

3rd EPC Project & Contract Management for Energy Sector 2019



Stay up-to-date with EPC Contracting & Project Management leading practices in current volatile market and fast-evolving digital environment

22nd-24th of May 2019

Amsterdam, The Netherlands



SPEAKER PANEL

Tim Cummins
President
IACCM
UK

Randy E. Lonsdale
Senior Legal Counsel (Construction)
LNG Canada Project
Canada

Dr. Nicol Cadenau-Gates
Legal and Contract Manager
Boskalis
The Netherlands

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

Nayé Diabira
Project Contracts Manager
Tecnicas Reunidas
Spain

Phillip Landolt
Lecturer, Faculty of Law
University of Geneva
Switzerland

Laurent Pruneville
President, Consultant & Training
Officer - Project Management
PPM
France

Pepijn Docter
Senior Sales Project Manager
Offshore Wind
SiemensGamesa
The Netherlands

Jurriaan Kien
Legal Director Europe
SBM Offshore
Monaco

Lidia Stepanyuk
Department Manager of
Project Controls & Estimating
Fluor
The Netherlands

Guillaume Bernard
Head of Contract Management
Andritz (Separation Business) &
Co-Founder
**Asian Association for Contract
Management (AACM)**
Singapore

Anna Nikulina
Lecturer, PhD Candidate,
Department of Technology &
Operations Management
Rotterdam School of Management
The Netherlands

Workshop Leader
Elmer Sachteleben
Senior Cost Engineer CCE &
Director of Academy
Jos Van Der Stelt
Sales Consultant
Cost Engineering Academy
The Netherlands

Topics to be addressed

- The next generation project cost management
- New contracting models and challenges in their use
- Project changes in EPC Projects: what is your best alternative to a negotiated deal (BATNA)?
- Secrets from the Owner's Team: Avoiding Lump-Sum EPC Claims
- Pro's & Con's of Lump Sum Turnkey contracts
- Root causes of success
- The use of experts: Strategic and procedural aspects
- Digitisation and automation in projects
- Contracting models for repowering & business development of wind farms
- Change Order management in EPC environment
- Leadership & Entrepreneurship in Project Management

Benefits of attending

- Direct networking with selected senior decision-makers and experts from leading EPC Project, Contract, Legal, Risk and Procurement divisions from Global Energy companies
- Expertise exchange of knowledge and experience
- Participation in thought-provoking & brainstorming panel discussions featuring high-level experts
- Learning from the selected examples of practical approach in a business-friendly environment

3rd EPC Project & Contract Management for Energy Sector 2019



22nd of May

22nd-24th of May 2019
Amsterdam, The Netherlands

INTERACTIVE WORKSHOP - BOARDGAME

HOSTED BY

COST ENGINEERING ACADEMY



15:30 Registration & Welcome Coffee

16:00 Opening Address by the Workshop Leaders

Cost Engineering Academy, The Netherlands

Elmer Sachteleben
Senior Cost Engineer CCE &
Director of Academy

Jos Van Der Stelt
Sales Consultant

THE NEXT GENERATION PROJECT COST MANAGEMENT / INTEGRATED PROJECT CONTROLS

16:15 Participants will be involved in a **case-study simulating project control** for a construction project, focusing on the challenges of working as an **integrated team**.

The workshop covers concepts like:

- Setting up an estimate plan and base of the estimate
- Connecting engineering design, cost and time
- Introducing structure to solve complex problems
- Sharing information and cost data between departments
- Working together as an integrated project controls team

17:45 Summary & Closing Remarks by the Workshop Leaders

18:00 Coffee & Networking ☕

3rd EPC Project & Contract Management for Energy Sector 2019

23rd of May

Conference Day One

22nd-24th of May 2019

Amsterdam, The Netherlands



8:30 Registration & Welcome Coffee

9:00 Opening Address from the Chairman

NEW CONTRACTING MODELS & PROJECT CHANGES

09:10 **New contracting models & challenges in their use**

- Growing focus on the need for contracts that offer agility, flexibility and commitment to performance or outcomes
- Growing need for contracts to be simplified and to provide practical operational guidance
- Growing pressure on organizations to streamline and integrate contracting process and practices
- Growing challenge to skills and growing need for dynamic tools and systems

Tim Cummins
President
IACCM, UK

09:50 **Project changes in EPC Projects: what is your best alternative to a negotiated deal (BATNA)?**

- Case Study: EPC Contractor versus Client's interests: Engineering and Procurement phase: Design changes & Client's approval
- Construction phase: The new players
 - Project completion: Challenging the Delay Liquidated Damages
- How to rethink the predictability of project changes:
 - A new lex constructionis: predictability of interpretation
 - Return to the root: predictability of arbitration outcomes

Nayé Diabira
Project Contracts Manager
Técnicas Reunidas, Spain

10:30 Coffee & Networking Break

FROM OWNERS' PERSPECTIVE

11:00 **Secrets from the Owner's Team: Avoiding Lump-Sum EPC Claims**

- Watching for common claims sources/indicators
- How "claims management" is not "claims avoidance"
- The "scissors approach" to using contract remedies vs performance management
- Tips for setting up claims avoidance and claims management processes
- Keeping changes within the change management process
- Encouraging the owners' team to adopt a "no change" mindset
- How to train the owners' team to avoid causing claims

Randy E. Lonsdale
Senior Legal Counsel (Construction)
LNG Canada Project, Canada

11:40 **Pro's & Con's of Lump Sum Turnkey contracts**

- Cost Plus v. Lump Sum; which one to choose?
- Co-contracting: risky business?
- Immature Technology & Lump Sum prices; compatible?
- Does Appropriate risk allocation lead to successful projects?

Jurriaan Kien
Legal Director Europe
SBM Offshore, Monaco

12:20 Lunch Break, Coffee and Networking

14:00 **Contracts & Relationships: How different EPC contractor reimbursement types affect relationships in the project supply chain**

- Cost-reimbursable and lump sum contracts - potential for collaboration between client and EPC contractor
- How EPC contractor reimbursement affects relationships with subcontractors
- Contractual and relational governance: what matters most?

Anna Nikulina, Lecturer, PhD Candidate,
Department of Technology & Operations Management
Rotterdam School of Management, The Netherlands

EPC CONTRACTS & PROJECTS: CHALLENGES & OPPORTUNITIES

14:40 **Root causes of success**

- **Modular** - which enables learning, and which enables off-site manufacturing & therefore industrialisation
- **Scalable** - technology is scalable up in size - having more and bigger turbines in a wind farm
- **The hypothesis** - "modular replicability correlates with better megaproject management and outcomes"

Pepijn Docter
Senior Sales Project Manager Offshore Wind
SiemensGamesa, The Netherlands

15:20 Coffee and Networking Break

16:00 **The use of experts: Strategic & procedural aspects**

- Why and how?
- The role and impact of the expert
- The scope of the expert's services
- The expert report and cross examination
- Procedural issues

Phillip Landolt
Lecturer, Faculty of Law
University of Geneva, Switzerland

16:40 **PANEL DISCUSSION**

Digitisation and automation in projects

- From artificial intelligence to robotics and human-machine interactions
- Linking automation with strategic direction, better productivity & efficiency
- Digital in EPC, and its opportunities in value chain

Moderator: Tim Cummins, IACCM, UK;

Panelists: Lidia Stepanyuk, Fluor, The Netherlands;
Jurriaan Kien, SBM Offshore, Monaco

17:20 Closing Remarks from the Chair & Wrap up of Day 1

17:30 Cocktail Reception

3rd EPC Project & Contract Management for Energy Sector 2019

24th of May

Conference Day Two

22nd-24th of May 2019

Amsterdam, The Netherlands



08:30 Registration & Welcome Coffee 

09:00 Opening Address from the Chairman

PROJECT ALLIANCE & INNOVATIVE PROJECTS

09:10 **Project alliance as approach to achieve optimum cost & schedule**

- Excellence in project predictability
- Systematic issues observed on large projects
- Project alliance - lessons learned

Lidia Stepanyuk
Department Manager of Project Controls & Estimating
Fluor
The Netherlands

09:50 **Contracting models for repowering & business development of wind farms**

- Contracts & permitting for repowering windfarms in Italy
- Reblading project & connected legal issues
- Framework agreement for wind turbines' supply & BOP (Balance of Plants) contracts

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

10:30 **Business Card Exchange and Coffee Break** 

Opportunity for the participants to share their contact information with each other dedicated specifically to strengthening business connections with the industry peers.

PROJECT MANAGEMENT PRACTICES & MULTIPLE CONTRACTOR PROJECTS

11:00 **Real life project management**

- Why do project execution teams have some difficulties to refer to the contract?
- What are the key success factors to avoid margin erosion during project execution?
- What should be the behavior of the project manager regarding the customer (his positioning)?

Laurent Pruneville
President, Consultant & Training Officer - Project Management
PPM
France

11:40 **Managing project complexity where multiple main contractors are involved**

- Multi-contract strategies
- Contractor hierarchies
- Interface management
- Risks & opportunities

Dr. Nicol Cadenau-Gates
Legal and Contract Manager
Boskalis
The Netherlands

12:20 Lunch Break, Coffee and Networking 

CHANGE ORDER MANAGEMENT & LEADERSHIP IN PROJECTS

13:40 **Change Order management in EPC environment**

- Securing unfair Change Order clause
- Providing a "real life project" approach
- Protecting the interests of both parties
- Proving professionalism in project management

Guillaume Bernard
Head of Contract Management, **Andritz (Separation Business)** & Co-Founder, **Asian Association for Contract Management (AACM)**, Singapore

14:20 **PANEL DISCUSSION Leadership & Entrepreneurship in Project Management**

- How to develop project leadership culture in the organisation that can help leading to an EPC project
- Effective leaders = successful projects?
- Leadership mindset for all project leaders

Moderator: Nayé Diabira, **Tecnicas Reunidas, Spain;**
Panelists: Guillaume Bernard, **Andritz (Separation Business)** & **Asian Association for Contract Management, Singapore;**
Moreno Bisio, **ERG, Italy;**
Laurent Pruneville, **PPM, France;**
Dr. Nicol Cadenau-Gates, **Boskalis, The Netherlands**

15:00 Closing Remarks from the Chair & Wrap up of Day 2

15:10 Afternoon Coffee and Networking 