

The Technology Management Network



Project: The Technology Management Network
 Meeting type: **Meeting no. 7: Technology Knowledge Management**
 Date: Thursday 14 September 2000
 Venue: BP, Pinners Hall, 105-108 Broad Street, London EC2N 1ER, Tel: [44] 207 496 2199
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Dinner: Owing to there being very limited numbers staying in the locale – there will be no TMN dinner on this occasion. Apologies for any inconvenience.

Travel: Please see map attached. Bank is the nearest tube station to the venue, Tower Hill is nearest to the Hotel. Travel from Heathrow is via Piccadilly Line (change at King's Cross) and from Gatwick, mainline to Victoria and connect with tube. A tube map can be viewed at http://www.londontransport.co.uk/tube/mau_home.shtml

Proposed agenda:

<i>Arrival and tea/ coffee</i>		<i>From 8.30</i>
1.	Welcome and introductions	OTM 9.00
2.	Framework and objectives for the day	OTM/ All 9.05
3.	Presentation on the technology knowledge management and wider technology management processes	Giambattista De Ghetto, ENI Agip 9.15
4.	Operator presentation on technology knowledge management and broader knowledge management issues within Shell	Lesley Chipperfield, Shell 9.50
<i>Tea/ coffee</i>		<i>10.30</i>
5.	Round table sharing of issues/ problems/ processes and solutions related to the technology knowledge management	All, facilitated by OTM 10.50
6.	Guest presentation on technology knowledge management and wider technology management processes	Chris Cannell, Granherne 11.50
<i>Lunch</i>		<i>12.30</i>
7.	Forum group discussions	13.30
8.	Private website demonstration	OTM 14.30
<i>Tea/ coffee</i>		<i>14.50</i>
9.	Technology brokering and standard economic model	OTM 15.10
10.	Project management issues	OTM 15.40
11.	AOB	15.50
12.	Next meeting topic (date & venue agreed – TotalFina Elf will host in Pau on 30 November 2000), format & guests	15.55
<i>Meeting ends</i>		<i>16.00</i>



Meeting no. 7: Technology Knowledge Management Briefing notes

The Technology Management Network has discussed many of the processes related to the development of technology. The next meeting on 14 September 2000 will give us the opportunity to think about how organisations can best learn and disseminate relevant knowledge in order to improve the effectiveness of technology management processes and the application of technology.

Managing information is an increasingly difficult challenge for large organisations, not least in the oil and gas sector where companies are fragmented geographically, personnel are very mobile and where mergers have led to the need to amalgamate and make available completely separate bodies of knowledge. Technology knowledge management is critical if companies are to avoid steep learning curves and duplication of effort. A variety of tools and techniques can be employed to capture learning, ensure it is kept up to date and accurate and to make it accessible to the right people at the right time.

Sources of information and reasons for its acquisition are widespread and can roughly be classified as external and internal, the latter being that generated from within an organisation. The following table lists some of the technology knowledge management requirements.

Internal	External
<ul style="list-style-type: none"> • Reviewing the performance of the technology management process and capturing lessons learnt • Getting feedback from assets on technology application (what worked, what did not and why) • Technology asset management (ie knowing what technologies are available in the company, even if these are not currently applicable – this relates to the concept of ‘knowing what we know’) • Reviewing the value of the R&D process and applying lessons learnt (some of this has been covered in an earlier meeting on the ‘value of R&D’) 	<ul style="list-style-type: none"> • Being aware of supplier capability (development potential) in oil and gas sector and related industries (eg through initiatives such as First Point Assessment) • Learning from other operators (and suppliers), both technically and with respect to technology management processes (through benchmarking and operator forums such as TMN and technical affinity groups) • Knowing what technologies are already available in the market place (both applied and not yet applied), for instance via a technology watch programme • Knowing what R&D projects are underway in the industry • Being aware of historical ideas and concepts (eg from patent archives, publications)

Table 1: Internal & external sources of technology knowledge management

The TMN members can determine how wide the subject should be – here subjects such as project lessons learnt, understanding what technology skills are in the company and operational lessons learnt etc, are excluded. Pan-industry data-gathering projects such as incident reporting mechanisms and performance databases may have a place in our discussions, although many are operational rather than innovation related.

In the meeting in September therefore, we need to think about the following:

- What is meant by technology knowledge management (ie scoping the discussions more precisely)
- Sources of technology knowledge
- The importance of gathering information and making this available

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- How do we capture important information and filter out the trivia
- Storing information (and making the best use of IT)
- Making information available to the right people when they need it
- Making personnel aware of the store of corporate technology knowledge and the importance of adding to it

As usual, we will be sharing company experiences and processes so please come prepared with information on your own organisation's strategies and also give some thought to your objectives for the day, ie what questions would you like to put to the group? We will aim to develop some best practice guidance and at least air some new ideas for application.

Travel

