KNOWLEDGE MANAGEMENT AT ECOPETROL

A CONTINUES JOURNEY ......

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“...More than half of all professionals in reservoir oil; will reach retirement age in the next decade, which poses a real challenge for the industry.”

Yasuhiroki Kamakura - 2012
AGENDA

1. Our Dream and Reason to Exist

2. The beginning of our journey: Knowledge Management at Ecopetrol

3. Our strategy in Knowledge Management

4. Results and Referents
THE FUTURE THAT INSPIRES US IS COLOMBIA
9000 Direct Employees
35000 Contractors
44000 COLLABORATORS
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.
The Journey Begins

2004
APQC’s ROAD MAP TO KM RESULTS: Stages of Implementation™

Stage 1
Getting Started

Stage 2
Develop Integrated Strategy

Stage 3
Launch Value Chain KM Pilots

Stage 4
Integrate, Expand and Support

Stage 5
Institutionalize KM Across Value Chain

Adaptado de Carla O’Dell, APQC, 2000
KNOWLEDGE MANAGEMENT IS TO MAKE THE BEST USE OF INTERNAL AND EXTERNAL KNOWLEDGE TO MEET BUSINESS GOALS
Corporate Program for Implementation of Knowledge Management

Iniciatives for Incorporation, assurance, transfer and sustainability of key Knowledge - Technology and Operations Practices
We all are responsible by the assurance of information and knowledge.

**Presidency**
Monitors the implementation

**VP of Innovation**
Leader of the process, ensures full and effective implementation

**Operational Units**
Implementers
Governance of Knowledge Management

Vice Presidency of Innovation and Technology

Innovation, Knowledge and Technology Strategic Direction (DCT)

Information Technology Department

Colombian Petroleum Institute

Strategic Unit at Knowledge Management and Innovation

Cross unit team in Knowledge Management and Innovation
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 POLICY – 7th Principle, Dec 2010
The results of growth requires talent to support the strategy, technology and knowledge advantages and of capacity development in the most critical processes.
This axis aims to strengthen innovation and competitiveness, incorporating, ensuring and transferring knowledge, information and technology.
WELCOME TO REALITY
Retirement
Generational gap
Employee Turnover
Competitive Sector
New Trends Working
New Expectations
Professional Expertise
Academic Formation
Flexible Schedules
KM Strategy
Strategy of Knowledge Management

**KM Process**
- Guideline for identification of critical knowledge

**Guide Subsidiaries**
- Networks of synergies
- Packaging Technology and Services

**CULTURE & TOOLS**
- Trust, processes, training, recognition, communication

**SUCCESS STORIES**
- Process Indicators
- Results and economics indicators

**CAPITALIZE RESULTS AND DISSEMINATE**
- Benefits and results of KM in Business Areas
- Consolidation and dissemination of success stories

**ASSURE INTERNAL TRANSFER**
- Assurance critical charges
- Assurance Processes and key technologies
- Develop Succession Programs
- Develop Training Programs in EU
- Learning Responsibilities

**STRATEGIC PLAN**
- Working with stakeholders and subsidiaries to develop networks and share knowledge and know-how
- Development services based of knowledge

**INTEGRATE NEW KNOWLEDGE AND SOCIALIZE**
- Knowledge required by Projects and Competitive Advantage
- Knowledge adsorption
- Training Programs
- Programs in schools, colleges and universities

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Our final goal

1. Assurance Knowledge of Process
2. Assurance Knowledge of People
3. Assurance Knowledge of Key Technology
IT, Collaborative Tools

KM Portals

document repository
KM Portals - Lessons Learned

Upload Lessons Learned

Search Lessons Learned

Lessons Filter by:
Organizational areas
Knowledge areas
Success Stories
Mechanisms, methods

Technological Environment Forums

Ecopetrol University

Cross Unit Team in Knowledge Management

Communities of Practice
Mechanisms, methods

Strategic and Tactical Technology workshops

Work Events for Knowledge Transfer

Succes Stories

Lessons Learned

My site

Thinking methods

Cross unit teams

Technological and Innovation Committee

Dialogue Spaces
Technological Environment Forums
Technological Environment Forums
Business Results
Individuals Performance
Objectives
Success Stories
Effectiveness of tools and methods
Organizational Culture
Metrics and Statistics of IT
Increasing productivity / Reducing costs
Reformulation of the Strategy
Improving processes
Organizational Learning
Intellectual Property
Corporate Recognition
ECOPETROL: Cases of KM Value

Through the technological Forum: in 2009: "Environmental Management in the Oil Industry“ developed by ECOPETROL involving companies worldwide......

The use of a KM Mechanism led to the reformulation of Ecopetrol's Strategy

We changed our strategy framework

Incorporating.....

CORPORATE RESPONSIBILITY

✓ Environmental Management
✓ Relationships with stakeholders
ECOPETROL: Cases of KM Value

A CoP that has assured technology and knowledge in well stimulation to increase the oil production

- Selling the issue
- Interacting with stakeholders
- Linking more people to the theme
- Training new professionals
- Applying Lessons learned
ECOPETROL: Cases of KM Value

Abandonment Study Group - save $2 million / year

Technical support – Regulatory (Ministry of Mines and Energy)

Collaboration across-areas, Expertise availability, making decisions

Well Abandonment CoP is achieving cost savings to Ecopetrol

Assurance controls SOX / COSO

M US$ 5.19 in 2014 KM Initiatives
The journey continues .....
Knowledge Management
Scheme of Impact Evolution

Impact

Maturity

Innovation and competitiveness
- Added value to the process
- Benefits and demonstrable impact
- Generating new knowledge

Continuous Improvement
- Building and exchange of knowledge applied to the process
- Appropriation of best practices

Synergies
Share What we know (information) to achieve area targets.
- Point Results on individual needs

Tomado y adaptado de VII – Coordinación de Conocimiento, Tecnología e Información - CSI
Our Referent
# MAKE GLOBAL 2013

2010 – 2011 (38) – 2012 (28) - 2013 (26)

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