



PRIME

BUSINESS SCHOOL
UNIVERSIDAD SERGIO ARBOLEDA

LA MAESTRÍA EN **GESTIÓN ENERGÉTICA**

presenta

MASTER CLASS N°2



UNIVERSIDAD
SERGIO ARBOLEDA



ORDEN DEL DÍA



PRIME
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1

Palabras de bienvenida y presentación del Decano de PRIME Business School Ramón Eduardo Guacaneme Pineda, PhD.

2

Presentación Alberto Cisneros Lavaller, PhD. a cargo de Carlos Ortega, PhD(C) y director del área académica de Business Innovation de PRIME Business School.

3

Conferencia.

4

Preguntas y respuestas.

5

Cierre del evento.





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RAMÓN EDUARDO GUACANEME P.

Decano de PRIME BUSINESS SCHOOL



- Doctor en Derecho - MBA.
- Codirector del Doctorado en Innovación y Negocios.
- Columnista.
- Consultor.

EXPLORA NUESTRAS OPCIONES DE FORMACIÓN



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**MAESTRÍA EN GESTIÓN
ENERGÉTICA (MGE)**

**DIPLOMADO EN CADENA DE
VALOR DEL HIDRÓGENO (H2)**

**CURSO EN ADMINISTRACIÓN
DE TRANSICIÓN ENERGÉTICA**



Más información aquí



MAESTRÍA EN GESTIÓN ENERGÉTICA (MGE)

UN MBA EN ENERGY MANAGEMENT



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OBJETIVO

Formar líderes integrales, comprometidos con el desarrollo nacional, y competentes para desempeñarse con éxito en diversos ámbitos de la gestión de empresas relacionadas con la industria energética.

Más información



[Página MGE - Universidad Sergio Arboleda](#)

Horario: viernes de 5:00 p.m. a 9:30 p.m. y sábados de 8:00 a.m. a 1:30 p.m.

Valor matrícula 2025: \$48.795.400.



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Diplomado en Cadena de Valor del Hidrógeno (H2)

PROMESA DE VALOR

Desarrollar competencias relacionadas con la **Cadena de Valor del Hidrógeno**, con el fin de desarrollar los proyectos que apalancarán el cumplimiento de las políticas colombianas y globales.

Horario: Lunes a Jueves 6:00 p.m. a 8:00 p.m.

Valor matrícula 2025: \$3.300.000

Intensidad: 95 horas

FACTOR DIFERENCIAL

Enfoque **teórico – práctico** para emprender con iniciativas alrededor de la Cadena de Valor del Hidrógeno. Con profesores con experiencia en el desarrollo de nuevas tecnologías.

COMPETENCIAS

- Capacidad para interpretar variables del sector energético asociadas a la Cadena de Valor del Hidrógeno.
- Habilidad para identificar oportunidades que permitan formular estrategias y proyectos energéticos.



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Curso en Administración de Transición Energética

PROMESA DE VALOR

capacidad para enfrentar y debatir diversos temas relacionados con la **transición energética** desde los negocios, marco legal, finanzas y aspectos tributarios.

FACTOR DIFERENCIAL

Docentes expertos **nacionales** e **internacionales** provenientes de sectores público, gremial y empresarial, con una profunda experiencia en el ámbito energético.

COMPETENCIAS

- Capacidad para comprender y aplicar conocimientos teóricos y prácticos en el sector energético, con un enfoque integral.
- Capacidad de gerenciar y administrar proyectos para energías renovables.



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CARLOS EDUARDO ORTEGA

Director Área Académica Business Innovation
PRIME Business School.

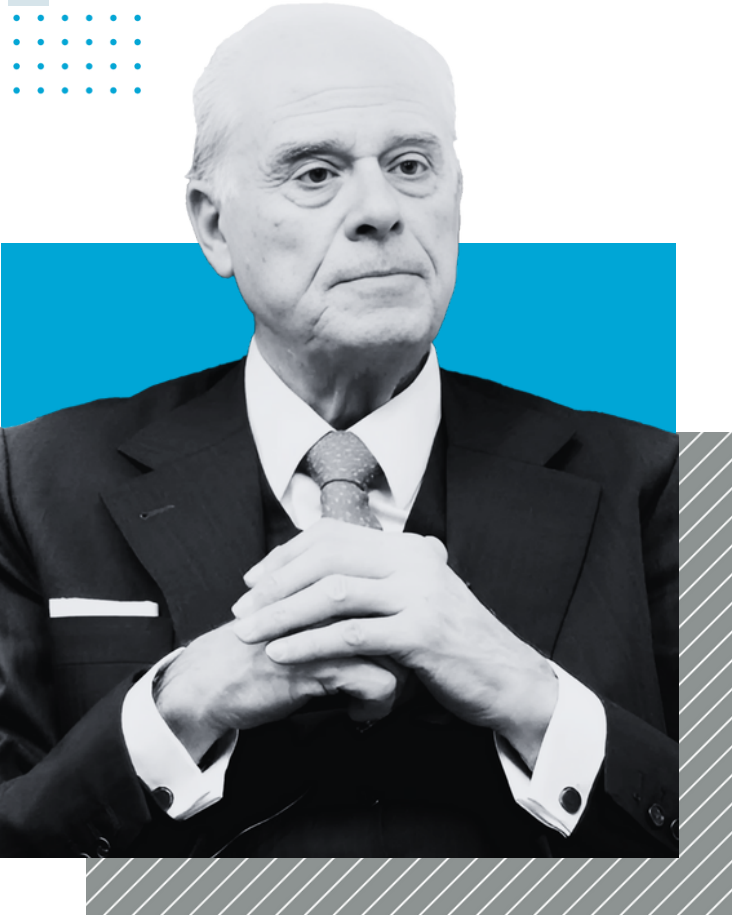
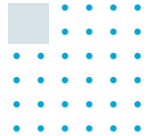


- Doctor (C) en Administración de Empresas.
- Máster en innovación para el desarrollo empresarial bilingüe.
- Consultor en Roadmapping.



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Alberto Cisneros Lavaller, PhD.

CEO/President

Global Business Consultants (GBC)



- Coordinador de Planificación Estratégica de PDVSA.
- Gerente de Planificación Corporativa de Maraven.
- Negociador Internacional de la Presidencia de la República de Venezuela.



INFORMES



PRIME
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MARÍA LORENA CARDOZO A.
Coordinadora

Maestría en Gerencia Energética
maria.cardozoa@usa.edu.co
325 75 00 Extensión 2295

Un MBA en Energy Management



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PRÓXIMA MASTER CLASS

TEMA:

**“TRANSICIÓN ENERGÉTICA A
MÍNIMO COSTO”.**

Por: Fernando Barrera, PhD.

FECHA: 25 de junio 2025

HORA: 11:00 m.





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Grabación Master Class N°1

GEOPOLÍTICA Y PETRÓLEO INTERNACIONAL:

Repercusiones en Colombia

Por: Alberto Cisneros Lavaller (Ph.D)

Pronto estaremos compartiendo la grabación de la Master Class N°2



[Haz clic aquí para ver la grabación](#)





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Master Class Energy Management

GEOPOLÍTICA PETROLERA

Medio Oriente y Colombia, ¿algo en común?

Por: Alberto Cisneros Lavaller (Ph.D)

11 de junio
6:00 P.M.



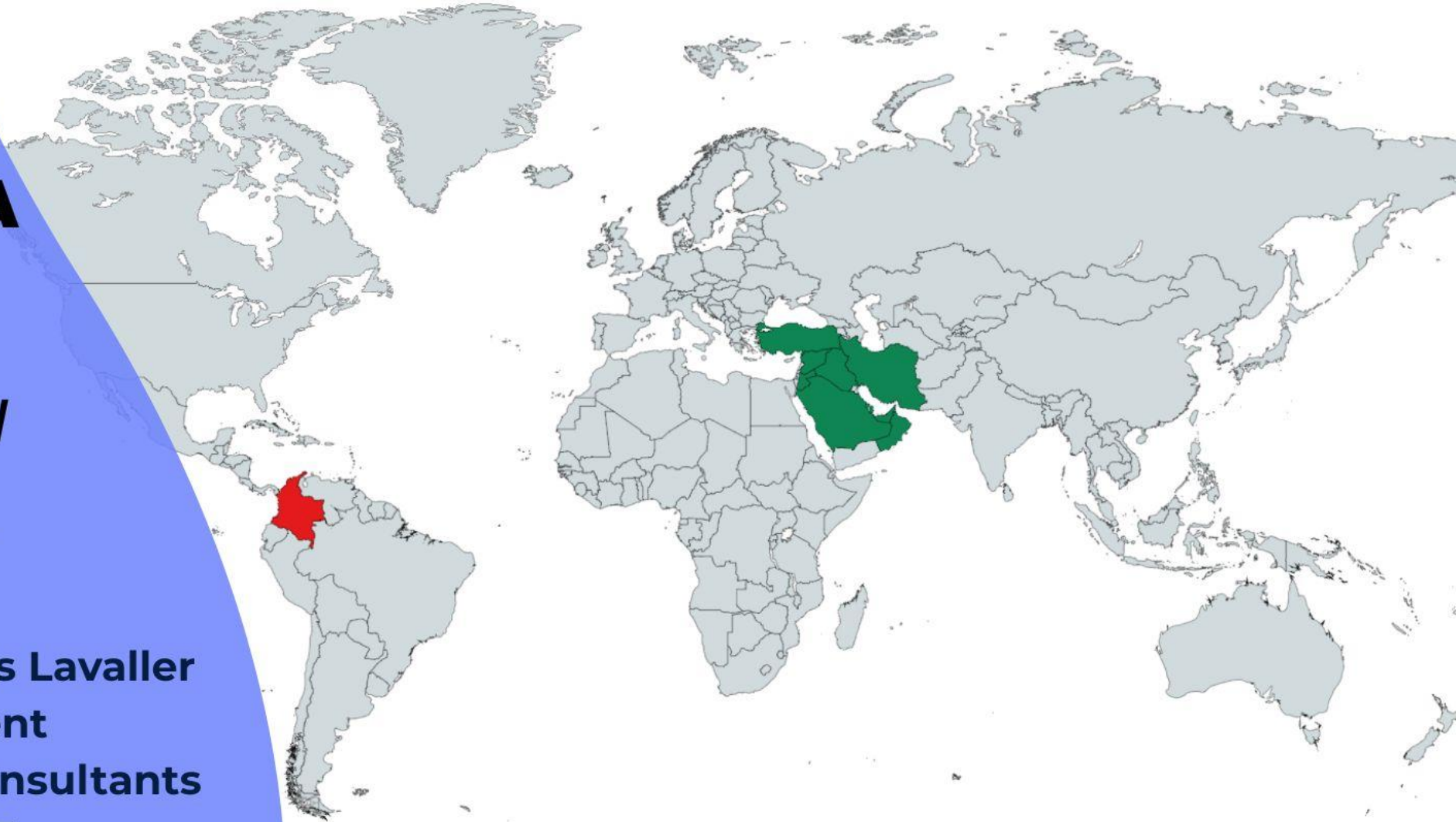


UNIVERSIDAD
SERGIO ARBOLEDA

GEOPOLITICA PETROLERA

**MEDIO ORIENTE /
COLOMBIA...
Algo en COMUN?**

Dr Alberto Cisneros Lavaller
CEO-President
Global Business Consultants
Junio, 2025



THE MESSENGER (An Influencer?)

GEOPOLITICS MIDDLE EAST

- SAU - KUW - UAE - IRN - IRK-OMN
- MID-TERM SCENARIOS



GEOPOLITICS

- BASIC CONCEPTS
- KEY THOUGHTS



WORLD OIL MARKETS

- DEMAND - SUPPLY
- OPEC STRATEGY - TRUMP TARIFFS
- PRICES - SCENARIOS



GLOBAL GEOPOLITICS

- USA- RUS
- USA - CHN



COLOMBIA REPERCUSSIONS

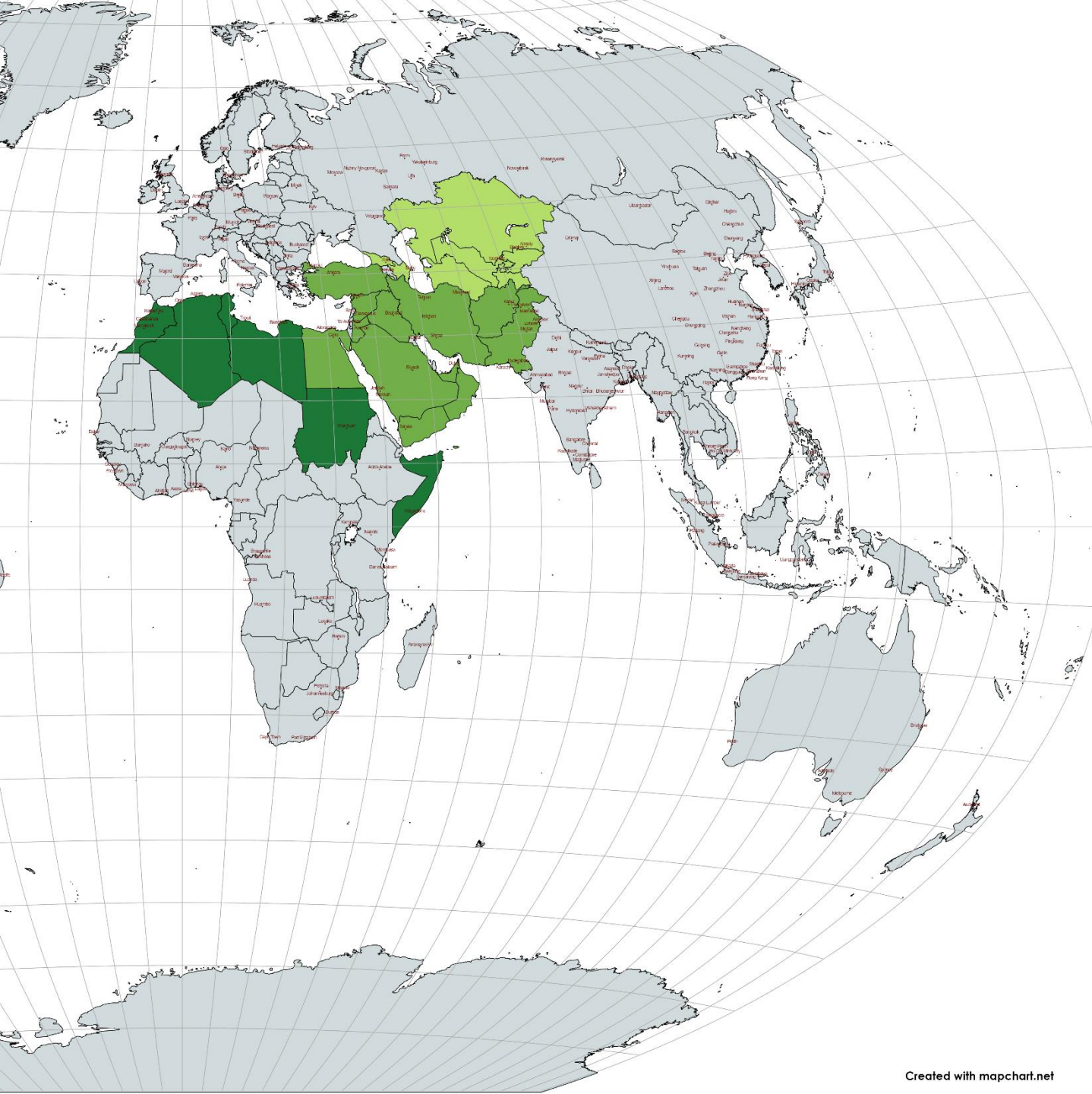
- OIL - SCENARIOS
- GAS - SCENARIOS



REGIONAL GEOPOLITICS: GLOBAL SOUTH

- POLITICS of CONTAINMENT
- BUFFER STATE





MIDDLE EAST GEOPOLITICS

SAU – KUW – UAE
OMN - IRN - IRK
Mid term Scenarios

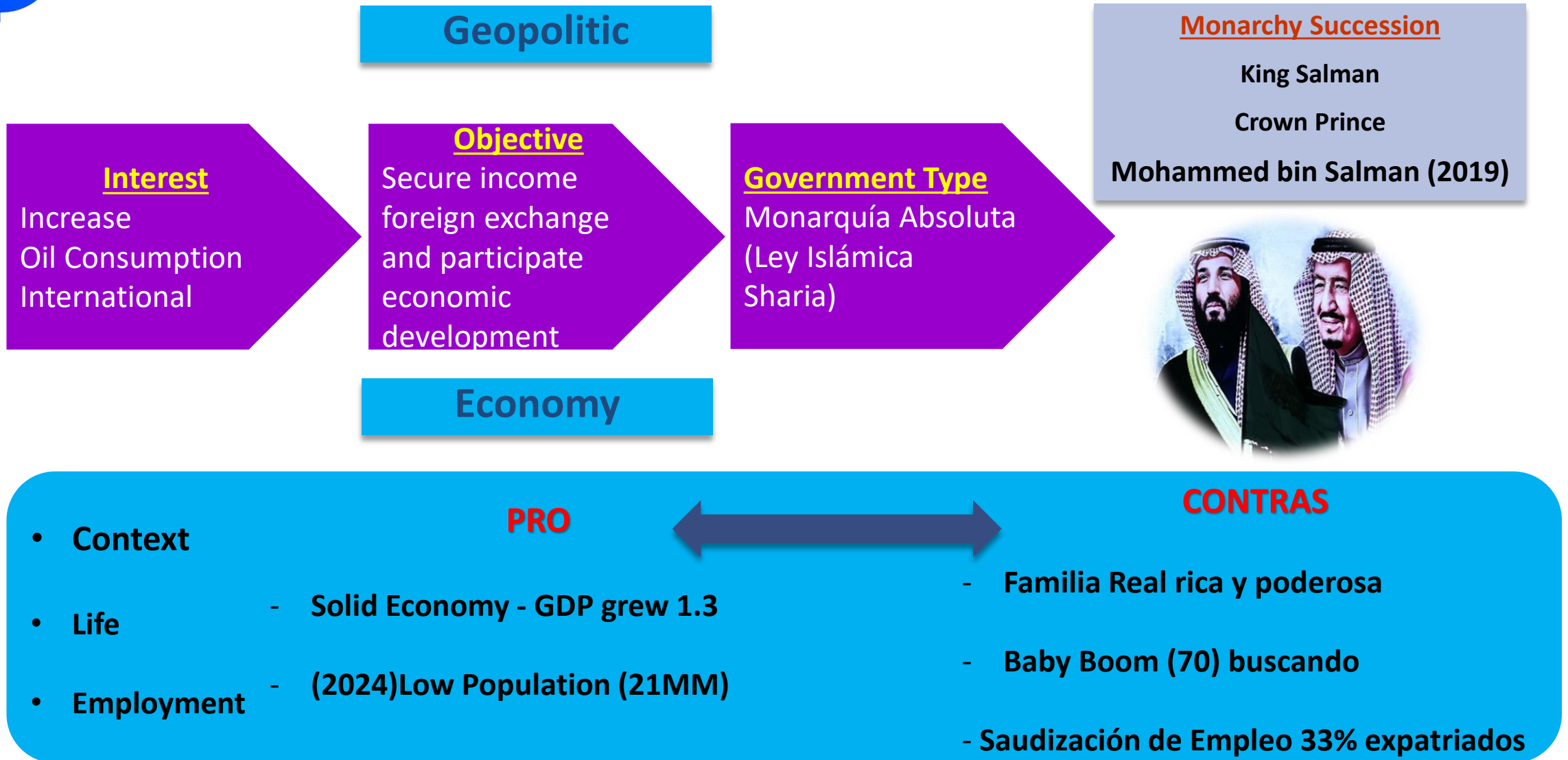
SAUDI ARABIA



Mecca



Saudi Arabia Vision

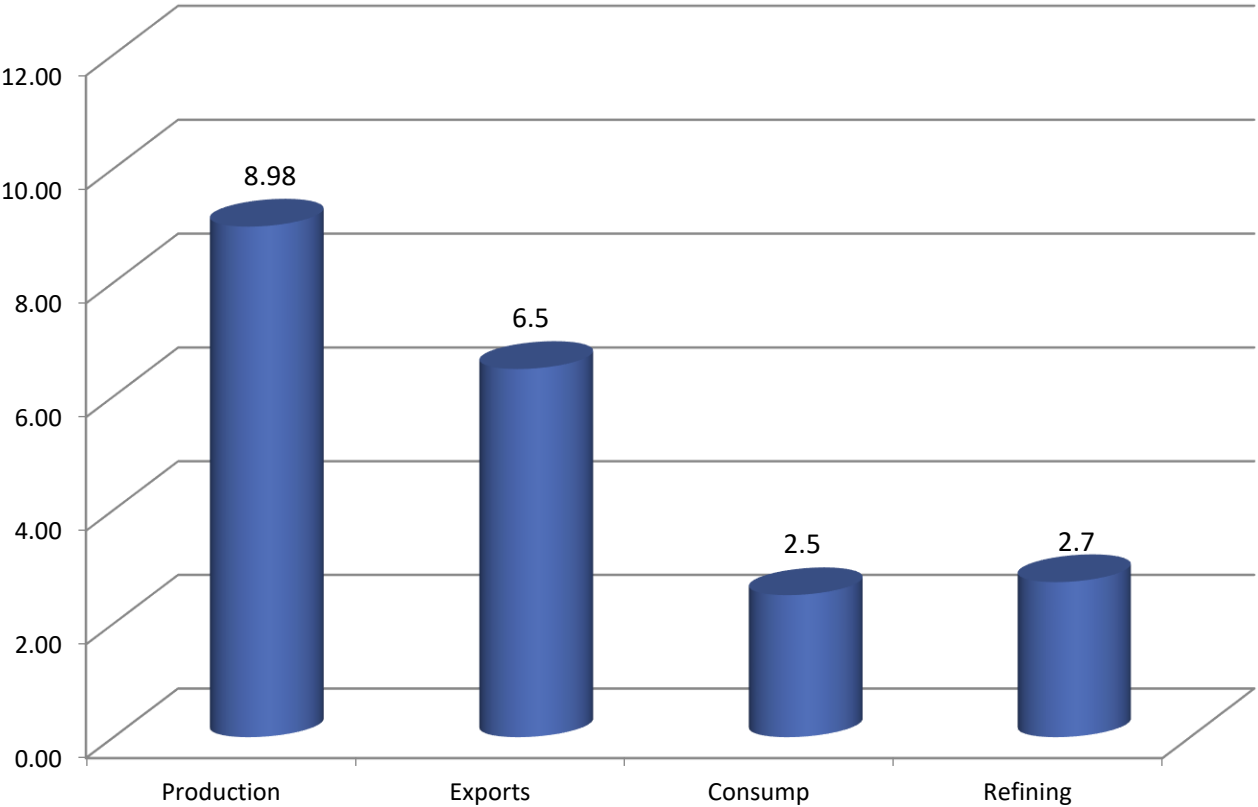


- Develop oil extraction in its territory as rapidly as possible
- Greater market share (Energy mix)
- Moderate prices in the long term (ensuring buyers)
- Maximum production efficiency to extract higher volumes (New Technologies)
- Saudi economy expanding in the coming years
- Projection: 2nd fastest-growing economy in 2025

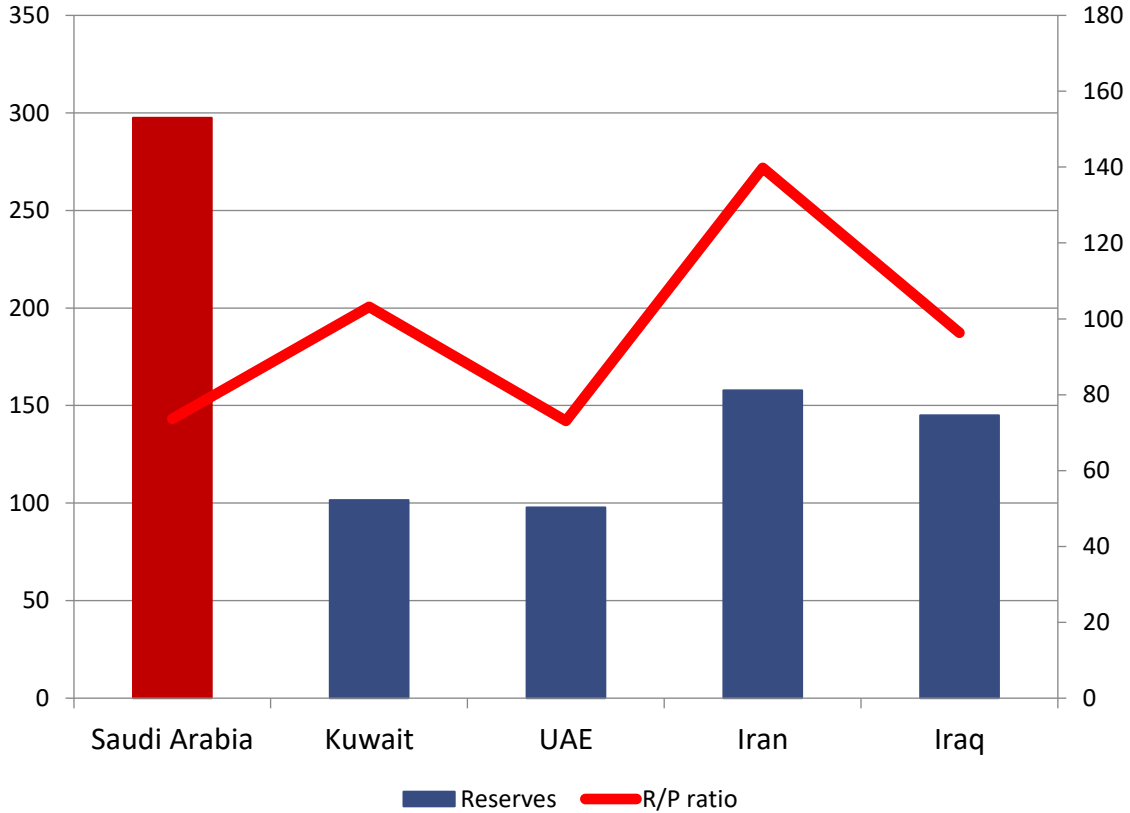


Saudi Arabia Vision

Mb/d



Tb/d



Source: OPEC-EIA Monthly Report 11/2024



Saudi Arabia Scenarios

SCENARIOS



Constitutional Monarchical Continuity

Mohamed bin-Salman

- Immediate Brothers (Youth):
- Ahmed Preferred nephews (Bandar bin Sultan and Abdulaziz bin Salman)
- Better economy
- Gradual reforms Social welfare maintains Status Quo.



“Prince and Beggar”

- Problems of education (denominational universities)
- Political attitudes and work ethic
- Economic deterioration
- Social intolerance (end of privileges)

KUWAIT CITY





GEOPOLITICA

Government Type

Constitutional Monarchy.
Parliament (the only
democratically elected legislature
in the Gulf).

* Trends: Secular/reformist vs. Traditional-Islamic

Crown: Emir Meshaal al-Ahmad Al - Sabah (86). Appointed Sheikh Sabah Khaled as crown prince.

Debates:

- Islamization of the system (Sharia)
- Politicization of positions (Corruption)
- Permissiveness. Bureaucracy
- Oil opening and constitution
- Border security re-emerges as an important issue

ECONOMY

Economic contraction 2023 / 24: Price drop vulnerability petróleo y
Global competition

Need for economic diversification: Ending oil independence

Debt with the labor sector

Debate on subsidy cuts

Low possibility

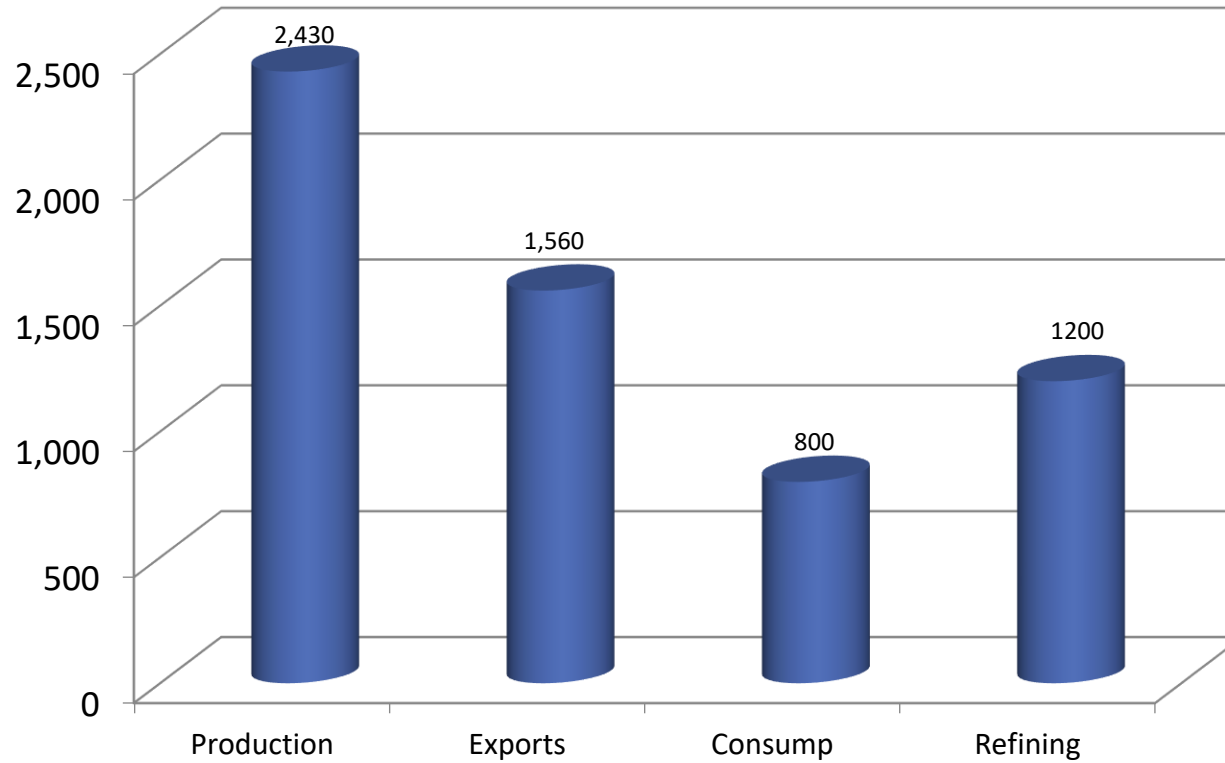
Outside Oil Industry (70 % of nationals)

rest of the industry (3 % of Nationals)

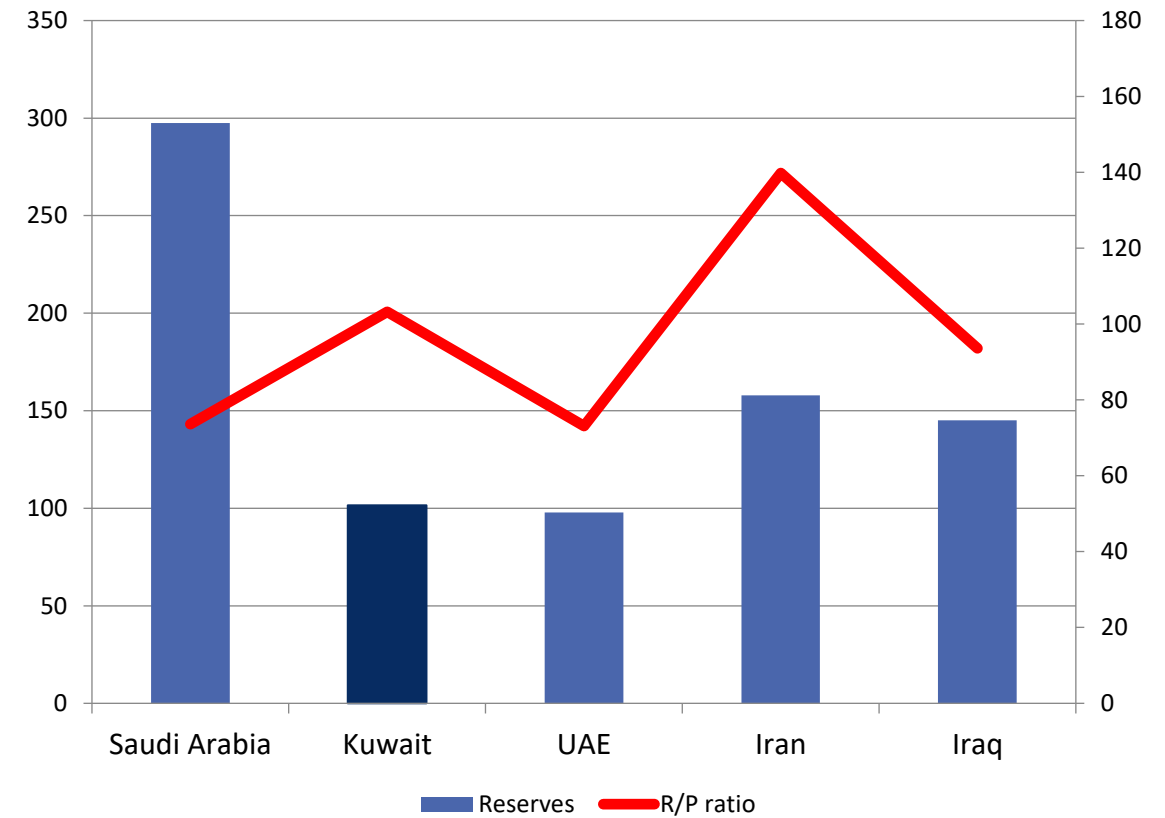


Kuwait Vision

Kb/d



Tb/d

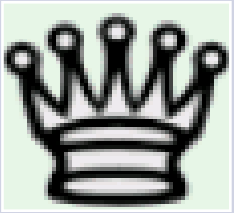
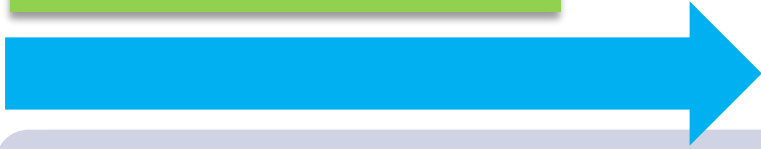


Source: OPEC-EIA Monthly Report 11/2024



Kuwait Scenarios

SCENARIOS



Dynasty

- Crown Control
- Conservative policy (?)



Parlamento

- Assembly dominance
- Modernizing policy (?)



UNITED ARAB EMIRATES



GEPOLITIC

Conflict

- Presidente: Emir – Su Alteza Real Mohamed bin Zayed Al Nahyan
- Rivalidad entre familias reales.
- Necesidad balancear intereses federales e individuales.

Population

- Abud Dhabi concentra el poder político y económico.
- Población: 2.4 MM habitantes (1.8 MM expatriados)

ECONOMY

Context

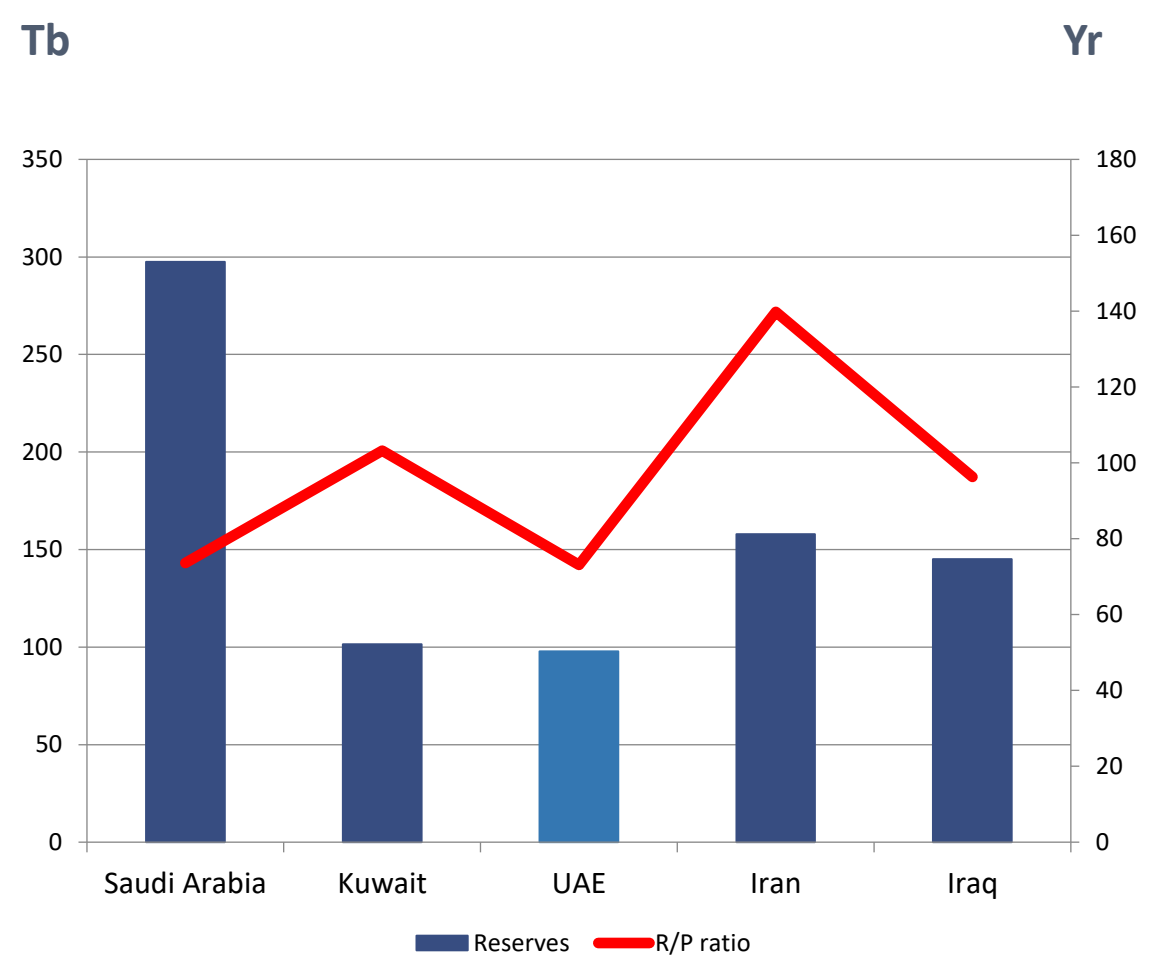
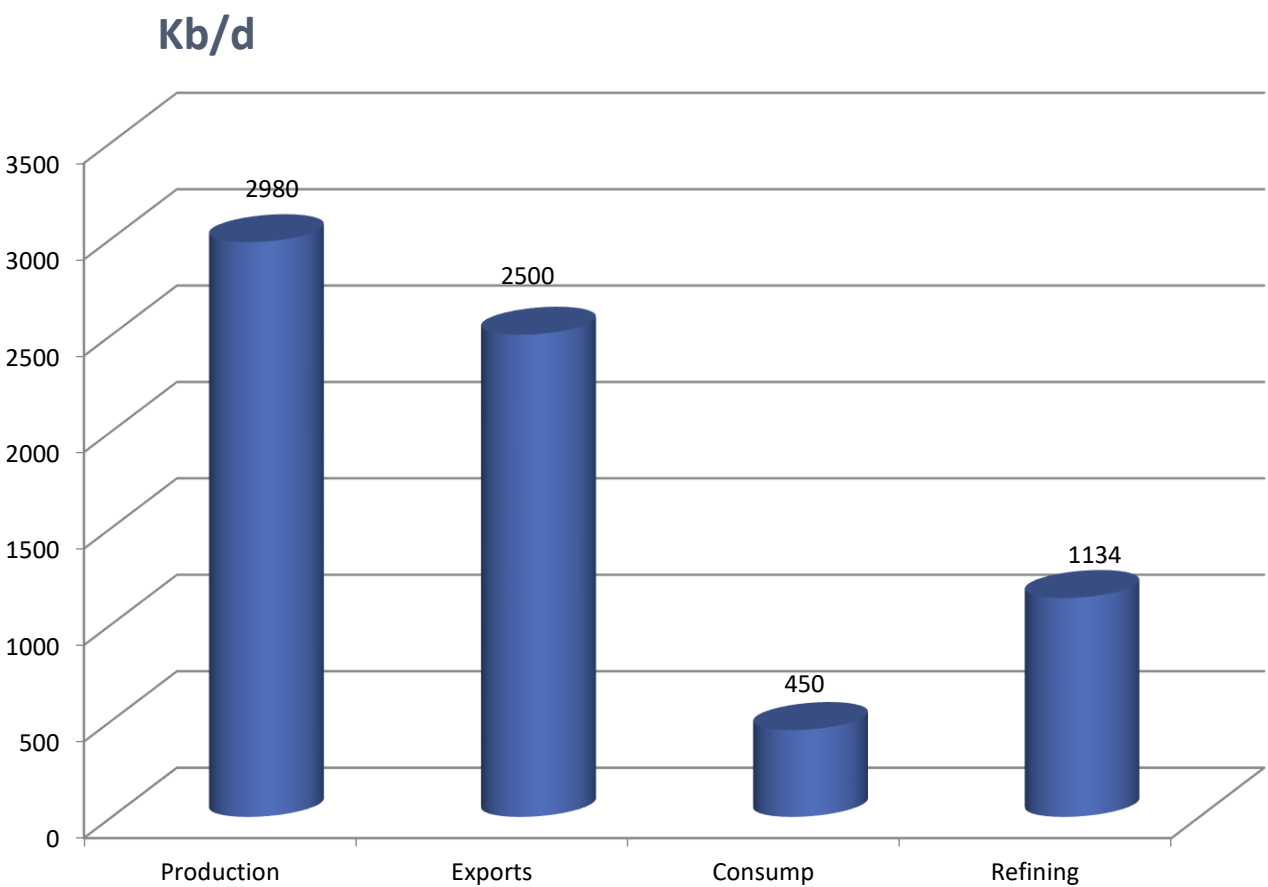
- Abu Dhabi produces 80% of revenues
- Control of major resources and wealth
- Dubai non-oil economy development
- Economic recession global financial crisis

Privatization

- Trade Tourism and Finance
- Water and electricity in project



UAE Vision



Source: OPEC-EIA Monthly Report 11/2024



SCENARIOS



Continuidad Monarquía

- Se mantiene Dinastía Sayed
- Enmienda Constitución; disipa tensiones federativas



Atomización Federativa:

- Tensiones irresueltas
- Enmienda Constitución→Control de Abu Dhabi
Dubai dependencia
Eventual Secesión

OMAN





OMAN Vision

GEOPOLITIC

Government

- Monarchy – Sultanate – Sharia law
- Haitham al Tariq
- Successor Sultan al-Qaboos – Leader on Arab Spring Al Shura

Population

- Member GCC + ties with IRN
- Población: 5.4 MM habitantes (2.2 MM expatriados)

ECONOMY

Context

- **Economy well diversified**
- Oil still plays important role

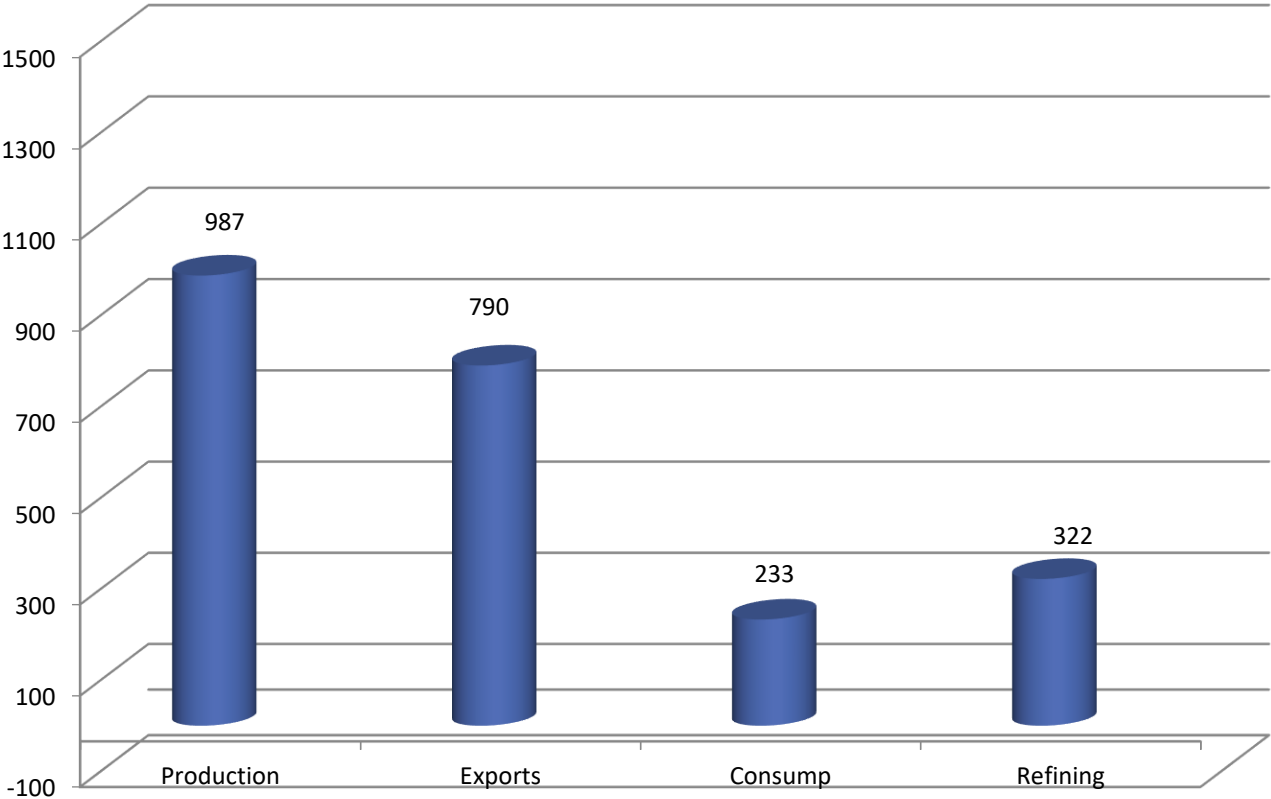
Privatization

- Tourism with significant role (Al Bustan Hotel)
- Infrastructure

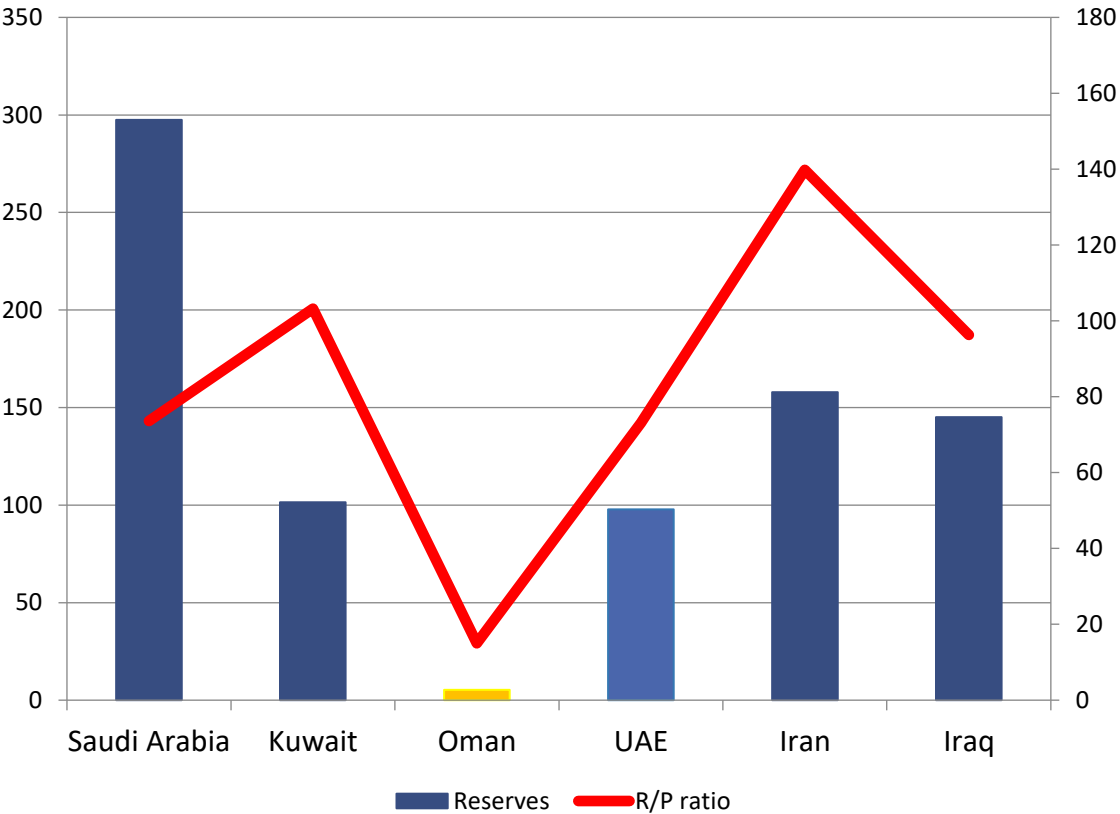


Vision Oman

Kb/d



Tb/d

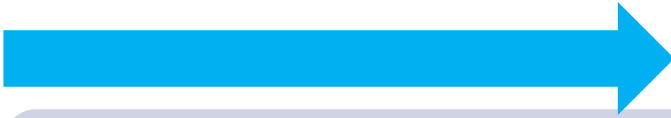


Source: OPEC-EIA Monthly Report 11/2024 / <https://www.omanobserver.om/oman>



OMAN Scenarios

SCENARIOS



Continuity Monarchy

- Al Busaid Dynasty is maintained. Current Sultan Haitham bin Tariq Al Said.
- Implemented reforms for greater political participation. Parliamentary elections and expansion of the Council



New Arab Spring

- Tighten absolutism against subjects
- People demand more participation

The Politics of Oman takes place in the context of a unitary absolute monarchy, where the Sultan of Oman is both head of state and head of government



**Teheran,
IRAN**



GEOPOLITIC

Ultra-conservative - Theocratic Islamic Republic based on the religious principles of Shiite Islam.

Masoud Pezeshkian, President: July 28, 2024.

Supreme Leader (Religious): Seyyed Ali Khamenei

THEOLOGICAL MONARCHY

ECONOMY

CONTEXT:

- * State controls (subsidies)
- * Attempts to open up with Europe
- * Embargo policy makes opening more difficult
 - Population pyramid (59% < 24 years)



2024 IRAN Elections

Nuclear agreement to be renegotiated?



Demografía electoral

Población	89 807 698 ²
Hab. registrados	61 172 298 ¹
Votantes 1.ª vuelta	24 535 185
Participación	39.93 % ▼ 8.9 %
Votos válidos	23 479 026
Votos nulos	1 056 159

Votantes 2.ª vuelta

30 530 157

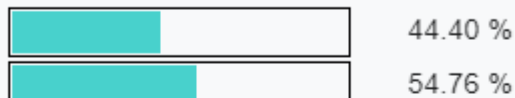
Participación	49.68 % ▲ 9.8 %
Votos válidos	29 922 582
Votos nulos	607 575

Results

Masoud Pezeshkian – Independiente

Votos 1.ª vuelta 10 415 991

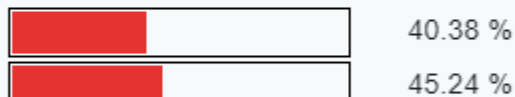
Votos 2.ª vuelta 16 384 403 ▲ 57.3 %



Saíd Yalilí – Independiente

Votos 1.ª vuelta 9 473 298

Votos 2.ª vuelta 13 538 179 ▲ 42.9 %



Mohammad Baqer Qalibaf – PJ

Votos 1.ª vuelta 3 363 340

14.34 %



Mostafá Purmohammadi – SCC

Votos 1.ª vuelta 206 397

0.88 %



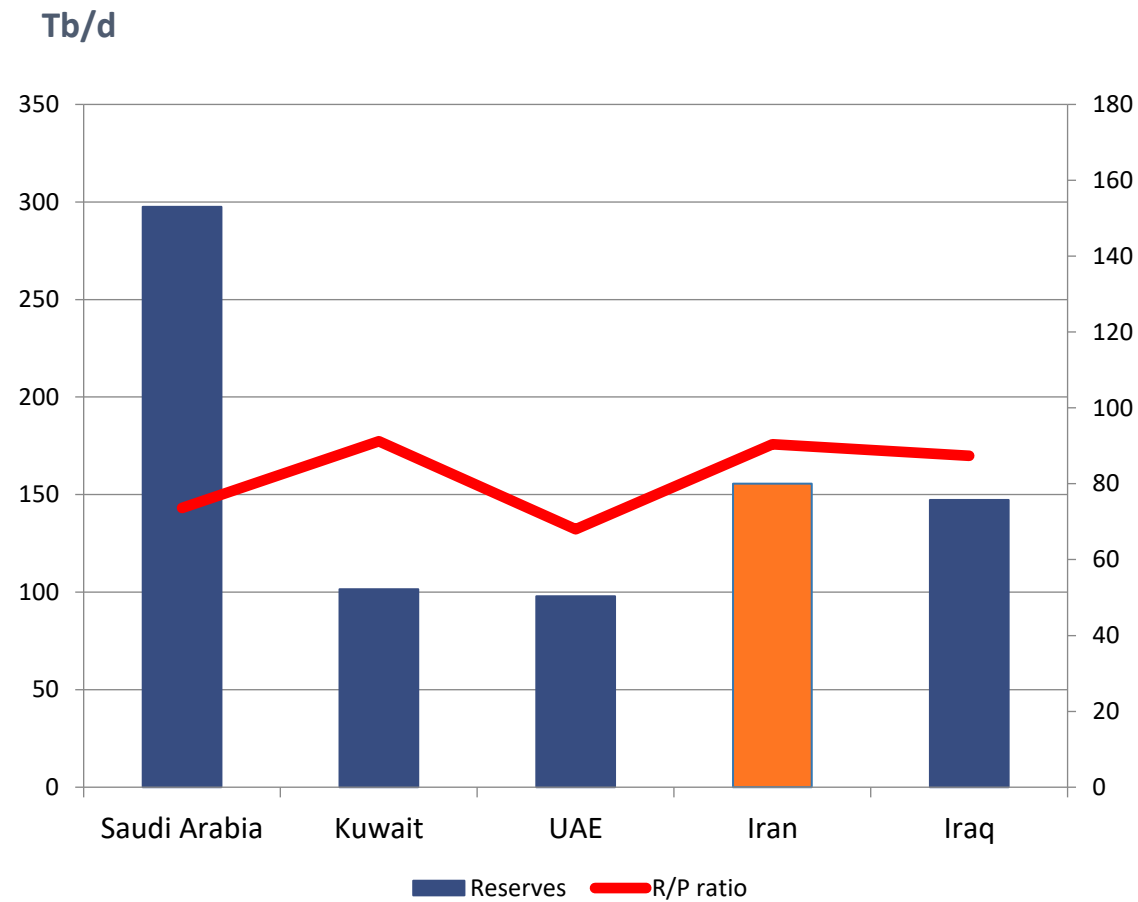
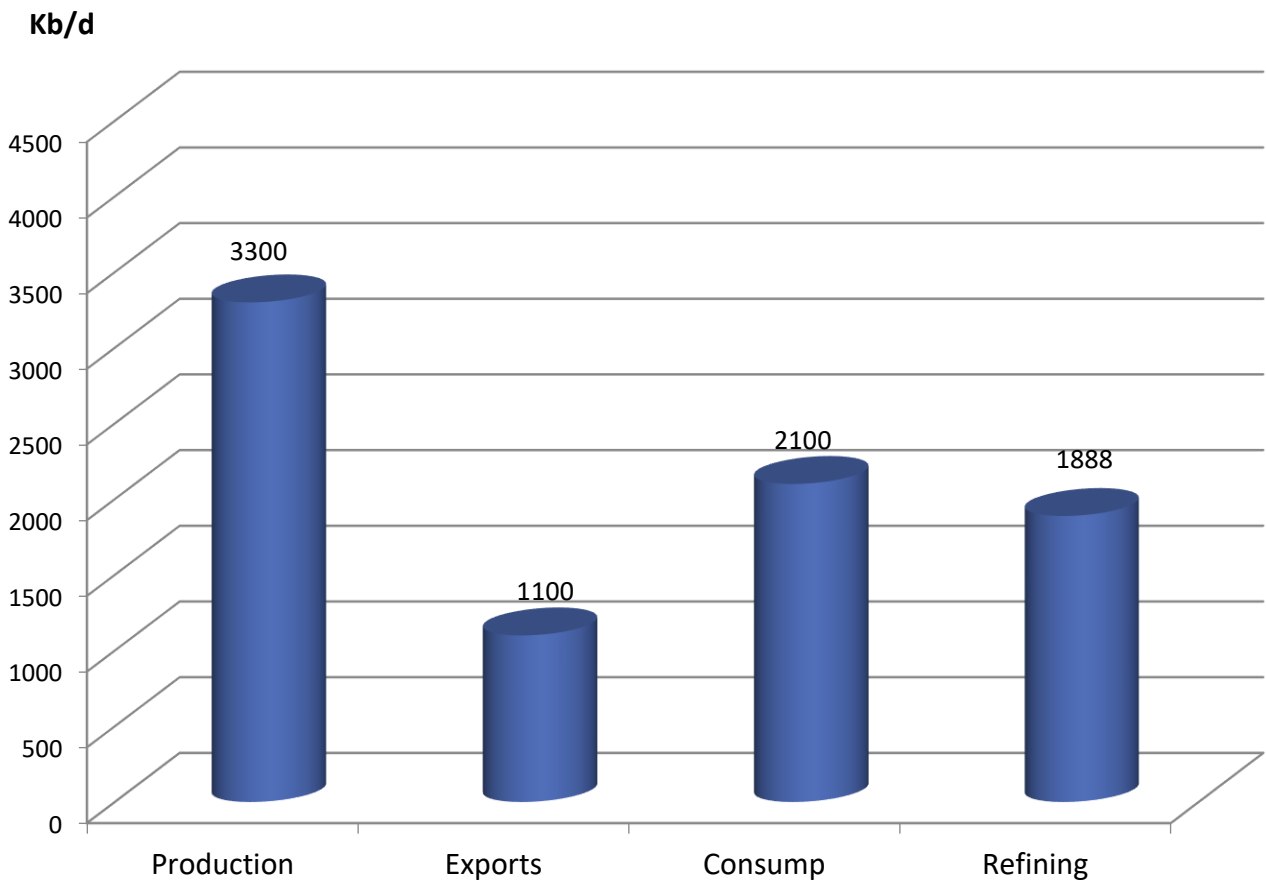


Iran Oil Projects: new contract model (interim w/o Sanctions)

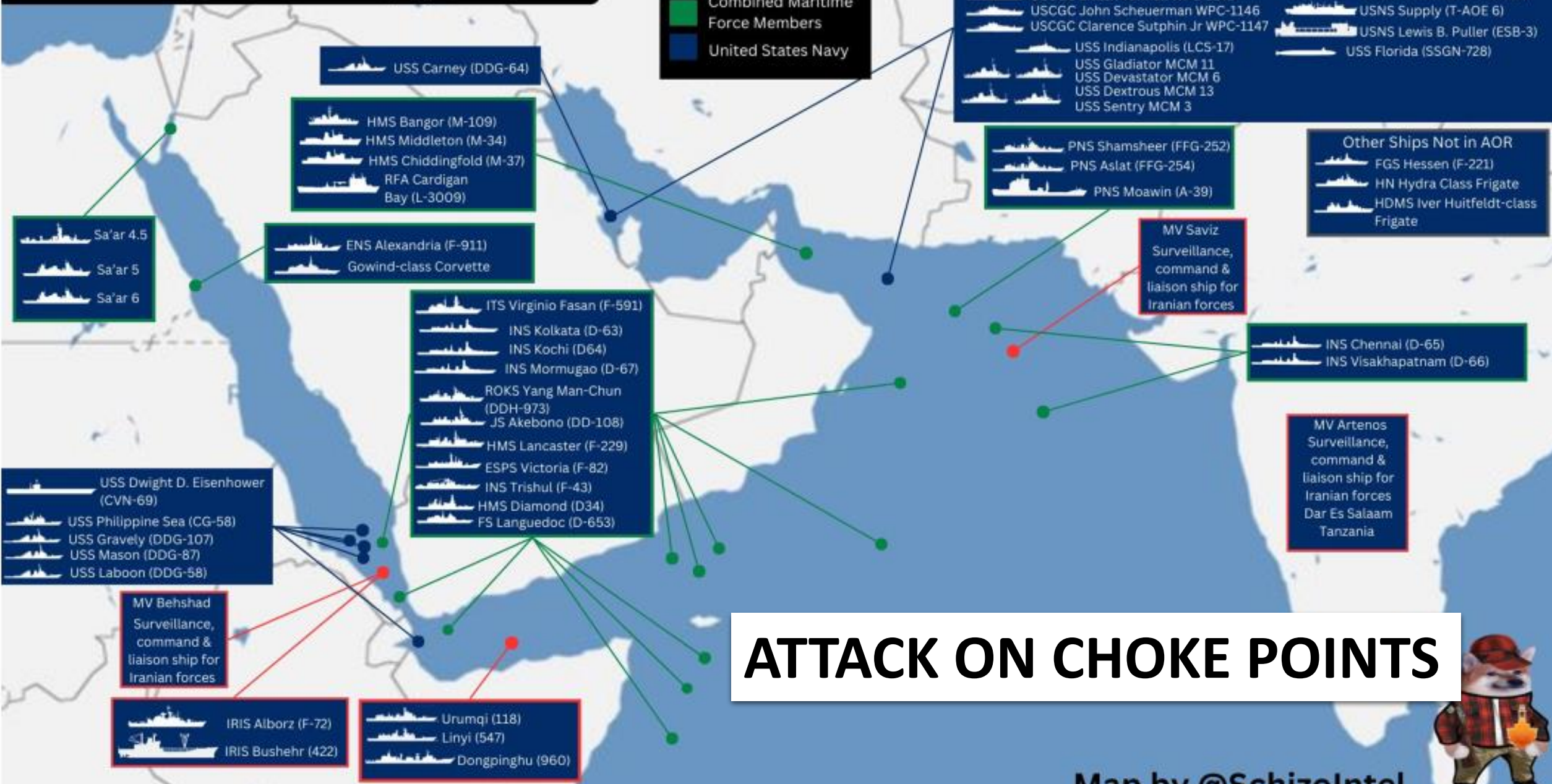
- An estimated **\$25 billion** in foreign investment for the sector.
- Iran will grant **E&P** (Exploration and Production) and development of its oil fields to foreign contractors.
- Through the **IPC** (Iranian Petroleum Contract), it will establish **gas and crude oil production operations**, which will be paid for with production revenue.
- **Partnerships with local service companies** (pipeline construction and drilling operations) are essential.
- **Increase oil production by 1 million barrels per day** within six months (following the removal of Western anti-Iranian sanctions).



IRAN Vision



Tracking Ships IVO Red Sea, Gulf of Aden, Gulf of Oman, Persian Gulf as of 07JAN2024 Map by @SchizoIntel



ATTACK ON CHOKE POINTS





IRAN Scenarios

SCENARIOS



PUNISHMENT

- Proud, complex and traditionally imperial nation
- Distrustful of Western interests/motivations in the region
- U.S./Iranian tussle continues. Negotiation “preconditions” exacerbate nationalist moods
- Isolationism and investment difficulties

4 MB/d Capacity



PRIZE

- Economic factors persuade population, pragmatists and conservatives to seek rapprochement. Less inflexibility
- Pragmatic, traditional and reformist conservatives would decline nuclear aspirations
- U.S. haggling could provide some nuclear breakthroughs

5-6 MB/d Capacity



Baghdad, IRAQ



GEOPOLITIC

- Population: approximately 41 million people

- **Political Context :**

- ✓ **Head of State** : Abdul Latif Mohammed Jamal Rashid (UPK) (PKK) - 2022
- ✓ **Prime Minister** : Mohammed Shia' Al Sudani – 2022
- ✓ **Spokesman** : Mahmoud Al Masha Dani - 2024

ECONOMY

- **Economic Context:**

- ✓ Economy dominated by the oil sector - 5th largest oil reserves in the world
- ✓ Petrochemical industrial sector oil processing and export
- ✓ Higher than anticipated government revenues due to high oil prices

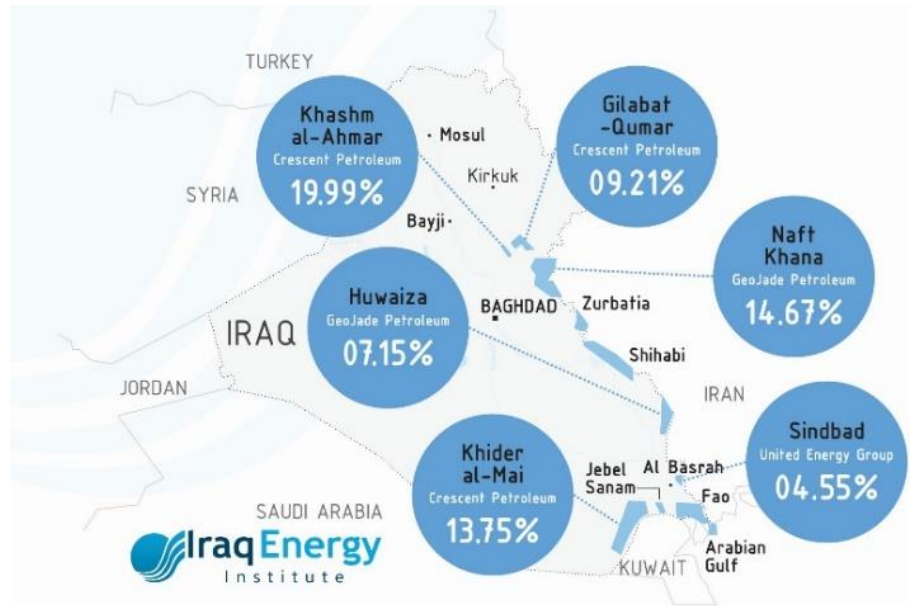
First Round 2008

Production Target (BOPD)	Remuneration Fee Bid (US\$/Bbl) *	Plateau Production	Remuneration Fee Bid (US\$/BOE) *
Rumaila	BP 51%- CNPC 49%	2,850,000	\$2.00 (\$3.99)
West Qurna 1 <i>Negotiated after round</i>	XOM 80 Shell 20	2,325,000	\$1.90
Zubair <i>Negotiated after round</i>	ENI 35 SNP 20 OXY 25 KOGAS 20	1,125,000	\$2.00
Missan	Bid not accepted. No award at this time.	(not yet posted)	(not yet posted)
Kirkuk	Bid not accepted. No award at this time.	(not yet posted)	(not yet posted)
Bai Hassan	Bid not accepted. No award at this time.	(not yet posted)	(not yet posted)



Irak's Fifth Round 2018

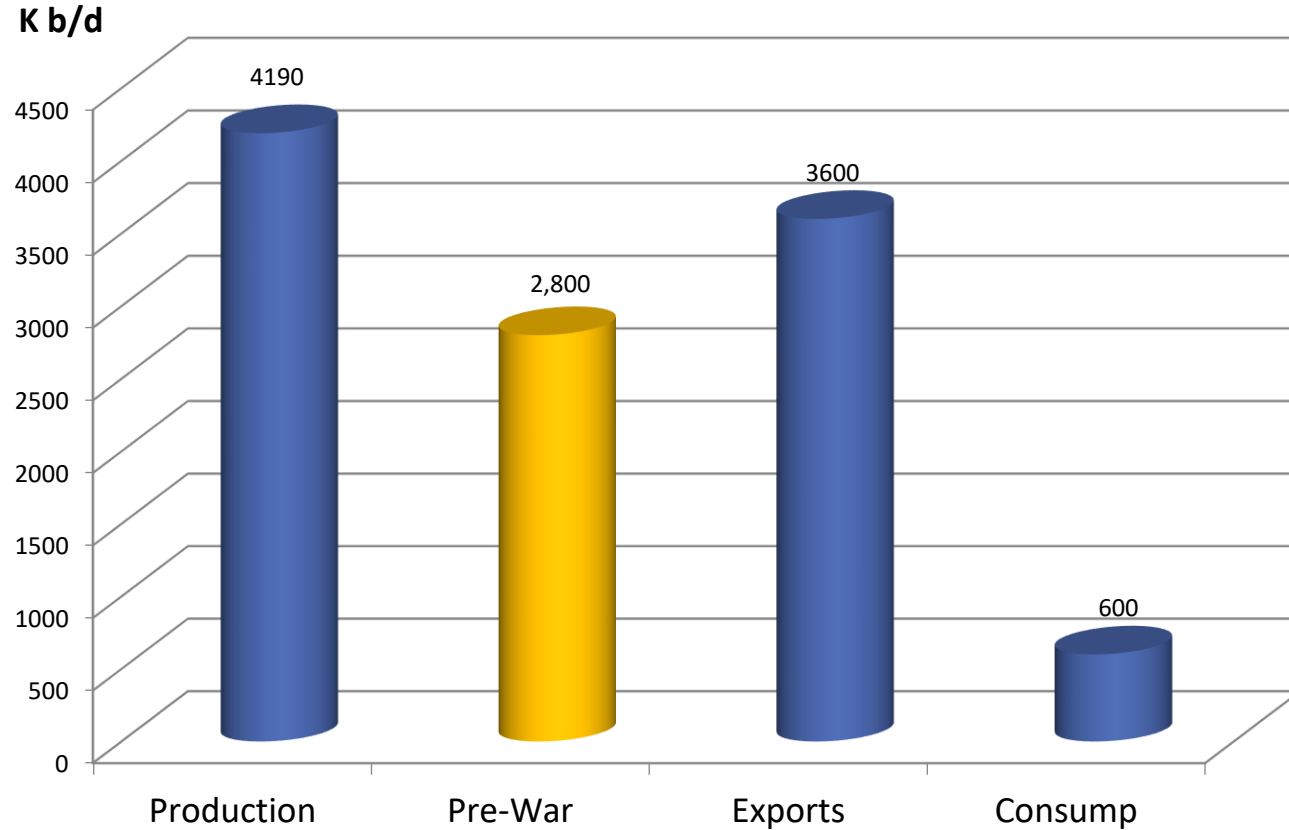
- Bidding process more competitive and more successful than fourth round
- Not very generous with the contractor, retains more value for the Iraqi government



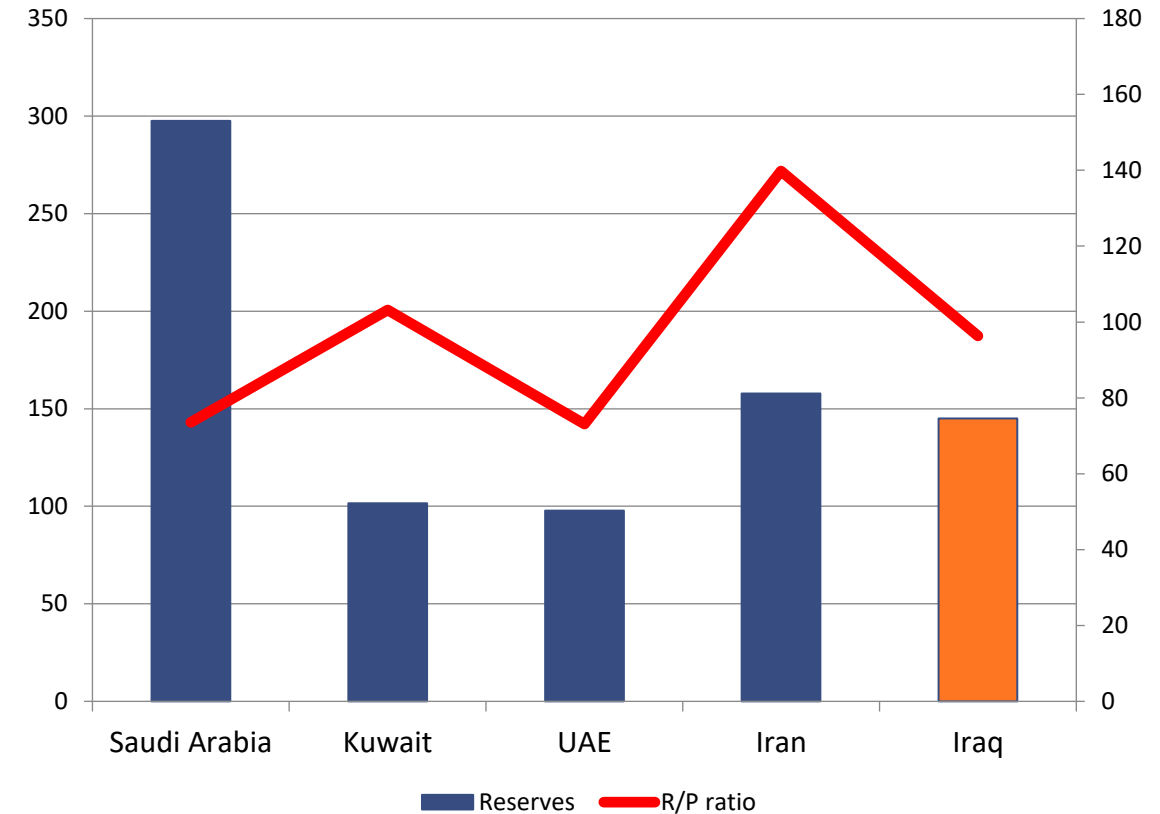
	TSC, BID ROUNDS 1-4	EDPC / DPC, BID ROUND 5
SIGNATURE BONUS	Non-recoverable cash payment, varying per field ¹¹ , typically \$100-500 million; \$15-25 million for exploration blocks	\$10 million for DPC; non-recoverable
COMMERCIALITY BONUS	None	\$15 million for EDPC, payable when commerciality declared; non-recoverable
STATE PARTNER	25% stake, costs carried by contractor and recovered from future cost recovery (no carried partner in Bid Round 4)	None (however if the contractor sells part/all of its interest, the Iraqi party has the first right of refusal to acquire that stake on the same terms)
ROYALTY	None	25% (paid to the relevant regional oil company (ROC ¹²))
TRAINING FEE	\$5 million per year, non-recoverable	Annual fee; amount left blank in model contract
INFRASTRUCTURE FUND	Payments to be made for the development of infrastructure in the governorate of the field; cost-recoverable	Payments to be made for the development of infrastructure in the governorate of the field; cost-recoverable
COST RECOVERY	Begins when production target reached; from maximum of 50% of revenues (70% for Bid Round 4 for exploration blocks)	Begins when commercial production begins; from a maximum share of revenues after royalty, from 30% if oil price is \$21.5/bbl or below, to 70% if oil price is \$50 per barrel or above
REMUNERATION FEE	Fixed fee per barrel produced, a biddable element (typically in the range \$1-6 per barrel)	Share of the revenues remaining after royalty, a biddable element, with winning bids ranging from 4.55-19.99%
PERFORMANCE FACTOR	Remuneration is reduced proportionately if production during the plateau period is below the committed plateau target	Remuneration is reduced proportionately if production in a quarter is below the rate approved for that quarter in the latest approved budget
R-FACTOR	Remuneration fee reduces to 30% of original level with R-factor (ratio of aggregate cash receipts to aggregate expenditure) ¹³	Not used
INCOME TAX	35% of remuneration fee	35% of remuneration fee
TAX ON TRANSFER	None	35% if part/whole of the contract sold to another party



IRAQ Vision



tb/d



Source: OPEC-EIA Monthly Report 11/2024



IRAQ Scenarios

SCENARIOS



SECESSIONIST THREATS

- Federalist failure. Sectarian and ethnic factions
- Semi-separate" Kurdistan
- Risk of Shia insurrection

5 MB/d Capacity



RE-UNION

- Ethnic factions find gradual unification via federation
- Resentment population "colonial" treatment fading
- Oil resources decided by Iraqis

6 MB/d Capacity

A map showing the border between Colombia and Venezuela. A red pushpin is stuck into the map, pointing to Bogotá, the capital of Colombia. The map includes labels for various cities and regions in both countries, such as Maracaibo, Cabimas, Barquisimeto, Valencia, San Cristóbal, Meta, Puerto Ayacucho, Orinoco, Bogotá, Guaviare, Neiva, Pasto, Caquetá, Japurá, Putumayo, and Tonantins. The word 'COLOMBIA' is prominently displayed in large, bold, black letters across the center of the map.

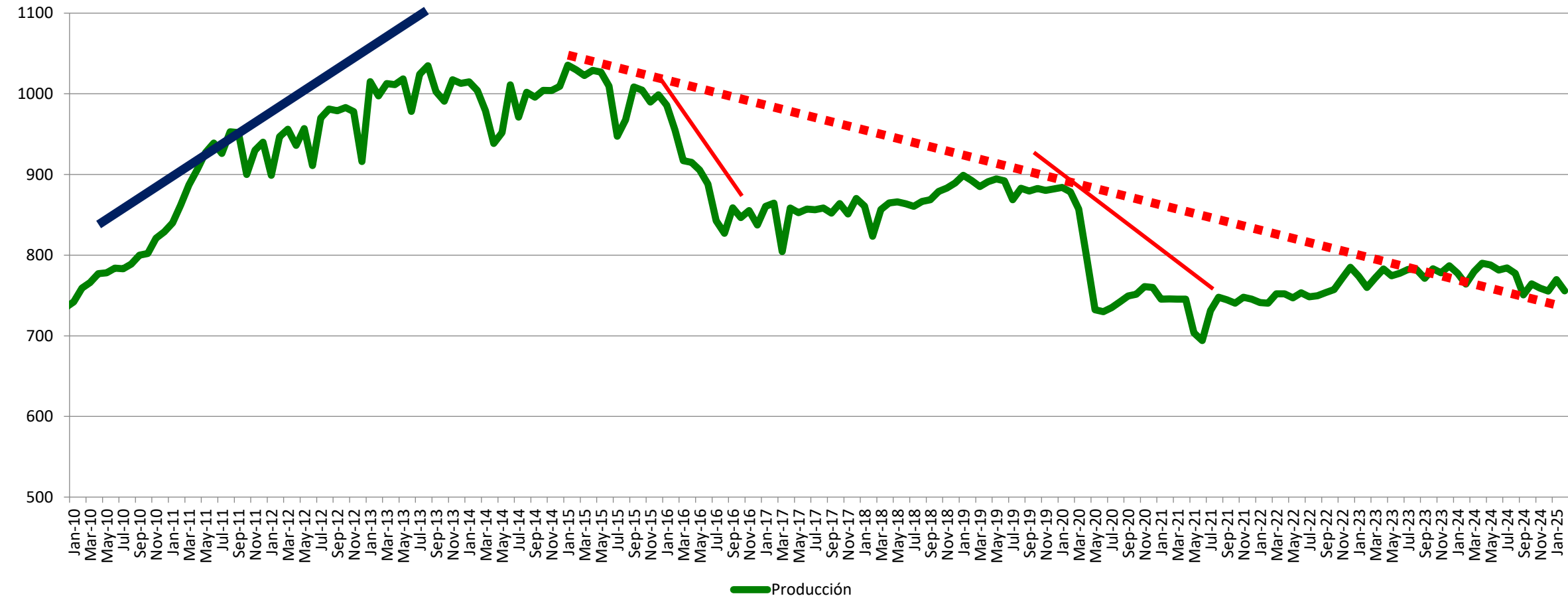
COLOMBIA IMPLICATIONS

**OIL & GAS
VOLUME & PRICES**



COLOMBIA: Oil Production

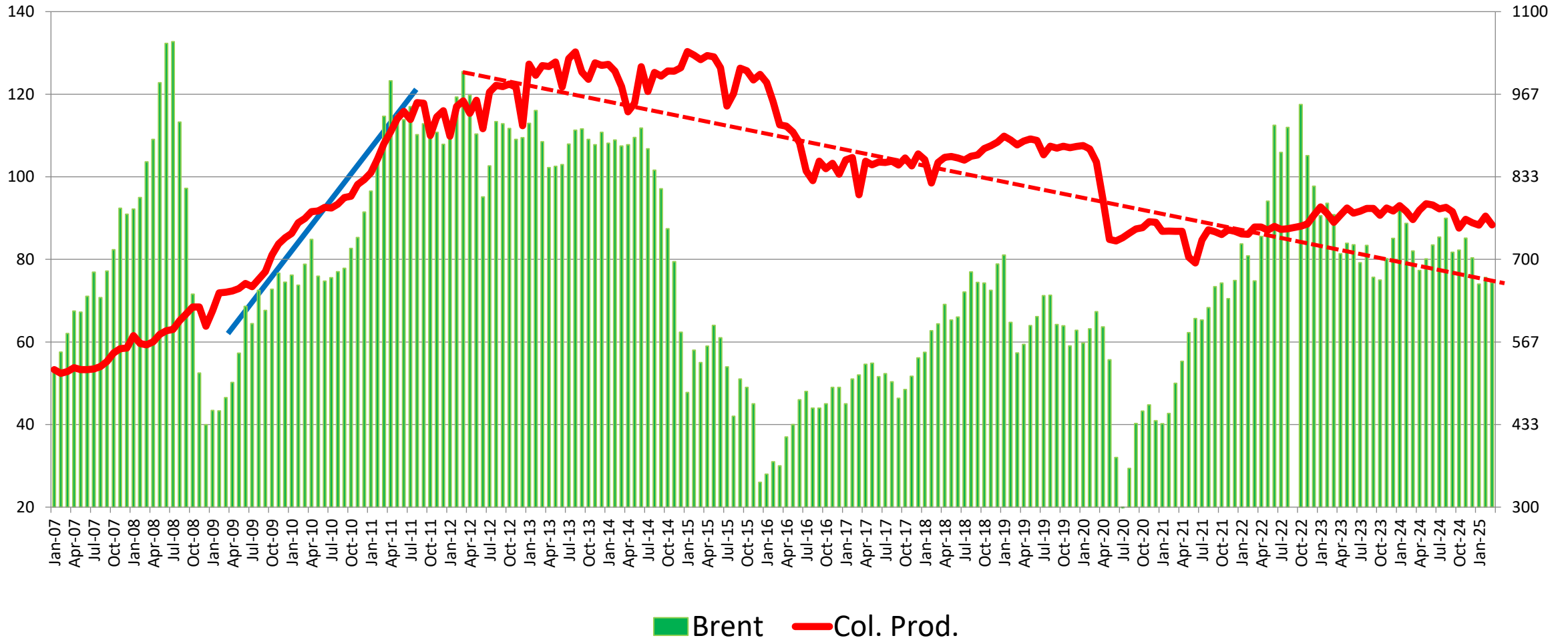
Kb/d



PRODUCTION GREW 30 % (in 5 yrs) & FELL 30 % (in 10 YRS)



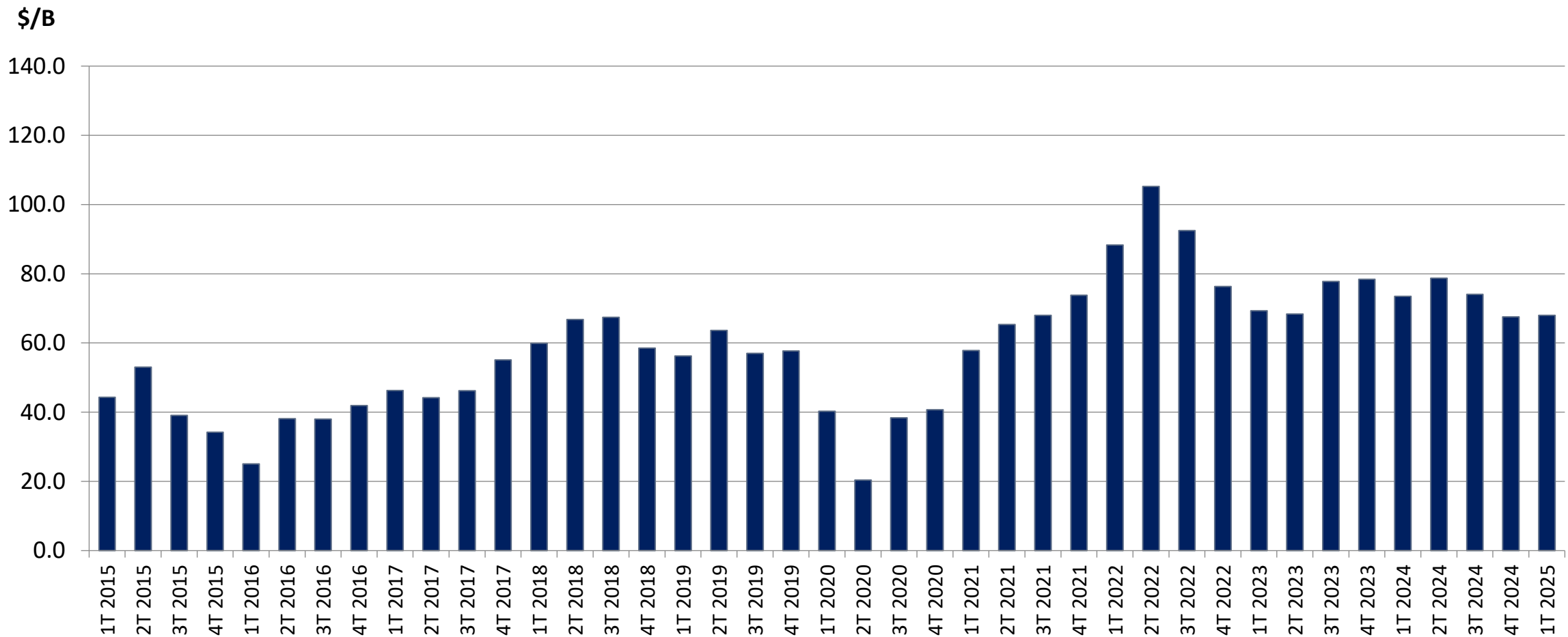
Colombia Production vs. Brent



PRICES FELL ABOUT 50 % (in 17 YRS)



COLOMBIA Oil Price

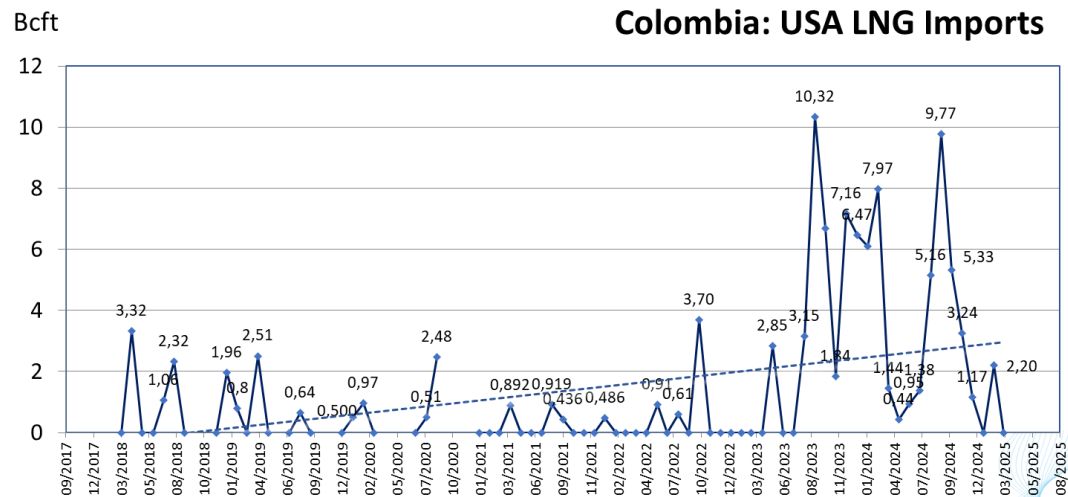


PRICES ABOUT 10-20 % less than BRENT

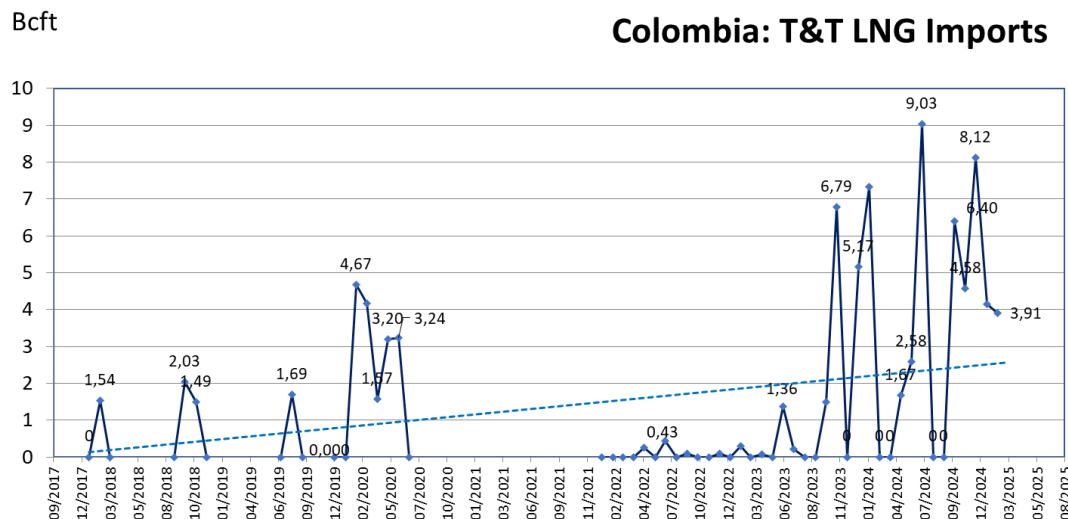


COLOMBIA GEOPOLITICS: LNG VOLUME & IMPORT PRICES

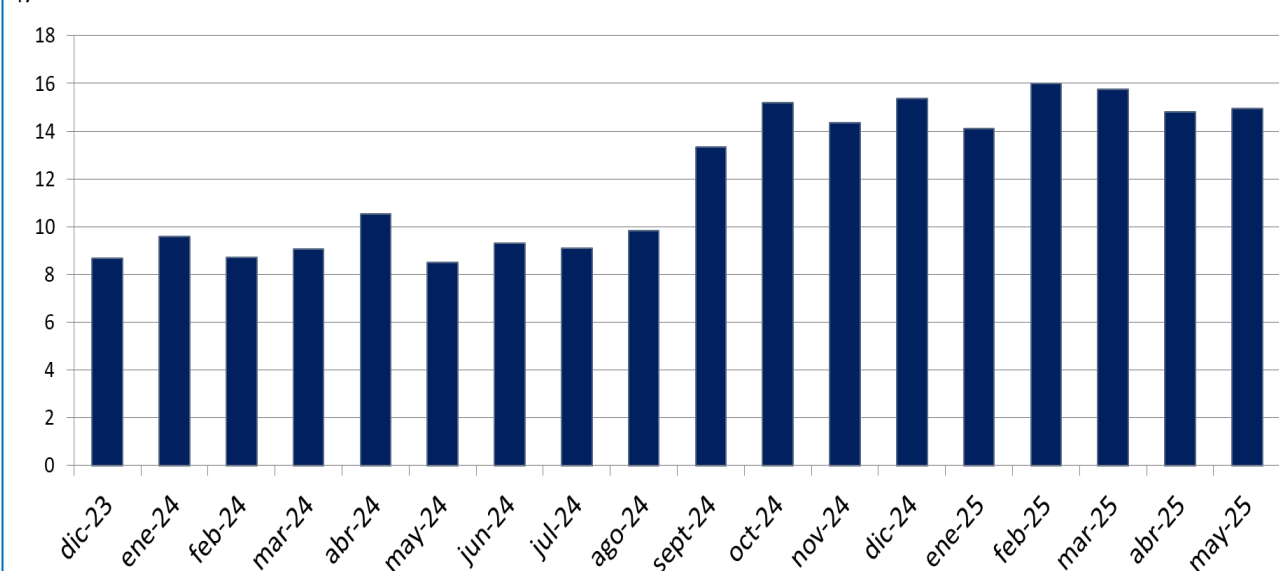
Colombia: USA LNG Imports



Colombia: T&T LNG Imports



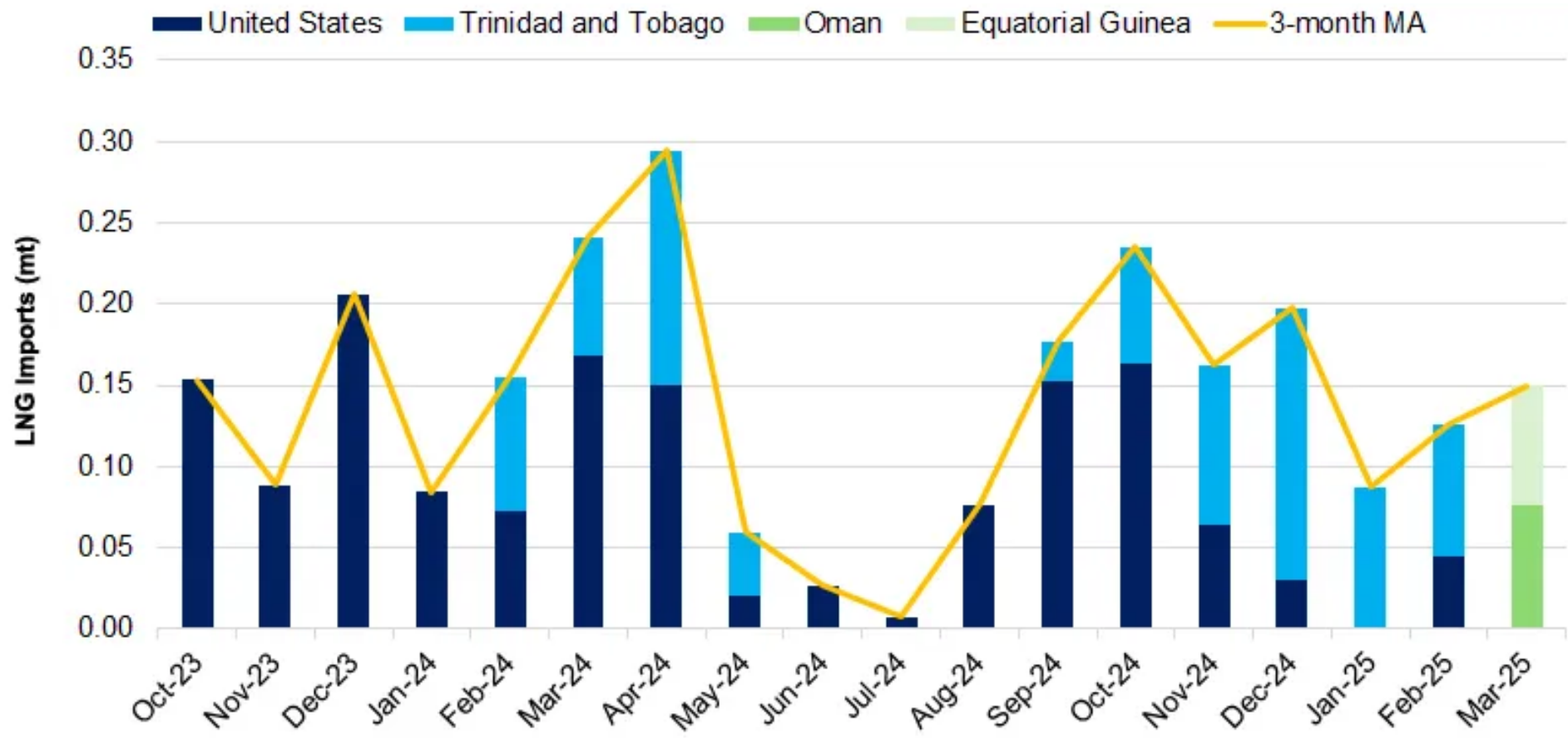
\$/MBTU



Source: Gestor del Mercado /promigas.com



COLOMBIA LNG IMPORTS BY COUNTRY



Note: March 2025 import data as of 24-Feb-2025.

Source: Compiled by NGI from Kpler data, NGI calculations



IMPORTED GAS: VENEZUELA



- **PDV COL** assesses Supply by 2025 yearend
- **RICAURTE** gas pipeline
 - Works badly needed
 - Reversion & fully refurbished in certain areas (dismantled)
 - Only “logical” Supplier Cardon IV
 - New authorities recently in charge
- **USA SANCTIONS** (Waver?)
 - CVX just allowed to stay put
 - Repsol, ENI, Maurel & Prom + others fully hand tied



COLOMBIA GEOPOLITICS: OIL Implications

OIL GEOPOLITICS

- **VISION 2030 (SAU)** suggests Oil Prices in Moderate Range
 - Challenges COL Production costs. More efficiency & productiveness needed
- **IRN Contract Model** (Interim w/o Sanctions)
 - Local (Domestic) JV could be palatable in COL?
- **IRQ Several Contract Models** (2008-2018)
 - Investment = Loan
 - Sharing Revenues after Royalties





COLOMBIA GEOPOLITICS: GAS Implications

GAS GEOPOLITICS

- **OMN GAS Prices:** Competitive despite high Freight costs to supply CAR COL Coast
- **PER Could be a New Competitor?** To Buenaventura – to Caribbean Coast despite Panama canal & Freight costs ?
- **Challenge Domestic Gas Prices** Not affordable \$ 10 Mbtu at the well in Lower Magdalena Valley
 - Further exploration, for more Reserves
 - More efficiency for Greater Productivity
 - Lower Prices for better Competitiveness and to Benefit Consumers
- **GAS OFF SHORE** Alternatives instead of Domestic Supply (via “Entrapment”)





A FINAL REJOINDER (from “Your” Influencer)

SEE NEXT EPISODE FOR THE NEW SEASON...

- **WHEN IT IS ...**
- **WHERE IT IS ...**
- **HOW IT IS ...**

SEE YOU AT ARBOLEDA/PRIME - MASTER ENERGY MANAGEMENT COURSE

GEOPOLITICS & INTERNATIONAL OIL MARKETS



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EXPLORA NUESTRAS OPCIONES DE FORMACIÓN



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**MAESTRÍA EN GESTIÓN
ENERGÉTICA (MGE)**

**DIPLOMADO EN CADENA DE
VALOR DEL HIDRÓGENO (H2)**

**CURSO EN ADMINISTRACIÓN
DE TRANSICIÓN ENERGÉTICA**



Más información aquí



MAESTRÍA EN GESTIÓN ENERGÉTICA (MGE)

UN MBA EN ENERGY MANAGEMENT



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OBJETIVO

Formar líderes integrales, comprometidos con el desarrollo nacional, y competentes para desempeñarse con éxito en diversos ámbitos de la gestión de empresas relacionadas con la industria energética.

Más información



[Página MGE - Universidad Sergio Arboleda](#)

Horario: viernes de 5:00 p.m. a 9:30 p.m. y sábados de 8:00 a.m. a 1:30 p.m.

Valor matrícula 2025: \$48.795.400.



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UNIVERSIDAD SERGIO ARBOLEDA

Diplomado en Cadena de Valor del Hidrógeno (H2)

PROMESA DE VALOR

Desarrollar competencias relacionadas con la **Cadena de Valor del Hidrógeno**, con el fin de desarrollar los proyectos que apalancarán el cumplimiento de las políticas colombianas y globales.

Horario: Lunes a Jueves 6:00 p.m. a 8:00 p.m.

Valor matrícula 2025: \$3.300.000

Intensidad: 95 horas

FACTOR DIFERENCIAL

Enfoque **teórico – práctico** para emprender con iniciativas alrededor de la Cadena de Valor del Hidrógeno. Con profesores con experiencia en el desarrollo de nuevas tecnologías.

COMPETENCIAS

- Capacidad para interpretar variables del sector energético asociadas a la Cadena de Valor del Hidrógeno.
- Habilidad para identificar oportunidades que permitan formular estrategias y proyectos energéticos.



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Curso en Administración de Transición Energética

PROMESA DE VALOR

capacidad para enfrentar y debatir diversos temas relacionados con la **transición energética** desde los negocios, marco legal, finanzas y aspectos tributarios.

FACTOR DIFERENCIAL

Docentes expertos **nacionales** e **internacionales** provenientes de sectores público, gremial y empresarial, con una profunda experiencia en el ámbito energético.

COMPETENCIAS

- Capacidad para comprender y aplicar conocimientos teóricos y prácticos en el sector energético, con un enfoque integral.
- Capacidad de gerenciar y administrar proyectos para energías renovables.