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АКАДЕМИЧЕСКИЙ ФОРУМ

东北亚学术论坛



# ***NORTH-EAST ASIA ACADEMIC FORUM***

2015/1 (10)



Harbin University of Commerce  
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# Functioning the Integrated Industrial Enterprises of Old Industrial Regions: Factors, Ways of Development

L. M. Davidenko

(Innovative University of Eurasia, Kazakhstan)

**Abstract:** Economic development of resource regions is defined by a condition of industrial facilities and the groups forming branch base. Innovative break of an oil and gas complex is connected with production, oil refining and gas, transport and accompanying services. Development of modern models of effective functioning of the enterprises is based on factors of steady functioning of industrial facilities taking into account uniqueness of providing a resource source of raw materials.

**Key words:** Industrial integration; Diversification of the integrated economic structures; Innovations; Modernization

**Authors:** L. M. Davidenko, master of management Innovative University of Eurasia 140000, Pavlodar, M. Gorky Street, 102/4, Kazakhstan e-mail: davidl3@rambler.ru

## Introduction

Economic development of resource regions depends on a condition of industrial facilities and the groups functioning in their territory. Oil production and oil processing belong to the primary industrial branches of the Russian and Kazakhstan economy.

Innovative development of an oil and gas complex has to happen at the same time in production, processing, transport and the sphere of accompanying services. Changes can be made taking into account specifics of providing a resource source of raw materials, features of its structure, regional and organizational diversification of branch, level and structure of demand for hydrocarbons and production of their processing in the internal and external markets and other factors.

Now as an external factor for the Russian economy it is possible to allocate weakening of ruble.

For oil industry which is attached to the world market, this process can be regarded from a positive side. It is thus important to create "safety cushion" for control of inflationary pressure by diversification of sales channels in domestic market, production modernization.

## 1. Factors of steady functioning of the integrated industrial structures.

Maintenance of close connections between industrial corporations, scientifically – the research centers, the government and private institutions at the level of neighboring states – pledge of a survival in the conditions of a global economic crisis.

According to the report of the World Bank "Doing Business 2015: Going Beyond Efficiency" the leader in usefulness of conditions for business activity from 189 countries in 2014 became Singapore (Table 1) [1],[2].

**Table 1. General characteristic of conditions of formation of integration communications (on a rating of the World Bank "Doing Business")**

Name of estimated criterion	Doing Business 2014: Understanding Regulations for Small and Medium – Size Enterprises; Doing Business 2015: Going Beyond Efficiency		
	Russia	Kazakhstan	China
"Doing Business 2014" (185 economic systems) by a method of calculation of "Doing Business 2015"	64 rank	77rank	3 rank
"Doing Business 2015" (189 economic systems)	62 rank	76rank	3 rank
Paying Taxes			
DB RANK 2014	58 rank	16rank	4 rank
DB RANK 2015	34 rank	17rank	4 rank
Total tax rate (% profit) 2015	49%	28,6%	22,8%

Name of estimated criterion	Doing Business 2014: Understanding Regulations for Small and Medium – Size Enterprises; Doing Business 2015: Going Beyond Efficiency		
	Russia	Kazakhstan	China
Starting a Business			
DB RANK 2014	100 rank	53rank	8 rank
DB RANK 2015	88 rank	55rank	8 rank
Time (days) 2015	13	10	2,5
Protecting Minority Investors			
DB RANK 2014	97 мест о	21 rank	3 rank
DB RANK 2015	100 мест о	25rank	2 rank
Strength of minority investor protection index 2015	5,1	6,6	8,1
Resolving Insolvency			
DB RANK 2014	62	82	25
DB RANK 2015	65	63	25
Reorganization proceedings index 2015	0,5	0,5	1,0

According to table 1 the following tendencies were outlined in the Russian economy. The positive tendency, improvement of "Doing Business 2015" on 2 positions was outlined. However, Total tax rate is higher, than a rate in Europe and Central Asia (34, 9%), business reorganization conditions worsened. In Kazakhstan the "Doing Business 2015" Index decreased on 1 position. Conditions of protection of investments worsened, positions on regulation of insolvency of the enterprises and procedure of a reorganization of business improved. The "Doing Business 2015" Index in the Chinese economy didn't change. The positive tendency was outlined; the indicator of "Protecting Minority Investors" at the expense of an indicator of "The distance to frontier score aids" improved. The economy of China is in the lead among other countries.

Sustainable economic development of industrial facilities depends on set of factors which can be divided into two groups conditionally:

– external (exogenous) factors of economic stability of the enterprise;

– internal (endogenous) factors of economic stability of the enterprise.

It is possible to include the factors having the greatest impact on steady functioning of integrated industrial structures in the first group:

- condition of the international economy (table 2);
- condition of national economy (table 3);
- condition of social policy (table 4).

In the second group factors which give in to change from the enterprises belong:

- competitive positions of group of companies (table 5);
- specifics of the organization of production (table 6);
- marketing strategy (table 7);
- economic parameters of development of the separate enterprise and groups (table 8).

It is important to tell that integration happens to the help of merge and acquisitions. It allows to save on scales and to attract additional investments into new branches [3].

**Table 2. The International economy as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Condition of international policy	the unstable	the stable
Level of the international competition in the market of made production / rendered services	the low high	the high
Dynamics of an exchange rate of tenge in comparison with the course defined at the Moscow Interbank Currency Exchange (MICEX)	advancing	lag
Receipt to the region (branch) of the currency credits	the low	the high
Potential probability of attraction to the region (branch) of foreign investments	the low	the high
Degree of development of the franchising relations in the market of the made production / the rendered services	the low	the high
Degree of development of a network of the international transport corridors	the low	the high



**Table 3. National economy as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
The expected growth of the Gross regional product (branch) in real terms in the next period	sharp falling	sharp acceleration
Increase in production of an industrial output in the next period	sharp falling	sharp acceleration
Growth of capital investments in the next period	sharp falling	sharp acceleration
Growth of a consumer demand in the next period	sharp falling	sharp acceleration
Dynamics of inflation in the next period	sharp acceleration	sharp delay
Taxation system	the excessively high tax rates	the simplified tax regime

**Table 4. Social policy as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Probability of the interregional conflicts	the low	the high
Level of enterprise activity of the population	the low	the high
Condition of operating accumulative pension system	risk investments of accumulation of citizens	the guaranteed return of means

**Table 5. Competitive positions as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Share in the market of made production / rendered services	minimum greatest possible	greatest possible
Professional reputation and image of the enterprise	the negative	the positive
Production diversification	the narrow	the wide
Participation of the enterprise in export operations of the region	the passive active	the passive active

**Table 6. Specifics of the organization of production as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Control of the system of organization	at a low level	at a high level
Qualification of personnel	the low	the high
Stage of life cycle of the enterprise	origin	recession
Degree of development of production cooperation	the low	the high
Duration of a production cycle	the long	the short
Ecological safety of production	the low	the high
Participation in realization priority research projects	the passive	the active

**Table 7. Marketing strategy as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Efficiency of commodity policy	the low	the high
Efficiency of price policy	the low	the high
Existence of mass and target sales markets	small share of the market	considerable share of the market

**Table 8. Economic parameters of development as an external factor of steady functioning of the integrated industrial structures**

Factor name	Limit value	
	Bottom value	Top value
Set of the centers of responsibility and account	available	arent available
Structure of property	the poor – selling prevails	the liquid prevails
Capital structure	the loan prevails	the own prevails
Change of net income on an action in the next period	sharp falling	sharp increase
Level of profitability of property in the next period	sharp falling	sharp increase
Level of profitability of own capital in the next period	sharp falling	sharp increase
Level of profitability of the total invested capital in the next period	sharp falling	sharp increase
Progressiveness of means and methods of management functionally – resource subsystems of the enterprise ( production, finance, etc. )	the outdated modern	the modern
Participation in development of the industry of software and software technologies	the passive	the active
Participation in realization priority research projects	the passive	the active

The level of development of industrial complexes is expressed through change of quality and quantitative indices of a condition of the industrial enterprises in group. It is thus important to focus attention on a positive orientation, i. e. transition to better level of improvement of values of indicators.

However development of object isn't always accompanied by linear and continuous improvement of all its indicators during a certain period. Multidirectional change of indicators, i. e. deterioration of one and improvement of others is usual. In such situations there is a need of development of the system of the production capable effectively to react to change of the external and internal environment.

Now macroeconomic environment it is very capable to influence a condition of leading branches of the Russian and Kazakhstan economy. Negative impact has to be from the outside minimized due to actions of the state and the enterprises.

## **2. Characteristic of a condition of the oil and gas industry.**

Condition of an oil and gas complex of Russia. The oil and gas complex of Russia forms about 20% of GDP, 50% of the oil and gas income in structure of the federal budget, 67% of currency receipts from gas export, oil and oil products in a total amount of export, 25% of the volume of investment into fixed capital.

On statistical data oil production volume in the Russian Federation in 2013 was record from 1990th years, made 523, 2 million tons. In the first half of the year 2014 of the loudspeaker of production of crude oil and natural gas, rendering of services in these areas I made 100,9% in comparison with the similar period of last year. The index of production of coke and oil products in June, 2014 in comparison with the corresponding period of previous year made 106,7%, in the first half of the year 2014 –

107,1%. Depth of processing of oil raw materials in a half – year 2014 made 71, 6% ( in the first half of the year 2013 – 71,3% ) [ 4 ].

Functioning of the Russian industrial enterprises in oil branch depends on the timely solution of the problems connected with burning of associated gas, oil plunder, oil pollution, deterioration of investment climate and growth of expenses of oil production and natural gas.

Condition of an oil and gas complex of Kazakhstan. Oil and gas condensate production volume in 2013 in the Republic of Kazakhstan made 81, 8 million tons [ 5 ]. Besides, following the results of on about three year's oil refineries of the republic 14, 296 million tons of crude oil is processed.

The oil and gas industry of the Republic of Kazakhstan is diversified and export – oriented, economy of the state considerably predetermining development. According to forecasts of the Kazakhstan experts in 2015 the country can enter the first ten oil – producing countries of the world and as appropriate increase the export potential. The oil and gas industry, petro chemistry and metallurgy will create an industrial kernel for transition of economy to new technological ways. The petrochemical cluster is capable to create the additional economic activity estimated by experts more than at 2 – 3% of gross domestic product of Kazakhstan.

Today Kazakhstan exports 8,5 of each 10 tons of the extracted oil. The main export arteries for the Kazakhstan hydrocarbons are the oil pipelines lying across the territory of Russia, and also Kazakhstan – Chinese pipeline focused to the east. The main export direction of the Kazakhstan export there is the Russian direction. Due to development of the Kashagan field in the water area of the Caspian Sea the task of increase in oil production to 130 million tons by 2015, to 180 million tons in 2020 is set.

[6].

Due to the expectation of "big" oil of Kashagan and plans for a conclusion to high efficiency of the main land oil fields of the country – "Tengiz" and "Karachaganak" becomes very important a problem of diversification and accumulation of transport capacities.

The operator of development of new fields is the Karachaganaksky integrated company (further – KIO) including the companies British Gas, Agip, Texaco, "Lukoil". The general stocks of a field make 1,2 billion tons of oil and 1,35 trillion cubic meters of gas. Production on the Tengizsky field (which general stocks are estimated at 2,7 billion t of oil) constantly grows. Development of a field is conducted by JV Tengizshevroil including the companies "Chevron Texaco Overseas", "ExxonMobil", "KazMunaiGas" and "LUKARCO".

Now the active phase was entered by the project on creation of the Kazakhstan Caspian system of transportation. Similar "dispersion" in the directions is explained by aspiration of Kazakhstan to diversify the export routes not to be critically dependent on policy and tariff regulation of transit and purchase.

The problems connected with implementation of these plans are caused by objective difficulties in development of the majority of large – scale deposits of Kazakhstan, namely:

- Complexity of conditions of production and processing of raw materials;
- High cost of oil production;
- Insufficiently developed internal oil refining and gas, the limited capacity of export pipelines;
- Increased requirements to ecological safety.

The operating oil refineries in Atyrau, Shymkent and Pavlodar in many respects depend on the imported raw materials and don't provide need of Kazakhstan in products of prime necessity. Objects of processing are focused today on the fuel direction of use of raw materials therefore only a half coming to oil refining is used for the direct designated purpose; other part is burned as boiler fuel. For high – quality development of a petrochemical complex the industry program of modernization of development of petrochemical production is accepted. Modernization of the petrochemical industry will allow Kazakhstan to get not only considerable profit, but also liquidates long – term production wastes, minimizes losses of raw materials, harmful emissions and by that will improve an ecological situation in the country.

### 3. Prospects of economic development of the oil and gas industry.

The international experience of development of oil industry is based on achievements and projects of the largest world companies.

For development of Chevron Corporation investments in the following projects [7] are required:

- Production in Brazil on a deep – water Parque das Conchas field and the conclusion of a Production Sharing Agreement on a deep – water Libra field (stocks more than 1 billion tons);
- The Stones project in the Gulf of Mexico (depth of 3000 m, 320 km from the coast);
- Purchase and construction of a LNG assets; beginning of construction of the LNG first – ever floating plant;
- Sale of separate processing assets in the Czech Republic and marketing – in Italy.

For Exxon Mobil Corporation [8]:

- Construction of LNG plants on Alaska and the Far East the Russian Federation;
- Development of a deep – water Julia field in the Gulf of Mexico; the production beginning – 2016;
- The decision on development of a Hebron field at the coast of Canada with stocks of 100 million tons; the production beginning – 2017.

For BP plc [9]:

- Opening of considerable reserves of oil on a deep – water site in the Gulf of Mexico;
- Expansion of presence on the shelf of Brazil (depth is from 50 to 2000 m);
- Sale of Carson Oil Refinery and retail assets in the southwest of the USA.

For Royal Dutch Shell [10]:

- The beginning of production on a deep – water PapaTerra field on the shelf of Brazil together with Petrobras;
- The successful termination of the first stage of GRR on a field of slate Duvernay gas in Canada;
- The agreement on development of a field of slate oil and Vaca Muerta gas in Argentina.

For JSC Gazprom Neft [11]:

- Industrial production on several large – scale deposits in the Arctic zone of Russia;
- Implementation of large projects of the second stage of modernization of the oil refinery directed on increase of depth of processing;
- The program of reconstruction of oil and gas economy, development and expansion of bonus sales channels will allow protecting a share of the company in the market;
- Expansion of geography in the M&C segment in Europe and in the Asian market;
- Elimination of the petro polluted lands, sludge depots, oily waste;
- Exit to the level of utilization of associated oil gas established by the state of 95%.

### Conclusion

Economic development of resource regions depends on influence of factors of the external and internal environment of the industrial enterprises on



which the economy is based. Development of modern models of effective functioning of the enterprises is based on parameters of steady functioning of industrial facilities.

As progressive experience it is possible to use the principles of effective functioning of the world transnational integrated groups, in particular, JSC Gazprom Neft.

JSC Gazprom Neft changes approaches to management of large projects in processing. Management of large investments is allocated in functionality of separate division. The basic principles of management of the project are a step – by – step realization and integration. Involvement of the companies contractors specializing on management to projects is supposed, thus the management according to large projects of the block of logistics of processing and sale has to become the uniform center of coordination and control. Models of implementation of large projects in processing depending on degree of an involvement of the customer in management of implementation of the project and extent of distribution of responsibility [12]:

- the "EPCM model" at which the customer signs direct contracts with the main participants of the project, i. e. with the design organization, suppliers of the equipment, and also with construction companies, but transfers "M" (Management) to the external contractor who is responsible for integration;

- the "EP + CM" model at which "Gazprom Neft" as the customer signs the direct contract with "builders", and work "ERS – the contractor" and responsibility in other directions is under construction within the direct relations for the fixed price; on construction part management – "M" extends;

- the "EPC model", contract, most attractive and least risky model for the customer which assumes implementation of the "turnkey" project. Key risks in this case become risks of the contractor, and a task of the customer – effectively to control process of execution of work. Practice shows that that party which most effectively operates them that is reflected in depreciation that is positively reflected in the project budget has to assume risks.

Gazprom oil Kazakhstan enables the wholesale and retail realization of oil products of production of Omsk Refinery. Advantages of cooperation with Gazprom Oil Kazakhstan LTD:

- short "a transport shoulder" which is reached by a favorable arrangement of Omsk Refinery near border of Kazakhstan;

- effective logistics by uninterrupted and stable supply of oil products;

- the advanced technologies used in production of oil products on according to the EURO – 4 and EURO – 5 standards;

- wide own network of regional representations in the large cities of Kazakhstan, with production bases under storage of oil products on places.

Support of domestic producers, production modernization, integration at the principles of efficiency, rich world experience is the cornerstone of innovative development of perspective branches of economy. As the instrument of integration it is possible to consider transactions on merger and acquisition of business. [13].

Progressive development of production and growth of depth of oil refining – pledge of prosperity of national economy. Modernization of production has to be based on competent management of economic systems. Efficiency of integration of business on the basis of modernization depends on the forecast and scenario development. All kinds of activity of the industrial enterprises can enter objects of research [14]. Thus it is expedient to direct development on the processing economy sectors. Innovations in the processing branches of old industrial regions will allow to raise level of economy due to communications with developed economies [15]. Close cooperation in questions of management of industrial complexes, mutual partnership is prospects of cooperation between the Russian, Kazakhstan and Chinese enterprises.

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# Северо-Восточный Азиатский Академический Форум North-East Asia Academic Forum

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**Международная научно-практическая конференция  
Вузов из странах ШОС «Сотрудничество и инновации: взаимосвязь  
и взаимодополняемость между Азией и Европой»**

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