

# Eni, la storia di un'impresa

Passato, presente e futuro del cane a sei zampe

*(Eni, the story of an enterprise. Past, present and future of the six-legged dog)*



Eni, established in 1953 with the aim of positioning Italy among the more advanced nations in the energy field, is one of the major companies to have influenced the country's economic evolution. Its history, inextricably bound to Enrico Mattei, provides an insight into the heart of the Italian production system, following its development trajectories and internationalisation strategies, in the context of a constantly evolving framework. This book, available only in Italian, encompasses almost a hundred years of documents: the essays included, which are the result of original research conducted in many archives, foremost those at Eni, provide a close-up of Italy's long energy history. A history that looks to the future and for the most part, runs parallel to Eni's story.

## The creation of skills over the long term from Agip to Eni

Daniele Pozzi

The studies and work carried out by Daniele Pozzi are essential to tracing Eni's history. In this book, the author's words link all the other contributions with a detailed and complete account of company events from the establishment of Agip in 1926, to the privatization of Eni in the early nineties. A detailed analysis is provided of the main phases in which the know-how that distinguishes the company's identity and heritage were created. More than sixty years of history told through the stories of pioneers, companies, budgets, discoveries, technologies, innovations, skills and people. The context is not and cannot be limited to the company, but inevitably includes external - national and global - players. From the seven sisters to the six-legged dog, from Enrico Mattei to the Eni joint stock company. The original material from the archives provides the background for a detailed narrative, with a wealth of information, technical and economic insights and, above all, exceptional protagonists.



## All Eni's entries: the historic development of the financial statements and corporate structures

Marisa Agostini e Giovanni Favero

The chapter provides an analysis of the historic development of the information in Eni's financial statements, highlighting their evolution both in form and purpose. The links between the outcomes of the financial statements' analysis and strategic-organisational developments are explored, providing evidence for the indicators used to communicate and report on the entity's performance. Obvious discrepancies emerge in the economic-financial information provided through the financial statements over the broad time frame considered, which includes the events at Agip prior to the establishment of Eni in 1953, up to privatisation in 1993. These are interpreted in relation to historic developments, strategies and structure.

## Eni, innovation in staff-related policies

Stefano Musso

The essay by Stefano Musso, "Eni. Innovation in staff-related policies " is an in-depth discussion of an aspect that is internal to the company, representing the people and their organisation at its very core. The essay is based on direct studies of original sources from the archives, such as financial statements, corporate minutes, unpublished material from Asap (Trade Union Association of Oil Companies, established on 2 May 1960 for companies in the Eni Group) and an extensive and documented bibliography from the sector. It covers a broad time frame, starting from the birth of Agip in 1926, then the war, the economic recovery, the birth of Eni in 1953, until November 1993, when Asap was dissolved and Eni subscribed to Confindustria. An analysis is made of internal management models, contracts, structures and changes included in the general framework of domestic and foreign staff policies.

## Eni's international profile

Bruna Bagnato

Eni's international profile as a public entity, is solidly based on the original policy premises, while at the same time, continually adapting to changes in the oil system and in global balance. Mattei's lesson remained unchanged in its fundamental assumption of avoiding the counterposing of producer and consumer countries, by creating interdependent relationships that would guarantee safe and lasting supply flows to consumer countries and a contribution in terms of participating in the industrial development of producer countries. The importance of continuous innovation, geopolitical diversification in supplies and focusing on alternative sources, were all issues that gained in importance over the years characterised by oil shocks and structural changes to the system.



## Communication (from the beginning to 1993-1995)

Aldo Grasso

An essay dedicated to the advertising campaigns and also studies and talks about trends in corporate communications, initially aligned with the voice of the country (referring to Agip and the period 1926-1945), then increasingly developing its own "tone", which then becomes more customised and created for specific targets in more recent times. Aldo Grasso divides the company's communication into three stages. The first, from the twenties until the end of the war, all focused on propaganda and the war effort; the second, from the fifties, characterized by the six-legged dog as a distinctive feature and the use of the corporate documentary to talk about the company. Finally, the third phase, from the 1960s to the 1990s, with major advertising campaigns designed to target an increasingly demanding and diverse audience.

