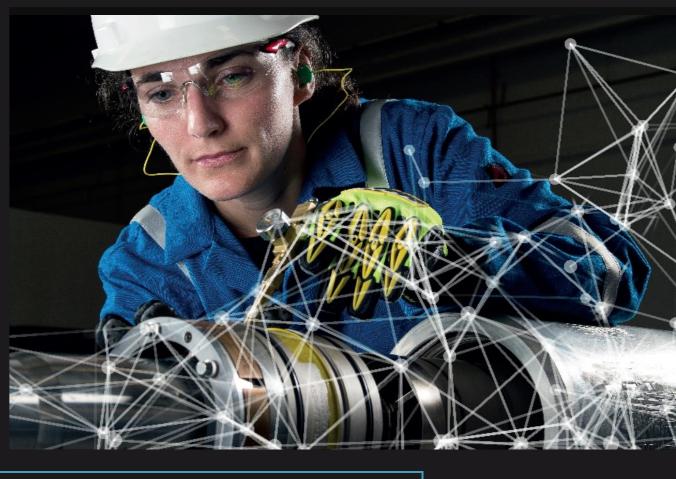
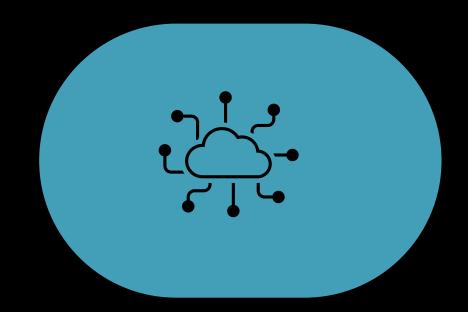
SCHLUMBERGER



From Transformation to Digital Transformation

- 1 Company background
- 2 Personal background
- 3 Introduction
- 4 Challenges
- **5** Strategy/Solutions
- 6 Risk & Mitigations
- **7** Conclusions

CONTENT



Company Background



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)



investment compels the industry to rethink

> **TRANSFORMATION AS PATHWAY:**

> > "SAP"



2015 - reduced market 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

Claudia Navarro

B. S Petroleum Engineering

Colombian

Schlumberger







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

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

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 busines 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 trough Cloud solutions: DELFI