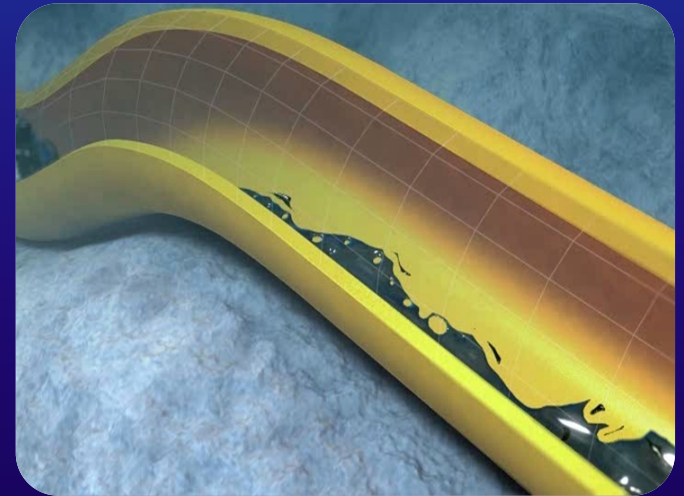# Project Management in Schlumberger Information Solutions

John K. Arthur

Project Manager, Asset Optimization

Schlumberger

Topics

- Introduction
- Challenges to Project Execution
- Integrated Project Execution Framework
- What Works Well
- What Works Not So Well
- Conclusions

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Schlumberger At A Glance

- World's Largest Oil Field Services Provider

- 45 billion USD in turnover

- 123 000 Employees

- 140 Nationalities

- Operating in 45 Countries

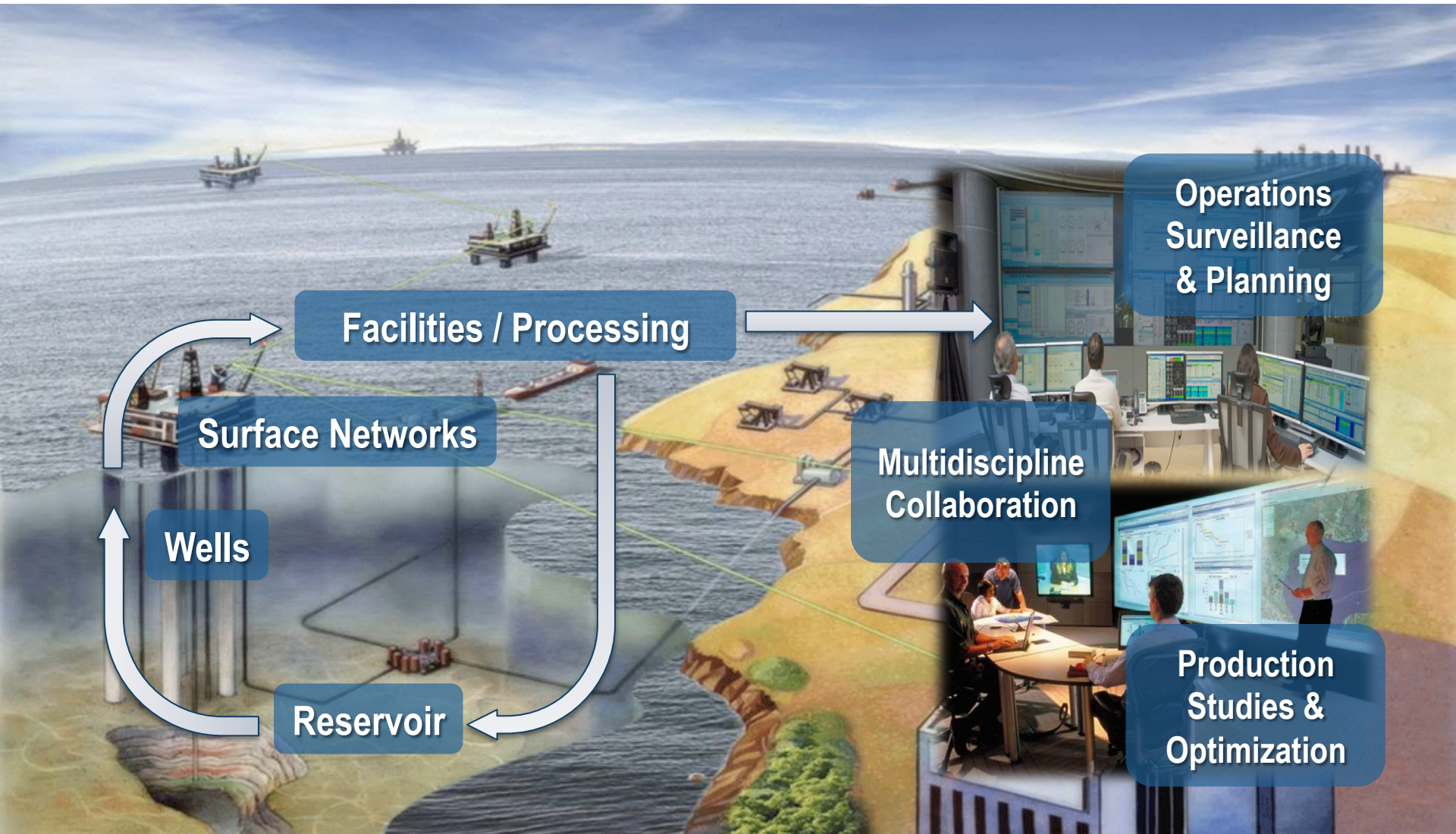- *Schlumberger Information Solutions* one of 22 segments.

- CEO is Paal Kibsgaard

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Asset Optimization
The Definition

- Asset Optimization (AO) is the practice of integrating people, technology, information and processes.
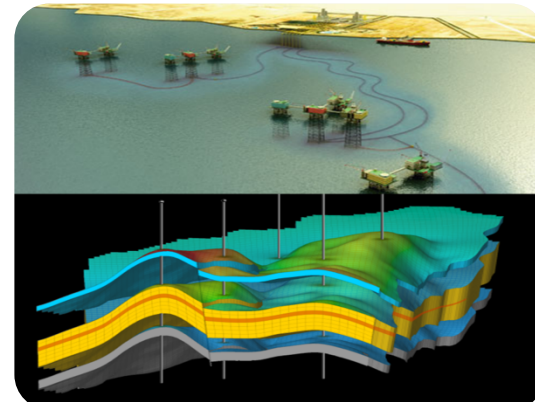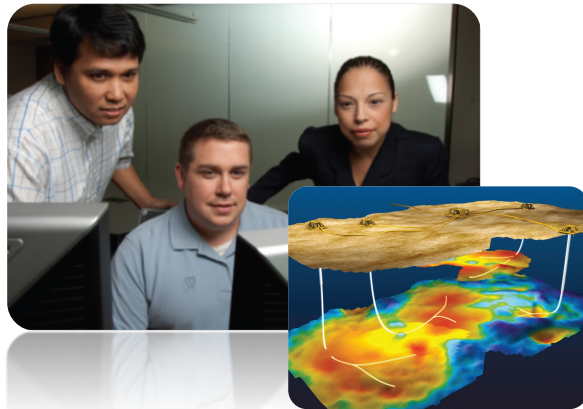
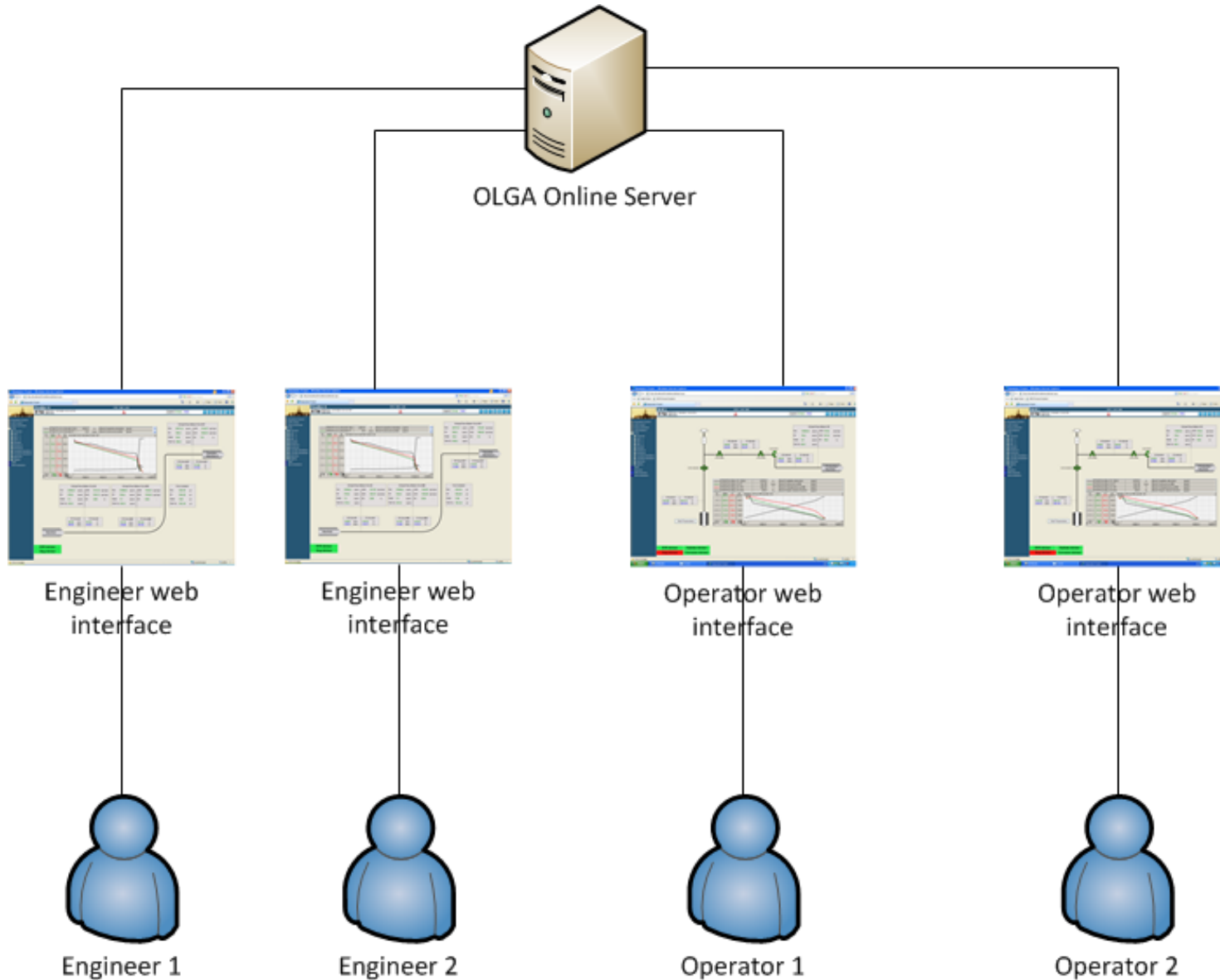# Operational Decision Support System - Asset Optimization

Bridging: People—Processes—Technology

OLGA Online – Web Based User Interface

OLGA Online Server

Engineer web interface

Engineer web interface

Operator web interface

Operator web interface

Engineer 1

Engineer 2

Operator 1

Operator 2

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Online Asset Optimization in a Control Room Setting

Delivering Projects Worldwide from 3 Execution Hubs

Oslo
(Middle East & Africa)

Goliat (Norway)
Gjøa (Norway)
Gassco (Norway)

Wyoming UBD (USA)
Shale Gas (USA)

Houston
(Americas)

Kashagan (Kazakhstan)

Marlin (USA)
Blind Faith (USA)
Canyon Express (USA)
Na Kika (USA)
Tahiti (USA)

Karan (Saudi Arabia)

Pemex (Mexico)

South Sequoia and Rosetta (Egypt)

Dolphin (Qatar)
Qatargas 2 (Qatar)
Qatargas 3&4 (Qatar) KG-D6 (India)

YC 13-4 (China)
LiWan (China)

Lobito Tomboco (Angola)
Tombua Landana (Angola)
Girassol (Angola)
PSVM Block 31 (Angola)
Greater Plutonio (Angola)
Kizomba Gas Export (Angola)
Pazflor (Angola)
Angola LNG (Angola)

TCOT (Malaysia)
SOGT (Malaysia)
Samarang (Malaysia)

Marlim (Brazil)

Gippsland (Australia)

Agbami (Nigeria)

Perth
(Asia Pacific)

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Typical Project Profile

Customers:

- Engineering Contractors and Oil Majors

Customer/Field Locations:

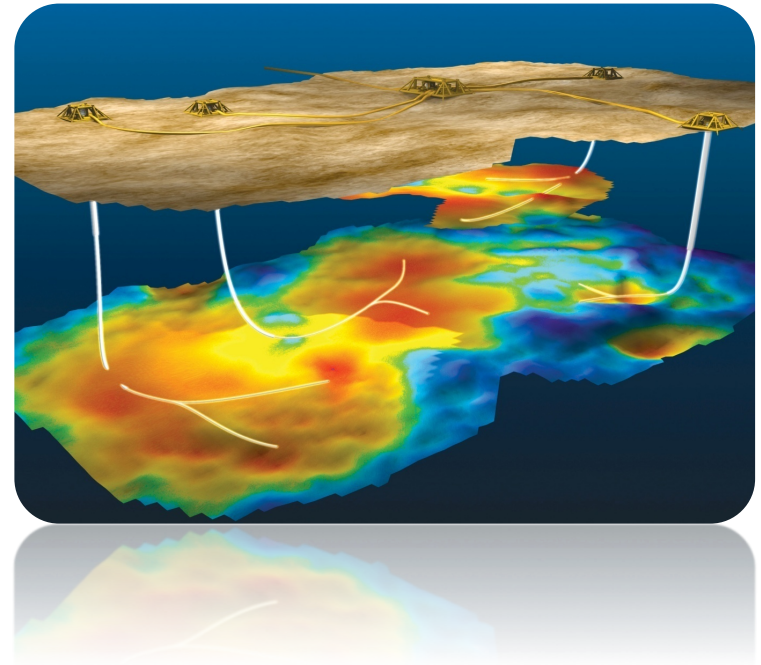- Middle East, Australia, Malaysia, Brazil

Budget:

- 1-3 million USD (fixed price)

Resource Requirements:

- 4-8 full time employees

Deliverables:

- System Hardware (16 CPUs, 64 GB RAM, 2x500GB RAID, Windows Server 2008)

- Simulation Models (5-6 models)

- OPC Kernel (20 -30 000 tags)

- Web-based user interface (15-30 pages)

Challenges to Project Execution 1

- Global spread of project members (Oslo, Houston, Perth)

- Cultural differences with customers

- All projects are unique

- Dependency on place in value chain

  - The lower we are the harder project execution is.

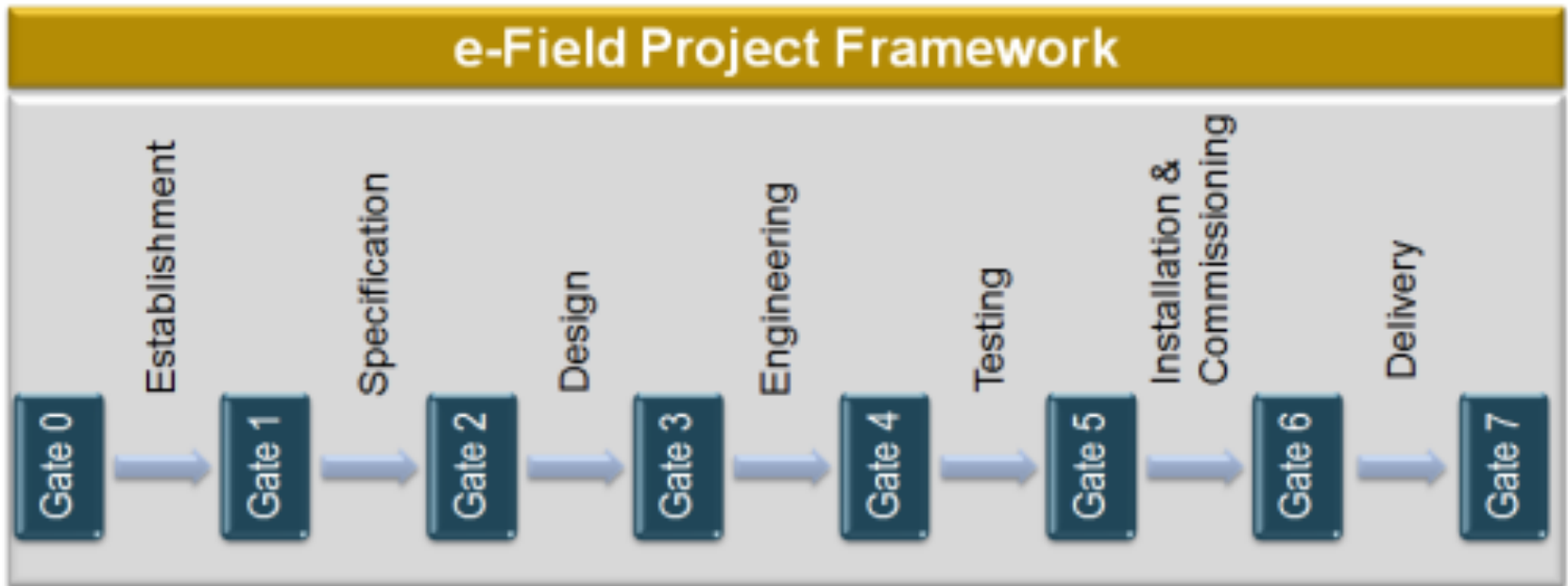- Data gathering

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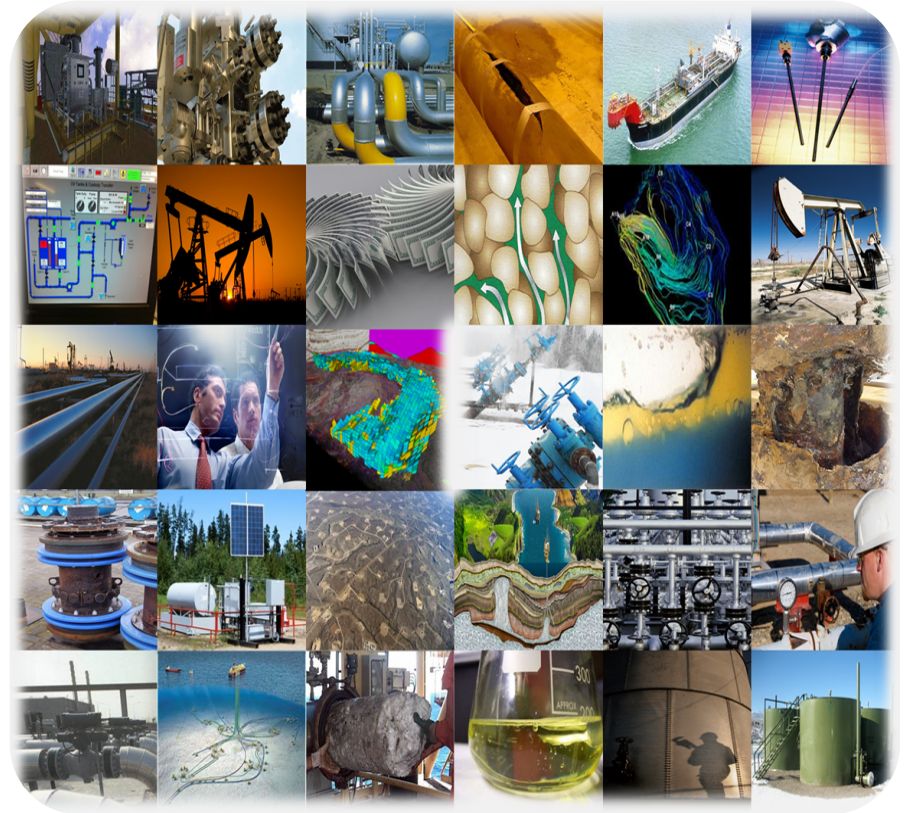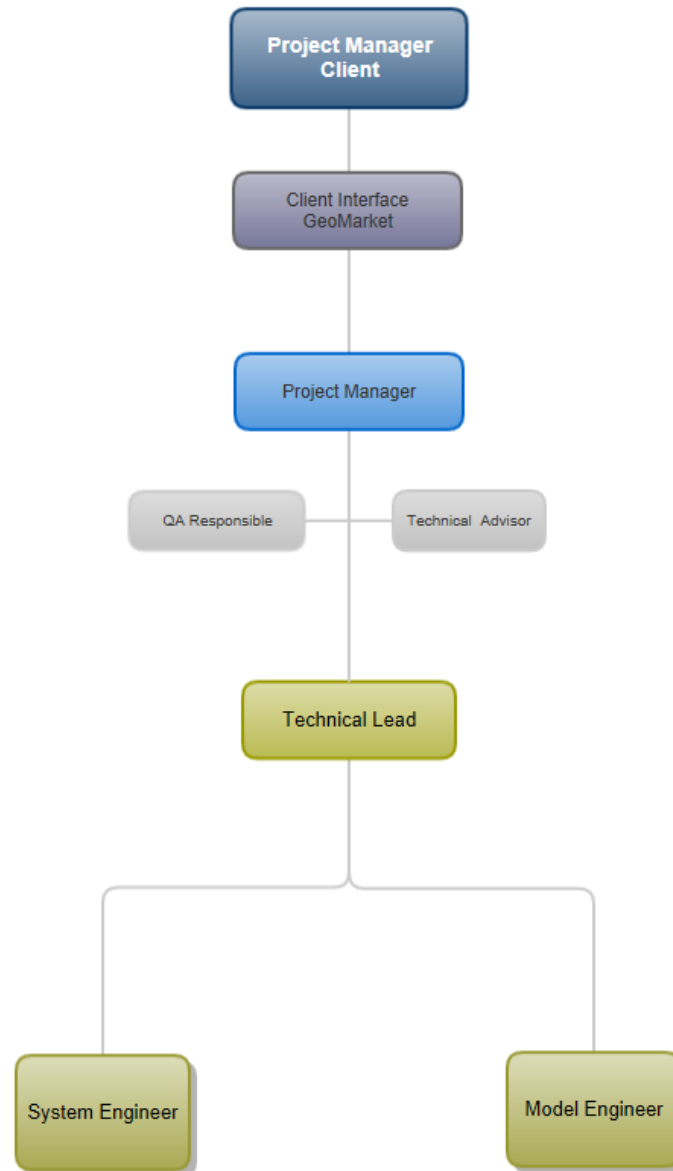
Challenges to Project Execution 2

- Project Complexity:

  - Engineering data

  - IT Systems

  - Simulation Models

  - OPC Kernel

  - Web systems

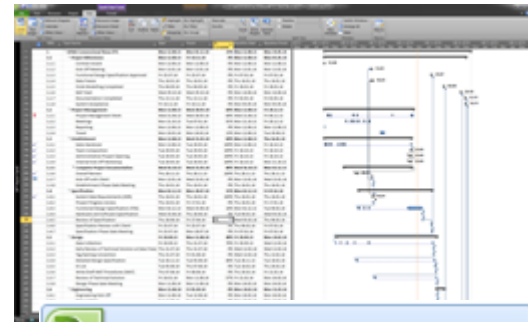- Fixed price means tight project execution is essential.

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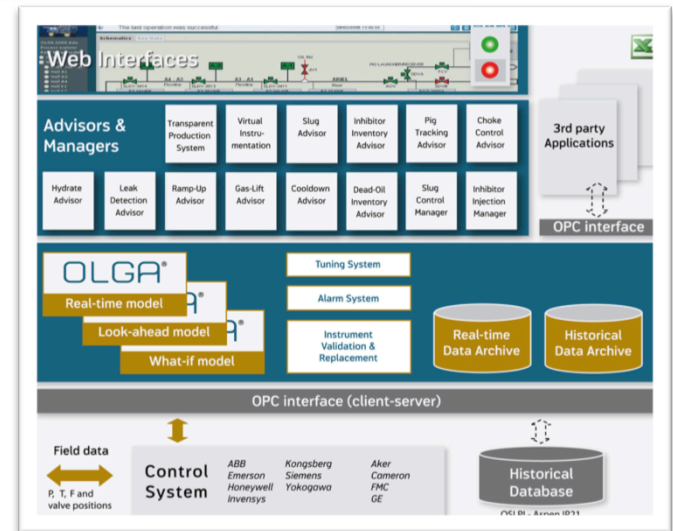
Project Methodology

Typical Project Organization
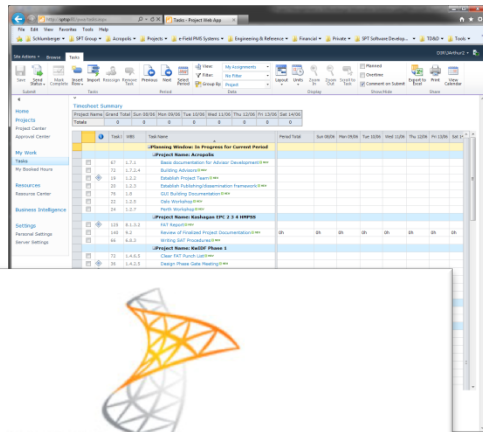

Schlumberger

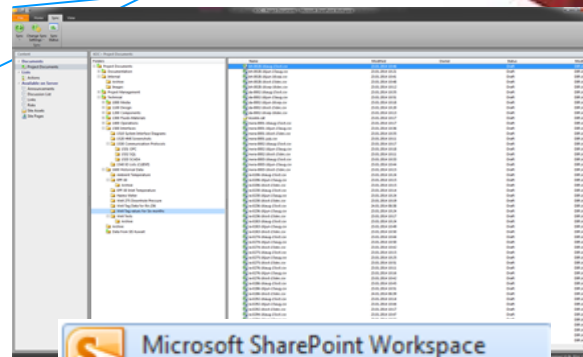# Integrated Project Execution Framework: Main Toolset

- MS Project 2010.

- MS Project Server 2010.

- MS Sharepoint Server and Workspace 2010

Microsoft Project 2010
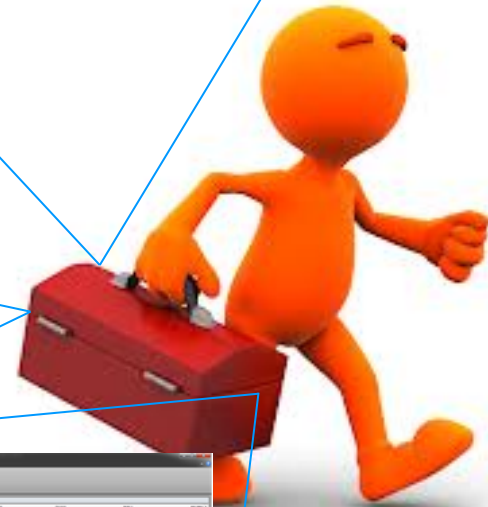
Microsoft® Project Server 2010

Microsoft SharePoint Workspace 2010

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Integrated Project Execution Framework: Project Web Portal

Access to Project Documents (SharePoint)

Submit Hours
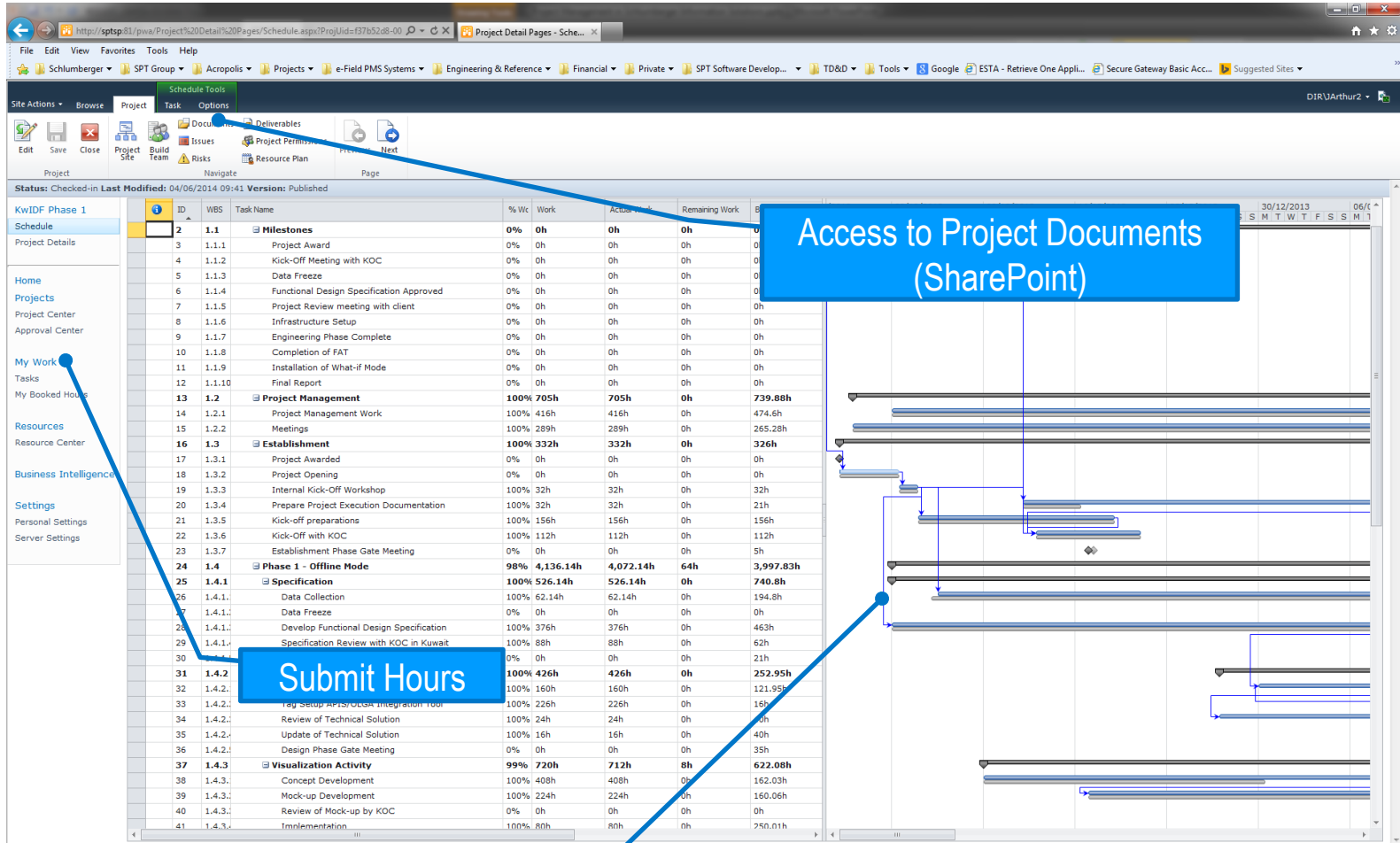
Project Gantt Chart

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Integrated Project Execution Framework: Setup

- Project Manager creates an initial project plan based pre-defined template on Project Server

- Update project with, scope, resources, timeline etc.

- Project is published and available on project server.

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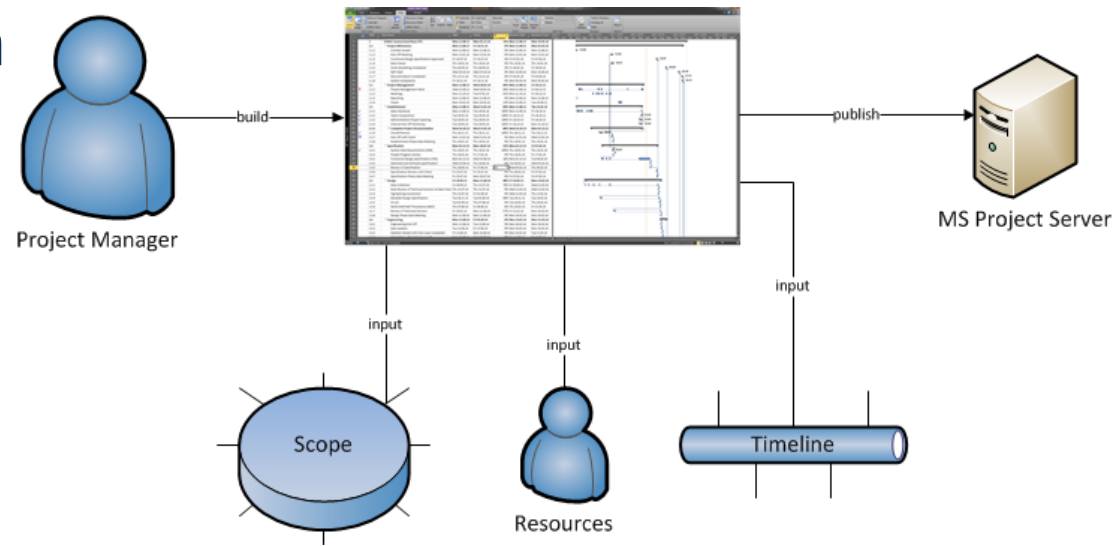
Integrated Project Execution Framework: Execution

- Project Members submit hours weekly/daily.

- Project Manager approves or rejects hours.

Integrated Project Execution Framework: Project Plan Update
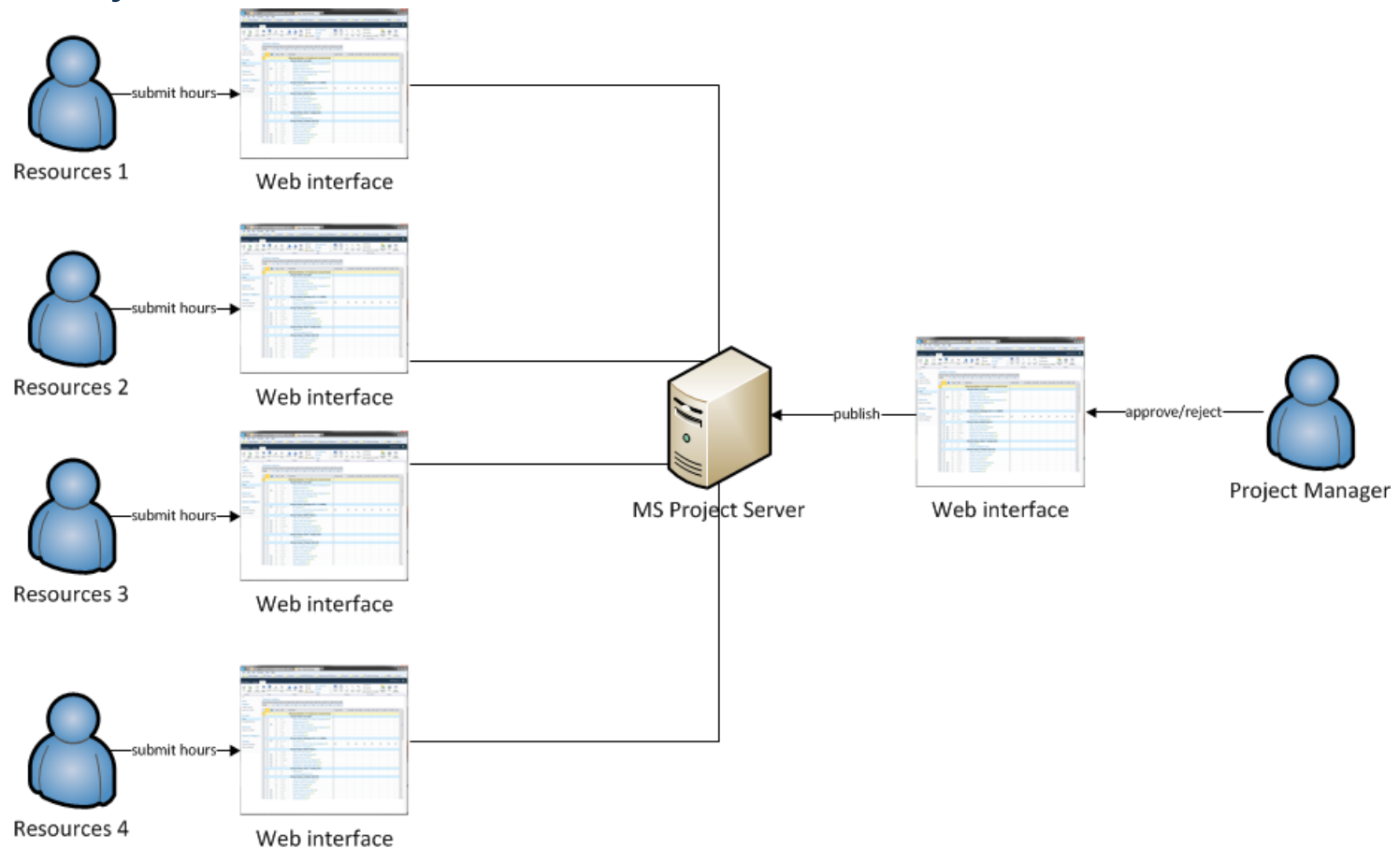
- Project Plan is Automatically updated with approved project resources' hours.

- Project Manager can adjust plan based on weekly updates.

- Updated plan is available for project members when published.

MS Project Server — updated plan → / ← publish — MS Project Application — receive update → / ← adjust plan — Project Manager

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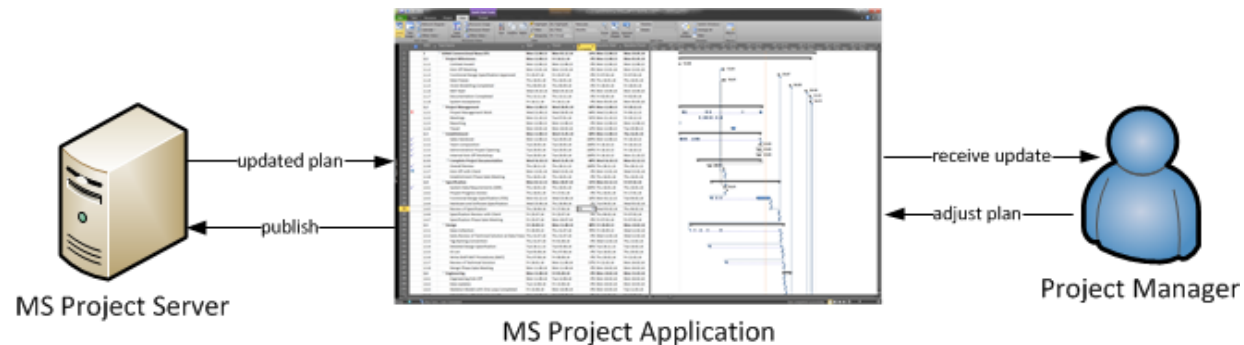
Integrated Project Execution Framework: Project Documentation

- MS SharePoint is also accessible from web and Sharepoint Workspace.

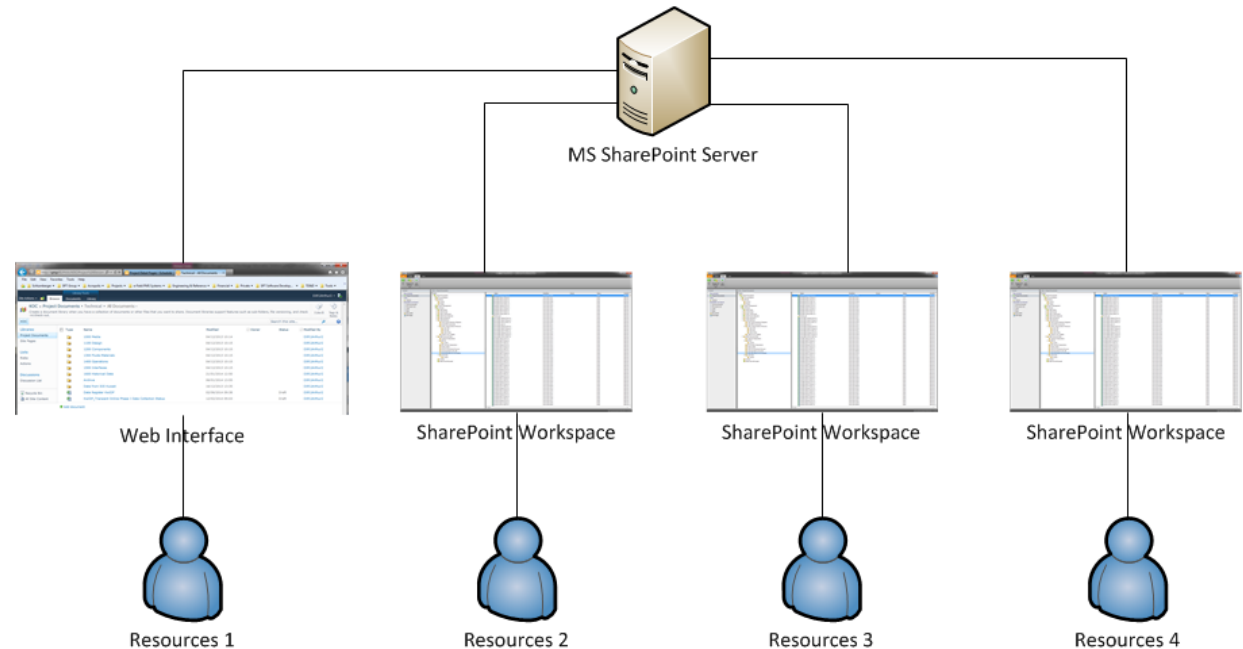- Secure access granted to all project members.

- Provides Project Document and Data Storage

MS SharePoint Server

Web Interface

SharePoint Workspace

SharePoint Workspace

SharePoint Workspace

Resources 1

Resources 2

Resources 3

Resources 4

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What Works Well

- Integrated Environment for Project Setup and Execution.

- Project Team can submit hours based on approved project plan.

- Project Manager approves/rejects hours.

- Project Plan is updated based on approved hours.

- Project Manager gets weekly feedback on current status of project.

- Possible to keep a good overview of whether project is on track.

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What Works Not So Well

- Web interface for submitting ours could be streamlined.

  - Its easy to submit hours on the wrong project.

  - With many projects its easy to lose an overview of hours.

- «Grabbing tasks» that project members have not been assigned can unexpectedly add many hours to the project.

- Projects can get «stuck» in limbo between MS Project and Project Server.

- SharePoint Workspace interface can be unintuitive.

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Conclusions

- MS Project Server, SharePoint and MS Project provide a solid Integrated Project Execution Environment.

- Has become an essential tool for succesfull project execution.

- Keeps projects (more or less) on time and on budget.

- Integrated project hour registration and plan update key feature.

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MS Project Server Wish List

- Better web GUI for hours.

- Better publishing of projects.

- SmartPhone or Tablet App for clocking hours.

- SmartPhone App for Project Managers to keep track!

Thank You!

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