

A BUSINESS ADVISORY BUREAU

# HENRI POINCARÉ

**ASSOCIATES**

[WWW.HENRIPOINCARÉ.COM](http://WWW.HENRIPOINCARÉ.COM)

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# ABOUT US



*Henri Poincare is a group association of industry leaders and domain experts who are focused on delivering professional advisory services to support sustainable growth for emerging business in Energy and manufacturing sectors within the Middle East and North Africa.*

*Henri Poincare Associates aim to provide a remarkable customer experience in each and every interaction. Our experts and methodologies been helping organizations and leaders to develop an efficient and effective processes and sustain business growth. The association observe the highest standard of personal integrity and professional approach.*

## ■ ***Our Purpose***

*Henri Poincare Associates strive to provide a unique positive customer's experience through every interaction. We provide our customers with tools and methodologies to develop a sustainable growth in their emerging business.*



# INTEGRITY & TRUST

*Henri Poincare Associates value people, with their desire, curiosity, knowledge and approach to improve business practices and enhance performance. Our associate invites domain experts to work in a dynamic environment to find solutions to challenges. Our behaviour and approach is focused on sharing value and consequences of our advice, principles and actions:*

## ■ **Professional Standard & Curiosity**



*Adhere to the highest professional standard in every transaction; our personal integrity and ethical approach is our “license to operate”. We respect people, offer diversity and accept differences. We appreciate “curiosity” of how things are being done, we investigate and we think of ways to do things better, safer and more efficient. We have no respect for the status quo. We explore, invent and challenge the “business as usual” to find a new different approach. We learn from cultures, people and nature every day. We appreciate the complexity of our customers’ nonlinear dynamic business.*

## ■ **Customer Interest & Sustainability**



*We are obliged to put the customer’s interest ahead of the association and we preserve our customer’s confidence through our approach and mind-set. Our associate will maintain an independent prospective and view and will manage our customer’s resources effectively and efficiently to save cost and enhance results. We build enduring relationship based on trust with our customers, people and society. We believe in results, only, sustainable results that can over time grow and accommodate enhancement. We evaluate the business practice to deploy sustainable methodologies to enhance results and sustain growth.*

## ■ **Public Trust**



*We understand the value of our people and process. We recognize the importance of our advices and recommendations and the impact it might leave, affecting our customer’s business and their environment. We take ownership and accountability within the team, project, association, customer office and the public. We accept a personal obligation to our profession, the associates and everyone*

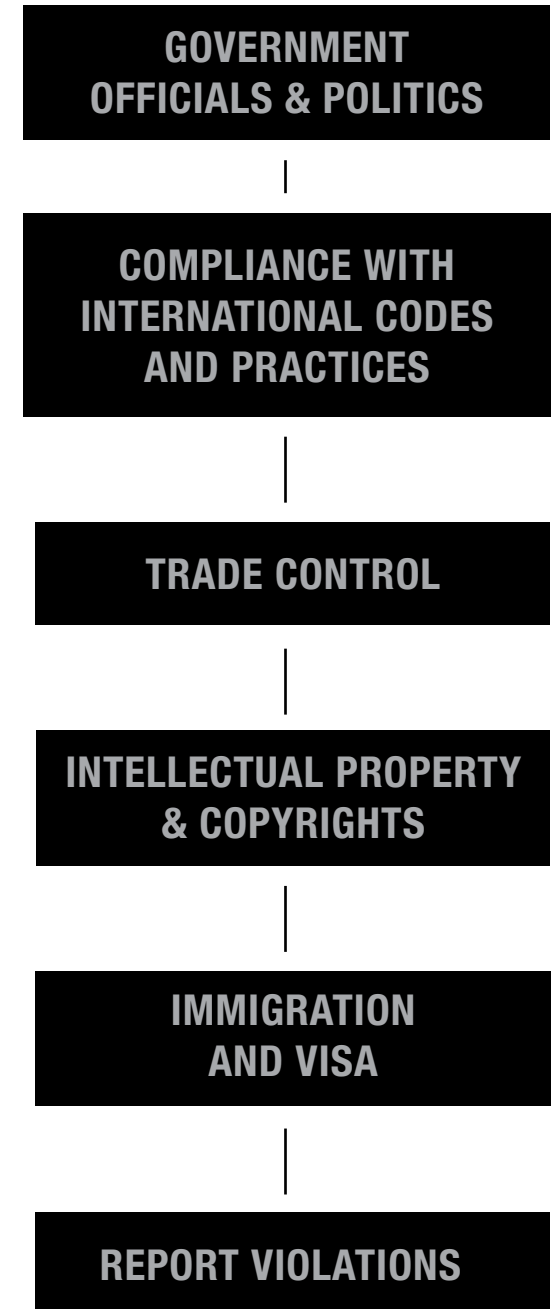
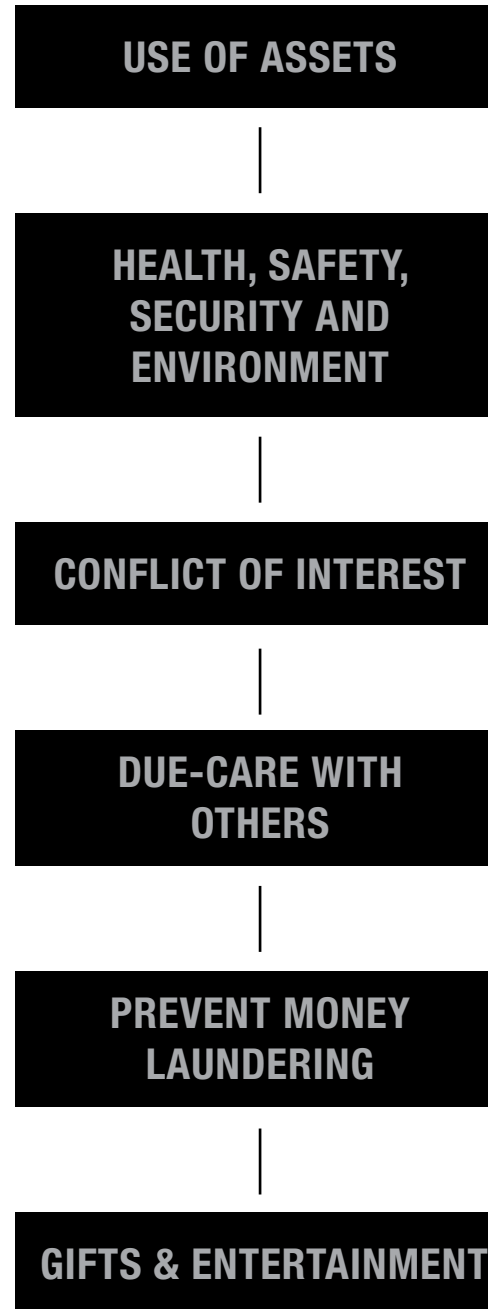
*involved in our field and activities. We agree and accept to be bound by respect to others; to everyone, including our own team members, and even our competitors. We respect privacy and we protect personal information and data. We treat people fairly, we have zero-tolerance for harassment of any kind, and we will not discriminate against any person. We will refrain from retaliation and we will support any*

*person who will report a violation of our code. We will comply with local laws and regulation where we operate and will respect the local culture. We develop those who are in need in our own team or customers and everyone in our society. Our associates are committed to communicate facts and truth without sugar-coating, in our findings, reviews, analysis and even our own advertisements.*



## ■ **Ethics Guidelines & Policies**

*The Henri Poincare Associates ethics guidelines were drafted to guide our associates during the most difficult times and help making the right decision. Those guidelines were made to support the associates as an individual and as a group to define the way that we conduct business.*



# SERVICES

## SALES & MARKETING ADVISORY

- 1. Business Development & Opportunity Management*
- 2. Market Analysis & Intelligence Services*
- 3. Alliances & Partnerships*
- 4. Sales Training*

## CONTRACTS ADVISORY

- 1. Contracts Harvesting & Review*
- 2. Contracts Architect and negotiation*

## BRANDING STRATEGY DEVELOPMENT

- 1. Business Development & Opportunity Management*
- 2. Market Analysis & Intelligence Services*
- 3. Alliances & Partnerships*
- 4. Sales Training*

## PROCESS IMPROVEMENT ADVISORY

- 1. Productivity Improvement, Lean and Sigma*
- 2. Assets Management & Availability*
- 3. Gap Analysis & Standardization*

# SERVICES

## *Sales & Marketing Advisory*

*The ability to outsource certain business development activities to complement in-house capabilities and knowledge through local knowledge and experience.*

## **Business Development & Opportunity Management**

*Provide customer-interface and support in challenging markets to help emerging organizations to establish in new market with a positive results. Reduce risk and cashflow concerns by minimizing lead-time required to land on first contract.*

*Complementing the in-house capabilities through local knowledge and experience to reduce required investment and initially deployed resources. Help the organization to focus on it is core business while providing all the required support and activities needed to secure a critical growth opportunity.*







*Organization involved in high-value complex deals require intensive sales effort and resources deployed on timely-basis ahead of the deal. Usually, the deal conversion from a general opportunity to actual contract signature is a long sales cycle. Resources and effort shall be invested at early days, from evaluating the opportunity and validating the potential. The complex deals sometimes cause confusion and strategic drifts within the organization. The ability to manage critical growth opportunities in an isolation of core business allows organization to maintain*

*focus on the current operations and customers while organically grow into new markets. Usually, this comes at cost; the deployment of special force-teams over extended period of time would require long term commitment and investment. Nevertheless, in the world of new business and market development, many opportunities do not mature nor materialize, leaving the investment at loss. In long sales cycles and complex challenging environments; the ability to discover return on special-force team investment might extend to long period of times, exceeding a year or more; during*

*this period, the cost increase and becomes questionable.*

*The ability to outsource certain opportunity management tasks and business development to specialized experts does not allow you only to reduce and control investment while keeping focused on the core business, but more important, bring the local knowledge and extended account management experience into the organization to improve returns and enhance sales performance.*

## ■ **Market Analysis & Intelligence Services**

*High-level review of the marketplace, economic and feasibility studies to identify and validate opportunities for growth. Business plan review, market price and competition intelligences.*

*Your plan is as good as you show for it. The ability to present your ideas in an accurate and effective manner would be the first-correct step. New ventures' challenges, especially in complex and high-risk markets raise concerns on the quality of the survey data and market information. Organizations are encouraged to source information from*

*multiple directions and channels during the planning phase. The ability to have a step-back and review of the market conditions and inputs, variables, flags with neutral and unbiased eye is important to control risks and address priorities. The Revision should extend not only to market data and surveys, but also to intelligences and assumptions to allow a complete market and stakeholders' analysis. The utilization of available outsourced-intelligences and price database is important, but the ability to discuss those details with domain experts who has access, market knowledge and insight is much more*

*important to the accuracy and the validation of the plan. Nevertheless; complementing the plan with professional structure addressing critical business components, Strategic Risks and potential gaps is equally important to the plan readiness and future results.*

*Furthermore, the ability to effectively present and communicate the plan and the information in the correct format and channels to achieve the best power-presentation to the stakeholders and audience; whether an infographic approach, or a speech, an expert advice is highly recommended.*



## ■ **Alliances & Partnerships**

*Identification of possible partners, especially in emerging markets allow organizations to grow organically without compromising on independence.*

*Organic growth consume time and capital; organizations may grow into new markets and products through multiple channels and methods. Partnering and alliance agreements with an aligned and strategic organizations is an effective way to expand without compromising on the cornerstone of independency. However, it has not been easy to find those partners who are aligned ethically and strategically. Identifying possible and potential partners, architecting a win-win deals is the art of the new business ideology of today. Partnering extend to key suppliers, technology inventors, joint ventures, agents and distributors, but also (more important) are those overseas organizations who will perform and represent others in new markets.*





## ■ Sales Training

*Building the sales force within the organization culture to equip the sales team and other customer-facing staff with professional sales approach to drive sustainable growth.*

*Several options are available when to drive sales-coaching that depends on the organization training needs. Existing-Core Programs were designed to target specific sales skills and competencies which are usually critical for the following specific audiences:*

- *Technical staff moving into more sales-focused roles, where they need to develop core sales*

*knowledge and competency through training*

- *Existing sales personnel who require to develop and acquire new sales skills as dictated by the marketplace demands*
- *Non-Sales staff and management who need specific sales skills to manage customer-interface tasks and operational matters as part of their roles.*
- *Account and Sales Managers*

*The existing programs are fixable to meet a variety of scheduling options. Programs can be delivered as:*

- *Single sales skill two or three-day programs*
- *Cores sales skills combined into a five-day program*

- *Advanced two-week sales academies, or*
- *5-week sales university is covering all the critical sales skills.*

*The existing programs have been delivered to more than 5,000 sales personal over the last 15-years in twenty different countries.*

*The sales programs target one or more of the eleven (11) core sales skills as listed below. The programs cover theory support and skill-importance; practical process and tools are given to individuals to help provide a systematic knowledge-based practical training. Moreover, the coaching process continue to follow-up and mentor the sales people after the workshop in order to capture value and apply learnings once they return to their locations. Most training programs will also require individuals to bring a real sales opportunity they are responsible for winning and apply the concepts to their specific cases. At the end of each training, the attendee will have sufficient knowledge and tools to be competent in one or more specific competencies (listed below).*

*Other available training option is to build a customized program to meet the organization specific sales challenges.*

*The reference for the standard sales training programs is the B2B Professional Sales: Theory, Process, Applications, and Tools 650 page sales textbook.*



## — SKILLS & SPECIFIC COMPETENCIES —

### 1 DEMAND CREATION

- Marketing
- Prospecting
- Territory Management

### 2 OPPORTUNITY MANAGEMENT

- Opportunity Identification
- Opportunity Planning
- Opportunity Pipeline Mng.
- Sales role in service and product delivery

### 3 RELATIONSHIP MANAGEMENT

- Customer Relationship
- Key Stakeholders
- Building Trust

### 4 SALES CALL SKILLS

- Planning
- Probing
- Listening
- Supporting
- Closing
- Handling Negative Reactions
- Outcome Analysis & Follow-up
- Up-selling

### 5 SELLING BUSINESS VALUE

- Identification
- Communication
- Review

### 6 BUSINESS ACUMEN

- Industry Trends
- Copetitors Knowledge
- Financial Impact
- Petroleum Economics

### 7 SALES PRESENTATION

- Message
- Audience
- Delivery

### 8 PROPOSAL & BID MANAGEMENT & DEVELOPMENT

- Big Management Process
- Pricing
- Writing

### 9 NOGTIATIONS

- Planning
- Influence
- Conducting & Execution

### 10 SALES MANAGEMENT

- Coaching and Counselling a sales team
- Team building
- Managing a Sales Team
- Building a Sales Strategy
- Rising prices
- New product and service introductions

### 11 ACCOUNT MANAGEMENT

- Customer Organization
- Customer Business
- Planning & Forecasting
- Selling to Senior Executives



# SERVICES

## Brand Strategy Development

*The Brand Strategy 'Lite' will be rooted in the brand's Guiding Principle and be driven by the principles of differentiation and sustained public appeal. The brand strategy phase is geared to achieving differentiation and action and developing a platform for the articulation, definition and deployment of the brand.*



### THE OBJECTIVES

- *To position the brand as a uniquely different but relevant brand.*
- *To set in place the right ingredients for brands with intelligence and heart.*

### THE PROCESS

*We will uncover the following strategic elements for the new consolidated brand:*

- *The Brand's Core Ideology*
- *The Brand's Core Purpose*
- *The Brand's Core Values*
- *The Brand's Positioning*
- *The Brand's Vivid Descriptor (Messaging Matrix)*
- *10-30 Year Goal*

### THE BENEFITS

*By aligning customer-facing activity around a strategic idea or plan, the brand can prioritize its efforts and make more effective decisions across all of its business functions, including but not limited to marketing. Every interaction with stakeholders constitutes a brand "touch point" and represents an opportunity to enhance brand equity. Once the brand strategy is in place, programs that contribute to building relationships can be developed, prioritized and implemented across every aspect of the brand experience.*

# SERVICES

## Contracts Advisory

*Provide contractual insight to bridge the commercial gap between customers and contractors to improve project execution and economics. Remain on budget!*

## ■ Contracts Harvesting & Review

*Improve contract economics through detailed review of the commercial terms to identify and capture payment concerns.*





## ■ **Contracts Architect and Negotiation**

*Define the optimum contract structure to improve future implementation and reduce disputes. Identifying the best deal and provide support from initiation to closure.*

*According to EY special oil and gas megaproject report; only 89% of oil & gas megaprojects are overrunning budgets in the Middle East. This failure to plan and forecast has become the main concern of the industry.*

*Not only in the Middle East, but also to North America who is overrunning budget on 56% of the mega oil and gas projects. It's an industry issue!*

*The ability to design the contract correctly would be the very first step. Experts may blame the complexity of the project, or the business-environment conditions, however, it was proven that contractual and commercial*

*terms, scope, controls and quantified risks has been the source of 94% of the overruns. Organizations are encouraged to review contracts against plans, commercial terms and invoiced amounts against scope to validate payments and improve the projects economics. The validation of the out-of-scope payments is a critical two-way component to the business.*

# SERVICES

## *Process Improvement Advisory*

*Business Process, Assets Availability, Lean Six Sigma and Standard Operating Practices: Provide technical and process management expertise to optimize and maximize efficiency. The examination of business practices, services/products and people to assess capabilities, benchmark process, define strength and weaknesses, and map those processes to address the market priorities.*





*Organizations and business is only good as their process and systems are. Centralized management is not a sustainable nor a scalable business model in today's complex environment. Organizations may not grow and expands based on individual decision making and silo structures anymore. The business workflow, process and systems should be structured and designed efficiently to manage the task, save none-productive time, reduce cost and improve performance.*

*Whether it is an ISO or an API; the process and documentation should be designed specifically to address the organization concerns and size to drive an efficient business process. Identifying critical paths in the process is often overlooked and drags the organization in frustrating loops while implementing or obtaining a certificate. The standard Copy&Paste is not the correct way to define structures, reduce overheads and improve the workflow. The Document Management, process standard procedures, guidelines and manuals can be constructive or destructive experience to the organization.*

*Understanding the business, size and issues, is critical. Benchmarking against well-developed industries may bring an outstanding results to the process-design by reducing wastage and improve efficiency. Optimization, design and engineering the workflow, monitor and enhance process will bring an exceptional result to the business.*



## ■ **Productivity Improvement, Lean and Sigma**

*Sigma is a term used to measure deviation. Measuring “efficient” and “effective” process is a relatively compared against best standard within similar industries.*

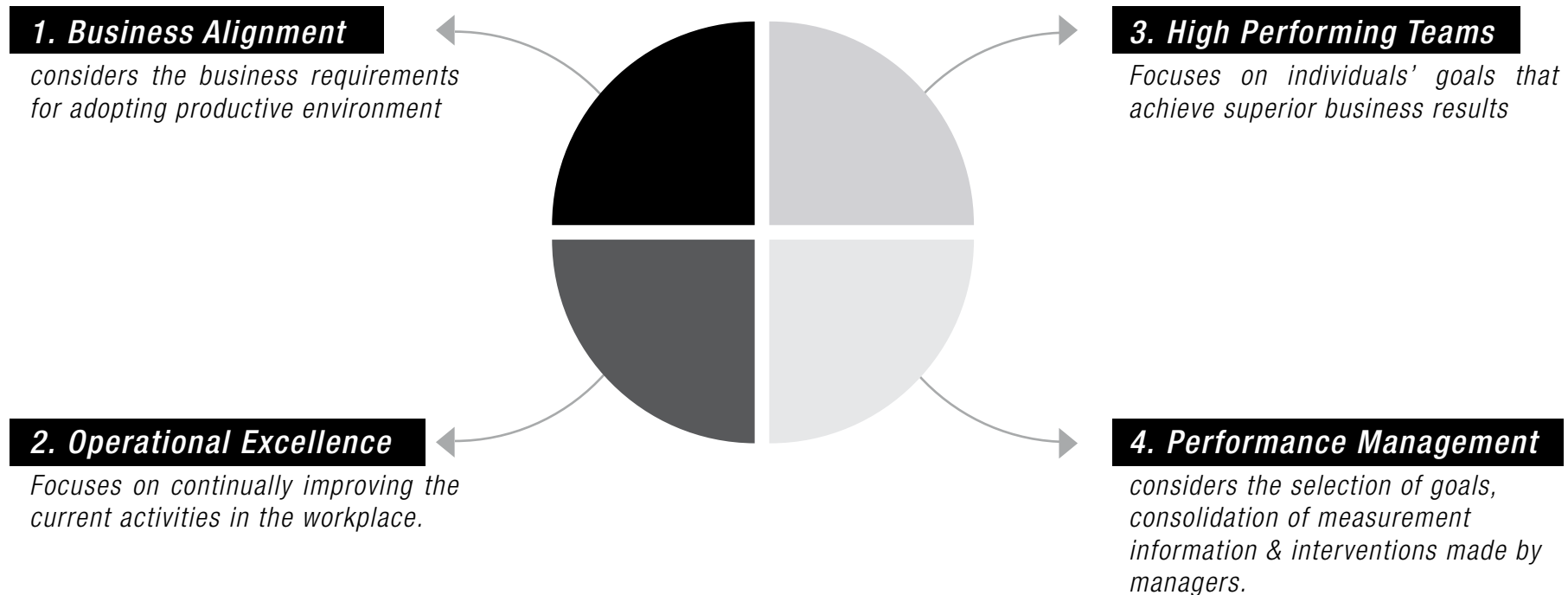
*Sharing knowledge across different industries to utilize best practices may bring a lot of knowledge and lessons to improve and evolve efficiency. A pragmatic approach is required to utilize only what make sense when it make sense is a key success factor.*

*Lean Six Sigma helps institute to improve*

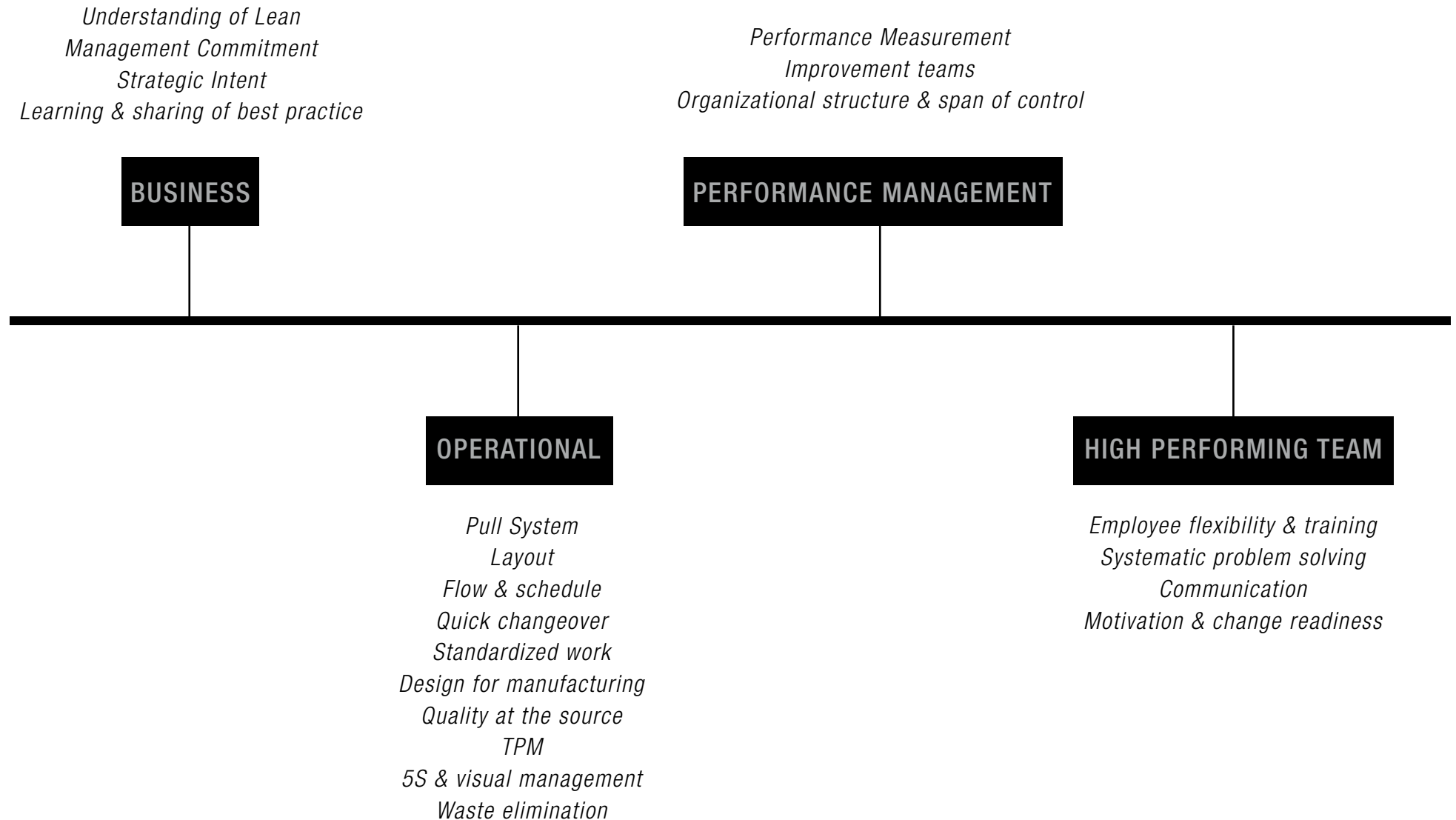
*process efficiency, reduce wastage and enhance results. Ideally, the approach start with business-diagnostic through the utilization of 6-sigma methodology to understand business needs and requirements, then rapidly mapping processes to its full potential to reduce errors and improve delivery through identifying of bottlenecks and benchmarking against best process within the industry or similar industries. Identifying areas of improvement to unleash potential and achieve sustainable results within the organization.*

# OUR METHODOLOGY TO PRODUCTIVITY IMPROVEMENT

*Our methodology is based on assessing and improving the four sphere quadrants of the Productivity Value Sphere©*



Below each of quadrants in the Productivity Value Sphere© (PVS), we considered specific areas that are critical to the successful overall productivity improvement:

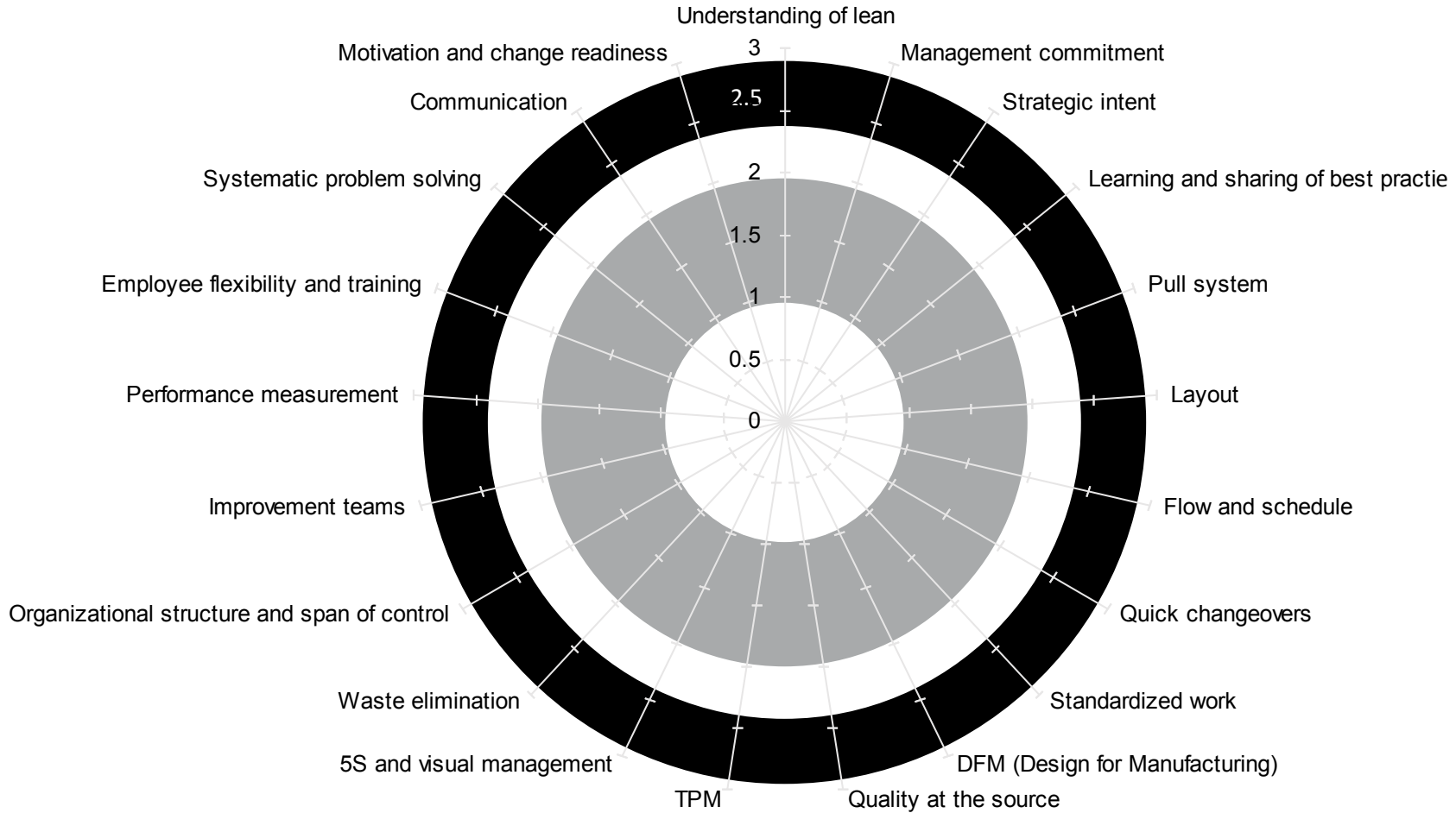


# PRODUCTIVITY VALUE SPHERE (PVS)

Henri Poincare Productivity Value Sphere© (PVS) elements and methodology:

HIGH PERFORMING TEAM

BUSINESS REQUIREMENTS



PERFORMANCE MANAGEMENT

OPERATIONAL EXCELLENCE

■ Best in class

■ Industry average





## ■ **Assets Management & Availability**

*Fixed assets lifecycle management.*

*Usually, organizations focus only on critical fixed assets. Statistically speaking, only 30% of total assets are actually accounted for in most organizations, leaving 70% of the investment at risk. In a complex and dynamic organization, the critical assets usually represent only 10% of the total assets, focusing only on this 10% is risking the entire business to fail.*

*Tracking and listing assets is only the start of the process; an enterprise risk matrix or ERM is required to enable informed risk assessment and criticality assignment for assets. Usually, assets criticalities are based on accounting bases such as initial cost, depreciation (if known such as the case for linear assets) and asset failure costs. However, a detailed analysis is required on the assets criticality in relation to business continuity and impact of failures.*

*New Venture investments usually focus on estimating NPV, IRR or payback and forecast cash flow to understand ROI, nevertheless, cash flow estimates are valid only during asset lifecycle. Informed cash flows forecast will require thorough understanding of the asset life-cycle, which could be best represented by "Total Life-cycle Asset Management". This model covers asset classes and associated asset life-cycle phases as follow:*

# ASSET LIFE CYCLE



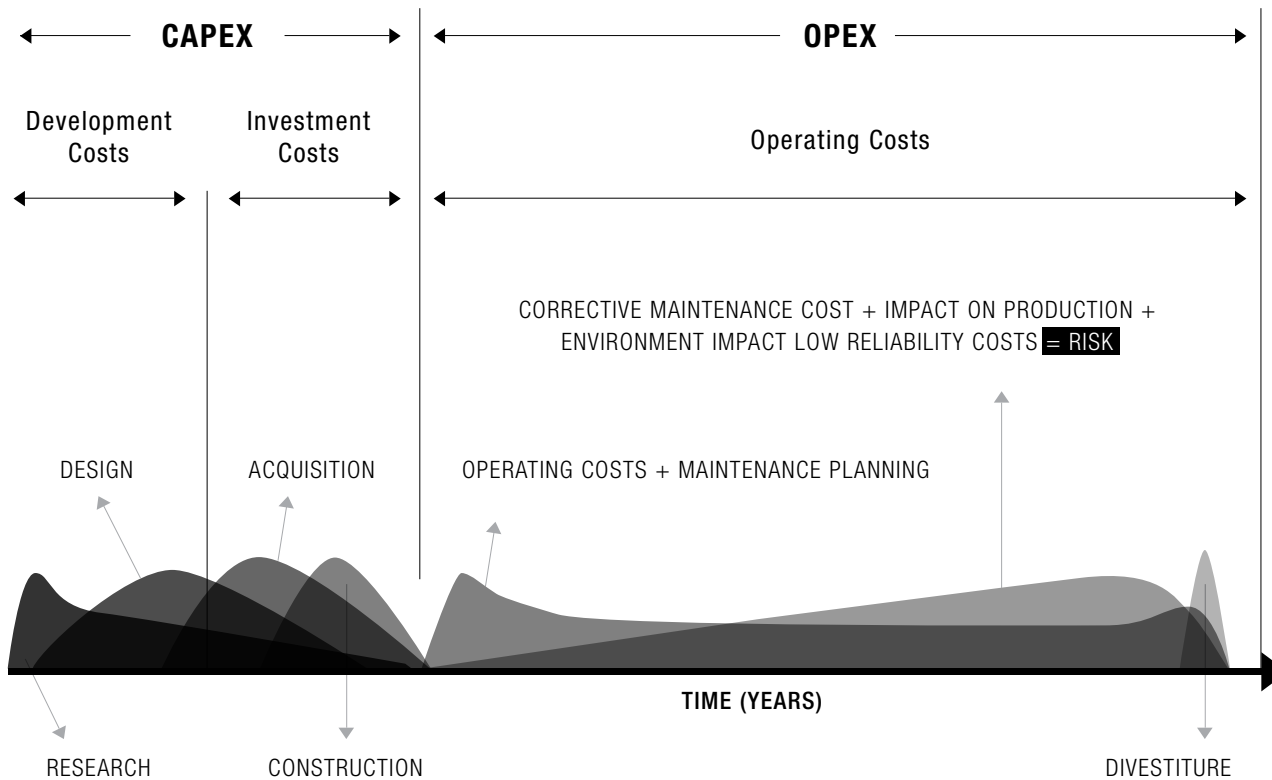
<b>Real Estate &amp; Facilities</b>	<ul style="list-style-type: none"> <li>• Land, warehouses, Schools, Retail Spaces</li> <li>• Offices, Housing, Hospitals, Malls</li> </ul>
<b>Plant &amp; Production</b>	<ul style="list-style-type: none"> <li>• Mining, Semi-Conductor, textile, Cement</li> <li>• Chemical, petroleum, food, Electronics</li> </ul>
<b>Mobile Assets</b>	<ul style="list-style-type: none"> <li>• Military, Airline, trucking</li> <li>• Shipping, railroad, public</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Railways, Electric/Gas Distribution</li> <li>• Highways, telecom, water</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Computers, Routers, Networks</li> <li>• Software, Auto Discovery, Service Desk</li> </ul>

*(Source of Data: Asset Management Excellence- Optimizing Equipment Life-Cycle Decisions. John D. Campbell, Andrew K. S. Jardine, Joel McGlynn)*

Initial costs during the life cycle up to the procurement or creation of the asset phase are usually direct to estimate, however, other phases are more complex to forecast due to the long timeframe associated with them and the variables are less predictable. Operation & maintenance costs for example in a specific

industry vary from one organization to another, and even within the same organization the costs may differ in identical assets. After the initial capital investment the major costs are associated with the Operation & maintenance of the assets acquired and by looking into the numbers right we can understand how costly it is to maintain any asset.

It also could be presented as follow:



Plant Type	Maintaining Plant as % of Total Operating Cost
Steel Mill	29%
Nuclear Utility	30%
Bauxite Mine	52%
Petrochemical Refinery	28%
Underground Metal Mine	36%
Nonferrous Smelter	32%
Pulp and Paper mill	2%

(Source of Data: Asset Management Excellence- Optimizing Equipment Life-Cycle Decisions. John D. Campbell, Andrew K. S. Jardine, Joel McGlynn)





*Due to the high cost to maintain assets, striking a balance between overmaintenance and undermaintenance of assets should be considered within other aspects such as asset criticality, reliability, availability.. etc. Maintenance is in the core of operation*

*however there are other aspects such as material management plans which also has major impact on the operation costs. Optimizing the O&M is one of the most pressing needs for organizations to survive the competitive markets.*

*Organizations are encouraged to deploy new approaches to operate and maintain their assets. Integrating EAM, CMMs, ERP's, Operational excellence ..etc. are inevitable and without these modern tools and techniques, assets will not be tracked and managed optimally during its life-cycle.*

## ■ *Gap Analysis & Standards*

*Benchmarking operational standards against best practice and knowledge from other industries.*

*With the increasingly disruptive business environment of today, organizations are encouraged to compete to maintain valid relevancy in customers' mind. It is vital to identify effective methods to increase the "perceived efficiency" in the way that customers conceive. Understanding the Gap (between perception and reality) require*

*understanding customer expectation versus internal process to drive an objective process. Comparing internal process to other multi-discipline industries will allow cross-knowledge transformation into the organization. This examination (for business practices, services/products and people) may also provide organizations an opportunity to assess capability, strength and weaknesses, but more important, understanding the market in depth to manage product range and*

*roadmap to improve conceiving, validating and delivering to expectation. The real opportunity is in eliminating unnecessary, ineffective activities, and improve market and process engagement ahead of expanding in new markets and offerings will provide strategic choices for a better market entry. Organizations shall frequently review and re-design Process Management & Delivery to optimize, reduce cost and be effective and efficient in the marketplace.*



# SECTORS, INDUSTRIES & MARKETS

## Oil & Gas

- *National oil companies*
- *International oil companies*
- *Oilfield service companies*
- *EPC, EPCM, Supplies and Consumables*
- *Project Management & turnkey projects*



## ■ *National oil companies*

*Almost 70 years ago; the industry has taken a new shape; those who were producing 20% of the overall oil production in the world are producing more than 70% of the oil today. Understanding the national oil companies' priorities and strategic view is a critical component to the oil and gas. Unlike cooperates and investors; nationals are driven by the strategic plan of a confined marketplace. The attention to the macro view of a country economics, unemployment, fitting with the country budget was and still the main concern of the major oil producers of today's industry. Despite the fact that some of the national oil companies are going into a newer version of being international national oil*

*companies (INOCs) , still, political strings and international business concerns, trading between countries dominates the strategic view.*

*Oil contracts, licensing and attracting foreign investors while controlling cost-recovery and oil budget is a complex equation that dominates the business in today's world. The ability to invest, improve recovery, production capacity while effectively managing and protecting the reserves (which are owned by the public, according to the majority of the constitutions in the Middle East) is usually contradicting each other.*



*Never mind the OPEC market share, US shale production figures over the past 10 years, the ability to swing production capacity is critical to nationals. The only region that showed growth in 2014/2015 and forecasted growth in 2016 is the Middle East, despite the current oil prices and the excess oil production capacity versus the global demand. It's*

*expected that nationals will remain focused on oil production capacity for longer period of time no matter the oil price. The general low-diversified revenues in the Middle Eastern countries kept oil revenues at the stake for country budgets and social plans and adding more pressure to government and national oil companies.*

*National oil companies are seeking to bridge gaps in contracts' management, effective budgeting and improved efficiency in order to reduce operational costs and sustain marketplace. This knowledge and expatriates might reside in the other side of the table, mainly with oilfield service companies who still earn more than 80% of the oil budget within the Middle East comparing to 23% in mature markets like US land. The lack of competition in the services side in the market has resulted in technology-sellups that drove cost high and resulted in wastage in process and cost. The ability to extract this knowledge from the service side into the national oil companies would bring an economical value to the long-term of the industry and to the national wealth.*

### ■ ***Oilfield service companies***

*For the past century; the oilfield service companies were and still the main source of technology within the oil and gas. But what is "technology" if it does not reduce cost and improve efficiency. The ability to deploy effective process, benchmarking against other developed industries is the key for the successful oilfield service companies.*





*In today's market, still 70% of deployed services and well activities are considered to be a "silver tier", this means that the majority of oilfield services are commodities that adopt a 20-plus old process and technologies that available of-the-shelf. Nevertheless, the industry has not seen a major drop on the cost nor a significant improvement to the efficiency. Moreover, the industry has managed to show a significant improvement to the none-productive times of certain operations as per defined KPIs, nevertheless, none a single operations has managed to*

*show real improvement to the project delivery or budgeted project time line. This explains a major defect in the way that our industry has managed to convince people of "perceived efficiency" that brought no actual value to the industry. The industry has significantly suffered from "idle-time" lost in-between operations and processes that has resulted in an actual lost-revenue and time. The idle time is something that most of oilfield companies and oil companies has refused to address in the recent years while focusing on NPT.*

*The ability to address process efficiency, benchmarking against well-developed industries and bridging the gap that oil and gas industry has gathered over the years is an important step to develop a real added-value. Addressing a positive and a win-win contract between service providers and oil producers is critical to gain an effective contractual work-frame to drive a successful business. Oilfield service companies has to focus on adopting change to their process, structure and business development mentality.*



## ■ **EPC, EPCM, Supplies and Consumables**

*Outsourced and subcontracted; in a basic analysis, it is estimated that 63% of any megaproject overall spending is actually subcontracted to third-parties. Civil contractors, subcontractors, low-tier providers, manufacturing and logistics or life-support contracts and services were bundled in under one contract to drive efficiency and project management theme. And, despite the fact that the industry has been booking all of those amounts as “oil-spend”, those services were not an actual industry-limited services.*

*Contractual models is required to address “services” in a different frame; contracting and subcontracting has to evolve within the oil and gas from basic EPC into an EPC-management mind-set to improve economics and allow better management to the scope and associated cost. This can apply only though strong business development process; it require a strong opportunity management and education of the main-contract to evolve the scope outside the oilfield services and the general EPC model within the industry.*

*The ability to fragment and segment the scope into different process and tasks and assign domain experts with a strong project management is critical for the successful evolution of the project budget management process. This may apply to:*

- *EPC, EPCM and Engineering*
- *Civil engineering and construction*
- *Chemicals and chemical services*
- *Nitrogen, Acid, Cement, fluids and waste management*

*The process starts with a full scope analysis, task breakdown, project management process, scope definition, architecting contract structure, contracting and sourcing.*

## ■ **Project Management & Turnkey Projects**

*During the recent 15 years, the industry has witnessed the evolution of the integrated project and project management process. A very successful methodology adopted from the EPC downstream business into the upstream business. The model was focused on resource and risk-transfer ideology, a concept in theory should have resulted in improved efficiency and reduced cost.*



*Despite the successful application of the model in certain markets and projects, however, the concept did not allow a real change to the process of “how things are being done” as the integrated projects (drilling, workover or rigless) were carrying exactly the same process and structure of normal oilfield services, but being bundled at one time. The risk transfer ideology did not work the way it was expected to be; the service providers has established “risk pots” assumptions driven by less quantified statistics and maybe based on personal-intuition leaving the price over-protecting any foreseeable or possible risk, or, under-estimating the actual impact, leaving the project at loss to the provider who is forced to compromise on other elements to improve the project financials. Generally, the concepts has failed in many applications and has resulted in multiple contractual disputes between the provider and the main-customer.*

*The concept in theory should have brought successful results only if the knowledge base between the providers and the service companies was more transparent and risks were quantified based on actual data which should have been shared effectively. The freedom should have been given the service provider to optimize process, tools and know-how to allow an actual evolution to how thing are been done.*



*The process starts with a strong opportunity management at both sides, identification of the most critical components of the business objectives, communicate key success-factors and share knowledge to improve the scope and risk definition and to eliminate the out-of-scope and reduce wastage. The contract model and structure, terms and liabilities are critically reviewed and concerns should be shared and communicated to improve the structure and reduce the over-protecting volumes and losses to allow realistic price comparison.*

# SECTORS, INDUSTRIES & MARKETS

## Manufacturing

- Perceived Quality
- Productivity Improvement

### ■ Perceived Quality

With the increasingly disruptive business environment of today, organizations are encouraged to compete to maintain valid relevancy in customers' mind. It is vital to identify effective methods to increase the "perceived quality" in the way that customers conceive. Understanding the Gap (between perception and reality) require understanding customer expectation versus internal process to drive an objective process. Comparing internal process to other multi-discipline industries will allow cross-knowledge transformation into the organization. This examination (for business practices, services/products and people) may also provide organizations an opportunity to assess capability,

strength and weaknesses, but more important, understanding the market in depth to manage product range, cost and roadmap to improve conceiving, validating and delivering to expectation. The real opportunity is in eliminating unnecessary, ineffective activities, and improve market and process engagement ahead of expanding in new markets and offerings will provide strategic choices for a better market entry. Organizations shall frequently review and re-design Process Management & Delivery to optimize, reduce cost and be effective and efficient in the marketplace.







## ■ **Productivity Improvement**

*The feel of the thrill of a disrupting technology emergence might be experienced through a regular shopping walk. Manufacturers and industries should specifically feel the threat if they don't change the way they operate.*

*Rapid technological advancements and lower trade barriers, in the past two decades, have enabled seamless outsourcing products globally, which naturally drove competitiveness into the market and product availability and its perceived quality. The market leaders of the late 1990's and last decade have collapsed, devices were commoditized and technologies are absolute because of their lack of ability to evolve, adjust or change to market conditions.*

*Organizational Performance at all levels still represents more than 67% of the challenge*

*to adopt change within process to evolve the Total Quality and perception within the marketplace. Organizations must invest in planning and optimization in order to survive.*

*Manufacturing Performance Improvement is not just a matter of addressing methodologies of Six Sigma, Lean, QFD, ISO, JIT and waste reduction, but a pragmatic approach of application what really makes sense when it make sense. Additionally, new techniques are required to compliment the previous and adapt to the pace of change industries are going through.*

*Manufacturing is price sensitive; process investment should address long-term concerns and scalability in order to survive and grow within the marketplace. New techniques such*

*as Total Asset Life Cycle Management, ERP, e-Procurement, EAM, PAM, CMMS, processes automation and operational excellence are required to effectively improve the overall process and reduce wastage.*

*It is proven that organizations that choose to ignore change & evaluation techniques to improve overall performance will face harder choices at a later stage. Organizations are encouraged to frequently challenge the “way things are been done” to adopt to the market dynamics and improve efficiency and overall quality as perceived by the customer.*

*It is not the most advanced processes or technologies that will survive, nor the highest quality oriented, but the most responsive to PESTEL change!*

# GEO-MARKETS AND COVERAGE

- 1. Saudi Arabia
- 2. Iraq
- 3. UAE
- ~~4. Iran~~
- 5. Kuwait
- 6. Algeria
- 7. Libya



# ADDRESSING THE OIL CHALLENGE

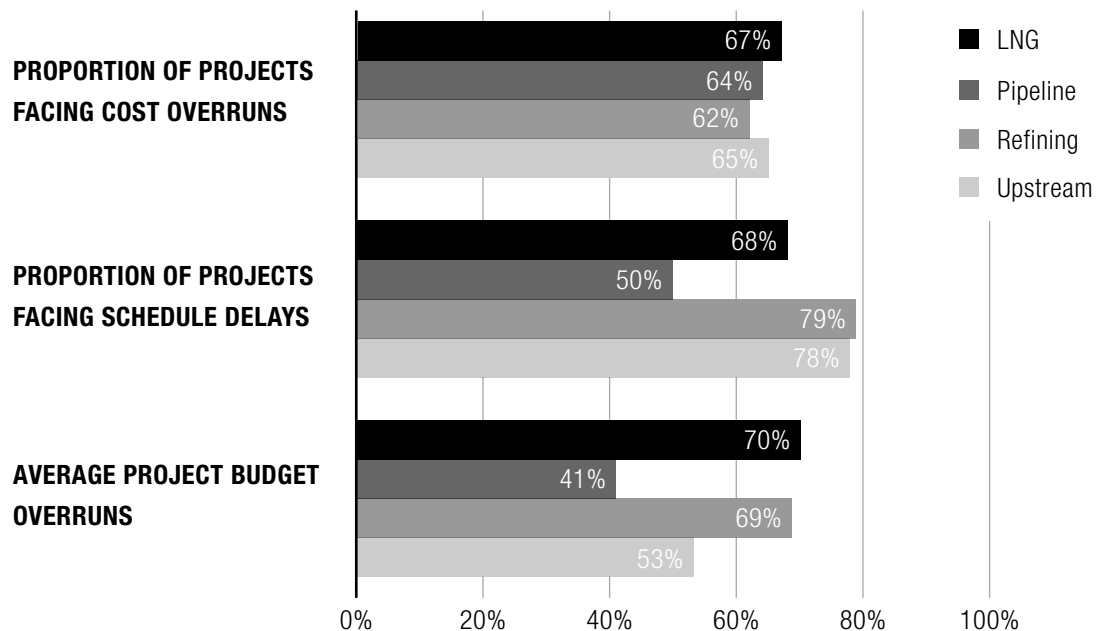
*Only 89% of oil mega projects in the Middle East are facing proportional budget and cost overruns, those same project are 87% are facing schedule delays, according to E&Y special report “spotlight on oil and gas megaprojects”. Although the Middle East was the only market that showed a slight growth in 2014 and 2015 overall spend, still, the investor’s confident was damaged for few years to come.*



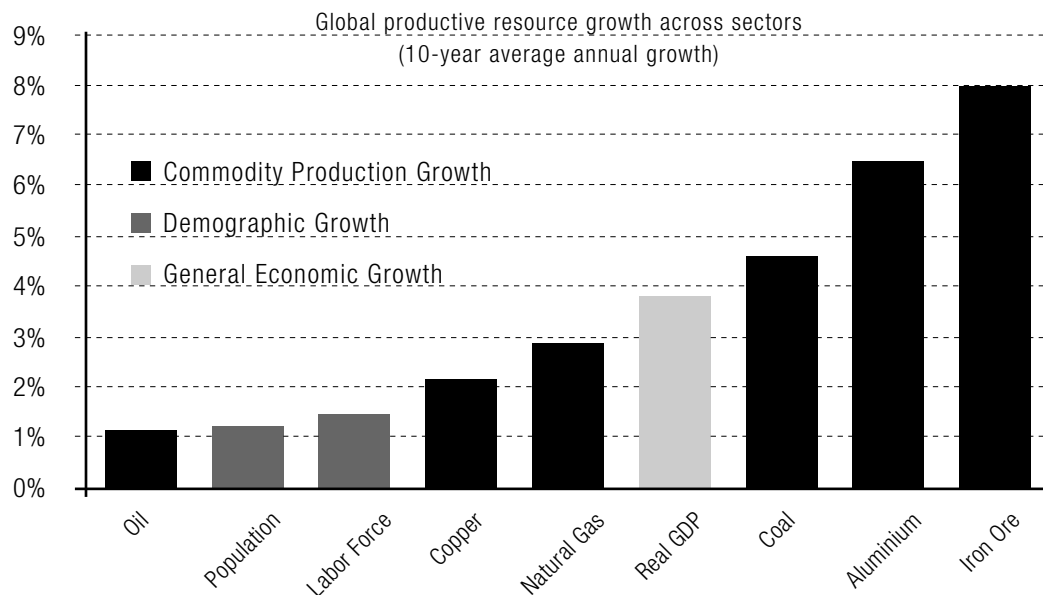
The recent oil prices drop is not just a function of supply and demand. It was a natural result in an overall industry growth over the past years comparing too many other industries. The overrun in budget, process, human capital and over-kill requirement has made the industry less attractive to invite investors and catch-up with other commodity business.

It is natural to assume that the current market condition will reverse as the global economy picks more demand on oil, especially with the current lack of investment which will eventually result in low reservoir-replacement-ratio and will force oil prices go increase once again to match the market demand. Nevertheless, if and when this scenario happens, the question will always remain; would that be a sustainable growth? ... Would the oil industry sustain reasonable returns to investors? ... The ghost of alternative energy sources, shale and other unconventional resources will always be at the backside of everybody's mind.

According to the Bank of America 2013 Energy Outlook in late 2012 report, the oil and gas industry was the only industry that grew less than the world population and less than the world real GDP – this data has taken into account the growth of 2003-2005 and the recession of 2008/2009 and the recovery afterword. This simple indicator, which was before the recent oil price drop, has made it clear for an average man that conventional oil industry is not the most feasible nor a lucrative business choice of today's well educated investors.



Source: Ernest & Young Report: Spotlight on Oil and Gas megaprojects



Source: Bank of America 2013 Energy Outlook





*It is the desire to change; the basic fact that the majority of oil and gas activities were identical in nature for the past 30 years made it hard to evolve and catch-up with the rest of the world financial investment. Although the industry did adopt a lot of technologies within various applications in exploration and production, however, most of those technologies were not fundamentally changing the workflow and the process of field operations. The heavy capital and intense manpower requirements and excessive safety driven process was growing day-by-day, resulting in a high risk intense business environment which could not cope with the competition of other industries to attract investors. The answer remain only in a real and full evolution of the oil and gas to allow a scalable industry to catch on market demand and supply variations without major financial losses.*

*According to official statements of leaders within the national oil companies in Saudi Arabia and Abu Dhabi, their organizations were adopting every possible new technology, yet, they spend four times per well comparing to that they used to spend 10 years ago, and their well drilling time is twice slower than what it used to be.*

*While other industries has made it to fully automated processes, mechanical project management, well defined Key Performance Indicators, eliminating wastage by reducing unnecessary process, the oil and gas industry remain focused on an over-sell technologies that obviously did not manage to reduce time or improve efficiency. Benchmarking process across evolved industries may help the oil and gas industry to evolve to the level that to improve results, reduce time and remain on budget.*

*The process improvement start with understanding key drivers and market perception of quality and efficiency in that specific field. Reduce capital by optimizing spending and eliminating unnecessary time and process to reduce headcount and effectively deploying resources.*

*Bridging the knowledge gap between oilfield services companies and oil companies by adopting effective contract-models is a critical task address requirements and improve results.*

*More important; driving a well-balanced business development skills among the entire population of an organization will help improving the overall knowledge in identifying real business opportunities and effectively addressing “what matters” to reach a win-win deal.*



# EXPERIENCE

*For many years, we have built expertise and a track record of results in transforming the performance of organizations from the expected to the extraordinary. Adopting and implementing positive-change-projects by applying best practice across different industries to reach an effective and dynamic workflow process. Our advisory services transformed founders to executives; growing the business ideas from “a potential” to expand and grow in the right direction through process implementation.*

*Our methodologies and programs are continuously helping organizations across different industries to enhance their process and structure to drive a culture of quality and efficiency by addressing the “usual” and routine elements and improve results. Regardless of the scope or the industry, our enterprise-wide consulting initiatives and services were designed seamlessly to address Strategic Gaps by expert assessment and analysis of various departments and stakeholders to enhance sales performance, returns, financial results, downtime and efficiency through a multi-discipline domain experts’ advice. The fragmented and pragmatics application of process improvement, 6-Sigma, Accounting, Supply Chain, Opportunity Management,*



*Market Analysis, Strategic Planning, Contract Architecture and leadership programs is our key differentiator.*

*Unlike conventional advisory services; our experts operate in teams focused on project. Driven by results and clear shared objectives and measured KPIs to deliver a value to our customers.*

# PEOPLE

## ■ MOATH AL-RAWI

*Chairman, Chief Advisor*

**Domain:** Strategic Management,  
Business Development

*Coupling practical knowledge from oilfield service providers and oil producing companies in the Middle East, North Africa and Europe, Moath is holding multiple advisory roles to leaders, CEOs, Chairman of Boards and government officials of various organizations, publically traded or independently owned. In his past 15 years of experience in 12 different countries, Moath was leading various organizations through Change and Growth Projects in complex and emerging market (like LIBYA, Saudi Arabia and IRAQ) of different scale within Schlumberger, Baker Hughes and OILSERV, at different leadership levels, from regional posts to a Senior Vice President Strategy of a corporate.*

*A speaker, motivator and writer who published several articles focusing on the importance of evolving the oil and gas industry through multi-discipline knowledge from other industries with the aim to enhance process and reduce wastage. The ideology was fundamentally sparked after completing his Masters of Science in strategic management from Edinburgh, and founding other businesses in various fields of advertisement, manufacturing and fashion.*

## ■ JOE AMLIN

*Vice Chairman, Senior Advisor & Trainer*

**Domain:** Strategic Sales, multi-industry

*JP Amlin, the author of B2B Professional Sales () and other books and publications in the field of strategic sales and marketing, is a Senior Sales Consultant with 35 years of experience in energy and technology sectors. JP has a wealth of real-world experience in executive level operations management, sales, and sales management. Delivering fundamental and advanced sales programs globally to different industries energy sector and banking. Before becoming a consultant, JP was Manager of Worldwide Sales Training for Schlumberger, for 13 years, Vice President of Information Technology in the Asian Pacific region. JP practical knowledge and experience was fruit of 20 years of experience in oilfield services operations in various management and executive positions around the world. Upon completing his MBA, JP lectured in the business department of the University of Alaska, Anchorage in the area of marketing strategy. As part of his masters degree, he published two comprehensive reports dealing with critical factors influencing sales effectiveness and competitiveness of the oilfield services sector.*

*Over the last 30 years, he has continued to research and develop his ideas that have contributed significantly to the content of his sales training programs and his publications and papers in relation to alliance relationships, sales pipeline management, bidding, negotiations, and account management. JP is also on the board of directors of the Sales Management Association.*

## ■ FADHEL ALI OTHMAN

*Vice Chairman, Senior Advisor*

**Domain:** Strategic Oil & Gas

*The former Iraq's Governor in OPEC in early 1990's and the acting president of IRAQ State Oil Marketing Organization (SOMO). With over 45 years of experience in the oil and gas sector at a global level, Mr Fadel has started his career in South Oil Company (SOC) the national oil company of IRAQ after completing his B.Sc (Hons) degree in Chemical Engineering from the University of London in 1962. After his retirement in 1995, Mr. Othman served in senior advisory positions for several international Blue Chip and Fortune 500 oil companies.*

*Throughout his early career, Mr Othman focused on the southern areas of Iraq such as Basrah, North and South Rumaila, Majnoon, Qurna, Zubair, Luhais, as well as other major southern oil fields. He played an important role in the commissioning of major strategic pipelines and the Basrah Oil Terminal. During that time, Mr Othman has conducted an extensive amount of academic work in Drilling and Production at the Institut Français du Pétrole, and Production, Design and Management as part of his research in Oklahoma. He is the author of several publications and articles in energy sector, and key-speaker in a number of major international events and seminars such as the Oxford Energy Seminar in England, 8th and 9th World Petroleum Congress in Japan, and the World Energy Conference in Canada in 1989 and Qatar in 2011. His studies include topics such as marine shipping, crude & products export from the Arabian Gulf, development of the Iraqi Oil Tankers Fleet, and other strategies for the oil sector within the Middle East.*

## ■ DR. BASIL A. AL RAWI

*Vice Chairman, Senior Advisor*

**Domain:** Poultry Production & Farming

*With over 50 years of experience in poultry production management. Dr Basil is the author and publisher of several papers and research projects in IRAQ, Saudi Arabia and the United States. Dr Basil held various leadership and executive positions as technical director and Vice President in one of the largest integrated poultry production farms in the world, his experience and knowledge was based on practical fundamentals in farm expansion and development. Previously, he was lecturing in different universities around the world; Kansas State University, King Faisal in Saudi and Baghdad University where he published multiple papers from 1963 until today.*

## ■ MOHAMMED EL KAHODI

*Senior Advisor, Finance Management*

**Domain:** Manufacturing, Energy Sector, Financial Systems

*A senior financial member with 25 years of experience in Energy sector. Mohammed started his career after completing his degree from Ecole Supérieur de Gestion Paris business school. Mohammed worked in various leadership positions in Schlumberger and GE, including being the Chief Financial Officer for a 300 million USD merger and acquisition deals in Saudi Arabia. Mohammed experience extends to ERP implementation, Tax, auditing, Simplification and cost control, and Compliance Programs in complex and challenging markets, including Middle East, Europe, Africa and Asia.*

## ■ DAVID ALLISON

*Senior Advisor, Quality and System Management*

**Domain:** Oil & Gas, Production, Quality

*With over 30 years of experience in the energy industry; David is a certified leader of safety and quality systems for ISO, OHSAS and API. Previously, the Head of Safety for OMV Group of Companies and the Advisory Board of NIS Gazprom Neft in Serbia. David has lead modernization projects, environmental programs, OHS, Process Safety, Asset Integrity, enterprise risk management, Subcontractor Management and incidents investigation in 26 different countries around the world. David's quality and safety knowledge was based on practical field experience from holding various positions in the Middle East and Africa as project manager and then country manager for Schlumberger in remote and challenging locations.*

## ■ MOHSEN ALMARZOOQ

*Senior Advisor & Associate*

**Domain:** Operational Excellence & Turnaround Professional

*With over 7 years of experience in the Total Quality Management, Mohsen has lead various quality improvement and change projects in different organization, including Schlumberger, BAPCO, ALBA, GE, Kraft Foods, Deloitte, Touch and Bahrain Airport. Mohsen holds master's degree in Total Quality and Performance Management from the University of Bradford, and recognized by the Institute of Mechanical Engineering in the United Kingdom as best performing student. Additionally, Mohsen holds several professional certificates, including: Six Sigma Black Belt, PRINCE 2 in Project Management, EFQM internal assessor, ISO 22000, OHSAS 18001 & EMS 14001. More important, the practical knowledge and experience in the field of quality and process management coupled with Mohsen's finance and accounting experience is instrumental to convert process improvement to bottom-line financial results. Mohsen was the Schlumberger financial controller of Bahrain for three years and has attended a professional CMA program.*

## ■ QAIS ABDULRAZAK

Senior Advisor & Associate

**Domain:** Asset management  
& Reliability Engineering

*M.Sc. Nuclear Engineering and MBA from Manchester Business School, a certified project manager, instructor and trainer in different fields, including operational maintenance, project management and quality systems. Qais has managed key efficiency and reliability projects for BC Hydro (British Columbia, Canada) , Cenovus Energy, Foster Creek and many others during his career. His focus during the past several years on “operational excellence” has lead him to preform full operational assessment on mega operations like Italcemnti Cement operations and few others in various countries including North America and the Middle East. During the implementation of those key projects; Qais has lead organizations to improve efficiency and effectiveness in their total process, Assets Availability and management, and Reliability Centered Maintenance (RCM).*

## ■ FIRAS KHOURY

Advisor & Associate

**Domain:** Economics and Feasibility Studies

*Firas Khoury is an economic and financial consultant, holds an MSc in Banking and Finance from Bordeaux IV University, France. Firas has over 10 years of experience in investment appraisal and sectorial analysis. He worked on diversified feasibility and financial valuation studies involving banking institutions, hospitals, mixed use developments, and industrial and infrastructural projects. He also conducted a major mapping of civil society activities in Syria. Previously, Firas worked as a senior business analyst and economic researcher at the Syrian Consulting Bureau for Development and Investment in Damascus.*

## ■ HUSSAIN ABUDAYEH

Advisor & Associate

**Domain:** Accounting Services and  
Financial Studies

*As a senior financial member with 17 years of experience and knowledge in Finance, Auditing and Tax in the Middle East. Started his career with Arthur Andersen focusing on business assurance across different industries; manufacturing, trading, construction, health and insurance, and then joined Schlumberger to hold various leadership and management positions in financial services including regional tax compliance for Middle East and North Africa. His experience covered Saudi, Iran, IRAQ and other challenging markets leading different oilfield business services field inspections, assets management and enterprise integration projects, including cost reduction, LEAN process, Six Sigma and ERP implementations. Mr Hussain has a successful track-record of implementing change projects focused on cost control/reduction/ optimization driving Lean/ Six Sigma and various Kaizens to reduce the total field cost per job in addition to reduce and manage inventory levels.*



# CREDENTIALIALS

*Our expert advisors and consultants has provided professional services to multiple organizations around the world in an advisory capacity; services included strategic consultation, business development activities, process improvement and training programs.*



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