

# The Global Engineering Procurement & Construction Project Management for The Oil & Gas/ Energy Industry

20<sup>th</sup>-21<sup>st</sup> April 2017 Amsterdam Netherlands

## Key Practical Learning Points of the Forum:

- **Effective time management in construction projects**
- **Effective Contract & Commercial Management for Successful Project Delivery Monitoring**
- **Negotiations to Mitigate Risk in Multiple Party Contracts Megaproject cost Action & Management of large infrastructure projects .**
- **EPC Revamping Projects: a balance strategy between Operators and Contractors**

## Expert Speakers Included:



**Ahmed El-Sharkawy, MBA,**  
CCMA, CPM-IPMA, Arbitrator,  
Kuwait Oil Company (KOC)



**Dr Madhu P Pillai**  
Projects Director,  
SNC-Lavalin



**Dr. Winfried Notter,**  
Project Director,  
GE Power



**Armando Bianco,**  
Engineering Manager,  
EniProgetti SpA



**AHMED IBRAHIM,**  
Project Management Consultant  
(Team Leader-CSA) ,  
Amec Foster Wheeler



**Dr Giorgio Locatelli,**  
Lecturer in Infrastructure  
Procurement and Management,  
University of Leeds



**Kumar Saurabh,**  
Project Management, Contract &  
Governance Specialist,  
PETRONAS



**Scott Fotheringham,**  
Contracts & Procurement Manager,  
EDF Energy Renewables



**Bert Rits,**  
Head of Projects Downstream,  
OMV,



**Gastón Bilder,**  
Legal Division - Industrial and  
Commercial Contracts,  
Total



**ANGELA PAMMENTER,**  
Project Services Manager,  
Petrofac



**Koen Vermeltoort,**  
Partner,  
McKinsey & Company, Inc



**Alexander Larsen,**  
Risk Advisor,  
Baldwin Global Risk/ Lukoil



**JAN WILLEMS,**  
Director Project Controls,  
FLUOR



**Mohammed Hammad,**  
General Manager,  
Jacob engineering

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08:30 Registration and Coffee

09:00 **Opening Address from the Chair**

09:10 **The Art and Science of Project Control**

- Understanding the need for control
- Key Performance Indicators: what you need to know and when you need to know it
- Productivity and Earned Value
- The Data Myth
- The Human Factor

**ANGELA PAMMENTER**, *Project Services Manager, Petrofac*

09:55 **Management of large infrastructure projects**

- Introduction
- Specific characteristics of large infrastructure projects
- Public influences and circumstances
- Possible impact on a project by external influences
- Local supplier base
- Risks, mitigation and opportunities
- Summary

**Dr. Winfried Notter**, *Project Director, GE Power*

10:40 Morning Coffee and Networking Break

11:10 **Challenges in Greenfield and Brownfield**

### EPC

- Seamless Execution adhering to Triple Constraints
- Managing Stakeholders
- Judicious and Regular Safety Reviews

**Kumar Saurabh**, *PMP Specialist – Project Management & Governance  
Project Management Department Technical Services  
Department Gas Processing & Utilities (GPU),  
Petronas*

11:55 **CONSTRUCTION CLAIM'S RESOLUTION**

### CASE STUDY:

- Construction legal principals
- Elements of Binding Contract
- Contracting Strategy and Types of Construction Contracts
- Standard Forms of Construction Contracts
- Basics of Dispute Resolution
- Binding & Nonbinding Dispute Resolution

**AHMED IBRAHIM**, *Project Management Consultant (Team Leader-CSA), Amec Foster Wheeler*

12:40 Business Lunch

13:40 Coffee and Networking Break

13:10 **Megaproject cost action**

- The successful transfer of learning across projects has been a long-held desire by project professionals.
- The difficulties in achieving this activity are created by the very nature of projects themselves: their separation from a „permanent“ organization and their uniqueness.
- In the context of megaprojects, the ability to learn across megaprojects becomes even more difficult (because of uniqueness, stakeholders involved etc.)
- No rigorous attempt is made to discover if characteristics ascribed to the project's performance were actually associated with the ensuing project performance
- The presentation show how is possible to link project characteristics trough project performance with a rigorous methodology leveraging companies' data.
- Case studies related to power plant construction and infrastructure decommissioning are presented and discusses

**Dr Giorgio Locatelli**, *Lecturer in Infrastructure Procurement and Management, University of Leeds*

14:55 **EPC Revamping Projects: a balance strategy between Operators and Contractors**

- Revamping Philosophy: tailored design for the existing plants
- Interdependency Schedule: EPC Project baseline integrated in Operation plan
- Countdown to shut-down: practical solutions to minimize production loss

**Armando Bianco**, *Engineering Manager, EniProgetti SpA*

15:40 Afternoon Tea and Networking Break

16:10 **Construction Productivity**

- How did productivity develop over the years in different countries
- What are the reasons
- How to bend the trend

**Koen Vermeltfoort**, *Partner, McKinsey & Company, Inc*

16:55

### PANEL DISCUSSION:

08:30 Registration and Coffee

09:00 **Opening Address from the Chair**

09:10 **Risk Reduction by Contract and Scope Development - the art of the specific and the general"**

- Seeking the correct contract terms for the sector - use the contract terms contractors and employers are used to
- The cross matching of contract terms with the scope of supply
- Development of the scope of supply - be specific & if you cannot then be general
- Making the engineers and the lawyers talk the same language - educate both sides
- Consistency of contract terms

**Scott Fotheringham, Contracts & Procurement Manager, EDF Energy Renewables**

09:55 **How to manage the EPC contract so that it becomes more relational and less claims oriented?**

- Where are you in the Project Life Cycle? and which stakeholder are you?
- Setting up the project, running the project
- Usual « sins » of EPC projects: proximate causes and root causes
- Managing change, preventing disputes
- Managing relationships
- Simpler contracts, performance-based contracts, technology (automation), relational contracting, competencies of the future.

**Gastón Bilder, Legal Division - Industrial and Commercial Contracts, Total**

10:40 Morning Coffee and Networking Break

11:10 **Avoiding Cost Overruns on Mega Projects – Estimating to Close Out"**

- Most of the EPC Projects get into Time and Cost over-runs
- Causes may be Internal to Client/Contractor or external
- Some of these causes happen even before the project kick off with/without the knowledge of the project team.
- Arresting or minimizing these over-runs require efforts right from the FEED Stage at Client's end and from the Bid development stage at contractor's end.

**Dr Madhu P Pillai, Projects Director, SNC-Lavalin**

11:55 **MANAGING RISK IN MEGA-EPC PROJECT**

- What makes a successful Risk Management program within Projects
- How to build Risk Culture
- An introduction to the Mega EPC Project in Iraq
- Top MEGA-EPC Project risks in Iraq
- How to use Quantitative Risk Analysis to determine and reduce schedule overruns

**Alexander Larsen, Risk Advisor, Baldwin Global Risk/ Lukoil**

12:40 Business Lunch

13:40 Coffee and Networking Break

14:10 **"Effective time management in construction projects"**

- Concept of "Effective Time Management"
- Avoid "Scope Creep" by accurately defining the "Contractual Scope Of Work"
- Developing a Project Plan to produce a "Defensible Baseline" based on realistic Work Breakdown Structure (WBS)
- Developing a Consolidated Reporting System for Critical and Non-Critical Path(s)
- Concept of Contingency Plan for Potential Risks
- Realistic Best-Practices & lessons learned to avoid project overruns and to Improve the Project Outcomes

**Ahmed El-Sharkawy, CCMA, CPM-IPMA, Arbitrator, Kuwait Oil Company**

14:55 **Data as an Asset, Data as Commodity, Data as a Language - Data Integration in the EPCM Workflow**

- History of data integration, issues and shortcomings
- Will Data replace the deliverable
- Communication and Integration challenges
- End to End Asset Life Cycle - Data is the glue and the enabler

**JAN WILLEMS, Director Project Controls, FLUOR**

15:40 Afternoon Tea and Networking Break

16:10 **EPC in KSA and GCC, Energy and refining business sector:**

- EPC market in KSA and GCC, Trends and common Practices
- Key Players Clients and Contractors
- Government Nationalistic Strategies KSA 2030 Vision

**Mohammed Hammad, General Manager, Jacob engineering**

16:20 **TBA**

- "DOWNSTREAM PROJCTCS, JOURNEY IN DELIVERY IMPROVEMENT PERFORMANCE"
- "PROCUREMENT INTEGRATION IN DOWNSTREAM PROJECT ENVIRONMENT"

**BERT RITS, Head of Projects Downstream, OMV**

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