OIL AND NATURAL GAS CORPORATION(ONGC)

Maharatna ONGC is the largest crude oil and natural gas Company in India, contributing around 71 per cent to Indian domestic production. Crude oil is the raw material used by downstream companies like IOC, BPCL, HPCL and MRPL (Last two are subsidiaries of ONGC) to produce petroleum products like Petrol, Diesel, Kerosene, Naphtha, and Cooking Gas LPG.

ONGC has a unique distinction of being a company with in-house service capabilities in all areas of Exploration and Production of oil & gas and related oil-field services. Winner of the Best Employer award, this public sector enterprise has a dedicated team of around 26,000 professionals who toil round the clock in challenging locations.

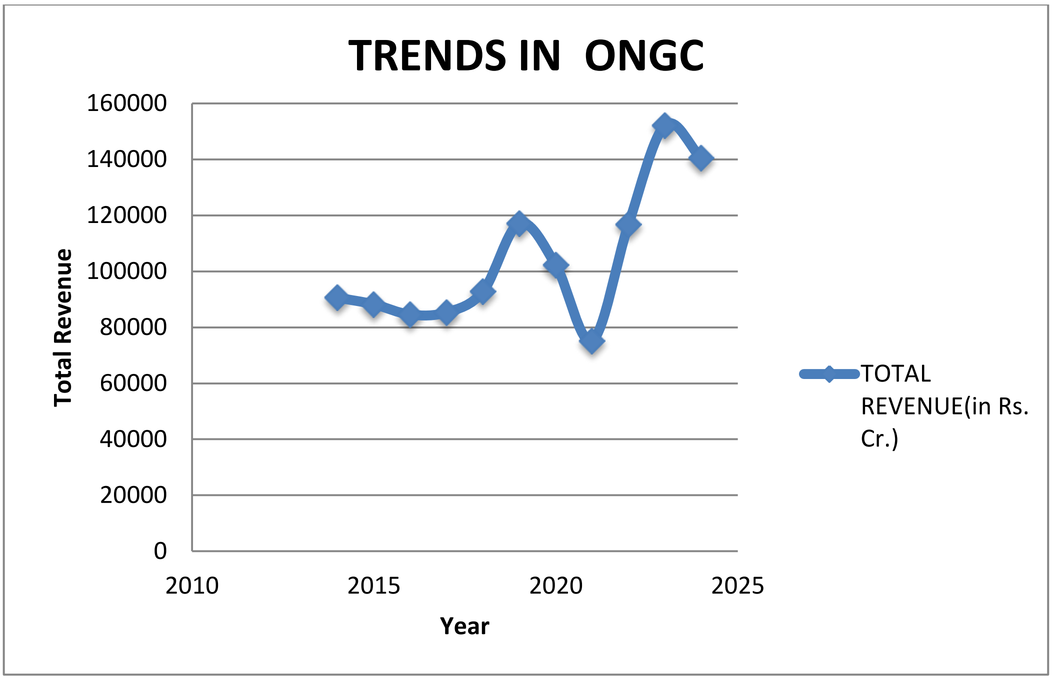
ONGC Videsh Limited, a Miniratna Schedule "A" Central Public Sector Enterprise (CPSE) of the Government of India under the administrative control of the Ministry of Petroleum & Natural Gas, is the wholly owned subsidiary and overseas arm of Oil and Natural Gas Corporation Limited (ONGC), the flagship national oil company (NOC) of India. The primary business of ONGC Videsh is to prospect for oil and gas acreages outside India, including exploration, development and production of oil and gas. ONGC Videsh owns Participating Interests in 35 oil and gas assets in 15 countries and produced about 30.3% of oil and 23.7% of oil and natural gas of India's domestic production. In terms of reserves and production, ONGC Videsh is the second largest petroleum company of India, next only to its parent ONGC.

ONGC subsidiary Mangalore Refinery and Petrochemicals Limited (MRPL) is a schedule 'A' Miniratna, Central Public Sector Enterprise (CPSE) under the Ministry of Petroleum & Natural Gas. The 15.0MMTPA (Million Metric Ton per annum) Refinery has got a versatile design with complex secondary processing units and a high flexibility to process Crudes of various API, delivering a variety of quality products. MRPL, with its parent company Oil and Natural Gas Corporation Limited (ONGC), owns and operates ONGC Mangalore Petrochemicals Limited (OMPL), a petrochemical unit capable of producing 0.905 MMTPA of Para Xylene and 0.273 MMTPA of Benzene.

ONGC subsidiary HPCL is a Maharatna CPSE. HPCL has the second largest share of product pipelines in India with a pipeline network of more than 3370 kms for transportation of petroleum products and a vast marketing network consisting of 14 Zonal offices in major cities and 133 Regional Offices facilitated by a Supply & Distribution infrastructure comprising Terminals, Pipeline networks, Aviation Service Stations, LPG Bottling Plants, Inland Relay Depots & Retail Outlets, Lube and LPG Distributorships. Consistent excellent performance has been made possible by highly motivated workforce of over 9,500 employees working all over India at its various refining and marketing locations.

Global Ranking

S.NO	YEAR	TOTAL REVENUE(in Rs. Cr.)
1	2014	90603.47
2	2015	88237.53
3	2016	84552.08
4	2017	85345.95
5	2018	92813.24
6	2019	117128.43
7	2020	102270.87
8	2021	75229.69
9	2022	116834.45
10	2023	152140
11	2024	140519.66



PRODUCT LIFE CYCLE

Stage	Import/Export	Target Market	Competitors	Production Cost
(0)Local Innovation	No	India	Few: Local Firms	High
(1) Overseas innovation	Start Exporting	Asian Markets(japan,China, Bangladesh etc.,)	RegionalPlayers: Petronas (Malaysia),CNPC(China)	Declined due to:Achieved Economies of scale
(2)Maturity	Exports Increased	Europe and North America	USA and UK	Optimized
(3) Worldwide imitation	Exports Starts Declining	Africa and Southeast Asia	Saudi Arabia, Russia and Brazil	Increased
(4)Reversal	Increasing Imports	Domestic and Green energy Sector	Renewable energy firms like Adani green energy and Tata Power	Increased due to competitive advantage

Stage 0: Local Innovation (Initial Stage) [Before 2015]

- **Where it Started:** ONGC started as a domestic oil and gas corporation company in India, focusing on meeting the country's energy needs.
- **Imports or Exports:** No significant exports initially; ONGC focused on domestic production.
- **Target Market:** India (domestic market).
- **Competitors:** Domestic players like Oil India Limited, Reliance Industries (in oil and gas sector).
- **Production Cost: High**, due to infrastructure development, technology setup, and exploration investments.

Stage 1: Overseas Innovation (Expansion Stage) [2015-2019]

- **Exports:** ONGC started exporting crude oil and natural gas to **Japan, China, South Korea, and Bangladesh** due to increasing demand.
- **Imports:** Minimal imports, as ONGC focused on increasing domestic production.
- **Target Market:** Asian markets (Japan, China, South Korea, Bangladesh).
- **Competitors:** Regional players like Petronas (Malaysia), CNPC (China), and Rosneft (Russia).
- **Production Cost: Moderate**, as ONGC achieved economies of scale and improved efficiency.

Stage 2: Maturity (Peak Growth Stage) [2019-2022]

- **Exports:** ONGC's international exports increased significantly, expanding to **Europe (Germany, France, UK) and North America (USA, Canada)**.
- **Imports:** Minimal to none, as ONGC became self-sufficient and relied on domestic production.
- **Target Market:** Europe and North America due to rising energy demands.
- **Competitors:** Global energy giants like ExxonMobil (USA), BP (UK), and Shell (Netherlands).
- **Production Cost: Moderate**, as ONGC optimized its operations with advanced drilling and refining technologies.

Stage 3: Worldwide Imitation (Market Competition Increases) [2022-2023]

- **Exports:** ONGC's exports **started declining** due to increased global competition and alternative energy sources.
- **Imports:** Still minimal, but the company considered importing specialized technology for enhanced oil recovery (EOR).
- **Target Market: Emerging markets like Africa and Southeast Asia** (Indonesia, Vietnam) due to shifting demand.
- **Competitors:** Saudi Aramco (Saudi Arabia), Gazprom (Russia), and Petrobras (Brazil) offered competitive pricing, reducing ONGC's market share.

- **Production Cost: Slightly increasing**, as ONGC had to invest in advanced technology to remain competitive.

Stage 4: Reversal (Decline or Adaptation) [2023-2024]

- **Exports:** ONGC's exports **further decreased**, as more countries moved toward renewable energy.
- **Imports:** Increased reliance on **importing renewable energy technology** and alternative fuel production methods.
- **Target Market:** ONGC shifted focus to **domestic and green energy sectors**, investing in renewable energy projects.
- **Competitors:** Now competing with **renewable energy firms like Adani Green Energy and Tata Power** instead of just oil and gas companies.
- **Production Cost: Fluctuating**, as ONGC balanced between crude oil extraction and investments in green energy initiatives.

Conclusion:

- ONGC **grew from a local oil producer to a global energy player**.
- The company **expanded exports**, reached maturity, **faced global competition**, and is now **adapting to market shifts** by **investing in renewable energy**.
- **Production costs varied** throughout the lifecycle—high at the start, moderate during peak growth, and fluctuating in recent years.