



### Refinery Management

(TR-7-09: June 1 – June 15, 2010)

**Mr. Asim Murtaza Khan (Deputy Managing Director, Pakistan Petroleum Ltd.)**

I am honored to express my sentiments and views of the TR-7-10 Refinery Management course on behalf of the group of 14 participants from 11 countries who attended the course. Our delightful stay in the remarkable country of Japan has left lasting impressions on our professional, personal and social lives.

The initial orientation session provided basic information about commuting, the Japanese language and Japanese cuisine, and dispelled our worries about staying in a land foreign to us. We soon found ourselves in a welcoming environment in a land that no longer felt so foreign. Short of an economics study module, an excellent easy-to-understand lecture provided insight into the Japanese economy and facilitated our understanding of life in Japan.

Visits to JGC Corporation in Yokohama, Nippon Petroleum Refining Company, and Japan Energy Corporation's Mizushima Refinery, where we were welcomed with warm hospitality, complemented the JCCP lectures and provided new dimensions of energy saving, safety, and environment protection. We learned that Japan's precious land area necessitated optimum use of space and led to the construction of compact plants and refineries, from which distinct operations and maintenance management techniques evolved. This background knowledge could not have promoted a better understanding of the oft-heard concept of Kaizen. Though we may use Kaizen elements in different forms and under different names, we renewed our awareness of the significance of applying the concept—of making continuous improvement through human observation and behavior—to our respective spheres of work.

In the lecture on Management by Rational Thinking Process, we acquired, through practical group exercises, simple but unique tips on organizing thinking and communication processes, which are the basis of successful management.

The tours to Yokohama, Kurashiki, Mizushima, and Hiroshima were perfectly planned. Kubota-san and Takahashi-san, who coordinated the tours, took care of every detail, and made us feel like family. We are grateful to these gentlemen for going beyond their personal capacities to make our tours memorable.

In fact, the entire program was precisely designed, well organized, and implemented to cater to participants of diverse professional backgrounds. It rewarded us with much more than an augmented understanding of the technical

aspects of the petroleum refining industry, and allowed us to gain first-hand knowledge of Japanese management, culture, customs, history, and lifestyle. By sharing this common experience with fellow participants and lecturers, we were able to cultivate personal and professional friendships transcending national borders.

We congratulate JCCP for its successful performance in strengthening cooperation between Japan and our respective countries in the petroleum sector, and hope continuous efforts will be made to provide even greater cooperation, beyond the walls of lecture rooms. For our part, we will continue to seek greater industrial investment and technology transfer from Japan.

We found Japan unique in several respects. Work is performed in a highly systematic and organized manner; courtesy and politeness, which are basic values of human beings, are found in abundance; and exceptional value is placed on time and punctuality. These characteristics were paramount factors that boosted Japan to outstanding success. Although we saw and experienced exemplary Japanese courtesy, hospitality, culture and Japanese architecture, we were eager to see more people wearing the lovely traditional Japanese dresses!

The sights in Hiroshima touched our hearts deeply and cast a shadow of sorrow over us. At the same time, we glimpsed the greatness of the Japanese nation in its efforts to come out of the devastation with courage and determination to resolute peace.

*Domo Arigato Gozaimashita*, JCCP management and staff members, for taking us on a journey through wholesome learning.



Group presentation: Rational Thinking Process