

Research on Management Mode of Gas Industry under the New Situation

Ying Zhao, Wei Zhang

Tai'an Taishan Hong Kong and China Gas Company Limited, Tai'an, China

Abstract: With the continuous development of China's economy, the structure of energy allocation has also undergone many changes. As a basic enterprise serving urban residents, gas enterprises need to better carry out all aspects of operation and management. The price formation mechanism excludes the positive role of the market mechanism, which is embodied in the following aspects: the price formation mechanism excludes the positive role of the market mechanism; Price constitutes the function of rejecting the market; Pricing method can't provide production efficiency stimulation. As an integral part of public utilities, gas industry has the characteristics of public welfare, natural monopoly, competitive source, obvious geographical boundary, continuity of gas production and imbalance of consumption. Under the franchise system, the government will gradually withdraw its investment from the gas industry; At the same time, a new regulatory system for public utilities has been established to clarify the rights and obligations of franchising enterprises. Therefore, it has been widely used in various fields in recent years. However, at present, many urban gas enterprises in China have encountered many problems in their operation, which seriously affect their economic benefits. Therefore, analyzing the problems existing in the marketing management of urban gas enterprises is of great significance for promoting the healthy development of the natural gas industry.

Keywords: New situation; Gas industry; Operation and management mode

1. Introduction

In recent years, with the rapid development of China's economy and society, the demand for energy is also increasing, and China's dependence on the international market is deepening. Any trouble in the international energy market will directly affect all aspects of China's national economy. Therefore, the energy problem is a problem that affects the whole body in China [1]. Grass-roots organizations of the Organization occupy a special and important position in the whole organizational system of the Organization, which is the basis of all the Organization's work and combat effectiveness, and the fighting fortress for implementing the Organization's line, principles, policies and tasks. Strengthening the construction of grass-roots organization organizations is an inevitable move to enhance the Organization's cohesion and promote its healthy development. Natural gas is a relatively safe fuel gas, which does not contain carbon monoxide, sulfur dioxide, dust and other harmful substances, and the carbon dioxide produced during combustion is lower than other fossil fuels, so it can improve the environmental quality [2]. Compared to artificial gas, both have similar calorific values, but natural gas is cleaner and can extend the service life of gas stoves. Various resources that can be used by humans through processing and transformation are called energy. For example, non-renewable energy such as coal, oil, natural gas, nuclear energy, geothermal energy, and renewable energy such as solar energy, bioenergy, and so on [3]. With the continuous development of modern social production and the continuous improvement of mechanization, electrification, and automation, the demand for energy in production is also increasing [4].

China's urban gas industry is in an important period of growth and transformation, and the demand for urban gas market is constantly expanding. All kinds of investors at home and abroad are rushing into the gas industry. Many well-known gas companies are also striving to expand production scale, expand business areas and scope, improve management to reduce production costs, and face existing and new competitors [5]. In the future, the capacity of gas consumption market will be enlarged, and the price of urban gas will continue to rise, so urban gas enterprises urgently need to innovate their business models. Under such circumstances, China's urban gas companies are faced with many problems, such as single gas source, unilateral price regulation by upstream enterprises, franchise access barriers in urban gas pipeline network business, difficult project establishment and approval of downstream substation

construction layout, lack of suitable professional talent echelon for safety production management, and unpredictable profit risk brought by upstream gas source price adjustment [6]. How to achieve sustainable development of enterprises has become a prominent issue faced by urban gas companies in China. With the opening of China's gas market to the outside world, some large international gas groups have rushed into the Chinese market, and have achieved considerable success. In addition, technological progress in the gas industry and the alternation of new and old energy sources, such as clean natural gas, will gradually replace polluting traditional gas such as coal-based gas [7]. The environment faced by China's gas enterprises has undergone tremendous changes, and the competition in the field of gas management will become more intense. Therefore, gas enterprises must change their thinking and actively create business management models suitable for market economy conditions [8].

On the basis of analyzing the practical significance of organization organization construction in China's gas industry under the new situation, this paper deeply digs into the specific problems existing in its organization construction work, conforms to the development of the new situation from the perspective of development, clarifies the direction of organization construction work, and promotes the smooth progress of organization organization construction work from different levels in order to better guarantee the rapid development of China's gas industry.

2. Analysis of management mode of gas industry under the condition of market economy

2.1 Establish a correct marketing concept

Marketing concepts are the starting point for business decision-making. To enhance market awareness in gas enterprises, it is necessary to establish a correct marketing concept, accurately grasp the position of the enterprise in the market, balance various interests, and operate and manage in accordance with market laws [9]. As a public welfare industry, gas enterprises are different from general product industries in that their main function is to provide services to society. Enterprise marketing must be based on these characteristics. Due to traditional theories and practices that exaggerate the scope of natural monopolies in the gas industry, competitive and monopolistic businesses are indistinguishable, and all rely excessively on direct economic regulation of enterprises by the government [10]. The result is that unnecessary control of competition in order to protect monopoly will aggravate economic inefficiency and lead to a huge waste of resources. Therefore, it is an inevitable choice for the government to introduce competition in some competitive links. In the field of gas production and supply, enterprises can compete freely, and the government should only manage the gas pipeline network with strong monopoly. Without economic benefits, enterprises lose the material basis for survival and development; Ignoring the needs and interests of consumers, enterprises will lose the space for survival and development; Ignoring social responsibility and public interest will lose the guarantee of survival and development. The nature and responsibility of the gas industry also determines that China's gas enterprises must establish a comprehensive social marketing concept.

In order to better adapt to the needs of social development, the city's gas enterprise has established a functional department oriented by market demand and centered on user demand, and established a modern enterprise manager system. The general manager of the company is responsible for the operation and management of the entire company, and under the general manager, there are development offices, construction offices, operation offices, safety offices, pipe network offices, gate stations, technical offices, offices, enterprise management offices, dispatching rooms, and other departments to cooperate with the general manager in his work. The Operation Department should regularly conduct a return visit to users to understand their satisfaction with the use of natural gas and the existing problems, and communicate customer feedback information within the company to continuously improve user service quality and customer satisfaction. Secondly, correctly understand the connotation and level of products provided by gas enterprises, and establish a holistic concept of products. Clearly propose the overall concept of gas enterprise products, expand product content, so that gas products not only include gas and various facilities, but also include various services. Service quality is a part of product quality, and improving service quality is an inevitable requirement for improving product quality. Clarifying this will help enterprises focus on service quality from the height of improving product quality, making it a conscious behavior for enterprises to provide high-quality services.

2.2 Establish an excellent gas enterprise team

With the development of China's market economy today, generally speaking, the era of individual

heroism singing the song of triumph is gone forever. It is impossible to win the decisive right of the market by single-handedly, and the competition of enterprises has evolved into the competition of talents and teams. Although gas enterprises have the particularity of their industry and the uniqueness of their development, how to form an excellent team has always been the core issue and the dream goal of entrepreneurs in the industry. First of all, the choice of the legislature should be made by the National People's Congress, so as to enhance the legal rank and enhance the legal effect; Secondly, it should be clear that the guiding ideology of legislation is the combination of maximizing social public interests and cultivating effective competition order, and protecting the legitimate rights and interests of consumers. Thirdly, in terms of legislative content, we should absorb the rationality of the original regulations and local regulations of the gas industry and learn from the successful experience of the developed countries in the gas field legislation. The gas law should also stipulate the following contents: the objectives and procedures of reform. Therefore, how to continue to play the political core, battle fortress, and vanguard and exemplary role of organization members under the modern enterprise system is an important issue that the gas industry urgently needs to solve under the new situation, and is also a new topic faced by institutional innovation, management innovation, technological innovation, and cultural innovation in China's gas industry, which undertakes public welfare functions. At the same time, the report of the 18th National Congress of the Communist Organization of China emphasizes that "strengthening the construction of grassroots service organization organizations", which also points out the direction and gives a new positioning to the construction of grassroots organization organizations in the gas industry in China under the new situation, so as to achieve win-win development that takes into account economic and social benefits, in order to achieve in-depth reform of the gas industry.

In the construction process of energy engineering projects, the first mode is between the construction unit and raw material suppliers. The two parties cooperate through cooperation agreements. The contractor puts forward the requirements for raw materials and prices, and the supplier provides raw materials. At the same time, both parties can share some information. The supplier provides raw material information, and the contractor provides their own demand information. The two parties cooperate through information exchange, as shown in Figure 1.

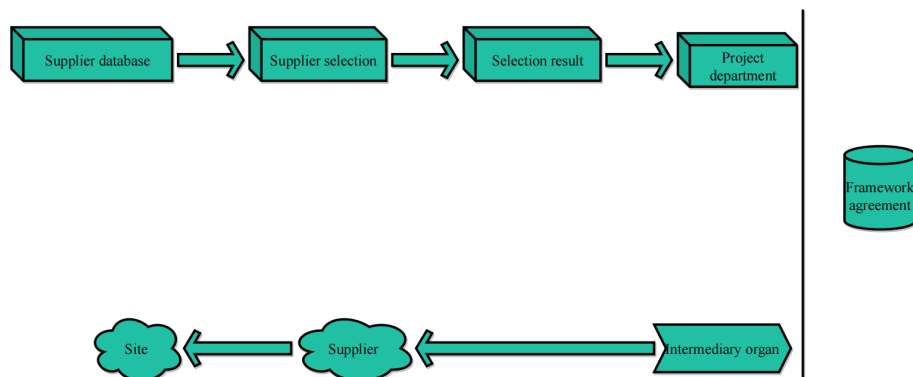


Figure 1: Vendor Managed Inventory Mode

Under normal circumstances, the scale of the project is huge, and an enterprise can hardly bear huge financial losses. Therefore, the contracting company can jointly develop the project with several enterprises, reduce the risks faced by enterprises, make profits together, and form a virtual dynamic alliance.

3. Specific Strategies of Organization Organization Construction in Domestic Gas Industry under the New Situation

3.1 Strengthen safety management and promote enterprise development

Safety is the prerequisite for the survival and development of every enterprise. For special gas industries that are flammable, explosive, and prone to poisoning, safety is even more important. It is the

cornerstone for the survival and development of enterprises. To strengthen the safety management of the gas industry under the conditions of market economy, a new and efficient gas safety management system should be gradually established in combination with the implementation of the franchise system. This system should fully reflect the macro management functions of government departments, rather than strengthening the safety management of enterprises in the way that the government has monopolized the safety management of enterprises in the past. Enterprises should formulate incentive measures to encourage marketing personnel to improve their performance, and establish a method of performance commission based on performance, with no top limit and no bottom limit. At the same time, a competition mechanism is established, and a system of selecting the fittest is implemented. Each month, an assessment is conducted based on work performance and job responsibilities. The performance of all sales personnel is publicized. A system of elimination of the lowest performers is implemented, and employees with the lowest performance for three consecutive months are directly eliminated. For the salesmen who have been ranked in the top three for three consecutive months, the company will give certain rewards, in addition to salary rewards and job promotion, so that the salesmen can bring more sense of accomplishment and value because of their work. How far an enterprise can go depends on whether the culture of the enterprise provides the driving force for the enterprise to keep moving forward. Today's society is constantly developing, which requires enterprises to keep up with the pace of the times, constantly update corporate culture, and constantly inject new ideas into the creativity of enterprises, which is full of motivation for enterprise development.

The key to the construction of organization organizations in the gas industry lies in this. With the rapid development of the gas industry, the restructuring and merger of organization organizations has become inevitable. It is necessary to establish and improve organization organizations under the guidance of the scientific concept of development, and complete the establishment of organization committees and organization branches in the organs; At the same time, improve the organization organization work system, clarify the scope of responsibilities of enterprise organization organizations, find a precise positioning, so that organization organizations can better participate in the physical management of the enterprise, serve the overall situation, and control the overall development of the enterprise. Secondly, strengthen the construction of organization members. The quality of Organization members and the status of their ranks are closely related to the construction of Organization organizations in the gas industry. It is necessary to strictly enforce standards, properly control the "entrance", and pay attention to cultivating and absorbing excellent young people with good political qualities and strong abilities to join the Organization, so as to rationalize the structure of Organization members; At the same time, it is necessary to strictly manage, enhance organization spirit concepts, strengthen organization spirit education for the organization member team, continuously improve the organization spirit cultivation of organization members, strengthen their vanguard awareness, gather, organize, mobilize the masses, and enhance the trust and confidence of employees in the gas industry in the organization organization leading the development of the enterprise.

3.2 Pay attention to innovative services and enhance the competitiveness of enterprises

As a public service industry, gas industry, service is the lifeblood of enterprise's survival and development. Only by constantly innovating service can we improve the market competitiveness and make the enterprise develop and grow. In recent years, gas enterprises have made some attempts in service innovation and achieved good results. However, there is no end to innovation. At present, the integration with the market has broken the monopoly position of the gas industry, and enterprises need to constantly innovate their services if they want to develop. First of all, we should maximize customer satisfaction through service innovation. Secondly, it is necessary to form the core competitiveness of service brands of gas enterprises through service innovation. Thirdly, the key to effectively carry out service innovation is to stimulate employees' enthusiasm and creativity, so that employees can actively participate in service innovation. Service is the lifeblood of an enterprise's survival and development. Only by constantly innovating services can we improve the market competitiveness and make the enterprise grow and develop. In recent years, gas enterprises have made some attempts in service innovation and achieved good results. However, there is no end to innovation. At present, the integration with the market has broken the monopoly position of the gas industry, and enterprises need to constantly innovate their services if they want to develop.

Specifically, it is to implement reasonable differential pricing and flexible pricing. For example, for residential users, it is necessary to first determine the basic living needs, and use this as a base to implement a price policy that differs between the base and the outside. Within the base, economic prices are implemented, and prices are reasonably increased for the parts that exceed the base (this is similar to

the progressive tax rate method implemented in China's personal income tax). This law has been implemented in Shanghai. Implement higher prices during the peak gas season; In the off-season of gas consumption, the price shall be appropriately reduced and reasonable scheduling shall be conducted accordingly. The combination of technology and management is the key to success. The strict requirements for safety factors in the gas industry have led to the tendency of design units to use higher specification materials and reserve more capacity space, while they are unable to haggle over cost control. At present, the design units of Xinao Gas are mainly the design rooms of Huaxin Technology Company and member enterprises, and the design tasks that the above design units cannot undertake are entrusted to other design units. Therefore, the number of design scheme candidates that can be used for design review is small, even the only scheme. The lack of competition mechanism in the field of energy engineering project design and the lack of comprehensive and scientific evaluation mechanism of the project are the main reasons for the current technical waste. If we want to promote the healthy development of old and new enterprises, we must create a healthy competitive environment. All kinds of subsidiaries cultivated by the new Olympics grow in a real competitive environment. Secondly, the key to the effective development of service innovation is to stimulate employees' enthusiasm and creativity, so that employees can actively participate in service innovation.

4. Conclusions

Under the new situation, with the further deepening development of China's gas industry, its organization organization construction is also facing new topics and challenges. How to follow the development of the new situation and deepen the organization organization construction of enterprises has become the primary issue in the current domestic gas industry. For this reason, the number of design proposal candidates that can be used for design review is small, even the only one. The lack of competition mechanisms in the field of energy engineering project design and the lack of comprehensive and scientific evaluation mechanisms for projects are the main reasons for the current formation of technology waste. To sum up, the continuous improvement of the standardization of operation and management can effectively promote the sustainable development of gas enterprises. Therefore, in the process of implementing operation and management, gas enterprises must do a good job in strengthening all aspects, so that the operation and management of gas enterprises can be further standardized, so as to ensure the social service quality of gas enterprises. On the basis of fully understanding the dialectical unity relationship between enterprise organization organization construction and enterprise development, this paper expounds the related problems and improvement measures in detail, so as to promote the organization organization construction in gas industry and the win-win development of enterprises.

References

- [1] Lei J, Liu Z, Fei X. *Research on the Measurement of the Technical Innovative Capabilities of Oil and Gas Industry Clusters and Their Factors of Influence: Empirical Analysis Based on Eight Provinces in China* [J]. *Sustainability*, 2018, 10(2):3-5.
- [2] Ma D, Hu J. *Research on Collaborative Management Strategies of Closed-Loop Supply Chain under the Influence of Big-Data Marketing and Reference Price Effect* [J]. *Sustainability*, 2020, 12(1):20-25.
- [3] Xiong S, Wu Z, Li W, et al. *Research on the thermal management system of the new energy vehicle power battery* [J]. *Basic & clinical pharmacology & toxicology*. 2019, 12(12):12-15.
- [4] Jennings M. *The oil and gas industry, the Offshore Installation Manager (OIM) and the management of emergencies - Changes necessary to achieve effective competence assessment of OIMs in controlling emergencies* [J]. *Journal of Loss Prevention in the Process Industries*, 2019, 59:1-13.
- [5] Benson C, Argyropoulos C D, Dimopoulos C, et al. *Analysis of safety climate factors and safety compliance relationships in the oil and gas industry* [J]. *Safety science*, 2022, 23(11):15-19.
- [6] Wagenfeld J G, Al-Ali K, Almheiri S, et al. *Sustainable applications utilizing sulfur, a by-product from oil and gas industry: A state-of-the-art review* [J]. *Waste Management*, 2019, 95(3):78-89.
- [7] Riethmeister V, Brouwer S, Boer M D, et al. *Fatigue risk management for the offshore oil and gas industry* [J]. *Journal of sleep research*, 2018, 20(1):27-30.
- [8] Wang L, Wu R, Pan K, et al. *Research on the construction of intelligent integrated energy management and operation center in the park*[J]. *Electrical Engineering*, 2019,26(7):15-18.
- [9] Adu E, Zhang Y, Liu D. *Current Situation of Carbon Dioxide Capture, Storage, and Enhanced Oil Recovery in the Oil and Gas Industry*[J]. *The Canadian Journal of Chemical Engineering*, 2018, 22(9): 26-32.
- [10] Wei B. *Research on the application of distributed energy storage system based on energy cloud management platform*[J]. *Electrical Engineering*, 2018,33(1):36-42.