

# The Amsterdam Engineering Procurement Construction Project Management Forum November 2023 Virtual & In-Person event of the year

27-28-29-30 November 2023



**François Thuault**  
Directeur - Contract & Claim Management



**Danny Stadler**  
Head of Project Management & Construction  
**BELECTRIC**



**Thomas Salitz**  
Branch Manager  
**AUCOTEC AG**



**Natale Pezzimenti**  
Civil engineer decommissioning projects  
**EniRewind**



**Kurt VanStappen**  
Senior Project Manager



**Zhafran Sulaiman**  
Head Decommissioning Abandonment  
**Petronas**



**Mohamed El-Mehalawi**  
Global Improvement Leader - Projects  
**DOW**



**Lidia Stepanyuk**  
Department Manager, Project Controls & Estimating  
**Fluor**



**Srinivas Ramulu**  
Project Manager  
**Uniper**



**Marco Falconi**  
Contaminated sites expert and Researcher  
**ISPRA**



**Mark Cowley**  
Vice President Operations  
**Petrofac**



**Herve Baron**  
Senior Project Manager  
**Solvay**



**Rodney Turner**  
Professor of Project Management  
**SKEMA Business School**



**Sherif El Nabawy**  
Engineering Manager,  
**Dragon Oil**



**Akachidike Kanu**  
Projects Leader  
**Repsol**



**Bert Rits**  
Head of Projects  
**OMV**



**Daniel Hoffiz**  
Senior Counsel  
**TotalEnergies**



**Jacob C. Jorgensen**  
Senior Legal Counsel  
**Maersk Supply**



**Mashel Gonyora**  
Manager SHE:Enablement, Compliance and Assurance  
**Sasol**



**Ahmed Abdel-Zaher Khalifa**  
Maintenance Planning Manager, Asset Management Consultant  
**(Sidpec)**



**Rudi Frederix**  
Project Manager  
Operational Excellence  
**Siemens Mobility**



**Heinz Janiec**  
Project Manager  
**Specialty Engineering**



**Mark Langerhorst**  
Project Manager  
**Worley**



**Pepijn Docter**  
Project director for offshore wind  
**Tata Steel Europe**



**Craig Thomson**  
Prof. Sustainability Built Environment  
**Glasgow Caledonian University**



**Norman K McLennan**  
Managing Director & Consultant



**Robert Blundell**  
Senior Legal Counsel  
**Nordex UK**



**Kevin Danton**  
Group Director Procurement & Contract  
**Voltaia**



**Thierry Linares**  
Senior Managing Director, Construction Solutions  
**FTI Consulting**



**Renato Nazzini**  
Professor of Law  
**King's College London**



**Gavin Lock Lee**  
CP Projects - Contract Management Specialist  
**Shell**



**Dr. Yvonne Waterman**  
Specialist asbestos liability law  
**Waterman Legal Consultancy**



**Binny Bagga**  
Vice President - Energy Services Reserach  
**Rystard Energy**



**Vladislava Stefanova**  
"Head of Procurement Contracting"  
**Solar Montage Team**



**Madhu P Pillai**  
Advisor - Oil & Gas Projects  
**Kentz (Kent)**



**Doina Dobre**  
Senior Cost Estimator  
**Emerald Cost Consulting**



**Fernando Pinto**  
Contracting and Procurement Specialist  
**EDP**



**Wouter Perry**  
Business Development Manager  
**Stantec Group**



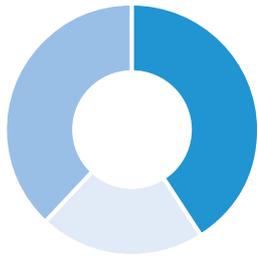
**Aamir Awan**  
Director Project Management  
**VINCI Construction**



**Moreno Bisio**  
Head of Legal Affairs Wind, Solar & Business Development  
**ERG**

# Highlights

## Industry Breakdown

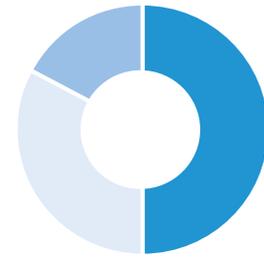


- 41% Oil, Gas & Chemical
- 21% Infrastructure & Others
- 38% Energy Utility

## Job Function Breakdown



- 44% Project Owners
- 56% EPC Contractors



- 50% C Level Executives
- 33% Project & Contract Management
- 17% Engineering & Procurement

## Key Focus:

- Industry growth post pandemic opportunities in 2022
- War in Ukraine: the construction impact on European and global economies The domino effect of the Ukraine crisis on gas and LNG Projects
- Stay ahead with forecast suggesting boost in market growth during the forecast period (2022-2023)
- Resolving restraining factors and navigating towards pre pandemic levels with rising oil & gas exploration activities
- Discover regional insights into driving factor towards rising EPC activities and further increasing the O&G footprint on the market.
- To what extent the project implementation schedule (including in particular the milestones and the final completion date), the procurement plan and the transportation study have to be revisited and, possibly, amended.
- Overcome supply chain disruption and sourcing challenges likely to affect project delivery and margins
- The role of effective relationship management in successful large oil and gas projects Monitoring Negotiations to Mitigate Risk in Multiple Party Contracts.
- Dealing with critical project drivers (time, cost, quality and scope) and how they are affected when Alert Levels change or are redefined.
- Mitigating the risk of delays in power plant projects: An EPC contractor's view on different contractual concepts

## Industry Focus

Project owners, EPC Contractors and Sub-contractors with activities in new construction, and expansion projects from:

- ✓ Oil and gas producers
- ✓ Pipeline owners
- ✓ LNG industry
- ✓ Terminals and storage
- ✓ Law Firms
- ✓ Infrastructure Companies
- ✓ Petrochemical refineries
- ✓ Mining
- ✓ Solar
- ✓ Energy Utility
- ✓ TSO

## 2023 Sponsors



# AUCOTEC

## Who Will Attend

Heads, Vice Presidents, Directors, Managers and Senior executives from contracting companies involved in engineering, Procurement and Construction projects with disciplines including:

- Project Managers
- Project Planners
- Change Managers
- Program Managers
- Portfolio Managers
- Project control functions
- Project Sponsors
- Project Consultants
- Contracts Managers
- Claims Managers
- Compliance Officers
- HSE and HSEQ Managers
- EPC Realisation Managers
- Risk Managers
- Commercial Managers
- Supply Chain Managers
- Procurement Managers
- Sales Managers
- Legal Counsel
- Business Development Managers
- Business Analysts
- Sustainability Managers
- Operations
- Production
- Process

**DAY 1****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Project Execution - In search of excellence**

- Excellence in project execution realistic start
- Out of sequence execution - can we avoid it?
- Project predictability - from systems Benchmarks & Team maturity
- People @ the center What are we doing at Fluor BV

**Lidia Stepanyuk**, Department Manager, Project Controls & Estimating **Fluor****09:30 Energy Transition (ET) Projects how can EPC contractors smooth & accelerate the FEED to EPC process to meet the needs of ET customers?**

- As recently reported the energy transition to mitigate climate change is becoming more urgent if we are to limit temperature rise to 1.5oC avoid catastrophe ,
- How can EPC contractors adapt and support this?
- How can the FEED to EPC process be open fair and transparent commercially?
- What project execution strategies can be utilised to deliver such projects quickly and efficiently?
- How can the use of digital delivery tools across the project life cycle support accelerated delivery?

**Mark Cowley**, Vice President Operations, **Petrofac****10:00 Morning Coffee and Networking****10:30 The role of Human and organisational factors in Asset Management**

- Human and organisation factors (HOF): The role of Human and organisational factors in Asset Management.
- Influence of safety management systems on asset and safety performance
- Safety critical communication in asset management
- What can we learn from Asset incidents/accidents and the role of HOF?
- Analysing asset data and promote continual improvement

**Mashel Gonyora**, Manager SHE:Enablement, Compliance and Assurance **Sasol****11:00 Power Plant Decommissioning and Demolition Management Process**

- Construction ( Design and Management) Regulations
- Planning Phase
- Decommissioning Phase
- Project Implementation Phase
- Project Execution Phase
- Project Demolition Phase

**Srinivas Ramulu** Project Manager **Uniper**

11:30 TBA

**Thomas Salitz** Branch Manager **AUCOTEC AG****12:00 Business Lunch****Madhu P Pillai**

Advisor - Oil &amp; Gas Projects

**Kentz (Kent)****14:00 Optimizing costs and boosting profitability before, during and after decommissioning**

- A focus on challenges and prospects for the reuse of cement
- Recycling and circular economy as a basis for profitable decommissioning and demolition
- Ensuring profitability by reusing the facilities
- Red flags: How not to turn the decommissioning process into an expensive failure
- Prospects for selling the site: What needs to be considered?
- An examination of budget planning: Why is it vital to have a financial reserve?

**Kurt Van Stappen** Senior Project Manager **Engie Tractabel****14:30 The missing link between maintenance and Project**

- People Management
- Maintenance Processes
- Project Management Process
- Reliability Process (link between M & P)

**Rudi Frederix** Project Manager Operational Excellence **Siemens Mobility****15:00 Coffee and Networking****15:30 Safety and sustainable D&D: Application of new technologies**

- Best-practice D&D Coal Power Plants
- Safety Culture. A real challenge for us. Anlares and La Robla Projects
- Case Study La Robla: Demolition of the Office building and works with a lift-platform-torch to separate the boiler from the turbine building

**Zhafran Sulaiman** Head Decommissioning & Abandonment **Petronas****16:00 Project Cost Increases & Mitigation Strategies**

- Insolvency
- Performance Excuses
- Foreseeability
- Price Adjustment
- Delay
- Increased Costs

**Daniel Hoffiz**, Senior Counsel, **TotalEnergies Distributed Generation****16:30 Project Challenges & Opportunities in the current environment****Bert Rits** Head of Projects **OMV**

**DAY 2**

08:30 Registration (Tea / Coffee)  
08:50 Opening address from the Chair

**09:00 Modular projects: design and delivery"**

**Herve Baron** Senior Project Manager **Solvay**

**09:30 DISPUTE CIRCUIT BREAKERS ON MEGA PROJECTS**

Conflict avoidance – early-stage engagement and contracting approaches  
Appropriate ADR and managing the escalation of disputes  
Checkpoints in arbitration – staying creative to avoid the full fight

**Thierry Linares** Senior Managing Director, Construction Solutions **FTI Consulting**

**10:00 Risk management for floating offshore wind farms**

- Different from fixed-bottom offshore wind farms
- Business case sensitivities
- Interface management
- Operational challenges
- Geographical expansion and cultural risks

**Pepijn Docter**, Project director for offshore wind **Tata Steel Europe**

10:30 Morning Coffee and Networking

**11:00 Avoidance, management and efficient resolution of disputes**

**Renato Nazzini** Professor of Law **King' s College London**

**11:30 Minimizing EPC Disputes: collaboration between Owner & Contractor**

- How to properly translate risk ownership into risk allocation
- Preventing or addressing disputes before formal dispute resolution
- Sharing best practices, experiences and key learnings

**Gavin Lock Lee** CP Projects - Contract Management Specialist **Shell**

12:00 Business Lunch

**13:30 Offshore Wind Farm Installation Contracts –challenges when mixing BiMCO with FIDIC**

- Dealing with delays
- Knock-for-(almost)-knock
- Payments
- Seabed problems

**Jacob C. Jorgensen**, Senior Legal Counsel **Maersk Supply**

**14:00 EPC contract in renewable energy**

- Voltalia: IPP and EPC Contractor
- Focus on Solar projects contractual scheme
- Impact of project financing onto EPC contracts
- Synergies between procurement and contract

**Kevin Danton**, Group Director Procurement & Contract, **Voltalia**

14:30 Afternoon Tea and Networking Break

**15:00 Keep Projects on track during Front-End Engineering , Construction and Start up**

- Be patient in the Front-End-Engineering and specify correctly the required achievements
- Keep change requests as low as possible, there are many whises which will blow up a project
- Respect new technologies but don't over estimate the savings it could be end up in the opposite
- Have a clear strategy for the design, procurement, construction and start up
- Keep in mind the resource shortages, knowledge, skills and long delivery times.

**Heinz Janiec**, Project Manager, **Specialty Engineering**

**15:30 Collaborative Principles for Better Supply Chain Practice in Managing Projects**

- The rationale for collaborative business practices across supply chains and why collaboration can be the jewel in the crown for organisations in the private, public and 3rd sectors.
- Collaborative arrangements: Different supply chain perspectives, drivers and interdependencies
- Raising the game - the CRAFT 8 Stage Life Cycle Model and ISO 44001: The evolution and emergence of a new global standard for collaborative working in managing projects.
- The importance of stakeholder engagement in harnessing the benefits of collaborative working practices
- Commercial risk and pricing considerations associated with collaborative versus traditional contracting arrangements in managing projects.
- Pan-industry supply chain collaboration: An exemplar case study of solutions developed by and for the energy sector.

**Norman K. McLennan** Professor

**16:00 How to overcome the challenges Renewables Energy Sector – SOLAR**

**Danny Stadler** Head of Project Management & Construction **BELECTRIC**

**16:30 Balancing the energy trilemma in the global EPC markets**

- Growing energy security concerns on supply chain
- Boost in demand for EPC services
- Capacity and cost challenges

**Binny Bagga** Vice President - Energy Services Reserach **Rystard Energy**

**DAY 3****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Lessons Learned in Projects Lifecycle Management**

- Purpose and principles
- Features, application and templates
- Reference case
- Digital transformation

**Akachidike Kanu**, *Projects Leader, Repsol*

09:30 TBA

**Robert Blundell** Senior Legal Counsel **Nordex UK**

10:00 Morning Coffee and Networking

10:30

**11:00 Project Execution Model & 4D Scheduling - Best Practices**

- Project Execution Model;
- Conceptual Design Importance;
- People & Collaboration;
- PEM Strategic, Control and Execution levels;
- Asset Life Cycle Management;
- Global Project Delivery Systems and Geographic Information Systems (GIS)
- Gateway Decisions;
- Front-End Loading (FEL).

Mark Langerhorst, Project Manager, Worley

**11:30 Asset Life-Cycle phases and related EPC project activities.**

Detail requirements in EPC projects for holistic approach of Life-Cycle management including:

- Building reliability engineering for maintenance
- Facilitating asset condition management enablers
- Setting bases of work execution management
- Being ready for leadership from early stages

**Ahmed Abdel-Zaher Khalifa** Maintenance Planning Manager,  
Asset Management Consultant **Sidi Kerir Petrochemicals Co.**  
(Sidpec)

12:00 Business Lunch

**13:30 Key elements of effective construction procurement strategies in PV Projects implementation**

- Understanding the importance of construction procurement strategy
- Developing a tailored and detailed procurement plan
- Implementing and monitoring the procurement strategy
- Leveraging technology in construction procurement and navigating challenges

**Vladislava Stefanova** "Head of Procurement & Contracting" **Solar Montage Team****14:00 Recognising the ' true value' of knowledge management within EPC project environment**

- Viewing knowledge as a key project asset and resource: a core competency
- Theoretical foundations of knowledge management (knowledge types, dynamic nature, context driven)
- Implications of pandemic on the working environment within EPC projects
- Need to remember the importance of people as knowledge holders within a digital project environment
- Recognising that an effective flow of knowledge aids decisions, provides competitive advantage, facilitates sharing and long term learning (inter and intra project)
- Key characteristics of a knowledge management strategy

**Craig Thomson** Prof. Sustainability Built Environment **Glasgow Caledonian University**

14:30 Afternoon Tea and Networking Break

**15:00 EPC projects in the renewables sector****Moreno Bisio**  
Head of Legal Affairs Wind, Solar & Business Development  
**ERG****15:30 Factors affecting successful FEED**

Project scope of work, Code and standard, Involvement of the stake holders, selection criteria of the engineering contractor, FEED schedule and timing.

**Sherif El Nabawy** Engineering Manager , **Dragon Oil****16:00 Future and Challenges of Project Controls Digitalization**

- The status of EPC project controls; from inaccurate to misleading
- Do we have enough data and tools to replace the current practices?
- A model framework for project controls that relies on data analytics
- The challenges that face the transformation and digitalization

**Mohamed El-Mehalawi** ,Global Improvement Leader - Projects , **Dow**

16:30 Topic TBA

**Fernando Pinto**  
Contracting and Procurement Specialist  
**EDP**

**DAY 4****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Adjusting EPC Lump Sum contracting to market volatility climate : another Pandora box?**

Generating controlled exceptions to fixed pricing : provisional, adjustable or floating sums?  
 The scheduling dimension of the inflationary fever :  
 why Force Majeure will not cure the plague  
 Between the threat of a renegotiation claim and the burden of a partnering approach,  
 which option would YOU take?

**François THUAULT** Directeur- Contract Management

09:30



10:00 Morning Coffee and Networking

**10:30 Best Practise in Megaprojects**

**Rodney Turner** Professor of Project Management  
**SKEMA Business School**

**11:00 A Costa Corrada Case Demolition****Marco Falconi** Contaminated sites expert and Researcher **ISPRA**

11:30 T B A

**Dr. Yvonne Waterman** Specialist asbestos liability law  
**Waterman Legal Consultancy**

12:00 Business Lunch

13:30

**Eni Rewind experiences in decommissioning of tall structures**

- Eni Rewind decommissioning major challenges at Eni petrochemical sites in Italy
- Plants description  
Project constrains – hot topics
- Demolition Technique: mechanical dismantling & critical lif  
Project & Execution Phase

**Natale Pezzimenti** Civil engineer decommissioning projects **EniRewind****14:00 Zero-emission construction sites**

No N2 & no CO2 emissions during the construction works on site:  
 Examples  
 Challenges  
 Collaboration and outlook

**Wouter Perry**  
 Business Development  
 Manager **Stantec Group**

14:30 Afternoon Tea and Networking Break

15:00 Topic TBA

**Doina Dobre**  
 Senior Cost Estimator  
**Emerald Cost Consulting**

**15:00 How to balance the choice of adopting an EPC vs a traditional approach to managing complex projects**

**Grant Morrison**  
 Director, Head of Category Management  
**Maersk Drilling**

15:30 Topic TBA

**Mark Jones**  
 Senior Project Manager & Ambassador  
**Morgan Sindall Construction & Infrastructure**

**16:00 The Digital Era impact over industry**  
 • Technologies and Risk impact  
 • Expertise & skill level  
 • Investment & strategies  
 • The outcome % of adoption of Tech

**Aamir Awan**  
 Director Project Management  
**VINCI Construction**



# AUCOTEC

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