

Strategic positioning and repositioning of oil companies in the international upstream business

by

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Abstract:

The purpose of this work is to analyze the concept of strategic positioning of oil companies in the upstream sector of the oil industry, presenting some basic theoretical instruments and trying to interpret the behavior of the international oil companies throughout the petroleum history. We do so by considering some analytical tools established by Michael Porter, from the University of Harvard, which allow us to define the concept of "generic competitive strategy" of enterprises. We can thus study the dissimilarities of behavior of various oil companies, taking into consideration the temporal changes in their strategies and explaining the evolution of their role in the oil world.

Keywords: oil industry; upstream activities; oil companies; strategy; competitiveness