This summit is incredible...rich in topics, ideas, networking, learning. Over the last two years it’s been an incredibly positive experience for me...and an opportunity to gauge our success in our approach and benchmark it against global organizations.

Grigor Bambekov, Head of Sustainability and Stakeholder Engagement, Marathon Petroleum Corporation

Learn from 50+ industry executives including:

- Steve McIntosh, Director, Process, Performance, and Reliability, Williams
- Mike Turner, Senior Vice President, Global Production, Hess Corporation
- Phaneendra Bollavaram, Global Operations Excellence Manager, Apache Corporation
- Chris Humes, Senior Vice President, Operations, Crestwood Midstream
- Grigor Bambekov, Head of Sustainability and Stakeholder Engagement, Marathon Petroleum Corporation
- Nathan Holt, Head of Continuous Improvement, Americas, Shell
- Rockwell Scott, Chief Information Officer, Delek US
- Lauren Goodwin, Former Vice President, Digital Transformation, BP
- Kyle Hart, Director, Process Safety, Enbridge
- Jim Claunch, Former Vice President, Business Efficiency, Equinor
- Kenneth Woolridge, Director, Continuous Improvement, Air Liquide
- Chris Humes, Senior Vice President, Operations, Crestwood Midstream
- Michiel Van Noort, Global Head of Continuous Improvement, Downstream, Royal Dutch Shell
- Fersheed Mody, Director, Global Research and Development, Apache Corporation
- Walter Pesenti, Global Petrochemical Operational Excellence Manager, BP

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Here’s what you can look forward to at the 2019 Operational Excellence Summit

**NASA JOHNSON SPACE CENTER SITE TOUR**
NASA Assurance will take participants on a rare and exclusive tour of the NASA JSC Mission Control Center and Space Vehicle Mockup Facility. Learn how NASA trains its astronauts to optimize attentiveness, improve reaction time and minimize operational risk.

**8+ PEER-LED INTERACTIVE DISCUSSION GROUPS**
IDGs are an excellent opportunity to learn best practice and network with those dealing with the same challenges you are. Ask the questions that you need answers to in an intimate yet informal setting – and take away tangible tools you can implement tomorrow.

**CUTTING EDGE, BRAND NEW CASE STUDIES**
We have a strict rule that each presentation is a case study based on real challenges, strategies, and results from the previous 12 months – the best opportunity you will have this year to benchmark your operations against industry innovators.

**MORE NETWORKING TIME – BRING EXTRA BUSINESS CARDS!**
With multiple dedicated networking sessions, this event will give you more time to exchange cards and develop important contacts that can help you meet potential partners.

**3 DEDICATED TRACKS EACH DAY**
Tracks allow you to spend some targeted time with others in the same role / with similar responsibilities as you, covering a diverse range of content and risk maturity levels. They enable you to maximize learning and provide targeted content for every member of your team.

**12 PRE-SUMMIT WORKSHOPS**
It’s not a coincidence that these sell out every year! Workshops offer you the chance to deep-dive into the issues that can make the biggest difference to your organization. Take the time to really work through the challenges that you’re facing, brainstorm solutions with other attendees and debate solutions & new directions with expert workshop leaders.

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Dear colleague,

If you’re in the oil and gas industry, you’re facing more volatility, complexity and risk than ever before. With markets shifting, regulations changing and pressure to increase efficiency in your operations - how can you deliver consistent operational excellence?

The Operational Excellence in Oil and Gas Summit will show you how to develop the culture, systems and processes of the world’s highest reliability organizations. This exclusive event brings together Heads of Operations, HSE, Technology, Operational Risk and Operational Excellence all in one location to close performance gaps and reduce human, asset and environmental risk.

Taking place in Houston November 4-6th, this is your best opportunity to learn world class strategies for keeping your people safe, your operations productive and your products sustainable.

The 2019 OpEx agenda will show you how to:
- Optimize Maintenance and Reliability
- Drive Productivity Excellence during Shutdowns, Turnarounds, and Outages
- Manage Change - without Compromising Business Performance
- Increase Risk Visibility by Optimizing Data and Information Management
- Identify the Cultural Gaps that are Impacting your Company’s Safety, Quality, Reliability and Profitability
- Strengthen your Core Operating Processes - including Process and Human Safety, Environmental Performance and Compliance - to Drive Enterprise Transformation
- Manage the Handover of Risk from Project Planning to Execution
- Drive Innovation and integrate new technologies in Your Operations

This year’s agenda features roundtables, panels, case studies, masterclasses and workshops on Process Optimization, Asset Management, Leadership & Culture, Digital Transformation, Driving OE to the Frontline, Next Generation EH&S, Operational Risk Management and much, much more.

There has never been a more critical time for oil and gas companies to eliminate sources of risk, cost and complexity in their operations. Make the commitment to operational excellence today, to emerge lean, agile and more competitive tomorrow.

I look forward to seeing you in Houston in November.

Leslie Allen
Managing Director, Operational Excellence in Hazardous Industries, IQPC
Choose to attend up to four workshops to benefit from comprehensive training across key strategic areas, or select only one workshop that supports your current goals.

Simply state your workshop choices at point of registration.

7:30 Check in for workshop attendees and morning networking

8:00 Workshop A: Accelerating your Digital Strategy – and the Action Plan to Make it Happen

- Understanding the potential impact of digitization on your business – and your people.
- Selecting, designing and installing operations systems to ensure operations availability and integrity.
- Fostering a culture that accelerates technology adoption.
- Integrating Process Control Networks with data management, optimization and reporting systems.
- Assessing and ensuring readiness for operations, taking into consideration all aspects of the transition, including operational processes, roles and delegations of authority, legal and/or operations documentation, data and IT systems, resources and competencies; and governance.
- How do you identify – and then develop - the digital skills and capabilities you need?

8:00 Workshop B: Accelerating your Digital Transformation: Leveraging IoT to Drive Higher Asset Performance and Operational Efficiency over the Long Term

The oil and gas industry is facing unprecedented levels of complexity and market upheaval. Historically low commodity prices, geopolitical events, disruptive technologies and increased regulation mean the pressure to innovate (while simultaneously reducing operations costs) is constant.

The intersection of IT and engineering is taking place throughout the discovery and completion ecosystem and gives enterprises the capability to garner real-time intelligence and improve decision-making onsite and in remote operation centers. Innovative companies are making their operations more cost-competitive by leveraging digital asset optimization practices and focusing on the future and long-run capital in the face of uncertain long-term forecasts, this workshop will equip you with solutions that can create additional profits from existing capacity and turn a costly operational expense into a competitive advantage.

This highly interactive workshop run by iSG’s Heck Hayward, Dale Heam and Oia Chowning, will show you how IoT and analytics can be used to improve return on assets and capital employed. iSG will provide guidance on:

- Capture and analyze data that will lead to improved exploration efforts, oil recovery, drilling accuracy, project delivery, and equipment maintenance and safety.
- Identify the barriers that are currently preventing you from achieving your asset optimization goals.
- Ensure there is an appropriate focus on “Change Management” methodologies to ensure adoption by your field employees.
- Harness institutional knowledge by creating a Center of Excellence that brings best in class analytics, process and operational knowledge.

Dale Heam, Partner, Information Services Group
Hack Hayward, Partner, Information Services Group

8:00 Workshop C: People, Process, Technology: Enabling the High Performing Organization

Oil and Gas companies are striving to achieve excellence in operations, maintenance, reliability and HSE. Whether you call it continuous improvement, operational excellence, process excellence or being world class it all boils down to people, process and technology. This workshop will focus on how to improve all three of these elements so that Operational Excellence is enhanced. Workshop topics will include:

- People (Managers) Improvement – what managers can do to enable performance
- People (Doers) – How to choose the right people and keep them in a High Performance Organization
- Process Improvement – What processes are commonly used including ISO (45000, 14001, 9001), BSEE SEMS, OSHA PSM, EPA RMP, OIML...
- How to continuously improve all of these processes simultaneously at once using the Plan, Do Check, Act process for continuous improvement
- Leveraging Technology Like a Boss – Best Practices in Technology that yield results including:
  - Dashboards, KPI reporting, metrics for Insight and Decision Support
  - Automatic Risk Registers that give managers the information they need real-time
  - How to leverage what you know across your enterprise using the HUAA (Heard, Understood, Acknowledged, Actioned) process that works!
  - Enabling Technology and the Don’ts

Mike Bearrow, Global Process Safety Leader, Rolls Royce

10:00 Morning networking break for workshop attendees


- Identifying the strategic value levers and performance improvement opportunities in your company.
- How to truly determine how reliable, safe and efficient your operations are – and then set targets for change. What is the benchmark?
- Setting clear goals and targets for operations excellence.
- Aligning leadership and the rest of the organization.
- Creating a sustainable Operational Excellence framework - even as conditions change.
- Linking your Operational Excellence plan to business needs and changing objectives.
- Identifying your performance gaps.
- How to translate the business values and strategies and policies into action.
- Changing the organizational culture to incorporate OE principles into the everyday.
- Managing “daily improvement” and strategic scorecard / metrics and sustaining continuous improvement.
- Weighing the pros and cons of centralized versus localized continuous improvement programs.
- Developing the right continuous improvement framework for your business to improve reliability and operability.

Cristian Matei, Head of Business Transformation, Veolia

10:15 Workshop E: Success factors in Operations Management System design and implementation: Why, How and What?

Many companies have implemented management systems to improve conformance and execution in order to achieve a better state of performance in the pursuit of Operational Excellence. Companies like Andeavor, Marathon Petroleum, Chevron, Exxon and Koch have had tremendous success with their management systems. However, many other companies have found their management systems bureaucratic, costly, complex, and ineffective. This session will highlight the critical success factors in Operational Excellence Management System (OEMS) design and implementation.

- Why dynamic, constantly evolving, and combined Operational Excellence Management Systems are needed more than ever.
- How to define the “Size of the Prize” and deliver value through implementation of OEMS.
- Use of Lean Principles, Plan-Do-Check-Adjust, and the Six Sigma Methodology to build new and improve existing OEMS.
- Why Operational Discipline (OD) system is needed to execute the Operational Excellence Management System.
- Bring OEMS to Life with Leadership to Life (L2L) – Sustain it with Operational Discipline (OD), Human Factors, and Behavioral Science.
- People (Managers) Improvement – what managers can do to enable performance.
- Executive Stewardship, Operational Leadership, and Tactical Ownership.

Grigor Bambekov, Head of Sustainability and Stakeholder Engagement, Marathon Petroleum Corporation

10:15 Workshop F: Digital Transformation: Applying better analytics to find untapped cost efficiencies

- Dealing with issues as – or even before – they arise, using actual figures to make fact-based decisions.
- Enabling real-time interaction with the information you need to manage your area of responsibility – whether it’s the entire company or a specific region, field, well, maintenance activity, or opex budget.
- Combining enterprise data with real-time operational data.
- Gaining a real-time perspective of how your operations and asset are doing at any given moment – along with the insight to trigger the right actions needed to maximize operational efficiency.
- Enabling “daily improvement” and strategic scorecard / metrics and sustaining continuous improvement.
- Developing the right continuous improvement framework for your business to improve reliability and operability.

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PRE-CONFERENCE WORKSHOPS  Monday, November 4, 2019

11:45  Networking Luncheon for workshop attendees. Bus departs for Site Tour

12.15  Workshop G: OE ownership and governance: Reducing complexity and variability with clearly defined standards and accountabilities

- Successfully modeling system wide process governance: Building the most compelling case for deeper OE focus
- Defining standards, protocols, and accountabilities: Who has decision making rights, responsibility, accountability?
- Creating an audit function to monitor conformance: Who, what and where should this audit function be?
- Ensuring that you stay focused on culture to drive OE compliance
- Facilitating knowledge flow obtain the most value from KM programs: Why the oil and gas industry needs this more than anyone else.
- Identifying the IT tools that permit companies to “learn” what they already know and promote knowledge flow
- Attacking on multiple fronts: policies, roles & responsibilities, processes, technology
- Weighing the pros and cons of centralized versus localized continuous improvement programs

1.45  Afternoon Networking break for workshop attendees

2.00  Workshop I: Creating the roadmap for a world class Operational Risk Management framework

- Benchmarking the current state of your core processes:
  - Company strengths
  - Gaps to close
  - Potential financial impact of procedures
  - Change readiness
- Creating the roadmap for a strong ORM program:
  - Including securing leadership support
  - Ensuring ORM governance and risk accountability across the organization
  - Conducting regular risk assessments
  - Prioritizing risk

3.30  Afternoon Networking break for workshop attendees

3:45  Workshop K: Auditing Your Process Safety Program: Ensuring Continual System Improvement

- The latest tips and tricks for auditing your process safety program:
  - Purpose for auditing
  - Auditor qualifications and skills
  - The audit process: notification; preparation; execution; closing meeting; reporting
  - Identifying and writing a shortcoming
- What’s required to be successful? Designing a model that’s broad enough to be applicable to all of your assets
  - Key elements of a successful process safety program
  - Description of each element
  - How elements work together
- How can we better learn from our mistakes?
  - Description of the incident
  - Identification of precursors that foretold the incident
  - PSM element(s) that failed

11:45  Workshops Conclude

12.15  Workshop H: Human Factors and Procedure Management: What reliably effects procedural adherence AND what can you do about it?!

Dr. S. Camille Peres will share state of the art research identifying variables that reliably influence procedural adherence. She will talk about how to implement effective procedural designs and practices for safe and effective operations.

- Learn why workers’ experience level and task frequency strongly influences procedural adherence
- Learn current “best practices” for safety and hazard statement designs
- Understand how Operational Excellence can be compromised when procedural systems do not support workers’ performance
- Get hands on experience with writing procedures

Camille Peres, Associate Professor, Environmental & Occupational Health, Texas A&M

12.15  Workshop L: Practical Application of AI, Machine Learning and IoT for Operational Excellence

- Understanding value streams in the context of Industry 4.0
- The evolving role of intelligent assets in a value stream
- Basics of AI and Machine learning in the industrial context
- Mapping AI to business needs – selection criteria
- Achieving operation certainty with AI:
  - Asset reliability
  - Operation optimization
- Selecting, designing and installing AI and IIOT systems for operational certainty

*due to NASA policy, only US Citizens are permitted on this tour

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Operational Excellence in Oil & Gas participants will have a unique opportunity to experience NASA’s Johnson Space Center (JSC). Special tours have been arranged at the NASA JSC’s Mission Control Center (MCC) and Space Vehicle Mockup Facility (SVMF).

The Christopher C. Kraft Jr. Mission Control Center, also known by its radio call-sign, “Houston,” epitomizes operational excellence as the heart of NASA’s human space exploration endeavors. The facility manages flight control for America’s human space operations, involving astronauts aboard the International Space Station (ISS), frequent Extravehicular Activities, or “space-walks,” outside the ISS, and planned Commercial Crew Program and deep space Orion space capsule ventures. The center is named after Christopher C. Kraft Jr., a legendary NASA engineer and manager who pioneered establishment of the agency’s Mission Control operations, and who served as the first Flight Director. The MCC operates continuously, housing a variety of computer and data-processing resources to monitor, command and communicate with active human space missions.

During your visit you will observe flight controllers perform system monitoring of attitude control system, power and propulsion, and critical life support systems to assure smooth operations for the International Space Station. You will also hear from a veteran NASA representative, discussing the training and preparation flight support personnel need to assure operational excellence in space.

The NASA Space Vehicle Mockup Facility (SVMF) at JSC provides high-fidelity training venues for space flight crews and their support personnel and hardware for real-time mission support. The SVMF houses a full scale ISS mockup, visiting vehicle mockups, like the new Orion spacecraft, Russian Soyuz, and commercial crew capsules, and other hardware to prepare for emergency operations, on-orbit maintenance, photo/TV, stowage and handling, space-walks and scientific payload operations. The SVMF also houses special equipment, such as the Precision Air Bearing Floor, the Partial Gravity Simulator, and the Active Response Gravity Offload System to provide reduced gravity tasks to astronauts.

During your visit you’ll be right on the floor of the SVMF observing the mockups close up, while NASA representatives explain how the equipment is used to train astronauts and technical support personnel for space operations.

*due to NASA policy, only US Citizens are permitted on this tour*

Join us for a rare and exclusive tour of the NASA Johnson Space Center and learn how NASA trains its astronauts to optimize attentiveness, improve reaction time and minimize operational risk.

Bus departs at 12
Returns to Norris CC at 6.30pm
Site Tour limited to 50 Participants
7:00 Registration and check in

8:00 Welcome from conference director
Leslie Allen, Managing Director, IQPC

8:05 Chair’s opening address

8:15 Operational Excellence: Building a lean, but effective organization to thrive in every market environment
- Identifying the strategic value levers and performance improvement opportunities in your company
- How to truly determine how reliable, safe and efficient your operations are – and then set targets for change. What is the benchmark?
- Setting clear goals and targets for operations excellence
- Aligning leadership and the rest of the organization
- Creating a sustainable Operational Excellence framework - even as conditions change
- Linking your Operational Excellence plan to business needs and changing objectives
Ashe Menon, Senior Vice President, Global Operations, National Oilwell Varco
Michael Turner, Senior Vice President, Global Production, Hess Corporation

8:55 Bridging the Strategy Execution Gap To Deliver Sustainable Breakthrough Results
- Bridging the Strategy Execution Gap To Deliver Sustainable Breakthrough Results
- Why building capability to operationalize the strategy is an imperative in achieving sustainable competitive advantage
- How can well-planned strategies fail at execution
- How to align the organization both vertically and horizontally to a common direction
- How to release staff creativity in pursuit of shared goals
- How distributed leadership unlocks everyone as an influencer and change agent
- How to shift a culture of blame, victim, and “them” to one of “us” with performance ownership
- How to get improved KPI’s/ metrics that really link to business needs
- How to create organization focus and alignment to seize large opportunities
- How to get an organization to develop “one” plan, collaboratively engaging every manager at every level
Nathan Holt, Head of Continuous Improvement, Americas, Shell

9:35 Operational Excellence: Standardization and Optimization at Kinder Morgan Terminals
Kinder Morgan Terminals owns and operates approximately 60 terminals in North America – over 1900 storage tanks in total – most of which were previously built and operated by other companies. Early on, each facility operated independently, which caused a variety of issues long term. Earl Crochet, Director of Engineering and Operational Optimization at Kinder Morgan, will discuss how the company started on a journey towards Operational Excellence through standardization and optimization across their terminals:
- Instilling core SQE principals in the workforce and building an SQE culture
- Standardizing reliability and maintenance of operational assets
- How operational, financial, and customer excellence work together to
  - Reduce TRIR from over 5 to 1
  - Reduce spills and contamination
  - Increase revenue and EBITDA
Earl Crochet, Director, Engineering & Operational Optimization, Kinder Morgan

10:15 Morning Networking Break

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“Conference was fantastic and all the sessions were very informative and speakers were highly accomplished. It was quite refreshing and I was able to learn quite a few concepts and provided me an opportunity to network with my industry peers.”

Asset Strategy Lead, Suncor
<table>
<thead>
<tr>
<th>Time</th>
<th>Track Name</th>
<th>Session Title</th>
<th>Speaker(s)</th>
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<tbody>
<tr>
<td>10:45</td>
<td>ORGANIZATIONAL OPTIMIZATION</td>
<td>Properly Assessing Operational Excellence: Where can you improve?</td>
<td>Chris Korites, Operational Excellence Assessment Lead, Saudi Aramco</td>
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<td>10:45</td>
<td>LEADERSHIP &amp; CULTURE</td>
<td>Leadership behaviour to create a culture that sustains Operational Excellence</td>
<td>Walter Pesenti, Global Petrochemical Operational Excellence Manager, BP</td>
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<td>10:45</td>
<td>ASSET PERFORMANCE OPTIMIZATION</td>
<td>Effective Sponsors for Operational Excellence</td>
<td>Laura Kennett, Manager, Liquids Pipelines Integrity Execution Program, Enbridge</td>
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<td>11:45</td>
<td>ORGANIZATIONAL OPTIMIZATION</td>
<td>Making the connection between culture and safety, reliability and overall performance</td>
<td>Dennis Lynch, Director, EHS &amp; SQ, Halliburton</td>
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<tr>
<td>11:45</td>
<td>CASE STUDY</td>
<td>Building an Organization for the 21st Century: An award winning case study in transformation at Veolia</td>
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<td>11:45</td>
<td>EXPERT INSIGHTS</td>
<td>Organizational Optimization: The Holistic Transformation</td>
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<td>Networking Luncheon</td>
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**DIGITAL TRANSFORMATION: Achieving dramatic improvements in productivity, flexibility, and speed**

As the oil and gas industry is constantly seeking new ways to maintain profitability, digital is a critical part of the answer, offering companies the possibility of a radically more efficient way of operating. IT is now a core business asset, repositioned as a center of value creation, insight and innovation. Digital platforms have given us the ability to collect, connect and manipulate data more easily. Analytics provide us with greater insight, and Artificial Intelligence and machine learning are transforming the way we work. Robotic Process Automation (RPA) is driving rapid cost reduction by automating high-volume, repetitive processes. Using IoT technology, we can create an asset ecosystem – all interconnected and intercommunicating – to provide us with vital information about those assets. During this part of the program, delegates can explore the latest digital tools and methodologies, choosing the specific track sessions that best support where they are on their digital transformation journey. These cutting edge sessions will be interactive discussions and will be capped at 100 attendees to ensure all delegates get the opportunity to ask their most pressing questions and ensure you walk away with actions you can take back to the office and share with your team.

### Choose between Tracks

**1:10 Digital Strategy: Preparing for the impact of digitization on your business – and your people**

- Selecting, designing and installing operations systems to ensure operations availability and integrity
- Assessing and ensuring readiness for operations, taking into consideration all aspects of the transition, including operational processes, roles and delegations of authority, legal and/or operations documentation, data and IT systems, resources, competencies; and governance
- How do you identify – and then develop - the digital skills and capabilities you need?

**1:10 Unlocking Human Potential with Robotic Process Automation**

- What are the specific opportunities, challenges and best practices to take advantage of this dynamic technology to drive business results today?
- Have you considered the creation of a virtualized workforce that emulates the rapid automation and execution of repetitive steps in a process interaction with systems in the same way as a human user, meaning no complex system integration required?
- How RPA can free up your employees to do more valuable work and achieve more on a daily basis

**1:10 Next Generation Operational Excellence: Physics-based Digital Twins**

- New, patented technology that overcomes the limitations of the industry standard simulation tech, Finite Element Analysis
- Sensor-enabled, real-time condition-based monitoring of fixed and floating assets, that uses machine learning and AI to empower predictive maintenance
- The only technology of its kind to be compatible with digital oilfield technology and the IoT
- Case study of a physics-based Digital Twin of a FPSO

**John Bell, Senior Vice President, Akselos**

**2:10 Digital as a driver of efficiency, business improvement and problem solving**

The Energy sector is changing; the challenging economic landscape has forced businesses to scrutinise their operations in pursuit of greater productivity and asset efficiency. Meanwhile, the market is growing increasingly diverse as renewables mature and new entrants emerge. Digital is becoming increasingly pervasive as companies turn to technology to modernise processes and deliver competitive advantage. From remote monitoring and automation, to data analytics, asset visualisation and HPC, digital technology is changing the game. This transformation has seen IT become a core business asset, drawn from a background support role and repositioned as a centre of value creation, innovation and insight.

**Rustom Mody, Vice President, Technical Excellence**

- Enterprise Technology, Baker Hughes, a GE Company
- Fersheed Mody, Director, Global Research and Development, Apache Corporation

**2:10 Real time production optimization: Leveraging Artificial Intelligence**

- Using Machine learning and AI for equipment condition monitoring and predictive analytics
- How can a production engineer use this technology to optimise his workday?
- How can AI really drive bottom line benefits for your company?
- What about the risks?

**2:10 Asset Optimization: Making your operations more predictive**

Energy companies now sit on vast proprietary data pools. By becoming good data refiners and being increasingly customer-focused, they will achieve remarkable improvements in processes across the value chain. All of this needs to be done using a rigorous management of change process and significant process or technology change should include considerations on safety and risk management, governance, organization and communication to ensure a safe transition.

**2:10 Optimised production: Converting data to insights**

- Applying technologies and artificial intelligence to optimise our production systems and maximise recovery
- Converting data to insights – and taking action based on those insights

**Camille Peres, Associate Professor, Environmental & Occupational Health, Texas A&M University**

**2:35 Solution Insight Session**

Branded as “the best networking session I’ve ever attended” by a number of past Summit delegates, this structured networking session is ideal for you to capitalise on time out of the office by speaking to the experts in attendance and learning about the solutions available to your specific OE challenges. **How does it work?** It’s easy. You spend seven minutes at a table of your choice, and when the bell rings you’ll be directed to the next one to start another round of networking. At the end of the session you’ll have met most of your peers, and if you haven’t, you can continue into the networking cocktail reception at the end of the day.

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Digital Transformation: What does it mean for the frontline?

- Integrating people, process & technology to properly drive transformational change
- Developing the necessary skills throughout the workforce, including leadership
- Properly shaping systems and technology and creating fit-for-purpose platforms
- Establishing effective, standard, ways of working
- Creating a culture that fosters technology adoption and continuous improvement

Phaneendra Bollavaram, Operations Excellence Manager, Apache Corporation

Jorge Cerame, Organizational Effectiveness & EHS Delivery Leader, Dow Chemical

Brandon Brown, Director, Intelligent Operations, Chesapeake Energy

Improving Safety and Operational Integrity with Automation and Artificial Intelligence

- Balancing ethics, cybersecurity and regulations for critical onshore/offshore assets’ safety and sustainability are the industry’s biggest gaps
- Understanding the safety and regulatory impact and financial, safety and reputation damages that can occur without strong cybersecurity infrastructure and procedures in place
- Automation and artificial intelligence: how to supplement your resource gaps without compromising safety and operational integrity

Lauren Goodwin, Former Vice President, Digital Transformation, BP

Controlling Serious Injury and Fatality Exposures: Integrating Human Performance Reliability Concepts into your Layers of Defense

Many organizations struggle in the area of human performance reliability thus potentially increasing the risk they face to experience a serious injury, fatality, or catastrophic event. The human performance tools they use are often not embedded into the daily work of their organization thus they do not achieve their full potential. To increase the effectiveness of these tools to control exposures, it is important for organizational leaders to understand how the human brain works and what brain-centric layers of protection are needed. The speakers will discuss best practices for integrating human performance reliability concepts into an organizations’ layers of defense so that serious injury and fatality exposures can be controlled.

Rajni Walia, PhD, Principal Consultant, DEKRA

Environmental Excellence Through The Use Of Innovative Technology

Next generation leak detection approaches seek to reduce emissions of air pollutants, create safer work environments, optimize resources, and provide more transparency for regulators and communities. Through a collaborative agreement with EPA’s Office of Research and Development, Flint Hills Resources and Molex, subsidiaries of Koch Industries, are designing and piloting an innovative system to remotely detect gas plumes from industrial equipment leaks. The system utilizes a combination of sensors, wireless communication, user-friendly software, advanced data analytics to provide 24-7 monitoring coverage, and personalized notifications and reports to key stakeholders. We see this approach as facilitating increased stewardship of the environment, greater safety for our workforce, and more efficient utilization of resources to create value for our communities.

Sheryl Corrigan, Director, EH&S, Koch Industries

Networking Cocktail Reception for all Conference Attendees, Speakers and Sponsors

With 300+ attendees at the Operational Excellence in Oil & Gas Summit, take advantage of this opportunity to meet new industry colleagues and reconnect with old ones. Plus all of our conference speakers and sponsors will be present - an exceptional time to follow up on ideas you’ve heard throughout the day and continue the conversation!
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<td>Chair’s opening address</td>
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<td>8:05</td>
<td>Digitalization: Achieving Advanced Levels of Operational Excellence</td>
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<td>- Understanding the potential impact of digitization on your business – and your people</td>
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<td>Alfred Lindseth, Senior Vice President, Technology, Process &amp; Risk Management (CIO), Plains All American Pipeline</td>
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<td>Rockwell Scott, Chief Information Officer, Delek US</td>
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<td>8:45</td>
<td>Between Here and Silicon Valley</td>
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<td>- How a strong digital foundation and innovation enable corporate strategy</td>
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<td>- Effectively scaling technology and transformation throughout your company</td>
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<td>- Building the workforce of the future: what are the key competencies?</td>
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<td>Jim Claunch, Former Vice President, Business Efficiency, Equinor</td>
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</table>

"Great job guys, this was my first OPEX conference and won't be my last."

Duane Kichton, Director Asset Information, Suncor Energy

"I truly enjoyed attending the Operation Excellence conference. You hosted both an informing and fun event. My take away was not only the benchmarking information but networking and being able to continue to share best practices going forth."

Change Management Leader, Duke Energy
INTERACTIVE DISCUSSION GROUPS

9:15  **Adapting to today, Building for tomorrow: Closing the Operational Excellence Execution Gap**
These round table discussions are your opportunity to take part in facilitated group discussions with your peers. Choose the discussion group you would like to attend. Each runs for 40 minutes.

**Design Thinking:**
Designing your Organization for the 21st Century
*Cristian Matei,* Head of Business Transformation, Veolia

**Digital Transformation:**
Preparing your organization for the change
*Jim Claunch,* Former Vice President, Business Efficiency, Equinor

**Meeting Production Targets While Improving Environmental Stewardship:** It can be done

**Asset Optimization:**
Making the most of your assets in a tough market

**Better with Bots:** Opportunities, challenges and best practices for robotics technology in hazardous Industries

**Process Safety:**
Auditing your systems for continuous improvement

**Driving OE to the Frontline:** Turning strategy into reality
*Julie Thyne,* Global Continuous Improvement Leader, The Dow Chemical Company

**Innovation Acceleration:** Making Innovation part of your Organizational DNA
*Jose Pires,* Founder & President, Globale Excellence & Innovation

10:00  **Networking Break**
## Driving OE to the Frontline

### Panel Discussion

**10:25** **Using Lean to drive OE**
Building LEAN capabilities in OE and line leaders – getting the journey started
- Moving past the tools and using the power of leader involvement
- Changing where work happens to improve business results – the why?
- Understanding the behavior / priority shift required
- Building a plan to make LEAN leadership ‘the way we work’
  
  Steve McIntosh, Director, Process, Performance & Reliability, Williams
  Kenneth Woolridge, Director, Continuous Improvement, Air Liquide

### Panel Discussion

**10:55** **Driving Operational Transformation to the Frontline: Making strategy a reality**
- Transformation doesn’t come easy – and it doesn’t come free. Shifting from passenger to driver on your transformation journey
- People, process & technology: Creating the integration needed to put the business transformation ‘wheels in motion’
- Growing people and changing behaviors: why operational transformation is not just about redesigned business processes and new technology applications
- Learning from others: Recent challenges and lessons learned from those who’ve been there
  
  Stephane Demers, General Manager, Enerkem Alberta Biofuels, Suncor
  Jason Blevins, Vice President, Southern Region Operations, Plains All American Pipeline

### Case Study

**11:25** **Creating a sustainable Operational Excellence framework - even as conditions change**
- Identifying the strategic value levers and performance improvement opportunities in your company
- How to truly determine how reliable, safe and efficient your operations are – and then set targets for change. What is the benchmark?
- Aligning leadership and the rest of the organization
- Linking your Operational Excellence plan to business needs and changing objectives
  
  Ashe Menon, Senior Vice President, Global Operations, National Oilwell Varco

### Expert Insights

**11:55** **Networking Luncheon**

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## Next Generation EH&S

### Panel Discussion

**10:25** **Meeting cost and production targets while improving safety performance: It can be done**
- Understanding the link between safety and Operational Excellence
- Creating a business case for improved operational discipline
- Establishing effective governance practices to ensure reduced operating costs and increase EHS performance
- Building a strong foundation of EHS & Reliability on which to build discipline, predictability and risk management – and how it improves the bottom line
  
  Chris Humes, Senior Vice President, Operations, Crestwood Equity Partners
  Floyd Peterson, Head of Reliability Operations, Hess Corporation

### Panel Discussion

**10:55** **Operational Excellence Foundations: How an established safety culture drives enterprise OE**
- Operational Excellence through increased discipline, predictability, and risk management
- How Safety culture is parallel to organizational culture
- The importance of front-line engagement and the challenges in getting it right
- Intentional leadership reset is a must to drive change and commitment throughout the organization

### Case Study

**11:25** **Increasing Human Reliability to Drive Operational Excellence**
- Simple ways to integrate Human Factors into your safety toolbox
- What does it really mean to be a High Reliability Organization?
- The role of human factors in reducing safety incidents in hazardous industries
- Understanding the conditions that lead to non-compliance
- Systematic approaches to employee task analysis

### Expert Insights

**11:55** **Reducing Operational Risk: Delivering capital and maintenance projects with less risk and superior returns**
- What specific steps can be taken to boost return on capital employed? Given the current market conditions, should there be tighter criteria for project approval? Should we be reducing inventory? Sharing risk models with partners and suppliers?
- Improving collaboration between project execution teams and removing silos
- What are the largest challenges today for keeping projects on time and on budget?
- How should companies be tracking the progress of complex, capital intensive projects?
DEEP DIVE MASTERCLASSES: MAPPING YOUR VISION FOR OPERATIONAL EXCELLENCE

These interactive masterclasses will give you the opportunity to reflect on what you’ve heard over the past two days and consider the key takeaways you can begin using back at the office tomorrow. Attendees are asked to choose one of the three topics below and will then gather with a group of peers for a facilitated session led by an experienced in-house industry leader. Each masterclass is structured around the same format and outcomes: consider the 5 key requirements below that you’ll require for sustained success, assess your own organization against these requirements, identifying where you feel gaps exist within your own organization - and the come up with a plan of action for what steps you will take to address those gaps.

• Strategy: Vision, Key business Drivers, Set up, Process, Organization, Tools, Governance, Change Plan
• Priorities: Define priorities, alignment to strategy, optimal mix, creates intended outcomes, roadmap in place, improvements identified?
• Capabilities: How does your group stack up? Do you have the skill sets to deliver results and do you have the resources and support?
• Performance: How is you plan delivering against the promise? Do you have the processes, organization, tools and governance, have you assessed the gaps and created a plan for the mid-course correction?
• Capacity: Do you have the appetite, commitment and talent to deliver? Do you have the right people and hands to execute?

12.45  Culture Change: Unleashing the Power of the Great People in your Organization
Jose Pires, Founder & President, Excellence & Innovation

12.45  Digital Transformation: Ensuring you are Set up for Success
Jim Claunch, Former Vice President, Business Efficiency, Equinor

12.45  Organizational Excellence: Understanding the key building blocks you need to operationalize change
Julie Thyne, Global Continuous Improvement Lead, The Dow Chemical Company

2.15  Maximising business impact through a holistic approach to continuous improvement and OE: Lessons learned from a 10 year journey at Shell Downstream
Michiel Van Noort, Global Head of Continuous Improvement, Downstream, Royal Dutch Shell

3.00  Chair’s Summary and Close of Conference

"The event was great, the organizing was fantastic - great job you all!"

Victor Costec, Group Lead, Asset Condition Management, Cenovus Energy

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The Operational Excellence in Oil & Gas, Chemicals & Resources Summit in Houston is attended every year by over 250 heads of operations, OE, HSE, maintenance and reliability operating in hazardous environments. Focused and high-level, the event is an excellent platform to initiate new business relationships, increase brand awareness and establish your company as a thought leader in the industry.

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  - LANYARDS
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- **SOCIAL MEDIA**

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## WORKSHOPS

Choose one workshop in each of the time slots below

<table>
<thead>
<tr>
<th>Time</th>
<th>Workshop A: Accelerating your Digital Strategy and the Action Plan to Make it Happen</th>
<th>Workshop B: Optimizing your assets: How to maintain asset integrity in a tough market</th>
<th>Workshop C: People, Process, Technology: Enabling the High Performing Organization</th>
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<td>8.00 - 10.00</td>
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<td>10.15 - 11.45</td>
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<td>2.00 - 3.30</td>
<td>Workshop G: OE ownership and governance: Reducing complexity and variability with clearly defined standards and accountabilities</td>
<td>Workshop H: Human Factors and Procedure Management: What reliably effects procedural adherence AND what can you do about it?!</td>
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<td>3.45 - 5.45</td>
<td>Workshop I: Creating the roadmap for a world class Operational Risk Management framework</td>
<td>Workshop J: Driving Operational Excellence to the Frontline: How to translate the business strategy into action</td>
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<td>Workshop K: Auditing Your Process Safety Program: Ensuring Continual System Improvement</td>
<td>Workshop L: Practical Application of AI, Machine Learning and IoT for Operational Excellence</td>
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