

## Strategic management of oil and gas assets and companies

29-31 October 2012, London, UK

El member £2,200.00 (£2,640.00 inc VAT) Non-member £2,400.00 (£2,880.00 inc VAT)\*

\*includes complimentary Affiliate membership to the Energy Institute

**New Structure \*\* Updated Content \*\* More Interactive Delivery**



Selecting, planning and implementing strategy are critical functions for petroleum companies confronted with volatile markets and increasing international competition from national oil companies (NOCs) and new entrants in upstream and downstream sectors. Effective strategic management is the key to aligning shareholder expectations with corporate capabilities, performance and market conditions. Successful oil and gas companies constantly review, evaluate and benchmark performance of their prevailing strategies with a view to optimising performance of their asset portfolios over short, medium and long-term planning horizons. Indeed strategy and risk management can be effectively integrated as the primary driver to steer business planning, budgeting and asset portfolio management.

Teamwork, organisational design and presentation skills are all crucial elements of strategic management. Moreover, significant changes in strategy often result in corporate upheavals and re-organisations that require change management approaches to implement them successfully. Values and risks of a portfolio of assets can be substantially different from the sum of the constituent assets. The most effective portfolios demonstrate synergies able to deliver enhanced value.

However, synergies, balance and diversification in portfolios do not just materialise – they require proactive approaches to planning and strategic management. It is impossible to manage petroleum assets or portfolios successfully without being able to quantify the uncertainties and use that information to develop strategies, to mitigate the risks and capitalise on the opportunities.

This course addresses strategy in the practical context focusing upon the broader petroleum industry issues of portfolio opportunities, risks, change, performance and organisation. Several videos of high profile international projects and short exercises are used in the course to elicit key strategic approaches relevant to real situations along oil and gas supply chains.

**Course notes are issued in digital format.**

### Topics covered include:

#### Day one – Strategic analysis, design and direction

- What is strategic management and why is it important?
- Generic upstream and downstream petroleum strategies
- Exercise: identifying strategic objectives (with videos)
- Analysing strategic environments - external and internal
- Resources' capabilities - financial, human and facilities
- Commonly used strategic analysis techniques
- Exercise: SWOT analysis
- Recognising and exploiting synergies and alliances
- Identifying and focusing upon core competencies
- Teams and teamwork
- Exercise: teams and joint ventures in competition
- Strategic options and organisational design
- Extracting value along oil and gas supply chains
- Competitive strategies in refining and fuel retailing

#### Day two – Strategic risk and opportunity management

- Building and monitoring business plans and budgets
- Identifying risks and opportunities
- Case Study (with video): BTC Pipeline – Understanding Asset Risks
- Contingencies to cover low probability extreme risks

#### Who should attend?

*This course is designed for a multi-disciplined audience from strategic planning, portfolio and corporate sectors of the oil and gas industry, including both professional and support staff. The skills and industry insight provided are also of value to divisional*

- Exercise: Hedging strategies using derivatives
- Measured management, benchmarking and key performance indicators
- Optimising performance of oil and gas asset portfolios
- Exercise: Asset correlation (dependency) and risk
- Distinguish portfolio risks from asset risks
- Diversification, balance and asset combinations to reduce risk
- Exercise: asset diversification to reduce risk
- Measurements of uncertainty that do not penalise the upside opportunity
- Exercise: complexity of quantifying risk
- Efficient frontiers and feasible envelopes
- Portfolio optimisation linked to quantified corporate strategy
- Simulation and statistics to quantify strategic portfolio performance
- Mergers, acquisitions and divestments to improve strategic performance

#### Day three – Managing strategic change and human obstacles to change

- Corporate dynamics and inherent resistance to change
- Exercise: Promoting a global mindset to recognise opportunities
- National oil company strategies and competencies

- Balanced scorecard approach aids strategic change
- Aligning operations and accountability to strategy
- Consequence of major accidents (with video)
- Linking strategy and enterprise risk management
- Top-down and bottom-up communications
- Exercise: Strategic Issues for asset performance review and business plans
- Cultural issues - corporate and national
- Integrating qualitative and quantitative analysis
- Improving quality and timing of decision-making: decision trees
- Applying strategy to direct business planning and budget cycles
- Overcoming human obstacles to strategic change

**For more information please contact Nick Wilkinson**  
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*asset and business unit managers and decision-makers.*

#### Attendees would include:

- Analysts and managers involved in planning, implementing, supervising and directing strategy.

- Upstream and downstream professionals and decision-makers.
- Corporate and asset team members involved in acquisitions, disposals and business re-engineering initiatives.

## Registration form

To register, by post or fax, please complete this registration form in BLOCK CAPITALS and return it to the address below, together with payment of all fees. Nick Wilkinson, El Oil and Gas Training, Energy Institute, 61 New Cavendish Street, London W1G 7AR, UK f: +44 (0)20 7255 1472 To register by email, please provide the same contact details (shown below), together with the relevant course details and send to: [nwilkinson@energyinst.org](mailto:nwilkinson@energyinst.org) To book online, visit: [www.energyinst.org](http://www.energyinst.org)

I am/my employer is a member of the EI and entitled to the EI member's rate. EI Membership Number: .....

Mr/Mrs/Miss/Ms/Dr/Other:..... Name: .....

Date of Birth if under 19 years of age: ..... Job title: ..... Organisation: .....

Name and address against which an invoice should be raised: .....

t:.....e:.....

Mailing address for joining instructions (if different to invoice address above): .....

Please indicate if you have any particular dietary requirements: .....

I confirm that I have read and agree to the conditions of registration as specified in the General Information section.

Signature:..... Date: .....

**Under UK Excise Regulations, delegates from all countries are required to pay VAT on any course taking place in the UK.**

Course Title: .....

Course date: ..... Cost of course: £.....

Less 10% discount for each subsequent delegate from the same £.....

company attending the same course on the same date .....

I enclose my remittance, made payable to the Energy Institute, for: TOTAL PAYMENT £ .....inc VAT

The total amount may be paid by Sterling Cheque or Draft drawn on a bank in the UK.

To pay by Credit or Charge Card, circle appropriate card name and give card details below:

Visa                      MasterCard                      Euro Card                      Diners Club                      Amex

Card No: \_ \_ \_ \_ / \_ \_ \_ \_ / \_ \_ \_ \_ / \_ \_ \_ \_ Start Date: \_ \_ / \_ \_ Expiry Date: \_ \_ / \_ \_ Security code: (last 3 digits only, 4 if Amex) \_ \_ \_ \_

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### GENERAL INFORMATION

#### Entry Requirements

Whilst no formal qualifications are required in order to participate in our training courses, it is likely that applicants will have been educated to senior school level.

In addition, applicants should have a reasonable ability to understand spoken and written English. The ability to write in English would be useful but not essential.

Payment: Full payment must be received before a place can be guaranteed. Under UK Excise Regulations, delegates from all countries are required to pay VAT on any event taking place in the UK. Please note that VAT may be liable to amendment. All prices are correct at the time of going to press, but may be subject to change without prior notice.

Acknowledgement of registration: Confirmation of registration and a VAT receipt will be sent to all delegates. Joining instructions will be sent out prior to the start date of the course. If you have not received your acknowledgement seven days prior to the start date of the course, please contact El Oil and Gas Training to confirm your booking.

Language and course materials: All presentations, course materials and supporting documentation will be presented in English. Audio-visual recording of presentations is strictly forbidden. Course materials cannot be purchased by non-attendees.

Cancellation: In the event of a delegate cancelling, a refund of the registration fee less a 20% administration charge will be made provided that notice is received in writing at least 28 days before the date of the course. No refunds will be paid after that date. However, course papers, as supplied to attendees, will be provided after the event.

#### Substitution

If you are unable to attend, a substitute delegate may attend in your place, provided that El Oil and Gas Training is notified in advance.

#### Enquiries

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#### DATA PROTECTION ACT

The EI will hold your personal data on its computer database. This information may be accessed, retrieved and used by the EI and its associates for normal administrative purposes. If you are based outside the European Economic Area (the 'EEA'), information about you may be transferred outside the EEA. The EI may also periodically send you information on membership, training courses, events, conferences and publications in which you may be interested. If you do not wish to receive such information, please tick this box

The EI would also like to share your personal information with carefully selected third parties in order to provide you with information on other events and benefits that may be of interest to you. Your data may be managed by a third party in the capacity of a list processor only and the data owner will at all times be the EI. If you are happy for your details to be used in this way, please tick this box

**UK Entry Visas** – Please note that there have been recent changes to the UK Entry Visa application system. Given this, it now takes a minimum of 15 working days/3 weeks, to process any applications. If you wish to attend a course and need a visa, you are urged to apply at least 1 calendar month prior to the start date of the course.  
Full information at: [www.ukvisas.gov.uk/en/howtoapply/wheretosapply/](http://www.ukvisas.gov.uk/en/howtoapply/wheretosapply/)

**For more information please contact Nick Wilkinson**  
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