

Enhancing Financial and Strategic Performance of an Oil and Gas Company



Rafikul Islam and Deven Krishnan

Department of Business Administration

International Islamic University Malaysia

Jalan Gombak, 53100 Kuala Lumpur, Malaysia

Email: rislam@iium.edu.my

Introduction

- ❑ If not all, but most of the oil and gas players are going through the process of reassessing their forward strategy.
- ❑ The **short-term priority** would be **cash generation, cost efficiency, and corporate restructuring to stay competitive.**
- ❑ In a **long-term view**, oil and gas firms will continue to do what they have done for more than a century which is to **invest for the future, push the boundaries of technology, and seek new resources and markets** in every corner of the world.
- ❑ In doing so, firms will face a variety of **technological, regulatory, environmental, and geopolitical challenges** to secure a **sustainable competitive advantage** (Inkpen & Moffett, 2010).

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- ❑ Scholars have advocated core competencies as the source or backbone of competitive advantage of firms (Hafeez, Zhang, Malak, 2002a; Srivastava, 2005; Prahalad & Hamel, 1990).
 - ❑ Given that the core competencies lead to the competitive advantage of the firm, **this study will identify** the firm's core competencies by **interviewing the management** team.

Research Objectives:

- ❑ To **explore** core competencies, competitive advantage, the financial and strategic performance of Malaysian NOCs.
- ❑ To **prioritise** core competencies in relation to financial and strategic performance of Malaysian NOC.
- ❑ To **prioritise** competitive advantage in relation to financial and strategic performance of Malaysian NOC.
- ❑ To **develop a model** depicting all relationship among core competencies, competitive advantage, financial and strategic performance of the Malaysian NOC.

Literature Review (Core Competency)

No.	Author (Year)	Area of discussion
1.	Enginoglu, Arikan (2016)	<ul style="list-style-type: none">• Brings forth insight as to the nature of the core competency construct• Make contribution in terms of clarification, and set a sound ground for further model building.• Research shows that core competence is at the heart of all competitiveness
2.	Agha & Alrubaiee (2012)	<ul style="list-style-type: none">• Investigated the relationship between core competence, competitive advantage and organizational performance.• Core competence was measured through three dimensions: shared vision, cooperation and empowerment.• Competitive advantage was measured through flexibility and responsiveness.
3.	Srivastava (2005)	<ul style="list-style-type: none">• Proposed framework helps to conclude that competencies in an organization need to be continuously nurtured, developed, and also abandoned.• Critical competence emerges as a universal competence which is at the highest level in the hierarchy of competencies and is a prerequisite for attaining sustainable competitive advantage.
4.	Hafeez, Zhang & Malak (2002)	<ul style="list-style-type: none">• Provided a summary of the recent management theories by comparing their salient features.• Proposed a linking mechanism between assets, resources, capabilities, competencies, and core competencies
5.	Pralahad & Hamel (1990)	<ul style="list-style-type: none">• The Core Competence of the Corporation is an important paper which made core competencies study become important.• The paper looked into corporation's ability to identify, cultivate and exploit the core competencies that make growth possible.

Core competencies is the backbone of competitive advantage

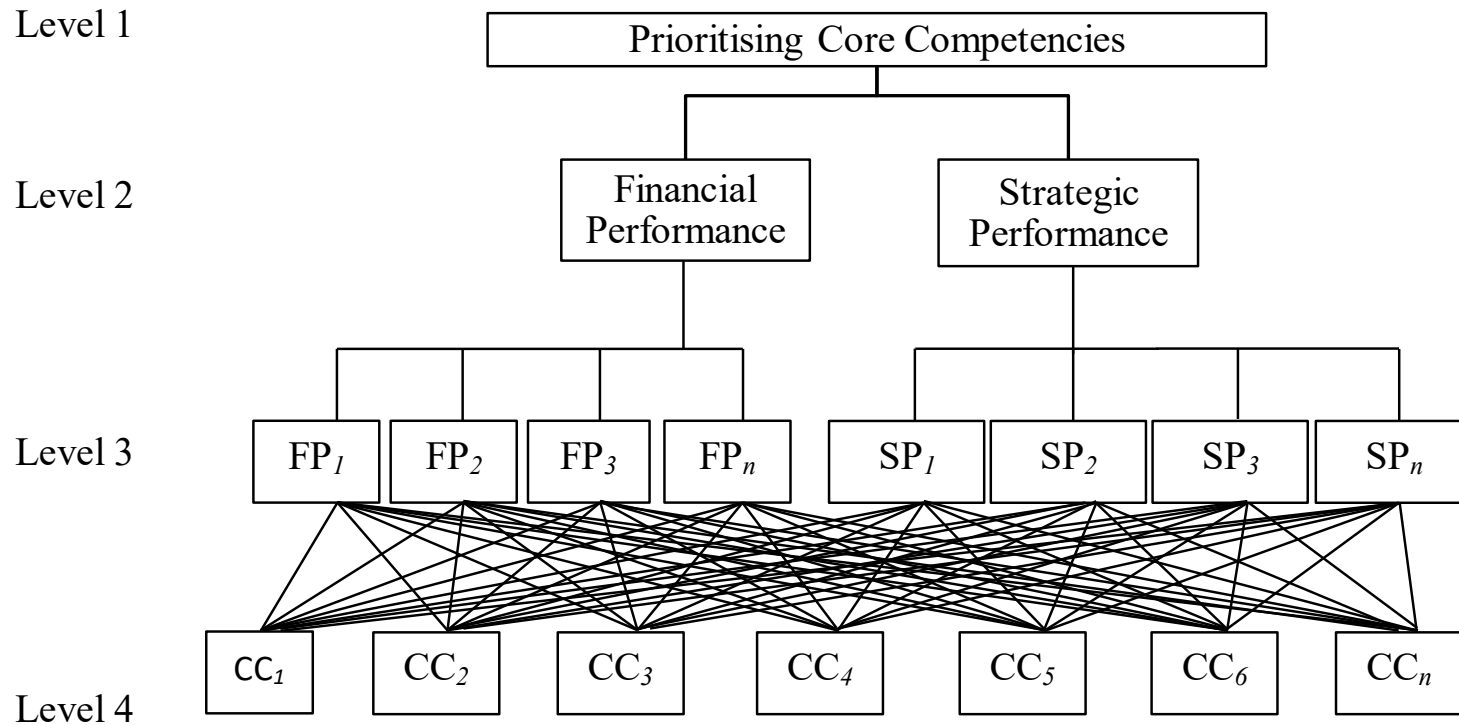
Competitive Advantage

No.	Author (Year)	Area of discussion
1.	Khan (2014)	<ul style="list-style-type: none"> Assess the role of increasingly prominent area of Knowledge Management. Khan explores the definitions and understanding of knowledge, KM and its potential to be a source of competitive advantage for an organization
2.	Malika & James (2013)	<ul style="list-style-type: none"> Explored conceptual and empirical literature touching on Strategic Resource, Competitive Advantage and Firms Performance Establish commonalities and controversies with an overall agenda of establishing the nature of relationship between Strategic Resources, Competitive Advantage and Firms Performance.
3.	Awwad, Khattab & Anchor (2013)	<ul style="list-style-type: none"> Explored and predict the relationship between the competitive priorities (quality, cost, flexibility and delivery) and the competitive advantage of firms in the Jordanian Industrial Sector.
4.	Kak & Sushil (2002)	<ul style="list-style-type: none"> The literature has been reviewed for the sources of core competence, role of core competence for competitive advantage, and formulation of strategy with core competence and flexibility in a more focused manner. The organizational learning, strategic flexibility, effective technology management, and people provide the important sources of core competence.
5.	Bharadwaj, Varadrajana & Fahy (1993)	<ul style="list-style-type: none"> The study focus on the distinctive organizational skills and resources underlying sustainable competitive advantage (SCA) in service industries and the moderating effects of the characteristics of services, service industries, and firms within an industry on the skills and resources underlying a business's competitive positional advantage.

AHP in Strategic Management

No.	Author (Year)	Area of discussion
1.	Pei & Tan (2015)	<ul style="list-style-type: none"> Constructed the Competitive Dynamics AHP Model (CDAHMP), and integrated multiple resources to measure resource similarity, as to facilitate the inter-organizational competition analysis for Taiwan's listed automakers
2.	Feiler & Teece (2014)	<ul style="list-style-type: none"> Explicates the dynamic capabilities framework and shows its relevance for the Global Exploration Division of a major IOC, Supermajor EXP.
3.	Ghadikolaie, Bagheri & Keshvarz (2013)	<ul style="list-style-type: none"> Studied technological competency factors (technology management, process technology, product technology) are prioritized according to the competitive advantage levels(customer satisfaction, brand reputation, new product introduction, market share)
4.	Sipahi & Timor (2010)	<ul style="list-style-type: none"> Reviewed 232 (73% is on AHP) articles from highly reputed international academic journals on AHP and ANP from 2005 – 2009. 33% in Manufacturing Industry; 6% in Power & Energy Industry
5.	Hafeez & Essmail (2007)	<ul style="list-style-type: none"> Introduced an integrated framework to determine the relationships between organization core competences and associated personal competencies.
6.	Hafeez, Zhang & Malak (2002)	<ul style="list-style-type: none"> Provides a structured framework for determining the key capabilities using AHP. Employed financial and non-financial performance using balance scorecard

Prioritising Core Competencies



Notes:

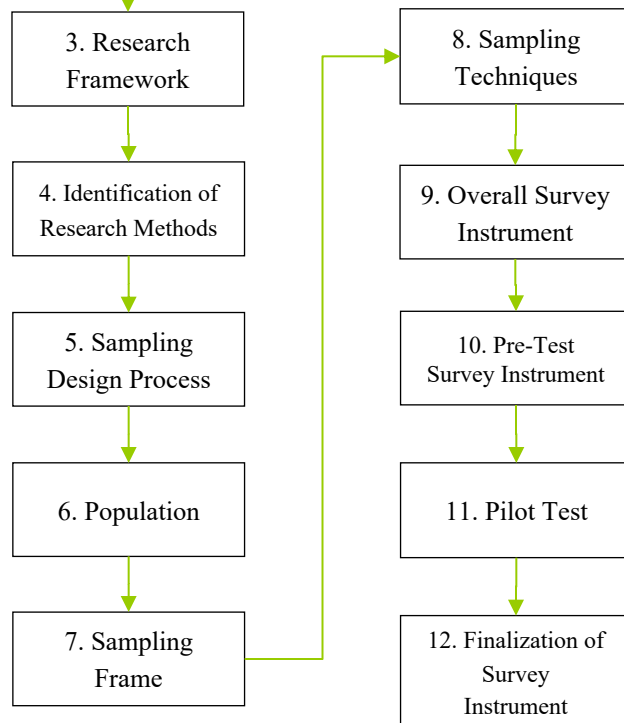
FP: Financial Performance; SP: Strategic Performance; CC: Core Competencies

Research Process of the Study

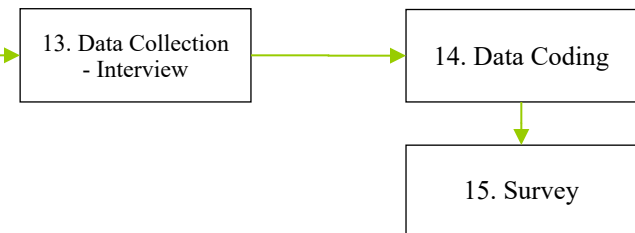
Literature Review Phase



Research Design Phase



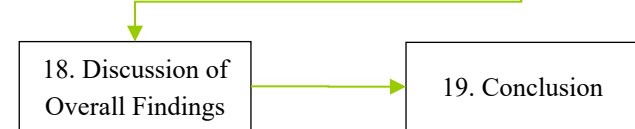
Data Collection Phase



Data Analysis Phase



Findings and Conclusion Phase



Each respondent answers 19 pages of 173 judgements of AHP questionnaire which takes more than 45 minutes

For each statement below, please **COMPARE** the relative **IMPORTANCE** with respect to **STRATEGIC PERFORMANCE**. **SELECT ONLY ONE NUMBER** per row by using the following scale:

1= EQUAL 3=MODERATELY MORE 5=STRONGLY MORE 7=VERY STRONGLY MORE 9=EXTREMELY MORE

With respect to STRATEGIC PERFORMANCE

1.	HSE	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PLANT RELIABILITY
2.	HSE	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	BRAND RECOGNITION
3.	HSE	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PRODUCT QUALITY
4.	HSE	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SERVICE QUALITY
5.	HSE	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	TEAMWORK
6.	PLANT RELIABILITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	BRAND RECOGNITION
7.	PLANT RELIABILITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PRODUCT QUALITY
8.	PLANT RELIABILITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SERVICE QUALITY
9.	PLANT RELIABILITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	TEAMWORK
10.	BRAND RECOGNITION	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PRODUCT QUALITY
11.	BRAND RECOGNITION	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SERVICE QUALITY
12.	BRAND RECOGNITION	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	TEAMWORK
13.	PRODUCT QUALITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SERVICE QUALITY
14.	PRODUCT QUALITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	TEAMWORK
15.	SERVICE QUALITY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	TEAMWORK

Companies usually have more than one **CORE COMPETENCIES**. Interviewing PN's General Managers and Senior Managers, we have identified four **PN's CORE COMPETENCIES**. Below, we would like to seek your inputs to compare the relative importance of **CORE COMPETENCIES** components with respect to **FINANCIAL & STRATEGIC PERFORMANCE** components.

For each **PN's CORE COMPETENCY** statement below, please **COMPARE** the relative **IMPORTANCE** with respect to **EBITDA**. **SELECT ONLY ONE NUMBER** per row by using the following scale:

1= EQUAL 3=MODERATELY MORE 5=STRONGLY MORE 7=VERY STRONGLY MORE 9=EXTREMELY MORE

With respect to EBITDA

1.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	OPERATIONAL KNOWLEDGE & SKILLS
2.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	MANAGING INTEGRATED O&G COMPANY
3.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE
4.	OPERATIONAL KNOWLEDGE & SKILLS	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	MANAGING INTEGRATED O&G COMPANY
5.	OPERATIONAL KNOWLEDGE & SKILLS	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE
6.	MANAGING INTEGRATED O&G COMPANY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE

For each **PN's CORE COMPETENCY** statement below, please **COMPARE** the relative **IMPORTANCE** with respect to **IRR/NPV**. **SELECT ONLY ONE NUMBER** per row by using the following scale:

1= EQUAL 3=MODERATELY MORE 5=STRONGLY MORE 7=VERY STRONGLY MORE 9=EXTREMELY MORE

+

With respect to IRR/NPV

1.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	OPERATIONAL KNOWLEDGE & SKILLS
2.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	MANAGING INTEGRATED O&G COMPANY
3.	TALENT MANAGEMENT	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE
4.	OPERATIONAL KNOWLEDGE & SKILLS	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	MANAGING INTEGRATED O&G COMPANY
5.	OPERATIONAL KNOWLEDGE & SKILLS	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE
6.	MANAGING INTEGRATED O&G COMPANY	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	STRATEGIC INITIATIVE

Business Unit	Position	No
Corporate Strategy and Planning	Senior Manager	2
Group Health, Safety, Security, and Environment (HSE)	Senior Manager	1
Upstream - Petroleum Engineering Resources (Exploration)	General Manager	1
Project Development and Technology (PD&T)	Senior Manger	1
Project Development and Technology (PD&T)	Manager	1
Upstream - Liquid Natural Gas (LNG)	Manager	1
Downstream - Chemicals	Manager	1
Downstream – Refining	Senior Manager	1
Downstream – Refining	General Manager	1
	TOTAL	10

Purposive Sampling

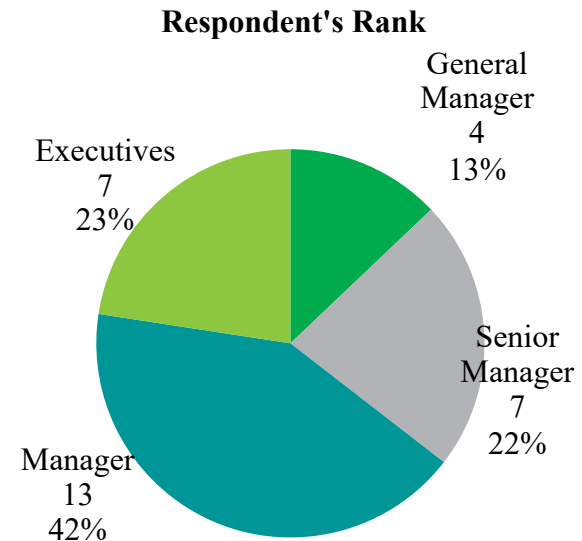
Purposive sampling suited for **qualitative research**

- enables the researcher to obtain information from **specific target groups**
- They can provide the **desired information**, either because they are **privy to such information** or conform to some criteria set by the researcher (Sekaran & Bougie, 2010)

Respondents are from the corporate division, managers and above, and with more than 10 years of experience

Stratified sampling technique ensure generalizability of the findings

Business Unit	Position	No
Downstream	General Manager	3
	Senior Manager	5
	Manager	7
	Executives	3
		18
Upstream	General Manager	1
	Senior Manager	2
	Manager	6
	Executives	4
		13
	TOTAL	31



Stratified Sampling Technique (31 Respondents)

The selected technique enable the researcher to collect data to ensure **generalizability/ transferability** of the findings as required by the quantitative approach

Core Competencies generated themes from the interviews, are supported by the literature

Themes	Number of occurrences	Detail
<i>Talent Management</i>	8	Talent management refers to the anticipation of required human capital for an organisation, and the planning involved in meeting those needs (Mason, Bauer, Erdogan). This may include technical and non-technical capability.
<i>Operational Knowledge and Skills</i>	8	Operational Knowledge and Skills can be defined as the execution of the business strategy more consistently and reliably than the competition. This may include LNG capability, commercial capability and effective cost management
<i>Strategic Initiative</i>	6	A strategic initiative is an endeavour intended to achieve three interrelated outcomes: A boundary-spanning vision or “strategic intent”, realisation of important benefits to “strategic” stakeholders, and transformation and alignment of the organisation (Githens, 2011). Related to this is knowledge management, continuous improvement and digitalisation/automation.
<i>Managing an Integrated Oil and Gas (O&G) Company</i>	4	A company that participates in every aspect of the oil and gas business, which includes the discovering, obtaining, producing, refining, and distribution of oil and gas.

Competitive Advantage generated themes from the interviews, are supported by the literature

Themes	Number of occurrences	Detail
<i>Technological Innovation</i>	6	Technological innovation comprises new products and processes, and significant technological changes of products and processes. These include proprietary technology, having the first FLNG in the world and competency in the unconventional (Cobalt Methane technology).
<i>Experienced Workforce and Low Labour Cost</i>	6	PN has been established for more than 40 years, and it has vast experience in the oil and gas industry. PN is capable of running brownfield projects and executing massive projects (such as RAPID). Furthermore, due to its location, the labour cost is lower compared to other companies operating in developed countries.
<i>Strong Cash and Good Financial Ratings</i>	4	PN has a positive cash flow and a triple-A financial rating.
<i>Resources</i>	3	Resources in this context primarily involves crude reserves. Sub-elements supporting reserves are good quality crude reserves, cheap crude for PN refineries, and cheaper gas.

Support for Financial Performance themes are found in the literature as well as from the company's annual report

Themes	Number of occurrences	Detail
<i>EBITDA</i>	5	Earnings before interest, tax, depreciation, and amortisation.
<i>NPAT</i>	5	Net Profit After Tax (NPAT) shows what the company earned after all its expenses, charge-offs, depreciation, and taxes have been subtracted.
<i>IRR/NPV</i>	2	The internal rate of return (IRR) is defined as the discount rate that makes NPV = 0. Net Present Value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows over a period.
<i>Growth</i>	2	Growth includes increased organisational size (typically determined by sales, or the number of employees, or both), expansion to new geographical locations, and expanding strategic alliances and mergers and acquisitions.

Strategic Performance themes found support from the respondents and literature

Themes	Number of occurrences	Detail
<i>HSE</i>	6	Health Safety and Environment (HSE) is preventing and eliminating injuries, health hazards and damage to property, and conserving the environment.
<i>Plant reliability</i>	6	The ability of the plant to perform its intended function.
<i>Brand recognition</i>	2	Brand recognition is the extent to which a consumer can correctly identify a particular product or service just by viewing the product or service's logo, tagline, packaging, or advertising campaign.
<i>Product quality</i>	2	Product quality refers to the perception of the degree to which the product meets the customer's expectations.
<i>Service quality</i>	2	Service quality refers to the perception of the degree to which the service meets the customer's expectations.
<i>Teamwork</i>	1	The combined action of a group, especially when effective and efficient.

Pair-wise comparisons - Individual judgments

- Criteria (level 2) with respect to goal (level 1)

	C ₁	C ₂
C ₁	1	B= 1/3
C ₂	A= 3	1
	CR:	0.0000

- Sub-criteria (level 3) with reference to criteria (level 2)

With respect to Financial Performance

C ₁	C ₁₁	C ₁₂	C ₁₃	C ₁₄
C ₁₁	1	3	5	5
C ₁₂		1	2	2
C ₁₃			1	1
C ₁₄				1
				CR: 0.0016

With respect to Strategic Performance

C ₂	C ₂₁	C ₂₂	C ₂₃	C ₂₄	C ₂₅	C ₂₆
C ₂₁	1	8	8	8	8	8
C ₂₂		1	1	1	1	1
C ₂₃			1	1/5	1	1
C ₂₄				1	3	3
C ₂₅					1	3
C ₂₆						1
						CR: 0.0810

- Core Competencies (level 4) with reference to sub-criteria (level 3)

Core Competencies with respect to EBITDA

C ₁₁	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	7	7	7
CC ₂		1	3	2
CC ₃			1	2
CC ₄				1
				CR: 0.0806

Core Competencies with respect to IRR/NPV

C ₁₂	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	7	7	7
CC ₂		1	1/2	1/3
CC ₃			1	1/2
CC ₄				1
				CR: 0.0536

Consistency Ratio (CR): measure the degree of consistency among the pair-wise comparison
 CR > 0.1 – judgement is random and revision should be carried out
 CR < 0.1 or = 0.1, the judgment is considered consistent

Pair-wise comparisons - Individual judgments (cont'd)

- Core Competencies (level 4) with reference to sub-criteria (level 3)

Core Competencies with respect to HSE

C ₂₁	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/5	1/4	1
CC ₂		1	4	3
CC ₃			1	3
CC ₄				1
CR: 0.0873				

Core Competencies with respect to Plant Reliability

C ₂₂	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/3	1/2	1/2
CC ₂		1	2	2
CC ₃			1	2
CC ₄				1
CR: 0.0266				

Core Competencies with respect to Brand Recognition

C ₂₃	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	3	3	2
CC ₂		1	1/4	1/4
CC ₃			1	1/2
CC ₄				1
CR: 0.0830				

Core Competencies with respect to Product Quality

C ₂₄	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/3	1/3	1/4
CC ₂		1	1/3	1/3
CC ₃			1	1/2
CC ₄				1
CR: 0.0598				

Core Competencies with respect to NPAT

C ₁₃	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/4	1/3	1/3
CC ₂		1	3	2
CC ₃			1	1/3
CC ₄				1
CR: 0.0616				

Core Competencies with respect to Growth

C ₁₄	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/3	1/3	1/2
CC ₂		1	1/2	1/3
CC ₃			1	1/3
CC ₄				1
CR: 0.0807				

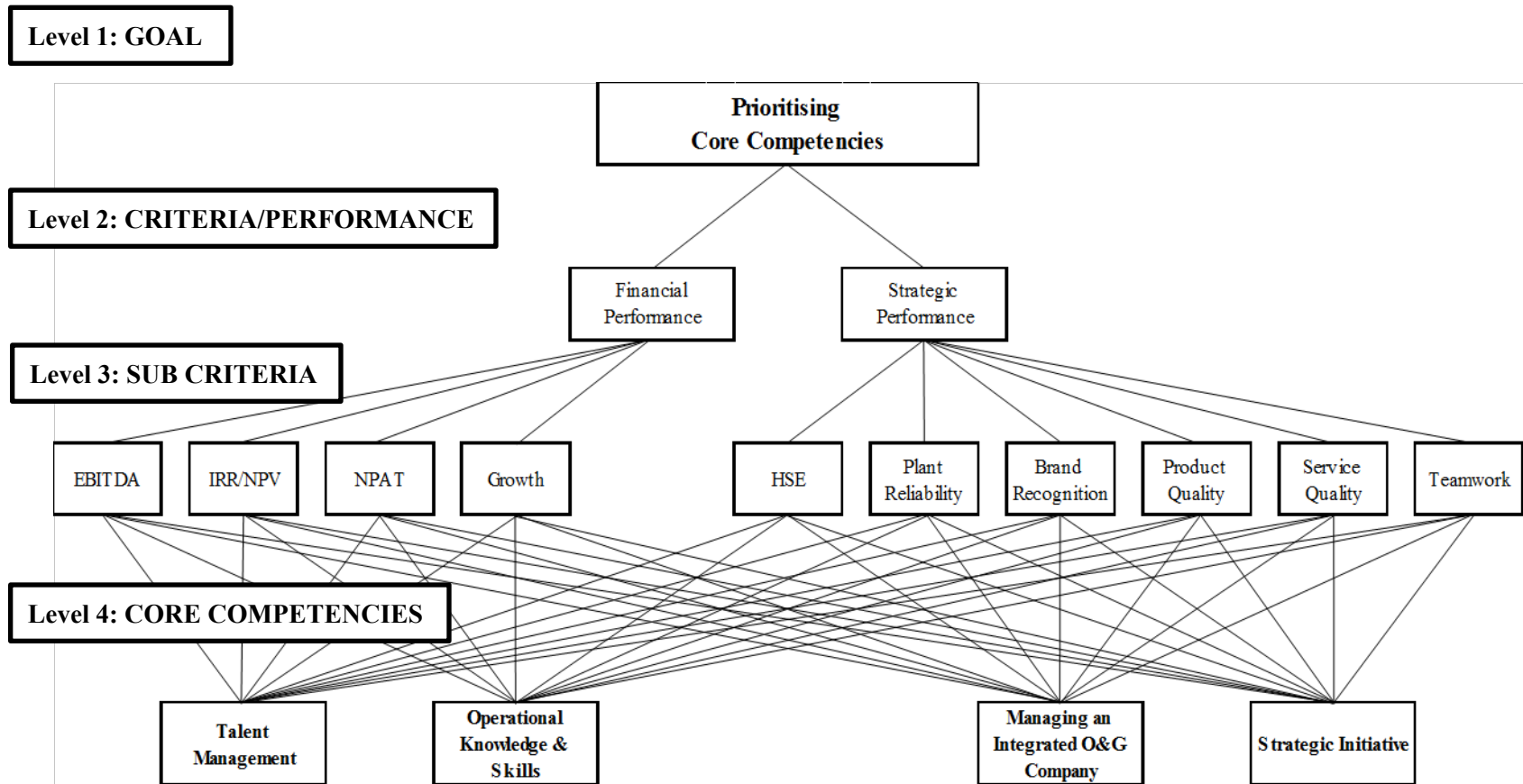
With respect to Service Quality

C ₂₅	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	1/3	1/2	1/2
CC ₂		1	3	3
CC ₃			1	1/2
CC ₄				1
CR: 0.0454				

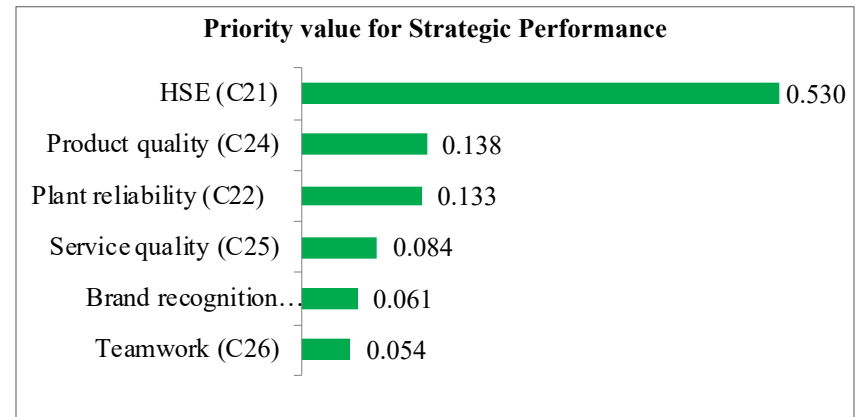
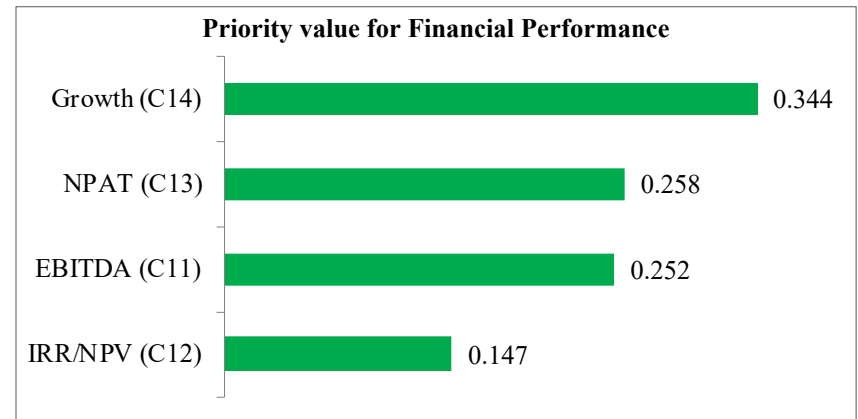
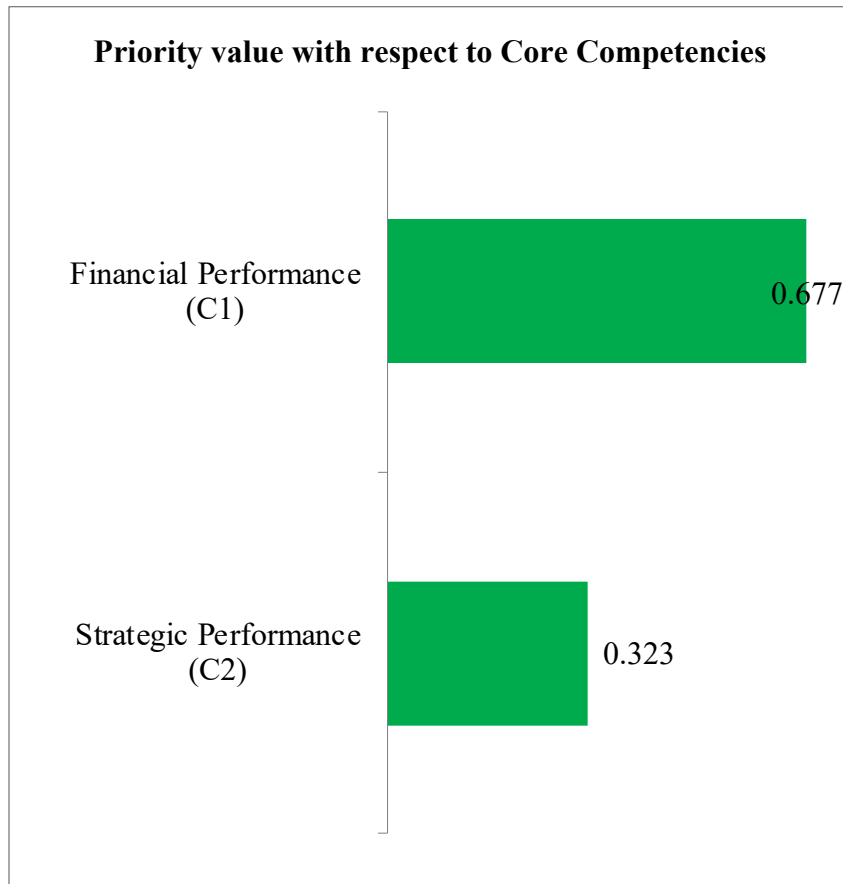
With respect to Teamwork

C ₂₆	CC ₁	CC ₂	CC ₃	CC ₄
CC ₁	1	4	4	4
CC ₂		1	1/3	1/2
CC ₃			1	3
CC ₄				1
CR: 0.0806				

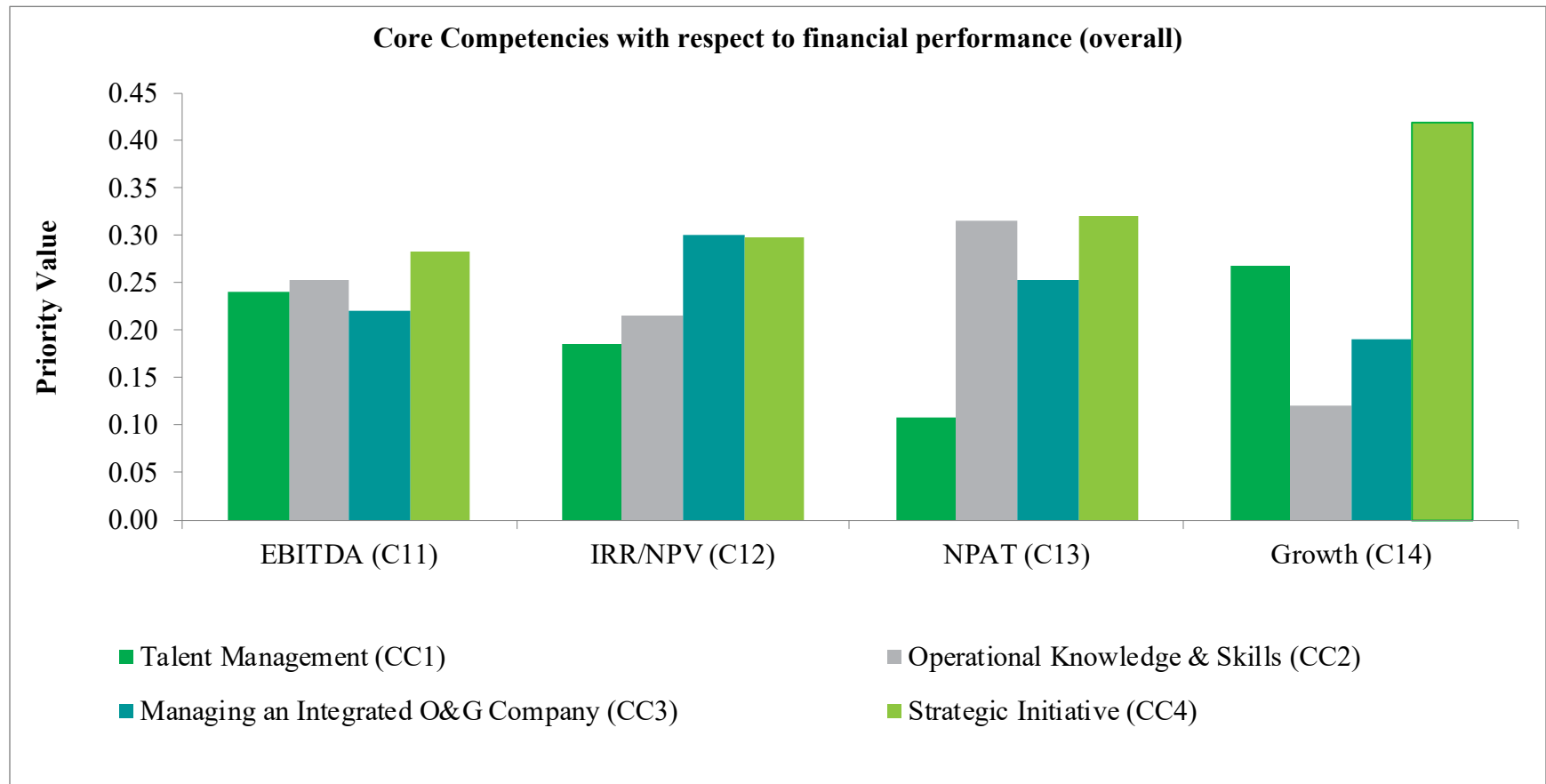
Prioritising Core Competencies to Performance



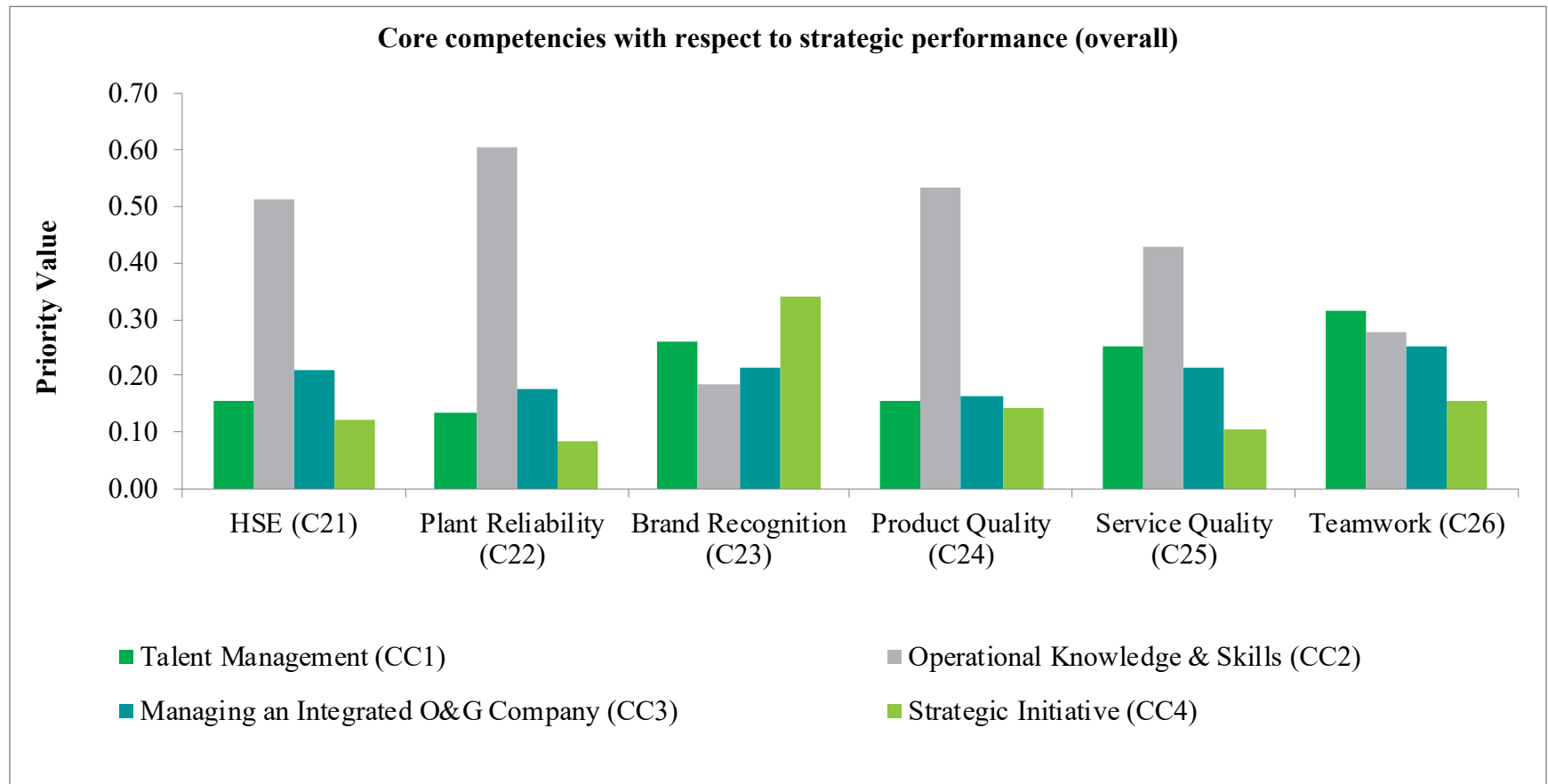
Financial and Strategic Performance



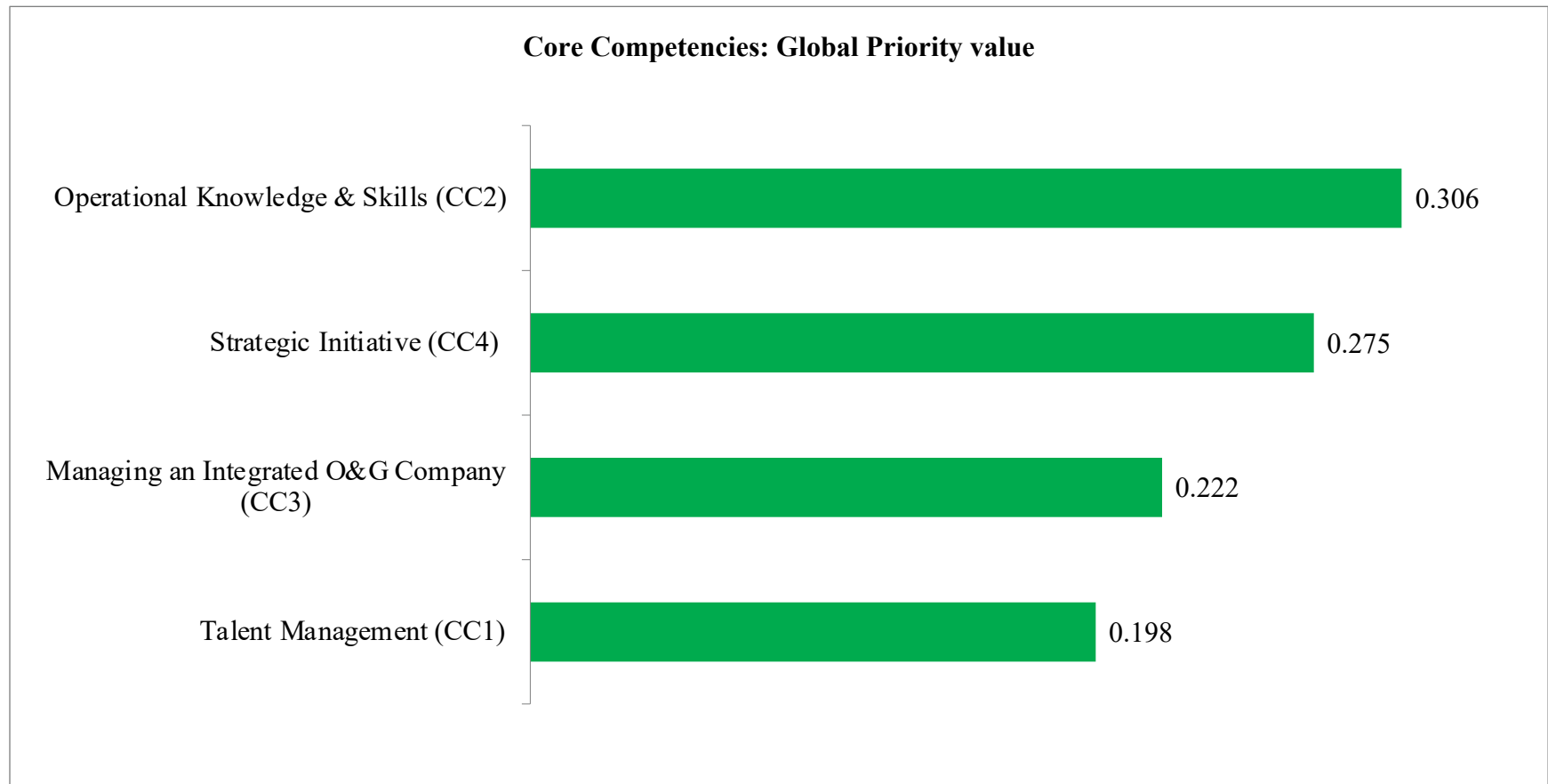
Strategic initiative tops in prioritising core competencies to financial performance (overall)



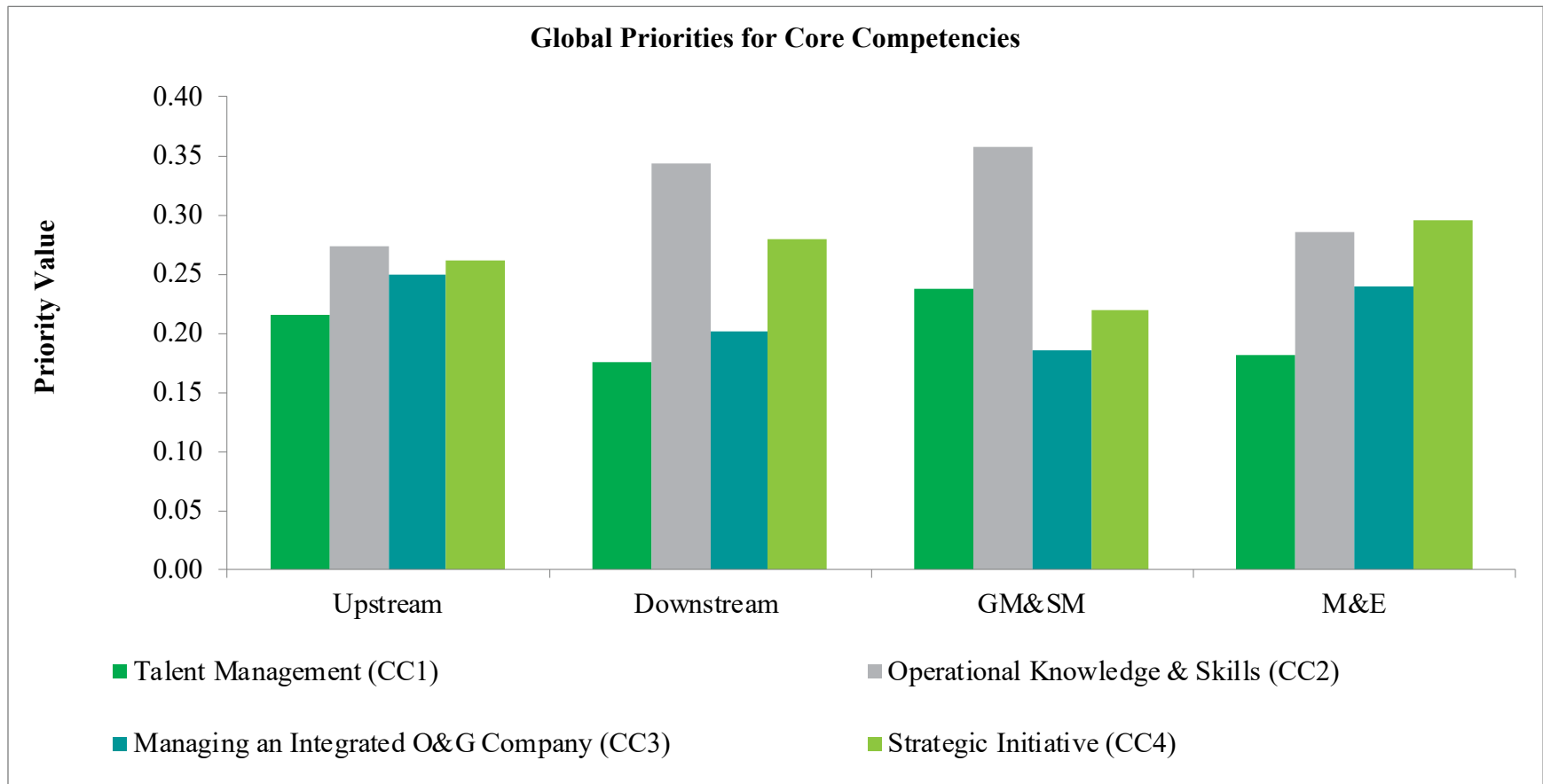
Operational knowledge & skills topped with respect to strategic performance (overall)



Operational knowledge & skills is assigned top priority with respect to financial and strategic performance



All the group of respondents prioritise operational knowledge & skills first, except for M&E



Rank correlation coefficient (RCC) and p -values

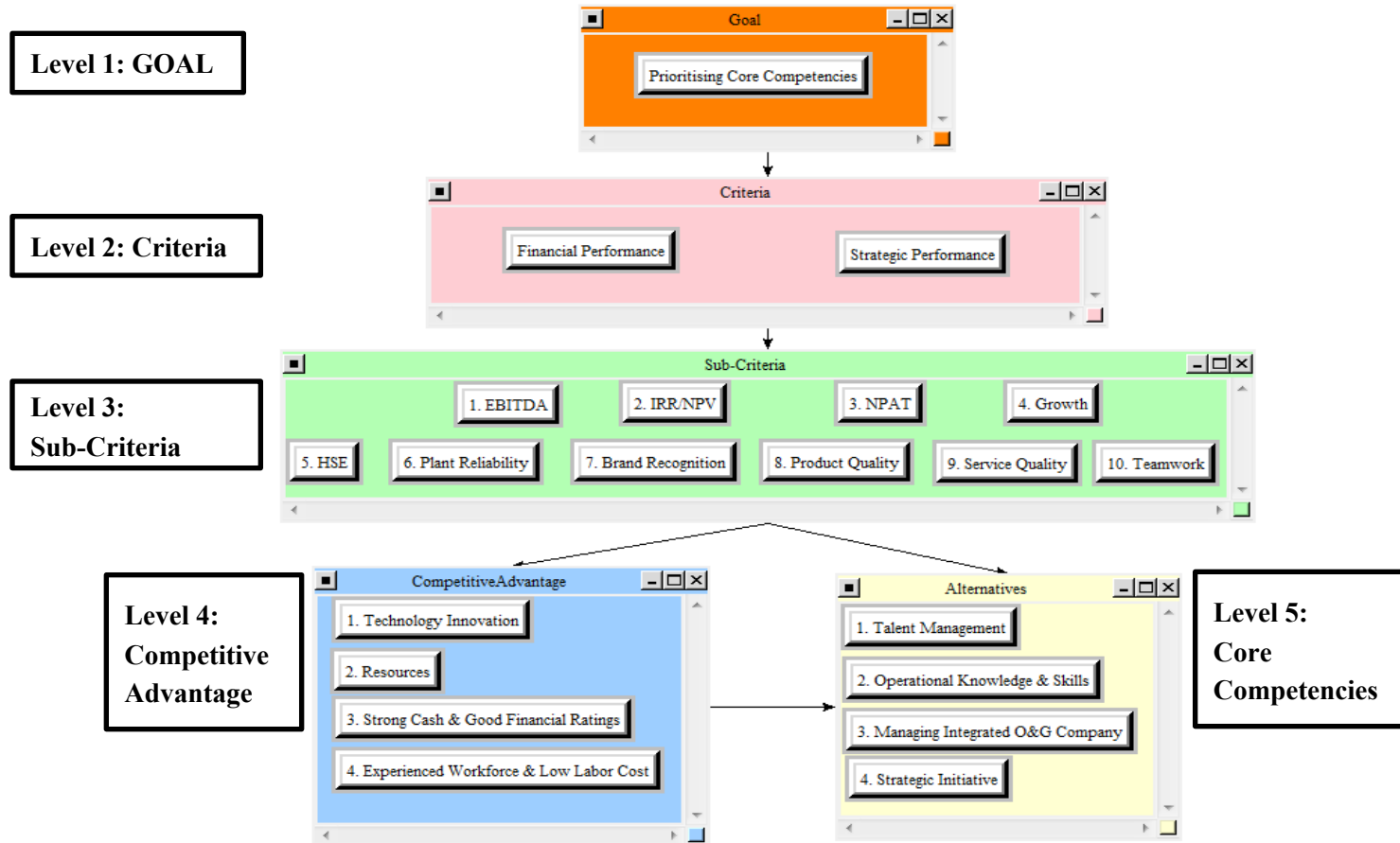
Type of Respondents CR	Upstream 0.0356		Downstream 0.0147		GM&SM 0.0867		M&E 0.0293	
	Priority value	Rank	Priority value	Rank	Priority value	Rank	Priority value	Rank
Talent Management (CC_1)	0.2158	4	0.1757	4	0.2380	2	0.1805	4
Operational Knowledge and Skills (CC_2)	0.2733	1	0.3437	1	0.3573	1	0.2845	2
Managing an Integrated O&G Company (CC_3)	0.2501	3	0.2012	3	0.1854	4	0.2391	3
Strategic Initiative (CC_4)	0.2608	2	0.2794	2	0.2193	3	0.2959	1

	Upstream	Downstream	GM&SM	M&E
Upstream	1	1.000**	.400 (.600)	.800 (.200)
Downstream		1	.400 (.600)	.800 (.200)
GM&SM			1	.000 (1.000)
M&E				1

(-). p -value of the correlation test

** . Correlation is significant at the 0.01 level

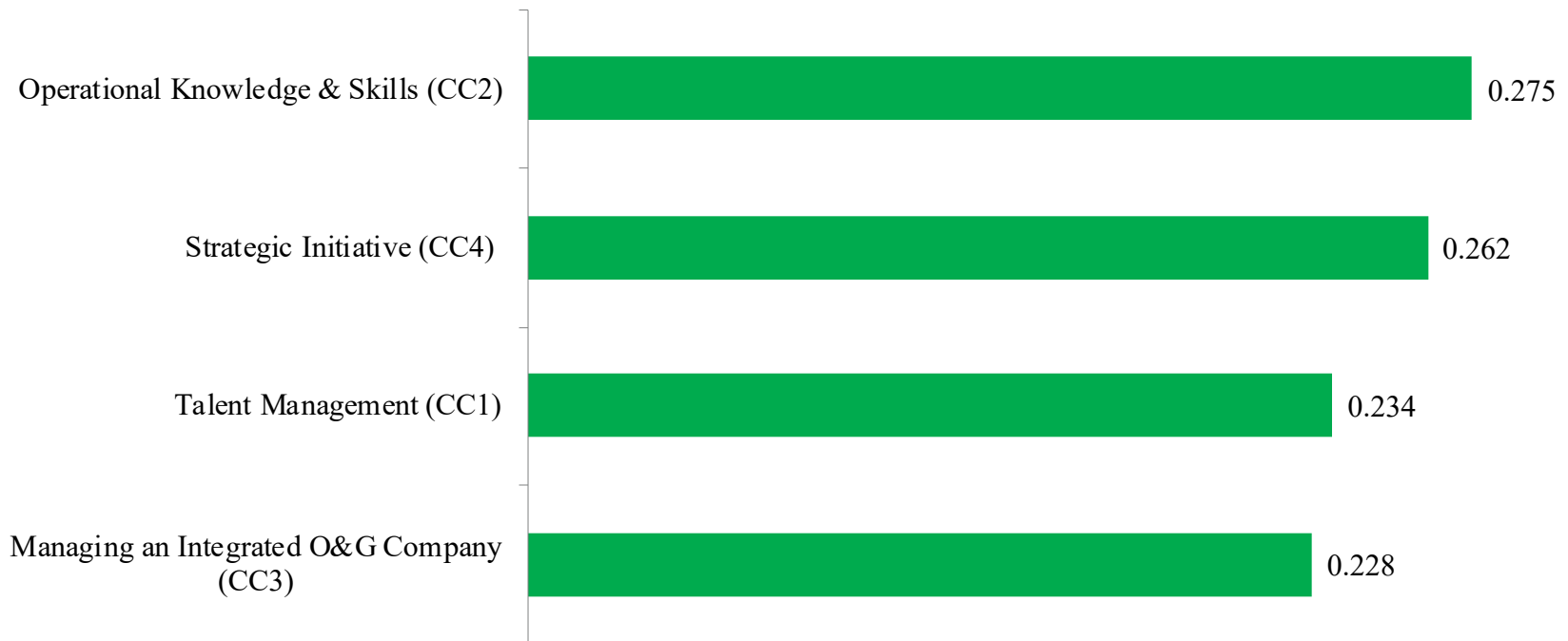
A model depicting all relationship among core competencies, competitive advantage, financial and strategic performance



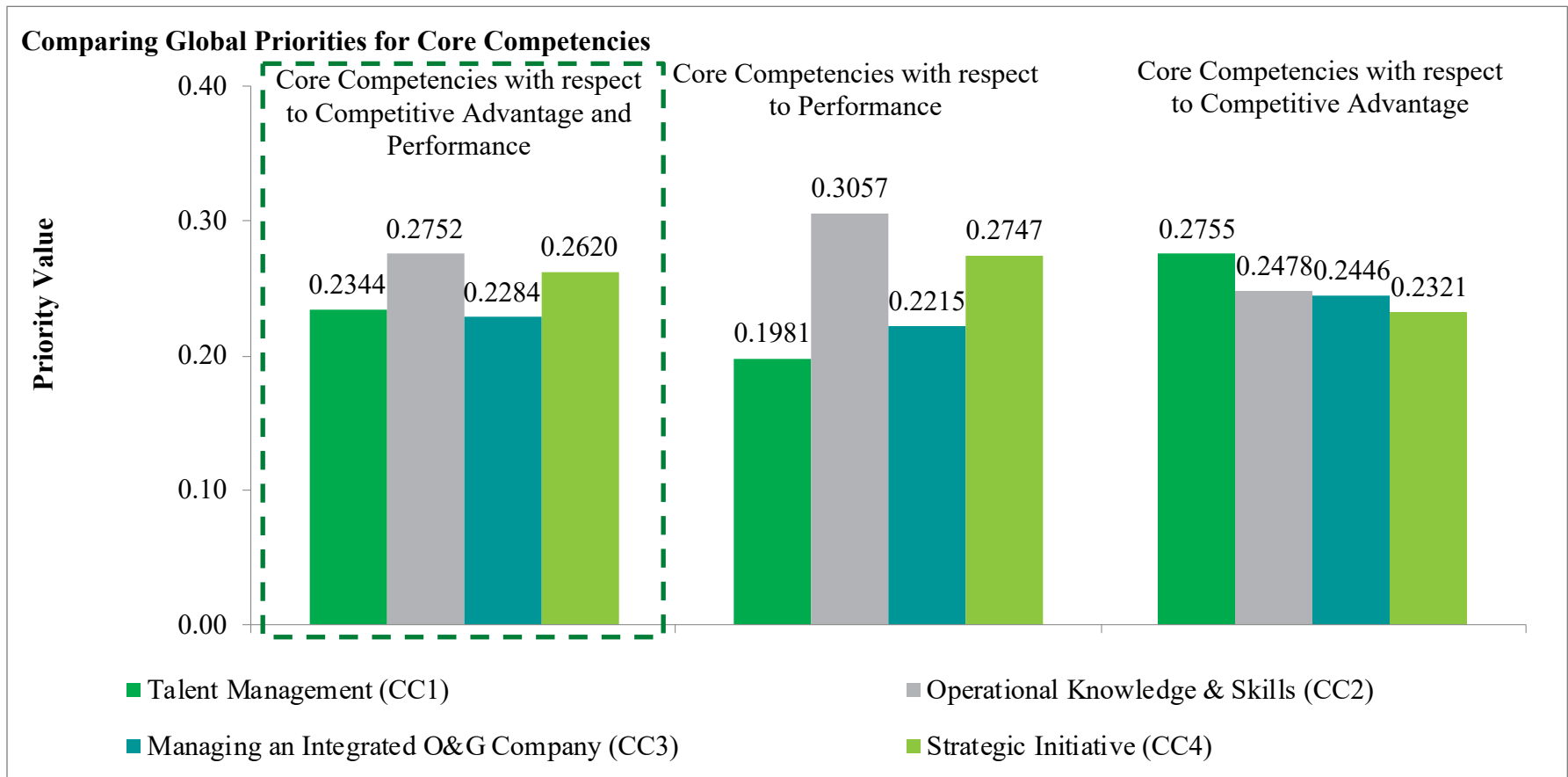
AHP Hierarchy Prioritising Core Competencies to Competitive Advantage & Performance

Operational knowledge & skills leads; however, talent management move a step ahead

Global Priority Value for Core Competencies with respect to Competitive Advantage and Performance



Prioritising core competencies to competitive advantage and performance, varies with the others



This study is a forerunner in employing AHP to rank the constructs in an oil and gas company

- This study is a pioneer in employing AHP to rank core competencies, competitive advantage and financial and strategic performance in an oil and gas company. Lack literature in oil and gas pertaining to core competencies (Inkpen & Moffett, 2011)
- Development of a hierarchical model that will prioritise core competencies, competitive advantage, and financial and strategic performance of the Malaysian NOC using a mathematical tool called AHP
- This study can be set as a **benchmark for prioritising** core competencies, competitive advantage and financial and strategic performance for oil and gas or other companies.

The study could be further enhanced by looking into other **NOCs** and **IOCs**, developing an alternative framework, and employing different tools to evaluate the framework

- ❑ To conduct a similar study identifying core competencies, competitive advantage, and financial and strategic performance with **NOC** and **IOC**, notably oil heavyweights such as **Shell**, **ExxonMobil**, **Saudi Aramco**, **PetroChina**, **Petrobras** and **PTTEP**, to name a few.
- ❑ There is a notion that **strategic performance leads to firms financial performance** (Denebola, Muhammed & Janošević, 2018). Based on the sub-criteria generated for strategic performance and financial performance. E.g. **Plant reliability** have an impact on the **EBITDA** and **NPAT**; **Brand recognition** and **service quality** potentially have an impact on the **growth**
- ❑ A study can also look into using **Analytic Network Process (ANP)** to deal with **prioritisation**. **ANP provides a general framework** to deal with decisions without making assumptions about the independence of higher-level elements from lower-level ones, and about the independence of the elements within a level (Kumar, Kumar & Haleem, 2016). **ANP uses a network without the need to specify levels as it is necessary in a hierarchy.**

Conclusions

- ❑ The study is a **first of its kind in employing AHP to rank core competencies, competitive advantage and financial and strategic performance** in an **oil and gas company**.
- ❑ The **primary contribution** of the study is the **development of a hierarchical model** that shows the **inter-linkages** among core competencies, competitive advantage, financial and strategic performance of an **oil and gas company**.
- ❑ Commonly found **AHP related studies rarely take more than four constructs**, and usually limit them to three, such as Hafeez, Zhang and Malak (2002b), Hafeez et al. (2007) and Özbağ (2013).
 - The present research has **demonstrated a systemic process in developing a hierarchical model** by collecting and analysing information from respondents of the oil company.
 - The **hierarchical model enables the researchers to structure and simplify processes with regards to prioritising** core competencies, competitive advantage, and financial and strategic performance.

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- ❑ Of the core competencies, **Operational Knowledge and Skills** emerges on top when evaluated as a whole, with respect to competitive advantage, financial performance and strategic performance. **Strategic Initiative** is ranked second, and **Talent Management** is ranked third. The very bottom is **Managing an Integrated O&G Company**. Therefore, emphasis should be placed on Operational Knowledge and Skills before dealing with the other identified core competencies.
 - ❑ In congruence with the findings of the research, **proper policy implementation** can eventually help **attaining desired competitive advantage, improving financial** as well as **strategic performances** for an oil and gas company.

This study indeed made a breakthrough in studying an oil and gas company, incorporating the four constructs and using a mathematical model called AHP.

