

ENERGY INC.
INTB 7397

New Ventures Groups
BRIEFING BOOK

Energy Institute
University of Houston – College of Business Administration

WELCOME FROM THE CEO

Congratulations on joining **Energy Inc.'s New Ventures Groups** management team! We hope your career in our company will be truly challenging and rewarding. As you proceed through our orientation for new managers, we'd like to help you achieve a better understanding of our company.

Background and Objectives

Energy Inc. is a diversified energy industry leader with core businesses in crude oil and natural gas, electric power and environmental services. Our most recent presentation to the financial analysts who track our company is **attached**. Energy Inc. is faced with many of the issues and opportunities evident in the global energy scene today. Not only must we continue to operate our core businesses profitably, but *we must also grow our assets in order to maintain and improve our competitive position, at a time when the energy industries must deal with adversity as never before.*

In order that your training and our business planning proceed as efficiently as possible, here are a few guidelines to help you along your way.

SCHEDULE

Our work schedule for the next four months is **attached**. Please note that the schedule is subject to change. We will try to accommodate all individual needs with regard to potential conflicts. However, if you must miss any of the scheduled management meetings, please do the following.

- *Make arrangements with your colleagues to collect any briefing materials for you in your absence.* This is your own responsibility.
- Make arrangements with your colleagues to deliver any work assignments due, or send them to me electronically. *I do not accept late assignments.*

“RULES OF THE ROAD”

Overview

Our main focus is on **transitions and strategic adaptation** – within both the energy industries and among governments – to changes in the operating environment. Operating environment affects our bottom line, constrains our investments and can disrupt operations. It can also present opportunities – as with energy sector restructuring, deregulation or the creation of new environmental businesses. We must have a strong understanding of the forces that impact our business in order to devise timely solutions. *This is especially crucial in a new venture group strategy.*

- We want to be proactive – to employ strategies that can exert influence on our external business environment.
- We want to better comprehend and take control of the government-business interaction. This includes analyzing the direct effects of government policy on strategic considerations for the energy industries, and to determine whether policy risk factors can be identified and managed.

- Because of the scope of our needs, we sometimes must deal with a higher level of analysis, such as the basis for public policy (social preferences regarding the role of government), business ethics issues, geopolitics, and so on. Thus, briefing materials and our discussions will be quite diverse.

Importance of Our Management Team

The energy sector remains one of the most important to the global economy as well as to Houston, Texas and the U.S. Understanding the dynamic forces that impact energy businesses in this region is critical for current and future managers – whether you work in the energy sector, for government, for a major energy customer, an energy service company or from your own perspective as an individual consumer. The energy industries are rich, but relatively understudied, examples of real-world business trends and strategic responses.

Format of Scheduled Meetings

We will conduct our meetings using an interdisciplinary seminar format covering a wide variety of topics related to energy businesses strategic adaptation. You will be expected to contribute from your acquired skills in business strategy, organizational behavior, international management, finance, decision analysis, IT, accounting, marketing and other business disciplines. Guest speakers will add to the interdisciplinary mix.

Your briefing materials were developed with funding provided to the UHCBA through the CBA Energy Institute by private energy companies. One of the objectives for the Institute is to help strengthen ties between the Houston energy community and CBA faculty and members.

Pre-requisites

It is preferable that you have completed most of your core courses. It is desirable that **economics or the equivalent required courses** have been taken. Those of you from other colleges and departments should have completed your core course requirements in those colleges, and have good familiarity with economic principles.

Our hope is that you joined Energy Inc. out of an interest in the energy industries. Direct experience or detailed familiarity is not a requirement. However, you may have to bring yourself up-to-speed on the basics of the energy industries. Fortunately, there are lots of ways to do this.

- Visit the Wiess Energy Hall at the Houston Museum of Natural Science.
- Tour the U.S. Energy Information Administration Web Site (www.eia.doe.gov). Look especially for these publications.
 - *Annual Energy Review* (data and charts detailing U.S. and worldwide trends in energy production, consumption, prices, factors underlying demand and environmental issues).
 - *Short Term and Long Term Energy Outlooks* (comprehensive reviews of the major energy fuel markets, demand and supply, prices and key worldwide developments)
 - The annual *Natural Gas Issues and Trends* (focus on the natural gas industries).
 - The Electric Page contains an industry primer.

- The *Country Analysis Reports* that detail energy developments in specific regions.
- Tour the Natural Gas Information and Educational Resources site (www.naturalgas.org). These are great overview materials not only for the natural gas value chain, but also in general for upstream oil and gas development.
- Tour the American Petroleum Institute site (www.api.org) and access their background materials on oil production, refining and marketing.
- You will each receive a copy of *Pathway to Power* published by Texas Utilities. The Energy Institute's *Guide to Electric Power in Texas* is available online at the Houston Advanced Research Center site via the Institute (www.uh.edu/energyinstitute). Go to our Publications page, find the *Guide* and click on the link to HARC.
- Review the annual reports of energy companies online.
- If you have access to the *Wall Street Journal* interactive site (www.interactive.wsj.com), check out the Briefing Books.
- Watch out for major news stories.

Readings and Other Materials

The reading materials selected for you in your briefing books will provide a broad array of perspectives including economics, business, law and technology. I have also prepared a list of outside reference materials and additional readings that will expand your horizons and help with your projects. See the **Appendix** below.

Performance Requirements and Evaluations

You are required to make certain contributions to this process. I will evaluate your performance using the following criteria.

Competitor Analyses

30 percent of total grade

All members of our new ventures management teams must prepare initial competitor analyses to guide our business plan development for Energy Inc. Here's how it works.

- Your report will be an individual effort **but** within the context of your new ventures team.
- A large component of your team projects (see below) should be based on your competitor analyses.

We will identify the target companies for each new ventures group in our discussion session on competitor analysis and how we will use it this semester (refer to your semester agendas).

Your report must be **no more than three pages** (one-inch margins all around; 11 point type; single spaced, BUT NO SEPARATE TITLE PAGE) of succinct information that will allow us to evaluate best practices across the industries. You should follow this format.

- Page 1 – *brief* description of operations, assets and corporate organization (private, public, state-owned) of your target company. Also, a description, as best you can determine it, of our competitors' current strategies, objectives and assumptions about the industry.

- Page 2 – review of key financial performance data. **I do not want** a re-hash of corporate financial statements. You must attempt to show **why** the company is succeeding (or failing) in its core businesses.
- Page 3 – your analysis of (your prediction about) where the competitor seems to be heading.

Snap Assignments

10 percent of total grade

We have several scheduled case studies sessions. The “snap” assignments are short, one-page responses to a key question that will be assigned ahead of each session. The rules are as follows.

- This is purely an **individual** assignment.
- You will each select which one of the case studies sessions you want for your assignment. The week before that session, you will receive the question for which a response is required. Each response should be **no more than one page** (same format as competitor analysis reports), presented in the form of a “memo to the CEO” and should consist of the following.
 - A brief bullet point response to the question.
 - Your recommendations.
 - A snapshot of the resources used to answer the question.

I often, as CEO, require quick, short information to address a critical, short-fuse problem. The “snap” assignments are designed to provide me with the quick information I need (when meeting with investors, dealing with unhappy analysts, solving crises or preparing for major speeches).

Team Projects

Proposal: 20 percent of total grade

Board of Directors presentations: 20 percent of grade

Written project reports: 20 percent of total grade

Overall: 60 percent of total grade

Each team project will include recommendations from the new ventures groups across our business segments. You have two options on the type of project your team can undertake. One is a market analysis to support a proposed new venture. The second is a full business plan. Because a business plan project can be more demanding, any market analysis projects will be heavily scrutinized.

Rules of the game: Energy Inc. has \$500 million earmarked for new ventures (a single new venture launch or combination of projects across the groups). Your task is to evaluate the opportunities before us and to present the results of your analysis to the Board of Directors at the end of the semester. Based on your presentations, the officers of Energy Inc. will make a specific recommendation to the Board on the project(s) that should receive funding. This is a competitive exercise.

Results from Fall 1998 Board of Directors meeting

Three recommended projects were funded:

- Entry strategy for deep water, Gulf of Mexico exploration effort.
- Entry strategy in Florida (gas-fired power plant acquisition) for our North American electric power strategy.

- Entry strategy in Brazil to complement our Latin American division (gas-fired power project with participation in a natural gas pipeline).

Other decisions:

- On the basis of a market analysis, to delay entry into the California electric power market.
- On the basis of a business plan, to delay entry into China's E&P sector, but to continue to study options.
- On the basis of a market study, to delay a hybrid renewable energy project undertaken in Indonesia, but to continue to study options.

The requirements for the team projects are as follows.

Proposals:

- You must prepare a **clear, three page proposal** for your projects (same format as competitor analysis). It should include at least the following (titles of sections).
 - I. Identification of the **target new venture**.
 - II. Why it is **important** to Energy Inc.
 - III. Identification of the **analysis** your team will conduct (market study or full business plan).
 - IV. Description of the **setting** – industry/general business/economic conditions, policy environment, other relevant considerations.
 - V. Description of **data and analysis** you plan to use in support of the project.
 - VI. What you **expect to interpret** from the business plan study – what it means, what are the broader implications, are there alternative interpretations or models.

Projects:

- *ALL team members must help to manage project preparation.*
- Members will make verbal presentations on their projects at our Board of Directors meeting at the end of the semester. The general format follows.
 - Presentations should not exceed 15 minutes in length.
 - You can use overheads or laptop (Powerpoint) presentations.
 - You must clearly articulate the opportunity your team is recommending to the Board, why we should consider it, your major findings (issues, costs/profitability, etc.) and the major issues/constraints underlying the proposed new venture (competitor activity, strategic partnership/alliance opportunities, policy/political considerations, and so on).
- For the written project report, you should follow these guidelines.
 - You should **follow the same format** established in your team proposal.
 - Your written report should be **no more than 20 pages** in length (you may use appendices to elaborate).
 - It should include liberal use of **data, charts, graphics**.
 - You must **thoroughly document** all information sources – references, reports, interviews, Web sites, etc.
 - You must submit documentation on the **contribution each team member made** to the project (tasks and responsibilities).

Criteria for Evaluating Business Plan Reports:

Category	Percent of Total Grade
<i>Command of the topic</i> – your understanding of the proposed venture and its importance.	15
<i>Quality of analysis</i> – data, arguments, conclusions (relevance, diversity of sources, validity of sources).	15
<i>Context</i> – command of the bigger picture (markets, policies, politics).	15
<i>Quality of interpretation</i> – support for your findings and recommendations to the Board.	35
<i>Quality of team presentation</i> – organization of presentation, clarity, quality of “props” (overheads, charts, slides, etc.), adherence to time limit for presentation.	10
<i>Quality of written report</i> – clarity of text and graphics, organization, neatness, intellectual creativity in presentation and treatment of topic, documentation of sources.	10

Your final performance evaluation as can be improved (or injured) by two things – your **attendance** and your **level of participation**.

- While you may need to be absent for certain activities, it is important to notify me ahead of time, especially for extended absences. Attendance at scheduled meetings is particularly important when we have outside guest speakers. When I am on travel, a sign-up sheet will be used for attendance.
- You are expected to be *fully prepared* for each meeting. Discussion must be well-informed in order to be productive.

APPENDIX

INFORMATION SOURCES AND SUGGESTED OUTSIDE READINGS

* Indicates specific suggestions from these publications for special topics.

** If interested in these publications, inquire with the CEO

GENERAL BACKGROUND

Allison, Graham. 1969. Conceptual Models and the Cuban Missile Crisis. *American Political Science Review* (63)3: 689-718.

Aaron, Henry J. **DATE** Distinguished Lecture on Economics in Government: Public Policy, Values and Consciousness. *Journal of Economic Perspectives*.

Brookins, Douglas G. 1981 (or more recent edition). *Earth Resources, Energy and the Environment*. Charles E. Merrill Publishing: Columbus, OH. (Chapter 1, Introduction; Chapter 7, Energy; Chapter 8, Geochemistry and Human Impact on the Environment)

Chandler, Alfred. 1992. Organizational Capabilities and the Economic History of the Industrial Enterprise. *Journal of Economic Perspectives*.

Energy Future. 1979 (ed. Stobaugh and Yergin). Ballantine Books: New York.

Griffin, James M. and Henry B. Steele. 1980 (out-of-print). *Energy Economics and Policy*.

Handbook on Natural Resource and Energy Economics (ed. Sweeney and Kneese). 1993. Elsevier: New York.

Hausman, Daniel M. 1989. Economic Methodology in a Nutshell. *Journal of Economic Perspectives*.

McGill, Robert. (most recent edition) *Exploration Economics*. PennWell: Tulsa, Ok.

National Petroleum Council. 1995. *Future Issues: A View of U.S. Oil and Natural Gas to 2020*. Abridged Edition. NPC: Washington, D.C.

Peters, Thomas J. and Robert H. Waterman. 1982. In Search of Excellence. Harper & Row: New York. (selections on energy companies -- Amoco, Exxon, Mobil, Schlumberger)

**The Oil Makers*. 1995 (ed. by Jeffrey Share). Rice University Press. Introduction and Overview.

Senge, Peter M. 1990. *The Fifth Discipline*. Currency Doubleday: New York. (Chapter 8, the Art of Seeing the Forest and the Trees)

Rhoads, Steven. 1985. *The Economist's View of the World: Government, Markets and Public Policy*. Cambridge University Press: New York.

Weidenbaum, Murray L. 1989 (out-of-print). *Business, Government and the Public*.

Symposium, *Organizations and Economics*, Spring 1991 issue, *Journal of Economic Perspectives*

REGULATION AND POLICY

Articles on airline deregulation, Spring 1992, 6(2), *Journal of Economic Perspectives*

*Breyer, Stephen. 1982. *Regulation and Its Reform*. Harvard University Press: Cambridge, MA.

Derthick, Martha and Paul J. Quirk. 1985. *The Politics of Deregulation* (Chapters One and Two)

Kahn, Alfred. 1970-71. *The Economics of Regulation* (V. I and II). MIT Press: Cambridge, MA.

Noll, Roger. 1989. Economic Perspectives on the Politics of Regulation. p. 1254-1287 in *Handbook of Industrial Organization* (ed. Schmalensee and Willig). Elsevier/North Holland: New York.

- *Vietor, Richard H.K. 1984. *Energy Policy in America Since 1945*. Cambridge University Press: New York.
- Vietor, Richard. 1994. *Contrived Competition*. Belknap Press/Harvard University Press: Cambridge, MA.
- *Viscusi, Kip, John M. Vernon, and Joseph E. Harrington. 1992. *Economics of Regulation and Antitrust*. D.C. Heath & Company: Lexington, MA. (Chapter 1, Introduction; Chapter 2, The Making of a Regulation; Chapter 4, Efficiency and Technical Progress; Chapter 6, Market Structure and Strategic Competition; Chapter 9, Monopolization and Price Discrimination)
- Winston, 1993, Economic Deregulation: Days of Reckoning for Microeconomists, *Journal of Economic Literature*

ENERGY FINANCE

- The Oil Makers*, interview with John Olsen, Merrill Lynch
- Viscusi, et.al., Chapter 16, The Regulation of Potentially Competitive Markets
- **Internal documents from Enron on risk management and natural gas portfolios
- **Charles River Associates studies on natural gas risk management
- Brinkmann and Rabinovitch studies on natural gas contracts and hedging activities by utilities, *The Energy Journal*, 16(3), 1995.
- **Verlager article on whether producing countries should hedge (Charles River Associates)

GLOBAL ENERGY DEREGULATION AND PRIVATIZATION POLICIES WORLDWIDE

- Articles on *Europe in 1992*, Fall 1992 issue, *Journal of Economic Perspectives*
- Bartlett, Christopher A. and Sumantra Ghoshal. 1991. *Managing Across Borders*. Harvard Business School Press: Cambridge, MA.
- Bromley, Simon. 1991. *American Hegemony and World Oil*. Pennsylvania State University Press: University Park, PA.
- **Foss, Michelle Michot. May 1996. "Mexico's Market Opening Aims at North America," *GasMatters*, London, U.K.
- **_____. January, 1996. "Prospects for Natural Gas Investment in Latin American: Lessons from the U.S.," commissioned by the *Oil & Gas Journal*, Revista Latino Americana.
- _____, Francisco Garcia Hernandez and William A. Johnson. 1993. "The Economics of Natural Gas in Mexico – Revisited." *The Energy Journal* special edition, North American Energy After Free Trade, September 1993.
- **Fridtjof Nansen Institute. 1995. *Norway and the U.K.: A Comparative Institutional Analysis of Competitive Reforms in the Electricity Supply Industries*.
- **International Energy Agency, report on energy policies of OECD countries
- **Various writings by Leigh Hancher, Erasmus College, Rotterdam
- Selections from Litka, Michael P. and Mark S. Blodgett. 1995. *International Dimensions of the Legal Environment of Business*. South-Western College Publishing: Cincinnati, OH.
- Markusen, James R. 1995. The Boundaries of Multinational Enterprises and the Theory of International Trade. *Journal of Economic Perspectives*.
- Mitroff and Linstroene. (Chapter 1, The World That Was and Is No More; Chapter 9, Conclusion: To See the World as an Interconnected Whole; Chapter 7, Bhopal).

Painter, David S. 1986. *Oil and the American Century*. Johns Hopkins University Press: Baltimore, MD.

Porter, Michael E. 1990. The Competitive Advantage of Nations. *Harvard Business Review* March-April (2): 73-93 (reprint).

The Oil Makers, interviews with Ken Lay, CEO, Enron Corp. and Larry Bickle, CEO, Tejas Power Corp.

Yergin, Daniel. 1990. *The Prize*. Simon & Schuster: New York.

Symposium, *The State and Economic Development*, Summer 1990 issue, *Journal of Economic Perspectives*

Symposium, *Economic Transition in the Soviet Union and Eastern Europe*, Fall 1991 issue, *Journal of Economic Perspectives*

Symposium, *Democracy and Development*, Summer 1993 issue, *Journal of Economic Perspectives*

CRUDE OIL

Bromley, Simon. 1991. *American Hegemony and World Oil*. Pennsylvania State University Press: University Park, PA.

Viscusi, et.al., Part 3

Articles on the U.S. refining industry by Duncan and Leffler

Painter, David S. 1986. *Oil and the American Century*. Johns Hopkins University Press: Baltimore, MD.

Yergin, Daniel. 1990. *The Prize*. Simon & Schuster: New York.

Westbrook, 1995, "A Salute to the World War II Pioneers in the Refining/Chemical Industries"

Articles on air quality by WorldWatch

NATURAL GAS

Breyer, Chapter 13

Castaneda, Christopher and Joseph A. Pratt. 1995. *From Texas to the East*.

Foss, unpublished manuscript, *U.S. Natural Gas in the 21st Century...Adjusting to the New Reality*

Kalt, Joseph. 1981. *The Economics and Politics of Oil Price Regulation*. MIT Press: Cambridge, MA.

National Petroleum Council. 1992. *The Potential for Natural Gas in the United States*.

Estrada, Javier. 1995. *The Development of European Gas Markets*. John Wiley: New York.

National Petroleum Council. 1992. *The Potential for Natural Gas in the U.S.*

Natural Gas Clearinghouse. 1994. *A Decade of Excellence* (corporate history)

Stern, Jonathan. 1992. *Third Party Access in European Gas Industries*. Royal Institute of International Affairs.

_____. 1998. *Competition and Liberalization in European Natural Gas Markets*. RIIA.

**Summary of Canadian gas transportation policy reform, directives on natural gas from European Community, and North American regulatory reform (from *North American Energy Integration: The Prospects for Regulatory Coordination and Seamless Transactions of Natural Gas and Electricity*, CBA Energy Institute)

Annual gas utility industry CEO forum, *Public Utilities Fortnightly*

U.S. General Accounting Office review of FERC Order 636 and financial implications for different natural gas industry segments

Vietor, 1984, Chapter 10, Equity versus Efficiency: Oil Price Controls

Viscusi, et.al., Part 2, Economic Regulation (exclude Chapters 13, 15, 17)

ELECTRICITY

- Anderson, 1980, "State Regulation of Electric Utilities" in Wilson, *The Politics of Regulation*
- Dar, Vinod. 1995. "Convergent Evolution of the U.S. Natural Gas and Electricity Industries: Causes and Business Consequences." Paper.
- Flavin and Lensson. 1994. *Powering the Future: Building a Blueprint for a Sustainable Electric Industry*. WorldWatch Library
- Fox-Penner, Peter. 1997. *Electric Utility Restructuring: A Guide to the Competitive Era*. Public Utilities Reports: Vienna, VA.
- Fridtjof Nansen Institute. 1995. *Norway and the U.K.: A Comparative Institutional Analysis of Competitive Reforms in the Electricity Supply Industries*.
- Guide to Electric Power in Texas*. 1997. Center for Global Studies/Houston Advanced Research Center and UHCBA Energy Institute.
- Joskow, Paul and Richard Schmalensee. *Markets for Power*. MIT Press: Cambridge, MA.
- MacKerron, Gordon. 1995. "Restructuring Electric Power in the U.K." Paper.
- Viscusi, et. al., Part 2 (exclude Chapters 13, 15, 17)
- Warwick, Steve. 1995. "Restructuring U.S. Wholesale Power Markets: What Can the Gas Industry's Experience Tell Us?", private report, Micronomics
- Analysis of the European single buyer market model (from *North American Energy Integration: The Prospects for Regulatory Coordination and Seamless Transactions of Natural Gas and Electricity*, CBA Energy Institute)

ENERGY SERVICES

- Viscusi, et.al., Part 1, Part 3
- Sections on oil service industry integrity in U.S. Department of Energy, 1987, *Energy Security* and American Petroleum Institute, 1986, *Domestic Petroleum Production and National Security*, current National Petroleum Council study on U.S. energy policy futures
- Article on Aberdeen oil service industry
- The Oil Makers*, Service Companies
- **Speech by Jim Woods, CEO, Baker Hughes on BHI strategy development

ENVIRONMENT

- Viscusi, et.al., Part 1, Antitrust; Part 3, Health, Safety and Environmental Regulation
- Economics of the Environment* (ed. Dorfman and Dorfman). 1972.
- Dorfman, Robert. 1989. Thomas Robert Malthus and David Ricardo. *Journal of Economic Perspectives*. *Economics, Ecology, Ethics* (ed. Daly). 1980.
- Hahn, Robert. 1989. Economic Prescriptions for Environmental Problems: How the Patient Followed the Doctor's Orders. *Journal of Economic Perspectives*.
- Mitroff, Ian I. and Harold A. Linstone. 1993. *The Unbounded Mind*. Oxford University Press: New York. (Chapter 7, Bhopal: Catastrophe Making)
- The Oil Makers*, interviews with Roy Huffington; Robert Rose, CEO of Diamond Offshore Drilling; Lester Mallory, CEO of Serengeti International; John Ellis, Skaugen PetroTrans; Edwin Rothschild, Citizen Action
- Symposium, *Global Climate Change*, Fall 1993 issue, *Journal of Economic Perspectives*

Symposium, *Might Environmental Regulation Promote Growth?*, Fall 1995 issue, *Journal of Economic Perspectives*

Various years, *State of the World* and special reports, WorldWatch Library

MANAGEMENT ISSUES, ADAPTATION AND CULTURAL/GENERATIONAL CHANGE, INTERNATIONAL PERSPECTIVES

Castaneda, Christopher and Joseph A. Pratt. 1995. *From Texas to the East* (and other corporate histories by Joe Pratt).

Hamel, Gary and C.K. Prahalad. 1994. *Competing for the Future*. Harvard Business School Press: Boston, MA.

The Oil Makers, various and interview with Sam Fletcher, energy writer

MISCELLANEOUS INFORMATION SOURCES

Educational Activities

Weiss Energy Hall, Houston Museum of Natural Science

Shell Oil Company Museum (One Shell Plaza)

Galveston Offshore Museum

Financial Data Sources

- Corporate annual reports and analysts' reviews (hard copy, Web sites – including WSJ Interactive, Yahoo, Hoovers, Zacks, etc.)
- Arthur Andersen Reserves Disclosure reports
- U.S. Energy Information Administration, annual financial performance of U.S. major oil companies, natural gas pipeline companies and utilities (U.S. DOE Financial Reporting System)
- Merrill Lynch equity data series on energy companies
- Simmons & Company International oil service company equity data and index
- American Gas Association data on gas utility equities
- S&P bond ratings (time series) for oil and gas majors, pipelines, utilities

Industry Trade Journals

American Oil & Gas Reporter

Aramco World

Chemical Week

The Electricity Journal

EurOil

Public Utilities Reports's *Fortnightly*

Hydrocarbon Processing

Infocus (CIS)

JPT (Journal of Petroleum Technology)

NG

Natural Gas
Natural Gas Focus
Natural Gas Fuels
Natural Gas Yearbook (annual)
Offshore
Offshore Engineer
Oil and Gas Investor
Oil and Gas Journal
Oil and Gas Journal, Revista Latinoamericana
Oil and Gas World
OPEC Bulletin
Petroleum Economist
Pipeline
Pipeline & Gas
World Oil

Industry Trade Newsletters

Coal Week
Foster's Reports (natural gas and electricity)
Gas Daily
Inside F.E.R.C.
International Petroleum Finance
Latin American Energy Alert
Natural Gas Week
Oil Daily
Petroleum Intelligence Weekly
Power Markets Week
Russian Oil Investor
World Gas Intelligence

Government Data Sources (look for Web sites)

U.S. Department of Energy (DOE), Energy Information Administration (EIA)
Federal Energy Regulatory Commission (FERC)
U.S. DOE Alternative Energy Research Institute (formerly Solar Power Research Institute, Golden, CO)
U.S. Environmental Protection Agency (EPA)
U.S. Central Intelligence Agency (CIA)
U.S. Department of Commerce (DOC), Bureau of Economic Analysis (BEA) and other departments
U.S. State Department
U.S. Agency for International Development (AID)
U.S. Congress ("Thomas" Web Site)
U.S. Congressional Research Service (CRS)
U.S. Government Accounting Office (GAO)
Canada International Development Agency (CIDA)
Natural Resources Canada (NRCan)

National Energy Board (NEB)
Secretaría de Energía, Mexico (SE)
Comisión Reguladora de Energía (CRE)
Organizacion Latinoamericana de Energía, Ecuador (OLADE)
Ente Reguladora de Energía de Gas, Argentina (ENARGAS)
Comisión Reguladora de Energía y Gas, Colombia (CREG)
European Commission (EC), Director General XVII, Energy
Norwegian Petroleum Directorate, Stavanger
British Department of Energy (DOE), London
World Bank
Other development banks (InterAmerican Development Bank, Asia Development Bank, etc.)
International Energy Agency, France (IEA)

Other Good Sources

General Information

The Economist and Economist Intelligence Unit
Financial Times
Regional business/financial newspapers (*Far East Economic Review*, *Middle East Economic Review*, etc.)
Foreign Affairs
Wall Street Journal

Industry Trade and Research Associations (look for Web sites)

American Gas Association (AGA)
American Petroleum Institute (API)
Canadian Gas Association (CGA)
Canadian Association of Petroleum Producers (CAPP)
Edison Electric Institute (EEI)
Electric Power Research Institute (EPRI)
Gas Research Institute (GRI)
International Association for Energy Economics (IAEE)/U.S. Association for Energy Economics (USAEE)
Interstate Natural Gas Association of America (INGAA)
Interstate Oil and Gas Compact Commission (IOGCC)
National Petroleum Council (NPC)
Natural Gas Supply Association (NGSA)
Petroleum Technology Transfer Council (PTTC)
World Energy Council (WEC), proceedings of triennial congresses
World Petroleum Council (WPC), proceedings of triennial congresses

Other Energy Research Institutes (look for Web sites)

Center for Energy and Environmental Policy Research (CEEPR), MIT
East-West Center, Program on Resources, Hawaii
*Institut Français du Pétrole
*Japan Energy Institute

*Korea Energy Institute

National Regulatory Research Institute (NRRI), Ohio State

*Norwegian Petroleum Institute

Oxford Energy Institute, U.K.

Stanford University Energy Modeling Forum

Tata Energy Research Institute, New Delhi (TERI; alternative and rural energy, environment)

University of Dundee Program on Petroleum Economics (U.K.)

Worldwatch Institute (all sectors and environment)

World Resources Institute (all sectors and environment)

* National (government-sponsored) institutes

Other Corporate sources

Histories, for example Chevron Corporation, 1979, *100 Years Helping to Create the Future* (Standard Oil Company of California)

Enron annual outlook

British Petroleum annual statistical review

Conoco annual outlook

Just for Fun – Movies/Television/Books

- Movies (how are the energy industries perceived? Oldest film listed first)

“Thunder Bay”

“Giant”

“Coal Miner’s Daughter”

“Naked Gun, 2 1/2 – The Smell of Fear”

“Under Siege, II”

“Chain Reaction”

- Television

PBS Series based on *The Prize* (videos available for check out from libraries)

PBS *Frontline* on nuclear power, summer 1997

- Books

Bass, Rick. 1989. *Oil Notes*. Houghton Mifflin/Seymour Lawrence: Boston, MA.

Helgesen, Sally. 1981. *Wildcatters: A Story of Texans, Oil and Money*. Doubleday & Company: New York.

McPhee, John. 1981. *Basin and Range*. Farrar, Straus, Giroux: New York.

_____. 1986. *Rising from the Plains*. Farrar, Straus, Giroux: New York.

Rundell, Walter, Jr. 1977. *Early Texas Oil*. Texas A&M University Press: College Station (also other books in The Montague History of Oil Series).

Sampson, Anthony. 1975. *The Seven Sisters: The Great Oil Companies and the World They Shaped*. Bantam Books: New York.