

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

Case Study: E&P Company Business Models

Delegates investigate examples of different business models deployed by E&P companies and discover that there are many ways to earn a return on investment in upstream oil and gas.

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

Project Investment Appraisal Techniques

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

Day 3

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.

Refining and Trading Interfaces

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

Gas and Markets

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

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.

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

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: \$2,990+VAT (where applicable)*

Booking complete upon payment.

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

Discounts (one discount per booking only):

- 10% discount if booking made 3 months before course date.
- Group discount for delegates from the same company: 5 for the price of 4.

3 easy ways to book:

1. Call us in London or Indonesia:

London: +44 203 239 0807

Indonesia: +622 1831 7061 (Fanny)

2. Email us:

London: training@warrenbusinessconsulting.com

Indonesia: fanny.agusty@benchmark-training.net

3. Online: www.warrenbusinessconsulting.com

3 easy ways to pay:

1. Bank transfer 2. Cheque 3. Credit card

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 **2012** 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
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