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# Petroleum Business Acumen for Technical Managers Training Course

22 – 26 November 2027
Vienna

# Petroleum Business Acumen for Technical Managers Training Course

**Ref:** 2501_94848 **Date:** 22 – 26 November 2027 **Location:** Vienna **Fees:** 6600 GBP

Petroleum Business Acumen for Technical Managers is a 1-week training course for engineers, geoscientists and operations leads stepping into commercial and general management roles, who leave with a business unit strategy brief for their own asset. As price cycles, partner scrutiny and the energy transition reshape how hydrocarbon businesses earn returns, technical leaders are now expected to argue in cash flow, contract and margin terms. Jupiter Prime Training delivers this Petroleum Business Acumen course.

## Why Petroleum Business Acumen Matters Now

Three forces push technical managers towards commercial judgement. Volatile crude and gas prices mean a field or refinery unit can swing from profit to loss within a quarter, so budget owners must read margins as well as pressures and flow rates. Partners, lenders and host governments examine every capital request through investment and fiscal lenses. And transition pressure forces choices about which assets deserve new money. Organisations whose technical leaders speak this language win faster approvals; others see sound engineering rejected.

## Who Gains Most from Petroleum Business Acumen

- Leads responsible for a producing field, processing plant or refinery unit budget
- Engineers preparing capital requests for investment committees
- Specialists who represent their company in partner and operating committee meetings
- Operations leads taking over profit and loss accountability for a site
- Planning staff linking production forecasts to commercial targets

Asset teams that send their field lead, planning engineer and contracts focal point together gain most.

## Petroleum Business Acumen Capabilities

Participants learn to turn barrels, molecules and equipment choices into the earnings language that boards and partners use.

- Calculate net present value, breakeven price and payback for a field or plant project — investment committee approval
- Assess where a unit sits on the value chain and how its margin is formed — portfolio priorities
- Weigh fiscal terms and partner rights when framing a development — host government and partner negotiations
- Compare contract models for cost and schedule exposure — procurement and legal colleagues
- Build a key performance indicator tree linking site metrics to unit earnings — the executive team

- Communicate a business unit strategy with clear options and trade-offs — senior sponsors

## Key Petroleum Business Acumen Terms

- Net present value — The sum of a project's future cash flows discounted to today, used to rank investments.
- Breakeven price — The commodity price at which a project's discounted cash flows just recover its costs.
- Government take — The share of project profit that flows to the host state through royalties, taxes and profit oil.
- Crack spread — The difference between the value of refined products and the cost of the crude that made them.
- Joint operating agreement — The contract setting how partners in a licence share costs, votes and output.
- Offtake agreement — A contract in which a buyer commits to take an agreed volume of production on set terms.

## Petroleum Business Acumen Day by Day

## Day 1: Reading the Petroleum Value Chain

- Upstream to Retail Margin Map — Where Each Segment Earns Its Return
- Crude Price Formation and Differentials — Exposure of Field and Refinery Revenue
- Gas Monetisation Routes — Choosing Between Pipeline Sales and Liquefaction
- Refining Crack Spreads — Judging Downstream Unit Profitability
- Integrated Versus Standalone Business Models — Trade-Offs for Portfolio Resilience

## Day 2: Petroleum Investment Economics

- Discounted Cash Flow and Net Present Value — Ranking Competing Field Projects
- Breakeven Price and Payback — Testing Project Robustness to Price Swings
- Fiscal Terms and Government Take — Comparing Concession and Sharing Regimes
- Capital Versus Operating Expenditure Trade-Offs — Facility Design Choices
- Sensitivity Tornado Charts — Communicating Uncertainty to Investment Committees

## Day 3: Funding and Commercial Agreements

- Project Finance Structures and Lender Covenants — Funding Large Developments
- Joint Operating Agreements and Partner Votes — Shared Asset Decisions
- Offtake and Supply Contracts — Securing Volume and Price Terms
- Engineering and Construction Contract Models — Allocating Cost and Schedule Exposure
- Negotiation Preparation Grids — Positions, Interests and Walk-Away Points

## Day 4: Strategy and Leadership of a Business Unit

- Portfolio Screening Matrices — Which Assets to Grow, Hold or Divest
- Energy Transition Scenarios — Long-Range Choices for Hydrocarbon Assets
- Key Performance Indicator Trees — Linking Field Metrics to Unit Earnings
- Stakeholder Influence Maps — Winning Support From Partners and Host Bodies
- Leading Former Technical Peers — Delegation and Commercial Accountability

## Day 5: Practising the Business Unit Strategy Brief

- Value Chain Position Statement — Applying the Margin Map to Your Unit
- Investment Case Summary — Applying Cash Flow and Breakeven Tests
- Contract and Partner Exposure Review — Applying Agreement Analysis
- Strategic Options and Indicator Set — Applying Portfolio Screening
- Business Unit Strategy Brief — Final Peer Challenge and Sign-Off

## Applying Petroleum Business Acumen After the Course

- Rebuild the next capital request for your unit with a cash flow model, breakeven test and sensitivity chart
- Run a session with your team mapping site indicators to unit earnings and agreeing two margin levers to act on

## Petroleum Business Acumen Questions FAQ

### What is Petroleum Business Acumen and why does it matter now?

Petroleum Business Acumen is the ability to judge oil and gas decisions in cash flow, margin and contract terms. It matters now because price swings, partner scrutiny and transition pressure mean technical choices are approved only when their business case holds.

### Which roles gain most from Petroleum Business Acumen training?

Technical managers moving into commercial or site leadership roles gain most. That includes field and plant leads, engineers writing capital requests and operating committee representatives.

### How does Petroleum Business Acumen differ from a petroleum economics course?

Petroleum Business Acumen covers economics as one strand among several. An economics course goes deeper into modelling; this one joins investment tests with contracts, portfolio strategy and the shift from engineer to business owner.

### What do you bring back from Petroleum Business Acumen training?

You bring back a strategy brief for your own business unit. It sets out your value chain position, investment case, contract exposure and strategic options.

## Petroleum Business Acumen: The Way Forward

The business unit strategy brief first informs the next budget or capital request a participant presents. Unit leads use it to align engineers, planners and contracts staff around the same margin levers and options. After its first budget cycle, it is worth revisiting the portfolio screening and transition scenarios, because asset priorities and price assumptions shift as the market moves.