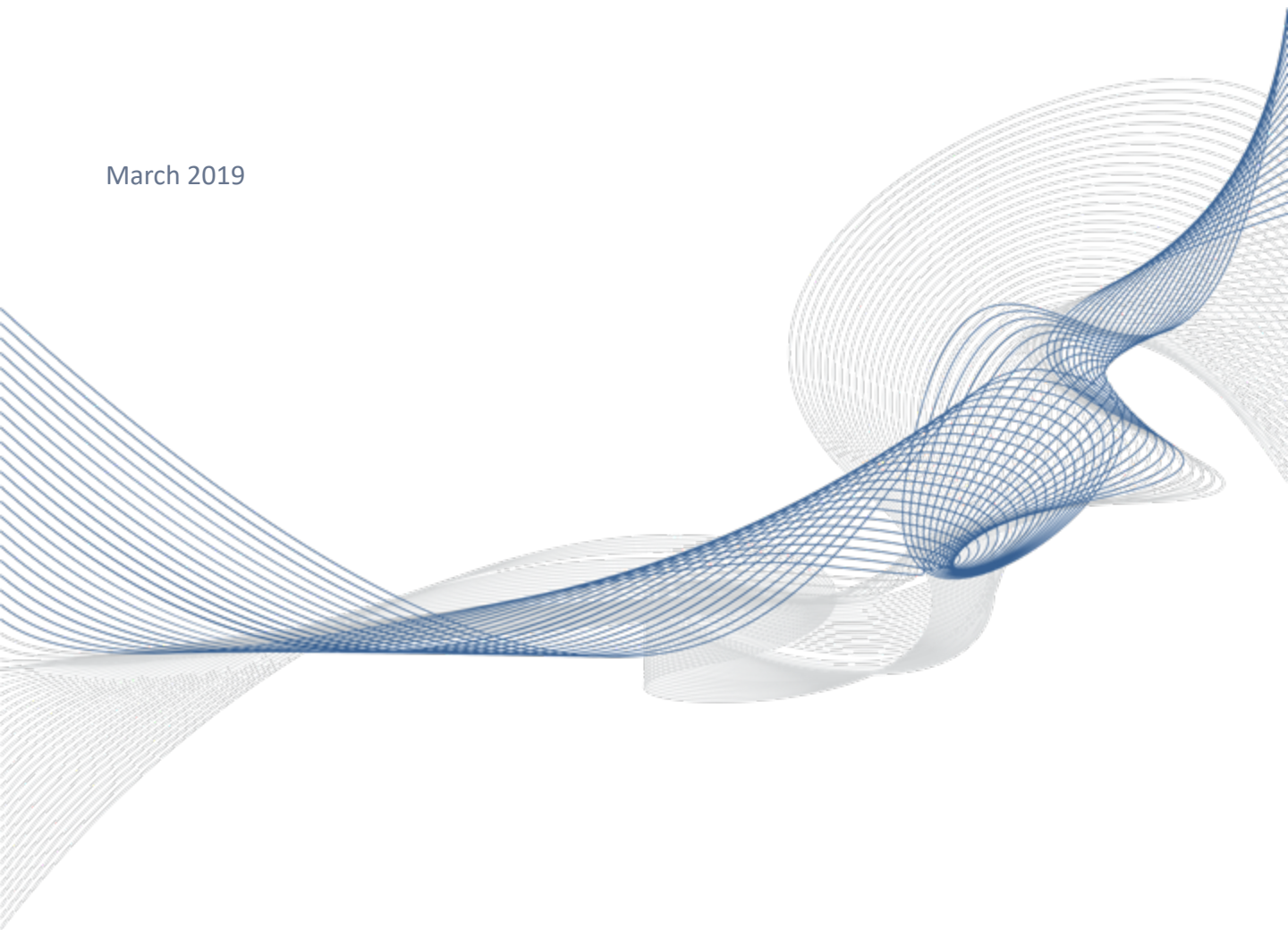




Technological Capabilities For
Competitive Advantage:
An Oil Field Services
Company Case Study

March 2019



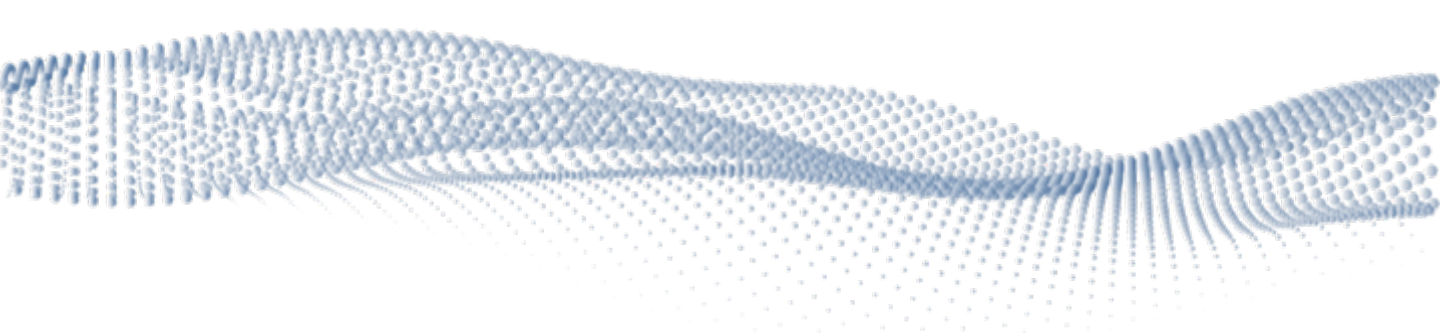


About Kelmic

Kelmic Consulting helps organizations capture opportunities and dramatically improve their operations.

Helping our clients improve their operations since 2002

We partner with our clients to drive bottom-line impact by addressing and dramatically improving efficiencies in People, Processes, and Property. Our exceptional people draw upon more than 100 years of combined experience to bring you the right perspectives and expertise to help you tackle complex challenges and realize your strategic ambitions.





Background

About the Client

- Leading North American provider of oil and natural gas field services globally
- Sustained growth through internal growth and acquisition
- 8,000 employees around the world
- \$2.5 billion revenue annually
- One of the world's leading land-based drilling and well service contractors
- Globally positioned to take on opportunities anywhere in the world

“Technology was highlighted as an issue, as the company wanted to confirm their view that they were industry leaders in adopting new technological advances and processes into their operations.”

This North American leading service provider to the oil and gas fields identified a need to develop leaders within their organization to support its history of steady growth and financial discipline into the future.

Primarily due to the acquisitions made as part of their growth model, the organization was not aligned into one cohesive unit, despite several attempts to integrate systems and processes. Each of the Global Business Units operated in silos, with inadequate communication and alignment between each other and the Corporate Office.

A Performance Leadership Program was designed and implemented. This program involved four offsite sessions, supported by one on one executive coaching with over thirty participants.

The Leaders selected to participate in the program were charged with identifying the company's greatest issues and developing Action Teams to identify the gap between current and Ideal state, develop a plan of action to improve, and design and present a compelling business case for why the company should or should not take the required actions to implement the proposed improvements.

Technology was highlighted as an issue, as the company wanted to confirm their view that they were industry leaders in adopting new technological advances and processes into their operations. A team was struck to serve as the “Voice of the Customer” identifying the needs and desires of the marketplace, and how those needs were being served compared to competing firms in the same market space.

The Company viewed themselves as industry leaders in incorporating emergent technologies such as automation, walking systems, gas engines, and cutting edge transport and rig up processes. Despite these advances, market share has declined over several years for several key Business Units.

There was no existing process in place to effectively market the technological advantages offered, nor was there a formal system to gauge feedback from the market on the value they placed upon new technologies and capabilities. No process had ever taken place to measure the fleet vs the entire market in terms of technical capabilities, geographical saturation, or customer perception.

Furthermore, no coordinated effort had been developed to share knowledge and expertise throughout the company.

Implemented Solution

Industry databases were purchased and utilized to develop the first comprehensive capabilities study of fleet technological capability vs. competition.

Preliminary findings from their United States Business Units showed substantial disconnects on depth capabilities and geographical saturation of several key and emerging markets. The US based Business Units represented less than a 3% share of the overall market, with most of their rigs in three territories, with less than a 10% share of the remaining eight US territories.

Surveys were conducted with key customers to gain insight into their perception of the company's technological capabilities versus their competition.

Feedback from both the capabilities study and the surveys confirmed value to innovations brought to market but highlighted several key opportunities for improvement. The team planned to develop platforms to market positive feedback and drive strategic analysis of negative feedback.

A knowledge sharing platform was developed and implemented for all Business Units to benefit from the inherent wisdom within the company. Webinar sessions have been presented and recorded to provide a resource library both internally and eventually to the marketplace.

“A knowledge sharing platform was developed and implemented for all Business Units...”



Key Results Achieved

- A shared knowledge webinar for aligning best practices throughout organization
- Development of a library of presentations that can be used both internally and as a marketing tool with customers
- Capabilities Matrix developed with market intelligence measuring fleet vs competition
- Feedback Surveys conducted with key customers to determine market needs and perception of client in industry

Improved

Alignment between
Units

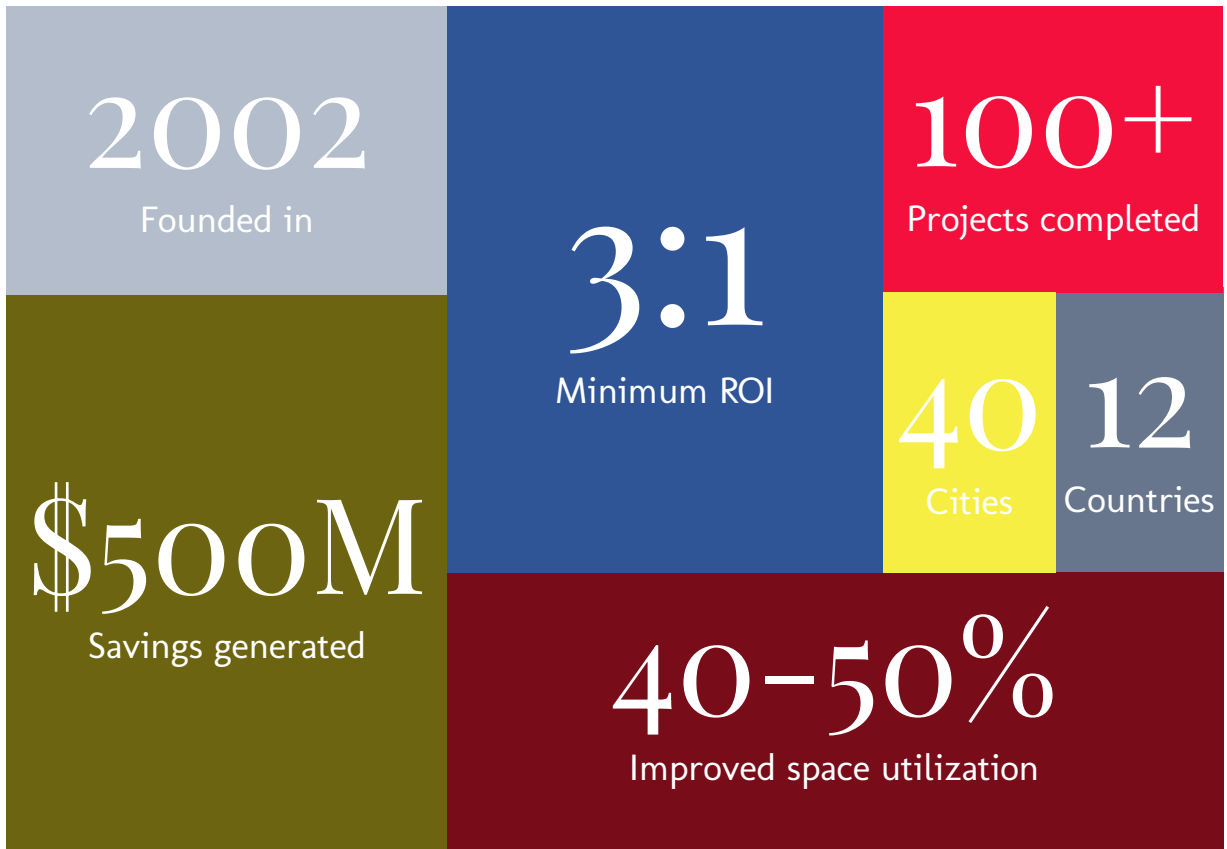
Improved

Customer and market
feedback

Improved

Sharing of best
practices

Kelmic at a Glance





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