



Chevron Corporation

Industry

- Global energy, oil and gas

Company Facts

- Acquired Unocal in 2005
- Active in 180 countries
- 53,000 employees

Challenge

- Streamline markup and review of workflow process between locations in US and Asia

Return On Investment

- Faster project completion
- Improved review cycles
- Decreased errors



Chevron Uses Brava!® to Fuel Process Improvements

Company Overview

Chevron Corporation is one of the world's largest global energy companies. Headquartered in San Ramon, California, and active in more than 180 countries, it is engaged in every aspect of the oil and gas industry, including exploration and production; refining, marketing and transport; chemicals manufacturing and sales; and power generation. With the acquisition of Unocal in 2005, Chevron's diverse and highly skilled global work force stands at approximately 53,000 employees. With a global refining capacity of more than 2 million barrels of oil per day, Chevron also has a marketing network that supports approximately 26,500 retail outlets—including those of affiliate companies—in nearly 90 countries.

Operational Challenge

Chevron Information Technology Company, a division of Chevron Corporation, needed a way to streamline the markup and review workflow process across the Houston and South Korean offices. They needed a way to reduce cycle times for engineering groups working on major capital projects, such as deepwater drilling rigs and the construction of the largest Floating Production Storage and Offloading (FPSO) vessel in the world. The review process involved receiving paper "packs," including procedures, manuals and drawing specifications, from contractors, routing them to all reviewers. Local reviewers met in a room and hashed out comments, with one consolidator responsible for creating a single copy with final markups and comments. This copy was then routed through legal and returned to the contractor. The size and complexity of the project dictated how many times this manual process was repeated for a given project.

Going Digital

Chevron knew it was time to go digital. Changing to an electronic solution allowed reviewers in Korea and Houston to perform parallel reviews, significantly reducing review cycles. It also made tracking comments and changes easier. "We had to save every piece of paper someone put a red pen on," said Mary Kannady, Information Management Specialist. With 75 to 400 users on a given project, that could be a lot of paper to track and store. They needed software that could view and markup Microsoft Word and Excel documents, PDF files and CAD drawings. They implemented a viewer that fulfilled this requirement, but it did not support double-byte characters (Asian language support), which was necessary for the Korean office.

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The viewer also was behind on support for the latest versions of PDF. "There were particular problems with the new version of Adobe Acrobat because the viewer lagged in its PDF support," explains Robert Kimpson III, MCP Documentum Support. During this time, responsiveness also became an issue. With Chevron's offices spanning the globe, the need for flexible customer support hours is imperative. Problems viewing a file can slow the project schedule. Kimpson added, "We are a 24-hour shop and when we have problems, we need them addressed quickly."

The Brava! Solution

Chevron switched to Brava!®, by Arizona-based Informative Graphics Corporation. Brava offered the markup consolidation feature Chevron needed, allowing the consolidator to instantly combine all comments into one markup file. Brava also supported the most recent version of PDF and had better fidelity on the previously problematic Excel files. Users were impressed by Brava's performance and fidelity. "Performance, especially on large documents, is noticeably better," said Kimpson. Kannady added that she previously instructed users to use the viewer only in the markup phase. "Now when training users, I tell them to use this viewer for all viewing needs because it is such a good viewer." In fact, users found Brava's interface so intuitive that they found other helpful features that they may want to implement, such as customizable stamps. This would let them create a library of raster images for standard markup items like equipment. As for support, Kimpson commented, "We get answers to our questions really fast and they are very helpful. We are very pleased with the support we get from Informative Graphics."

Efficiency Achieved

Brava has helped Chevron achieve their goal of faster project completion. It gets used for all review cycles, from the proposal phase through project completion and has helped reduce errors both because of the improved fidelity and because the easy markup consolidation ensures all reviewer comments make it to the final version. With more people seeing the value every day, the number of users is growing and the uses for Brava are growing. Other departments are seeing the value and have expressed interest in streamlining their processes with Brava as well.

