

# SCHLUMBERGER



*From Transformation to Digital  
Transformation*

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# Company Background

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Schlumberger is the leader  
Service Company in Oil & Gas



95,000 people  
85 countries  
150,000 mobile assets  
2,250 facilities  
\$32.9 Bn Revenue (2019)

2

2015 – reduced market  
investment compels the  
industry to rethink

**TRANSFORMATION  
AS PATHWAY:**

**“SAP”**

3

2017 – The Transformation  
evolves into a Digital  
Transformation:

↓ **OPERATING COST**  
↑ **TECHNOLOGY OFFER**  
↑ **CUSTOMER'S RESULTS**

**CLOUD ADOPTION**

- +16 years of International experience as an Engineer working in operations, sales, marketing, recruiting, and human resources
- Sales Lead in main markets: LATAM, NAM, and Middle East. Proficient in SaaS for Sales: CRM Dynamics, C4C, Salesforce
- Tech focused, constantly participating in groups dedicated to develop New Technologies that transformed into offering Novel options to clients, such as data analytics, real-time streaming for operations, efficient billing processes, and drone applications

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# Challenges

- Large international enterprise
- Bureaucracy layers needing to align prior to any change in order to maintain company structure and business model through the entire organization
- Investing community diversifying away from the O&G industry
- Executive leadership not familiar with transformation/Cloud migration



# Cloud Adoption Strategy

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## Learning

- Establish common understanding
- Cloud Computing/SAP

## Discovery

- Current status (workflow)
- Resources:
  - ✓ People
  - ✓ Infrastructure
  - ✓ Softwares
  - ✓ Licenses
- IT challenges

## Critical Data/IT Operations

- Identify critical data (customer data)
- Identifying critical IT operations

## Cloud benefits

- Evaluate business benefit:
  - ✓ Efficient field operations
  - ✓ Differentiation from the pack
- Cost evaluation

## Challenges/ Risk

- Apply risk model to business evaluation
- Review multiple scenarios

## Migration Plan

- Developing a migration plan
- Execution and continuous improvement (iterations)

***Reinvention phase still TBD...***



# Solutions/Implementation

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## Training

- Created a cross functional, multi cultural background, team in charge of transformation
- New Cloud Training for IT
- Cross train/hire managers with cloud experience

## New Enterprise Solutions

- SAP
- Windows
- Multicloud Environment: Azure, GCP
- HashiCORP

## Scale Plan

- Scalability and test before full deployment
  - SAP first pilot reached Ecuador in 2018
- IT Response team to evaluate pilot

## Status

- SAP live, still lesson learns and plans pending to be review
- SLB working to offer DELFI (Cloud based software)
- Hybrid environment suits better internal and external customer requirements

### IMPORTANT FACTS

Transformation started in 2015, SAP deployment was live worldwide in Q1 2020  
Cloud migration still in process, Schlumberger partnered with IBM exclusively using Redhat Open Shift to create a Cloud collaborative environment → DELFI

# Risk & Mitigations

## RISKS

- Security
  - Internal/External Data in the Cloud
  - DevOps
- Talent training/retentions
- Cost uncontrolled with Developers direct access
- SLB pursued Google as preferred provider (Google rejected)

## MITIGATION

- Secret Management system
  - Integrated to Schlumberger workflow
  - Identity and encryption softwares
- Update hiring/recruiting process
- Cost Controls for provisions
- Market pre-evaluation with different Cloud providers





# Conclusions

- Cloud adoption is dictated by current unstable Oil price and Tech companies capturing stock market
- The original transformation was intended only focusing on SAP. Additional enterprise solutions were identified, addressing challenges such as information security and DevOps
- Schlumberger restructured, looking to size itself and to generate resources by selling different business units, targeting a lean and efficient organization.
- The Cloud business model adopted by Schlumberger, an international giant, partnering with different providers should improve its New Transformation's vision's implementation and reinvention process:

**Schlumberger is reinventing and moving from a static and private environment to a project aiming the collaboration and global access of O&G industry through Cloud solutions: DELFI**

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<https://www.forbes.com/sites/adrianbridgwater/2020/09/08/ibm-red-hat-schlumberger-drill-new-channel-to-data-interoperability/#79a24d831635>