AN INTEGRATED MODEL OF SUPPLY CHAIN MANAGEMENT PROCESSES AND PRACTICES FOR OIL AND GAS: A CASE STUDY OF UNITED ARAB EMIRATES' OIL AND GAS SECTOR

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DEDICATION

This hard work was dedicated to the love of my life, my family and specifically my parents.

Thank you for all the supports, encouragements and the never-ending love as I grew stronger with these people throughout this journey.

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ABSTRACT

The UAE's oil and gas industry faces several unique challenges in supply chain management, including the high complexity of the supply chain, limited visibility into supplier performance, and the need for collaboration among different stakeholders. These challenges have resulted in inefficiencies, delays, and higher costs for companies operating in the sector. This study aims to develop an integrated model of supply chain management processes and practices for the oil and gas industry in the United Arab Emirates (UAE) to address these challenges. The model will provide a roadmap for companies to improve their supply chain operations. The study employed qualitative research method of multiple case studies at five Abu Dhabi National Oil Company (ADNOC) companies. Interviews were conducted with supply chain experts at the companies, who were selected using a criterion sampling technique. Data gathered through the interviews were analysed using qualitative data analysis, specifically data reduction, data display, and drawing and verifying conclusions. The relationship between the processes and practices were examined through within- and cross-case analysis. The results revealed four supply chain management processes that are central to O&G operations, namely suppliers management, production management, logistic management and customer management process. Thirty six practices implemented in the O&G supply chain context were identified and were linked to their corresponding processes. The findings from this study have revealed the similarities and the differences between ADNOC companies in terms of their supply chain processes and practices, which can facilitated improvements in their integration and coordination across the company's supply chains. The proposed integrated model of supply chain management processes and practices can help address the challenges faced by the companies by leveraging technology, improving communication and collaboration, and implementing best practices. The study concludes that the integrated model can improve the overall efficiency and effectiveness of the supply chain in the UAE's oil and gas sector by streamlining processes, reducing costs, and enhancing supplier performance.



ABSTRAK

Industri minyak dan gas UAE menghadapi beberapa cabaran unik dalam pengurusan rantaian bekalan, termasuk kerumitan rantaian bekalan yang tinggi, keterlihatan terhad kepada prestasi pembekal, dan keperluan untuk kerjasama erat dalam kalangan pemegang kepentingan yang berbeza. Cabaran ini telah mengakibatkan ketidakcekapan, kelewatan dan kos yang lebih tinggi untuk syarikat yang beroperasi dalam sektor tersebut. Oleh itu, kajian ini bertujuan untuk membangunkan model bersepadu yang mengintegrasi proses dan amalan pengurusan rantaian bekalan khususnya untuk industri minyak dan gas di Emiriah Arab Bersatu (UAE) untuk menangani cabaran ini. Model ini menyediakan penunjuk jalah bagi syarikat untuk menambah baik operasi rantaian bekalan mereka. Kajian ini menggunakan kaedah kualitatif iaitu kaedah kajian kes berbilang di lima syarikat Abu Dhabi National Oil Companies (ADNOC). Temubual telah dijalankan bersama pakar rantaian bekalan di syarikat yang terlibat yang telah dikenalpasti melalui kaedah persampelan kriterion. Data yang dikumpulkan melalui temubual telah dianalisa melalui kaedah analisis data kualitatif iaitu pengurangan data, paparan data, dan membuat dan mengesahkan kesimpulan. Hubungan antara proses dan amalan rantaian bekalan telah dikenalpasti melalui analisis dalam kes dan merentasi kes. Dapatan analisis menunjukkan terdapat empat proses rantaian bekalan yang dilaksanakan dalam semua syarikat iaitu pengurusan pembekal, pengurusan pembuatan, pengurusan logistik dan pengurusan pelanggan. Didapati juga terdapat 36 amalan pengurusan rantaian bekalan yang diamalkan oleh syarikat tersebut yang mempunyai hubungan dengan empat proses yang telah dikenalpasti. Dapatan kajian menunjukkan persamaan dan perbezaan dalam proses dan amalan rantaian bekalan dalam kalangan syarikat ADNOC yang dapat menambahbaik penyepaduan dan penyelarasan rantaian bekalan yang merentasi semua syarikat. Model pengurusan proses dan amalan pengurusan rantaian bekalan bersepadu yang dibina oleh kajian ini dapat membantu syarikat untuk menangani cabaran yang dihadapi dalam pengurusan rantaian bekalan dengan memanfaatkan teknologi, meningkatkan komunikasi dan kerjasama, dan melaksanakan amalan terbaik. Kajian itu menyimpulkan bahawa model bersepadu tersebut boleh meningkatkan kecekapan dan keberkesanan keseluruhan rantaian bekalan dalam sektor minyak dan gas UAE dengan memperkemas proses, mengurangkan kos dan meningkatkan prestasi pembekal.

CONTENTS

	TITLE					
	DECLA	ARATION	ii			
	ACKN	iii				
	ABSTR	iv				
	ABSTR	RAK	V			
	TABLE	vii				
	LIST O	xi				
	LIST O	xii				
	LIST OF SYMBOLS AND ABBREVIATIONS					
	xiv					
CHAPTER	MINAH					
	1.1	Introduction	1			
	1.2	Research Background	3			
	1.3	Problem Statement	6			
	1.4	Research Questions	10			
	1.5	Research Objectives	11			
	1.6	Research Scope	11			
	1.7	Significance of the Research	12			
	1.8	Operational Definition	14			

CHAPTER 2 : LITERATURE REVIEW

1.9

Thesis Structure

R 2 : LITERATURE REVIEW		
2.1	Introduction	17
2.2	Overview of Supply Chain Management	17
	2.2.1 Definition of Supply Chain Management	19
	2.2.2 Supply Chain Management Strategies	21
	2.2.3 Measurement of Supply Chain Performance	31
2.3	Oil and Gas Supply Chain	39
	2.3.1 Types Of Supply Chain	41

15

		2.4	Supply Chain Management Processes and Practices in the	
			UAE	43
		2.5	Existing Supply Change Management Models	46
			2.5.1 SWOT Analysis for the Existing Model of SCM	61
		2.6	Theories in Supply Chain Management Research	65
			2.6.1 Network Theory	65
			2.6.2 Resource-based View Theory	67
			2.6.3 The Importance of both Applications in Research	68
			2.6.4 Justification of Theories Application	69
		2.7	Conceptual Framework	73
		2.8	Summary	77
	CHAPTER 3	: RES	78	
		3.1	Introduction	78
		3.2	Research Design	78
		3.3	Phenomenological Research Paradigms	80
		3.4	Research Approach	81
		3.5	Research Strategy	83
			3.5.1 Qualitative Research Approach	83
			3.5.2 Case Study Method	84
		3.6	Unit of Analysis	85
		3.7	Data Collection	88
		3.8	Research Sampling	89
		3.9	Data Analysis Procedure	90
			3.9.1 Data Reduction	91
			3.9.2 Documentation	91
			3.9.3 Coding	91
			3.9.4 Memo	92
			3.9.5 Data Visualization	92
			3.9.6 Data Interpretation	93
			3.9.7 Within Case Analysis	93
			3.9.8 Cross-Case Analysis	93
		3.10	Summary	97

CHAPTER 4 : ANALYSIS & RESULTS 98					
4.1	Introd	uction	98		
4.2	2 Descri	Description of the NVivo the Computerized Qualitative			
	Data A	Analysis	99		
	4.2.1	Demographic Result of the Interview Respondents	100		
	4.2.2	Normality Reliability of Qualitative Data	101		
	4.2.3	A Cluster of Words Similarity	102		
	4.2.4	Word Cloud	103		
	4.2.5	Coding by Theme	104		
	4.2.6	Project Map	104		
4.3	Resear	rch Question 1 - Key Challenges and Issues	105		
	4.3.1	Within Case Analysis	106		
	4.3.2	Cross-Case Analysis Key Challenges & Issues	121		
4.4	Resear	rch Question 2 - Key Processes and Practices	125		
	4.4.1	Within Case Analysis	134		
	4.4.2	Cross-Case SCM Key Processes & Practices			
		Similarities & Differences Analysis	142		
	4.4.3	Cross-case SCM Key Processes & Practices Efficie	ncy		
		& Effectiveness Analysis	146		
4.5	Resear	rch Question 3 -Potential of integrated model of oil			
	and gas supply chain processes and practices towards				
	impro	improving sustainability and competitiveness			
	4.5.1	Impact of Integrated Supply Chain Management on			
		Competitiveness	162		
4.6	Resear	rch Question 4 - Strategies to improve oil and gas			
	supply	y chain processes and practices	163		
4.7	Summ	ary	175		
CHAPTER 5: DISCUSSIONS & CONCLUSION 176					
5.1	Introd	uction	176		
5.2	2 Discus	ssions of Research Findings	176		
	5.2.1	Research Objective 1 (To identify key challenges an	nd		
		issues facing the oil and gas supply chain in the Un	ited		
		Arab Emirates, and how can they be addressed thro	ugh		

		the development of an integrated supply chain	
		management model)	177
	5.2.2	Research Objective 2 (To examine the key process	ses
		and practices involved in supply chain management	nt of
		the oil and gas sector in the United Arab Emirate	28,
		and how they can be integrated to improve suppl	ly
		chain efficiency and effectiveness)	179
	5.2.3	Research Objective 3 (To examine the potential	
		contribution of the implementation of an integrate	d
		supply chain management model in the oil and gas	5
		sector in the United Arab Emirates towards	
		sustainability and competitiveness of the industry)	181
	5.2.4	Research Objective 4 (To recommend supply chai	n
		management strategies that can improve supply ch	ain
		management process and practices)	182
5.3	Resea	rch Contributions	186
	5.3.1	Contributions to Practice	186
	5.3.2	Theoretical Contributions	186
5.4	Limit	ation of the study	187
5.5	Concl	usions	188
5.6	Recor	nmendations	189
REFERENCES			191
APPENDICES			239
VITA			

LIST OF TABLES

2.1	Supply chain management strategy	29
2.2	Performance Measurement Model	36
2.3	Summary of existing supply chain management models	59
2.4	Summary of Theories in Supply Chain Management Research	71
3.1	Difference between positivist and interpretive phenomenology	81
3.2	Summary of similar methodology/approaches used in literature	82
3.3	Differences between qualitative and quantitative strategy adapted from	
	(Ahmad <i>et al.</i> 2019)	84
3.4	Case companies of this study	86
3.5	Visual display and their purposes	92
3.6	Similarities and differences between case studies	95
4. 1	Demographic Characteristics of Interview Participants (Research 2023)	101
4. 2	The key challenges and issues facing the oil and gas supply chain in the	
	United Arab Emirates existing in the five case sites	123
4.3	Shows that the four-supply chain management process are common or	
	obtainable in each of the five cases under investigation	132
4.4	Key processes and practices involved in supply chain management	133
4.5	Key processes and practices similarities and differences involved in	
	supply chain management among section of ADNOC UAE	143
4.6	The key processes and practices involved in improving efficiency and	
	effectiveness of supply chain management in the oil and gas sector in the	
	UAE	147

LIST OF FIGURES

2.1	Company supply chain processes (Felea & Albăstroiu, 2013)	19
2.2	O&G supply chains (Joshi et al. 2017)	40
2.3	Relationship between supply chain practices and organizational performa	nce
	(Kumar & Kushwaha, 2015)	49
2.4	A model of supply chain management	50
2.5	Supply Chain Management Processes (Croxton et al. 2001)	53
2.6	Sustainable supply chain management (Carter & Rogers, 2008)	54
2.7	The SCOR model (Platek et al. 2015)	55
2.8	An integrative framework for sustainable supply chain in oil and gas indu	stry
	(Ahmad <i>et al.</i> 2017)	56
2.9	Suppliers and production management processes.	75
2.10	Logistic and customer management processes.	76
3.1	Research Design	80
3.2	Case study selection processes.	88
4.1	Matrix Coding Query Result (Research 2023)	102
4.2	Cluster of Words Similarity (Researcher's analysis 2023)	103
4.3	Words Cloud	103
4.4	Coding by theme of main element in objectives (Researcher's Analysis	
	2023)	104
4.5	Final Project Map (Researcher's Analysis 2023)	105
5.1	Supply chain management model of UAE's oil and gas industry	185

LIST OF SYMBOLS AND ABBREVIATIONS

- SC Supply Chain
- SCM -Supply Chain Management
- 0&G -Oil and Gas
- United Arab Emirates UAE -
- ADNOC -Abu Dhabi National Oil Company
- MTS -Make-To Stock
- Assemble-To-Order ATO -
- CTO configure-to-order
- MTO -Make-To-Order
- DTO -Design-To-Order
- ETO Engineer-To-Order -
- JIT -Just-In-Time
- JNKU TUN AMINAI -Supply Chain Management Model SCMM
- KPIs -**Key Performance Indicators**
- RBV -**Resource-Based View**
- SCOR -Supply Chain Operations Reference
- IT -Information Technology
- NGO -Non-Governmental Organizations
- SRM -Supplier Relationship Management
- PRA -**Robotic Process Automation**
- AI Artificial Intelligence _
- PDCA -Plan-Do-Check-Act
- UAN -Urea Ammonium Nitra



LIST OF APPENDIX

Appendix

Interview Questions

239

CHAPTER 1

INTRODUCTION

1.1 Introduction

The Abu Dhabi National Oil Company (ADNOC) of the United Arab Emirates (UAE) is a major player in the global oil and gas industry, with operations that span the entire supply chain, from exploration and production to refining and distribution. To remain competitive in a dynamic and rapidly changing market, ADNOC must continuously improve its supply chain management (SCM) practices. The use of an integrated model of SCM can improve the effectiveness, efficiency, and competitiveness of ADNOC's supply chain, enabling the company to meet the demands of its customers while optimizing costs and enhancing sustainability.

Research has shown that the adoption of integrated SCM models can improve operational efficiency, reduce costs, and increase customer satisfaction in the oil and gas industry (Adebanjo *et al.* 2016; Chen *et al.* 2018; Haddud *et al.* 2019). For instance, Adebanjo *et al.*, (2016) found that the implementation of an integrated SCM model in a Nigerian oil and gas company led to improved delivery performance, reduced lead times, and increased cost savings. Similarly, Chen *et al.*, (2018) reported that an integrated SCM model in a Chinese oil and gas company improved supply chain visibility, reduced inventory costs, and enhanced supplier performance.

Supply chain management is the coordination of all business functions and tactics in a company across the businesses and within the supply chain with the aim of improving the company performance and the supply chain as a whole (Berthold, 2019).



It is a critical component of many industries, including the oil and gas sector. Effective supply chain management can enhance the competitiveness of a company by reducing costs, improving quality, and increasing responsiveness to customer demand (Fawcett *et al.* 2014). However, supply chain management in the oil and gas sector can be particularly challenging due to the highly complex and interdependent nature of the industry's supply chain (Mentzer *et al.* 2001).

The oil and gas industry is of global significance, providing essential resources for a wide range of applications, including transportation, heating, and electricity generation. The industry is highly international, with production and consumption occurring across different regions of the world (International Energy Agency, 2021). The United Arab Emirates (UAE) is one of the world's leading oil and gas producers, with the industry being a critical component of the country's economy (The National, 2019). Therefore, it is essential to examine the SCM processes and practices in the UAE's oil and gas industry to ensure its continued success and competitiveness at the international level.

Despite the importance of supply chain management in the oil and gas sector, the industry faces various challenges related to SCM processes and practices. These challenges include the need to optimize processes, reduce costs, enhance supply chain resilience in the face of disruptions, and ensure compliance with environmental and social standards (Safar, 2020). In this context, this study focuses on the SCM processes and practices of the UAE's oil and gas sector, with a specific focus on the Abu Dhabi National Oil Company (ADNOC). By identifying the key processes and practices in the sector and examining the challenges faced by ADNOC, this study can contribute to the broader literature on supply chain management in the oil and gas industry, both in the UAE and internationally. This study aims to develop an integrated model of supply chain management processes and practices for United Arab Emirates' (UAE) oil and gas industry.

This chapter explains the research background and discusses the problems associated with the research topic. It outlines the research questions and the objectives that this study aims to achieve. This is followed by an overview of the research scope and significance. Finally, the chapter concludes with an outline of this thesis.



1.2 Research Background

The oil industries are usually comprised of three layers, which are the upstream, midstream and downstream. The upstream layer involves the exploration of oil and gas, drilling and pumping of the natural crude oil and gas from the well. The midstream connects both the upstream and the downstream. This is where the oil is processed, stored and transported. The downstream refines the oil and distributes it. One major problem confronting the oil industry, however, is minimizing the cost and supplying finished products to customers efficiently (Lisitsa *et al.* 2019). It was suggested that supply chain management is capable of providing a solution to the problem (Lisitsa *et al.* 2019).

Certainly, the oil and gas sector faces a number of challenges in managing their supply chains effectively. One of the key challenges is the volatility of oil prices, which can affect the entire supply chain and lead to supply chain disruptions (Fahimnia *et al.* 2015). Another challenge is the complexity of the supply chain, which involves a large number of suppliers, stakeholders, and customers, and requires coordination and collaboration across multiple stages (Liu *et al.* 2017). Moreover, the industry is subject to regulatory requirements related to safety, environmental protection, and labor laws, which can further complicate supply chain management (Liu *et al.* 2017).



One of the challenges was the complexity of the oil and gas supply chain, which is highly fragmented, geographically dispersed, and involves multiple stakeholders. As noted by Akpan and Udoh (2016), this complexity poses significant challenges to the effective management of supply chain processes and requires companies to develop strategies to overcome them. Another challenge was the lack of standardization in supply chain management practices across different O&G companies, which makes it difficult to compare and benchmark performance. This is consistent with the findings of a study by Al-Turki *et al.*, (2014), who noted that the lack of standardization in supply chain management practices in the O&G sector poses significant challenges to effective supply chain management.

The study conducted in the United Arab Emirates' oil and gas sector also identified some specific challenges. For example, the study found that the lack of standardization in supply chain processes and practices among ADNOC companies made it difficult to integrate and coordinate supply chain operations across the organization (Al Hashmi *et al.* 2017). Additionally, the study noted that companies in the industry often face challenges related to information sharing and collaboration, which can lead to delays, inefficiencies, and increased costs (Al-Mansoori *et al.* 2016).

To address these challenges, companies in the oil and gas sector need to adopt best practices in supply chain management, such as implementing advanced technologies to improve communication and collaboration, establishing clear performance metrics to measure supply chain performance, and building strong relationships with suppliers and customers (Fahimnia *et al.* 2015). Moreover, companies need to develop a culture of continuous improvement and adaptability, which enables them to respond to changing market conditions, regulatory requirements, and customer demands (Liu *et al.* 2017).

Supply chain management involves cooperation between the producers and the distributors that supply raw materials, turn them into finished goods and distribute them to the consumers (Özkanlısoy & Akkartal, 2021). It controls and coordinates the processes between the companies and their consumers. It connotes strategic supplier partnership, customer relationship and information sharing. Supply chain influences all aspects of organizational performance such as finance performance, operational performance and price (Mukhsin & Suryanto, 2022). Chima (2007) noted that the aim of supply chain management is to provide maximum customer service at lowest possible cost and provide better customer services. Supply chain activities may occur at global or continental level.



Global supply chain means that the supply chain has gone beyond continental stage. The organizations now spread their operations across the globe, sell and source from different people and organizations. The supply chains tends to be more complex in this regard (Rajah *et al.* 2018). The oil and gas industry is involved in a global supply chain that includes domestic and international activities (Mir & Reshi, 2019). It uses both the international and domestic transportation, order, inventory visibility and control, value-chain strategic warehouse management, materials handling, import and export facilitation and information technology (Chima, 2007). The recent covid-19 pandemic has made the supply chain operation more challenging (Saleheen & Habib, 2022). The situation forced management to struggle in responding to critical uncertainties; they have to look for better ways to protect their employees, remove financial collision and safeguard supply security. They have to tackle reputational risk and deal with market uncertainties. Global supply chain management has challenges

in pursuing local responsiveness, global efficiency, effective knowledge and information transfer between subsidiaries (Rajah *et al.* 2018). Lisitsa *et al.*, (2019) noted that the oil, gas, and petrochemicals are produced in a specific Region, yet they are demanded globally because they are an essential source of Energy and raw material for a large number of other industries. United Arab Emirates is one such region where oil and gas are produced.

Prior to 1958, the United Arab Emirates economy depended on agriculture, fishing, pearl diving and maritime trade. But in 1958, oil was discovered at Murban Bab. ADNOC Onshore, ADNOC Offshore, ADNOC Drilling, Al Yasat Petroleum and Al Dhafra Petroleum were entrusted with Oil & Gas exploration, evaluation, development and production in the Upstream (Nechully *et al.* 2018). By 1971, however, the UAE has started depending on Oil & Gas resources to support its economy. It was further observed that the Oil and Gas sector contributes 30% of the country's GDP (Nechully *et al.* 2018). By 2016, UAE has become the major exporter of oil. The Emirates has four refineries in Ruwais, Jebel Ali, Umm Al Nar and Fujairah. The UAE made a revenue projection of about \$ 65 Billion by the end of 2018. In 2013 it saw a geometric increase to \$ 165 Billion (Nechully *et al.* 2018).



Despite the cardinal position occupied by the oil and gas sector in the UAE economy, the sector is confronted with logistics service problem which has a tremendous effect on its efficiency (Fuad & Musa, 2021). Similarly, there was high level of uncertainty in their value chain and therefore they need dynamic value chain capabilities. Mir and Reshi (2019) noted that it is a big challenge for ADNOC companies to implement best practices of logistics. Hence the aim of this thesis is to examine the supply chain management process and practices in the oil and gas sector to develop an integrated supply chain management model using UAE as a case study.

An integrated model combines both the supply chain management processes and practices (Chkheidze, 2022). It enables the organizations to meet the stakeholder requirements and compete favourably in the market (Ikram *et al.* 2020). It offers the organizational managers the precepts on how to fulfil their social and technical task in the best possible ways. Case study is a weapon used in qualitative research which is more flexible and informative. It allows researchers to see the depth required and go beyond the surface of a given scenario (Jabar *et al.* 2009). Yin (2003) describes case study as method of empirical enquiry that investigates real life issues when the context is not clearly evident. Qualitative study is the study of real-world setting. It is used in studying how people cope and thrive within the setting (Yin, 2011), in this case, the oil and gas industry.

1.3 Problem Statement

Menhat *et al.*, (2019) conducted a study on the challenges in managing the supply chain performance in the oil and gas industries. The challenges include how to ensure data accuracy, lack of cooperation among various departments, local content challenges and project management at minimal cost. The right measures or framework have to be put in place for enforcement and maintenance of data accuracy. The study, however, established that it is difficult to capture data accurately and in a reliable form even though it is a driver in ensuring supply chain efficiency (Menhat *et al.* 2019). In the same vein, it was noted that it is difficult to standardize data for comparison purpose (Menhat *et al.* 2019). This is because multiple suppliers are involved in delivering tasks, for example installation service. Another issue affecting supply chain performance is the lack of cooperation among employees in using the established performance framework. Besides that, one challenge is local content conformity to the country's requirements. This required a lot of efforts to achieve since some of the requirements have to be factored into the long-term plans.



Habermann (2019) conducted a study on supply chain disruptions in the Nigeria O&G industry. The result of the study revealed some causes of supply chain disruptions including poor quality of supply chain information, third party logistics outsourcing firm, inaccurate product demand forecast, inadequate critical storage facilities and components, and poor visibility of inventory positions. Some strategies were also identified for handling disruptions in a downstream petroleum supply chain. These strategies include collaborative outsourcing, flexible supply chain, efficient management of petroleum product inventory and supply chain relationship coordination. The findings suggested the need for the Nigerian National Petroleum Corporation to hand off refining of petroleum products to private firms.

Shqairat and Sundarakani (2018) in their study on the UAE oil and gas value chain revealed that the Emirates has always outsourced their refining process. This is because the refining process activities require progressive and advanced expertise. Based on this, therefore, the need for agile value chain capable of responding to the oil and gas industry has been recognized but this area has remained untapped (Shqairat & Sundarakani, 2018).

According to ALnuaimi *et al.*, (2015), United Arab Emirates oil and gas productions and many activities are done through vendors. Some highlighted challenges in the vendor management inventory (VMI) are the ownership right, routing decisions, vendor rating, and infrastructural standard and technological capabilities. Other challenges include oil spill preparedness, regulatory pressures and the global economic uncertainties. In addition, ALnuaimi *et al.*, (2015), stated that VMI in the UAE oil and gas industry faces challenges of inventory and the petrol tanker routing decisions. This is because the routing through the supply chain, movement of inventory from plant to market, storage, distribution centres, laboratories and other facilities in terms of cost are the responsibilities of the vendors.

The supply chains in the O&G industry are seen as a network consisting of links and nodes. Nodes can be described as an agent that has the ability to decide and make gains within the parameters in which they operate (Wellenbrock, 2013). Examples of the nodes include warehouse, manufacturers, transport carriers and the financial institutions. The links are the transactions consisting of the flow of information, materials and finance within the nodes.



To enhance network theory application in the O&G industry, we need to study best practices and managerial approach for network types present in the O&G supply chain management (Wellenbrock, 2013). It was also noted that how institutional pressure affects the supply chain members is not yet known and needs to be explored (Dubey *et al.* 2019).

Gorane and Kant (2013) stated that supply chain management success in the O&G industry depends on effective implementation of its practices and processes. The supply chain management practices include those activities embarked on to enhance effective linkage between the upstream and downstream supply chain. This reduces the inventory, provides better information among the supply chain members besides creating mutual trust among them. Conversely, the supply chain management process is the management of the key business processes among all the organizations involved in the supply chain (Croxton *et al.* 2001).

UAE is the 12th producer of oil in the world. They project to increase their production by using innovative approaches and technologies. The ADNOC companies have over 151 transportation and supporting vessels, yet the United Arab Emirates

supply chain management is still faced with logistics services problems which impair industry efficiency and leads to product insufficiency and ineffective transport systems (Fuad & Musa, 2021). The ADNOC companies could not establish best practices for their supply chain management process and practices (Shqairat & Sundarakani, 2018). The value chain is also faced with high level of uncertainty (Mir & Reshi, 2019). The ADNOC companies face globalization challenges. This is because of conflicting standards emanating from both international shore and continental arena thereby putting pressure on the ADNOC supply chain management (Khatib *et al.* 2022). Shqairat and Sundarakani (2018) stated that one major challenge facing the UAE O&G is supply disruption. Other threats include vessel hijack, war and terrorism.

Based on the findings and issues discussed by the existing research, it is understood that research on oil and gas supply chain is fragmented where they focused on specific aspects of the supply chain practices and processes. This gap must be addressed to obtain a more holistic overview of the oil and gas supply chain and to identify the strategies to be implemented to overcome the issues facing the industry. This research, therefore, aims at gaining a more in-depth and integrated understanding of the oil and gas supply chain practices and processes using ADNOC as a case study. The company is chosen because it is an integrated oil and gas company with subsidiaries operating in all stages of the oil and gas supply chain and is facing various issues in supply chain management. Findings from this research will shed light on the current practices and processes as well as improvement opportunities that can be implemented to overcome issues in the current practices and processes.



In reference to the study of Chima (2007); Rajah *et al.* (2018); Mir & Resh (2019); Menhat *et al.*, (2019); Habermann (2019); Shqairat & Sundarakani (2018);

ALnuaimi *et al.*, (2015); Alsharef, & Al-Naemi, (2021); Zhang, *et al.* (2020).; Obaid, *et al.* (2021); Elkamel, *et al.* (2019); Al-Badi, *et al.*, (2019), they indicate the need for model that will help in addressing the challenges in supply chain management an integrated supply chain management model can help address these challenges by providing a comprehensive framework for managing the industry's supply chain. The model involves integrating various supply chain management processes, including suppliers' management, production management, logistics management, and customer management process, and aligning them with the industry's goals and objectives. An integrated supply chain resilience, and support compliance with environmental and social standards.

There are several compelling reasons why the supply chain management model in the oil and gas sector needs to be re-examined and an integrated supply chain management model developed. Firstly, the oil and gas industry is facing an increasingly complex and uncertain operating environment, with fluctuating commodity prices, geopolitical risks, and changing demand patterns. This necessitates a more flexible and agile supply chain management approach that can quickly respond to market changes and fluctuations. An integrated supply chain management model can help oil and gas companies to better anticipate and respond to these challenges.



The oil and gas industry is characterized by a highly fragmented and siloed supply chain, with numerous stakeholders and suppliers involved in the production, transportation, and delivery of oil and gas products. This fragmentation can lead to inefficiencies, redundancies, and a lack of coordination across the supply chain, resulting in delays, cost overruns, and reduced profitability. An integrated supply chain management model can help to break down these silos and improve collaboration and coordination across the supply chain.

The oil and gas industry is also increasingly being scrutinized by regulators, investors, and customers for its environmental and social impact. This requires a more sustainable and responsible supply chain management approach that minimizes waste, reduces emissions, and promotes ethical business practices. An integrated supply chain management model can help to embed sustainability and social responsibility throughout the supply chain, from supplier selection to end-of-life disposal.

The importance of effective supply chain management practices in the oil and gas industry has been demonstrated in numerous studies (Chima, 2007; Rajah *et al.*

2018; Mir & Resh, 2019; Menhat et al. 2019; Habermann, 2019; Shqairat & Sundarakani, 2018; ALnuaimi et al. 2015). These studies have shown that effective supply chain management practices can lead to improved operational efficiency, increased customer satisfaction, and higher profitability. An integrated supply chain management model can help oil and gas companies to achieve these benefits by streamlining processes, improving visibility, and enhancing collaboration across the supply chain.

The need to re-examine the supply chain management model in the oil and gas sector and develop an integrated supply chain management model is driven by the need to respond to an increasingly complex and uncertain operating environment, break down silos and improve coordination across the supply chain, embed sustainability and social responsibility, and achieve improved operational efficiency, customer satisfaction, and profitability.

Therefore, it is essential to examine the supply chain management practices in ...ctor's the oil and gas sector and develop an integrated model that can enhance the sector's competitiveness and sustainability.

1.4 **Research Questions**



Based on the discussion in the previous section, the research problem is broken down into the following research questions:

- What are the key challenges and issues facing the oil and gas supply chain in (i)the United Arab Emirates, and how can they be addressed through the development of an integrated supply chain management model?
- (ii) What are the key processes and practices involved in supply chain management of the oil and gas sector in the United Arab Emirates, and how can they be integrated to improve efficiency and effectiveness?
- (iii) How can the implementation of an integrated supply chain management model in the oil and gas sector in the United Arab Emirates can potentially contribute towards sustainability and competitiveness of the industry?
- (iv) What are the supply chain management strategies that can improve current supply chain processes and practices at UAE's oil and gas companies?

1.5 **Research Objectives**

The broad objective of this study is to develop an integrated SCM processes and practices model for the UAE oil and gas industry. The specific objectives are:

- To identify key challenges and issues facing the oil and gas supply chain in the (i) United Arab Emirates, and how can they be addressed through the development of an integrated supply chain management model.
- (ii) To examine the key processes and practices involved in supply chain management of the oil and gas sector in the United Arab Emirates, and how they can be integrated to improve supply chain efficiency and effectiveness.
- (iii) To examine the potential contribution of the implementation of an integrated supply chain management model in the oil and gas sector in the United Arab Emirates towards sustainability and competitiveness of the industry.
- NKU TUN AMINAT (iv) To recommend supply chain management strategies that can improve supply chain management process and practices.

1.6 **Research Scope**



The scope of this study is to develop an integrated model of supply chain management processes and practices for the oil and gas sector in the United Arab Emirates (UAE). The study will focus on conducting a case study of the UAE's oil and gas sector to identify the existing supply chain management processes and practices. The study aims to develop a comprehensive and integrated model of supply chain management that will optimize the sector's performance and enhance its competitiveness. The study will be significant in providing a comprehensive understanding of the supply chain management processes and practices in the oil and gas sector in the UAE. The development of an integrated model of supply chain management will help optimize the performance of the sector and enhance its competitiveness. The findings of this study will be useful for both researchers and practitioners in the industry.

The supply chain processes under this study include the key challenges and issues facing the oil and gas supply chain in the United Arab Emirates, and how can they be addressed through the development of an integrated supply chain management model, the key processes and practices involved in supply chain management in the

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