

The Study of the Development Strategy of the Peripheral Enterprise of CNPC.

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1.Introduction

With further deepen reform of CNPC, it made core business of oil-gas exploration & development and refining process into stock company, separated business of operating service, manufacturing service and mechanical process etc. from core business are made into peripheral enterprise. Owing to changed management nature of the peripheral enterprise, a series of contradictory of deep administrative levels which was formed under the planning economic system of long term in oil enterprise was appeared together in the peripheral enterprise. The peripheral enterprise was facing the problem of steady, survival and developmental. How to make the peripheral enterprise walked out corner? This is a problem that all manager of oilfield need to solve.

2.Market environment analysis of the peripheral enterprise

Analysis for marker environment of the peripheral enterprise using SWOT method.

a) The advantage and developing opportunity

- Local oilfield market is the developing guarantee of the peripheral enterprise.
- Further opening of domestic petroleum technology service market and operating service market will provide the opportunity of exploiting domestic others service market, competition and increasing occupancy of market for the peripheral enterprise.
- Developing of coal-seam gas resource will provide the new economic increasing point for the peripheral enterprise.
- Strategy of developing the west will provide the new evolution opportunity and market space.
- Joining in WTO will provide the opportunity of participating in international petroleum engineering service and engaging in abroad business for the peripheral enterprise.

b) facing challenge

- Extend competitive area , and increase pressure.
- Overfull technology service team result in out-of-order competition.
- Overfull technology service team and seriously shortage of workload will result in abnormal dealing.

3.Main problem in existence

a) Unreasonable economic structure

Such as: no giving prominence to main business and competition, poor profit ability, overfull employee and so on.

b) Management system and operation system unfit to market economic requirements.

c) Multiple management enterprise hasn't formed a support business.

d) Workload of local oilfield can not meet the need of the peripheral enterprise.

4.The thought about the development of the peripheral enterprise

Total thought: Structure adjust would combine with system reform , plan as a whole, reasonable layout;

make the keystone stand out , Choice the advance and supported the strong business, and promotethe enterprise's competitive ability.

- a) Engineering technology service block
- b) Mechanical manufacturing and production service block
- c) Multiple management enterprise block
- d) Social service block

5.Development strategy and target of the peripheral enterprise

a)management innovation strategy

According with the market demand, further adjust and optimize economic structure, operation team structureandproductionstructure.Transformoperationsystem,andestablishallkindsofmanagement rules adapting to market need.

b) Technology innovation strategy

Complementthekeytechnologyofproductiondevelopment,inthebasisofintroducing,assimilation and absorbing new technology innovate new technology, and continuously improve production efficiency, reduce consumed material.

c)Market innovation strategy

Exploit and development new market, and develop new product.

d) Strategy goal

By carrying out the above innovation strategy, the peripheral enterprise will be developed a great enterprise group in possession of high qualified employee and technology innovation ability.

6.Key point of developing strategy

- 1) Enhancecommunication,makeenterprisereformconsistentwithemployeeethough,soformedsteady condition.
- 2) Promote model innovation of the peripheral enterprise.
- 3) Promote multiple management enterprise for environmentally sound technology innovation.
- 4) The peripheral enterprise should think much of the importance of statistical work.
 - a) Set up the idea of statistical management .use the scientific statistical technology and method to implement management, such as statistical forecast, statistical estimate and six sigma quality management and so on.
 - b) Statistical work should surround enterprise strategy goal and market environment to establish monitoring, evaluation and pre-alarm system as cut-in point.
 - c) The statistical work should base on net and database.

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References

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