Reinventing National Oil Companies

A Management Transformation Program

WU EXECUTIVE ACADEMY

The Oil & Gas industry is under a phase of profound transformation. The energy transition and its alternative solutions to fossil fuels, skepticism about the future of the Oil & Gas industry, new digital technologies, industries convergence, and changes in customer preferences are reshaping the future. Leaders are in the process of discovering the meaning of these changes for their business strategy and operations.

This program brings together leaders from National Oil Companies and other industry stakeholders. Participants discuss current operational challenges and prepare themselves for the future by learning how to:

› **Anticipate.** By identifying key trends and external disruptions in the Oil & Gas industry and discussing their meaning for each NOC.

› **Innovate.** By analyzing and assessing different models to perpetuate NOC leadership in their ability to shape the Oil & Gas value chain of tomorrow, from exploration to fuel distribution.

› **Transform.** By designing sustainable levers to transform the operations towards their own targets, leveraging the advantages of being a National Champion and mitigating the risks.

JOINT PROGRAM BY
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TARGET GROUP

The intended audience of this program are decision makers from National Oil Companies as well as their partners, suppliers, government representatives, and other stakeholders who want to get a comprehensive overview of industry trends and methodologies used to anticipate, innovate, and transform in the context of the NOC's core mission. By bringing together experienced managers as well as future decision makers connected to National Oil Companies, participants will profit from one another's experience and views on the energy industry future, to create different scenarios for NOC transformation and new roles.

KEY FACTS

Date: October 22–25, 2019 (4 days)
Location: Vienna University of Economics and Business (WU)
Vienna, Austria
Language: English
Fee: €9,000

The program includes exclusive events with distinguished guest speakers and offers unique networking opportunities with NOC executives and other industry experts from around the world.

DAY 1

Overview of oil and gas macro trends

- Evolution of the O&G players landscape over time
- The diversity and uniqueness of NOCs, realities and respective constraints
- Evolution of contractual relationships between IOCs and NOCs
- The main challenges of NOCs today
- The boom of Downstream and Petrochemicals investments by NOCs
- The significance of energy transition for NOCs

DAY 2

Evolution of oil and gas operations

- The challenge of the maturity turning point
- Exploration strategies for complex resources
- From conventional large oilfields to complex offshore production
- The criticality of integrated supply chain capabilities and risk management
- The impact of new technologies

DAY 3

NOCs management complexities

- Evolving contracts & regulations (new trends in contracting models; technical service agreements, opening of NOCs captive markets)
- Portfolio management and diversification (M&A trends; development into renewables)
- NOCs' Internationalization (gains and challenges of upstream internationalization; managing non-operated assets abroad)

DAY 4

Defining a proper efficiency model for NOCs

- NOCs Management Transformation
- Technology transfer & national content ("in country value")
- Challenges of the nationalization of human resources and suppliers
- A new role model for NOC CEOs
- Technology and Innovation Management for NOCs

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