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LETTER FROM THE EDITOR

Dear Readers,

With the world now adjusting to its new normal after a long period in the virtual world, GDA took the responsibility of planning a strategy led by our newly appointed Secretary General Mr. Mohammed Al Shahrani to come back with full force and energy. Following the pandemic, we focused on meeting with our members to provide them with networking and knowledge-sharing opportunities. Therefore, this quarter, the GDA team put in all the energy and effort into preparing for two in-person events. **GDA's annual event under the theme "together towards sustainable energy"** is around the corner, taking place at the Four Seasons Hotel on 31st August & 1st September 2022 with generous sponsorship from **Luberef**. Moreover, we are delighted to announce the 2nd edition of the GDA's flagship event, the **GDA International Downstream Conference & Exhibition**, which will be held at Exhibition World Bahrain where our guests will get a unique experience since this is the first Oil & Gas event held at this venue. The dates for the conference are **13th - 15th February 2023**. We look forward to seeing you there!

Now, let's take a look at GDA's team achievements in the 2nd quarter of 2022. We are proud to welcome our newest Full member (**Petro Rabigh**) and Knowledge partner (**Oman Society for Petroleum Services**), and a warm welcome to GDA's new Board Member representing Kuwait Petroleum International (KPI), **Mr. Shafi Al-Ajmi**, Executive Vice President Manufacturing. The Previous months have been packed with many visits and Industry participation where GDA's Management visited its founding members **KPI, KNPC, and BAPCO**, and **Bahrain's Ministry of Oil & Environment**. Also, GDA's Board chairman honored us by visiting our office in Awali, Bahrain. GDA was present at **MPGC** (in-person), In addition, with the support of the GDA, **BAPCO** and **ADNOC** have met to discuss Employee Engagement Initiatives.

We have successfully completed many virtual courses with **Honeywell UOP** and **Aspentech**, we are currently announcing more upcoming courses, some of which will be In-person, such as **Visionary Leadership** by **Dr. Oleg Konovalov**.

Wishing you a joyful reading experience!



Yours Sincerely,

Amal Al-Aamer

Communications Manager,

Gulf Downstream Association



THANK YOU

Azzam Al-Mutawa

Executive Vice President - Marketing
Kuwait Petroleum International (KPI)



WELCOME TO GDA BOARD

Shafi Taleb Al-Ajmi

Executive Vice President Manufacturing
Kuwait Petroleum International (KPI)

Click [here](#) to view his Biography



GDA MEMBERSHIP EXPAND

GDA welcomes the newly joined Members “Petro Rabigh” and “OPAL”

Petro Rabigh

Rabigh Refining & Petrochemical - Company (Petro Rabigh) was founded in 2005 as a joint venture between Saudi Aramco and Sumitomo Chemical. The plant is valued at about US \$10 billion (25% funded by the public and the remainder equally funded by Saudi Aramco and Sumitomo Chemical) and originally produced 18.4 million tons per annum (mtpa) of petroleum-based products and 2.4 mtpa of ethylene and propylene-based derivatives. [Read more...](#)



OPAL

OPAL - Oman Society for Petroleum Services is now a prominent business society in Oman. An NGO and a non-profit organization focusing on the Energy & Minerals sector. The organization was originally formed in 1998 when like-minded companies embarked on a common desire to promote industry standards, and create a forum to resolve common problems, and share best practices. Initially known as the Oil Industry Training Board (OITB), it was later amalgamated with Oman Oil & Gas Contractor Forum to form the Oman Petroleum Alliance (OPAL). [Read more...](#)





STEERING GDA INTO A BRIGHTER FUTURE WITH OUR SECRETARY GENERAL MR. MOHAMMAD AL-SHAHRANI

BY AMAL AL QAHTANI

It was a typical hot Thursday noon at the Saudi Aramco's Affiliates Manufacturing Excellence offices in Dhahran during the summer of 2022. I was grinding my coffee beans as a final step in preparation for an exciting meeting with Mr. Mohammed Al Shahrani, Head of Affiliates Manufacturing Excellence at Saudi Aramco who was newly appointed as the GDA Secretary General. I looked through the window and saw the Ithra center as a symbol of innovation, culture, and, most importantly, knowledge. The state-of-the-art edifice was thought-provoking of how some leaders can make a lasting impact in the world compared to others. I concluded that those successful leaders undoubtedly made those changes through co-creating a knowledge management vehicle and platform.

The smell of the freshly ground coffee had pulled me together, and I was all set to interview and learn from one of the great leaders that made a long-lasting impact in a short period through position realignment and knowledge offering.

Upon warm welcoming from the GDA Secretary General in his office, I said. "Mr. Mohammed Al-Shahrani, thanks for entertaining this informal interview, and I would like you to tell us more about yourself,"

First of all, thank you for giving me the opportunity to brief you about myself. I'm a chemical engineer who graduated from King Fahd University in 2005. A few months later, I joined Saudi Aramco as a process engineer and worked at Ras Tanura refinery for almost 12 years. During that time,

I contributed to improving the refinery in operation, maintenance, engineering, safety, and planning. Then, I seized an opportunity to join an internship program with Honeywell-UOP in the US. Afterward, I returned to Ras Tanura to serve another year as the head of engineering for the NGL plants and the leader of the Asphalt project expansion in Ras Tanura refinery.

Later in 2016, I moved out of the refinery to join the joint venture management organization looking after domestic refining joint ventures within the Kingdom. I worked there for three years, and my last role was the head of the portfolio in the East, looking after SASREF; Saudi Aramco joint venture with SHELL, and SATORP; Saudi Aramco joint venture with TOTAL. In 2019, I went back to operation in Juaymah NGL fractionation as an Operations Division Head, with the responsibility of running a facility that treats 1.1 million barrels of NGL feed along with a terminal that export butane and propane to the international market. After that, in 2020, I moved to SASREF to become the Operation General Manager, overseeing a refinery that processes 315,000 barrels of crude daily and a terminal that ships different products to the international market. At the beginning of 2021, I went back to Saudi Aramco to establish a new organization called Affiliate Manufacturing Excellence as part of the Downstream business line. Substantially, the main objective of this organization is to manage and drive excellence across the downstream's whollyowned subsidiaries and joint ventures and to meet the downstream's expectations and ambitious strategic objectives in the

fields of safety, reliability, digitalization, and optimization. I believe that my current role in driving excellence across Saudi Aramco's downstream portfolio has a unique competitive advantage in accelerating the GDA's quest toward achieving its strategic objectives.

Would you please tell us more about your journey with the GDA and how those previous experiences will add more value to the GDA stakeholders?

I had the privilege to work with the GDA in different aspects. Starting with the 2018 conference, in which I had the honor to be a member of the organizing committee that managed and executed the first edition of the GDA Conference and Exhibition. During that period, we established the GDA brand in the region and worked with our partners to bring more value to the GDA. Following those years, we participated in and supported GDA's events, courses and visits until 2022, when I was officially requested to act as a Secretary General of GDA just months away from the second edition of the GDA Conference and Exhibition, which will be held in February-2023 in Bahrain. I see this appointment as the Secretary General of GDA comes with significant responsibilities in accelerating the delivery of GDA services and value proposition. Not only to the members but also to the whole global industry that is going through unprecedented challenges such as COVID-19, unstable market dynamics, crude prices, and the complex geopolitical status. I believe the GDA was able to survive all those challenges and drive to achieve the vision that the founding members had set.

Would you please tell us more about the main enabling elements that can galvanize the realization of the GDA vision?

The GDA is a testimony of a great collaboration between Saudi Aramco, BAPCO, KPI, KNPC, and ADNOC. These companies united to establish this significant association, recognizing the needs and the value of transferring knowledge, sharing expertise, exchanging lessons learned, building a database, and connecting subject matter experts by creating a networking platform among the regional refiners. We, in GDA, believe that without the collaboration of the industry partners, suppliers, manufacturers, technology licensors, investors, and academia, the industry will not groom to be a leader in the energy field. GDA managed to build a robust network and

strengthen our industry's presence in the region to become the castle holding its ground in the face of rapid changes. We also navigated through this era's unprecedented challenges and sustained our role in bringing together key stakeholders from the oil and gas industry, especially refining. We have generated value for our stakeholders, capitalizing on our unique knowledge-sharing programs via multiple tools, such as GDA's Knowledge Hub networking activities, site visits, quarterly Newsletters, publications, and training programs in partnership with leading technology and knowledge-sharing service providers in our industry. In addition, we have put together different mini-conferences in collaboration with other entities considered leaders in the oil and gas field of forms and conferences. We have also attracted different talents in human capital and supported some members during challenging times by securing certain services, materials, or skills to help them bridge the gaps in certain areas. All those extraordinary efforts have become the passing ticket towards ensuring the sustainability of GDA in years to come.

Would you also unveil the future outlook of the GDA from your perspective?

As a nonprofit organization, our value is the knowledge we bring to all our stakeholders. Within our own General Assembly, we have around 60 Members, varying between full members, associate members, business partners, and knowledge partners. By being the center of gravity, we ensure that the value we generate brings these partners more together for the best interest of our industry. We strongly believe that in years to come, GDA presence will be even stronger in the region by the support of our founding companies with the solid relationship and collaborations among our stakeholders and the other adjacent integrated industry like the petrochemical, we will prevail and lead the rest of the downstream business globally. Mr. Mohammad, I appreciate your time and wish you all the best in making the GDA the center of knowledge and excellence in the refinery business and to all of your key stakeholders.

GDA Visits KNPC and KPI in Kuwait



GDA Chairman Mr. Suleman Al-Bargan (VP, Downstream Global Manufacturing, Saudi Aramco) and GDA Secretary General Mr. Mohammad Al-Shahrani (Head of Affiliates Manufacturing Excellence Downstream Global Manufacturing, Saudi Aramco) paid a courtesy visit to GDA Board Members Mr. Waleed K. Al-Bader, CEO-KNPC and Mr. Azzam Al-Mutawa, Executive VP, Marketing, KPI. While welcoming the new Board Member from KPI and introducing the new GDA Secretary General, they discussed the ways of further strengthening the GDA role and position in the downstream industry.

GDA Management Visits Ministry of Oil & Environment, Bahrain



Mr. Mohammad Al Shahrani, GDA Secretary General and Ms. Amal Al Aamer, Communications Manager paid a visit to Mr. Faihan Al Faihani, Acting Undersecretary of the Ministry of Oil & Environment, Kingdom of Bahrain discussing upcoming collaborations and the future of GDA. Mr. Faihan appreciated and welcomed GDA effort in organizing physical events in the Kingdom of Bahrain, which will boost the local economy while raising its global image.

GDA Visits BAPCO Executive Management



On the July 6, 2022, GDA Chairman Mr. Suleman Al-Bargan (VP, Downstream Global Manufacturing, Saudi Aramco) and GDA Secretary General Mr. Mohammad Al-Shahrani (Head of Affiliates Manufacturing Excellence Downstream Global Manufacturing, Saudi Aramco) was generously invited by Dr. Abdulrahman Jawahery, Chief Executive Officer of the Bahrain Petroleum Company (BAPCO) to an executive dinner with the presence of Mr. Hafedh Al-Qassab, Acting Deputy Chief Executive (DCE) and Project Director Modernization Program (BMP) of BAPCO and GDA's Board Member and Financial Secretary, Mr. Mahmood Mirza, General Manager of Engineering division of BAPCO and Ms. Maisam Al-Hashemi, Head Leadership & Talent Management Learning & Development Department of BAPCO. The evening was filled with rich exchange of ideas and views that would benefit the downstream industry.

GDA Board Chairman Visits GDA office



GDA Chairman Mr. Suleman Al-Bargan (VP, Downstream Global Manufacturing, Saudi Aramco) visited GDA's office in Awali. He expressed his deep gratitude to BAPCO management for providing this office to the GDA Team. He also expressed his satisfaction with the facilities provided in this office. His visit to the GDA office was a great motivator for the GDA Team

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GDA ANNUAL MEET BRAINSTORMING



All Technical Committees' Chairpersons and the Founding Members' SPOCs met virtually on 26th July 2022 to brainstorm on the program for the "GDA Annual Meet", which is scheduled 'in-person' on 1st September 2022 in the Kingdom of Bahrain. This annual event offers great opportunity of networking amongst all the GDA SMEs and SPOCs. On the sidelines of this event, there would also be a GDA Board Meeting and GDA Annual General Assembly, thus giving further opportunity for all participants to network with the Board and Senior Management of all attending member companies.

BAPCO AND ADNOC EMPLOYEE ENGAGEMENT INITIATIVES

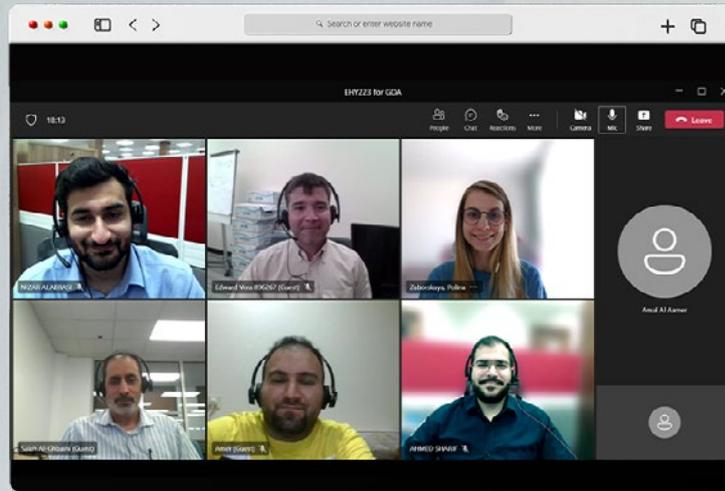


Bapco's Employee Engagement Team met with ADNOC Group's Employee Experience Department on Thursday 21 April 2022 to discuss areas of collaboration, best practices and to share knowledge in the field of Employee Engagement. The meeting was set up with the support of the Gulf Downstream Association (GDA).

Bapco and ADNOC agreed that further discussions to improve and elaborate regarding on-going Employee Engagement initiatives will take place.

From Bapco, the discussion was attended by Jenan Al Askari – Head of Employee Engagement, Ameena Meemari – Employee Engagement Specialist and Noor Talal – Employee Engagement Coordinator. The ADNOC representatives were led by Badreyah Al Hmoudi – Employee Experience Manager at ADNOC Group, Aisha Al Zaabi – Analyst Manpower Planning at ADNOC Offshore, Samar Al Sheraifi – Government Relations Specialist, Zainab Al Jneibi and Abdulla Al Mansoori.

HYSYS Dynamics: Introduction to Dynamic Modeling (EHY223)



The Gulf Downstream Association (GDA) has successfully organized the **“HYSYS Dynamics: Introduction to Dynamic Modeling (EHY223)”** virtual course for GDA Members on **23rd - 25th May 2022**, via MS Teams. The course was hosted and delivered by Mrs. Polina Zaborskaya from AspenTech.

The course was attended by delegates from **BAPCO**, and **Saudi Aramco**.

This course was designed for Engineers with Aspen HYSYS experience and Engineers with no or limited previous experience in dynamic simulation. All participants received an achievement certificate from AspenTech.

UPCOMING COURSE

| Course Title | Date | Time | Aspentech Price list | GDA Member price | GDA Non-Member price | Deadline |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------|----------------------|------------------|----------------------|-------------------------------|
| <u>Aspen PIMS: Solving Refinery Planning Problems (RPA201)</u> | 30 th to 31 st October 2022 & 1 st to 3 rd November 2022 (5 days) | To be updated | \$ 3,500 | \$ 2,500 | \$ 3,000 | 20 th October 2022 |

*10% VAT will apply.

[Register Now](#)

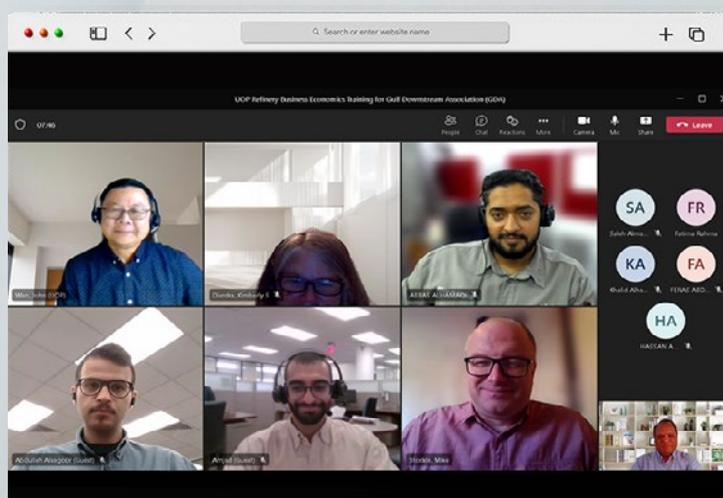
Virtual Course by **Honeywell** **UOP**

Refinery Business Economics

The Gulf Downstream Association (GDA) has successfully organized the “**Refinery Business Economics**” virtual course for GDA Members on **20th - 23rd June 2022**, via MS Teams. The course was hosted and delivered by Mr. Mike from **Honeywell UOP**. The course was attended by delegates from **BAPCO**, and **Aramco**.

The course was designed for refinery technical staff who are part of a team responsible for new investment projects and process engineers responsible for the optimization of process units.

All participants received an achievement certificate from Honeywell UOP.



UPCOMING COURSES

| Course Title | Date | Time | UOP Price list | GDA Member price | GDA Non-Member price | Deadline |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------|----------------|------------------|----------------------|--------------------------------|
| <u>Corrosion and Fouling Management</u> | 12 th to 15 th September 2022 | 11:00 ^{am} to 3:30 ^{pm} Bahrain Time | \$ 4,000 | \$ 2,600 | \$ 3,100 | 1 st September 2022 |
| <u>Inspection Training</u> | 16 th to 20 th October 2022 | 12:00 ^{pm} to 4:00 ^{pm} Bahrain Time | \$ 4,500 | \$ 3,000 | \$ 3,500 | 2 nd October 2022 |
| <u>CCR Platforming™ Process - Standard for Atmospheric or CycleMax™ CCR Regenerator</u> | 21 st to 24 th November 2022 | 8:00 ^{am} to 3:00 ^{pm} Bahrain Time (Incl. 1 hr break) | \$ 4,500 | \$ 3,000 | \$ 3,500 | 6 th November 2022 |
| <u>Penex™ Process</u> | 12 th to 14 th December 2022 | 8:00 ^{am} to 3:00 ^{pm} Bahrain Time (Incl. 1 hr break) | \$ 4,000 | \$ 2,600 | \$ 3,100 | 27 th November 2022 |

*10% VAT will apply.

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What is costing your company not to have a team of visionary leaders?

Dr. Oleg Konovalov

No country with a population of about 200,000 people is considered investable. This sounds like a tough verdict. However, in the '70s, when Sheikh Rashid bin Saeed Al Maktoum created his vision for Dubai, a small fishing village those days became a global hub and one of the most attractive cities to live and do business in. Today, Dubai is synonymous with sustainable prosperity that catches the breath.

When Sergey Brin and Larry Page founded Google in 1998, people were careful about search engines and other fancy features. The dot-com bubble collapsed on the 10th of March 2000 causing hundreds of such businesses to close, didn't add much optimism to the industry investors. Today, Google is one of the most advanced companies in the world with a capitalization of \$1.55 trillion. In 2019, both founders, Sergey Brin and Larry Page have stepped down from day-to-day management of the company to assume the

role of "proud parents - offering advice and love, but not daily nagging!", yet the company grows stronger every day.

These two examples from different sides of the world and from different generations are not exceptions only confirming that companies with a strong and compelling vision show 25-30 times higher market value than companies with just a great product. The greatness of your success depends on the greatness of your vision.

A logical question arises - is it enough just to have a great vision? Actually not, as there are a few factors that must be considered. One of the critical ones is to create a team of visionaries who will make it stronger, will be capable of executing it, and pass it as a legacy to the next generations of employees. Dubai grows because of leaders who execute the initial vision of Sheikh Rashid bin Saeed Al Maktoum whilst having the next generations in mind. Sergey Brin and Larry Page created a team of visionaries who continue leading Google from success to success.

Vision is pragmatic and grows because of value added by all involved every day and at every stage of its development. The vision reflects a value created for customers in the course of their lives that is supported by a quick response when people recognize and appreciate that value. If people have little or no understanding of your vision, they have little chance to add value to it. At the same time, a vision defines the size of the market niche that a company will control over an extended period of time. Control over the market niche can be evaluated at 100% of the capitalization projection.

Vision stands on simplicity and clarity. That simplicity defines how much fewer resources you need to achieve more or to gain more with less. The clarity of a vision defines the efficiency of execution, which adds at least 30% to capitalization. This clarity of direction makes people effective in execution.

Success in the marketplace defined by future-ready people and their advanced competencies. These come into play when we think of innovation, the ability to manage complex tasks and think into the future being prepared for change. Businesses must reinvent themselves again and again to master the future. This is the key to sustainable success

Growing great people adds at least 20% to capitalization as people and their capacity for growth define tomorrow's success. Vision is the greatest legacy that you can leave and thus, demands the involvement of those successors. A true vision encourages ownership of it in others, as they own the results of the vision. The strength of a vision is seen in the high engagement of all stakeholders who commit themselves to the greater good.

People look forward to the future they defined and contributed to. They feel satisfied and involved in being proud creators of the future. People will fully commit themselves to a vision they created and will do their best to make it a reality. Yet, one of the greatest challenges for leaders at all levels is effective succession. Such pain of succession gaps costs companies up to 30% every year and can be eliminated with the training of leaders as visionaries.

True leaders see responsibilities on how to lead people to the future, not into the present. They all have a mindset that connects vision and people to achieve that future.

Vision is not a gift but a meta competence of the 21st century that can be developed.

Now think - What is costing your company not to have a team of visionary leaders? What stops you from helping your team to become visionaries?



Biography:

Dr. Oleg Konovalov is a global thought leader, author, business educator, consultant, and C-suite coach. Oleg is named among the top eight global experts in leadership and shortlisted for the Distinguished Award in Leadership by Thinkers 50. He is on Global Gurus Top 30 in Leadership, has been recognized as the #1 Global Thought Leader on Culture by Thinkers 360, is the #1 Global Leading Coach (Marshall Goldsmith Thinkers50 Award), and has been named one of the Global 100 Inspirational Leaders 2022, along with Bill Gates, Elon Musk, Jeff Bezos, Oprah Winfrey. Having been named 'the da Vinci of Visionary Leadership' by many leading authorities of our time, Oleg is considered #1 in the world in the field of vision and visionary leadership.

He is the author of The Vision Code, Leaderology, Corporate Superpower, and other books.

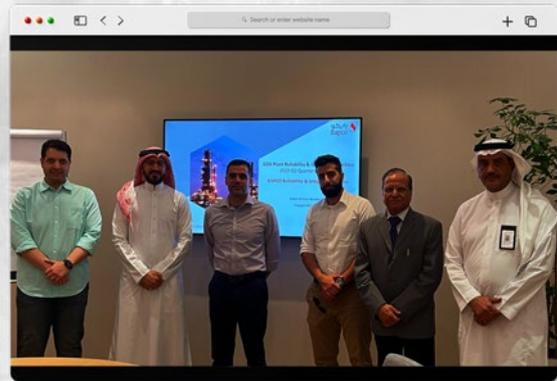
A copy of his book with his autograph will be given to all those who attend his 'in-person' course being organised by GDA on 7-8 September 2022 at Wyndham Grand Hotel in the Kingdom of Bahrain.

Technical Committee Meetings

The Gulf Downstream Association's Technical Committees serve as the platform of GDA's mandate to facilitate interaction among founding companies and members in addition to interacting with industry leaders and experts to help strategically grow the downstream. Each Technical Committee / Stream meets several times (Virtually or In-person) to execute an agreed plan of action, while SMEs dedicate 10% of their work-time for GDA activities.



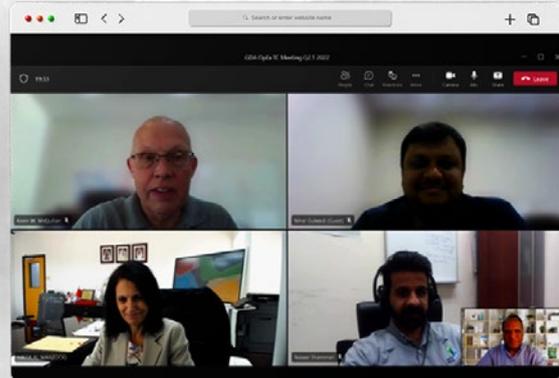
Plant, Reliability and Integrity Technical Committee Meeting held on 29-30 June 2022 at Bapco Club, Bahrain



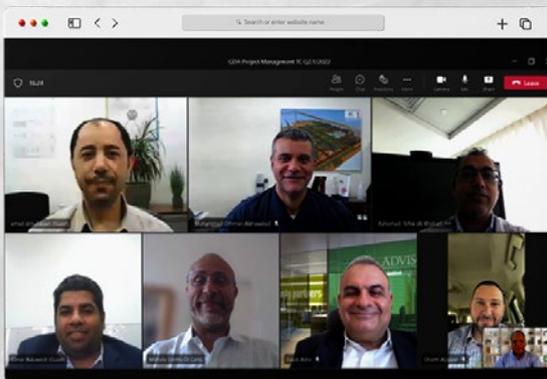
Plant, Reliability and Integrity Technical Committee Meeting held on 29-30 June 2022 at Bapco Club, Bahrain



Industry Trends Technical Committee Meeting held on 13 April 2022



Operational Excellence Technical Committee Meeting held on 27 April 2022



Project Management Technical Committee Meeting held on 27 April 2022

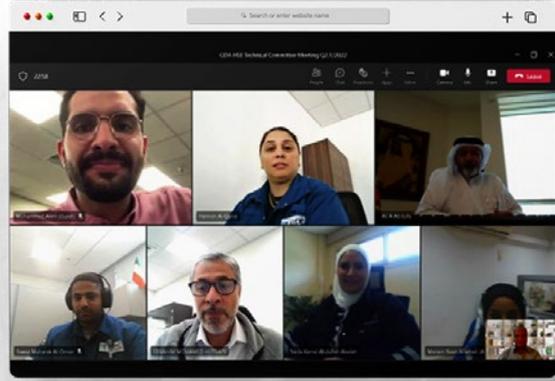


Energy Management Technical Committee Meeting held on 15 June 2022

About GDA's Technical Committees



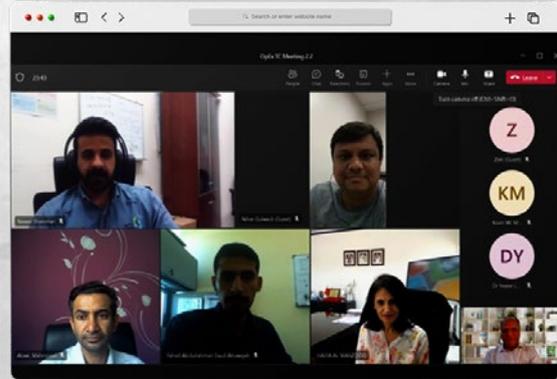
Commissioning & StartUp Technical Committee Meeting held on 19 May 2022



Health, Safety and Environment Technical Committee Meeting held on 19 May 2022



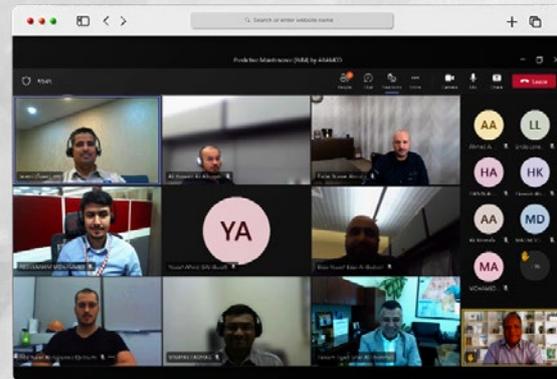
Industry Trends Technical Committee Meeting held on 8 June 2022



Operational Excellence Technical Committee Meeting held on 2 June 2022



Technologies Technical Committee Meeting held on 9 June 2022



Digitalisation Technical Committee Meeting held on 10 May 2022



Leadership and People Development Technical Committee Meeting held on 20 June 2022



Project Management Technical Committee Meeting held on 29 June 2022

Committee Webinars



By Industry Trends Technical Committee

Carbon Capture, Usage and Storage (CCUS) in GCC

Principal Leonardo Bandiera from Boston Consulting Group Middle East presents opportunities and challenges of CCUS in GCC.

[Click here to watch](#)



By Industry Trends Technical Committee

Decarbonizing the Aviation sector through SAF and LCAF

Nasiru Tukur, Engineering Consultant, P&CSD - Saudi Aramco presented a comprehensive overview of SAF and LCAF.

[Click here to watch](#)

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Industry Participations

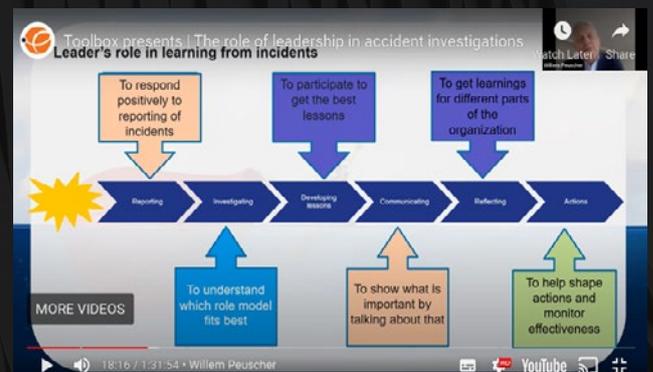
The 29th Annual Middle East Petroleum & Gas Conference



GDA as a supporting organization is returning to participate in the in-person conferences after 2 years. GDA's Communications Manager, Amal Al Aamer attended the 29th Annual Middle East Petroleum & Gas Conference (MPGC 2022) in Kingdom of Bahrain from 16th to 17th May 2022. This annual event was organised and produced by Conference Connection and with the support of Ministry of Oil for Kingdom of Bahrain, Bapco and nogaholding as co-hosts. the conference was officially opened by His Excellency Shaikh Mohammed Bin Khalifa Al-Khalifa, Ex Minister of Oil for the Kingdom of Bahrain,

followed by the highly informative Fireside Chat between His Royal Highness Prince Abdulaziz Bin Salman Al Saud, Minister of Energy for Kingdom of Saudi Arabia and Dr. Fereidun Fesharaki, Co-Chair of MPGC 2022 and Chairman of FGE. MPGC agenda continued to illuminate participants with the latest thinking and trends by global market leaders with presentations focused on strategic trends, global alliances and future energy markets relevant to the theme "Diverse Perspectives: Transition in Towards a Carbon Constrained World", GDA team also participated in the Gala dinner.

Energy Institute



GDA supported its Knowledge Partner "Energy Institute" in promoting their free series of webinars on the topic: Learning from Incidents running throughout 2022. Recordings of all the webinars are available on: <https://toolbox.energyinst.org/webinars>

Above are screenshots of the webinar topic "The role of leadership in Accident Investigation".

GDA CONVERSATIONS



Episode 21: What is the relationship between Portfolio Management (PFMP) and Strategy Implementation (SIP)

Portfolio Management and Strategy Implementation both focus on succeeding with the organization's strategic objectives, leading eventually to realizing long-term visions. So why do we need both, and how are they complementary? This session would address the following key areas and questions: PMI Portfolio Management Professional Started focus on project and programs, then evolved to include operations as well, yet how much actual operations is managed under portfolio managers around? SII Strategy Implementation Professional Has seven domains that focus on implementing strategy by operations, while not neglecting projects, with prime focus on the organization. Who realizes the benefits, operations or projects? An attempt to integrate both SIP And PfMP at the functional and operational levels.

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Episode 22: How not to fail; Investigating the relationship between Portfolio Management (PFMP) and Managing Benefits (MB)

This webinar dives deep into exploring answers to the following key questions:

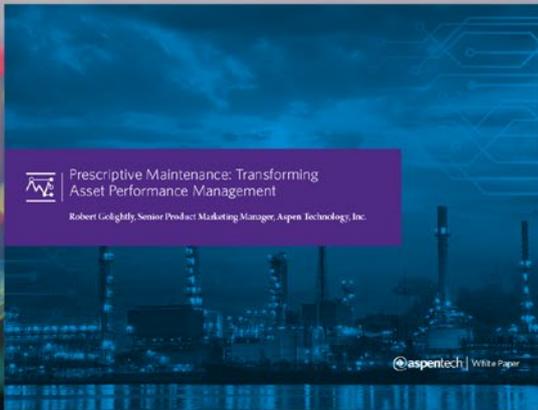
- Can organizations exist, sustain and flourish without Portfolio Management?
- Can organizations exist, sustain and flourish without Managing Benefits?
- How do we succeed in providing sustainable value on Giga Investments?
- What is the future outlook for realizing organizational benefits?

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RECOMMENDED READING

Managing Benefits: Optimizing the Return from Investments

ISBN: 9781119370277

This publication from APMG-International provides comprehensive guidance how to manage delivery of the benefits used to justify investment in change through portfolios of programmes and projects. It is essential guidance for all involved in successful change delivery from senior responsible owners and directors through to portfolio, programme & project managers. The guidance is the source material for an accredited qualification from APMG-International.

Thriving on Chaos/a Passion for Excellence

ISBN: 978-0517148167

Growing changes in the economy and society due to the advance of technology mandate a parallel change in management practices. Companies need to embrace change. To remain excellent, your company must





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