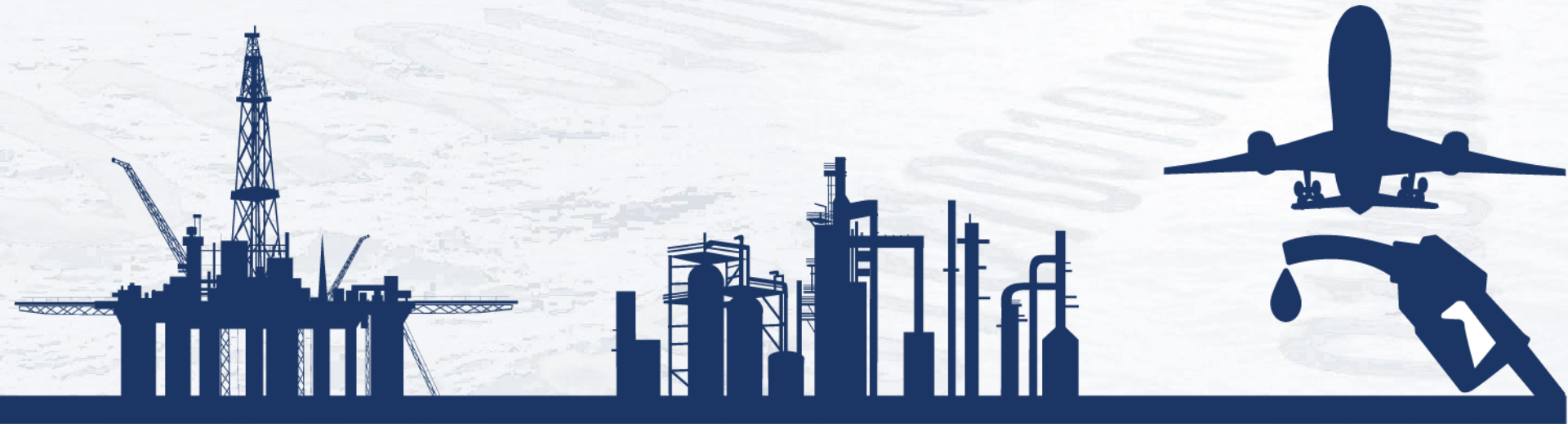# Schlumberger

- Schlumberger is the world's leading supplier of technology, integrated project management and information solutions to customers working in the oil and gas industry.

- $39.54 billion operating revenue (FY11)
- 113,000 employees of 140 nationalities
- Operating in approximately 85 countries

Where We Fit in the Oil & Gas Industry
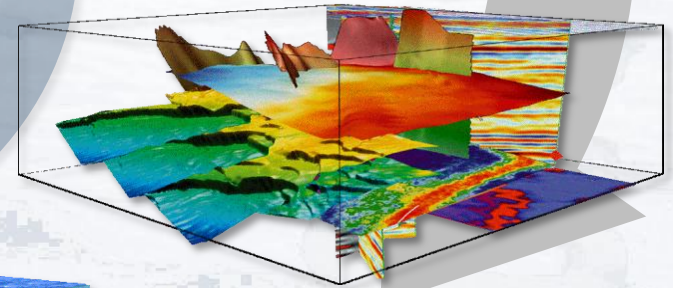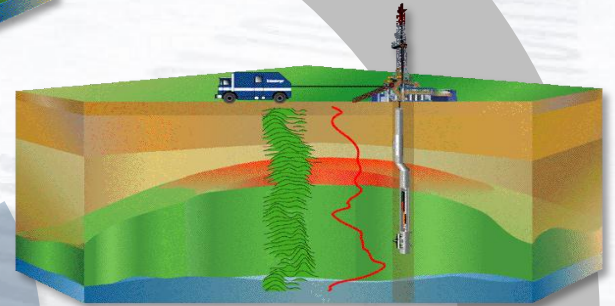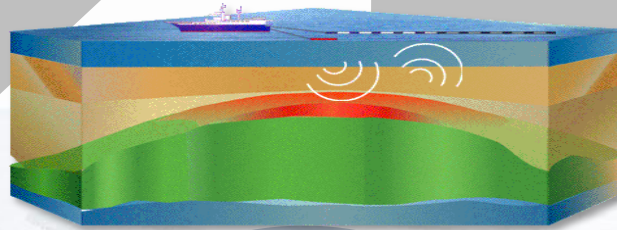

- **Upstream**
- **Midstream**
- **Downstream**

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What we do

Reservoir Characterization

Production

Life Cycle of a Well
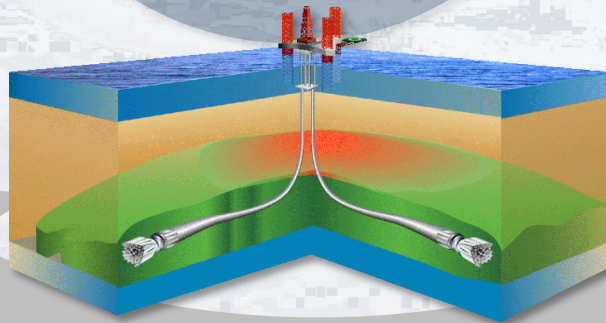
Drilling
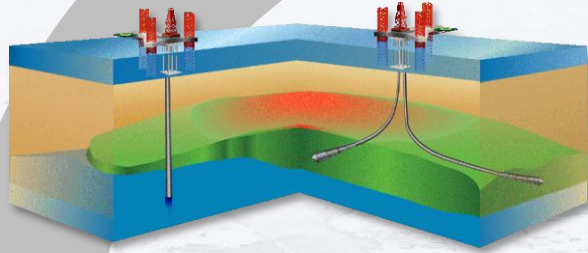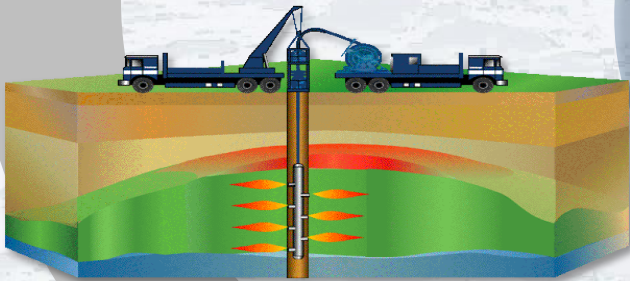
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Schlumberger and Smith International, Inc. Announce Agreement to Merge.

- **Merger Rationale: How Will Customers Benefit**
  - To improve drilling performance for our customers
  - Enhance completions offerings including Liner Hangers, Multistage Fracturing and water injection
  - Expand availability of Smith businesses using global infrastructure

Schlumberger

February 21, 2010

KM Integration: Challenge

- *25,000 new employees who were new not only to Schlumberger, but also to Knowledge Management!*

- Distinctly different levels of maturity regarding KM between the two merging companies

  - Schlumberger is one of the original leaders of KM, having a dedicated team for nearly 15 years
    - High awareness of knowledge management with a supporting culture of sharing at Schlumberger

  - Smith International Inc. was initiating KM plans on a small scale, with no dedicated person/team
    - Culture of independence with narrower pockets of sharing
    - Fairly siloed in specific business units

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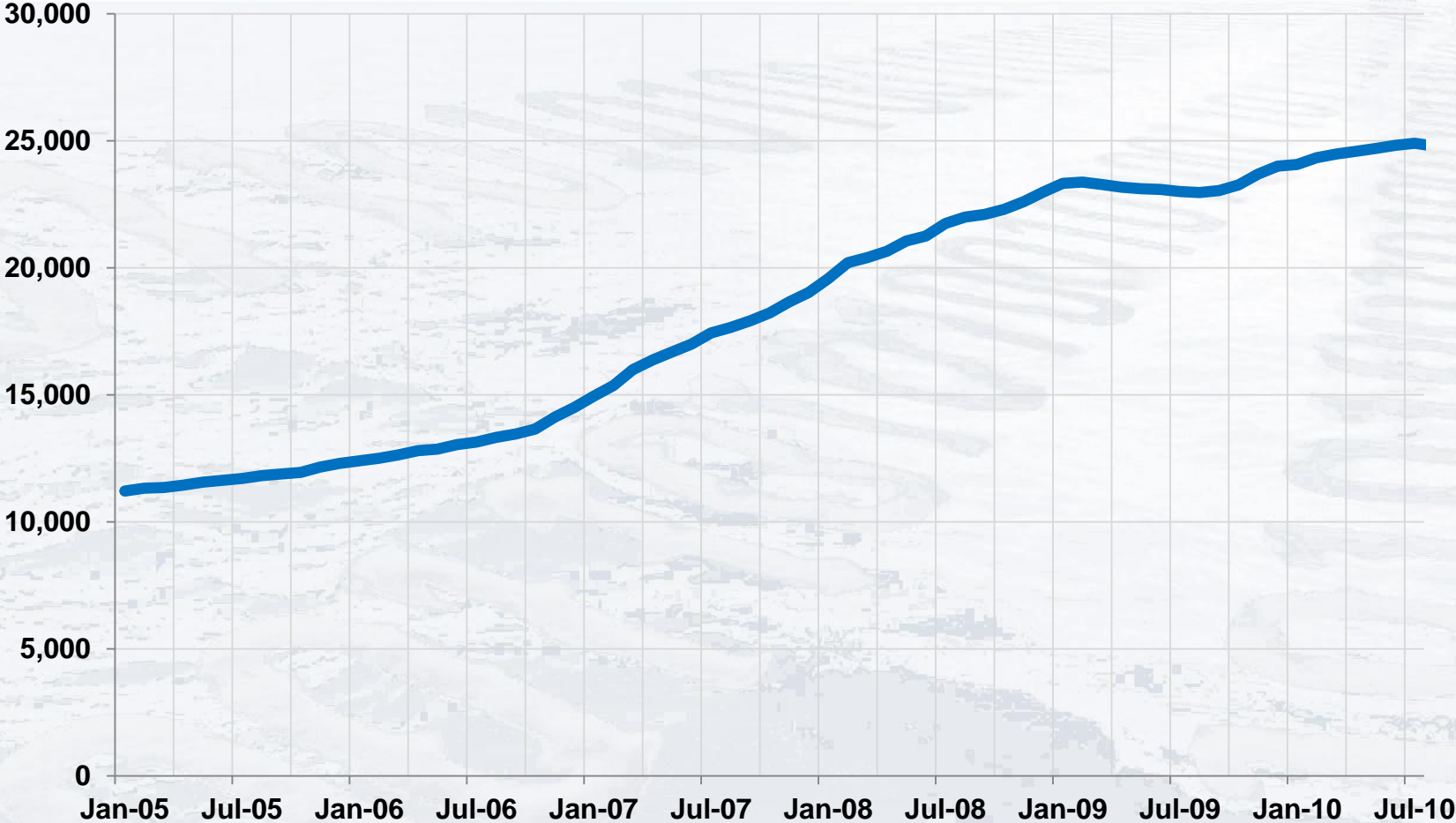# Knowledge Management in Schlumberger

Eureka Membership Growth Pre-Merger

Schlumberger

Community Structure and Size Pre-Merger
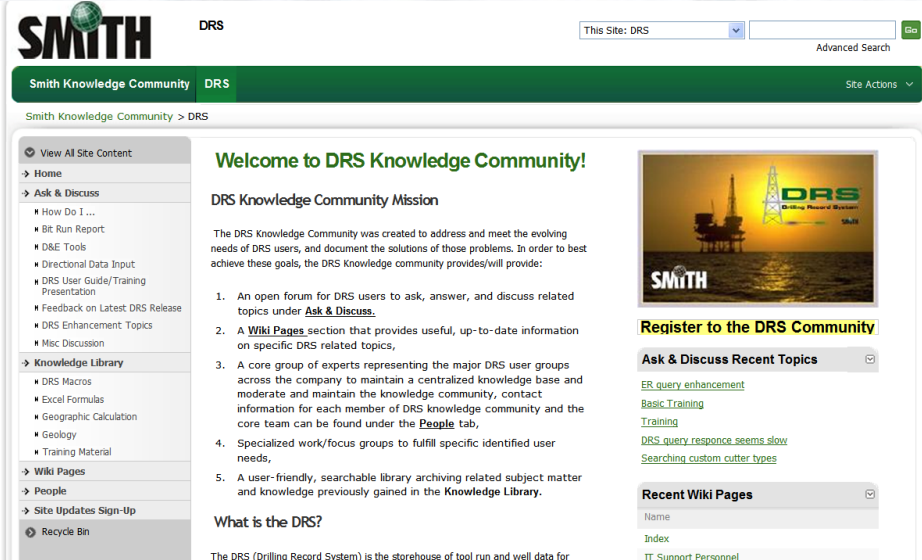
26 communities, 127 SIGs (special interest groups), 338 leaders

Community	Members	Community	Members
Chemistry	1060	Marketing	2039
Connect Women	2502	Materials Science	835
Drilling and Well Engineering	4597	Mathematics	1101
Electrical	2487	Mechanical	2703
Electromagnetics & Resistivity	821	Nuclear	429
Finance	1799	Petrophysics	2010
Fluids	1171	Physics	1164
Geology	2716	Production and Completion Engineering	4462
Geomechanics	1149	Project Management	4295
Geophysics	3251	Quality	2246
Information Technology and Software	4762	Reservoir Engineering	2485
Knowledge and Information Management	3514	Sales	1577
Manufacturing	2171	Supply Chain	1617

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KM in Smith International Inc.

- Initial awareness of KM

- Good management support

- Steering team created to investigate

- Presentations and discussions with ConocoPhillips, Anadarko, Schlumberger and APQC

- *First community created in early 2010 (prior to merger)*

- 50 members

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KM Integration: Strategy

- Adoption of all SLB KM tools into Smith
- Dedicated KM Integration resource
- Communicate, Communicate, Communicate
  - Lunch and learn sessions in highly populated locations
  - Email communications to employees to generate awareness
  - Feedback and Progress reports to management
  - Small scale meetings and one on one discussions

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Immediate Actions post-Merger

- CNP (Internal Resume)
  - Senior Management created CNPs
  - Encourage active participation by Smith employees to fill and complete CNPs.
- Integration Hub (Intranet)
  - Default start up page for all Smith Employees
- Lunch and Learn for Smith Employees
  - Create awareness of Eureka
    - Houston Live + Western Hemisphere Webcast
    - Eastern Hemisphere Webcast

Schlumberger

September, 2010

First six months after Merger

━━ SII CNP Owners ━━ SII Eureka Members

2061 unique KM users

Global Email Announcement sent out 11/16/10

Daily emails with instructions and membership statistics to over 90 individual managers

5 Eureka Leaders

Survey sent to current legacy Smith Eureka members

InTouch introduction

Four new communities launched

1600	
1400	
1200	
1000	
800	
600	
400	
200	
0	

10/14/2010 10/25/2010 10/27/2010 10/28/2010 11/4/2010 11/9/2010 11/16/2010 11/17/2010 11/22/2010 12/7/2010 12/10/2010 1/6/2011 2/7/2011 3/1/2011 3/21/201

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Next Major Initiatives

- InTouch (Operations Support KM System)
  - Introduction of InTouch to Smith Management
  - Training
  - Organization Creation with InTouch Engineers
  - January 2011 Onwards
- SPEEDIA (Internal Wikipedia) Contests
  - Two contests launched
  - Hundred's of new entries added
  - March-May 2011
- Launch of Training Videos
  - Emails to legacy Smith Managers
  - 10 videos created over the next few months covering various KM topics
  - June 2011 Onwards
- KM Days
  - Local outreach plan to visit individual locations and train employees on KM tools
  - August, 2011-Current

CNP
Career Network Profile

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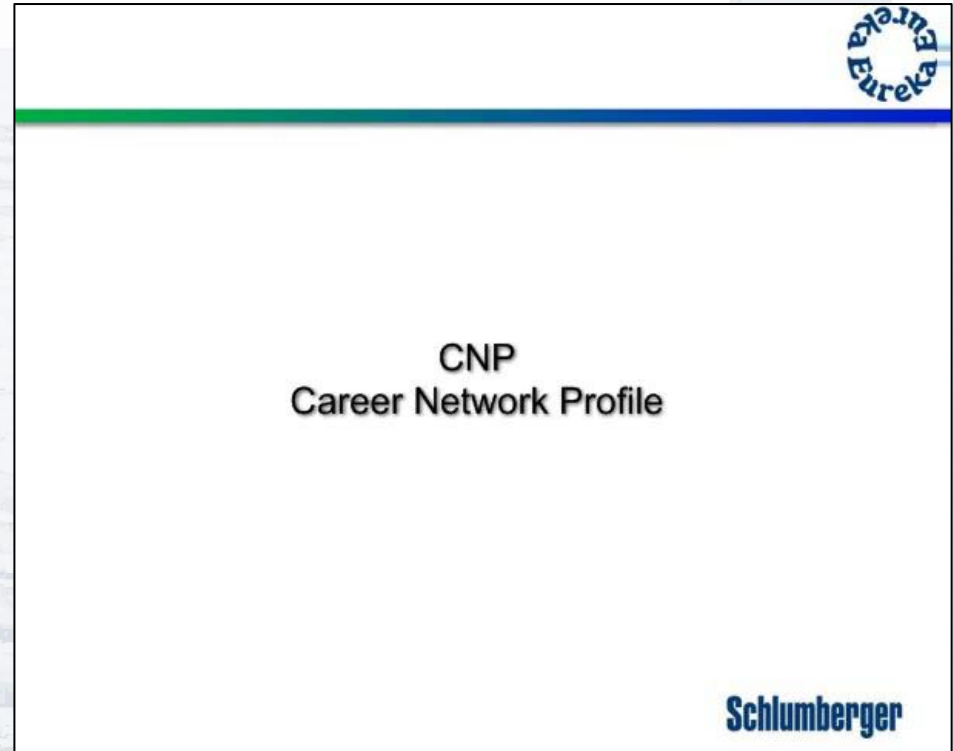
KM Day Agenda

All day training and awareness session on the various KM tools

- Hub (Intranet)
- Hub Search
- LDAP (Corporate Directory)
- Eureka (Communities of Practice)
- CNP (Internal Resume)
- Tellus (Online Library Service)
- Speedia (Internal Wikipedia)

- InTouch (Operations Support System
- Micropatents
- BlueTube (Internal YouTube)
- Mariner (Input to R&D)
- Dropfile Box (Large file uploading/sharing)
- SLB Gateway (Remote Login)

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31 Global KM Days

31 Global KM Days

- Hundreds of Attendees worldwide

- Pre-training Awareness of 17 KM topics
  - 6 Average
  - 2-10 Average Range

- Post-training Expected Future Usage
  - 11 Average
  - 8-17 Range

KM Day Evaluation

Name: Location:

Business Unit: Date:

For each topic below, please enter your current awareness level and future usefulness.

	Current Awareness			Future Use		
	Unaware	Know about it, but rarely use it	Use it often	Not relevant or useful for me	Might use it occassionally	Plan to use it often
•Hub						
•Hub Search						
•LDAP						
•Eureka						

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Quotes from attendees

"Saved a lot of time rather than exploring on your own"

"Great class! Great idea to have attendees go out and educate others."

"It is great to know that Schlumberger will come out and help train us on the tools we will all need to use."

"It was the best training I have had since the merger"

"After this meeting I realized a bunch of stuff is behind the hub"

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1-year of KM Integration

Legacy Smith International Inc. Participation
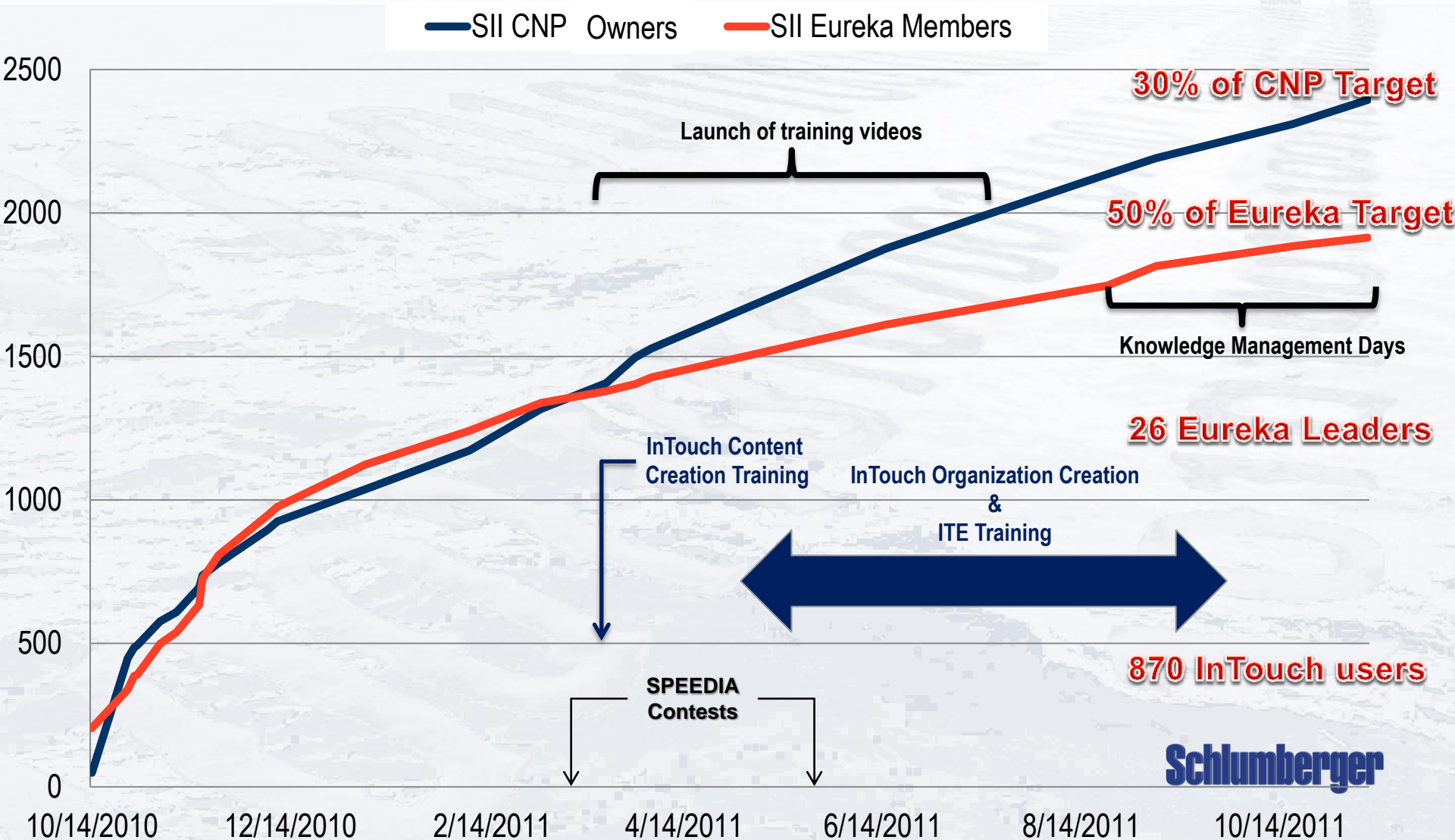
People are engaged

Contest Winners

New Ideas

26 Eureka Leaders

Workshops and Symposia

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Lessons Learned SPECIFIC to Integration

- Don't underestimate the impact of cultural differences between integrating companies
- Management Support is key driver
  - Management sending the KM message out was very useful
- Despite all the email communications, there was still a very low level of awareness of all the KM tools
  - Emails will only work for a certain group of people
  - Definite value to in-person discussions
  - Getting large attendance numbers was the biggest challenge
- Consider "who" is delivering the message
  - Comfort in seeing a recognized name/face from the "inside"
  - Higher willingness to comply when message is from the "outside"
- Sell the benefits.. What is in it for you? Pick and choose what you want to use
- It was useful to get feedback on our tools from a new user perspective

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General Lessons Learned

- **Communication is the KEY**
  - **Use ALL means available**
- Don't assume that KM is high on everyone's priority list
  - A special effort is needed to keep it up there
  - MANY initiatives are being introduced into legacy Smith, so must ensure that information about each is quite clearly understandable
- Consider regular boosts to the KM message
- Experiment
  - Try new, unique and FUN ways to engage your employees
- Always look for feedback and input

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Way Forward

- Goal is to have at least 85% of our technical population engaged in KM activities
- Continue Communication and Training
- The first step was to generate Awareness
- The next steps will focus on Usage and Benefits

- *We have only just begun…*

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Thank you!