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Entitled

*THE IMPACT OF PERFORMANCE SCORECARD ON DRILLING OPERATIONS EFFECTIVENESS:
THE CASE OF ADNOC*

by

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Date & Venue

01:00 pm

Tuesday, 29 November 2022

Room 2021, Building H3

Abstract

The balanced scorecard (BSC) has been newly introduced to drilling operations. This research evaluates the impact of performance scorecard implementation on drilling operations in ADNOC Onshore and the ability to develop and construct a new framework for performance scorecards. The performance scorecard label is used by ADNOC and reflects the same notion of the balanced scorecard. A conceptual-integrated framework was introduced based on the literature with five variables considered the primary pillars for the performance scorecard: people, health, safety, and environment (HSE), performance enablers, efficiency enablers, and profitability enablers. Additionally, a selection of critical success factors (CSFs) was included in the model as variables that could affect drilling operations through performance scorecard implementation. The impact of the proposed model is highly critical to all drilling functions in the ADNOC Group, as most accidents are drilling operations related. Primarily, the quantitative approach was utilized in this study. Questionnaires were distributed, and 236 questionnaires were collected with a response rate of 41% from all ADNOC Group Drilling Functions. The partial least squares statistical approach was used to examine the study hypotheses and analyze the importance of potential links between the CSFs and BSC implementation. It also examines the effect of successful BSC implementation on drilling operations' effectiveness. In sum, the study results prove that the developed conceptual model reflects the real-world situation as the data fit very well in the measurement and structural models. All CSFs used in this study significantly affect the drilling operational effectiveness through their significant effects on the performance scorecard. The impact of CSFs varies, and their ranking from the highest to lowest effect is as follows: (1) the people pillar, (2) the pillar of profitability enablers, (3) the HSE pillar, (4) pillar of performance enablers, and (5) pillar of efficiency enablers. The bottom line is that the successful Implementation of the performance scorecard positively and significantly affects drilling operational effectiveness in offshore companies. Although this study has specific relevance to the needs of ADNOC, it is believed that many other companies facing similar problems and needs could benefit from the findings of this study.

Keywords: Balanced Scorecard, Performance Scorecard, Critical Success factors, Petroleum, Drilling, HSE.