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# Upstream Business Strategy and Competitive Positioning Training Course

3 – 7 January 2027
Amman

# Upstream Business Strategy and Competitive Positioning Training Course

**Ref:** 2929_111358 **Date:** 3 – 7 January 2027 **Location:** Amman **Fees:** 4200 GBP

Upstream Business Strategy and Competitive Positioning is a 1-week training course for upstream asset managers, planners and business development staff, in which each participant drafts an upstream asset strategy summary for a field, licence or exploration area they know. Volatile hydrocarbon prices, tighter capital and changing host government terms mean that exploration and production companies now win through deliberate choices about where to play and how to win. Jupiter Prime Training offers this course to leaders who shape upstream direction.

## Why Upstream Business Strategy and Competitive Positioning Matters Now

Three pressures shape upstream choices today. Shareholders and national partners expect capital discipline and faster payback, so every new barrel competes with buybacks and lower-carbon options. Host governments revise fiscal terms and licence rounds, rewarding operators that understand their bargaining position. A company that positions its acreage, partners and capability well keeps access to the best opportunities; one that drifts ends up holding marginal assets it cannot sell. The course rests on structured competitive analysis, life-cycle thinking and scenario testing.

## Who Gains Most from Upstream Business Strategy and Competitive Positioning

- Asset leaders who set the direction of producing fields and development projects
- Planners who build long-range activity, production and capital outlooks
- Business development staff who screen licence rounds, farm-ins and acquisitions
- Commercial specialists who shape partner, fiscal and host government negotiations

A country or regional business unit gains most when its asset, planning and new ventures leads attend together and test one shared view of their acreage.

## Upstream Business Strategy and Competitive Positioning Capabilities

Participants practise turning geological, commercial and partner insight into explicit upstream strategic choices.

- Assess the competitive position of an acreage holding against peer operators — the executive committee
- Weigh exploration, appraisal and development spending against life-cycle stage — capital allocation decisions
- Design a partner and licence strategy covering farm-outs, operatorship and exits — new ventures leaders
- Test strategic options against price, fiscal and access scenarios — board risk discussions
- Build an upstream asset strategy summary with targets and choices — asset and planning teams
- Communicate the chosen position to host governments and partners — external relationship owners

## Key Upstream Business Strategy and Competitive Positioning Terms

- Where-to-play choice — the decision on which basins, play types and asset stages a company commits capital to.
- Competitive advantage — a capability, cost position or relationship that lets an operator win acreage or deliver barrels better than rivals.
- Asset life-cycle stage — the position of an asset from exploration through appraisal, development, plateau, decline and abandonment.
- Farm-out — an agreement in which a licence holder transfers part of its interest to a partner in return for funding or work.
- Above-ground risk — political, fiscal, security and social factors that affect upstream value separately from subsurface uncertainty.
- Portfolio high-grading — selling or relinquishing weaker assets so capital and staff concentrate on the strongest opportunities.

## Upstream Business Strategy and Competitive Positioning Day by Day

### Day 1: The Upstream Competitive Landscape

- Upstream Value Chain Economics — Where Exploration and Production Companies Earn Returns
- Operator Archetypes — National, Integrated and Independent Strategic Logic
- Host Government Bargaining Position — Reading Shifts in Fiscal Terms
- Peer Benchmarking of Acreage — Comparing Reserves, Cost and Access
- Strategic Intent Statements — Clarifying What the Upstream Business Seeks

### Day 2: Choosing Where to Play

- Basin and Play Attractiveness Screening — Ranking Areas for Entry
- Asset Life-Cycle Mapping — Matching Strategy to Field Maturity
- Exploration Versus Development Balance — Setting the Spend Mix
- Above-Ground Risk Assessment — Weighing Political and Social Exposure
- Capability Fit Review — Checking Skills Against Target Plays

## Day 3: Partners, Licences and Access

- Licence Round Strategy — Deciding Bids, Work Commitments and Timing
- Farm-In and Farm-Out Options — Sharing Risk and Funding
- Operatorship Choices — Balancing Control Against Partner Expertise
- Joint Venture Alignment — Managing Partners With Different Objectives
- Exit and Relinquishment Decisions — Releasing Capital From Weak Assets

## Day 4: Capital Allocation and Scenario Testing

- Capital Ranking Across Assets — Comparing Return, Risk and Strategic Fit
- Price and Fiscal Scenarios — Stress Testing Upstream Choices
- Portfolio High-Grading — Concentrating Capital on Advantaged Barrels
- Lower-Carbon Exposure Review — Judging Emissions Intensity of Assets
- Strategic Option Value — Keeping Choices Open Under Uncertainty

## Day 5: Practising the Upstream Asset Strategy Summary

- Competitive Position Statement — Applying Day One Benchmarks to a Case Asset
- Where-to-Play Choice for a Gas Development — Using Life-Cycle Mapping
- Partner Strategy for a Frontier Licence — Testing Farm-Out Terms
- Stakeholder Messaging Rehearsal — Presenting Choices to Partners and Government
- Upstream Asset Strategy Summary — Completing Targets, Choices and Milestones

## Applying Upstream Business Strategy and Competitive Positioning After the Course

- Run a peer benchmarking session for one asset, comparing reserves, unit cost and access with rivals.
- Lead an exploration versus development spend review for the next budget cycle using life-cycle mapping.

## Upstream Business Strategy and Competitive Positioning Questions FAQ

### What is upstream business strategy and competitive positioning, and why does it matter now?

It is the practice of choosing which upstream assets, plays and partners to pursue and how to win against rival operators. It matters now because capital is scarce, fiscal terms shift and investors reward focused exploration and production portfolios.

### Which roles gain most from upstream business strategy and competitive positioning?

Asset managers, planners, business development and commercial staff gain most. You benefit further when colleagues from the same business unit attend and test one view of their acreage.

## How does upstream business strategy and competitive positioning differ from a petroleum economics course?

It addresses strategic choices rather than cash flow modelling. You work on positioning, where to play, partner strategy and scenarios, using economic results as one input among several.

## What do you bring back from upstream business strategy and competitive positioning?

You bring back a drafted strategy for one asset or licence. It states its competitive position, chosen plays, partner approach, capital priorities and the scenarios it was tested against.

## Upstream Business Strategy and Competitive Positioning: The Way Forward

The upstream asset strategy summary first informs the next capital allocation round, showing which assets earn growth funding. Asset leaders, planners and new ventures staff use it to align bids, partner talks and budgets. After its first use, revisit the competitive position statement, because rival moves and fiscal changes can quickly alter where advantage lies.