

Index

- 12 Golden Rules, TOTAL, 231
- 1970 Clean Air Act, 134, 283–285, 371, 474
- 1973 Arab oil embargo, 19
- 1973 oil crisis, 54, 358
- 1976 Toxic Substances Control Act, 291
- 1977 Clean Air Acts, 134
- 1992 Earth Summit, 25
- 2014–2015 price collapse
 - BP, 184
 - ExxonMobil, 164
 - Ford, 286
 - GM, 256–263
 - Shell, 204–205
 - TOTAL, 224–230
 - Toyota, 363–373
 - VW, 329–339
- absolute uncertainty, 18
- Abu Dhabi oil production, 214
- abundant supplies
 - fracking revolution, 70–71
 - Mitchell Energy, 71–73
- accountability
 - Ford, 299
- active grille shutter technology, 309
- ADAM, 268
- adaptation, 39–40
- Advance Auto Parts, 117
- Advanced Clean Car, 366
- advanced mobility and intelligent transport, 386
- adverse events, 4
 - Ford, 294
- AeroVironment, 255
- Africa, 226
- agriculture, 88
- Akebono Brake, 117
- Allegheny Technologies Incorporated (ATI), 114
- all-electric car, 121
- all-electric spark, 256
- Al-Qaeda, 80
- alternative fuel technologies
 - GM, 255–256
- alternative fuel vehicles, 62, 63, 366
- aluminum, 132
- America First demands, 447–448
- Amnesty International, 202
- Ampera-e, 273
- Amyris, 238
- analogical reasoning, 29–30
- anchoring, 33
- Andarko, 136
- animal spirits, 5, 18
- anti-pollution laws, 120
- Appalachian, 136
- Arabian American Oil Company. *See* Aramco
- Arab–Israeli wars, 55, 80
- Aramco, 98, 99
- ArcelorMittal, 119
- Arch Coal, 134,
- Art of the Long View, The, 57
- Asia
 - automobiles sale in, 108
 - Toyota in, 379, 390
- Asia Pacific
 - Ford, 300–301
- Aston Martin, 280
- Audi, 340, 343, 346
- Audi A6, 122
- Audi A7, 122
- Australia, 94
- Australian investments, 213
- auto sector
 - decision makers in, 47

- auto start-stop technology, 309
- automakers. *See* motor vehicle sector
- automating driving
 - VW, 346
- automobiles
 - Asia, sale in, 108
 - Europe, sale in, 108
 - US, sale in, 108
- Automotive Manufacturers Association (ACEA), 365
- autonomous driving, 128
 - VW, 352
- autonomous vehicles, 319
- autonomy, 275
- AutoZone, 117
- availability, 33
- Avalon, 119, 358
- aviation, 88
- axles, 115
- Azerbaijan, 93

- Babbage, Charles, 29
- bad loans, 68
- BAIC, 110,
- Baiji refinery, 80
- Bakken, 77
- Balancing Act, 43–44
- Baojun, 262
- Barnett basin, 73
- Barnett Shale Basin, 233
- Barra, Mary, 252, 253, 276
- batteries, 79, 114, 117
- battery electric vehicles (BEVs), 63, 260, 270, 310
- Battery management systems, 310
- battery regeneration, 345
- battery technology, 22
- Baysean judgment, 30
- Beetle, 325
- behavioral psychology of firms, 5
- behavioral theories of firms, 5
- Beijing Motors (BAIC), 111
- Bell Lab, 33
- Bentley, 324
- beyond petroleum campaign, 46, 160
- biases, individual, 33–34
- Big data, 293
- Big data analytics, 352
- Big Winners and Big Losers, 3

- billion oil-equivalent barrels (BOEB), 173, 177
- Bio-based fuels, 75
- biobutanol, 195
- biofuels, 237
- bitumen, 48
- Black Sea, 82
- Black Swans, 18, 29
- BlackRock, 163
- BMW 7 series, 122
- Bolivia, 100
- Bolt, 123, 272
- Bosch, 113
- Bowker, Kent, 72,
- BP, 1, 4, 6, 17, 20, 46, 48, 87, 93, 96, 101, 136, 181
 - 2014–2015 Price Collapse, 184
 - after 2014–2015 price collapse, 186
 - capital expenditure, 193
 - climate change, 183–184, 186
 - climate change and government, 187
 - completing projects, 185
 - continued demand, 186
 - deepwater horizon accident, 199–200
 - Deepwater Horizon oil spill, 181–183
 - Deepwater Horizon payments, 414–416
 - downsizing, 196
 - downstream integration, 196–197
 - downstream oil and natural gas recovery, 198
 - expenditures, 191
 - harvesting wind, 418
 - hedging, 189–198
 - high-impact R&D, 197–198
 - long term possibilities, 188
 - low oil prices, 187
 - oil demand, acknowledging, 413–414
 - oil's dominance, 189
 - operational excellence, 190
 - operational safety, 184
 - performance, 198–199
 - politics and climate change, 185
 - price volatility, 185
 - project pipeline, 187
 - returns, 418

- BP (cont.)
 short-term price pressures, 188
 Strategic Moves 2017–2018, 413
 super-computers, 417
 upstream investment, 190–196
 upstream oil and natural gas recovery, 197
- BP Solar, 184
- brakes, 113, 114, 117
- brand and model mix
 GM, 267–269, 272–273
- brand performance
 VW, 343
- Brazil, 93
- Brent (Europe, Africa and Asia), 92
- Bridgestone, 118
- British Advertising Standards Authority, 204
- Browne, John, 182
- Bugatti, 324
- Buick, 111, 253, 254, 262, 268
- Buick LaCrosse hybrid, 273
- Bush, George H., 146
- business cycle, 55
- business startups, 65
- business-government cooperation, 3
- BYD, 254
- Byrd–Hagel resolution, 25, 147
- Cadillac, 111, 253, 254, 262, 267
- Cadillac CT 6, 273, 275
- California Air Resources Board (CARB), 22, 260, 366
- California Electric Utility Restructuring Law, 140
- CALPER, 163
- Canadian tar sands, 48
- CAPEX, 348
- capital allocation decision-making, 211
- capital investments, 214,
- capital-intensive investment, 77
- carbon capture and sequestration (CCS), 147
- carbon capture and storage (CCS), 209
- carbon dioxide, 145
- Carbon Disclosure Project, 341
- carbon emissions, 208
- carbon ethanol, 195
- carbon pricing, 187, 194
- carbon tax, 160
- Carbon Tracker, 163
- carbon-pricing system, 209
- Carter, Jimmy, 54
- Caspian Sea, 227
- Center for International Environmental Law, 162
- Changan, 110, 111
- Changan Ford Automobile Corporation, 314
- Chariot, 319
- Chernobyl, 144
- Chery, 254
- Chery BYD, 110
- Chesapeake Energy, 136, 233
- Chevrolet, 111, 252, 253, 254, 268
- Chevrolet Bolt electric vehicle, 256
- Chevrolet Colorado, 259
- Chevrolet Equinox, 112, 270
- Chevrolet Express, 269
- Chevrolet Impala, 269
- Chevrolet Malibu XL, 273
- Chevrolet Silverado, 112, 269
- Chevrolet Volt, 119, 273
- Chevron, 101, 136
- Chevy Bolt, 396
- China
 GM in, 271
 Toyota in, 380, 390
- China Southern Power, 139
- China Sunergy, 151
 motor vehicle sector, 176
- China's ascendancy in motor vehicle sector, 110–111
 domestic brands, 110
- Chinese economy, 20, 66
- Chinese Meltdown, 67–68
- Chinese National Petroleum Company (CNPC), 222
- CHINT Group, 151
- Chrysler RAM trucks, 391
- Chrysler's Ram Charger, 112
- Citroen, 111,
- City populations, 293
- civil wars, 225
- Clean Air Act, 283
- clean air and fuel efficiency regulations, 294–295
- Clean Energy Partnership, 239
- Clean Power Plan (CPP), 58, 152

- cleaner energy, 2
- climate change, 1, 5, 7, 25–26, 42, 90, 165, 261
 - and regulation, Shell, 205–206
 - BP, 183–184, 186
 - pressures, 162–164
 - shell, 203–204, 208
 - Shell, 203–204, 208
 - TOTAL, 223–224, 228
 - Toyota, 368
 - VW, 330,
- climate policies, 187
- close-to-business-as-usual projections, 66
- clustering, 33
- clutches, 115
- C-MAX, 316
- CO₂ emissions, 61, 149, 186, 207, 213, 292, 302, 307, 321, 336, 341, 342, 402
 - restrictions, 170
- CO₂ reductions, 213
- CO₂ standards, 289
- CO₂ taxes, 289
- coal, 89, 90, 134,
 - production, 136
- coal and natural gas generation, 138
- coal-burning power plants, 136
- Coalition for American Solar Manufacturing (CASM), 152
- Cobalts, 252
- Coll, Steve, 46
- collective errors, 34
- commercial vehicles brands, VW, 324
- companies with benefitting, 150–152
- competition
 - and alliances, GM, 257
 - motor vehicle sector, 109–110, 113–114
- competitors and suppliers
 - GM, 259
- compressed natural gas (CNG), 63, 269, 310
- compressed natural gas (CNG) vehicles, 317, 345
- ConcoPhillips, 22
- Conference of the Parties (COP), 59
- confirmation, 33
- congenial information, 34
- connected vehicles, 128
- ConocoPhillips, 136
- conservatism, 33
- consumer preferences, 225
- contingencies, 125
- contingency planning, 45
- Controversial Issues in Energy Policy, 2
- conventional vehicles
 - Toyota, 380
- converted RAV4 electric vehicles, 360
- Corporate Average Fuel Efficiency (CAFÉ) standards, 50, 126, 255, 288, 366
- cost saving
 - GM, 262–263
- Costco, 117
- counter-cyclical hedge, 200
- countercyclical role, 175
- crisis management systems, 229
- crossover utility vehicles (CUVs), 112
- crossovers, 281
- crude oil, 88
- Cruise Automation, 256, 260
- crystalline silicon efficiencies, 149
- CSR and Climate Change Implications for Multinational Enterprises, 8
- cybersecurity, 185
- Czech refining business, 216
- Daihatsu, 358
- Dana, 115
- Dated Brent (Asia-Pacific), 92
- Davis, Gray, 140
- decision makers, 1, 19, 31, 37, 43, 44, 104
 - balancing influences, 43
 - effectiveness of, 19
 - in auto sector, 47
 - in energy industry, 24, 28, 43
 - in fossil fuels, 21
- decision-making, 5
 - structured, 44
 - track record, 9
- decision-making limitations, 28, 39
 - biases, individual, 33–34
 - companies' adaptation, 39–40
 - effect uncertainty, 36
 - future anticipation, 28–30
 - group limitations, 34–35
 - leadership, 37–38

- decision-making limitations (cont.)
 - profiting from risk and uncertainty, 38–39
 - response uncertainty, 36–37
 - risks, taking calculated, 30–33
 - state uncertainty, 35–36
- Deepwater Horizon disaster, 181
- Deepwater Horizon oil spill, 46, 181, 190
- deep-water offshore oil extraction, 48
- deep-water oil projects, 172
- deepwater wells, 213
- defective ignition switches
 - GM, 252–253
- deformation-resistant passenger cells, 340
- degree of certainty, 16
- demand
 - oil and natural gas sector, 98
 - Shell, 206–207
 - TOTAL, 227
- demand-side management (DSM)
 - systems, 132
- Deming, W. Edwards, 357
- demographic changes, 225
- Department of Energy (DOE), 48, 54, 66, 69, 71, 73, 75, 124
- Department of Justice (DOJ), 335
- Devon Energy, 73, 136
- Dieselgate scandal, 109, 326–328, 330, 334, 354, 476–478, 495
- differentials, 115
- diffusion of energy-saving technology, 65
- digitization, 333
 - VW, 350
- diminution in mobility, 65
- directional drilling, 136
- distracted and impaired driving, 385
- distribution, 139
- DOE. *See* Department of Energy (DOE)
- DOE's 2016 Outlook, 57–59
 - economic growth, 58
 - oil prices, 59
- domestic politics, 42
- Dominion, 139
- Dongfeng, 110, 111
- Shell, 215–218
- TOTAL, 238–240
- downstream oil and natural gas
 - recovery, 198
- downstream rivalry, 101–102
- drilling, 89
- driver assistance
 - Toyota, 393
- driver-assistance systems, 351
- drivetrain components, 115
- Dubai and Oman (Middle East), 92
- Ducati, 324
- Dudley, Bob, 182
- Duke, 138, 153
- DuPont, 195
- Dutch-English oil, 202
- E.ON, 74
- Eagle Ford, 74, 77
- earnings expectation
 - GM, 259
- EcoBoost[®] engines, 302, 318
- EcoBoost[®] models, 317
- eco-friendliness, VW, 333
- economic and political developments, 225
- economic forecasts, 31
- economic growth, 19
 - DOE's 2016 Outlook, 58
 - IEA's 2016 Outlook, 60
 - oil prices, 60
 - OPEC's 2016 Outlook, 62
 - VW, 334
 - world's population, 60
- economic growth, energy industry, 55
 - abundant Supplies, 69–79
 - business cycle, 55
 - DOE's 2016 Outlook, 57–59
 - higher economic growth, 64–65
 - IEA's 2016 Outlook, 59–61
 - less economic growth, 66–67
 - lower energy demand, 65–66
 - OPEC's 2016 Outlook, 61–64
 - secular stagnation, 56
- economic instability, 225
- economic nationalism, 68
- economic performance of projects, 211
- economic volatility
 - VW, 332

- economic weakness, 20, 211
- economics, 42
- Edison, Thomas, 29
- effect uncertainty, 36
- electric cars, 22
- electric mobility, 333
- electric power generation, 89
- Electric power-assisted steering (EPAS), 309
- electric propulsion, 351
- Electric Reliability Council, 142
- electric utilities, 21, 88, 137
- electric utility sector, 132
 - by 2040, 153–155
 - coal's decline, 134–136
 - companies with bBenefitting, 150–152
 - consolidation, 138–139
 - defined and characterized, 132–133
 - deregulation, 139–141
 - fossil fuels, 133–134
 - global agreements, 146
 - greenhouse effects, 145
 - nuclear spinoffs, 143–144
 - Paris Agreement, 152
 - policies outside Kyoto, 147
 - regional coordinating organizations, 141–142
 - renewable energy progress, 148–150
 - renewable inroads, 144
 - restructuring, 137
 - venture capitalists (VCs) funding, 147–148
- electric vehicles (EVs), 17, 22, 63, 117, 255,
- electricity
 - demand growth, 133
 - industrial demand for, 133
- electricity demand, 167
- electricity generators, 92
- electricification, 339
 - Toyota, 392
 - VW, 350
- electrified vehicles
 - Ford, 316
- electronics, 113, 114, 117
- Electrovan, 255
- emissions cheating scandal. *See* “Dieselgate” scandal
- emissions controls, 261
- emotion of defensiveness, 43
- Encana, 136
- energy consumption
 - decline in, 66
- energy demand and supply, 54
- energy efficiency, 90
- Energy Independence and Security Act (EISA), 126
- energy industry, 2, 3, 15–16
 - booms to busts, 54
 - decision makers in, 3, 42, 43, 515
 - global regulations, 3
 - hedge against failure, 16–17
 - hedging in, 45
 - price volatility, 17
 - Russia's role in, 81
 - uncertainty in, 54
- energy prices, 3, 19, 20, 61
 - volatility, 51
- energy-saving technology, 65
- Eni, 21
- environmental challenges, 226
- environmental laws and regulation, 168
- Environmental Protection Agency (EPA), 2, 288, 366
- environmental regulations
 - TOTAL, 225
- environmentally compatible
 - automaker, 341
- Escort, 305
- ethanol, 75
- ethanol blend (E15), 366
- Europe
 - Ford, 301–303
 - Toyota in, 379, 390
- European Union, 370
- EV commitments in China, 465–466
- Executive for Health, Safety, and the Environment, 231
- Exelon, 139
- exhaust, 113
- experts, 29
- Explorer, 316
- Express Drive program, 275
- external collaborations and partnerships, 45
- extrapolation, 28
- Exxon Valdez oil spill, 160

- ExxonMobil, 1, 6, 17, 20, 21, 26, 46, 48, 72, 87, 93, 96, 97, 98, 101, 124, 136, 159, 194
 after 2014–2015 price collapse, 171
 assumptions about future, 166
 before 2014–2015 price collapse, 171
 climate change, 165
 climate change pressures, 162–164
 CO₂ emission restrictions, 170
 controlling spending, 406–408
 conventional oil in decline, 166
 downstream investment, 174
 environmental laws and regulation, 168
 government actions, 165
 greenhouse regulation, 167
 hedging, 170–177
 high impact R&D, 197–198
 in 2012, 159–160
 internal combustion engine, 411–413
 lingering problems, 410–411
 margin slippage, 168
 oil prices, drop in, 160–162
 oil's dominance, 166
 peak oil and activists, 401
 performance, 177–178
 price collapse 2014–2015, 164
 price volatility, 164
 Russian waiver, 403
 shale and natural gas, 404–406
 strategic moves 2017–2018, 401
 timely project completion, 165
 upstream investment, 171–174
 writing-down assets, 408–409
- F-150, 316, 321
 FAW, 110
 FAW-GM, 254
 FC (Fiat Chrysler), 113
 FCVs (fuel cell vehicles), 366
 federal Corporate Average Fuel Economy (CAFE), 260
 Federal Energy Regulatory Commission (FERC), 140, 141
 Federal Regulatory Commission, 141
 Federal Trade Commission, 327
 Fiat 127, 326
 Fiat-Chrysler, 281
 Fields, Mark, 52
 Fiesta, 326
 Fiesta ECONetic, 302
 filters, 113
 financial health and performance, 16
 firms
 behavioral psychology of, 5
 behavioral theories of, 5
 competitive advantage, 15
 in energy industry, 7
 First Solar, 150,
 fishing industry, 88
 flex-fuel vehicles (FFV), 385
 fluctuating prices, 205
 TOTAL, 228
 Ford, 1, 5, 6, 17, 50, 51, 107, 109, 111, 113, 280
 1970 Clean Air Act, 283–285
 2014–2015 Price Collapse, 286
 accountability, 299
 adverse events, 288, 294
 Asia Pacific, 300–301
 bigger trucks and SUVs, 462–465
 bodies, 318
 brand and model Mix, 304
 business, 297
 challenges, 280
 Chinese Partners, 314–315
 clean air and fuel efficiency regulations, 294–295
 core business, 315
 declining U.S. market, 281
 electrified vehicles, 316
 emission rules, 466
 engines, 318
 environment, safety and quality issues, 471–473
 Europe, 301–303
 Europe, 301–303
 EV commitments in China, 465–466
 Fields with Hackett, replacing, 469–471
 financial ups and downs, 282–283
 fuel economy and emission controls, 288
 fuel efficiency, 281
 global integration, 304
 hedging, 296–320
 improvements, 312
 innovation, 310

- innovation opportunities, 293–294, 296
- internal combustion engines (ICEs), 309–310
- investing in global markets, 300
- life-cycle assessment, 305–309
- market share and revenue, 286–287
- Middle East and Africa, 304
- mobility, 310–311
- mobility and connectivity, 319
- mobility patterns, 291–293
- models, 305
- NHTSA's 5-star safety rating, 312
- North America Sedan, 473
- performance, 320
- quality and safety, 297
- quality assurance and safety, 312
- recovery, 285–286
- safety, 281–282, 290, 319
- shared mobility, 295–296
- smart mobility, 463–465
- South America, 303–304
- strategic moves 2017–2018, 459–461
- technological innovation, 317
- toxic substances legislation, 291
- Trump border Tax, 461–462
- vehicle types, 319
- volatile fuel prices, 290
- weak performance and ouster of CEP, 467–469
- Ford Capri, 325
- Ford Credit, 280
- Ford Escape, 112
- Ford F-150, 305
- Ford F-Series, 112
- Ford Mustang, 283
- Ford, Henry, 120, 282, 283
- Ford's F-Series pickup trucks, 112
- Fortune*, Global, 500, 42
- fossil fuels, 1, 7, 21–22, 89, 90, 207
 - alternatives, 2, 204
 - and renewables, 188
 - capacity, 64, 78
 - centrality, Shell, 209
 - decision makers in, 21
 - demand, 63
 - electric utility sector, 133–134
 - markets, 77
 - power plants, 78
 - prices, 20, 21
 - production decline, 69
 - stockpile, 173
 - supply threats, 79–80
- fossil to non-fossil fuels
 - demand for power, 133
- fossil-carbon fuels, 319
- frackers, 49, 72, 95, 96
- fracking, 48, 72, 89, 227
 - outside US, 73
 - revolution, 70–71, 97
- free-trade zones, 342
- French Petroleum Company, 222
- from internal combustion engines (ICEs), 305
- F-series, 281
- F-Series trucks, 289
- fuel cell vehicles (FCVs), 63, 260, 310, 380
- Toyota, 382
- fuel cells, 274
- fuel efficiency, 330
 - improvements, 63
 - VW, 331
- fuel-economy standards and carbon fiber, 455–456
- fuel-efficient vehicles, 260
- Fukushima, 143, 144
- Fukushima disaster, 23
- Fusion Energi hybrids, 316
- Fusion plug-in, 316
- future anticipation, 28–30
 - analogical reasoning, 29–30
 - Baysean judgment, 30
 - experts, 29
 - trends, 28–29
- Gardner, Dan, 29
- gasoline engine/EcoBoost[®], 318
- gasoline markets, 50
- gasoline prices, 112
- gasoline, low priced, 125–126
- gasoline-ethanol blends fuels, 269
- Gazprom (Russia), 98, 100
- Geely, 110, 254
- General Motors. *See* GM
- genetically modified organism (GMO), 385
- German Labor Front, 324

- German Road Safety Council, 347
- global agreements, 146
- Global Climate Coalition, 203
- global diversity
 - VW, 332
- global economic conditions
 - GM, 257
- global economy
 - Toyota, 372
 - VW, 335
- global energy demand, 206, 207, 209
- global financial crisis, 19
- global integration
 - Ford, 304
- global investment, TOTAL, 232
- global market investments
 - GM, 265, 271–272
- Global Product Development
 - Department, 265
- global trade in natural gas, 92
- Globalization, 293
- globally harmonized system (GHS), 291
- GM, 1, 5, 6, 17, 50, 51, 107, 109, 110, 113, 251, 283
 - 2014–2015 price collapse, 256–263
 - after 2014–2015 price collapse, 270–275
 - alternative fuel technologies, 255–256
 - alternative fuels, 269
 - ‘America First’ demands, 447–448
 - and AeroVironment, 255
 - autonomy, 275
 - brands, 254
 - before 2014–2015 price collapse, 263–270
 - brand and model mix, 267–269, 272–273
 - Chinese performance, improved, 448–449
 - competitors and suppliers, 259, connectivity, 270
 - connectivity and mobility, 274
 - consolidation, 265
 - cost cutting and product launches, 267
 - cost saving, 262–263
 - costs, 258
 - defective ignition switches, 252–253
 - earnings expectation, 259
 - electric cars, 22
 - electrification, 269, 274
 - electrified vehicles, selling, 272
 - Europe, retreating from, 449–451
 - European Brands, 268
 - EV slowdown, 454–455
 - flex-fuel vehicles, 273
 - fuel cells, 270
 - fuel economy and climate change, 258
 - fuel-economy standards and carbon fiber, 455–456
 - global market investments, 265, 271–272
 - globalization, competition, and cost control, 261–262
 - government policies, 258
 - government regulation, 260
 - hedging, 263–275
 - in China, 271
 - light trucks, 446–447
 - mobility investments, 452–454
 - oil prices, 258
 - other countries, withdrawing, 451–452
 - overcapacity, 456–458
 - performance, 275
 - personal mobility, 260
 - product sales and global market share, 266
 - production, 257
 - quality, 258
 - quality assurance and safety, 263–265, 270
 - research on alternative fuel technologies, 255
 - sales, 257
 - strategic moves 2017–2018, 445
 - technological disruption, 261
 - technological innovation, 269, 273–275
 - top safety picks, 271
 - trucks, 272
 - turn around, 253–254
 - young drivers, internet, and seatbelts, 271
- GMC, 253, 268
 - GMC Canyon, 259
 - GMC Savana, 269
 - GMC Sierra 2500 HD, 269
 - GMC’s Sierra, 112

- goals for operational integrity, 171
- Golf, 326, 343
- Google Ventures, 148
- Gordon, Robert, 28, 29
- government policies
 - on energy industry, 24
- government regulation
 - GM, 260
- Graduated Driver Licensing (GDL)
 - programs, 299
- Great Depression, 55
- Great Financial Crisis of 2007–2008,
 - 23, 29, 50, 56, 73, 75, 95, 96, 98, 101, 108, 115, 116, 117, 118, 147, 205, 251, 379
- Great Recession, 285
- greenhouse effects, 145,
- greenhouse gas (GHG) emissions, 25,
 - 152, 170, 215, 225, 309
- greenhouse gas (GHG) reduction, 79,
 - 167
- greenhouse gas regulations, 194
- greenhouse gases, 145, 205
 - negative impacts, 145
 - stabilization, 146
- greenhouse regulation, 203
- group limitations, 34–35
- Gulf Cooperation Council (GCC), 95
- Gulf of Mexico, 213
- Gulf of Mexico oil spill, 48

- H₂ Mobility, 239
- Hanwha SolarOne, 151
- Haval, 110
- Haynesville, 74
- Hayward, Tony, 182
- Health Safety Environment Quality
 - Charter, 230
- heavy trucks and buses, 116
- hedging, 7–9, 32, 39, 519
 - choices, 47–48
 - defined, 8, 44–45
 - ExxonMobil, 170–177
 - failure, against, 16–17
 - Ford, 296–320
 - GM, 263–275
 - motor vehicle sector, 129
 - purpose of, 44
 - risk and uncertainties, 17–19
 - Shell, 209–218
 - TOTAL, 230–244
 - Toyota, 373–393
 - VW, 339–352
- hedging in energy industry, 42–43
 - contingencies, 52
- hedging in fossil fuels, 48
 - companies, choices for, 49–50
 - demand and supply, 48–49
- hedging in motor vehicles, 50
 - choices of companies, 51–52
 - gasoline prices, 50–51
- Hertz, 280
- HEV, 358
- Heyward, Tony, 184
- high investment, 211
- high-impact R&D
 - TOTAL, 240–244
- high-performance computing, 176
- Hino, 358
- Holden, 253
- Honda, 256
- Honda Accord, 112
- Honda Civic, 112, 119
- Honda Insight, 119
- Honda's CR-V, 112
- human-created greenhouse gas (GHGs)
 - emissions, 25
- HVAC (heating, ventilation, and air
 - conditioning), 113
- hybrid cars, 119, 366
- hybrid electric Prius, 23
- hybrid electric vehicles (HEVs), 63, 310
- hybrid Prius, 358
- hybrid vehicle, 52
- hybrids
 - Toyota, 358–360, 381
- hydraulic fracking, 19, 74, *see also*
 - fracking**
 - growth of, 20
- hydraulic fracturing, 89, 136
- hydro power, 79
- hydrocarbons demand, 409
- hydrofluorocarbons (HFCs), 371
- hydrogen fuel-cell car, 255
- hydrogen fuel-cell technology, 274
- hydropower, 133
- Hyundai, 51, 109, 110

- Iacocca, Lee, 283
- Ibuka, Masaru, 32

- IEA's 2016 Outlook, 59–61
 - economic growth, 60
- ignition switch recall, 264–265
- independent power producers (IPPs), 140
- Independent Simultaneous Source (ISS), 198
- Infiniti, 111
- inflation, 185
- inflections, 28
- information technology, 24
 - revolution, 29
- initial public offerings (IPOs), 252
- Innovations in Sustainability, 2, 8
- inorganic chemicals, 132
- Institute for Energy Research, 136
- Intel Capital, 148
- intelligent mobility
 - VW, 333
- Intelligent Transport Systems World Congress, 256
- Intergovernmental Panel on Climate Change (IPCC), 164, 368
- interiors, 114, 116, 117
- internal belt-tightening, 45
- internal combustion engines (ICEs), 107, 117, 358, 401
 - Ford, 309–310
- International Energy Agency (IEA), 54, 66, 69, 124
- international security, 42
- international trade and pricing, 91–92
- investment decisions
 - in energy assets, 4
- investments, 97–98
- Iranian Revolution, 19
- Iran–Iraq War, 19, 50, 95
- Iraq, 101, 206
- Iraqi invasion of Kuwait, 80
- iron and steel, 114, 119
- ISIS, 80
- Islamic Revolution in Iran, 80
- IT disruptions, 225

- JA Solar Holdings, 151
- JAC, 110
- Jaguar, 280, 285
- Jaguar Land Rover, 124
- Japan New Car Assessment Program (JNCAP), 375
- Japan, Toyota in, 377–378, 388

- Jeep Cherokee, 112
- Jetta, 326, 343
- Jinniu Energy, 151
- JMC, 314
- Johnson Controls, 116, 117

- Ka, 305
- Kahneman, Daniel, 32, 33
- Karl, 268
- Karmann Ghia, 325
- Kazakhstan, 21, 93, 206
- Keynes, John Maynard, 5, 17
- Khosla Ventures, 148
- Kia, 111
- Kirkuk, 81
- Knight, Frank, 3, 15, 17
- Korean Automobile Manufacturers Association, 366
- KPCB, 148
- Kyoto Protocol, 25, 146, 147

- Lamborghini, 324, 344
- Lampiris, 224
- Land Cruiser, 358
- Land Rover, 280, 285
- Lauckner, Jon, 120
- Lavida, 343
- lead–acid batteries, 22
- leadership, 37–38
- Lear, 116
- LED lighting, 79
- Lexus, 119, 358, Lexus LS, 122
- LG, 256
- Libya, 101
- life-cycle assessment
 - Ford, 305–309
- light duty trucks, 111–113
 - in North America, 107
 - Toyota, 391
- light weight bodies, VW, 351
- light-duty vehicles (LDVs), 292
- lighter materials, 127–128
- Lincoln Continentals, 284
- Lincoln MKC, 305
- Lincoln MKZ, 316
- liquefied natural gas (LNG), 63, 91, 213, 405
 - demand, 170
 - pipelines, 89

- liquefied petroleum gas (LPG), 269, 310
- liquidity crisis, 169
- LNG projects in Papua New Guinea and Australia, 172
- Lovins, Amory, 127
- low carbon future, TOTAL, 244–245
- low-rolling resistance tires and aerodynamic design, 345
- low-carbon emission transportation system, 392
- low-quality crude, 89
- Lukoil, 100
- Lutz, Robert, 120
- Luxury and full-size vehicles, 381
- macro-environmental conditions, 42
- Maital, Shlomo, 31
- Malaysian National Oil Company, 222
- Malen, Joel, 8
- Malta, 223
- MAN 3, 343
- Marcellus, 74
- marine industry, 88
- Mark Fields, 286
- market capitalization, 96
- Maven Pro corporate car-sharing solution, 274
- Mazda, 111, 284
- McNamara, Robert, 283
- Megamistakes, 29
- Mercedes S Class, 122
- Mercedes-Benz, 111
- Mercosur, 303
- mercury and air toxics standards, 134
- Mercury Cougars, 284
- Merkel, Angela, 123
- metal stamping, 113
 - and forging, 114–115
- Michelin, 118
- Midcontinent Independent System Operator (MISO), 142
- Middle East, 226
- Middle East and Africa
 - Ford, 304
- mid-size vehicles, 381
- Milliken, Francis, 35
- mine-and-burn hydrocarbon economy, 121
- minivans, 381
- mini-vehicles, 380
- Minsky, Hyman, 30
- miscalculations, oil industry, 18, 21
- Mitchell Energy, 71–73
- Mitchell, George, 73
- mobility
 - Ford, 310–311
 - Toyota, 373
- mobility patterns
 - Ford, 291–293
- mobility preferences, 128
- Model S, 122
- Model T, 282
- Modular Transverse Matrix (MQB), 344
- modular transverse toolkit, 348
- Mokka, 268
- Mondeo, 316
- motor vehicle sales, 108
- motor vehicle sector, 88, 107, 521
 - autonomous driving, 128
 - batteries, 117
 - brakes, 117
 - China's Ascendancy, 110–111
 - competition, 113–114
 - connected vehicles, 128
 - defined and characterized, 107
 - electronics, 117
 - evolution, 129
 - global competition, 109–110
 - hedging, 129
 - interiors, 116
 - iron and steel, 119
 - light duty trucks, 111–113
 - lighter materials, 127–128
 - metal stamping and forging, 114–115
 - slow growth, 108–109
 - steering and suspension, 116
 - suppliers, 113
 - tires, 118
 - transmissions, 115–116
- motor vehicles, 22–23
 - demand growth, 108
 - in developed economies, 107
- motor vehicles manufacturers, 16, 17, 21

- Müller, Matthias, 327
 multi-purpose vehicle, 112
 Musk, 121
 Mustang, 305, 316
- NAPA, 117
 National Aeronautics and Space Administration (NASA), 361
 National Highway Traffic Safety Administration (NHTSA), 252, 288, 290, 359, 360, 365
 National Iranian Oil Company (NIOC), 100,
 national oil companies (NOCs), 98, 206
 Nationally Determined Contributions (NDCs), 59
 natural gas, 133, 136, 194
 deepwater drilling, 213
 demand, 167, 170
 emitted less carbon gases, 215
 markets, 92
 prices, 19
 producing nations, 92
 Shell, 207
 TOTAL, 227
 Nazarbayev, Nursultan, 22
 new resources development, 171, 172
 NextEra, 138, 151,
 NHTSA, 264
 NHTSA's 5-star safety rating, 312
 nickel metal hydride (NiMH) battery, 120
 nickel-metal hydride batteries, 22
 Nigeria, 101
 Niobrara, 77
 NIOC (Iran), 98
 Nissan, 111
 Nissan Leaf, 119
 Nissan Sentra, 112
 Nissan's Rogue, 112
 non-government organizations (NGOs), 91
 non-OPEC oil, 95
 non-rechargeable batteries, 120
 North America, Toyota in, 379, 388
 NO_x, 330
 NRG, 151,
 nuclear energy, 23, 133
 nuclear generation, 139
 nuclear power, 167
 nuclear power plants, 143
 nuclear spinoffs, 143–144
 Nucor, 119
- O'Reilly, 117
 Obama, Barack, 152,
 Occupational Safety and Health Administration's (OSHA), 182
 offshore drilling, 219
 offshore oil production, 97
 offshore oil projects in Angola, 172
 oil, 133
 Oil and Gas Climate Initiative (OGCI), 223
 oil and natural gas companies, 112
 oil and natural gas sector, 4, 87, 520
 customers, 88
 defined and characterized, 87
 demand, weak, 98
 diminished performance, 96–97
 downstream rivalry, 101–102
 government, 90–91
 international trade and pricing, 91–92
 investments, 97–98
 natural gas producing nations, 92
 petroleum producing nations, 92–94
 price history, 94–96
 pricing power, 94
 revenue, 88–90
 upstream rivalry, 98–101
 oil byproducts, 87, 88, 89
 oil industry
 climate change, 25–26
 fossil fuels, 21–22
 issues, unsettled, 23–24
 miscalculations, 21
 motor vehicles, 22–23
 nuclear energy, 23
 price volatility, 19–21
 renewable power, 23
 risk and uncertainty, 17–19
 transport insecurity, 82
 oil market
 unstable, 75–76
 oil prices, 159

- DOE's 2016 Outlook, 59
- IEA's 2016 Outlook, 60
- OPEC's 2016 Outlook, 62
 - uncertainty, 77
- on life-cycle analysis, 316
- OnStar, 270, 275
- OnStar connectivity, 260
- Oozing Success, 159
- OPEC's 2016 Outlook
 - alternative fuel vehicles, 63
 - Paris Agreement, 63
- Opel, 253
- Opel Ampera, 120, 270
- Opel Zafira, 269
- Opel/Vauxhall, 268,
- operational concerns, TOTAL, 228
- operational excellence
 - Shell, 210–211
 - TOTAL, 230–232
- operations integrity management
 - system (OIMS), 170, 411
- Organization for Economic
 - Co-operation and Development (OECD), 55
 - growth, slowdown, 64
- Organization of Petroleum Exporting
 - Countries (OPEC), 21, 48, 54, 66, 69, 76, 93, 124
 - goal, 93
 - influence of, 225
- original equipment manufacturers (OEMs), 107
- Orinoco belt of Venezuela, 48
- overcapacity, GM, 456–458
- overconfidence, 33

- Panamera 4 E-Hybrid, 350
- Panasonic, 121
- Paris Accord, 25, 26, 124, 134, 152, 188, 209
- Paris Agreement, 1, 62, 63, 152–153
- Partnership for a New Generation of Vehicles (PNGV), 359
- Passat, 325, 343
- passenger cars, 111
 - VW, 324,
- passenger cars in China, 107
- Passo, 392
- Peabody Energy, 134
- peak car ownership, 65

- Pennsylvania, Jersey, Maryland Power Pool (PJM), 142
- performance
 - Shell, 218
 - TOTAL, 244
- Permian, 77
- personal mobility
 - GM, 260
- petro-algae technology, 24
- PetroChina, 98, 100, 101
- petro-dominated states, 21
- petroleum producing nations, 92–94
- Petronas, 222
- Peugeot, 111
- Photovoltaic Institute on the Paris-Saclay, 244
- photovoltaics, 228
- PHV (plug-in hybrid vehicles), 366
- pickup trucks, 259
- pickups, 112
- Piëch, Ferdinand, 328
- Pinto incident, 283
- plug-in hybrid electric vehicles (PHEVs), 63, 310
- plug-in hybrids, 260
- Poincaré, Raymond, 222
- political disruption, 211
- political instability, 57
- politics, 225
- Polo, 326, 343
- Pontiacs, 252
- population aging, 64
- Porsche, 326, 340, 344
- Porsche 918 Spyder, 345
- Porsche Panamera, 352
- Porsche, Ferdinand, 325
- powertrains, 113
- pre-collision system, 375, 385
- price fluctuations
 - TOTAL, 224–225
- price volatility, 1, 5, 19–21, 184, 194
- pricing power, 94
- pricing power weakness, 94
- Prius, 119, 358, 359, 360, 381, 392,
- Private Empire: ExxonMobil and American Power, 46
- production efficiency
 - Toyota, 383
- production sharing agreements, 195

- profiting from risk and uncertainty, 38–39
- Profiting from Uncertainty, 38
- project startups, 172, 192
- Prudhoe Bay oil pipeline corrosion, 182
- PSA Peugeot Citroën, 379
- public charging spots, 121
- public corporations, 44
- public utility commissions (PUCs), 137
- Public Utility Holding Company Act, 137
- Public Utility Regulatory Policies Act (PURPA), 140
- Qatar, 101
- Qatar Petroleum, 406
- quality, VW, 340
- quality assurance and safety
 - Ford, 312
 - GM, 263–265
 - VW, 340
- Rabbit, 325
- radiators, 113
- Raise Cash, 416–417
- Raízen, 204, 215
- randomness, 18
- Ranger compact pickups, 302
- ran-Iraq war, 80
- Ranz, 358
- Raymond, Lee, 160
- recency, 33
- recession, 95
- Recovery and Reinvestment Act, 147
- Red Sea, 82
- refiners market share, 102
- regional coordinating organizations, 141–142
- regional vulnerabilities
 - TOTAL, 226–227
- Reinventing Environmental Regulation, 3
- Renault 5, 326
- Renault-Nissan, 109, 110
- renewable electricity generation, 79
- renewable energy, 20, 77, 89, 144
 - advances, 103–104
 - TOTAL, 227
- renewable energy generation, 83
- renewable energy progress, 148–150
- renewable energy technologies, 149
- renewable power, 23
- renewables, 90, 133
 - investments in, 195
 - rise in, 77–79
- research and development, 46
- reserve depletion, TOTAL, 226
- reservoir modeling, 176
- response uncertainty, 36–37
- return on average capital (ROACE), 177
- return on capital employed (ROCE), 177
- rig count, 77
- Rio Treaty, 146
- Rise and Fall of American Growth, The, 28
- risk, 15, 18
- risk and uncertainty
 - mitigation, 16
 - profiting from, 38–39
- Risk, Uncertainty, and Profit, 3
- risks and uncertainties, 520
- Roadster sports car, 121
- Rockefeller Family Fund (RFF), 162
- Rosneft, 161, 172, 187, 191
- Rumsfeld, Donald, 18
- Russia, 81, 93
- Russian kleptocracy, 68
- RX, 392
- S&P 500, 97
- Safe-parking programs, 346
- safety
 - Ford, 281–282, 290
 - Toyota, 385
- safety regulation, 261, Saft, 224
- SAIC-GM-Wuling, 254
- salience, 33
- Saro-Wiwa, Ken, 202
- Saturns, 252
- Saudi Arabia, 48, 93, 95
- Saudi Arabian Oil Company, 98
- Scania, 343
- Schnarrs, Steven, 29
- Schoemaker, Paul, 38
- Schwartz, Peter, 57
- Sears, 117
- SEAT, 324, 344

- seating and interiors, 113
- seats, 116
- secular stagnation, 56,
 - optimism, 57
- Securities and Exchange Commission (SEC), 163, 408
- seismic technology, 176
- self-driving vehicles, 256
- Shale Oil, 74–75
- Shale oil and natural gas, 103
- shale oil production, 77
- shale oil revolution, 24
- Shanghai GM, 254,
- Shanghai Motors, 111
- shared mobility
 - Ford, 295–296
- shareholder-owned utilities, 137
- Shell, 1, 4, 6, 17, 20, 87, 93, 96, 101, 202
 - 2014–2015 price collapse, 204–205
 - After 2014–2015 price collapse, 207
 - assets, cut back, 213
 - Australian investments, 213
 - breakeven point, 422–424
 - bribery and earthquake charges, 424–425
 - carbon pricing, 209
 - climate change, 203–204, 208
 - completing projects, 206, 208
 - cutting US Shale and assets, 211
 - demand rise, 206–207
 - downsizing and upgrading, 215
 - downstream integration, 215–218
 - earnings, 425
 - fluctuating prices, 205, 207–208
 - fossil fuels' centrality, 209
 - growth, disciplined, 214
 - hedging, 209–218
 - innovation, 217
 - investing to meet demand, 208–209
 - natural gas, 207
 - natural gas and deepwater drilling, 213, 214, 219–220
 - oil demand and renewables, 419–421
 - operational efficiency, 217
 - operational excellence, 210–211
 - performance, 218
 - R&D spending, cut in, 217
 - R&D, spending on, 216
 - revenue and net income, 203
 - selling assets, 215, 421–422
 - Shell's Past, 202–203
 - Strategic Moves 2017–2018, 419
 - streamlining, 216
 - upstream investment, 211–215
 - working with competitors, 425
- Shia-Sunni tensions, 81
- Siemens, 150
- Sienta, 392
- Silverado, 112
- Singapore refinery, 210
- ŠKODA, 324, 344
- smart mobility
 - Ford, 463–465
- Smart Mobility, 319
- social responsibility, 237
- social unrest, 225
- Solar Energy Generating Systems (SEGS), 138
- solar panels installation, 151
- solar photovoltaics (PV), 78
- solar radiation, 145
- SolarCity, 152
- SolarWorld, 150
- SOS-Post Crash Alert System™, 299
- South America, 226
 - Ford, 303–304
- Southeast Asia, 93
- Southeast Asian economic growth, 95
- Southeast Asian economies, 19
- Southern, 138, 153
- Southwest Energy, 136
- sport utility vehicles (SUVs), 112, 253
- sports utilities and trucks, 381
- Standard Oil, 160
- Standard Oil of California, 98
- start-stop technology, 345
- startups, 196
- State Street, 163
- state uncertainty, 35–36
- steering, 113
- steering and suspension, 114, 116
- Steinsberger, Nick, 72
- Stevens, Bill, 71
- Steward, Dan, 72
- strategic investments, 16, 520
- strategic management, 3
- strategic moves 2017–2018
 - BP, 413

- strategic moves 2017–2018 (cont.)
 - ExxonMobil, 401
 - Ford, 459
 - GM, 445
 - Shell, 419
 - TOTAL, 426
 - Toyota, 486
 - VW, 474
- Strategies for Managing Uncertainty:
 - Booms and Busts, 8
- streamlining, 216
- subcompact and compact vehicles, 381
- subsidies, 90, 91, 260
- Suez Canal War, 80
- Sugar-based ethanol, 75
- SunEdison, 151,
- SunPower, 152, 223, 234, 238, 244
- SunPowerTOTAL, 238
- Suntech Power, 151
- super-computers, 417
- Superforecasting: The Art and Science of Prediction, 29
- supersonic air transport (SST), 29
- suppliers and partners
 - VW, 332
- suppliers, motor vehicle, 113
- suspension, 113
- sustainable mobility
 - VW, 338
- SUVs, 259, 281
 - VW, 348
- Suzuki, 111
- Swift Market Analysis Response Team, 363
- SYNC[®] network, 294
- SYNC[®] technology, 299
- Syrian Civil War, 81

- Takata airbag, 261
- Takata's defective airbag, 282
- Taleb, Nassim Nicholas, 18
- Tar sands, 102
- Tata Motors, 285
- Taurus, 284, 316
- technical-fix expenses, 334
- technological change, 35
- technological disruption
 - GM, 261
- technological innovation
 - Ford, 317
 - GM, 269, 273–275
- technology, 42
- technology shift, 24
- Tenesol, 234,
- Tenneco, 116
- Tennessee Valley Authority (TVA), 137
- terrorism, 225
- Tesla, 51, 121–123, 331, 413
- Tetlock, Philip, 29
- Texas City, 196
- theory of hedging, 4
- third-generation biofuels, 76
- Three Mile Island (TMI) accident, 144
- Thunder Horse, 182
- tight-gas and liquids-rich shale in US, 212
- Tiguan, 343
- Tillerson, Rex, 160,
- tires, 113, 114, 118
- Tokyo-based Akebono Brake, 117
- torque converters, 115
- Torrey Canyon oil spill, 182
- Toshiba, 23
- TOTAL, 1, 4, 6, 17, 22, 87, 93, 96, 97, 222
 - 2014–2015 price collapse, 224–230
 - breakeven point oil replacement, 429–430
 - clean energy, 239
 - climate change, 223–224, 228, 230
 - delay and cancellation, 229
 - demand growth, 227
 - diesel, cutbacks, 430–431
 - downstream integration, 238–240
 - environmental regulations, 225
 - exploration opportunities, 233–234
 - fluctuating prices, 228
 - global investment, 232
 - Health Safety Environment Quality Charter, 230
 - hedging, 230–244
 - high-impact R&D, 240–244
 - history, 222–223
 - investing in renewables, 234–235, 237–238
 - Iranian natural gas and LNG, 428–429
 - long-term growth, 229
 - low carbon future, 244–245
 - natural gas, 227

- New Energy Systems, 243
- operational concerns, 228
- operational excellence, 230–232
- peak oil demand and electricity, 426–428
- performance, 244
- price fluctuations, 224–225
- productivity increase, 239
- project completion, 228
- R&D expenditures, 240–242
- regional vulnerabilities, 226–227
- renewable energy, 227
- reserve depletion, 226
- restructuring the portfolio, 235–237
- restructuring to improve profitability, 238–239
- stock market performance, 431
- Strategic Moves 2017–2018, 426
- 12 Golden Rules, 231
- upstream investment, 232–238
- toxic substances legislation, 291
- Toyota, 1, 5, 6, 17, 50, 51, 52, 107, 109, 357–358
- 2014–2015 price collapse, 363–373
- advanced mobility and intelligent transport, 386
- airbags and India, 494
- Asia, 379, 390
- business environment, 367
- China, 390
- climate change, 368
- compacts and subcompacts, 391
- competition, 372
- consumers, 368
- conventional vehicles, 380
- driver assistance, 393
- electrification, 392
- electrification goals, 491–493
- environment, 372, 376, 387,
- environment, energy, and safety, 383
- Europe, 379, 390
- fuel-cell vehicles, 382
- global economy, 372
- global markets, investments, 377
- global quality committee, 363
- hedging, 373–393
- hybrid electric Prius, 23
- hybrids, 358–360, 381
- industry and business, 363–364, 369
- Japan, 377–378, 388
- legal and political, 364–367, 370–371
- light trucks, 391
- mobility, 373
- North America, 379, 388
- overcapacity, 367
- performance, 393
- production efficiency, 383
- quality, 386
- quality assurance and safety, 373
- regulation, 367
- research centers, 384
- risks and uncertainties, 363
- safety, 385, 387
- safety priorities, 374–376
- strategic moves 2017–2018, 486
- SUVs, crossovers, and trucks, 489–491
- Swift Market Analysis Response Team, 363
- Trump's Ire, 487–489
- unintended acceleration, 360–363
- vehicle safety, 370
- vision, 368, 372
- Toyota Camry, 112, 358
- Toyota Corolla, 112, 391
- Toyota Prius, 119
- Toyota RAV 4, 391
- Toyota, China, 380
- Toyota, rest of the world, 380
- Toyota's problem in China, 110
- Toyota's RAV 4, 112
- Toyotarestoring quality, 393–396
- trade wars, 56
- transaxles, 115
- Transit, 305, 316
- transmission, 113–116, 139
- transmission gears, 115
- transport insecurity, 82
- transportation habits, 331
- trends, 28–29
- Troubled Asset Relief Program, 252
- trucks, 112
 - and buses, 381
 - GM's emphasis on, 112, 272
- Trump border Tax, 461–462
- Turkmenistan, 93
- Tversky, Adam, 32, 33

- US invasion of Iraq, 80
- ultra-low emission vehicles, 296
- UN Oil-for-Food Program in Iraq, 223
- uncertainty, 15
- unconventional energy source, 225
- unconventional energy, advances, 102–103
- under Germany's CO₂ laws, 341
- UNECE (United Nations Economic Commission for Europe) standards, 365
- United Nations Framework Convention on Climate Change (UNFCCC), 59
- upstream investment, 232–238
 - Shell, 211–215
- upstream oil and natural gas recovery, 197
- upstream rivalry, 98–101
- Utica basins, 74
- Utley, Lee, 72
- Uzbekistan, 93

- Valdez oil spill, 170
- value added tax (VAT) on gasoline, 126
- value chain, 47
- value-creating projects, 234
- Vanguard, 163
- Vauxhall, 253
- Vauxhall Ampera, 120
- Vehicle Dynamics Integrated Management, 385
- vehicle electrification, 119–120
 - electric vehicles (EVs), 119–120
 - EV goals, 124–125
 - gasoline, low priced, 125–126
 - obstacles, 123–124
 - Tesla, 121–123
- vehicle functionality
 - Toyota, 392
- vehicle safety, Toyota, 364
- vehicle-to-infrastructure, 375
- vehicle-to-pedestrian, 375
- vehicle-to-vehicle, 375
- vehicle-to-vehicle safety
 - communication systems, 319
- Venezuela, 49, 81, 93, 100, 101
- Vento, 326
- venture capital, 68
- venture capitalists (VCs), 23
 - funding, 147–148
- Vestas, 150,
- violent conflicts, 225
- volatile fuel prices
 - Ford, 290
- Volkswagen (VW). *See* VW
- Volt, 119
- Volvo, 111, 280, 284
- vulnerable countries, 80–82
- VW, 1, 5, 6, 17, 50, 51, 107, 109, 111, 324
 - 2014–2015 Price Collapse, 329–339
 - automating driving, 346
 - Beetle, successors to, 325–326
 - Big Data analytics, 352
 - brand and model mix, 343, 348
 - brand performance, 343
 - CEO, replacing, 485–486
 - China and electrification, 342
 - climate change, 330
 - competition, 331
 - demand growth, 337
 - demand weakness, 336
 - Dieselgate, 326–328, 330, 334
 - digitization, 333, 350
 - eco-friendliness, 333
 - economic growth, 334
 - economic volatility, 332
 - electric propulsion, 351
 - electrification, 350
 - engines optimization, 346
 - ethics, 338
 - fuel efficiency, 331
 - global diversity, 332
 - global economy, 335
 - hedging, 339–352
 - innovation, 345
 - intelligent mobility, 333
 - investing in global markets, 341, 348
 - light weight bodies, 351
 - performance, 353
 - performance, SUVs, and acquisitions, 483–485
 - powertrains, 349
 - procurement, 336
 - quality, 340
 - quality assurance and safety, 340, 347
 - rise and fall, 324–325

Index

551

- safety and environment, 340, 347
- sales growth, 478–479
- spending, 352
- strategic moves 2017–2018, 474
- suppliers and partners, 332
- sustainable mobility, 338
- SUVs, 348
- transportation habits, 331

- wagers, 5–6
- wages, 115
- Walmart, 117
- water-supply contamination, 49
- Watts, Philip, 202
- Wellstone, Paul, 146
- West Texas Intermediate (USA), 92
- wheels, 113
- Whitley, Mark, 72
- wholesale, 139

- Williams Energy, 136
- wind energy, 148, 195
 - subsidies, 150
- Winterkorn, Martin, 327
- wireless communications, 311
- wood pulp, 132
- Woods, Darren, 163, 401
- World Health Organization (WHO), 374
- Wuling, 110

- Yemen, TOTAL, 230
- Yingli, 151

- zero emission vehicles (ZEVs), 22, 123, 289, 296, 366, 466
- zero-emission electric vehicles, 412
- zero-emission lead acid battery vehicles, 120
- Zhuhai Port Company, 196