4 noticias

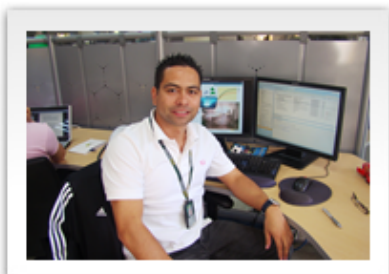
1 2 3 4



Búsquedas

Todos los sitios

Mi Página de Inicio Mi Sitio



Ruben Hernan Castro Garcia

Teléfono: Ext.47152
Correo electrónico: rubenHe.castro@ecopetrol.com.co
Dependencia: Unidad de Investigación
Lugar de trabajo: Edificio 1 Piso 2 ICP
Fecha de Cumpleaños: agosto 16
Última actualización: hace: 9 meses

Mi actividad

Experiencia

Contacto

Mis Vínculos

General

"Estatus EOR COL"
"Historia y Criterios Empíricos WF VMM
SPE 123068-MS "Definition of Reservoir
Compartment

Jerarquía de la organización

Andres Reyes Harker,

**Ruben Hernan Castro
Garcia,**

Andres Roberto Mora
Bohorquez,

Ariel Uribe Rodriguez,

Edgar Fernando Castillo Monroy,

Favio Yovany Jimenez
Inocencio,

Hugo Alejandro Garcia Duarte,

im_icp_uin

Jose Ricardo Sandoval Ruiz,

Mis lecciones aprendidas

→ Ver todas

Lecciones Aprendidas Proyecto Recobro Químico
25/05/2011 15:05:38

**Lecciones Aprendidas de la Fortaleza Tecnológica
Gerenciamiento del Proceso de Inyección de Agua**
03/12/2010 8:36:44

Proyecto Recobro Mejorado - Fase 2
13/10/2010 12:11:02

Proyecto estrategias de desarrollo áreas Lisama y Llanito
13/10/2010 12:10:27

Mis foros de discusión

→ Ver todos

Mis encuestas

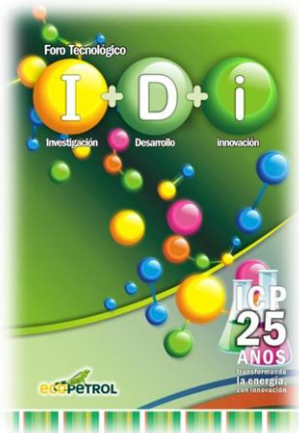
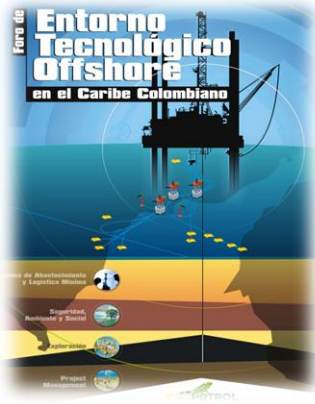
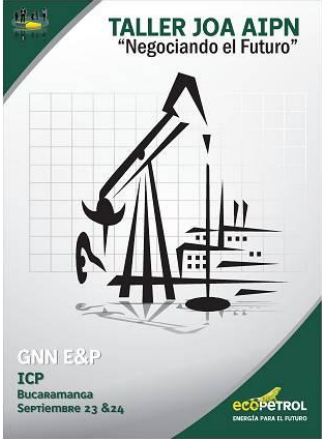
→ Ver todos

Mis documentos compartidos

→ Ver todos

- Campos Maduros.doc La Hora de Los Campos Maduros en Colombia
- EOS Campo Colorado.PDF Aplicación de ecuaciones de estado cubicas para el cálculo de envolventes de fases de yacimientos reales de hidrocarburos colombianos.
- Paper Análisis Avanzado de Ingeniería K-27 Tibú.pdf Optimización de la producción de la estación K-27 de Campo Tibú, mediante un sistema de evaluación de desempeño
- Paper VMM.pdf Historia y Criterios empíricos en la aplicación de inyección de agua en la Cuenca del Valle Medio del Magdalena - Colombia
- Paper WF Galán.pdf Ajuste histórico y predicción del proceso de inyección de agua mediante simulación analítica en la Formación Colorado, Campo Galán - San Silvestre
- Paper WF Lisama.pdf Predicción analítica de la inyección de agua en el área norte del Campo Lisama-Formación Mugrosa usando el método de Craig Geffen Morse
- Screening Campos de Colombia.pdf Screening EOR Campos de Colombia
- SPE-123068-MS.pdf SPE 123068-MS - Definition of Reservoir Compartmentalization Applying Compositional Gradients: Mugrosa B Formation in Middle Magdalena Valley Basin, Lisama Field, Colombia
- CV_Ruben.Castro_Nov.2010.docx CV_Ruben_Castro

SUCCESSES AND RESULTS



60 años



TECHNOLOGICAL ENVIRONMENT FORUMS:
A STRATEGIC SPACE OF DIALOGUE IN ECOPETROL S.A.

Oscar Javier Guerra Perdomo
Technology & Knowledge Management Unit
Oscar_Guerra@ecopetrol.com.co

2-3 September, Funchal, Portugal

ECKM 2010
11th European Conference on Knowledge
Management



3º CONGRESO INTERNACIONAL

GESTIÓN DEL
CONOCIMIENTO

y Aprendizaje Organizacional

Avance con nosotros.



Ecopetrol's technical forums
break down the natural barriers
between occupations and
promote knowledge sharing across
geographic boundaries.



Oscar Javier Guerra Perdomo

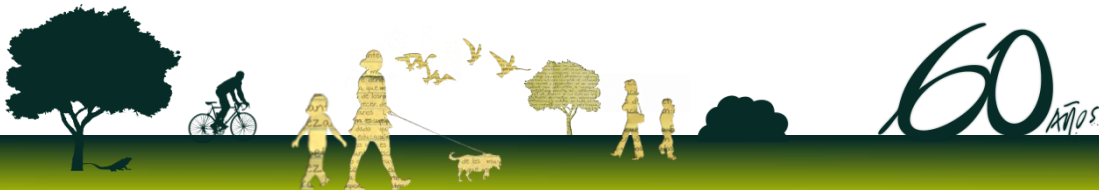
SUCCESSES AND RESULTS

McKinsey Quarterly

Boosting the productivity of knowledge workers

Eric Matson and Laurence Prusak

*The key is identifying and addressing the barriers workers face in
their daily interactions.*

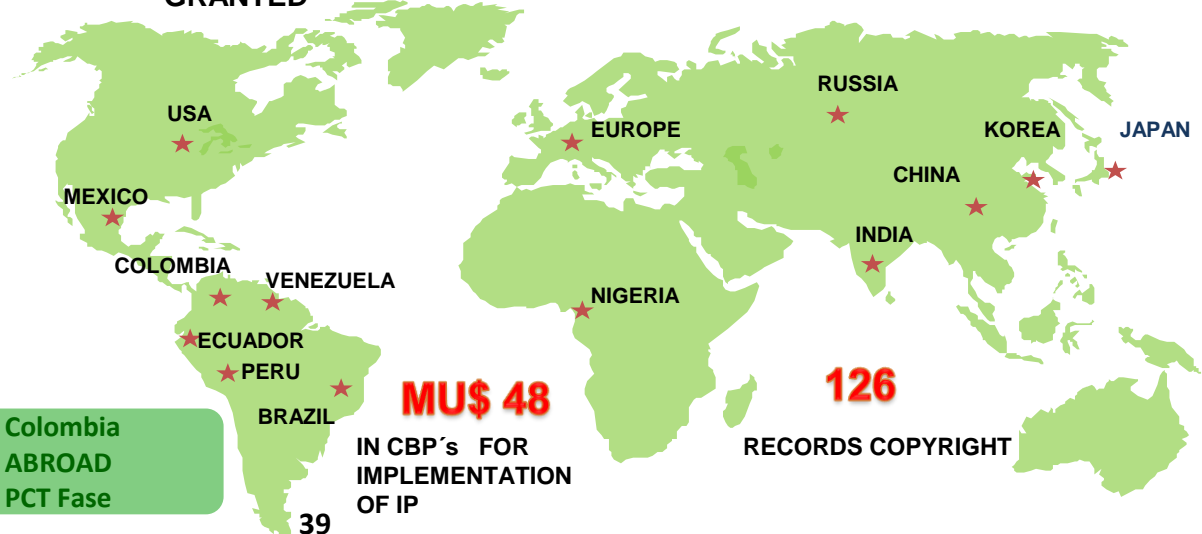


SUCSESSES AND RESULTS

KM&T 2011



30 PATENTS GRANTED **115** NEW PATENT APPLICATIONS **33** TRADEMARKS



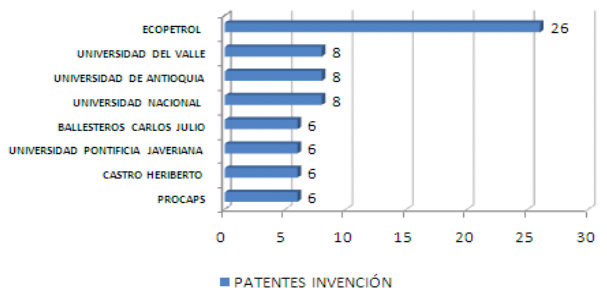
34 Colombia
57 ABROAD
24 PCT Fase

MU\$ 48
IN CBP's FOR IMPLEMENTATION OF IP

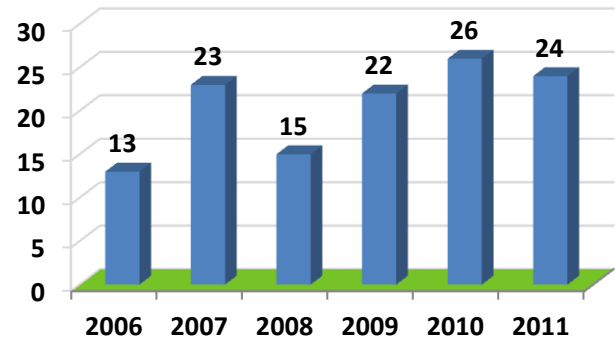
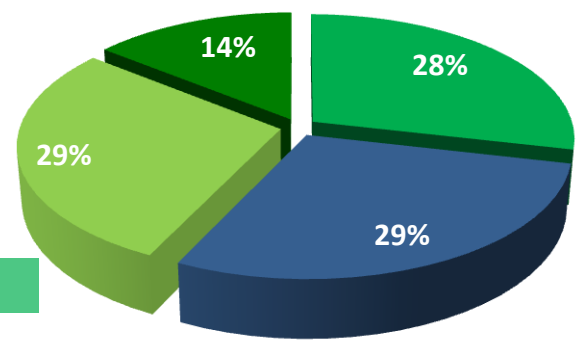
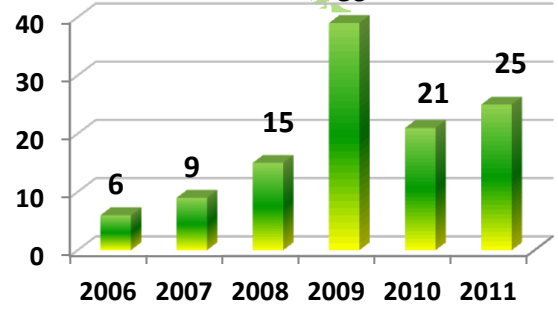
126
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NATIONAL INDICATORS

EMPRESAS NACIONALES CON MAYOR NUMERO DE PATENTES INVENCION SOLICITADAS EN COLOMBIA (Ultimos 5 años)



199
TECHNOLOGICAL PRODUCTS



HISTORICAL PATENTS LOCATED

TYPES OF TECHNOLOGY PATENT PROTECTED

123 PT (6 YEARS)

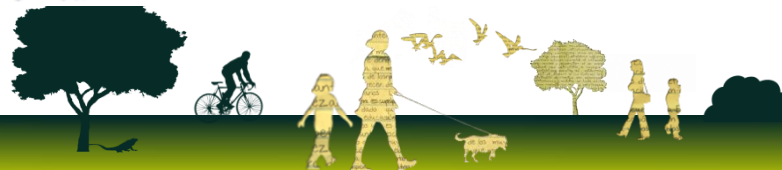
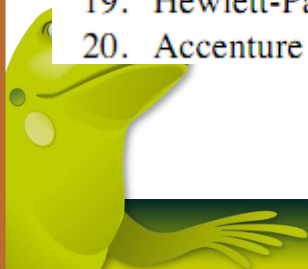
GLOBAL MAKE 2011

2011 Global MAKE (Parent) Finalists Position Rankings

1. Apple
2. Google
3. IBM
4. Fluor
5. Schlumberger
6. Tata
7. Samsung
8. Microsoft
9. APQC
10. PwC
11. Siemens
12. Toyota
13. ConocoPhillips
14. Infosys Limited
15. POSCO
16. Wikipedia
17. McKinsey & Company
18. Unilever
19. Hewlett-Packard
20. Accenture
20. Royal Dutch Shell
22. Ernst & Young
23. Facebook
24. Larsen & Toubro
25. Mars
26. IKEA
27. Banco Santander
28. BMW
29. MITRE
30. Petrobras
31. MindTree
32. Deloitte
33. Wipro Technologies
34. KPMG
35. Cognizant Technology Solutions
36. British Broadcasting Corporation
37. Fujitsu
38. Ecopetrol
39. Syngenta
40. World Bank
41. Telefónica
42. Arup
43. Woods Bagot
44. WorsleyParson
45. Asian Development Bank
46. Nestlé



AMÉRICA
LATINA



LEADERS IN THE OIL & GAS SECTOR

Rank	Company	Country
1.	Schlumberger	the Netherlands
2.	Chevron	United States
3.	ExxonMobil	United States
4.	Royal Dutch Shell	the Netherlands
5.	ConocoPhillips	United States
6.	Statoil	Norway
7.	Petrobras	Brazil
8.	Halliburton	United States
9.	Ecopetrol	Colombia
10.	BG Group	United Kingdom
11.	Total	France
12.	Baker Hughes	United States
13.	BP	United Kingdom
14.	Valero Energy	United States
15.	ENI	Italy
16.	SK Holdings	S. Korea
16.	Petronas	Malaysia
18.	Sinopec	China
19.	China National Petroleum	China
20.	Repsol YPF	Spain
21.	Sasol	South Africa
22.	Reliance Industries	India
23.	Saudi Arabian Oil	Saudi Arabia
24.	Gazprom	Russia
25.	Pemex	Mexico

2012 Global Most Admired Knowledge Enterprises (MAKE) Report
Knowledge-Intensive Sector Leaders

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Tel: +44 1584 878576

E-mail: teleos@mac.com

Website: <http://www.knowledgebusiness.com>



Table 17: Leaders in the Oil & Gas Sector.



AGENDA

1. *Our Dream and Reason to Exist*
2. *Knowledge Management at Ecopetrol*
3. *Progress and Results: how do we measure?*
4. *How and with whom, us we reference?*
5. *Lessons Learned*



60 años

BENCHMARKING

- ✓ Exchanges with Companies
 - ✓ Referencing with Colombian companies
 - ✓ Referencing inside the Corporate Group
 - ✓ Referencing with International Companies



Banco Mundial



Fluor Daniel



BENCHMARKING

- ✓ Assistance to national and international events as participants and speakers
- ✓ Environment Forum on Knowledge Management 2007
- ✓ Studios Level Meeting on Knowledge Management 2011



- ✓ Global Affiliations Memberships
- ✓ Participation in global studies



AGENDA

1. *Our Dream and Reason to Exist*
2. *Knowledge Management at Ecopetrol*
3. *Progress and Results: how do we measure?*
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5. *Lessons Learned*



SOME SUCCESS FACTORS.....



- ✓ The alignment of knowledge management with the strategic objectives of the organization and aim to solve "real problems".
- ✓ A visible vision of Knowledge Management is a good starting point.
- ✓ Synergy and permanent alignment with analysis and process improvement programs, implementation of management systems, quality, etc., Not to compete for resources.

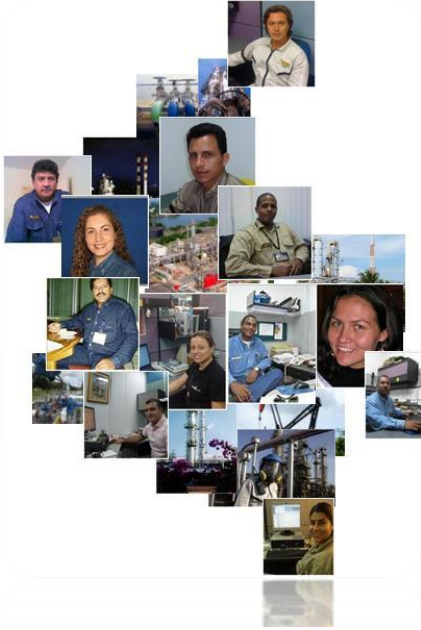
✓ A Team:

"Maker" Credible, Sponsored by everyone, Representative of Areas and key programs, self-motivated, Self-critical

- ✓ Implementation scheme for pilots to generate early victories
- ✓ Model for measuring, monitoring and ongoing support by senior management



.....SOME LESSONS LEARNED



- ✓ The support of strategic level is essential for success in the program.
- ✓ The example of leaders is essential to motivate.
- ✓ The KM is about people and their relationship to other human beings.
- ✓ The processes need to understand and promote human needs and motivations of those involved in them.

- ✓ The recognition is based not only on money are very important symbols and signs.
- ✓ Tools are not the focus to the solution but are very useful if it's clear that support the process.
- ✓ There is no universal method or model, each organization must find what is required and what is the best way to approach from their own culture.
- ✓ Knowledge is expensive and can not have shortcuts to sustainability in organizations.





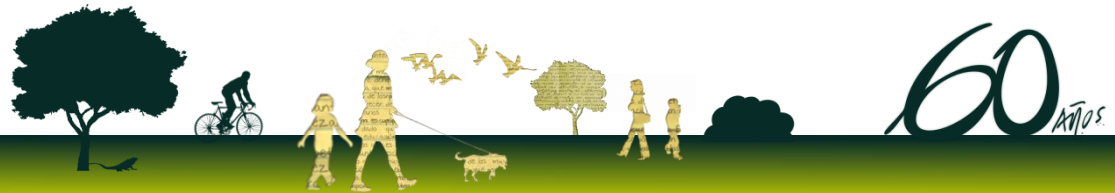
<http://runnamom7.blogspot.com/2010/08/gracias-thank-you-merci.html>



Thanks!



<http://school.discoveryeducation.com/clipart/clip/thanks.html>





ecopetrol
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