

Case Study: Drummond

A New Approach for Gas Exploration



#208
Drummond

Revenue
\$2.2 Billion

Industry Utilities

Founded 1935

Country United States

Chairman and CEO Garry N. Drummond

CFO Jack Stilwell

Website <http://www.drummondco.com>

Employees 6,000

Fiscal Year End Dec 31, 2016

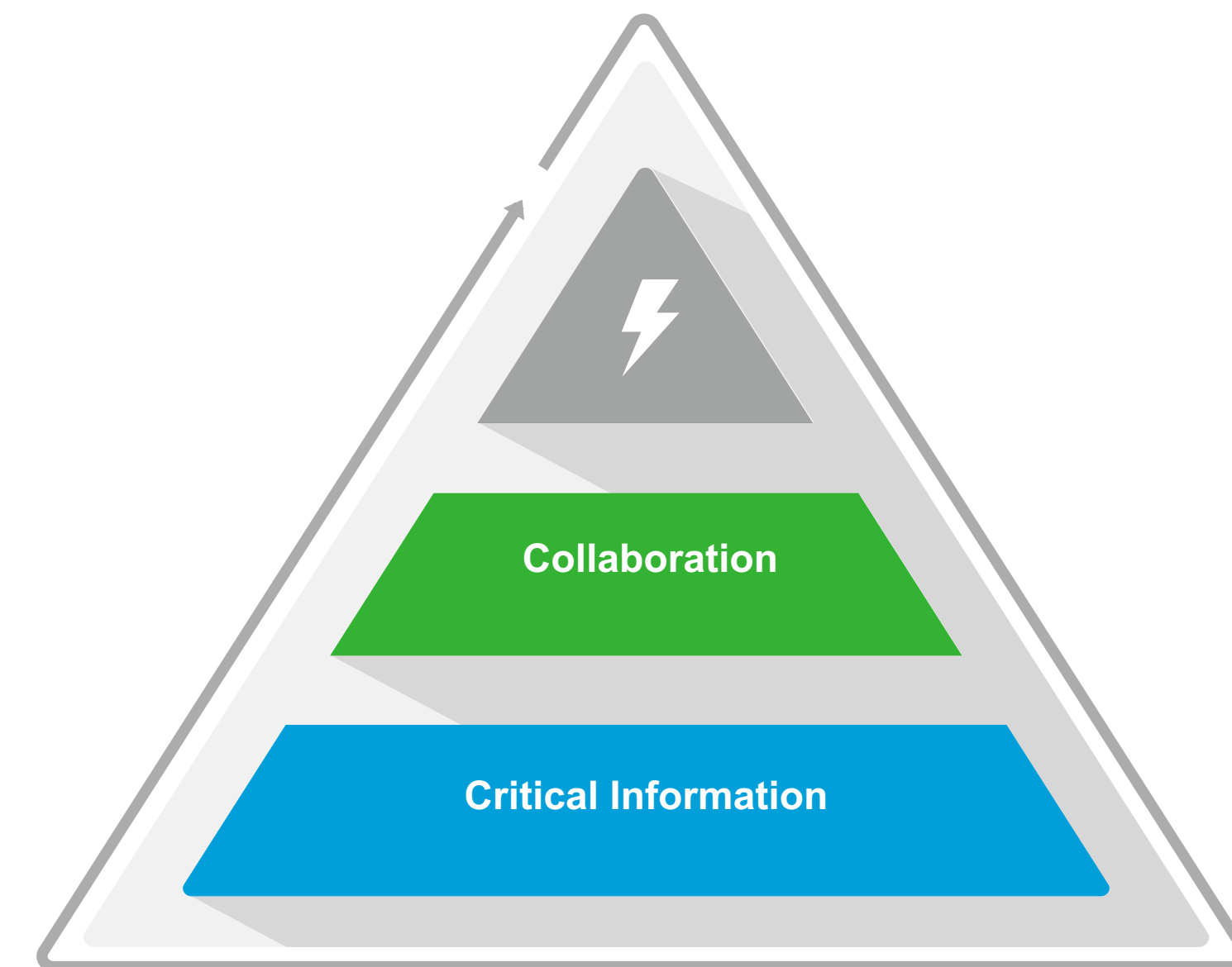
Sales \$2.2 B

Headquarters Birmingham, Alabama

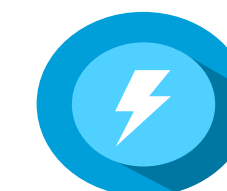
Drummond on Forbes Lists

#208 America's Largest Private Companies

Challenges - Gas Division

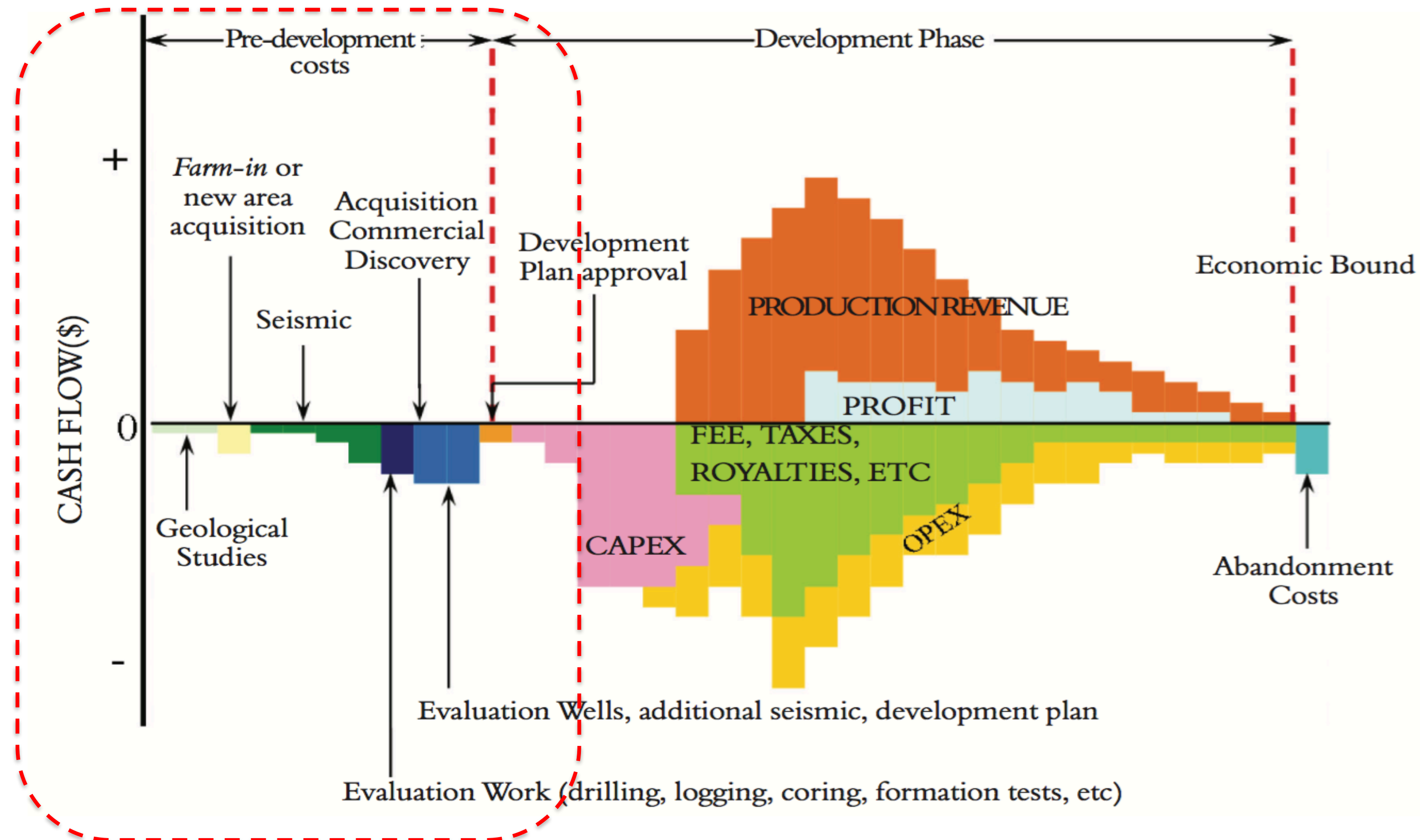


Inadequate communication and collaboration



Missing precision and efficiency with critical information

Scrum - Where & How?



Source: A typical E&P cash-flow project based upon the Brazil Fiscal System (Suslick, 2005)

How We Did It

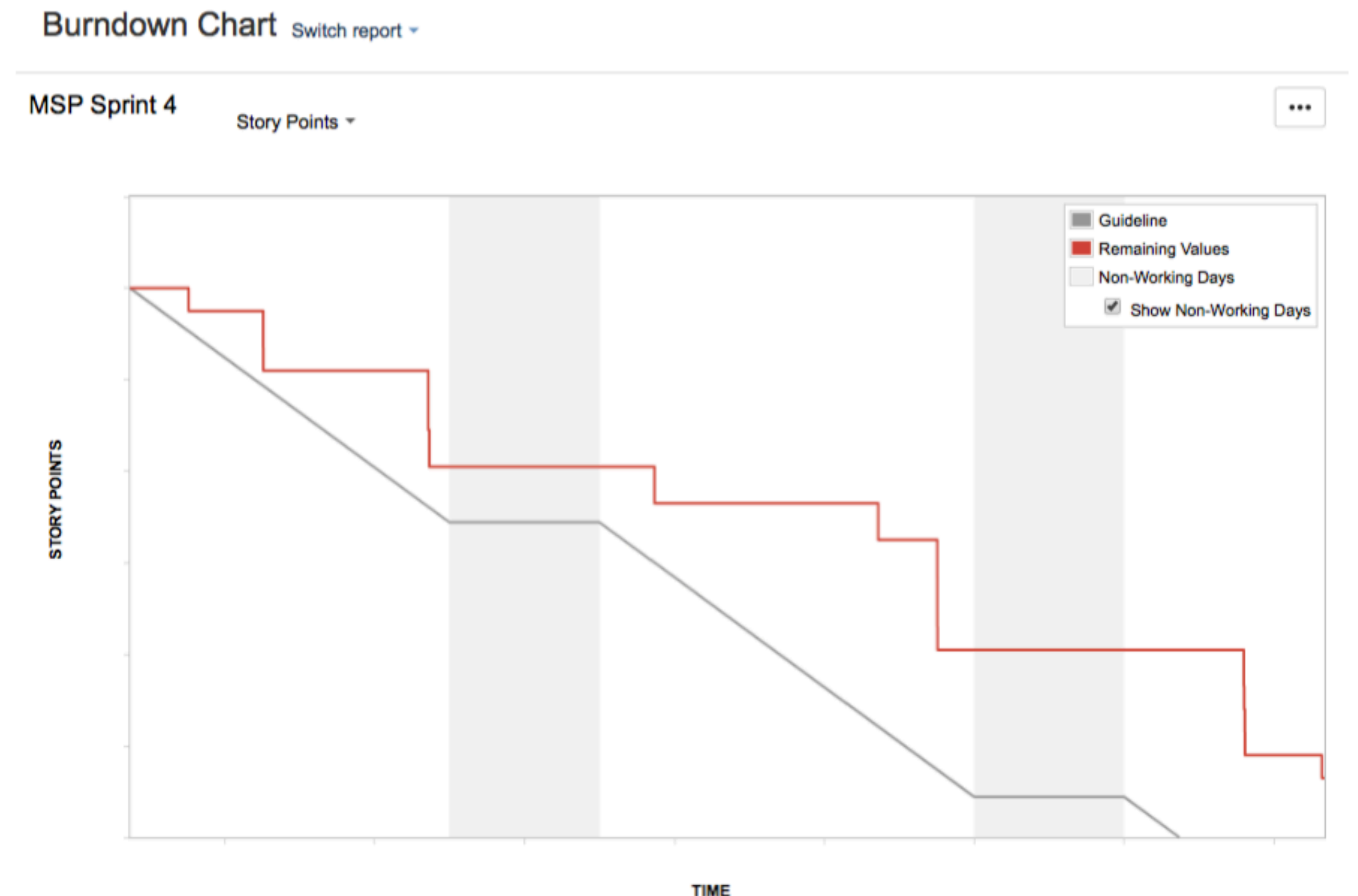
Exploration of the Caporro Gas Field

- Starting at the top
- VP is the Product Owner
- Only 1 Product Backlog
- Sprint: 2 weeks
- Executive Team meets every day for 15 minutes to surface impediments
- All Scrum Elements are implemented
- Video Conference for remote teams



Results

- Fastest well drilled before: 10 days
- Average drilling time now: 6 days
- Impediments are resolved now in hours not weeks
- Increased Motivation
- Increased Transparency
- Increased Focus
- Increased Synchronization of areas



“Scrum has been a successful implementation for our organization and will be implemented in other specific oil & gas operating teams: drilling, stimulation and completion, construction of production facilities.”

— *Alberto Garcia, Vice President Hydrocarbons*