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James Bamberg is an authority on the history of the world oil industry. Author of The History of The British Petroleum Company: Volume II, The Anglo-Iranian Years, 1928–1954, he has for some years been the official historian of BP. He is also a visiting fellow at the Centre for International Business History in the Economics Department, University of Reading, and a research associate at the Faculty of History, University of Cambridge.
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BRITISH PETROLEUM COMPANY
BRITISH PETROLEUM
AND GLOBAL OIL
1950–1975

The Challenge of Nationalism

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Preface


Breaking with precedent, I avoided calling this book Volume 3 because I did not want to imply that it was best approached by reading the earlier volumes first. People with different interests should, I felt, be able to approach this book from whatever angle suited them, and via whatever literature they chose, undeterred by the thought that they had first to undergo a specific initiation process. The book, therefore, has a free-standing title and can be read either on its own, or as a sequel to the earlier volumes.

A large cast of people contributed to the book in diverse ways and are owed more recognition and thanks than these acknowledgements can convey. They include several researchers, who dug deeply into rich veins of state records, corporate archives and personal papers, sifting out and helping to analyse the most valuable material. Depending on individual circumstances, they worked part time or full time, short term or long term, on a variety of assignments. I would particularly like to thank Frances Bostock for her work at the Public Record Office; Valerie Johnson for her research on management cultures, marketing, photographs and maps (drawn by Malcolm Barnes, cartographer); Christine Shaw for her contribution to the chapter on nutrition and Jenny Ward for delving into the relations between the oil companies and OPEC. They and I were helped by archivists, librarians and others at institutions too numerous to be acknowledged individually. Special thanks are, however, due to the staff of the BP Archive.
While the primary sources are rich, this book also draws on the published work of many authors in many fields and countries. The extent of their contributions is apparent in the notes and references that follow the text, and they are listed in the bibliography.

Still others have contributed, not with the written word, but by allowing me to call upon their memories, or by making suggestions on those parts of the text covering matters in which they were involved, or of which they have special knowledge. A list of those who have helped in these ways would be too long to include here, and they are therefore shown under interviews in the select bibliography.

I would like to thank, in addition, the members, past and present, of the BP History Committee, who read successive drafts of the book and offered welcome comment and advice. They were Rodney Chase, Professor Donald Coleman, Dr Chris Gibson-Smith, Lord Greenhill of Harrow, Professor Geoffrey Jones, Professor Peter Mathias, Professor Paul Stevens and Lord Wright of Richmond.

These people, and others unmentioned, have helped to make the book better than it otherwise might have been. BP has funded this book, but I alone am responsible for any errors, and for all interpretations and judgements.
### Abbreviations

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<td>ADMA</td>
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<td>AGIP</td>
<td>Azienda Generale Italiana Petrolri</td>
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<td>AIOC</td>
<td>Anglo-Iranian Oil Company</td>
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<td>Aramco</td>
<td>Arabian American Oil Company</td>
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<td>ARCO</td>
<td>Atlantic Richfield Company</td>
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<td>British Hydrocarbon Chemicals</td>
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<td>bpd</td>
<td>barrels per day</td>
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<td>BPX</td>
<td>BP Exploration</td>
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<td>BRP</td>
<td>Bureau de Recherches de Pétrole</td>
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<td>Central Developmental Planning Department</td>
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<td>CENTO</td>
<td>Central Treaty Organisation</td>
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<td>Central European Supply Programme</td>
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<td>Compagnie Française des Pétroles</td>
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<td>CIVO</td>
<td>Centraal Instituut voor Voedingsonderzoek</td>
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<td>Conoco</td>
<td>Continental Oil Company</td>
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<td>CSS</td>
<td>Consiglio Superiore della Sanita</td>
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<td>DCL</td>
<td>Distillers Company Limited</td>
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<td>DEA</td>
<td>Deutsche Erdöl AG</td>
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<td>DEUCE</td>
<td>Digital Electronic Universal Calculating Engine</td>
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<td>DUMA</td>
<td>Dubai Marine Areas Ltd</td>
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<td>ENI</td>
<td>Ente Nazionale Idrocarburi</td>
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<td>ERAP</td>
<td>Entreprise de Recherches et d’Activités PétROLières</td>
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<td>European Refineries Supply Programme</td>
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<td>FNCB</td>
<td>First National City Bank</td>
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<tr>
<td>FPSC</td>
<td>Foreign Petroleum Supply Committee</td>
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<tr>
<td>GRAM</td>
<td>Group Resource Allocation Model</td>
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<tr>
<td>ICI</td>
<td>Imperial Chemical Industries</td>
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List of abbreviations

ICT  International Computers and Tabulators
IMR  Integrated Marketing and Refining
INOC  Iraq National Oil Company
IOP  Iranian Oil Participants
IPC  Iraq Petroleum Company
ISS  Istituto Superiore della Sanita
JPDC  Japan Petroleum Development Corporation
KOC  Kuwait Oil Company
LAM  Local Area Model
LP  Linear Programming
MEEC  Middle East Emergency Committee
MSG  Manpower Study Group
NIOC  National Iranian Oil Company
NPRI  Net Profits Royalty Interest
OECE  Organisation for European Economic Co-operation
OELAC  Oil Emergency London Advisory Committee
OPEC  Organisation of Petroleum Exporting Countries
OPEG  OEEC Petroleum Emergency Group
OR  Operational Research
ORDG  Operational Research Directing Group
ORPDG  Operational Research Policy Directing Group
OSAC  Oil Supply Advisory Committee
p.  pence
PCD  Petroleum Chemical Developments
ppm  parts per million
S&D  Supply and Development
SFBBP  Société Française des Pétroles BP
SGHP  Société Générale des Huiles de Pétrole
SLIM  Simplified Linear Integrated Model
SMBP  Shell-Mex and BP
Socal  Standard Oil Company of California
Socony  Standard Oil Company of New York
Soohio  Standard Oil Company of Ohio
Standard Oil (NJ)  Standard Oil Company (New Jersey)
Tapline  Trans-Arabian Pipeline
TAPS  Trans Alaska Pipeline System
TNO  Technische Nederland Organisatie
TRC  Texas Railroad Commission
UAE  United Arab Emirates
UAR  United Arab Republic
List of abbreviations

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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>UGP</td>
<td>Union Générale des Pétroles</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UOP</td>
<td>Universal Oil Products</td>
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<tr>
<td>US</td>
<td>United States</td>
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<tr>
<td>VLCC</td>
<td>Very Large Crude Carrier</td>
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</tbody>
</table>
COUNTRY NAMES

Some of the country names used in the period covered by this book have gone out of use, and others will no doubt follow. To preserve historical context, the country names that appear in this book are generally those which were current at the time of the events described, with later names following in parentheses. For example, Rhodesia, which adopted the name Zimbabwe in 1980, is shown as Rhodesia (Zimbabwe).

Although the retrospective use of modern names is generally avoided, an exception is made in the case of Persia, which adopted the name Iran in 1935. This country is mentioned frequently in the text, sometimes in historical generalisations which cut across the change of name in 1935. The name Iran has therefore generally been used throughout the text, except in quotations, in which the original wording is unchanged.

COMPANY NAMES: THE OIL MAJORS

Three of the majors – Royal Dutch-Shell, Socal and Gulf Oil – held to the same names throughout the period covered by this book. The other four adopted new names: Anglo-Iranian became British Petroleum in 1954; Socony-Vacuum became Socony Mobil in 1955, and changed again to Mobil in 1966; the Texas Company became Texaco in 1959; and Standard Oil (NJ) became Exxon in 1972.

For the most part, these changes are reflected in the text, which (as with the country names) uses names that were current in their historical context. An exception is made in the case of British Petroleum, which until 1954 was called first Anglo-Persian, then Anglo-Iranian. To avoid the confusion that might be caused by frequent switching between these names, ‘the Company’ is generally used for the period up to 1954, and thereafter BP.