

## KwIDF

### The client



In 1934 the Kuwait Oil Company Ltd. (KOC) was established by the Anglo-Persian Oil Company, Which evolved into the present-day BP and Chevron corporations.

The Company activities has extended to include exploration operations, on-shore and off-shore surveys, drilling of test wells, and developing of producing fields in addition to crude and natural gas exploration.

KOC was devastated by the Iraq invasion in 1990. But, after liberation on 26.2.1991, production gradually returned to full capacity.

Super light crude oil was discovered at Sabriya in 2005. The discovery of the API 52 crude oil represents a big jump in the company's exploration abilities.

In 2006, gas was discovered in the deep Jurassic reservoirs at Rahiya, Mutriba, Um Niga and other fields. Kuwait ranks as the 8th biggest producer of crude oil world wide with 2.494 million bbl/day (2009 est.).

### The challenge



Kuwait Oil Company Research and Technology Department is developing and implementing a leading-edge strategy for further automation and digitalization of KOC assets, both for oil and gas. Under the project name "Kuwait Integrated Digital Oil Field", three strategic vendors are working

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intensively on the development of a world class standard, which will transform the way oil and gas fields are operated.

KOC is a world leader in facing the challenge of digitalization and automation. From the very start, KOC R&T was very much aware that people management was key to the success of the projects. The deployment of innovative digital technologies and field instrumentation, building and implementing structures and networks in state of the art collaboration centers, requires new ways of working together. So technological change needed to be supported by a new, much more participatory culture, requiring collaboration and transformation as well as identifying and preparing the best available people for staffing the high tech KwIDF collaboration centers.

## Our Response



In order to establish the desired collaborative culture and find the right staffing, SSC Consultants André Baken, Bruce Young and Dr. Soraya Cerdà developed a Change Management, Communications, HR, CIP (Continuous Improvement Programme) and culture strategy as integrated parts of the KwIDF technology project.

**KOC top Management ownership**, governance and leadership were identified and targeted as vital elements to success, ensuring that top management awareness and involvement was second to none.

A **change management Program** deployment strategy and management structure was put in place. Once this was complete, the basic requirements, focus and alignment amongst the three pilot projects were finalised and an execution approach was put in place to guarantee best use of budget and timing.

**Stakeholders were identified** and engagement and communication strategies established to guarantee commitment, including one-on-one meetings and coaching where needed.

A company-wide **corporate communications strategy** was developed to support the KwIDF project and drive full awareness across the whole company. Some key tools included creation of a project logo, external and internal publicity, newsletters, website and events.

**Cultural analysis** took place to determine the gap between existing behaviours (the way we do things around here) and the defined desired behaviours for all involved in the KwIDF project. Results were translated into mindset programs for gathering center staff, field operations and collaboration center staff. This wider focus was chosen as KwIDF staff not only work amongst themselves but engage daily for first and second loop workflows with other KOC staff members, who therefore need to follow the same behavioural patterns and standards.

This wider collaboration and partnership all through the organisation is not yet possible in the limited scope of the pilots, but will become essential when KOC deploys the new technology company-wide. The CM approach has therefore been subject to evaluation to see how this can best be done, while the cultural analysis has already been extended to the whole company.

**CIP programmes** were deployed as a test case, as the existing standards of housekeeping within the units involved in the projects was below required rates. This is harmful to the deployed technology and instruments and can have negative influence on the maintenance.

Human Resources management was put in place and a complete new strategy for finding and selecting the best available people was developed and deployed, including a communications campaign to capture the attention of young and bright employees. Teambuilding and behaviour modelling modules were developed and deployed. Teambuilding is relevant because existing and newly formed teams will work with and amongst themselves and need to be prepared for best practice. Specific behaviour inside collaboration rooms is defined and needs to be practiced by staff members until they interiorize the behaviour as “normal” and “the way we do things around here”.

Finally, staff will be trained in the use and maintenance of new technology and instrumentation installed in collaboration rooms and in the assets.

## **The Outcome**

Although the KOC KwIDF project is still ongoing, evaluations after one year of deployment show that the marked goals are reached. KwIDF is now a company wide initiative, high on top management agendas, stakeholders have been identified and targeted, change management programme and communications strategy are deployed, cultural analysis has been executed, CIP programmes have been done and the innovative HR strategy is deployed.

Awareness, understanding, engagement and positive perception amongst stakeholders are the results so far.