

# Asia CEO Forum

The Chevron Finance Shared Services Experience

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**Tower Club**

# Chevron 2009 Highlights



- Net Crude oil equivalent production  
2.7 million barrels per day
- Sales \$167.4 Billion
- Net income \$10.5 Billion
- Total assets \$164 Billion



# Chevron Family



## UPSTREAM

Chevron Geothermal Philippines  
Chevron Malampaya LLC

## DOWNSTREAM

Chevron Philippines Inc.

## SHARED SERVICES

Chevron Holdings Inc.

# In the Philippines

- **Chevron is a leading energy company**
  - 3,334 MW ~ 33% of RP power requirement
    - Malampaya gas (2700 MW)
    - Tiwi & Mak-Ban steam (634 MW)
  - Caltex supplies 15% of market share
- **Chevron is among the largest investors**
  - \$2B in capital employed to date
  - Malampaya project is single largest private investment
  - Direct & indirect employment for 20,000 people

# Chevron Finance Shared Services Centers

- Concord, California                      established 1998                      150 staff
- Manila, Philippines                      established 1998                      550 staff
- Houston, Texas                      established 2000                      250 staff
- Buenos Aires, Argentina                      established 2006                      200 staff

# Chevron Finance Shared Services Manila & Buenos Aires

- Accounts Payable
- Bank Reconciliations
- Fixed Asset Accounting
- Inventory Accounting
- Intercompany Accounting
- Credit Card Accounting
- Aviation Accounting

# Philippines and Argentina Differences

- Role of Government
- Education
- Cultural – transparency and trust
- Labor law

# What Have We Learned

- Leadership drive is essential to overcome resistance to change.
- Cultural change management cannot be over-emphasized.
- Most fears about remote locations are ill founded.
- Importance of detailed documentation for processes.
- Goals/performance metrics.

# What Have We Learned

- Operations leadership should come from the Implementation Team.
- Continuous improvement.
- Need for “buffer” FTE’s (Full Time Equivalents).
- A “soft” go-live allows for production problems to be caught and for offshore location to undertake real transactions without being overwhelmed by volume – great learning opportunity.

- **Shared Services is a Choice**
- **Journey of Multiple Decisions**
  - **Type of Shared Services**
  - **Location of centers**
  - **Organizational structure**
  - **IT platform**
  - **HR practices**

# THANK YOU

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