

# The 5 Day MBA in Oil and Gas in Istanbul



## COURSE DATE

**10-14 OCTOBER 2016**

Attend the 5 Day MBA in Oil and Gas to take your career to another level. You will come away with the perspective of a CEO or Government minister, better able to identify and create value for your firm and your career.

First delivered in 2011, this programme has been well-received in cities around the world, including London and Houston, and comes to Istanbul for the fifth time in 2016. It has provided a vital career step for many of tomorrow's leaders in our industry. Book early to guarantee your place and enjoy a \$500 discount.

This is an intensive, interactive and inspiring programme that will give you a deeper understanding of the dynamics of the upstream petroleum business – providing real insight into how the business really works.

## VENUE

Long described as "where East meets West", Istanbul is within easy reach of the local oil producing regions – the Balkans, Central Asia, Iraq and Iran as well as the Gulf. As well as being a thriving commercial centre, Istanbul is packed with fascinating historical sites, markets and bazaars for the visitor to enjoy, along with the wonderful Turkish hospitality. The course is run in the centrally located Mövenpick Hotel.

## DELEGATES WILL:

- Have greater impact in dealing with senior executives, colleagues and partners.
- Improve their decision-making skills.
- Improve their ability to identify opportunities and create value for their firm.
- Understand the key dynamics shaping the petroleum business today.
- Understand the latest trends impacting the exploration and production value chain.
- Be in a position to broaden their career opportunities within the upstream industry.
- Benefit from a network of new contacts within the industry.

## WHO SHOULD ATTEND

This course attracts a diverse range of attendees from around the region and beyond, representing companies such as ExxonMobil, Genel Energy, Perenco, Shell, MOL, and many others. Managers and senior professionals aiming to take on leadership roles in the oil and gas industry will benefit from this course.

As your career develops and you take on wider responsibilities, you will need a broader understanding of the industry's complexities.

Whether you are in an NOC, IOC or working for a service company or professional adviser, this programme will give you a perspective that is hard to get amongst day-to-day pressures, but is vital to long term success.

## BOOKING

4 easy ways to book:

1. Call us - Tel: +44 203 239 0807
2. Email us:  
[training@warrenbusinessconsulting.com](mailto:training@warrenbusinessconsulting.com)
3. Online:  
[www.warrenbusinessconsulting.com](http://www.warrenbusinessconsulting.com)
4. Write to us:  
Warren Business Consulting, New Bond House, 124 New Bond Street, London, W1S 1DX, United Kingdom

Delegates from the following companies have attended our training:



## COURSE DIRECTOR



### About Angus Warren

Angus Warren is a highly experienced trainer with extensive and practical knowledge of the international oil and gas industry.

His early career included 15 years with BP on assignments covering gas exploration and production, oil pipelines and refining in the UK, as well

as leading BP's commercial involvement in the Angola LNG Project. He subsequently developed his expertise in business strategy, international development and negotiations as a consultant to many leading organisations in the energy sector.

But Angus's greatest talent is for inspiring and developing the next generation of industry leaders. At BP he facilitated team building sessions and delivered coaching and training. His involvement with training local staff in NOCs began back in 2001, when he successfully delivered BP's premiere business simulation training programme to senior managers of the National Iranian Oil Company in Tehran. Since then, hundreds of managers and professionals around the world have benefited from his engaging, stimulating and practical courses.

Angus holds a BEng (Hons) in Chemical Engineering, an MSc in Technology and Management in the Oil & Gas Industry and an MBA from the University of Texas in Austin. He is a recognised author of several international analyses and articles and has commented extensively on oil industry developments and the changing interactions between the IOCs and NOCs. Angus is a member of the Institute of Chemical Engineers and the UK Energy Institute.

*Other Course Directors may run this programme from time to time. Please see website for details.*

## TESTIMONIALS

*"High impact."*

*"Comprehensive. It caught everything worth knowing in the industry. I will be a better consultant and better guide my team and provide advice to my client"*

*"Very good course. Got a good overview of the industry, very global perspective. Better total understanding."*

*"Given me a 'helicopter view' on oil and gas industry. Will help my work, career and personal life decisions."*

*"Critical to the growth of my company."*

*"Lots of good discussion and interaction was very valuable."*

*"Will let me take better decisions for my company"*



### What are the trends within the oil and gas sector that make this course so relevant?

- The changing nature and relationship between international oil companies (IOCs), national oil companies (NOCs) and service companies
- The much increased role that gas has to play
- The "Peak Oil" debate
- The increased technical and political challenge of non-OPEC oil
- Environmental concerns
- The future of oil and gas prices, are they set to continue decreasing?



# PROGRAMME

(Exact daily programme may be subject to adjustment)

## Day 1

### Petroleum Geology

- “The Magic 5” and Risk factors
- Resource Classification Systems

### Structural Characteristics of the Oil and Gas Industry

- Oil supply, demand, growth and price
- OPEC and Competition

**Case Study:** Led by the instructor, delegates discuss the impact of major geopolitical events on the oil price.

### Oil Supply Chain and Gas Supply Chain

- Oil: From exploration to the consumer
- Gas: From exploration to the consumer

### The Basics of Oil and Gas Exploration and Recovery

- Exploration, Appraisal, Development, Production
- Decline and decommissioning
- The challenge of unconventional oil and gas

### The Life Cycle of a Project

- Oil and gas industry road map

### Exercise: Peak Oil

Delegates develop an intuitive feel for the key forces shaping the industry today.

## Day 2

### Methods of State and Foreign Participation

- The traditional role of NOCs and IOCs
- Strategic considerations when establishing an O&G industry

### Case Study: “BP in Angola”

Delegates will experience the critical business thinking required when presenting to a CEO or the needs and trade-offs government officials must make in an emerging economy.

### Government Fiscal Terms and Agreements with Investors

- Economic rent and how to collect it: optimum tax systems
- The concession system; production sharing contracts; risk service contracts

### The Changing Role of the NOCs, IOCs and Service Companies

- NOCs from around the world and their differing strategies
- Service companies and IOCs in the current environment

### Case Study: “The IOC Response”

Delegates take the perspective of the Board of Directors of an IOC as it seeks to leverage competitive advantages and generate winning strategies for the future.

### Project Investment Appraisal Techniques

- The different economic indicators used in O&G
- The economic model

## Day 3

### Case Study: “Mexico and Pemex”

Delegates will feel the pressure as they seek to reduce company debt and tax burden while attracting foreign investment needed by Pemex to exploit Mexico’s deep water Gulf of Mexico potential.

### The E&P Company Business Model

- Cash flow model for E&P companies
- Portfolio optimisation: The “Hopper” model and others
- Strategy – areas of focus
- The role of M&A

### Case Study: E&P Company Business Models

Delegates get to grips with the various ways E&P companies can create value, presenting their views of which companies will succeed in the current environment.

### Decision Making Under Conditions of Risk and Uncertainty

Definitions of risk and uncertainty, analysis and management

- Evaluating and analysing risk and uncertainty tools available

**Exercise:** Delegates explore the “decision rich” nature of an industry that also faces considerable risks and uncertainties

### Exercise: “Gamblers’ Ruin”

Small groups of delegates enter a simple business game to illustrate the perils of exploration. Will your company take all the spoils or will it suffer the ignominy of successive dry holes?

### Exercise: Decision Tree examples

Delegates in small groups or individually complete a set of decision tree examples that illustrate the value of information.

### Midstream: Transportation Options

- Oil infrastructure ownership considerations
- Pipelines and shipping

## Day 4

### Gas and Markets

- Gas production, consumption and growth
- Gas markets, contracts and pricing

### Stranded Gas and Monetisation

- The challenge of stranded gas
- Bringing stranded gas to market

### Refining and Trading Interfaces

- Refining: processes, products and business model
- The value of your crude oil to a refiner

### Liquefied Natural gas

- The LNG supply chain
- The LNG market

### Case Study: “Shale Gas”

Delegates consider whether North American shale gas success can be repeated in Europe.

### Joint Ventures in the Oil and Gas Business

- The various types of joint venture and how they are set up
- Current challenges in joint ventures

**Exercise:** Why are joint ventures used?

Course delegates get a feel for what it’s like working in a joint venture, and investigate their advantages and disadvantages.

## Day 5

### Safety, Environment and Decommissioning

- The economics of decommissioning
- The economics of environmental action: Global warming
- Safety in the oil and gas industry

### The Nexus of Commercial Contracts in Oil and Gas Investments

- Oil and gas project contractual structure – from the investors’ perspective

- Joint Operating Agreements and Farm-in Agreements

### Transportation and Processing Agreements

**Exercise:** Delegates role-play the opposing sides in a T&P negotiation as they identify the major terms on a T&P term sheet. Will the oil pipeline owner and the oil shipper see eye to eye on the key terms?

### Summary

Review and summary of topics covered

**Exercise:** 9 key features of the oil and gas industry will be identified. Delegates take a strategic view of the industry and characterise these based on what they have learned.

# BOOKING

**Price: \$3,990+VAT (where applicable)\***

Booking complete upon payment.

**Included in the price:** Tuition, course materials, lunches and refreshments

**Discounts (one discount per booking only):** • \$500 discount (price \$3,490) if delegates book 3 months before the course date.

- Group discount for delegates from the same company: 5 for the price of 4.

### 4 easy ways to book:

1. Tel: +44 203 239 0807
2. Email: [training@warrenbusinessconsulting.com](mailto:training@warrenbusinessconsulting.com)
3. Online: [www.warrenbusinessconsulting.com](http://www.warrenbusinessconsulting.com)
4. Mail: Warren Business Consulting, New Bond House, 124 New Bond Street, London, W1S 1DX, UK

### 4 easy ways to pay:

1. Bank transfer
2. Cheque
3. Credit card
4. Online

[www.warrenbusinessconsulting.com](http://www.warrenbusinessconsulting.com)

We will send you an invoice on receipt of your booking and confirm your place on receipt of your payment. If you have to cancel your place the following policy will apply: cancellation within 1-14 days of the programme start: 100% charge; 15-30 days: 50% charge; 31+ days: 10% charge. A colleague can take your place, subject to a 10% administration charge. Warren Business Consulting reserves the right to change or cancel any part of the published programme due to unforeseen circumstances and is not liable for any costs incurred by delegates in the unfortunate event that a course is cancelled. Delegates are responsible for arranging their own travel and accommodation and for obtaining visas, and medical and travel insurance. The letters MBA in any course title is used to indicate the nature of the training course. Attendees should be clear that no degree qualification is obtained by attending any Warren Business Consulting course.

\*The amount of VAT you are charged will be determined when your invoice is raised. Our VAT number is 211 1256 70

# WARREN BUSINESS CONSULTING

## OUR WORLDWIDE COURSE LOCATIONS



## ABOUT US

- Helping talented individuals build their careers is an inspiring experience. At Warren Business Consulting our focus is on developing tomorrow's E&P managers and leaders.
- We believe that a successful career in upstream oil and gas depends on a thorough understanding of the industry's complexities. Technical expertise is not enough: to become a manager or a leader means understanding the geopolitics, the technology, the finance, the many different stakeholders – as well as knowing how to get the best out of a team.
- The firm was set up in 2006 by Angus Warren, an industry veteran whose career includes 15 years at BP. Since then, hundreds of aspiring managers have been on our courses, in various locations around the world, as part of their career development.
- As well as the public MBA in Oil and Gas courses shown above, we run courses on Contracts and Negotiations, Risk Management, Project Governance and many others; we also deliver in-house courses customised to meet the clients' specific requirements, at a location convenient to them. Our portfolio of products is expanding rapidly so please check the website for latest developments.

For further information, email us: [training@warrenbusinessconsulting.com](mailto:training@warrenbusinessconsulting.com)  
or call: +44 203 239 0807 (UK) / +1 281 506 2892 (US)

[www.warrenbusinessconsulting.com](http://www.warrenbusinessconsulting.com)

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