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"Leveraging Knowledge Assets in Petróleos de Venezuela, S.A."

Abstract

Knowledge Assets Management has been one of the top priorities for Petróleos de Venezuela S.A., since long ago, and Knowledge Management Implementation became one of its corporate strategies in 2002.

KM implementation have early roots in PDVSA: the creation of INTEVEP, Research and Development Center-, and CIED, PDVSA´s Corporate University, 2002 Cubic Award winner (Corporate University Best In Class: Best Mature University.)

The PDVSA´s KM Project focused in:

- Competencies-based Human Capital Development;
- Design, development, preservation, and diffusion of knowledge assets, and
- Support initiatives for knowledge flow across the whole corporation, in Venezuela and abroad.

Since 1998, PDVSA´s KM implementation major accomplishment are:

- Communities of Practice System, for knowledge interchange, with 113 communities as of December 2002, and
- IT Platform implementation in order to facilitate Collaborative Work, with 7000+ members as of December 2002.

The economic impact of the KM Project have been high, e.g., about 180 Millions U.S. \$ in savings, only during the first 18 months of the Drilling KM Pilot Project.

In year 2001 took place the first activities related to the creation, and validation of the Intellectual Capital Measurement Model, in order to prioritize the more important intellectual assets, to develop them with maximum effectiveness, and to apply them to support the business profitability.

Since December 2002, political events that took place in Venezuela had led to a situation that exceeds the current PDVSA´s Knowledge Management capacity. In their presentation the authors will show different scenarios, depending on the outcomes of the political situation of Venezuela, and the most likely strategies for each one of the cases: Oil Producer Enterprise, if the current administration stayed in office, Global Energy Enterprise, and/or Knowledge Enterprise, if the outcome is a new political régime.