

Estruturação da Fase de Planeamento Detalhado

Documento confidencial

Setembro de 2015

Síntese dos objectivos e das necessidades de recursos para a próxima fase de trabalho

Com vista à concretização global do projeto é fundamental proceder durante as próximos 10 semanas a um aprofundamento do desenho organizativo, identificação de potenciais de melhoria operacional e planeamento dos trabalhos de implementação.

Neste período será definido um *roadmap* de todas as actividades (definindo os passos para assegurar que se constituem as novas entidades independentes e com os recursos necessários à sua operação) para colocar o novo modelo em prática durante 2016

Neste sentido, os trabalho deverão ser organizados em 3 fases consecutivas, separadas por reuniões de validação e confirmação de próximos passos

- Fase de diagnóstico detalhado
- Fase de desenho detalhado
- Fase de preparação da implementação

Em face do calendário exigente e da abrangência das áreas a melhorar será fundamental ter frentes de trabalho em paralelo, cada uma delas com várias equipas de trabalho por fase

- Equipa de Governo estimada em 1 FTEs de gestão e 3 FTEs de execução
- Equipa de Operações estimada em 2FTEs de gestão e 6 FTEs de execução
- Equipa de Diversificação estimada em 1FTEs de gestão e 2 FTEs de execução
- As equipas de trabalho serão apoiadas pelos sócios da BCG e por especialistas nos vários tópicos em aprofundamento de forma a garantir permanentemente a máxima qualidade dos trabalhos

O orçamento total estimado para as próximos 10 semanas de trabalho são 3.300k USD incluindo todos os gastos para a realização dos trabalhos

Agenda

Planeamento detalhado das frentes de trabalho

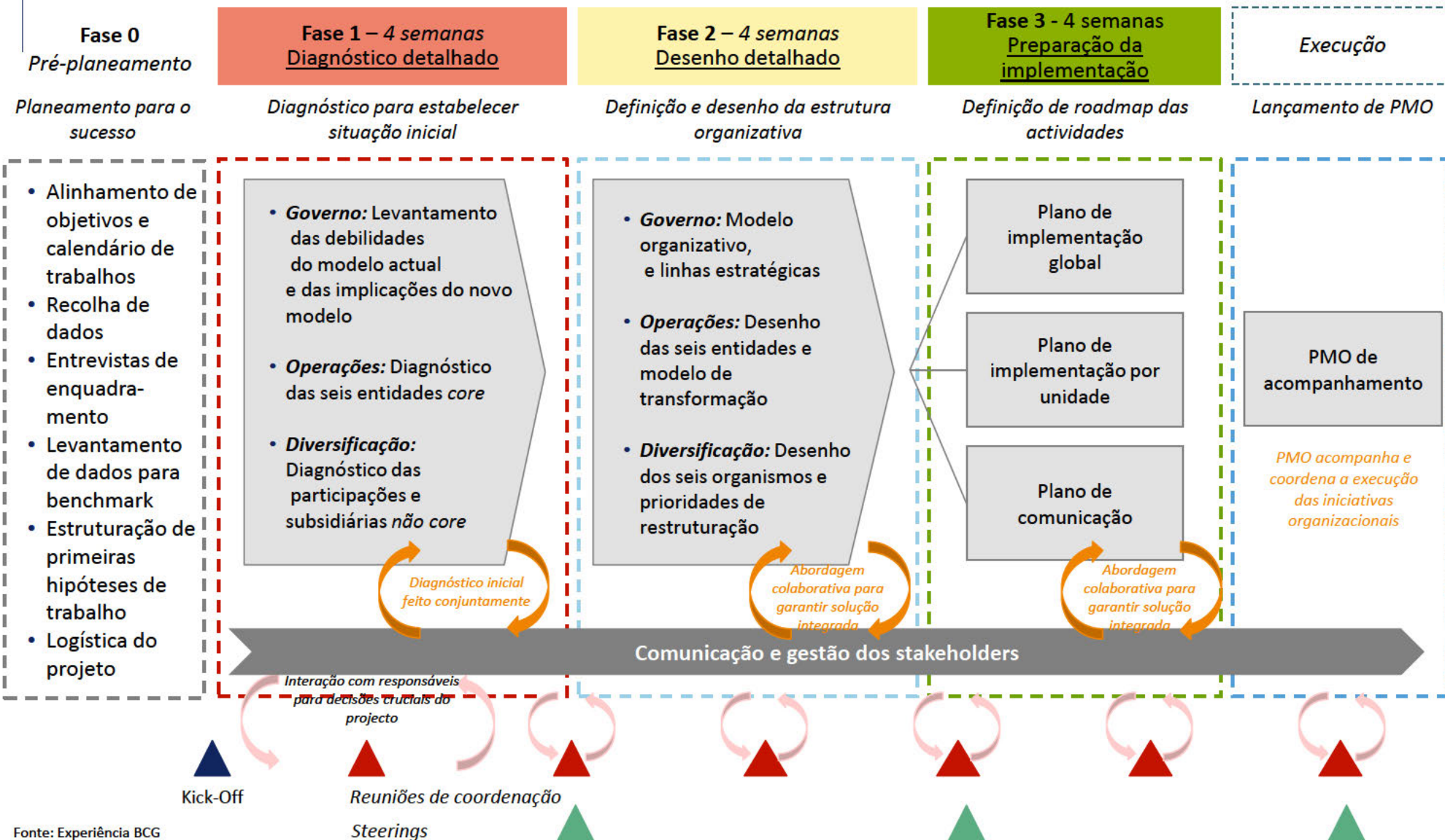
- Visão geral da abordagem e do modelo de implementação
- Módulo de Governo
- Módulo de Operações
- Módulo de Diversificação

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

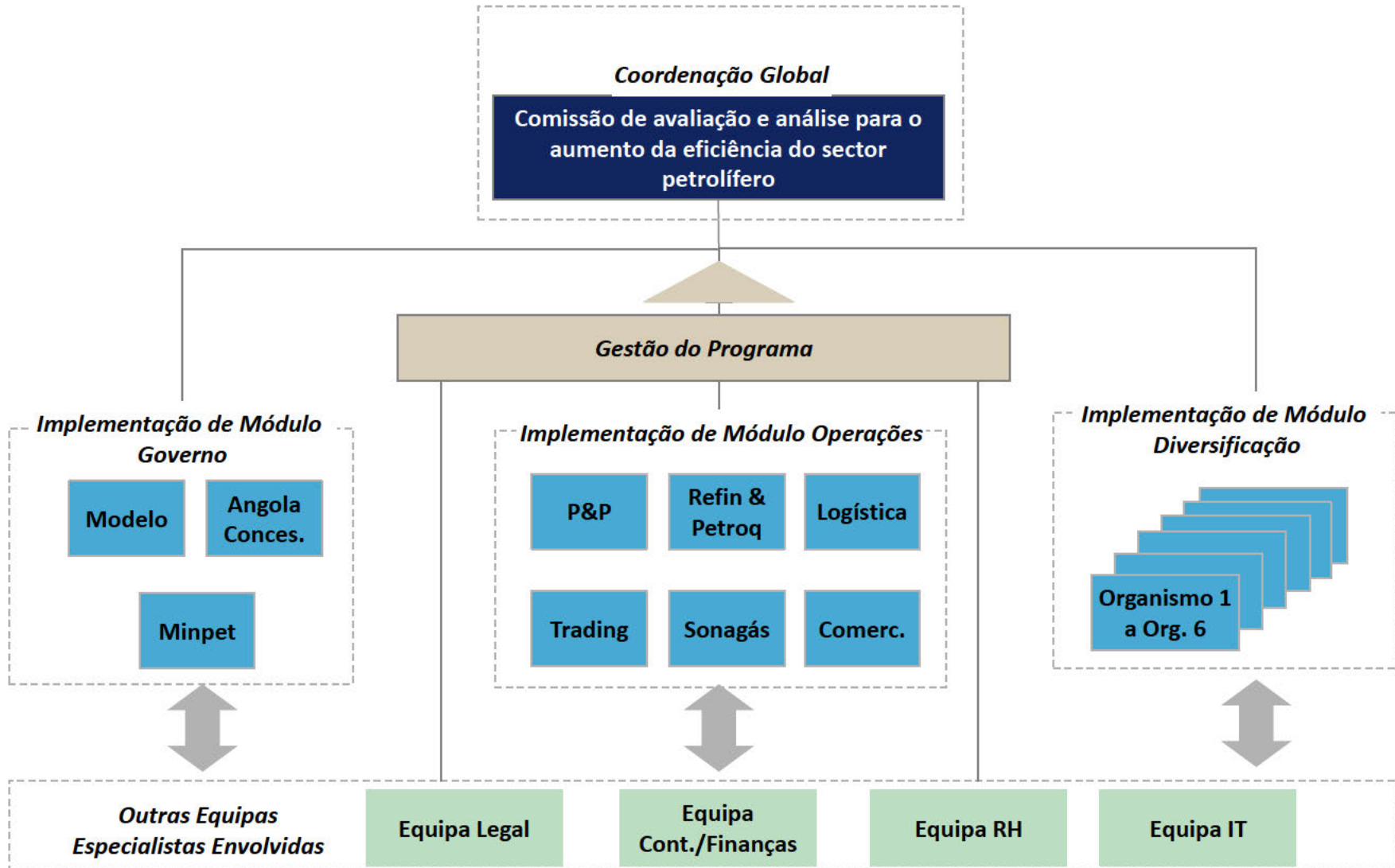
Visão geral da abordagem proposta

3 módulos a decorrer em paralelo e de forma coordenada durante 3 fases de 4 semanas cada



Modelo global de implementação

PMO de gestão do programa a coordenar equipas de implementação por módulo e equipas de especialistas



Trabalhos organizados de forma a garantir interfaces chave

Principais interfaces a considerar

Interfaces com os três módulos de trabalho (Governo, Operações e Diversificação)

- Validação da coerência global do modelo
- Coordenação de calendários

Interfaces com equipa legal

- Validação do modelo desenhado do ponto de vista legal
- Execução das alterações legislativas, regulamentares e contratuais necessárias
- Análise de restrições nas migrações de pessoas
- Coordenação de calendários

Interfaces com equipa de contabilidade / finanças

- Desenho dos fluxos financeiros entre empresas
- Validação das contas por empresa
- Coordenação das implicações contabilísticas, fiscais e financeiras derivadas do novo modelo
- Coordenação de calendários

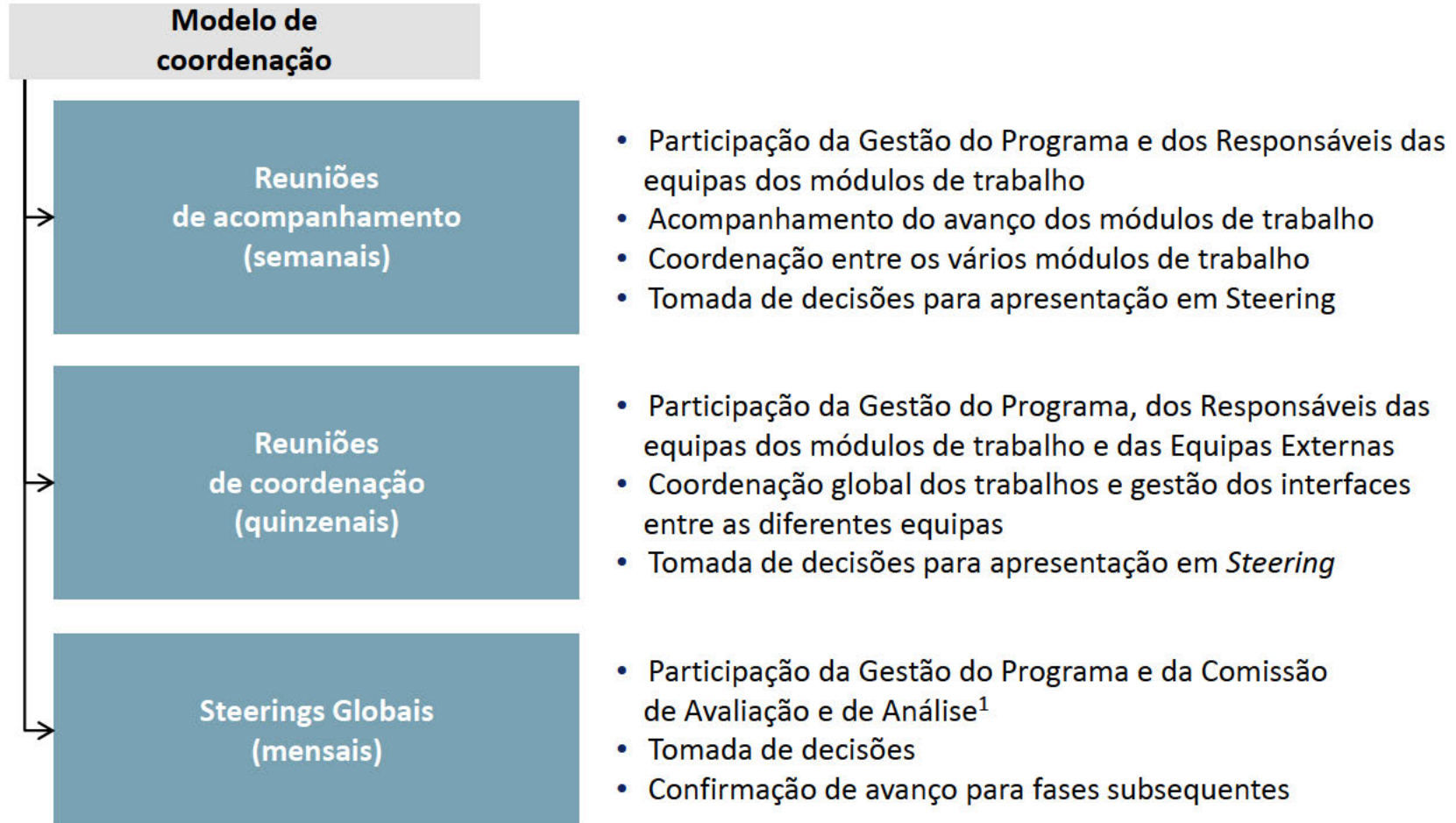
Interfaces com equipa de RH

- Validação conjunta de perfis e avaliação de pessoas para lugares-chave
- Coordenação de calendários

Interfaces com equipa de IT

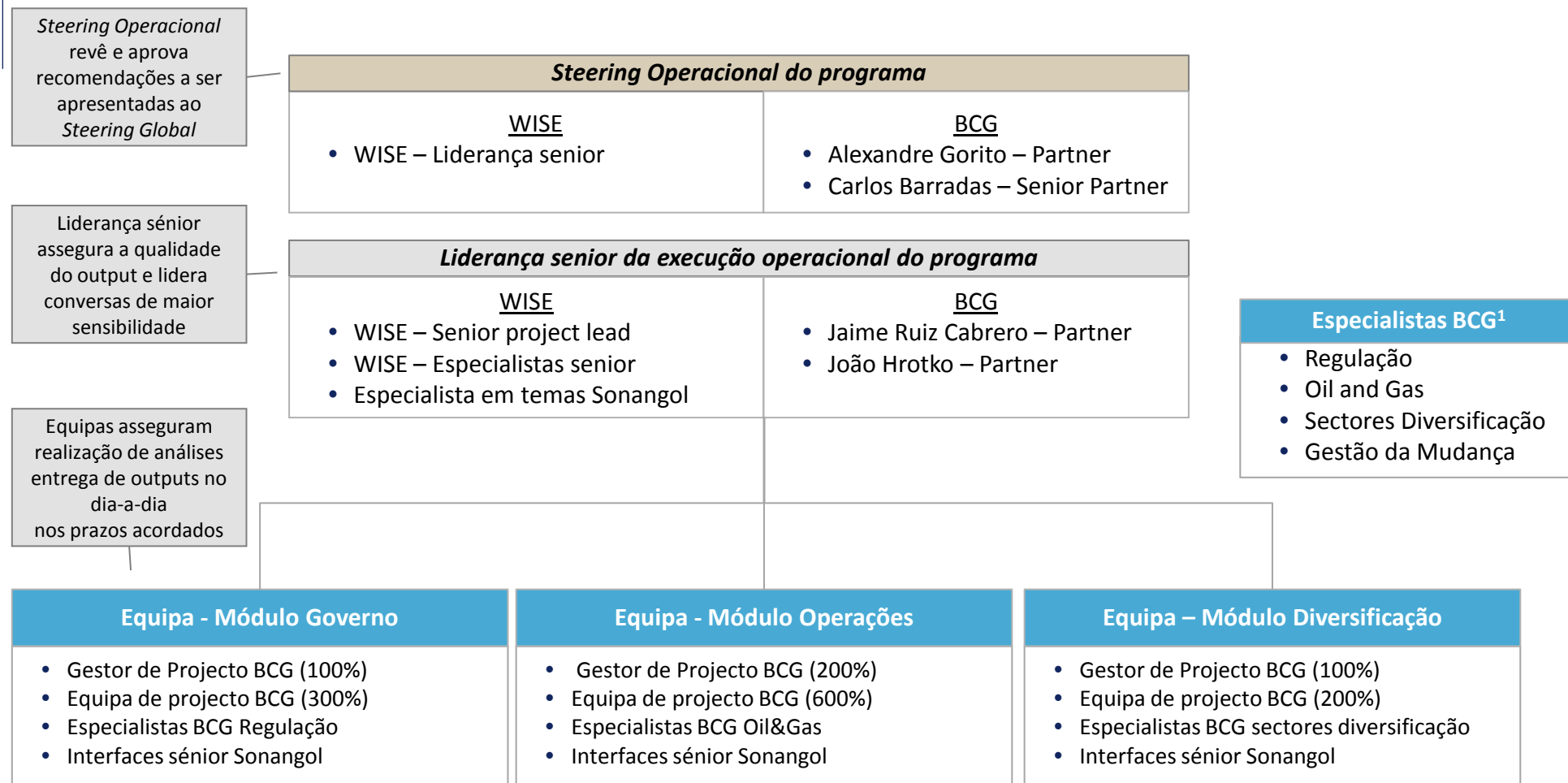
- Validação do plano de trabalho da equipa de IT
- Incorporação de feedback / restrições nos três módulos de trabalho
- Coordenação de calendários

Modelo de implementação desenhado para assegurar coordenação entre as equipas de trabalho



1. Comissão de avaliação e análise para o aumento da eficiência do sector petrolífero

Gestão do programa composto por um *Steering Operacional*, uma liderança sénior da execução do programa e três equipas de trabalho



1.Nomes e CVs apresentados no último capítulo

Perfil sugerido para a composição das equipas de gestão do programa

Equipas	Composição	Perfil
Steering Operacional	<ul style="list-style-type: none"> • WISE – Liderança sénior • BCG – Liderança sénior 	<ul style="list-style-type: none"> • Liderança de topo da WISE • Liderança de topo da BCG Luanda e da BCG Lisboa
Liderança Sénior da Execução	<ul style="list-style-type: none"> • WISE – Senior project leader • WISE – Especialistas sénior • Especialista em temas Sonangol • BCG – Executing partner 	<ul style="list-style-type: none"> • Gestor de topo da WISE, com forte experiência em gestão de projectos complexos e conhecimento da realidade Angolana • Especialistas internacionais, com diversos anos de experiência em Oil&Gas, com capacidade de gestão de situações complexas e com sensibilidade para a cultura Angolana • Gestor ou ex-gestor de topo do Grupo Sonangol, com capacidade de análise estratégica profunda, com forte conhecimento da cultura Sonangol e com elevado network na organização • Partners BCG com função de controlo da execução do projecto
Equipas Modulares	<ul style="list-style-type: none"> • BCG – Gestor de projecto • BCG – Equipa de projecto • Especialistas BCG • Interfaces Senior Sonangol 	<ul style="list-style-type: none"> • Gestor de projecto com experiência em Oil&Gas, nos sectores de diversificação e/ou em projectos de reorganização (ver perfis) • Consultores com fortes capacidades analíticas (ver perfis) • Especialistas BCG (ver perfis) • Um interface sénior (e.g., director da Sonangol EP, vogais do conselho de administração) nomeado para o projecto em cada empresa dentro do perímetro do programa

Agenda

Planeamento detalhado das frentes de trabalho

- Visão geral da abordagem e do modelo de implementação
- **Módulo de Governo**
- Módulo de Operações
- Módulo de Diversificação

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

Principais objetivos das iniciativas no módulo do Governo

Governo

*Quais as áreas
de actuação?*



- 1. Concluir o âmbito de atuação de cada entidade e os respectivos mecanismos de coordenação**
 - Comissão Interministerial
 - Angola Concessões
 - Minpet
 - Sonangol P&P
- 2. Fechar o modelo organizativo da Angola Concessões**
- 3. Identificar as principais debilidades operativas existentes no atual modelo e das linhas de trabalho a serem lançadas para as colmatar**
- 4. Apoiar a estruturação dos trabalhos da equipas de especialistas de IT, a validação das suas conclusões e a incorporação das implicações nos cenários desenhados**
- 5. Estabelecer *guidelines*/ regras para criação das entidades como entidades independentes (incluindo recursos humanos, activos e passivos)¹**
- 6. Identificar e planear as alterações legais e regulatórias a implementar para permitir a exequibilidade do modelo**
- 7. Definir e realizar a comunicação e engajamento das várias entidades e pessoas impactadas**

Calendário geral dos trabalhos das iniciativas no módulo do Governo

I Diagnóstico detalhado (4 semanas)

Levantamento das debilidades do modelo de funcionamento actual

- Eficiência e eficácia organizativa
- Competências e perfis
- Cultura organizacional

Levantamento das implicações organizativas do novo modelo

- Necessidades de articulação
- Fatores de sucesso para o bom funcionamento
- Benchmark melhores práticas

Levantamento das implicações legais, financeiras e de IT do novo modelo¹

- Estruturação contabilística e orçamentos
- Implicações legais e regulamentares
- Restrições de IT

II Desenho detalhado (4 semanas)

Modelo organizativo e recursos associados

- Âmbitos de atuação das entidades
- Mecanismos de articulação
- Competência por entidade
- Dimensionamentos de alto nível
- Perfis chave
- KPIs de avaliação de cada entidade
- Regras para migração de activos /passivos direitos /responsabilidades¹

Linhas de acção estratégica e da gestão da mudança

- Modelo geral dos contratos programa
- Prioridades chave para capacitação
- Linhas gerais da estratégia de comunicação interna e externa

III Preparação da implementação (2 semanas)

Plano de implementação global

- PMO de acompanhamento
- Macro calendário de implementação
- Métricas globais de acompanhamento
- Modelo de reporte ao *Steering Global*

Plano de implementação por entidade

- Atividades
- Calendários e *milestones*
- Responsáveis
- Métricas de acompanhamento detalhadas por entidade
- Estruturas de acompanhamento

Plano de comunicação

- Geral
- Por entidade

1. Coordenação do trabalho e output realizado pelas equipas de especialistas

Entregáveis do módulo do Governo

I Diagnóstico detalhado

- ✓ **Levantamento das debilidades do modelo de funcionamento actual**
 - Relatório de diagnóstico organizacional abrangendo eficácia, eficiência organizativa e cultura organizacional
 - Avaliação da competências e perfis da gestão de topo face às necessidades das entidades
- ✓ **Levantamento das implicações organizativas do novo modelo**
 - Relatório de benchmark de melhores práticas de coordenação de modelos sectoriais
 - Listagem das necessidades de articulação do novo modelo com identificação dos pontos críticos de coordenação
 - Benchmark de dimensionamento
- ✓ **Levantamento das implicações legais e financeiras e de IT do novo modelo¹**
 - Listagem e priorização do enquadramento legal e regulamentar a alterar/ criar (em coordenação com equipa legal)
 - Listagem e priorização de tópicos contabilísticos a abordar, com identificação de temas críticos e melhores práticas na sua resolução

II Desenho detalhado

- ✓ **Modelo organizativo e recursos associados**
 - Relatório com as responsabilidades específicas de cada entidade, estabelecendo o modelo de articulação e as fronteiras de actuação
 - Relatório para a Angola Concessões detalhando a organização, as funções e responsabilidades para cada bloco organizativo
 - Quantificação dos recursos humanos necessários em cada entidade para exercer as novas responsabilidades
 - Definição de perfis para as posições chave
 - Lista de KPIs de acompanhamento do desempenho de cada entidade
 - Relatório com as regras de migração de direitos e responsabilidades contratuais (incluindo activos e passivos) entre entidades e definição das regras de construção do orçamento das entidades¹
- ✓ **Linhas de acção estratégica e da gestão da mudança**
 - Definição da visão estratégica e prioridades de actuação e respectivas implicações nas entidades
 - Modelo geral de contratos programa a utilizar e linhas mestras a detalhar por entidade
 - Linhas mestras do programa de capacitação
 - Estratégia de comunicação interna e externa, com identificação de *stakeholders* e canais a usar

III Preparação da implementação

- ✓ **Plano de implementação global/ Plano de acompanhamento por entidade**
 - Lista detalhada de actividades com responsáveis e *timings (global/ por entidade)*
 - KPIs de controlo da execução (*global/ por entidade*)
 - Definição do modelo de governo da implementação (incluindo frequência e agenda das reuniões de acompanhamento do PMO)
 - Detalhe da equipa de apoio á implementação (dimensão, perfis e responsabilidades)
 - Actividades do plano de capacitação por entidade
- ✓ **Plano de comunicação geral / plano de comunicação por entidade**
 - Mensagens chave por *stakeholder* e por canal de comunicação
 - Definido para programa como um todo e por cada entidade

1. Coordenação do trabalho e output realizado pelas equipas de especialistas

Organização dos trabalhos do módulo do Governo

I Diagnóstico detalhado (4 semanas)

Equipa Sonangol EP (50+200)

- Diagnóstico organizativo e operacional
- Levantamento de perfis e funções
- Benchmark organizativo

Equipa Modelo Geral (50+100)

- Detalhe do modelo
 - Fatores de sucesso e forma de os garantir
 - Articulações entre entidades
 - Articulação com especialistas

II Desenho detalhado (4 semanas)

Equipa Angola Concessões (50+100)

- Modelo organizativo
- Linhas de acção estratégica e de mudança cultural

Equipa Minpet e Comissão Interministerial (50+200)

- Modelo organizativo
- Linhas gerais de acção estratégica

III Preparação da implementação (2 semanas)

Equipa preparação PMO (50+200)

- Plano de implementação geral
- Plano de implementação por entidade
- Modelo de governo do PMO e mecanismos de controlo da execução

Equipa comunicação e mudança (50+100)

- Plano de comunicação

Recursos: 100 + 300¹
+ especialista regulação

Recursos: 100 + 300¹
+ especialista regulação

Recursos: 100 + 300¹

1. Dois dos elementos da equipa realizarão o trabalho remotamente

Agenda

Planeamento detalhado das frentes de trabalho

- Visão geral da abordagem e do modelo de implementação
- Módulo de Governo
- **Módulo de Operações**
- Módulo de Diversificação

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

Principais objetivos das iniciativas do módulo das Operações

Operações

Como reorganizar?



- Sonangol P&P
- Sonagás
- Sonangol Refinação e Petroquímica
- Sonangol Logística
- Sonangol Comercialização
- Sonangol *Trading & Shipping*

1. Concluir a definição do âmbito de atuação de cada entidade e os respectivos mecanismos de coordenação
2. Apoiar a estruturação dos trabalhos das equipas de especialistas de IT, a validação das suas conclusões e a incorporação das implicações nos cenários desenhados
3. Estabelecer *guidelines*/ regras para criação de novas entidades como entidades independentes (incluindo recursos humanos, activos e passivos)¹
4. Definir as linhas gerais do programa de transformação por entidade
5. Construir o *case for change*
6. Definir e realizar a comunicação e engajamento das várias entidades e grupos impactadas

1. Coordenação do trabalho e output realizado pelas equipas de especialistas 2. Nas empresas onde o perímetro de responsabilidades (que inclui todo o activo e passivo) não sofra alterações significativas. À partida os orçamentos para a onangol *Trading & Shipping* serão definidos apenas após a conclusão da definição do novo perímetro de recursos e responsabilidades

Calendário geral dos trabalhos do módulo das Operações

I Diagnóstico detalhado (4 semanas)

Diagnóstico organizativo de cada uma das 6 entidades

- Identificação de unidades e empresas a migrar para cada uma das 6 entidades
- Definição de modelos alternativos
- Análise da maturidade organizativa

Diagnóstico operacional e económico-financeiro de cada uma das 6 entidades

- Desempenho operacional
- Situação económico-financeira (*a complementar por análise da situação contabilística por auditores*)¹

II Desenho detalhado (4 semanas)

Desenho de cada uma das 6 entidades (onde aplicável e em virtude de fusão/migração)

- Modelo organizativo – cenários e modelo final
- Regras de migração de recursos, direitos e responsabilidades contratuais¹

Definição das linhas gerais do programa de transformação

- Linhas estratégicas de melhoria operacional
- Linhas estratégicas de aumento de eficiência organizativa
- Elementos-chave dos contratos programa
- Linhas gerais do plano de capacitação

Identificação do *case for change*

III Preparação da implementação (2 semanas)

Plano de implementação de temas transversais

- Modelo de reporte ao PMO de acompanhamento central e ao *Steering Global* do programa
- Actividades de coordenação (incluindo preços de transferência)
- Actividades de migração de recursos (incluindo RH)

Plano de implementação por entidade

- Actividades, calendários e milestones e responsáveis
- Métricas de acompanhamento
- Estruturas de acompanhamento

Plano de Comunicação

1. Coordenação do trabalho e output realizado pelas equipas de especialistas 2. Apenas nas empresas onde o perímetro total de recursos não sofra alterações significativas, caso contrário será necessário fechar o perímetro de recursos e responsabilidades *a priori*

Entregáveis do módulo das Operações

I Diagnóstico detalhado

- ✓ **Diagnóstico organizativo de cada uma das 6 entidades**
 - Relatório com todas as empresas e/ou unidades organizativas no universo Sonangol a serem integradas dentro das 6 entidades core
 - Relatório de diagnóstico organizacional abrangendo eficácia, eficiência organizativa e cultura organizacional
- ✓ **Diagnóstico operacional e económico-financeiro de cada uma das 6 entidades**
 - Benchmark de melhores práticas operacionais e económico-financeiras para cada entidade ("what good looks like")
 - Relatório de diagnóstico de desempenho operacional e económico-financeiro por entidade com identificação das prioridades de actuação vis-à-vis melhores práticas internacionais

II Desenho detalhado

- ✓ **Desenho de cada uma das 6 entidades** (*quando aplicável, sempre que existirem fusões/migrações*)
 - Relatório com cenários e novo modelo organizativo resultante da fusão /migração de entidades/unidades organizacionais de dimensão significativa e detalhando as funções e responsabilidades para cada bloco organizativo
 - Relatório com as regras de migração de recursos, direitos e responsabilidades contratuais ¹
- ✓ **Definição das linhas gerais do programa de transformação**
 - Relatório, por entidade, das linhas estratégicas de melhoria operacional
 - Definição da visão estratégica e prioridades de actuação por entidade
 - Lista de KPIs de acompanhamento do desempenho da transformação em cada entidade
 - Elementos-chave a constar nos contratos programa de cada entidade
 - Linhas mestras do programa de capacitação
- ✓ **Identificação do case for change**
 - Identificação por entidade, do potencial de ganhos económico-financeiros derivados da mudança transformacional
 - Potenciais benefícios económico-financeiros globais

III Preparação da implementação

- ✓ **Plano de implementação de temas transversais**
 - Definição do macro modelo de governo da implementação (incluindo frequência e conteúdo do reporte ao PMO central e ao *Steering Global*)
 - KPIs globais de controlo da execução
 - Lista de actividades de coordenação (p.ex., acções de implementação dos preços de transferência, agendas de acompanhamento operacionais pelo comités de supervisão)
 - Lista de actividades de migrações de recursos (p.ex., HR, edifícios)¹
- ✓ **Plano de implementação por entidade**
 - Lista detalhada de actividades com responsáveis e *timings*
 - KPIs de controlo da execução
 - Definição do modelo de governo da implementação e da equipa de apoio á implementação
 - Actividades do plano de capacitação por entidade
- ✓ **Comunicação e change/mudança**
 - Mensagens chave por *stakeholder* e por canal de comunicação

1. Coordenação do trabalho e output realizado pelas equipas de especialistas 2. Apenas nas empresas onde o perímetro total de recursos não sofra alterações significativas, caso contrário será necessário fechar o perímetro de recursos e responsabilidades *a anteriori*

Organização dos trabalhos do módulo das Operações

I Diagnóstico detalhado (4 semanas)

Equipa Sonangol P&P (33+100)

Equipa Sonagas (33+100)

Equipa Refinação Petrç. (33+100)

Equipa Logística (33+100)

Equipa Comercialização (33+100)

Equipa *Trading & Shipping* (33+100)

II Desenho detalhado (4 semanas)

Equipa Sonangol P&P (33+100)

Equipa Sonagas (33+100)

Equipa Refinação Petrç. (33+100)

Equipa Logística (33+100)

Equipa Comercialização (33+100)

Equipa *Trading & Shipping* (33+100)

III Preparação da implementação (2 semanas)

Equipa Sonangol P&P (33+100)

Equipa Sonagas (33+100)

Equipa Refinação Petrç. (33+100)

Equipa Logística (33+100)

Equipa Comercialização (33+100)

Equipa *Trading & Shipping* (33+100)

Recursos: 200 + 600¹ +
especialistas oil

Recursos: 200 + 600¹ +
especialistas oil

Recursos: 200 + 600¹

1. Três a quarto dos elementos da equipa realizarão o trabalho remotamente

Agenda

Planeamento detalhado das frentes de trabalho

- Visão geral da abordagem e do modelo de implementação
- Módulo de Governo
- Módulo de Operações
- **Módulo de Diversificação**

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

Principais objetivos das iniciativas do módulo de Diversificação

Diversificação

Como organizar nos diferentes organismos?



1. Caracterizar *outside-in* as subsidiárias e participações da Sonangol

- Âmbito de atuação
- Resultados financeiros
- Prioridades de reestruturação
- Participações acionistas

2. Apoiar a validação das conclusões das equipas de especialistas (ex. IT e Legal) e incorporar as suas implicações nos cenários desenhados

3. Definir em detalhe o âmbito de atuação dos 6 organismos setoriais a criar

4. Mapear as subsidiárias e as participações que deverão compor cada um dos seis organismos

- Eventualmente propor destinos alternativos para certas subsidiárias e participações

4. Construir o *case for change* identificando as linhas gerais das actividades estratégicas de mudança de cada entidade

Calendário geral dos trabalhos do módulo de Diversificação

I Diagnóstico detalhado (4 semanas)

Diagnóstico *outside-in* das várias participações e subsidiárias

- Âmbito de atuação
- Desempenho operacional
- Resultados económico-financeiros
- Prioridades de reestruturação
- Participações acionistas

Identificação de modelos alternativos de agregação das actividades/ entidades

- Melhores práticas de gestão de participações operacionais e financeiras
- Apresentação de modelos alternativos de agregação das actividades em 6 organismos

II Desenho detalhado (4 semanas)

Definição do âmbito de atuação de cada um dos 6 organismos a criar e detalhe da sua estrutura de alto nível

- Missão, Visão, Valores, com referência a um âmbito de actividades claramente definido
- Modelo organizativo de alto nível dos 6 organismos
- Definição do perfil da gestão de topo de cada um dos 6 organismos

Desenho da matriz origem destino das várias entidades

- Detalhe da organização de cada organismo
- Regras de migração de recursos, direitos e responsabilidades contratuais¹

Identificação das prioridades de reestruturação e do *case for change* por organismo

- Visão estratégica e linhas gerais de actuação em termos de melhoria operacional e de eficiência organizativa
- Quantificação alto nível do *case for change*
- Linhas mestras do contrato programa
- KPIs de acompanhamento do desempenho

III Preparação da implementação (2 semanas)

Plano de implementação de temas transversais

- Modelo de reporte ao PMO de acompanhamento central e ao *Steering Global*
- Actividades de coordenação (fluxos financeiros entre entidades)¹
- Actividades de migração de recursos (incluindo RH)¹

Plano de implementação por entidade

- Actividades, Calendários e milestones e responsáveis
- Métricas de acompanhamento
- Estruturas de acompanhamento

Comunicação da mudança

- Plano de comunicação por organismo

1. Coordenação do trabalho e output realizado pelas equipas de especialistas

Entregáveis do módulo de Diversificação

I Diagnóstico detalhado

- ✓ **Diagnóstico outside-in das várias participações e subsidiárias**
 - Identificação do real âmbito de actuação (sectorial de cada
 - Mapeamento das participações accionistas em cada empresa (Sonangol e outras entidades)
 - Relatório de diagnóstico de alto nível do desempenho operacional e económico-financeiro por entidade
 - Identificação de prioridades alto nível de actuação (reestruturação, venda ou encerramento)
- ✓ **Identificação de modelos alternativos de agregação das actividades/ entidades**
 - Relatório de benchmark de melhores práticas de participações operacionais e financeiras
 - Identificação de oportunidades de fusão de áreas/entidades
 - Identificação de alto nível de eventuais sinergias organizativas e modelos alternativos para sua captura
 - Apresentação de modelos alternativos de agregação das actividades em 6 organismos

II Desenho detalhado

- ✓ **Definição do âmbito de actuação de cada um dos 6 organismos a criar e detalhe da sua estrutura de alto nível**
 - Relatório do modelo organizativo de cada organismo incluindo fronteiras de actuação, missão, visão, valores e modelo organizativo de alto nível (que áreas de actuação reportam a cada elemento da administração)
 - Identificação de eventuais destinos alternativos para certas subsidiárias/ participações
 - Perfil para a gestão de topo dos organismos
- ✓ **Desenho da matriz origem destino das várias entidades**
 - Relatório com o desenho de detalhe de cada organismo incluindo as recomendações de fusões de entidades/ unidades, como as entidades / unidades a incluir em cada organismo devem estar estruturadas e eventuais sinergias organizativas a aproveitar
 - Relatório com as regras de migração de recursos, direitos e responsabilidades contratuais (incluindo activos e passivos)¹
- ✓ **Identificação das prioridades de reestruturação e do case for change por organismo**
 - Relatório, por entidade, da visão estratégica e linhas gerais de actuação operacional
 - Quantificação, preliminar e de alto nível, do case for change, com identificação *outside-in* de potenciais fontes de sinergia
 - Elementos-chave a constar nos contratos programa de cada organismo e lista de KPIs de acompanhamento do desempenho

III Preparação da implementação

- ✓ **Plano de implementação de temas transversais**
 - Definição do macro modelo de governo da implementação (incluindo frequência e conteúdo do reporte ao PMO central e ao *Steering Global*)
 - KPIs globais de controlo da execução
 - Lista de actividades de coordenação (p.ex., fluxos financeiros¹, agendas de acompanhamento operacionais pelo comités de supervisão)
 - Lista de actividades de migrações de recursos (p.ex., HR, edifícios)¹
- ✓ **Plano de implementação por entidade**
 - Lista detalhada de actividades com responsáveis e *timings*
 - KPIs de controlo da execução
 - Definição do modelo de governo da implementação e da equipa de apoio á implementação
 - Actividades do plano de capacitação por entidade
- ✓ **Comunicação da mudança**
 - Mensagens chave por *stakeholder* e por canal de comunicação

1. Coordenação do trabalho e output realizado pelas equipas de especialistas

Organização dos trabalhos

I Diagnóstico detalhado (4 semanas)

"Organismo 1" + "Organismo 2" +
"Organismo 3": 50 +100

"Organismo 4" + "Organismo 5" +
"Organismo 6": 50 +100

II Desenho detalhado (4 semanas)

"Organismo 1" + "Organismo 2" +
"Organismo 3": 50 +100

"Organismo 4" + "Organismo 5" +
"Organismo 6": 50 +100

III Preparação da implementação (2 semanas)

"Organismo 1" + "Organismo 2" +
"Organismo 3": 50 +100

"Organismo 4" + "Organismo 5" +
"Organismo 6": 50 +100

Recursos: 100 + 200¹ +
especialistas sectoriais

Recursos: 100 + 200¹ +
especialistas sectoriais

Recursos: 100 + 200¹

1. Dois dos elementos da equipa realizarão o trabalho remotamente

Agenda

Planeamento detalhado das frentes de trabalho

- Visão geral da abordagem e do modelo de implementação
- Módulo de Governo
- Módulo de Operações
- Módulo de Diversificação

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

A equipa será composta por perfis complementares para garantir as competências necessárias ao projeto (elementos chave)

Nome	Papel no projeto	Experiência	Angola	Transformação	Organização	Regulação	Gestão de PMOs	Gestão da mudança
Alexandre Gorito	Executing Partner	17 yrs experience in O&G	■	■	■	■	■	■
Joao Hrotko	Executing Partner	10 yrs experience in O&G	■	■	■	■	■	■
Tomás Adão Fonseca	Principal Project Mgmt.	Past 3 yrs in Angola, focus on O&G	■	■	■	■	■	■
Manuel Pacheco	Project leader	Past 3 yrs in Angola, focus on O&G & org	■	■	■	■	■	■
Jorge Abreu	Senior Advisor	30+ years deputy GM Total	■	■	■	■	□	■
Jaime Ruiz Cabrero	Executing Partner	15 yrs experience in O&G	■	■	■	□	■	■
Daniel Lopez	Executing Partner	20 yrs experience in O&G	□	■	■	■	□	■
Carlos Barradas	Topic expert	+20 yrs experience in organizational topics	■	□	■	■	■	■
Ilsou Dalry	Executing Partner	Expertise on the Brazilian model	□	■	■	■	□	□
Eric Oudenot	Principal	Integrated oil experience	■	■	■	■	■	■

A equipa será composta por perfis complementares para garantir as competências necessárias ao projeto (outros especialistas a envolver)

Nome	Papel no projeto	Experiência	Angola	Transformação	Organização	Regulação	Gestão de PMOs	Gestão da mudança
Eric Boudier	Specialist advisor Trading	+15 yrs experience in energy						
Mathieu Zajdela	Specialist advisor Comercialização	+ 20 yrs experience in energy strategy						
Marco Tonegutti	Specialist advisor Logística	10 yrs experience in O&G						
Udo Jung	Specialist advisor Refining e petroq.	+ 20 yrs in O&G and chemicals						
Luis Barallat	Specialist advisor Gas/ Trading	15 yrs in Gas and LNG industry						
Tamim Saleh	Specialist advisor-Transformação	+15 yrs experience in organization design						
Fabrice Roghé	Specialist advisor Change Managt	+15 yrs experience in organization design						
Philip Whittaker	Specialist advisor Upstream	Upstream, regulation						



Alexandre Gorito

Partner and Managing Director, Luanda

Background & Industry Experience

Gorito leads BCG office, and its Energy Practice in Angola

He has 17 years experience in Oil&Gas and has supported multiple transformation projects for the largest Oil&Gas companies in Angola. He advised NOC and IOC on upstream oil (Iberia, Angola), logistics (Iberia), downstream oil (Iberia, Angola), and Trading (Iberia, UK)

Gorito is also a global expert for the BCG global energy practice and the Regional Practice Area Leader for Public Sector in Western Europe, South America and Africa

He has strong experience working with the Angolan Government having participated in several stakeholder engagement exercises

Education

Gorito earned an MBA from MIT Sloan School, and a Bachelor of Arts in Business Administration from Universidade Católica

Selected project experience

Energy in Angola

- Transformation project for international operator with a strong cost reduction emphasis
- Reorganization of the Angolan unit of a major international operator
- Organization, process design and project management office for Angolan LNG player
- Redesign of project management organization, processes and tools for local oil company
- Enablement and cultural change initiatives for local oil company
- Stakeholder engagement program for an international oil company
- Local content strategy for an international oil company
- Social responsibility strategy for 2 international oil companies
- Energies subsidies strategy for Angola
- Governance model for local energy companies

Other relevant experience in Angola

- Several projects for the Ministry of Economy developing Angolan economical agenda in recent years
- Policy design and Project Management Office for the Ministry of Agriculture
- Design of the Social Recovery Program for the Angolan Government

Other relevant energy experience

- Corporate centre cost reduction program for an European energy player
- Reorganization of the E&P Unit of an integrated energy player



Joao Hrotko

Partner and Managing Director, Luanda

Background & Industry Experience

João Hrotko has experience working in Angola since 2009

He has more than 10 years experience in Oil&Gas consulting, and supported multiple transformation projects in the Energy sector, developing expertise in different parts of the Oil&Gas value chain, including Logistics (projects in Iberia), downstream LNG (Angola , and downstream distribution (Iberia – several companies)

He is a core member of the BCG global Energy and Public Sector practices

João Hrotko has experience working with high level officials (including ministers and secretaries of state) of the Angolan Government

Education

João Hrotkó has a Ph.D in Economics, with a specialization in Industrial Organization, from The University of Chicago, and a Licenciatura in Economics from Universidade Católica (Lisbon)

Selected project experience

Energy in Angola

- Organization, process design and project management office for an Angolan LNG player
- Revamp of the HR and SCM of an Oil&Gas company in Angola
- Energies subsidies strategy for the Angolan government (including fossil fuels and electricity)
- Regulatory framework for the Water and Sewage sector in a Sub-Saharan country
- Definition of the Energy Policy and Energy Security Strategy 2010-2025 for the Ministry of Planning of a Sub Saharan country

Other relevant experience in Angola

- PMO of an economic development plan, directly performed with the Minister of Economy of a Sub-Saharan country
- Transformation program of a public institute in Angola, with a special focus in team enablement and process redesign
- Organizational Capital/ HR Strategy for a leading bank in Angola

Other relevant energy experience

- Reorganization design and implementation for a leading Iberian energy player
- Reorganization and Cost reduction for an Iberian Oil&Gas player
- Professor of Energy Economics at the Masters Programs of Universidade Catolica (Lisbon)



Tomas Adão da Fonseca

Principal, Luanda

Background & Industry Experience

Tomas has experience working in Angola since 2012

He has more than 8 years experience in oil and gas consulting. As a consultant he has worked in projects across the oil and gas value chain, particularly in upstream oil (Iberia), refining and petrochem (Iberia) and trading (UK)

He is a core member of the BCG global Energy and Public Sector practices

Before joining BCG Tomás worked as a business analyst for Roland Berger Strategy Consultants from 2005 to 2006, and worked on Utilities (Gas, Power & Oil) in generation, distribution, retail and marketing

Education

Tomás Adão da Fonseca has a degree in Civil Engineering, from Instituto Superior Técnico – Universidade Técnica de Lisboa

Selected project experience

Energy in Angola

- Transformation project for international operator with a strong cost reduction emphasis
- Reorganization of the Angolan unit of a major international operator
- Organization, process design and project management office for Angolan LNG player
- Redesign of project management organization, processes and tools for local oil company
- Performance management training for the board and the first line managers of local oil company

Other relevant experience in Angola

- Set up of PMO structure and execution program for the Ministry of Justice
- PMO management for a large industrial group in Angola

Other relevant energy experience

- Several projects on organization and strategy supporting key Iberian Oil&Gas player
- Organizational structure review and synergies identified resulting from integrating gas businesses for a European gas provider
- Post merger integration project 2012 at a European gas provider



Manuel Assis Pacheco

Project Leader, Luanda

Background & Industry Experience

Manuel has experience working in Angola since 2012

He has more than 10 years experience in Consulting, and supported multiple transformation projects in the Energy sector

He is a core member of the BCG global Energy and Technology Advantage areas

Education

Manuel Pacheco has joint MBA degree from Nova School of Business and Economics (Lisbon) and Católica Lisbon School of Business and Economics, in collaboration with MIT, and a degree (Licenciatura) in Economics from the Nova School of Business and Economics (Lisbon)

Selected project experience

Energy in Angola

- Project management of the Organization restructuring component of a business initiative of a major E&P player in Angola
- Reorganization of an Angolan LNG liquefaction company, as the Project Manager responsible for the Operations and Technical fields
- Project management of an international benchmark on LNG plants organizational models and processes best practices for the BCG Energy practice
- Revised the market strategy for the Oil&Gas segment of an Angolan subsidiary of an international insurance company
- Revised the market strategy for the Oil&Gas segment of an Angolan subsidiary of an international bank

Other relevant experience in Angola

- Revision of the Governance and Organizational model of a local Angolan bank
- Supported the PMO of a multi-initiative plan to promote economical development and competitiveness of SME for the Angolan Ministry of Economy
- Supported the revitalization process of the Angolan small and medium size businesses agency, helping redefine the organization and designing the process operation models for its offerings (business incubation, consulting, training)

Other relevant experience

- Over 8 year experience in Organization and Process optimization projects for large Telecom operators in Portugal , with an extensive IT component

Jorge de Abreu

EPG Senior Advisor – Oil Upstream



Background & Industry Experience

Jorge joined BCG in the Luanda office in 2014 with 30 years of experience serving Total as Petroleum Engineer

He brings deep knowledge of Oil operations on-shore and off-shore, and has a broad range of experiences including handling IOCs/NOC relationships, local content, project management, organisational and operational topics such as Supply Chain Management

Education

Jorge holds a degree in Mining Engineering from the University Agostinho Neto in Luanda, a Master in Petroleum Engineering from the Ecole Nationale de Petrole et Moteurs in Rueil Malmaison, France and a degree in Drilling Engineering from the Houston Technical and Scientific Center

Previous roles

- **Since October 2013:** Charge de Mission, reporting to the General Management of Total
- **2009-2013:** Deputy General Manager of Total E&P Angola
- **2005-2009:** Technical Manager of Total E&P Angola
- **2002-2005:** Senior Contracts Engineer of various oil production divisions in Angola
- **1997-2002:** Head of Drilling Division Elf Exploration Angola / TotalFinaElf Angola
- **1994-1997:** Head of Engineering and Deputy of Drilling Division Elf Exploration Angola
- **1982- 1994:** Various roles as Drilling Engineer in Angola



Jaime Ruiz-Cabrero

Partner and Managing Director, Energy Practice – Specialist in oil refining

Background & Industry Experience

Mr. Ruiz-Cabrero is a Partner and Managing Director at BCG's office in Lagos

Mr. Ruiz-Cabrero has deep experience in Africa and in oil & gas in Africa:

- Leads BCG's Oil & Gas sector for Africa
- One of the founding partners of BCG Lagos office

He has 13 years experience in oil and gas consulting, and supported multiple transformation projects, including two large transformations in Africa (in Angola and in Nigeria)

Mr. Ruiz-Cabrero has also worked with other National Oil Companies in Africa, as well as in Middle East and in Latin America

Education

Jaime holds an MBA from Harvard Business School and a MSc in Electrical Engineering from Universidad Politécnica of Madrid (Spain)

Selected project experience

Energy in Africa

- Transformation of a leading oil company in Angola
- Operations excellence program for a leading oil company in Nigeria, achieving successful and measured cost reductions (+20% of costs)
- Re-organization of the Nigerian operations of a leading oil company
- Strategic plan for an energy company in North Africa
- Strategic support to the Chairman of one of Africa's largest National Oil Companies
- Program Management office for an environmental restoration effort in Africa including private and public partners as well as international entities like the UN
- Analysis of EPC market in Nigeria for a multinational company looking to expand in Nigeria
- Supporting government officials in Nigeria to provide BCG's view on the energy outlook in Nigeria and worldwide as well as support in international engagements.

Other relevant experience with National Oil Companies

- Reorganization and planning improvement of the downstream unit of South America's largest NOC
- Strategic Plan for one of Latam's largest NOC
- Growth strategy for specialty oil products of the largest NOC in Middle East

Other relevant energy experience

- Transformation of downstream units of several IOCs and independents in Europe, Middle East and Southeast Asia



Carlos Barradas

Senior Partner & Managing Director, Operations Practice

Background & Industry Experience

Carlos Barradas joined BCG Lisbon in 1995, he is now a member of the Iberian Partner Group, and is responsible for the Lisbon Office

Carlos Barradas has a large experience in several industries particularly in Energy Industries and Financial Services. He has been involved both in strategic and transformation plans, and has deep experience in implementation

Before joining BCG, Barradas worked at the Banco Comercial Portugues Group, in the investment banking area

Education

Carlos Barradas has a degree in Business Administration from Universidade Católica Portuguesa in Lisbon, Portugal and an MBA from Harvard Business School (USA)

Selected project experience

- **Organizational change:** Supported several organizational design and implementation programs across industries
- **PMO support:** Conducted PMO initiatives, with special focus on Financial Services companies
- **Trading unit design and implementation:** Design and implementation of a new trading unit in an energy company
- **Organizational structure:** Definition of organizational structure, functions and functional processes in an electrical transmission company preparing for deregulation
- **Design of appraisal system:** Design and development of an appraisal system for an energy company
- **Support functions reengineering:** Reengineering of support functions for an energy company
- **Workforce development plan:** Design and development of a strategic workforce development plan
- **LPG:** Performed a strategic due diligence for the acquisition of a channeled LPG (liquid propane gas) distributor for a local Private Equity firm

Ilson Darli

Partner & Managing Director, Operations Practice – specialist in regulation of Oil & Gas



Background & Industry Experience

Ilson has joined BCG Sao Paulo office in February 2006, where he is a Partner and Managing Director

He is currently the head of the Energy Practice Area for BCG in Brazil

He has a broad set of functional expertise, from corporate finance and strategy to several topics in operations, having worked extensively for corporate clients in oil and gas

Ilson has also worked for the M&A advisory division of JPMorgan in London, participating in large deals for European conglomerates and LBO transactions for major private equity funds

Education

He holds an Aeronautic Mechanical Engineering degree from ITA, where he graduated first in his class, besides an MBA from the Harvard Business School

Selected project experience

- **Strategy and organization:** Aligned Joint Venture partners for offshore oil exploration on organizational and strategic matters
- **Cost reduction in E&P:** Aggressive cost reduction initiative in the E&P division of a major NOC
- **Resource planning:** Conducted resource planning for offshore pre-salt production development for a large oil company
- **Capex PMO:** Conducted Capex PMO for ultra deep oil wells at a large oil company
- **PMO and change management:** Provided PMO and change management support to redesign organizational & operational initiatives undertaken by an automotive manufacturer in Brazil
- **Operational efficiency:** Assisted on implementing a program for improving the operational efficiency of offshore production facilities
- **Development of pre-salt blocks:** Supported an integrated national oil company with the development of their pre-salt blocks
- **Risk and portfolio management:** Risk and portfolio management for a large integrated oil & gas company
- **Sourcing strategy:** Global strategic sourcing benchmarking including all major oil & gas players in several geographies
- **Sourcing strategy:** Sourcing strategies for the E&P industry under local content requirements
- **Launch of JV under a PSA:** Launch and support of a new JV to develop a mega oil field in Brazil under a production sharing contract



Philip Whittaker

Upstream committed Associate Director - Specialist in drilling & major projects

Background & Industry Experience

Philip Whittaker is an Associate Director in BCG's London office, and a specialist in upstream energy

Philip has over 15 years' experience in Exploration & Production. As a consultant, he has worked with operators, national oil companies and service companies on both strategic and operational issues

His industrial expertise is based on a 7 year career with Shell International E&P

He holds an B.Eng in Civil Engineering from the University of Leeds, UK, and is a Chartered Engineer

Education

Philip holds a Bachelors in Civil Engineering from the University of Leeds

Selected E&P assignments

- **Drilling Performance Improvement:** In response to concerns around the performance of a supermajor's global well engineering operations, designed and implemented a comprehensive technical and cultural performance improvement programme
- **Megaproject Contracting Strategy:** Created and evaluated strategic contracting options for a \$20 billion Caspian megaproject
- **Production Optimisation:** Established a comprehensive production improvement programme for a Russian operator's global assets
- **Developing an Underbalanced Drilling Business:** Supported a global oilfield services provider in the development of their underbalanced drilling division
- **Technology Strategy:** Faced with a raft of overlapping investments in their R&D portfolio, helped a Norwegian mid-cap operator to refocus its technology strategy
- **Upstream Intellectual Property Strategy:** In response to tense supplier and peer negotiations around IP, worked with a global supermajor to create a robust approach to managing its upstream IP and technology portfolio
- **Deepwater Development Strategy:** On behalf of a major West African NOC, combined reserves and economic modelling techniques to develop a comprehensive plan to responsibly pace and manage the development of their deepwater reserves
- **Oilfield Services Acquisition:** Supported large party verification and testing company in a candidate search and screening process for an entry into the global oilfield services market



Eric Oudenot

Principal, Energy Practice - Specialist in upstream and oilfield services

Background & Industry Experience

Eric is a Principal in our London office, focusing purely on E&P and Oilfield Services, and our topic expert on Shale Gas

During his 14 year career in Upstream Eric worked in a series of commercial, financial and management roles across the Middle-East, Africa, US and Europe

Before joining BCG Eric supported TOTAL projects in Iran and UAE. He then joined BP's high potential programme and worked for 4 years on assets in central Europe and deepwater Angola most notably PSVM. He also spent 3 years with Schlumberger assisting the President of one of their divisions and looking at a number of shale projects

Eric took part in 40+ projects in Upstream and Oilfield services, and has personally led 25

Education

Eric graduated from H.E.C in France with a Masters in Management and a specialization in Finance and won the Air Liquide award for his final thesis on 'How could we better forecast oil crisis using financial indicators?'

Recent speaking engagements: SPE Unconventional conference 2013; FT Gas Summit 2013; Imperial College O&G Forum 2014; LSE O&G Conference 2014; LBS Conference 2014; Annual London SPE Conference 2014

Selected project experience

- **Global Cost reduction programme:** Led the Global cost reduction programme launched by a Major in its E&P affiliates in 2014, directed 24 people across 12 countries for close to a year, scope was entire cost base apart from signed EPC contracts, multi billion \$ target
- **Upstream R&D Transformation:** Led the transformation of the R&D division of a Major (Portfolio of programs, governance, staffing, recruiting, pilots, partnerships), with a focus on the Shale related technologies (stimulation, frac fluids, microseismic)
- **Local content strategy:** Developed the Local Content strategy (human resources and oilfield services), for a Major in Angola (\$30B+ of planned gross Capex)
- **O&G Helicopter transportation:** Led the Due Diligence performed on NHV (helicopter company) by Ardian, target acquired in Dec 2013
- **PSA optimisation:** Developed framework to re-negotiate PSA and fiscal terms with IOCs for an African NOC
- **Mature field production optimisation:** Performed 6 month on-site full field review (from reservoir to export tanks) of a 200Kboe/d mature onshore oilfield on behalf of a North-African NOC. Developed and implemented a comprehensive revitalisation plan, leading to a 10% improvement in production
- **Hydrocarbon value chain:** Led analysis and optimisation of the hydrocarbon value chain (upstream-midstream-downstream) for a large IOC with multiple mature assets in the North Sea, unlocking significant value through commercial innovations
- **Shale gas - OFS entry strategy:** Assessed potential shale gas developments in Europe and developed scenarios for market evolution on behalf of an Oilfield Service company



Eric Boudier

Senior Partner & Manager Director, Energy Practice - Specialist in energy trading

Background & Industry Experience

Eric Boudier is a Partner in the Oslo office of The Boston Consulting Group

He is a core member of the Energy practice group

Before joining the firm, Mr. Boudier was Development Project Manager within Alcan Europe (London), Metal Risk Manager within Alcan Europe (Frankfurt), and successively Assistant to the Director of strategic planning and Supply and Risk Manager within Elf Aquitaine

Education

Eric graduated from Ecole Polytechnique, France and earned a Master of Science from the University of Pennsylvania with a specialisation in finance from the Wharton School of Business and a Petroleum Engineer degree from the French Petroleum Institute (IFP)

Selected Trading assignments

- **Trading unit organization definition:** Defined the mid-term target organization for the portfolio management and trading unit of large European power & gas player
- **Trading strategy:** Developed asset backed trading strategy for an integrated European oil company
- **Portfolio Management:** Put in place the Central Portfolio Management Europe for a European natural gas provider
- **Trading platform implementation:** Identified/ detailed all critical elements for establishing an asset-backed trading platform for a large mining company
- **Oil trading platform implementation:** Supported the refining and marketing division of an international oil company with developing and implementing an oil trading business model
- **Setting up of trading unit:** Assisted European energy group in setting-up a central trading unit between gas, power, oil, and CO2 divisions
- **Trading strategy:** Leveraged the trading strategy of a Nordic oil and gas company
- **Gas trading:** Supported Eastern European gas company with the implementation of an international gas trade
- **Shipping and supply business:** Identified organic and inorganic value creation opportunities for a ship fuel and supply business
- **Trading Management:** Supported integrated oil company with the definition of the Trading Management System Guidelines



Mathieu Zajdela

Principal, Energy Practice - Specialist in oil downstream and distribution

Background & Industry Experience

Mathieu joined BCG in 2010, bringing 20+ years of experience in energy strategy, with a particular focus on downstream oil (refining, midstream, retail).

He advised NOC and IOC in Europe, Latin America, South East Asia, Middle East, Africa, Russia and to some extent US on market scenarios, market entry strategies, competition dynamics, regulatory, etc. He was partner and founder of the downstream practice of a boutique consulting firm, specializing in oil and gas and also worked for a large management consulting firm before joining BCG.

Mathieu is based out of the Paris office, part of the Europe and middle-east energy practice and is ECT downstream expert.

Education

Mathieu earned a Laurea degree in Economics from Panthéon Sorbonne and Master degree in Economics from IEP Paris

Selected project experience

- **Downstream strategic transformation:** Conducted strategic transformation of downstream oil refinery for multinational oil and gas company
- **Downstream strategy:** Conducted downstream strategy in Asia for the Japan subsidiary of a multinational oil and gas company
- **Downstream strategy:** Supported major state-owned Eastern European oil and gas company with downstream strategy
- **Downstream PMI:** Supported downstream PMI for a National oil and gas company in Eastern Europe
- **Fuel retail:** Developed fuel retail market study for a multinational oil and gas company
- **Lubricants strategy:** Reviewed the lubricants strategy for a Brazilian distributor of oil products
- **Refining & Marketing strategy:** Supported an Middle-Eastern National Oil Company with strategic options development for their Refining & Marketing
- **Strategic Planning:** Conducted long term strategic plan in the context of a liberalization reform for fuel retailer in South America
- **Organizational design:** Developed the corporate and business unit strategic vision and organization for an international integrated oil & gas company
- **Organizational design and implementation:** Assisted North African chemicals manufacturer with redesign of organizational structure and implementation



Marco Tonegutti

Partner & Managing Director, Energy Practice - Specialist in Logistics and downstream supply chain

Background & Industry Experience

Marco Tonegutti joined The Boston Consulting Group in January 2005 as a Consultant

Marco is a core member of the BCG Energy group and holds a well established experience in oil downstream, particularly Logistics and Supply Chain Management where he served many clients both IOCs, NOCs and independent R&M companies across Europe (e.g. Italy, Spain, Portugal, Germany, Greece) and Middle East (e.g. Israel, Saudi Arabia)

Education

He holds an MBA cum laude from SDA Bocconi, took the International MBA Exchange Program at London Business School and graduated in Management Engineering from Politecnico di Torino

Selected project experience

- **Oil downstream supply chain:** Restructuring of the oil supply chain (investment decisions, closure/disposal of depots/pipelines) for a major R&M player
- **LPG supply chain:** Redefined the business model for the LPG supply chain of a major IOC
- **Logistics asset management:** Assessed and implemented an optimization strategy of logistics assets portfolio across the supply chain for a regional player
- **Logistics:** Defined a new model for primary and secondary logistics in the supply chain of all products for a major IOC
- **Logistics:** Implemented a model of secondary logistics with pilots and subsequent roll-out on several regions
- **Supply & trading and logistics processes:** Executed a diagnostic and identified improvements of the trading activities of an Italian refinery company: supply & trading and logistics management processes.
- **Shipping strategy:** Optimized shipping strategy for several refining players
- **Transformation programs:** In the last 5 years four major transformation programs for different clients
- **Petrochemicals:** Operational excellence effort on product yields optimization, energy efficiency and asset management for petchem player
- **Refining:** Defined a strategy for enlarging crude slate optionalities in order to optimize product slates for several refiners
- **Retail network optimization:** Implemented an operational excellence project for a retail network of a R&M division of a Middle East player



Udo Jung

Senior Partner & Managing Director, Operations Practice - Specialist in Refining and petrochemicals

Background & Industry Experience

Udo Jung joined the Düsseldorf office of The Boston Consulting Group in 1990 and later transferred to the Frankfurt office where he is a Senior Partner & Managing Director

He is the global leader of the chemical sector within BCG's Industrial Goods Practice and the European Leader for the Operations Practice

Education

Udo studied business administration at Philipps-Universität Marburg and the University of Illinois (USA)

He also holds a PhD in Business Administration from Phillips-Universität Marburg

Selected project experience

- **Sales & Trading Strategy:** Assessed Marketing, Sales & Trading strategy for a Middle Eastern petrochemical company
- **Strategic cost reduction:** Supported oil and gas company on strategic cost reduction across marketing, supply and logistics
- **Operating model design:** Re-designed operating model for a integrated refinery and petrochemicals complex of multinational oil and gas company
- **Strategic vision definition:** Developed the corporate and business unit strategic vision and organization for an international integrated oil & gas company
- **Refining and petrochemicals:** Assessed operational excellence in refining and petrochemicals for a multinational oil and gas company
- **Refining and petrochemicals:** Supported a global oil and gas company with optimization in refining and petrochemicals
- **Organization design:** Developed an organization design and corporate strategy for a global chemicals company
- **Organization design:** Developed a new leadership organization in new board structure, detailed responsibilities by ensuring alignment, for a global chemicals company



Luis Barallat

Partner & Managing Director, Energy Practice – Global Leader Gas & LNG

Background & Industry Experience

Luis joined the Madrid Office of The Boston Consulting Group in 2000 where he is a Partner & Managing Director

Over the past years he has participated in 70+ projects in Energy, developing deep expertise in the gas and LNG industry

He is a core member of the Energy Practice Area, and the Global Topic Leader for Gas and LNG. He is also a core member of the Industrial Goods Practice Area

Prior to joining the firm he did an internship on Industrias de Turbopropulsores, working as a Maintenance Engineer on axial flow turbojet engines

Education

Luis holds an Aeronautical Engineering Degree from Universidad Politécnica de Madrid

Selected project experience

- **Gas strategy:** Defined the integrated gas strategy for multiple countries and top tier companies across the world: Europe (Netherlands, France, Portugal, Italy, Spain), Americas (US, Canada, Chile, Argentina), Middle East (UAE), Pacific Basin (Australia)
- **Strategic planning:** Developed a strategic plan for the gas & power division of an Iberian energy company, based on competitive positioning throughout the gas & power value chain and scenarios for natural gas and electricity market outlook.
- **Pipeline and LNG:** Evaluated the attractiveness and costs associated to the development of multiple pipeline and LNG projects (NW Europe, USA-Canada, LatAm, Middle East)
- **Gas supply agreements:** Analyzed gas supply agreement and supported price review process for a European natural gas provider
- **Gas contracts:** Supported the negotiation of long term gas & LNG contracts for integrated oil and gas company
- **LNG trading:** Performed benchmark on LNG trading activities for a European natural gas provider
- **LNG trading:** Assisted the international trading unit of a European power utility in a corporate development project in the LNG market.
- **Organization design:** Supported multi-year transformation program for Latin American National Oil Company



Tamim Saleh

Senior Partner & Managing Director, Technology Advantage Practice - Specialist in Transformation & Org.

Background & Industry Experience

Tamim Saleh is a Partner in the London office of BCG. He is a core group member of the Technology Advantage practice area

Tamim’s experience covers Business transformation, mergers and acquisitions, and strategic outsourcing. He has a strong record of implementation. He has led several high profile programmes including company wide business transformation and mergers and acquisitions

Prior to working in BCG, Tamim was an executive / Partner in IBM Business Consulting Services where he led the Strategy & Change Practice Area in Financial Services based in London

Education

Tamim has a Masters degree of Business Administration from University of Warwick and Bachelor of Science (Hon) degree in Civil Engineering from University College London

Selected project experience

- **Transformation management:** Assisted a Sub-Saharan Africa natural gas company to transform its organization and capabilities
- **Organizational design:** Supported organization redesign following new strategy at a Large international energy utility
- **Transformation management:** Conducted advisory support on shared services transformation for large international oil and gas company
- **Organizational restructuring:** Conducted an organisation simplification and cost reduction project at a leading UK utility, subsidiary of a major European energy company
- **Organizational improvement:** Supported an operating cost reduction & and organizational improvement program at a US based utility
- **Governance:** Developed a governance model for an international energy utility
- **Business unit capabilities assessment:** Assessed key strategic capabilities and key gaps/risks to deliver business unit and group corporate strategies for international energy utility
- **Operating model implementation:** Implemented Target Operating Model recommendations for North American division of an international energy utility



Fabrice Roghé

Senior Partner & Managing Director, People & Organization Practice

Background & Industry Experience

Fabrice Roghe is Senior Partner and Managing Director in the Duesseldorf office of BCG

He is the G&A System's Node and CEMA PAL of BCG's People & Organization Practice Area and a core member of the Industrial Goods Practice Area. He is the global topic leader for Organization Design: ESF and OrgBuilder

Before joining the firm, Mr. Roghe held internships at Bertelsmann, Kienbaum human resources development, Siemens, and Braun

Education

Fabrice holds a degree in industrial engineering with specialization in electrical engineering from TU Darmstadt, and studied finance and optical telecommunications at the University of Illinois, Urbana-Champaign. He received scholarships from the Studienstiftung, the DAAD, and TU Darmstadts

Selected project experience

- **Transformation management:** Developed transformation of a Nigerian upstream business for a multinational oil and gas company
- **Organizational design:** Helped to design a winning organization model for a global shipping company
- **Transformation management:** Developed a comprehensive transformation strategy for a specialty chemicals manufacturer
- **Organizational design:** Developed a corporate and segment organizational design strategy for an international technology group that focuses on specialty mechanical engineering
- **Organizational transformation strategy:** Developed an organization transformation strategy to ensure sustainable value creation and define the long term strategy of a paper company
- **Organizational transformation:** Performed an integrated group strategy based on previous business group strategy projects and further supported the organizational transformation for a chemicals and plastics company
- **Organizational Restructuring:** Supported leading German utility group in major restructuring project to improve value creation and functional efficiency, and to develop new business model for 2015
- **Strategy and organization:** Supported a cost reduction program from PMO (Project Management Office) perspective and PO deep dive on strategy and organization for a chemicals and plastics company



Pedro Marecos Duarte

Project Leader, Luanda

Background & Industry Experience

Pedro is a Project Leader in Luanda and a core member of its Energy Practice in Angola

Pedro has been supporting O&G Majors on cost cutting efforts in Angola and supporting

Pedro has also strong experience working in Angola public and private sector, having participated in several projects in Angola with Government, national companies and international companies

Education

Pedro earned an MBA from INSEAD, and a Bachelor of Arts in Business Administration from Universidade Nova de Lisboa

Selected project experience

Energy in Angola

- Transformation project for international operator with a strong cost reduction emphasis
- Organization, process design and project management office for Angolan LNG player
- Governance model for local energy companies

Other relevant experience in Angola

- Economic development program for the Ministry of Economy developing Angolan economical agenda in recent years
- Optimization of governance, organization and core processes of a cement manufacturer, including the definition of a set of go-to-market initiatives
- Redefinition of the business model and implementation plan of a food and beverage kiosk operator that aims to establish the first national franchise of food kiosks in Angola.
- Analysis of investment opportunities in Oil&Gas, Mining and Banking in Africa and Brazil for an Angolan private equity firm
- Analyzed the entry options in the Brazilian investment banking industry for an Angolan investor



Simon Sprague

Experienced Operations specialist with upstream E&P and offshore expertise

Background & Industry Experience

Simon Sprague is a Consultant in BCG's London office, and a member of BCG London's Operations Centre

Simon has extensive experience working with clients on Operational Excellence topics across healthcare, manufacturing, and upstream oil & gas

Education

Simon holds M.A. and M.Sci. degrees in Natural Sciences (Chemistry) from the University of Cambridge and a D.Phil. in Organic Chemistry from the University of Oxford

Following completion of his D.Phil., Simon undertook postdoctoral studies in Organic Chemistry at Stanford University for two years, funded by a Fulbright Scholarship and a Lindemann Fellowship

Selected project experience

- **Upstream Offshore Opex Diagnostic:** Conducted detailed onshore and offshore diagnostic across Production, Maintenance and Onshore Support functions for a major E&P player
- **Lean Labs Process Re-design:** Detailed process re-design for 100 laboratory procedures in a QC lab, leading to 25% efficiency improvement
- **Standard Work Design and Implementation:** Design and implementation of standard work for a complex chemical process, stabilising and reducing cycle time by 30%
- **Support Function Optimisation:** Improvement of documentation flow within support functions of a global manufacturer using Lean optimisation strategy
- **Maintenance Optimisation:** Maintenance scheduling re-design to optimise production time for a large manufacturing plant
- **Capacity Expansion for Pharma Manufacturer:** Top-to-bottom process re-design for a vaccines manufacturer, doubling output in eight weeks
- **Continuous Improvement Cultural Change:** Instilment of CI systems and culture across Operations team for a pharma manufacturing site
- **Portfolio Change Resource Evolution Strategy:** Developed detailed strategy for cross-training and resource re-allocation following comprehensive portfolio change at a large manufacturing plant

Odracir Sidney Magalhães

Associate, Luanda



Background & Industry Experience

Odracir Sidney Magalhães is part of the Luanda office of Boston Consulting Group which he joined in early 2014

His consulting experience includes working in the Oil & Gas industry where he was part of a major project conducting business optimization plan for the African division of an IOC. Additionally, he has also worked in the Public Sector overseeing the management of a number of key initiatives with the main objectives of promoting economic growth, improving business environment and diversifying the Angolan Economy

Prior to joining BCG, Odracir worked in the Financial Sector for BlackRock Investment Management at their London office where he spent 4 years as a member of their Risk & Quantitative Analysis team

Education

Odracir Sidney Magalhães has a BSc (Honours) Business Administration degree from the University of Bath in Bath, United Kingdom and was awarded the 2010 Accenture prize for the best dissertation of his academic year

Selected project experience

Energy in Angola

- Transformation project for major international oil company with a strong and sustainable cost reduction emphasis through operational improvement and organizational design
 - Design of Internal Communications and External Stakeholders engagement plan with government entities and local oil company
 - Design and implementation of the new organizational structure for Support departments
 - Support Change management in determining new organizational culture and behaviours

Other relevant experience in Angola

- Public Sector
 - Management of initiative designed to increase private banks credit concession to micro, small and medium enterprises;
 - Working with key ministries and local government entities to identify current legal and administrative / bureaucratic barriers in the licensing process of major economic activities to eliminate constraints and improve the licensing process;
 - Supporting the implementation of a program to increase consumption of national products and usage of services provided by local companies

Alexandra Fonseca Santos

Associate, Luanda



Background & Industry Experience

Alexandra is an associate from the BCG Luanda office

During her studies she did an internship for Baker Hughes and another in Chevron Angola on the Production department in Malongo

Alexandra also worked for Exxon Mobile in the Geology Department doing seismic interpretation and in the drilling department doing well planning and monitoring drilling operations

Alexandra has experience working with the Angolan Government having participated in several projects for the Public Sector working for BCG Luanda

Education

Alexandra has an Master degree from Instituto Superior Técnico in Oil & Gas focused on enhancing the drilling performance of an operation in the Oseberg field. Alexandra also has a degree in Mining and Geological Engineering

Selected project experience

Projects in Angola

- Enablement and cultural change initiatives for local oil company
- Training sessions of leadership and goal setting for local oil company
- Development of a debureaucratization program for starting a new business for the Angolan government
- Development for a series of initiatives to improve the rating of Angola on the Doing Business index of the World Bank
- Development of programs for the Angolan government to improve the credit access of the general population
- Development of charters for a water regulator for the Angolan government
- Development of series of programs to improve the agriculture sector in Angola
- Development of a PMO for helping an Angolan Ministry to implement their annual plan

Other relevant experience in Angola

- Helped on the opening of the BCG Luanda office: legal, tax and HR activities
- Setting up the operations of the BCG Luanda office: contact with suppliers, management of suppliers, cost control

Agenda

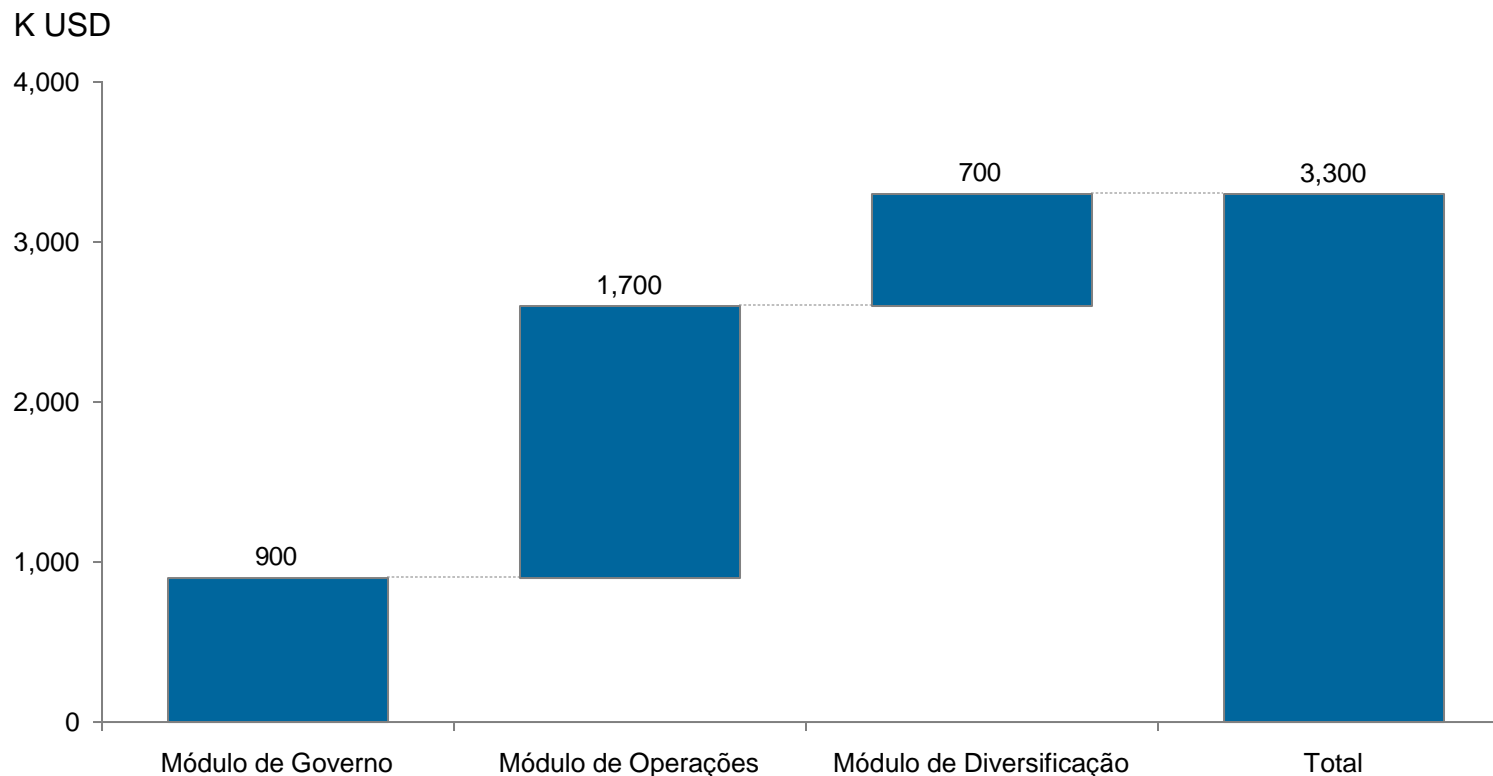
Planeamento detalhado das frentes de trabalho

- Visão geral da abordagem e do modelo de implementação
- Módulo de Governo
- Módulo de Operações
- Módulo de Diversificação

Exemplos de perfis dos membros da equipa de trabalho

Orçamento

Orçamento global desta fase do projecto



O orçamento inclui todas as despesas necessárias à realização dos trabalhos e não inclui os trabalhos das equipas especialistas (RH, Legal, Auditoria)

Sugestão de entregáveis para a componente de IT no Projeto Solange

Fase inicial do trabalho

Levantamento da situação atual das diferentes entidades

- Arquitetura funcional, aplicacional e interfaces de comunicação (incluindo data centers)
- Análise exaustiva na Sonangol EP, detalhada na P&P, Sonagás, Sonaref, Logística, Distribuidora, Sonaci ...
- Análise aos aspetos chave nas restantes subsidiárias

Análise do modelo organizacional de desenvolvimento e suporte de IT

- Implicações e necessidades de ajustamento na lógica dos cenários desenhados

Utilização do diagnóstico para levantamento de eventuais oportunidades

- Verificação dos custos envolvidos e comparação de alto nível com boas práticas
- Identificação de quick wins que ajudem a financiar o Projeto

Preparação de cenários futuros

Levantamento de riscos de migração para cenários desenhados

- Riscos de execução e forma de mitigação
 - interrupção em processos chave
 - perda de informação de negócio
 - inexistência de estrutura de suporte

Preparação dos planos de implementação

- Tempos de implementação globais
- Modelo de execução da implementação
- Estimativa de alto nível de custos envolvidos
- Iniciativas para implementação de quick wins

Detalhe dos interfaces BCG - IT

BCG

- Fornece os cenários desenhados
- Coordena os trabalhos diários, considerando a componente de IT
- Incorpora as implicações da componente de IT na viabilidade dos cenários
- Incorpora as implicações de IT no modelo global de implementação e na proposta de valor a desenvolver



- Fornece as conclusões dos módulos específicos para incorporação nos trabalhos globais
- Coordena os trabalhos diários com BCG, garantindo execução nos momentos necessários aos trabalhos globais