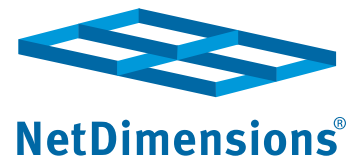


Customer Success Story

Transforming into a Knowledge-based Learning Organization



Khafji Joint Operations (KJO) is a joint operation between two national companies — Aramco Gulf Operations Company and the Kuwait Gulf Oil Company, which oversee the Saudi and Kuwaiti interests in the venture, respectively.

As the model 'integrated oil and gas operation' in the Gulf, KJO must ensure that it undertakes all its activities in a competitive, profitable and responsible manner, thereby creating lasting value to all its stakeholders.

عمليات الخفجي المشتركة Al-Khafji Joint Operations



LEADERSHIP IN A TECHNOLOGY INTENSIVE INDUSTRY

To many people, the oil and gas operations business may not immediately equate with "high-technology, high-information content," but in fact, it is very much technology driven and there is a lot of information involved in running a modern, integrated oil and gas operation, especially one as massive as KJO.

As a result, the professionals charged with managing and running KJO's operations must stay abreast with the latest relevant engineering and technological developments, as well as remain current on health, safety and environmental matters.

They also need, among other things, to ensure the company's response to oil spills, should they occur, is prompt, efficient and cost-effective. All this requires sophisticated technical, business, scientific and environmental knowledge.

COMPETITIVE EDGE THROUGH KNOWLEDGE

Much of the development of this knowledge base is driven by KJO's need to:

- Establish and maintain maximum sustainable crude oil and gas production capacity not only in a reliable fashion, but also in a manner flexible enough to economically meet existing quotas and respond to fluctuations in global demand,

- Manage and develop reservoirs in full compliance with international standards and practices,
- Continue long-term exploration to evaluate the hydrocarbon potential of the area, while maintaining oil and gas reserves and
- Rehabilitate and maintain all operational, industrial and community facilities in compliance with the appropriate, functional and reliability standards.

ADAPTING TO RAPIDLY GROWING NEEDS

Several years ago, KJO launched its Business Restructuring Program (BRP). Among other things, the BRP called for restructuring existing business lines and departments, updating and upgrading all industrial relations and business policies to reflect current industrial and Gulf Region practices, introducing a new structured and defined development career path for all employees and implementing systems to assist employees in developing additional competencies, in some cases, in preparation for future positions.

At the heart of this endeavor is KJO's underlying objective of transforming itself into a knowledge-based learning organization that continuously enhances its workforce effectiveness by upgrading employee productivity and skill sets.

Naturally, this requires training but with the volume, nature and diversity of information involved, implementing an effective education program for KJO was no small undertaking.

ONLINE LEARNING IS THE KEY

KJO recognized that online education was an excellent solution to answer its needs. Online education would allow KJO to deliver critical updates to all its employees faster and more efficiently.

To support online educational and other organizational initiatives, KJO purchased new personal computers and is currently building a fiber optic network that will enable connectivity throughout the whole company.

KJO envisions that when the network is fully operational, it will facilitate better communications through e-mail, file sharing, access to policies, manuals and forms online, as well as enhance the delivery of online training courses and the ability of its employees to conduct research and expand their knowledge through the Internet.

KNOWLEDGE QUEST

Today, KJO's online learning system, known as 'Knowledge Quest', already forms an integral part of KJO's overall learning initiative and has already yielded benefits in the form of enhanced technical, interpersonal and business skills of its employees.

Powered by NetDimensions' Enterprise Knowledge Platform (EKP), Knowledge Quest is currently used by technical staff and senior middle management in the human resources, technical and management skills departments and is used to manage internal certification and mentoring.

ENSURING INTERNAL ADOPTION THROUGH PROACTIVE MARKETING

To introduce users to EKP, KJO ran an internal marketing program with support from NetDimensions' partner Image Systems. Brochures were distributed throughout the organization as part of its "eLearning From Your Desktop Computer" campaign.

Today, KJO no longer needs to promote the benefits of online learning. However, it actively ensures that its employees are updated on new courseware offerings, both through email and the circulation of a corporate-wide newsletter titled 'The Accent.'

THE RIGHT PLATFORM FOR THE JOB

EKP is a perfect fit for KJO mainly because of its modularity and support for multiple languages. EKP enabled KJO to start small and gradually add functionality and capacity as its needs grew, as well as deliver content in both English and Arabic.

EKP's scalability is also a critical advantage as KJO implements its online learning through the:

- Human Resources Department for Skills Development Training that involves training some 1,500 users on Operations, Maintenance and Safety, and
- Management Development Department, which uses Skillsoft Business courseware to train 250 users.

KJO is particularly impressed with EKP's ease of use and reliability, as well as the technical support and professionalism of Image Systems.

Moving forward, KJO plans to use Knowledge Quest to manage competencies, another strong suit of EKP proven in many implementations around the world.



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