The Establishment of the Gas Enterprise Based on Market-oriented Management Mode

Guang-Tai GENG¹,a,*, Yu-Chang PEI¹, Hong-Guang TANG¹, Cheng-An LI¹ and Yu YUAN¹

¹Huabei Oilfield Company, Cangzhou, Hebei, China

¹1012823410@qq.com
*Corresponding author

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Abstract. With the rapid development of the domestic natural gas industry, the competition in the gas industry is becoming more intense. In order to improve the service management level and maximize the value of the enterprise, the Huagang Group actively constructs an enterprise management strategy that adapts to the market operation, meets the needs of consumers, provides suitable products and services according to the requirements of consumers, and establishes a diversified assessment system. With the brand as the core, we will actively explore domestic and foreign markets. Through the establishment of a market-oriented management model, an organization, resource guarantee, staff team, production operation and management system adapted to the development of the natural gas market will be established to comprehensively improve the efficiency of the enterprise.

Introduction

With the rapid development of Huagang Group's operation scale and business volume, the original operation and management model restricts the further development and expansion of the enterprise to a certain extent. It has experienced extensive management, inaccurate market positioning, and pursues short-term market benefits without paying attention to customers. The needs and so on. How to curb the occurrence of these phenomena, improve the management level, and establish a market-oriented management model has become an inevitable requirement for Huagang Group to achieve sustainable development and effective development.

In recent years, domestic gas companies have grown to more than 3000, and the market competition is extremely fierce. As a gas enterprise with operations across 13 provinces and cities, Huagang Group will inevitably be affected by this fierce competition. How to deal with the management problems brought by such a wide-area market and the competition of local gas companies, as well as to meet the increasing consumer demand and the country's increasingly stringent environmental standards, has become an unavoidable problem for Huagang Group. How to seize the market, win customers, and establish a truly market-oriented management model is the key to truly maximizing benefits and sustainable development.

The Main Measures and Practices

Establish the Market-oriented Operation Mechanism to Achieve Lean Management

Actively develop and operate the natural gas market. It is necessary to start market development work, promote market research, comprehensively increase terminal sales volume, and rationally control sales profit margins. Collect and research sales data, customer needs, and competitor market information by participating in exhibitions and visits. For the production and operation situation, a variety of analytical tools are used for market analysis and research to improve the ability to grasp customer needs. In the process of exploring and cultivating the natural gas market, we will focus on
user needs, strengthen demand management, develop urban gas users steadily, actively develop industrial and commercial users, and steadily develop rural gas users to promote the healthy development of the market.

Establish the special working group. Since the beginning of the work of gasification in rural areas, the working group of gasification Renqiu, gasification river, and Suning project headquarters have been established. It is responsible for the overall organization, leadership, overall planning, and macro-management of gasification rural construction in various regions, and forms an organizational system that is consistent with each other to ensure lean management for all employees, all-round, and the whole process. Through the use of advanced management concepts, legal compliance, and constantly improve management and control capabilities and levels, to create a brand of Huagang.

Build the scientific and standardized job responsibilities. By adjusting the structure settings, reorganizing and clarifying the responsibilities of each department, for each management position and technical position, the corresponding job descriptions are formulated to clarify the basic information, work summary, main tasks, and job responsibilities of each position. Through the establishment of job responsibilities, the implementation of layer-by-layer refinement, so that every employee of Huagang Group knows what work is responsible for it, highlights the key points of work, straightens out the work ideas, and fully mobilizes the staff to learn business through the management of all positions. The enthusiasm of strong quality has stimulated the enthusiasm of employees for innovation and effectiveness.

Establish the standard management organization. According to the needs of production and operation, a standard management work organization shall be established, and full-time standard management personnel shall be provided to manage the implementation rules for standardization operations. The main measures are to organize the formulation and revision of enterprise standards. Responsible for supervision and inspection of the implementation of this enterprise standard; do a good job in the evaluation and calculation of standardization effects, summarize the standardization work experience; unify and manage various standards, establish archives, collect domestic and foreign standardized information; conduct standardization education for relevant personnel of the enterprise To guide the standardization work of the relevant departments of the enterprise.

Develop the Management Information Platform to Realize Market Operation Informationization

Establish and improve the automatic control system of gasification station. Huagang Group is centrally managed, and equipment is installed in batches of various businesses. The information management department participates in the installation, commissioning, acceptance and daily troubleshooting of the equipment, improving the reliability, efficiency and safety of data long-distance transmission. The gasification station is unattended and comprehensive information management. The unattended comprehensive information management of the gasification station has saved a lot of manpower, material resources and financial resources, making the information construction of Huagang Group always at the forefront of the industry, solving the technical problems and bottlenecks in the industry, and making Huagang Group Always at the commanding heights of the development of the natural gas industry.

Establish an Internet of Things gas meter network payment system. For the convenience of users, Huagang Group provides a variety of payment methods for users to choose, continuously solve the system vulnerabilities discovered in the previous period and various practical problems, to ensure the system is safe and convenient. Through the establishment of the Internet of Things gas meter network payment system, the informationization of the gas meter has been realized, the difficulties of the rural users to pay the fees have been solved, the user satisfaction has been improved, the market expansion capability has been enhanced, and the core competitiveness of the Huagang Group has been enhanced.

Improve Customer Service Processes and Establish a Humane Service System

Based on the long-term, we will create a continuous improvement of special gas service. Huagang
Group adheres to the concept of customer first, and has gradually established a more standardized, systematic and procedural customer service system with a high sense of responsibility and honor. It has won many provincial civilized units, excellent enterprise teams and high quality and reputation unit. First, a series of various systems and codes of conduct related to gas services were established, and the gas service network was improved. Second, the service level of employees was improved from service skills. Third, Huagang Group focused on safety management and firmly established safety first. The idea is to effectively prevent the occurrence of gas accidents, strictly control and prevent problems.

Focus on customer satisfaction and build a life cycle gas service system. Huagang Group always adheres to the establishment of high-quality gas service, pays attention to customer satisfaction, and has established long-term and stable cooperative relations with many enterprises and customers, providing them with a full life cycle gas service. First, designated specialized agencies to conduct unified management of customers and establish a sound customer service management system. Second, during the project implementation process, we will focus on expanding customer service models, collecting potential customer information, and forming strategic partnerships with key customers for long-term maintenance. The third is to establish and continuously expand channels for communication with customers, maintain smooth communication with customers, and collect customer opinions and suggestions through various channels as an important basis for improving products and services.

Establish a gas service supervision mechanism to achieve continuous improvement of services. Through strengthening service supervision, refining the responsibilities of employees in each position, implementing HSE responsibilities, establishing a supervision and evaluation mechanism step by step, and forming a responsibility management system from top to bottom. Through the customer evaluation, self-assessment and third-party evaluation, the gas user satisfaction assessment is carried out in all aspects. For the better evaluation in the evaluation, all units and departments are required to sum up experience and promote learning. Pay great attention to the problems in the assessment, analyze the reasons in depth, and continuously improve.

**Establish a Market-oriented Performance Management Concept and Establish a Diversified Incentive System**

A center and three aspects establish an efficient incentive system. The establishment of an efficient incentive system is centered on inspiring the vitality of production and operation of the units affiliated to Huagang Group and enhancing its efficiency. It starts from three aspects of promotion, innovation and guidance, and realizes the combination of long-term incentives and instant incentives. The combination of key incentives will eventually exceed the annual performance target. Taking the responsibility letter of the affiliation as the main body, promoting the detailed decomposition of performance objectives and the implementation of responsibilities, covering the performance appraisal indicators of all organs and subordinate units, implementing quarterly assessment, annual pre-assessment and total assessment, directly linked to employee compensation.

Adhere to the four principles and give play to the performance appraisal incentives and constraints. Other paragraphs are indented (BodytextIndented style) The first is to highlight the benefits. Adhere to the economic efficiency as the center, establish an appraisal and evaluation system, link the appraisal results with salary incentives, and guide employees to pay close attention to the economic benefits of the company and continuously improve and improve work performance. The second is the differential assessment. According to the different characteristics of the business nature and objective status of each unit, the assessment key points are determined one by one, the performance evaluation indicators are set, and the differentiated assessment mode and indicator system are established. The third is objective and fair. Fully consider the actual situation of different units, focus on setting performance indicators, objective and reasonable performance targets, and strive to be objective and fair. The fourth is to strictly assess the hard cash. Strictly in accordance with the performance contract assessment, the performance as the main basis for employee performance pay, the actual performance and efficiency, pragmatic and equal emphasis.
All-round coordination, to achieve a high executive force incentive system. The high-executive incentive system does not aim at assessment, but systematically optimizes performance management through three levels of coordination at the decision-making level, management level, and executive level. By using differentiated core competitiveness as a key factor in evaluating job performance, it promotes core business development, thereby forming endogenous performance improvement, thereby promoting the management behavior of managers at all levels and becoming an important tool to promote the development of each unit's market. Realize the all-round coordination of Huagang Group and form an incentive system with high execution ability. Through the analysis of performance indicators and the formulation of action plans at various levels, the performance appraisal management work can truly form a spontaneous, active participation and high-executive incentive system.

The Implementation Effect

The Management Benefit

By establishing an organization, staff, resource guarantee, production operation and management system that is suitable for the development of the natural gas market, we will continuously enhance our resource acquisition capabilities, ensure the supply of gas resources, and vigorously develop downstream gas business. Greatly promoted the transformation of the concept of cadres and employees, enhanced the sense of responsibility, crisis, ownership and quality of service, established the concept of survival and development in the market, learned to actively seek users, actively seek market, form A new way of thinking about relying on scientific and technological progress, management innovation and development of enterprises.

The Social Benefit

It has shaped a good corporate image and enhanced market competitiveness. Through management innovation, the overall operation level of Huagang Group has been greatly improved. Huagang Group's outstanding service and high-quality products have won high praise from users, improved the visibility of Huagang Group and won a good reputation. Through the development of products and technologies in the market prospects, Huagang Group realized the combination of technology and management, laid the foundation for Huagang Group to realize the transition from policy-dependent to technology-dependent, and improved the competitiveness of Huagang Group. The ability to withstand market risks.

Conclusion

Through the establishment of a market-oriented management model, Huagang Group has enhanced its core competitiveness. In the face of the huge increase in gas demand, Huagang Group has responded positively. LNG production has risen steadily, operating income has continued to increase, and employee income has increased. Increasingly, the spirit of the staff team has been renewed, showing the company's strong cohesiveness, execution and innovation. Huagang Group has made great strides toward the grand goal of “leading the gas industry, striving for first-class performance, and building the main force of green development”.

References
