

POST EVENT REPORT

22-23 February 2021
www.gdaconference.org



Gulf Downstream Association presents

TRANSFORM *Virtual Event*

The Evolving Future of Leadership and Project Management

GDA TRANSFORM CHAIRMAN

“ Committed to success

2021 is the year of embracing change. As we start to see the light at the end of the tunnel, we must reflect on the lessons we have learnt so far. At the Gulf Downstream Association (GDA), the efforts and the dedication of our technical and organising committee members have been exceptional. As a collective, we have displayed immense agility and resilience which has been reflected through the success of TRANSFORM – GDA’s first-ever virtual conference. The two-day virtual event led by thought leaders and diverse subject matter experts focused on transformational leadership and disruptions in project management. We were successful in providing insights into the importance of transformational leadership and how projects should be managed in a post-pandemic world.

We hope you had a wonderful experience and took back lots to learn from the two days. We look forward to meeting you all in person very shortly.



Emad A. Al-Muhaisen

Chairperson, Project Management Committee, **Gulf Downstream Association**
Division Head, Jazan Economic City (JEC) O&M Division Global Manufacturing, **Saudi Aramco**



Rayyan Al Tayeb
Chairperson, Leadership and People Development Committee, **Gulf Downstream Association**
HR Business Partner Global Manufacturing, **Saudi Aramco**

GDA TRANSFORM VICE CHAIRMAN

“ Learn. Capitalise. Emerge.

We are living in some of humanitarian's most challenging times, and during these times change is the only constant. Keeping this in mind, we launched the TRANSFORM – GDA Virtual Conference. From the deep dives into traits and characteristics business leaders needed to demonstrate under pressing business needs to empowering women in leadership roles and maximising knowledge sharing, we addressed leadership from the view points of the downstream sector.

We also discussed the future of projects in light of the current business environment, what investments are needed going forward, what would it take to deliver capital projects efficiently, would leveraging digital solutions enhance competitiveness of Engineering, Procurement and Contracting companies and finally, benefit analysis of adopting Advanced Work Packages and Modularisation for conclusive capital efficiency gains.

We had a stimulating two days filled with new and innovative ideas, anecdotal experiences, diverse thoughts and an opportunity to rediscover a world full of opportunities.



1947-2021

CELEBRATING GDA'S FORMER SECRETARY GENERAL AUDAH AL-AHMADI

From engineer to Secretary-General of the Gulf Downstream Association; Audah will always be remembered as a visionary leader who devoted his time to develop the energy sector. His legacy too big to fully comprehend will always be felt in the various technical committees he lent his support to. His work through the years was an embodiment of humility. His quiet strength and unchanging values always set a precedent in achieving great success with unconventional projects.

[Watch Tribute Video](#)

A Culmination of Industry's Best Practitioners in
Leadership and Project Management in Downstream

EVENT SUMMARY

The Gulf Downstream Association's first virtual conference 'TRANSFORM', brought together industry senior leaders and the community, especially from operating assets; driving the agenda for a positive 2021 and beyond.

1,573

Attendees

680

Organisations

70

Countries

32

Speakers

15

Sessions



Day 1
The New
Reality of
Transformational
Leadership



Day 2
The New
Reality of
Project
Management



98%

Would acquire new digital skills on their own to prepare for future technologies as it will open up more career opportunities

Do you think transformational leadership forms a dependency on leaders?

53% Yes, it certainly does
28% Maybe, it depends
19% No, absolutely not



31%

Reported that their company did not have an automation or digitalisation strategy?

56%

Applied new digitalisation technology, other than 3D in their on-going projects

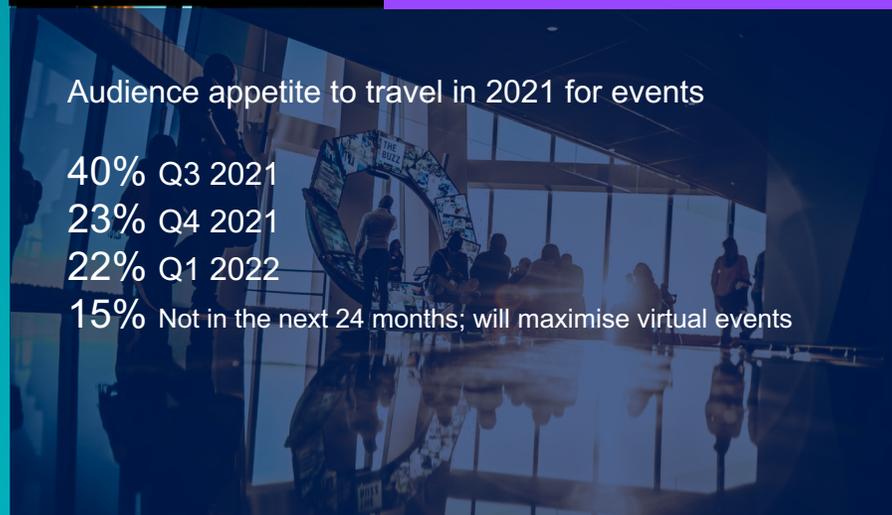
Use 4D in projects?

18% Y
82% N

LIVE POLLING RESULTS

Audience appetite to travel in 2021 for events

40% Q3 2021
23% Q4 2021
22% Q1 2022
15% Not in the next 24 months; will maximise virtual events



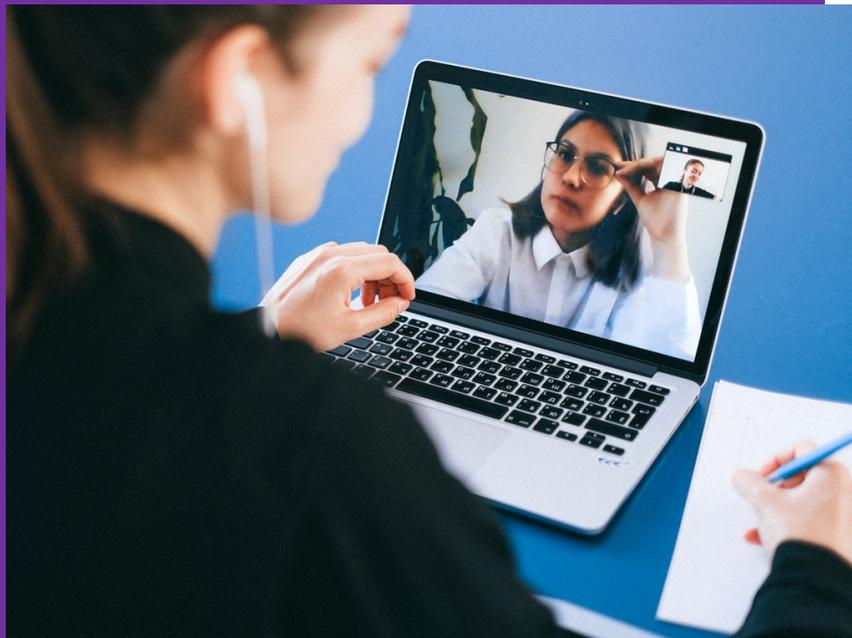
51%

Felt in order to lead as a project manager for tomorrow, efforts and focus need be on a combination of: 1) understanding business acumen, 2) selecting the most agile and flexible technical solution, 3) becoming a generalist, and, 4) realising benefits to achieve sustainable impact



Networking connections made

- Networking Visitors
499
- Networking Meetings
377
- Connections Made
205
- Average Time Spent
5 hours and 11 minutes
- Total Networking Breaks
6 across two days; 10 min each



Survey feedback indicates

Enjoyed Networking 70%

Wanted more 67%

Didn't have enough time 60%

Didn't connect 30%

ATTENDEES FROM 70 COUNTRIES

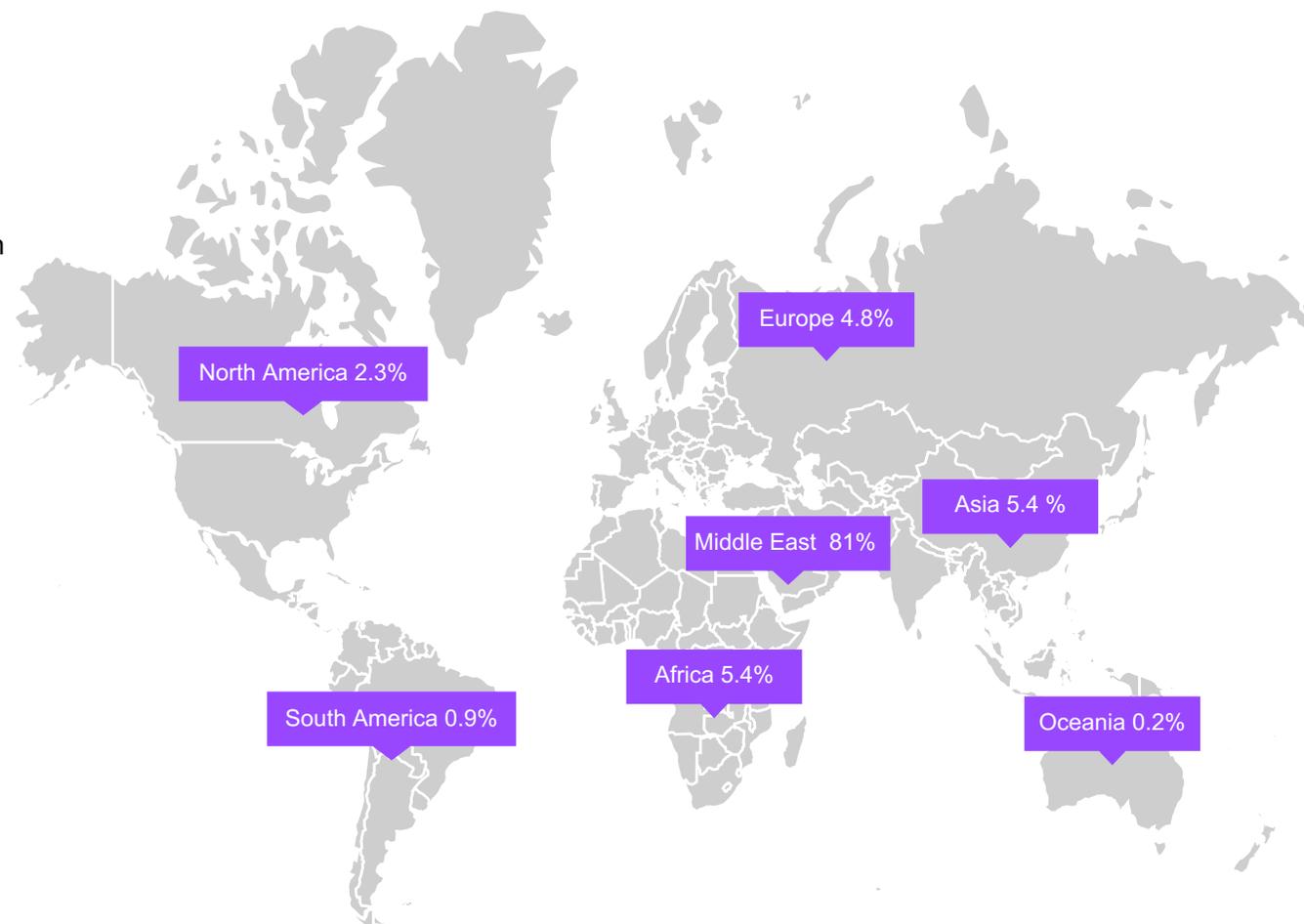
Middle East

1. Afghanistan
2. Bahrain
3. Iran
4. Iraq
5. Israel
6. Jordan
7. Kuwait
8. Lebanon
9. Oman
10. Qatar
11. Saudi Arabia
12. United Arab Emirates

Rest of the World

13. Algeria
14. Andorra
15. Argentina
16. Australia
17. Austria
18. Bangladesh
19. Belgium
20. Bolivia
21. Botswana
22. Brazil
23. Canada
24. Chile
25. China
26. Czech Republic
27. Democratic Republic of Congo
28. Egypt
29. Eswatini
30. France
31. Germany
32. Greece
33. India
34. Indonesia
35. Ireland
36. Italy
37. Japan
38. Kenya
39. Malaysia
40. Mauritius
41. Mexico
42. Netherlands
43. New Zealand
44. Nigeria
45. Pakistan
46. Peru
47. Philippines
48. Poland
49. Portugal
50. Russia
51. Senegal
52. Singapore
53. South Africa
54. South Korea

55. Spain
56. Sudan
57. Sweden
58. Switzerland
59. Thailand
60. Tunisia
61. Turkey
62. Turkmenistan
63. Uganda
64. Ukraine
65. UK
66. USA
67. Uruguay
68. Venezuela
69. Zambia
70. Zimbabwe



26 INDUSTRIES REPRESENTED



A big thank you for GDA for allowing us to meet.

I personally had a lot of fun; I enjoyed the quality. I am happy that the audience found our panelists' contributions of great value. In fact I received some calls that several of the discussed topics are worthy for conducting round tables, as many sit at the edge of our current knowledge, and this is how we can have breakthroughs, by engaging diverse quality minds.

Dr. Saadi Adra
CEO, Advisors

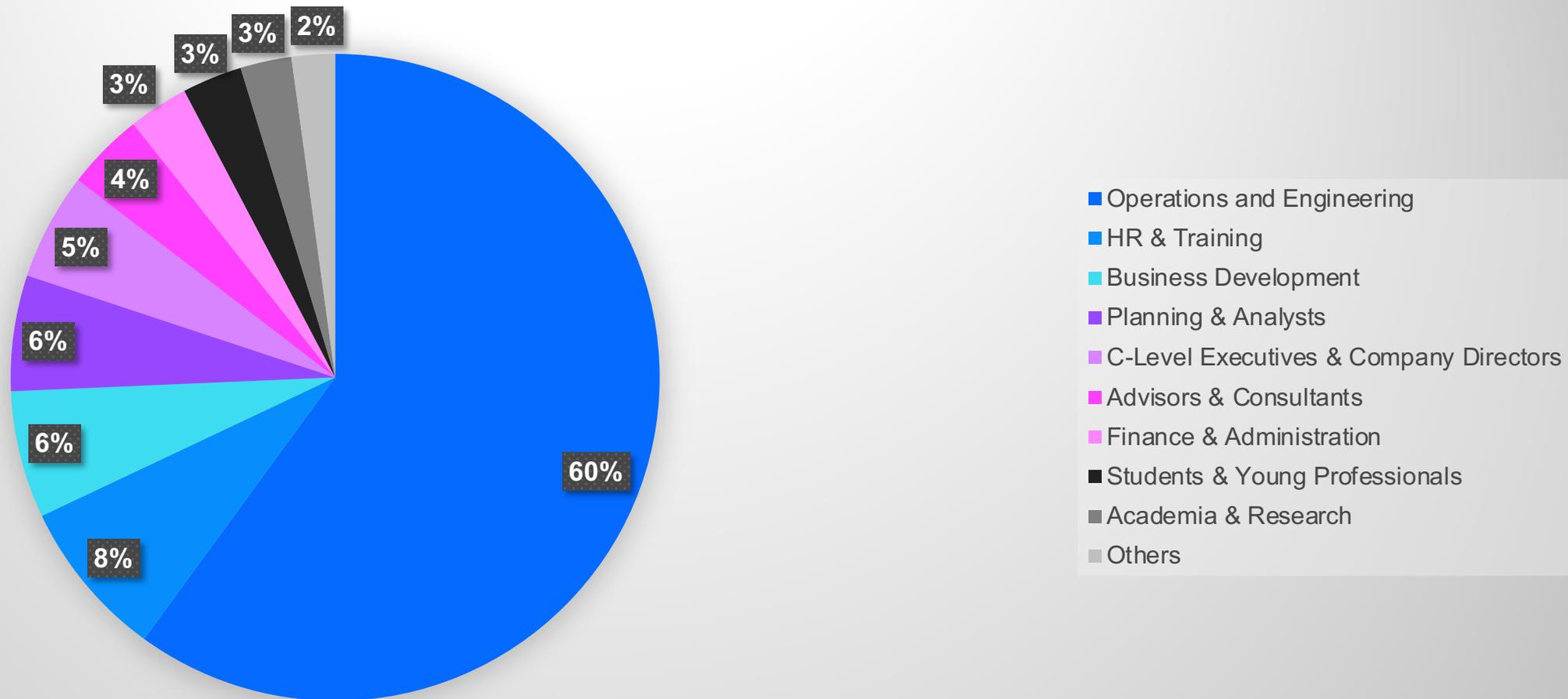
Oil and Gas
Construction
Consultancy
IT and Telecoms
Academia
Chemicals
Governments
Non-Government Organisations

Energy Utilities
Students
Finance / Insurance / Asset Management / Investor
Event Organisers
Healthcare
Aerospace/Aviation
Logistics and Supply Chain
Professional Services

Retail and Consumer Goods
Marketing and Advertising
Infrastructure and Urban Development
Trade Associations
Agriculture/Food/Beverage
Inter-Governmental Organisations
Media

ATTENDEE PROFILE

Percentage of attendees





Day 1 | Suleman Al-Bargan

Vice-President, Global Manufacturing, Saudi Aramco;
GDA Chairman

[Watch Keynote Address](#)



Day 2 | Ebrahim Talib

Deputy Chief Executive, Bapco;
GDA Board Member

[Watch Keynote Address](#)



Personally, I believe that a true leader is a servant to its people. This concept is a little strange, because we always think of the leader being more dominant, more authoritative. In our culture and I'm sure in many other cultures, a leader is always in the service of his/her people. I truly believe good leadership is how best you tap into your people, and that has to come through your own understanding, compassion and a clear appreciation for the effort your people are making.



If you look at the world before GDA, whenever we wanted to meet any other founding members, we had to go through odd channels, odd ways of setting up a meeting, mainly personal. GDA has brought us closer together than ever in well-structured ways. Further, the 10 technical committees are providing steady flow of knowledge exchange between all industry players...we have achieved a lot with GDA in such a short time and looking towards even brighter future.

THE LEADERSHIP EXPERIENCE AND DEVELOPMENT JOURNEY

DAY 1 SESSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

There is a high cost to low trust, trust can't be gained over a short period. Leaders must fully understand the details of the job, pick the right people who will walk the talk and appreciate the scope of work. They must also set very clear expectations from their team. This will help build mutual trust and avoid a situation where people are working in silos.

TAKEAWAY 2

The physical part of meeting is very much part of our culture but the pandemic meant that we could no longer meet physically. However, this can be overcome by being more aware, deliberate and intentional while communicating on virtual platforms. Active participation is important to enhance engagement.

TAKEAWAY 3

A transformational leader is someone who is inspirational and has the ability to rise to the occasion when required. He/she is also a visionary who gets the buy-in from everybody on the team. Additionally, these leaders are great listeners, communicators, self-motivators, proactive yet humble. A transformational leader should also be able to make tough decisions, which means they also have to be courageous.

LEADING THROUGH A PANDEMIC: HOW DO YOU DEVELOP AND DISTINGUISH A TRANSFORMATIONAL LEADER?

DAY 1 PANEL DISCUSSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

There needs to be a vision to master the future. Transformation for the sake of a trend or panic caused by a pandemic will not be successful without a clear vision and knowing WHY we should transform.

TAKEAWAY 2

One must be free to be able to make decisions and one must take decisions to remain free, a clear understanding of goals creates freedom. If you don't know where you're going, you are lost. Leaders should help people reach their goals and navigate them to a desired destination.

TAKEAWAY 3

The strategic decisions should be made by the leader and he should have a clear vision, but when it comes to tactical decisions, it should be a joint agreement between the involved parties, it is when a leader should be a good listener and not only practice his/her strengths and leverage. Empowering and engaging employees is the key to sustainability and continuation of business.

EMPOWERING WOMEN IN LEADERSHIP ROLES

DAY 1 SESSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

Humanity is mostly derived from a male dominated structure. It does hinder women empowerment in some cases. It's good to change, but we need to consider its impact on the entire ecosystem. Women don't need empowerment. They need an equal chance to show how they can deliver value.

TAKEAWAY 2

The 1st secret to being a successful female leader is finding a great place to shine in. God hasn't created us all equally; we all have something unique within us and we must identify these unique skills, talents within us and hone them. The 2nd secret is to create small incremental enhancements than creating big goals. We must aim at being 1% great every day.

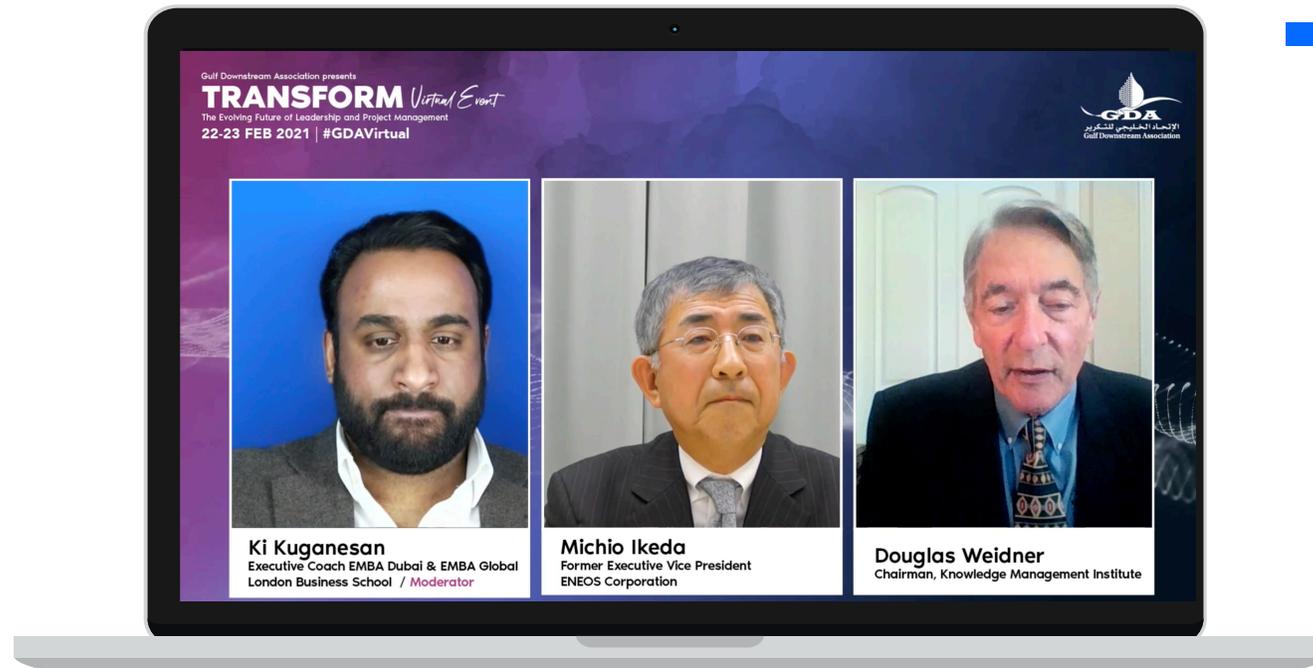
TAKEAWAY 3

Research shows that by nature, women rely more on their intuition and gut feeling than men do. This does not mean; that only women use their gut feeling and men don't. Women are inherently designed in a way to look beyond data and beyond the norm and trust their sixth sense. This helps women take quick decisions, but also there are many other aspects to a decision one must consider.

DAY 1 SESSION TAKEAWAYS

TALENT MANAGEMENT AND KNOWLEDGE SHARING

[Watch the session now](#)



TAKEAWAY 1

Leaders should be responsible for capability development of team members. They must provide their teams with effective on-the-job training, set assignments with a little stretch, evaluate outcomes of these efforts with frequent feedback and personnel reshuffle. While personnel reshuffle is painful, it diversifies your expertise and you learn to overcome the fear of the unknown.

TAKEAWAY 2

By increasing employee engagement in an organisation, you can improve performance, health, and sustainability of that organisation. If you can align a person's traits with the kind of work they do, they will love what they are doing and be more productive.

TAKEAWAY 3

It is important to capture critical knowledge before people leave an organisation. Exit interviews are not very effective, whereas mentoring has proven to be effective; transferring knowledge between mentor and mentee. New technologies such as knowledge transfer & retention are 91% effective.

WHAT INVESTMENT MATTERS THE MOST POST COVID-19 PANDEMIC

DAY 2 SESSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

In the next era, refineries will provide an important platform for elimination of waste hydrocarbon from the environment. Potential refinery de-carbonisation approaches include energy efficiency, low carbon energy sources and carbon capture and sequestration. Waste conversion innovations are also likely to contribute with de-carbonisation including circular refinery and conversion of waste plastics into raw distillates through pyrolysis.

TAKEAWAY 2

Although energy efficiency is an old topic, reducing CO2 emissions requires new solutions. These may include energy management systems, refinery process technology, heat integration, and optimisation with other facilities. Low carbon energy sourcing may include avoidance of coke/liquid fuel, power generation, renewable power and use of methods for low-carbon hydrogen. Carbon capture and sequestration may include geologic CO2 storage, technologies for CO2 conversion and Pet coke alternatives.

TAKEAWAY 3

Due to the growth in petrochemicals demand in the next ten years, leading refineries are expected to shift their products towards petrochemicals and are likely to include steam cracking, propane de-hydrogenation and paraxylene. However, the development of these options not only require a deep technical, economic and market analysis, but also emphasize the use of metrics such as oil placement to chemicals, hydrogen yield, capital intensity and CO2 profile.

WHAT DOES THE EVOLVING FUTURE OF MANAGING PROJECTS HOLD?

DAY 2 PANEL DISCUSSION TAKEAWAYS

[Watch the session now](#)

TAKEAWAY 1

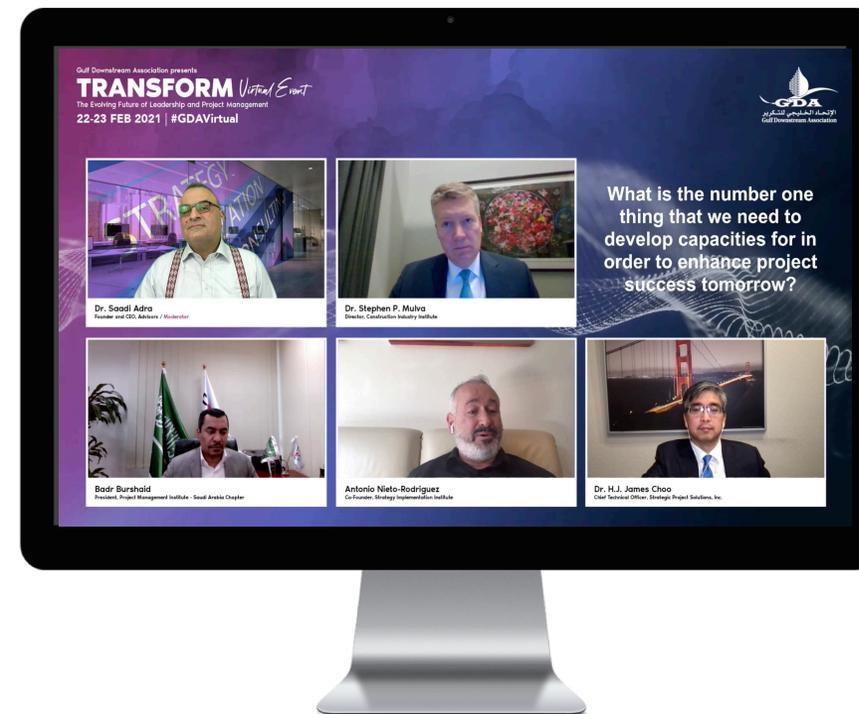
Developing collaboration and partnership models (Investments, Equity, JV, other frameworks) across the whole project life cycle, including supply chain, whereby owners, consultants, EPC contractors, operators and financiers will be key for sustainable, competitive, highly optimised and smooth project management operations.

TAKEAWAY 2

Emerging technologies enabled organisations to work through the disruption, and sometimes turned crises into opportunities, such as going back to Advanced Work Packages, some Modularisation, and the utilisation of AR/VR HoloLens for conducting Factory Acceptance Testing to name a few. More AI, IOT, automation and digitalisation are expected to further enhance business sustainability.

TAKEAWAY 3

Future project managers will be required to do more for less, focus on benefits, be accountable together with senior officers. He/she should behave as a project owner, develop the required capacity, continuously review operating models, innovate in managing risk, lower cost and minimise transactional waste.



JOURNEY OF EPC/ENGINEERING FIRMS TOWARDS DIGITALISATION: WHERE ARE WE TODAY?

DAY 2 PANEL DISCUSSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

84% of Digitalisation and Automation plans fail due to lack of a comprehensive strategy that help bring all stakeholders onboard. While the digital journey started several years ago with 3D and Smart plants, they still have a long way to go when it comes to reducing cost of material and construction where major improvement still lacks today.

TAKEAWAY 2

Advanced Work Packaging (AWP) is gaining lots of momentum as a best practice used by many EPCs and Engineering companies. Also, Robotic Process Automation in Automatic Welding has improved quality and productivity at job sites.

TAKEAWAY 3

Scanning and creating 3D model for existing plants is the best way to ensure quality engineering and efficient construction. However, cyber security concerns need to be addressed when using such data by cloud-based platforms.

ENHANCING PROJECT DELIVERY THROUGH MODULARISATION AND ADVANCED WORK PACKAGING (AWP)

DAY 2 SESSION TAKEAWAYS

[Watch the session now](#)



TAKEAWAY 1

AWP and Modularisation improve site safety due to optimised manpower requirements, efficiency in delivery, allowing faster delivery to market, providing effective processes and overall productivity improvements.

TAKEAWAY 2

When it comes to modular chemical process intensification, we see a clear case of cost savings both in operating and capital expenditure, and time reduction. This again results in favorable economics and sufficient time for marketing of the project.

TAKEAWAY 3

Through AWP, we see that it improves productivity by 25%, reduces cost by 10% and improves safety by 30%. Despite all of this, there is still scope to innovate and improve on existing practices.

30+ ENRICHING LEARNINGS



Event Opening

A roadmap for the Downstream industry



60 second stories

12 stories highlighting audience views on the Future of Upskilling and Disruption in Projects



Sponsor Highlights

10 stories highlighting GDA Conference and Exhibition sponsors efforts in Downstream



Media Coverage

12 Spotlight interviews addressing leadership and upskilling challenges of the future



A huge congratulations to the team on a successful GDA Transform event. The topics were timely, speakers were well selected, and technology made us all feel connected.

The event was seamless.

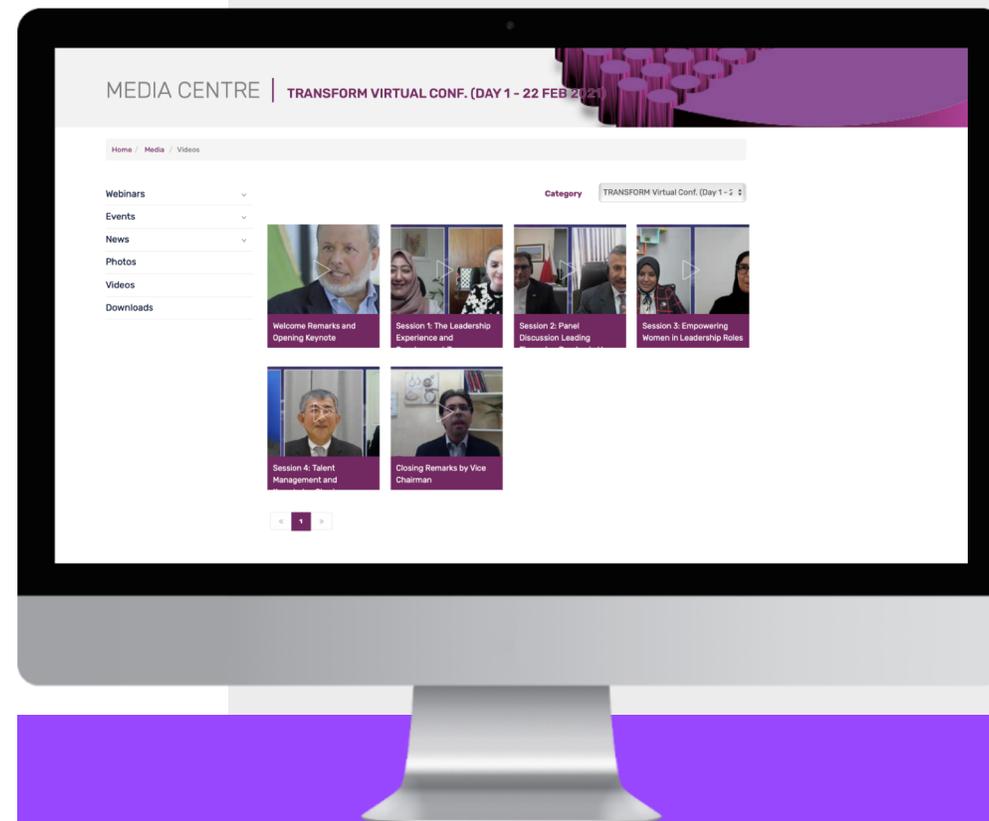
Reem Abdullah Al-Ghanim
Head of HR & SS I Chemicals Business
Saudi Aramco

VIEW SESSIONS ON-DEMAND AT THE GDA HUB



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- [The Evolving Future of Leadership - Day 1](#)
- [The Evolving Future of Project Management - Day 2](#)
- [60-seconds short stories on Upskilling and Project Management](#)
- [Subject Matter Experts Interviews](#)
- [Event Highlights](#)
- [Speaker Presentations](#)



Event Proceedings
available year-round

ATTENDEES WOULD ALSO LIKE TO LEARN MORE ABOUT

Importance of Reliability and Integrity, role in operating Refinery/Petrochemical facilities

How to Implement a Mix of Agile and Waterfall Planning

Managing Mega Projects

Strategy Adjustments and Implementation in times of crisis

Applying 4D Technology in EPC

4D & 5D BIM Digitalisation

Big Data Maturity Assessment for the industry

Use of AI and Machine Learning to optimise energy use on a refinery

Electrification of Transport

EVENT COVERAGE

Interviews



Articles

01

Industry Partners

8

02

Audience Reached

300,000

Oil Gas, Project Management and Energy Sector

03

Digital Content Pieces

40

Event Promotion

MARKETING AND PROMOTION

The Gulf Downstream Association (GDA) presents
TRANSFORM Virtual Event
22-23 February 2021
13:00-16:50 Bahrain / KSA Time Zone

Register at No Charge

31 SPEAKERS
6 NETWORKING OPPORTUNITIES
2 DAYS
10 GAME CHANGING SESSIONS

MASTER CLASS CONTENT

5 days to go until the downstream industry gathers for two days of strategy remapping in leadership and project management

Network with participants from more than 50 countries and sectors including Oil and Gas, Consultancy, Construction, IT and Telecom, Chemicals, Energy Utilities, Logistics and Supply Chain, Academia and many more!

GET TO KNOW YOUR EXPERTS

Oleg Konovalov
TEDx speaker, olegkonovalov.com

Regarded as the da Vinci of Visionary Leadership' by many, Oleg helps companies create and execute their vision, maintain a strong productive corporate culture and achieve superior business performance.

His session on 22nd Feb:
Leading Through A Pandemic: How do you Develop and Distinguish a Transformational Leader?

Michio Ikeda
ENEOS Corporation

Michio's two-decade experience in the refiner market had him engage in crude oil acquisition, oil products trading, and overseas business development. Towards the late 90s, he was assigned to corporate planning, where he was chiefly involved in two corporate mergers.

His session on 22nd Feb:
Talent Management and Knowledge Sharing

DISCUSS THE FUTURE OF DOWNSTREAM PROJECTS
22-23 FEB 2021
FREE TO ATTEND

Refining & Petrochemicals

Thursday February 11 2021

Petrochemicals Refining Products & Services People Events Lists

Downstream Conference Exhibition

Gulf Downstream Association to host virtual conference 'Transform' on the 'The Evolving Future of Leadership and Project Management' for the region's oil and gas Industry

Find out more

Most Popular

- Wood Mackenzie outlook: OPEC+, Covid-19 and energy transition are three themes impacting oil markets and refining in 2021
- GlobalData report: Asia to lead global vinyl acetate monomer capacity additions by 2024
- Plastics recycling: A supporter, or disrupter of petrochemical industry?
- For the first time: Growth rate for bio-based polymers with eight percent CAGR far above overall polymer market growth
- Top five oil giants' market value falls to \$680bn, lower than Tesla's \$752bn

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Home Petrochemicals GDA TRANSFORM Virtual Conference: Addressing the challenges facing the downstream industry

GDA TRANSFORM Virtual Conference: Addressing the challenges facing the downstream industry

Created: Thursday, 18 February 2021 11:29

Emad A Al-Muhaissen, chairman, GDA TRANSFORM Virtual Conference. Image source: GDA

Emad A Al-Muhaissen, chairman, GDA TRANSFORM Virtual Conference, discusses how to navigate some of the challenges facing the downstream industry and deliver complex projects efficiently, in the run-up to the event on 22-23 February

What are the main challenges currently faced by the downstream industry, and how important is good leadership in navigating these challenges?

The downstream industry, and in particular the refining sector, is experiencing several unprecedented challenges and uncertainties in today's business environment. Swinging oil prices, marginal refining profits, emergence of new disruptive technologies, regulatory/environmental constraints, emphasis

bell immersive technologies

Learning Games

Leadership and People Development

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Chairperson,
HR Business Partner
Global Manufacturing
Saudi Aramco



Haifa Ali Al-Youha

Deputy Chairperson,
Team Leader, Talent Mgmt.
& Leadership Dev.
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Zainab Al Khaja

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Shafi Mansour Alajmi

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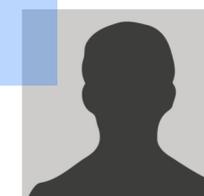
Ahmed Al Shamrani

Leadership & People
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SATORP



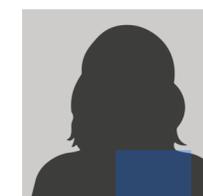
Tetsuo Aarii

Senior Coordinator
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JCCP



Ahmed Al Awadhi

General Supervisor
HR, Finance, Admin & IT
**Gulf Downstream
Association**



Alia Al Zaabi

Learning & Dev.
Talent Dev. Division
ADNOC Refining

Project Management

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Division Head, Jazan
Economic City (JEC) O&M
Division, Global Manufacturing
Saudi Aramco



Meshal Sardi Al-Saedi

Deputy Chairperson
Projects Coordinator
KNPC



Ali Redha Awadh

Superintendent
Process Plants &
OS&E Section
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Mohammed Hammad

Executive Director
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Ghaith Aljazzar

Director
Business Dev.
Fluor Corporation



Yousef Al Mulla

Manager Projects
Planning & Cost
Control Dept.
ADNOC Refining



Carlo Lucarelli

Project Director
Technip FMC



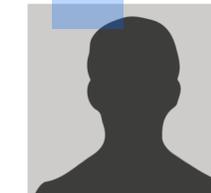
Roberto Arbulu

Executive Vice President
**Strategic Project
Solutions, Inc**



Saadi Adra

Founder & CEO
ADVISORS



Anil Kumar

Sr. General Manager
**Engineers India
Limited**

Gulf Downstream Association presents

TRANSFORM *Virtual Event*

The Evolving Future of Leadership and Project Management

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KNOW MORE ABOUT GDA

Gulf Downstream Association (GDA) was founded by Saudi Aramco, ADNOC, Kuwait National Petroleum Company (KNPC), Kuwait Petroleum International (KPI), and Bahrain Petroleum Company (Bapco) as a non-profit entity in 2016. The Association was established to aggregate the scattered wealth of knowledge that lies across the global downstream industry in order to accelerate development and serve as a catalyst for strong and sustainable industry growth in the Gulf region and worldwide.



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