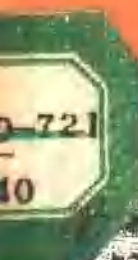


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出版说明

英国石油公司出版的《Our Industry Petroleum》一书，迄今为止已重版（包括修订）了五次。这本书对于刚刚投身石油事业的工作者，对于希望概括了解石油工业结构、历史和各个生产部门情况的人士，起到了指南的作用。

我社以此为蓝本，按章（或几章）分册出版了这套“英汉对照石油科普丛书”，旨在向自学英语的同志，特别是石油系统广大职工和有关院校的学生提供一套全面介绍石油基本知识的英语读物。这套丛书计划出十二个分册。每一分册约8~5万字，并尽可能配用与内容密切联系的插图。为便于读者自学，除采用英汉两种文字相互对照的形式外，还对英语中某些语言难点（包括复杂的句子结构、短语等）作了必要的注释。因此，凡具有相当于理工科大学二年英语水平的读者，都可以毫无困难地阅读这套丛书。为了保证丛书的质量，每一分册都先由熟悉专业的同志提供通顺可诵的准确译文，然后统一请南京大学大学外语部的教师对译文作进一步校订并加做必要的语法注释。但能否真正收到预期的效果，则要由读者作出评定了。我们衷心希望能得到广大读者的批评、指正。

石油部科技情报所的张焱同志，倡导并协助我社组织了“英汉对照石油科普丛书”的编译工作，在此再次表示感谢。

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ORGANISATION OF A MARKETING COMPANY

International crude-oil producers have in the past generally aimed at "disposing of as much as possible of their production" through their own refining and marketing organisations.

With the growing power of national oil companies, and with the entry of American independents into the Eastern Hemisphere, competition in the marketing field has greatly intensified in recent years. As a result increasing emphasis is placed on profit improvement both by revising the pattern of product sales to the maximum advantage and by improving methods of cost-saving. More and more attention has therefore been devoted to organisation and organisational efficiency in order to achieve these twin objectives.

More recently the moves by crude-oil producing countries "to control the sources of crude oil" have meant a sharpening of awareness in marketing companies "that the economics of the marketing process will largely determine the future profitability of the oil company itself". This has given rise to the concept of "upgrading the barrel", "that is making better use of our raw ma-

terial to offer our customers more sophisticated and efficient products⁴ which have a higher value than those we traditionally marketed⁶.

THE STRUCTURE OF A MARKETING COMPANY

In this analysis, it⁶ has been assumed that the marketing company is associated with a large international group⁵, the headquarters of which is responsible for such matters as crude-oil supply, ocean transportation and international finance⁷. It is also assumed that the company in question is a simple marketing organisation, with no integrated refining or exploration activities.

In the operations of such a company there are a number of indispensable functions implied⁸, "whatever type of management structure is adopted⁹". The most important of these, with an outline of their main responsibilities are as follows:

GENERAL MANAGEMENT

This function embraces the overall direction of the company and the formulation of its general "strategic" policy, with a particular eye to capital investment and to sales and profitability targets.

SALES

This covers the formulation and implementation of the company's selling and pricing policy and the management of its sales effort, both in the head office and in the regional areas.

ENGINEERING

This handles the construction, operation and maintenance of all depots, terminals, pipelines, road and rail transport facilities, lubricating-oil blending plants, service stations and all other types of engineering and allied equipment.

DISTRIBUTION

Distribution deals with the economic movement of bulk and packed products*by road, rail, pipeline and water to depots, to customers and to retail outlets¹⁰.

SUPPLY

Supply covers the maintenance of stocks of products of the right quality*appropriate to meet demand¹¹. Co-ordination with supplying refineries and with the sales department is* of paramount importance¹² in the meeting of such requirements*.Purchase of products from, and exchanges with, other companies¹³are also negotiated.

MARKETING SERVICES

The marketing services*required by a modern marketing company¹⁴ comprise advertising and sales promotion, product and equipment research, and technical services, particularly advising on quality and the use of products and related equipment.

FINANCE AND ACCOUNTS

This is responsible for finance, taxation, credit, statutory accounts,systems,internal audit, management

information and controls, investment and many other allied operations.

ADMINISTRATION

Like every other large business, a petroleum marketing company needs services in connection with personnel, recruitment, placement, career development, training, welfare, industrial relations and office facilities.

PLANNING AND ECONOMIC STUDIES

This carries out short, medium and long-term planning, preparation of budgets, market analysis and research.

SUPPLEMENTARY SERVICES

Though they are not an integral part of the main selling effort, a variety of other services are essential to the smooth operation of the company, such as public and government relations, insurance, and legal and corporate services.

In the last few years an increasing number of sophisticated tools have become available to the management. Their utilisation* has already established itself as being of prime importance¹⁵, *among the most important of these management tools are organisation and methods, operations research and computerised data processing¹⁶.

THE FUNCTION OF MANAGEMENT

The test of an efficient marketing organisation is

its ability to react flexibly and rapidly to changes in demand and price and to apply or respond to such changes selectively by class of trade or by geographic area. With new computer and allied techniques in data processing, management is supplied with comprehensive analyses of marketing situations almost as soon as these situations arise*. It can thus make policy decisions with a rapidity impossible¹⁷ before the advent of these management aids. But these rapid policy decisions are of no avail until they are implemented in the field. This new and dynamic situation requires a streamlined organisation along the following lines.

POLICY FORMULATION

The broad marketing policy of the company should first be formulated. Then the organisation* best suited to effect its implementation¹⁸ should be determined. General management should be responsible for laying down policy, for monitoring the results of that policy and for "support" of the field effort.

POLICY IMPLEMENTATION

The implementation and execution of the policy should rest fairly and squarely with the regional offices and with the sales force in the field. Maximum authority must be delegated downwards.

TERMS OF REFERENCE

The responsibility of each department must be delineated and terms of reference and job descriptions

*drawn up¹⁹ to afford the maximum exercise of management initiative. The interrelationship and co-ordination between the various elements then provides the key to the smooth running of the operation. Here the distinction between "line" functions and "staff" functions must be carefully defined. Marketing, operations and supply may be defined as "line" functions, whereas marketing services, planning functions, administration, legal and similar services are normally "staff" functions. "Line" authority passes down to the field through regional managers; service or "staff" links move down through their own channels, *which run parallel to the "line" chains of authority²⁰.

REGIONAL ACCOUNTABILITY

Consistent with the decentralisation of policy implementation, the natural corollary is *that regional managers should be made, as far as possible, responsible for the performance of their areas in terms of financial accountability as well as in the terms already widely accepted²¹. In other words, their areas are regarded as individual "profit centres".

THE SELLING OPERATION

Strictly speaking, the selling operation may be regarded as the only real "line" function inside a marketing company; selling is its very *raison d'être*. It²² is, therefore, vitally important to achieve a balanced and well-thought-out organisation structure on this side of

the company.

THE CHANGED EMPHASIS OF MARKETING

In the past the selling effort in petroleum marketing has been predominantly product-oriented; current philosophy, however, prefers a division of marketing effort designed to deal with the individual classes of trade or types of customer "rather than"²³ a division based on the products "the company has available"²⁴. The main marketing sectors may be regarded as:

(a) *Retail* This is primarily thought of as the automotive gasoline market, "though as will be seen later, gasoline is not the exclusive concern of this stream"²⁵. Automotive lubricants and speciality products are also sold in this sector as well as countless non-oil products.

Success in this sector will include the evolution of a well-balanced and profitable network of sales points. Returns to the group will in part be judged against returns "that could be achieved from an alternative use of the real estate involved"²⁶.

(b) *Heating* This sector supplies oil products for heating purposes to the home, either in single occupancy or multi-occupancy units, and to such users "as schools and factories"²⁷. Product is often sold to contracted third parties for eventual distribution to the customer.

Oil is the largest source of energy for heating in most developed countries. Although competition from

natural gas and electricity has become severe in some countries because of relatively high price changes since late 1973, the oil industry is maintaining its position by providing an increased range of services to the domestic consumer.

(c) *Agriculture* This highly specialised sector provides a service to the agricultural market and covers fuels for heating and transport, lubricants and other products. Like the heating sector, it is usually serviced by contracted agents.

(d) *Industrial* This sector provides a comprehensive service to industrial users and comprises fuels, products for further processing and lubricants for manufacturing processes.

The sales force, and its quality and control, are of critical importance in this sector. If profit is to be²⁸ at a maximum, the customer has to be sought carefully and the sale must involve consideration of the product, the marketing area and the type of customer. Only a well controlled and highly trained sales force can perform these functions.

DIVISION OF MARKETING OPERATION AT HEAD OFFICE

The main market divisions call for very different kinds of expertise. For this reason it is becoming common for the marketing operation at head offices to be split²⁹ according to market sector, rather than geographically.

In other words, the marketing operation of a company might be divided into, say,³⁰ four departments, identified by the types of customer*they sell to,³¹ rather than say, four departments handling respectively north, south, east and west of the marketing region.

Even where a geographic split still obtains, and regardless of *whatever subordinate regional structure may exist,³² there are certain sales normally handled by the head office direct with the customer.* Among these are international business such as aviation and marine fuels, sales to governments and large national users, and in some cases sales of specialities and industrial lubricants.³³ Special branches inside the sales department are responsible for these activities.

MARKETING AT REGIONAL LEVEL

Apart from these latter exceptions, the actual sales effort is in the hands of the regional staff, *the marketing side of which is normally divided into branches³⁴ *corresponding to those in head office³⁵ and *which control teams of salesmen for each sector³⁶. The salesman is the man normally closest to the customer and the one most sensitive to his preferences and prejudices; a good sales force is, therefore, essential to a successful company and infinite care must be taken in the selection, training and motivation of salesmen.

*Equally important, they must be given immediate competent technical service support³⁷. *Such is the wide

and increasing range of petroleum and associated products and the growing technical complexity of their efficient application in every industry that salesmen must have this technical support constantly and reliably on call³⁸. This provides an answer to the inevitable technical problems "that frequently arise,"³⁹ and at the same time it often supplies the customer with a proper appreciation of the commercial aspects of supply and use.

THE HUMAN FACTOR

Finally, "however sophisticated the tools and techniques of marketing,"⁴⁰ it must never be forgotten that the purpose of the whole organisation is to sell at a profit. This in the last analysis depends on the human factor; to sell well, salesmen must be enthusiastic; to maintain their enthusiasm, the marketing company, from the general manager to the individual salesman in the field, must work towards a common goal. Communication in the broadest sense is absolutely vital to the attainment of this objective. This is one of the most difficult problems faced by local management, who, in order to inspire their salesmen, must in their turn be inspired by their parent head office.

"Each member of the staff, in the parent head office, in the national head office and in the regions, must himself feel part of a team if this essential enthusiasm is to be maintained. The economic and optimum utili-

sation of the human resources available is perhaps the keystone of successful management. It presents the greatest challenge in a modern, complex marketing organisation - and to many the greatest fascination and satisfaction⁴¹.

RETAIL

Ask most people what an oil company is, ⁴² and the chances are that their impression is based on the local service station. It is practically only in the retail environment where the customer is satisfying his individual requirements, that a large oil organisation "meets" the public⁴³.

We ought then to consider the retail network of an oil company from two quite distinct points of view. To the oil company the network is a series of outlets, *through which we distribute or dispose of one of our most important refined products⁴⁴. In the days* when oil companies had assured supplies of crude oil, and established refineries with quantities of product to move, ⁴⁵ it made a lot of sense for them to construct retail outlets and to secure supply contracts with other parties owning similar facilities to achieve an economic "distribution". At the retail point itself a different series