

TOTAL

# A complex and changing supply chain



*International energy group, Total, is the world's fourth largest oil group. Total's activities cover the entire oil and gas chain: upstream, with exploration, development and production of oil, natural gas and liquefied natural gas; and downstream with refining, distribution, trading and sea transport of crude oil and oil products. Total also has activities in basic chemistry and speciality chemistry and has shares in coal mines and in electricity production. Lastly, Total is preparing the future of energy with its commitment to renewable energies and alternative fuels.*



**Didier Harel, Logistics Director/Major Products for Total France.**

**B**orn of two mergers, with Petro Fina in 1998 and Elf Aquitaine in 1999, Total FinaElf was renamed Total in May 2003. The result of a history in oil and gas dating back to the 1920s, the brand with the round logo is largely present in France and enjoys a high-end positioning today. Oil products sold by Total service stations represent around 24% of the market, making the group the leader in France.

*“The density of our logistics coverage is the result of the Group’s history”, says Didier Harel, Logistics Director/Major Products for Total France. “In France, Total has national coverage in terms of refining and intermediate storage of oil products, which makes us a reference oil company in France.”* Total operates 6 refineries in France and 24 oil depots. It has shares in 15 other depots and hires out storage facilities in a dozen resource points managed by third parties.

**Continuous safety reinforcement plan**  
Oil products are hazardous materials and as such require special attention in terms of safety over the entire logistics

## A global group focusing on multiple energy resources

- 4<sup>th</sup> largest producer worldwide of hydrocarbons (2.36 million barrel oil equivalent per day in 2006).
- Exploration and production activities in 42 countries.
- Oil and gas production in 30 countries.
- Turnover 2006: 153.8 billion euros.
- Around 17,000 service stations as at 31 December 2006.
- Around 2.7 million barrels per day in terms of refining capacity at end 2006.
- Around 3.8 million barrels per day of products sold in 2006.

chain. With the ambition to be a reference in the profession in terms of industrial safety, Total is deploying a continuous safety reinforcement plan.

*"This plan is based on three things:*

- *experience, which is structured around a "virtuous circle" (relay of events, analysis of fundamental causes and relevant action plans);*
- *risk analysis to systematically update the risks of the profession at every level of the supply chain;*
- *and lastly behavioural management in terms of safety, aiming to develop a safety culture that governs the behaviour of everyone involved.*

*With the right dose of top/down and*

*work towards their satisfaction."*

### Performance and innovation

In a highly competitive market, Total has to be both efficient and innovative in every field in order to maximise its competitiveness. *"In terms of operations, the main goal is to have perfect control of the entire chain, right from the order, which we make according to the level of stocks in our stations and sales forecasts, through to reception, with autonomous delivery to the station for better management of delivery windows"*, says Didier Harel. In terms of innovation, Total is all for new technologies, such as trucks with



*bottom/up approaches, this culture must be a conviction shared by all staff members in the logistics division, as well as a will to place safety at the heart of our values. In concrete terms, this is translated by a state of mind and visible attitudes in every link of the supply chain"*, explains Didier Harel.

### Customer satisfaction

Total is a historical customer of the Norbert Dentressangle Group and demands an efficient management system covering quality, hygiene, security, safety and the environment that goes beyond simply respecting applicable rules.

*"Our transport partner plays an essential role because the lorry driver is the image vector of the Norbert Dentressangle Group and, as such, of the Total Group"*, adds Didier Harel. *"Our customer is at the centre of our concerns and we want our partners to*

electronic sealing (see boxed text), and is also developing new fuels to reduce consumption. Further, a bio-fuel branch is being developed. This will widen the range of marketable products and make the supply chain more complex. These initiatives demonstrate that sustainable development is a major concern of both Norbert Dentressangle and Total.

## Electronic sealing

*Regulations on the recovery of hydrocarbon emissions is behind the Transfer of Measured Quantities and the Electronic Sealing concept. The system aims to guarantee delivery to the customer without opening the tanker (added security for the driver and added comfort for the person receiving the delivery).*

*The vehicle carries an automated recording of the quantities and products loaded and guarantees, thanks to electronic sealing, the integrity of the cargo right up to the delivery point. A GPS system completes the technology. This opens the way to new techniques of operations and management.*