

COMPANY NAME: Saipem SpA

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PROJECT NAME: Collaboration for Change – The Saipem path towards Social Collaboration

Saipem is one of the world leaders in the **Engineering & Construction** and **Drilling** businesses, with a strong bias towards oil & gas-related activities in remote areas and deep-waters. It excels in the provision of engineering, procurement, project management and construction services with distinctive capabilities in the design and execution of large-scale onshore and offshore projects. As an international drilling contractor Saipem operates among the most competitive onshore and offshore markets thanks to its own **state-of-the art drilling fleet**. Saipem employs around **50,000 people** representing over **120 nationalities** and operates in over **60 countries** worldwide.

In 2013 Saipem needed to confirm its long term value and identity, as well as strengthen its alignment to the business strategy and be more efficient in terms of business transparency, risk management, quality, innovation and internal communication.

For these reasons, Saipem decided to develop an integrated approach towards **Change Management, Engagement and Community**. These three themes in Saipem vision must be strictly connected.

The digital transformation and, particularly, the use of social networking tools should be a boost for promoting Engagement, Trust and sense of Citizenship, as well as, through Change Management programs related to social tool, Saipem aimed at fostering sense of Citizenship and Community. On the other hand, online Communities are used to create engagement and spread the Change Management vision, as well as, Engagement surveys will help to identify hidden network communities we want to involve.

In this context, during 2014 Saipem launched the **Collaboration for Change** project with the goal of merging the efforts in the following directions: *Knowledge Sharing*, by extending and simplifying the management process of tacit knowledge and Lessons Learned; *Internal Communication*, with the creation of a virtual place where people, their expertise, ideas and experience may converge to create a common identity supporting collaboration and engagement; *Innovation*, involving the entire company population in the innovation process and by spreading a culture of excellence at all levels.

Knowledge Sharing, Innovation, Networking and Collaboration as drivers to create Trust and develop Talent.

The first initiative of the program was aimed at developing a **new knowledge management system** and its knowledge management portal, better known as the **Knowledge Hub (K-hub)**, was launched in February 2014. The objective of this initiative was certainly to extend and simplify the management and sharing process of company knowledge and Lessons Learned by introducing the Knowledge & Community Management initiative, but that was not all. There was also the desire to build a "virtual home" where our people, their expertise, ideas and professional experience could converge, creating a common identity.

K-hub was developed around a central nucleus of virtual **Communities of Practice** where colleagues from around the world share knowledge and professional experience on a daily basis. Young talents can be **mentored** by senior professionals and vice versa: K-hub is a portal characterised by functionalities typical of **social networks**, whose use is more especially widespread among the younger generation. This has set off a **reverse-mentoring** mechanism, where the so-called "Millennials" are the ones who provide direction and support on how to use the portal, thus performing a real Community Manager role.

K-hub is also used as a platform for scheduling and attending **Webinar Events** and for attending the courses offered by the leading **MOOCs** (Massive Open Online Courses), with a view to continuously developing people personal skills through self-learning. New capabilities and roles have resulted from the launch of K-hub, including: the Knowledge Management Team, a group that manages and develops knowledge sharing tools; the *Community Manager*, who moderates from within the online Communities; the *Knowledge Ambassador* who promotes the sharing and implementation of Webinars; the *Knowledge Focal Point* who promotes knowledge initiatives at our offices around the world. Many of these profiles have some performance targets linked to the activity and contents of the Community to which they belong.

Currently there are **over 6,500** K-hub users, around 30% of the population who, because of the nature of their work, have a company PC; 10 are Community Managers, over 40 are Ambassadors and 15 are Focal Points around the world.

The greater benefits obtained are a significant improvement in the **dissemination of information** and **enabling sharing and cooperation**, not just among peers but also to and from/to top management located at headquarters. This has led to a consequent increase in the **sense of belonging** and **engagement in work activities**, as well as in breaking down geographical barriers, where people who work in remote areas (onshore and offshore Vessels or Yards) have a place to share, learn and help other colleagues.

As part of the Collaboration for Change program, Saipem will launch the **Idea Innovation Challenge**, which will allow the worldwide company population to propose innovative ideas within a social portal, integrated with K-hub, in order to meet concrete business challenges. The best ideas will receive prizes and the winners will be involved in new project development phases resulting from the proposed ideas.

At the same time, the company is developing a **new Intranet**, which will make it possible to connect anywhere and from any device to access company information and instruments, introducing new social and **gamification** tools. It has also launched an **engagement survey** with the purpose of identifying the different company elements underlying people's sense of belonging (collaboration, teamwork and recognition) and understanding which levers to use to further encourage its development.

For these reasons **Collaboration for Change** represents an opportunity for our company to change the way it does business, by creating new opportunities, making room for people and their initiatives and their passion, valuing their commitment and work, speeding up ways of collaborating, and generating trust and engagement by bringing the entire Saipem world closer together.