

CHANGES IN COMPETITIVE STRATEGIES DUE TO DEREGULATION AND PRIVATIZATION IN THE PETROLEUM INDUSTRY : A COMPARATIVE STUDY

BY JORGE MANOEL TEIXEIRA CARNEIRO

Professor, Managerial Science Department - Pontifical Catholic University, Brazil

MARIA ALICE DESCHAMPS FERREIRA CAVALCANTI

Strategic Planning for the Downstream - Petróbras, Brazil

AND EDMILSON MOUTINHO DOS SANTOS

Professor at Instituto de Eletrotécnica e Energia-IEE - University of São Paulo, Brazil

This article is part of a series of four dedicated to the study of the global oil competition game through the analytical framework proposed by Michael Porter, from the University of Harvard. By means of a questionnaire answered by top executives in ten oil companies, the authors investigate the changes in the competitive strategy of these companies in the downstream side of the oil business due to deregulation and privatization. The paper starts by establishing the relationship between Porter's generic competitive strategies and specific competitive methods. Then, it describes how companies have changed their competitive methods after privatization and major deregulation. Changes in the industry structure are also analyzed.*

Revue de L'Energie, v.50, n.506, p.249 - 254, Mai, 1999.