Knowledge Management for a Fortune 100 Oil and Gas Major

Business Scenario

Growing global operations of oil and gas (O&G) companies is leading to knowledge and content management challenges. Organizations are rethinking and redesigning their knowledge management (KM) strategies to be responsive to evolving market dynamics, such as technological innovations (like mobility, wireless communication and geographic information systems), an extension of offshore drilling, numerous acquisitions, the growing reliance on foreign oil sources, an increased focus on environmental issues and an aging workforce.

Integrated O&G companies have a multitude of tools to manage knowledge and content. This leads to sub-optimal utilization of knowledge resources, higher licensing costs and less control over content. The key is to adopt a smart knowledge management system that not only caters to existing organizational requirements but is also scalable for future needs.

Client Situation

Our client, one of the largest oil and gas companies in the world, had 150,000 users and nearly 35 TB of data in a variety of environments, including Groove and Livelink. The company wanted to move all of its content from SharePoint 2007 to SharePoint 2010 in the cloud in order to design a robust system that would enable it to:

- **Share information across the enterprise,** including operations spread across 90 countries. A robust KM system would improve team collaboration, Office document integration and Outlook synchronization.

- **Publish content,** including static content and social networking.

- **Create personalized pages on its My Sites internal network** for enterprise-specific information and personalization.

- **Search relevant content,** including document and content searches, as well as SharePoint Enterprise.

- **Create forms and workflows,** including Out of Box (OOB) and Windows Workflow Foundation (WWF) workflows.

- **Develop Web parts,** including external data integration, customization and personalization.

- **Provide a single user interface** rather than multiple KM platforms.

Challenges

Our client faced the following business challenges in managing its knowledge assets:

- **A huge volume of data** to be migrated to a single platform from multiple data sources, including almost 3 TB of uncategorized data pertaining to the last three years of business.

- **A lack of process uniformity,** coding guidelines, etc., resulting in a variety of tools being hosted on disparate platforms.

- **A significant amount of business user time** spent on locating the right content due to an ineffective search mechanism spanning multiple content repositories.

- **An inefficient communication channel** between the stakeholders and upstream/downstream businesses, requiring significant improvements to ensure that the platform is leveraged appropriately to resolve business problems.

- **A lack of centralized governance policies,** resulting in users adopting the system at their convenience.

- **Resistance to change** and adoption of guidelines issued by the IT organization. The system lacked the ability to enforce compliance through the application.

- **Higher cost and existing scalability issues.** The company wanted to leverage the cloud environment to reduce total cost of ownership, while ensuring flexibility and scalability to meet changing business needs.

Solution

Our client engaged with us to provide guidance and advice in setting up a uniform knowledge management and content management environment by bringing in the necessary skills, expertise and tool sets. We took a holistic approach, wherein the focus initially was to understand the current system and ensure business continuity through regular support. The aim of subsequent stages was to transform the systems into a new, sophisticated application on Microsoft Cloud. The following is a summary of our solution:

- We ensured business continuity by understanding the customer's current SharePoint environment and providing platform/application support by setting up an enterprise application support team.

- To enable migration to the cloud, we mapped the feature set of the existing SharePoint environment to SharePoint 2010 Online. The missing features were identified and fixed.

- We designed a standardized set of processes, frameworks, guidelines and templates for setting up and operating a migration factory model team. The team migrated the data to Microsoft Cloud on service requests from the end users and provided status updates to

the users at the end of each of the 25 steps involved in the migration.

- We developed a standardized process for initiating the application request and analyzing fit, as well as development, testing and deployment.

- We migrated content from disparate data sources to the online environment over a period of time through the factory.

- The user experience was improved significantly through centralized repository and effective search.

- User training improved adoption of the new platform.

- A SharePoint Center of Excellence was set up as a custodian for the SharePoint environment, which would not only define best practices for development, migration and support but also ensure adoption of such practices through reviews.

- SharePoint developer guidelines, SharePoint Global design, best practices documentation and other similar artifacts were created and adhered to.

- We developed a centralized, reusable asset library to improve reusability and time-to-market.

Benefits

- **Licensing cost reduction** by adopting a single content management system.

- **Reduction in total cost of ownership** due to migration to the cloud.

- **Better efficiency and collaboration** across the enterprise through a unified system.

- **Risk reduction,** with a highly elastic cloud solution providing flexibility and scalability.

- **Consolidation of user profiles across the globe** (including subsidiaries), improving security through centralization.

- **Consistency in branding and navigation,** improving the user experience by using a single KM tool rather than multiple tools.

- **Better induction through centralized training,** resulting in high adoption among business users. It also ensured that the system is leveraged to its fullest potential, since users were fully aware of its features and capabilities.

- **Improved governance** due to streamlined KM processes.

- **Improved content access** through a central data store.

About Cognizant

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