

The oil companies
can handle better”
(angel gonzalez,



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The Organization, products and services, market and niche. Total S. A is one of the leading global energy providers. The company operates its business within the following business segments: 1. Upstream, which includes the exploration and production of hydrocarbons, gas and power (www. reuters. com)2.

Refining & Chemicals which consists an industrial hub consisting of the activities of refining, petrochemicals and specialty chemicals, and also includes the activities of oil trading and shipping (www. reuters. com)3.

Marketing & Services which includes the activities of supply and marketing of petroleum products, lubricants and special fluids, as well as, New Energies (www. reuters. com)4.

The Company's Corporate segment includes holdings operating and financial activities (www. reuters. com) Total has evolved from being just an oil and gas company with activities in the upstream and downstream sectors of the oil industry to being a global energy company of reference. Its niche derives from its low cost of operations brought about by continuous innovation which reinforces its commitment to provide affordable energy and its enormous financing capacity which can be seen from the several acquisitions the company has accomplished in over the years. Industry experts see this as strength because the estimated 30% growth in energy demand by 2030 will demand “ gargantuan investment and technological breakthroughs that international oil companies can handle better” (Angel Gonzalez, 2007). Analysis of strategic intent posture Total S. A.

has a strategic intent of being an all round Energy Company of reference. As enunciated by its Chairman & CEO Mr. Patrick Puyane “ Our ambition is to become the responsible energy major. In tangible terms, that means bringing affordable, reliable and clean energy to our customers all around the world” (www. reuters. com) Strategic intent projects the vision of an organization and the direction it aspires to grow (Brown, 2015). To achieve a strategic intent, a company must take on a larger, better financed competitor, which means conserving scarce resources by carefully managing competitive engagements.

This can only be achieved by changing the game in a way that fundamentally disadvantages the incumbent (Hamel and Prahalad’ 2015). As Hamel and Prahalad (2005) observed, organizations that have attained global leadership in the last two decades started with very audacious goals far beyond their resources and skills. To get to its present position Total S. A. had been through two major mergers.

First with Petrofina, a Belgian oil and gas company, in 1999 and with its main rival Elf Aquitaine, a bigger French oil and gas company in 2000. It also acquired Maersk oil, Engie LNG and GAPCO all in 2017 for very large sums of money. A strategic posture refers to how business leaders apply strengths of the business to the needs of the market now and in the long term. The common strategic postures which organizations may adopt are “ shaping the future, adapting to the future, and reserving the right to play” (Neil Mokemuller, undated). Reeves et al., (2012) refer to this in their four strategic styles namely classical, adaptive, shaping and visionary.

Innovators and pioneers shape the future by driving the nature of operations or products offered. Total has elected to take the strategic posture to shape the future. This strategic posture informs Total's move to diversify into power production by acquiring Sun Power Corporation, an American energy company with plants in the Americas. Total has established a renewable energy branch with huge investments in research and development which aligns with its shaping strategic posture. This diversification into power can be a strategic move to position itself to cater for the need of electric car customers by providing solar-powered car charging stations on the highways.

Evaluation of the CSR and mission/vision and values Total's has a code of conduct underpinned by the following core principles: preventing corruption and fraud, upholding human rights, promoting financial transparency, promoting free competition and respect for people. As a socially responsible organization Total partners with governments and agencies both local and international to improve the wellbeing of its host communities. The company has established a sustainable development division. The company places great value on its people and has taken steps to human resources in the areas where it operates in Africa by recruiting young graduates and giving them international exposure to enable them acquire skills that will be useful for them either to get a permanent employment in Total or any other organization. In the downstream sector the young dealers' scheme makes it possible for young Africans with visible entrepreneurial drive but with no financial backing to own and run filling stations with no cash down.

This programme has contributed immensely in eradicating poverty and creating new generations of middle to high income in those societies
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(Agnihotri, 2013). Recognizing the potential market at the base of the income pyramid and propelled by its ambition stated earlier, the company moved to satisfy a growing need for energy in sub-Saharan Africa. A. Agnihotri (2013) opined that an organization could reduce poverty by providing poor people with socially important goods at a reduced price. Total introduced a range of solar lamps with charging ports, that provides light at night and enables the owners charge their portable electrical appliances such as cellphones, at a very affordable price.