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## **PROBLEMS OF STRATEGIC PLANNING OF OIL AND GAS INDUSTRY IN A TURBULENT ENVIRONMENT**

**Abstract.** In market conditions the external environment, economy, technology, politics, culture and society in general that affect the organization's activities are constantly changing. Therefore, strategic analysis and planning is a tool for forming an attitude to the future of the organization taking into account these changes, as a tool for reacting and adapting to such changes.

To ensure the adaptability of strategic planning, effective contingency measures must be provided for in all types of planning. At the same time, at each stage of strategic planning, its adaptive potential must be realized.

In a competitive economy, most domestic enterprises are required to make qualitatively new decisions for long-term effective development. Planning should facilitate the adaptation of the enterprise to market requirements in accordance with the goals and objectives of the enterprise, its internal capabilities and environmental conditions. In this regard, planning is becoming more and more strategic. However, traditional long-term planning does not lose its relevance, since strategic planning is based on traditional long-term planning.

In developed market economies, tools for developing long-term development scenarios for companies have been the subject of research for decades. The experience of foreign forecasting is widely used by Kazakhstani companies today. However, as practice shows, direct use and copying of foreign experience in the development of strategies often lead to errors and distortions. In practice, Kazakh companies need to apply appropriate tools and mechanisms for strategic planning, coordinated and adapted to the specific risks.

The goals and main provisions of strategic planning of oil companies are discussed in the article. The role of the oil industry in the main macroeconomic indicators of the country's development is shown.

**Key words:** strategic planning, entrepreneurial activity, crisis, strategic planning process.

**Introduction.** At present time one of the main tasks for Kazakhstan is to increase the competitiveness of the country's economy, its regions, and enterprises. Modern trends in the development of the country's economy are characterized by a variety of forms of entrepreneurship with different organizational and legal status and type of ownership. For a civilized business focused on innovation, the study of entrepreneurship as an object of management becomes relevant.

**Main part.** Today, Kazakhstan's business structures are mostly represented by individual entrepreneurs, but small and medium-sized businesses are also distinguished. In 2018, according to the Statistics Committee of the MNE of Kazakhstan, medium and small businesses in Kazakhstan provided 27.1% of all jobs in the country and produced 25.4% of the gross domestic product. While in developed economies (the United States, the European Union, and China), medium and small businesses provide almost 80% of all jobs and produce 40 to 70% of the gross domestic product. Both small and large entrepreneurship solve their tasks set to achieve the goal, and face problems that are often similar [1].

The main problems of business structures in the Republic of Kazakhstan are low development level, unpredictability, "close horizons" of business planning. The demand for strategic planning of business is currently dictated by the need to take into account their actions in the market and be ready for possible changes, as well as the ability of business structures to justify their requests for funding and prove that they are able to successfully implement the proposed projects and get a significant financial return in the long term [2].

Despite the fact that significant experience in strategic business planning has been accumulated by this time, this problem remains actual and insufficiently studied.

There are still divergent interpretations of the concept of "strategic planning" in relation to business activities, there is a lack of development of comprehensive theoretical and methodological tools and practical mechanisms for strategic planning of business activities. In addition, there are different opinions in the literature concerning the use of certain tools for strategic planning of business activities in the field of industrial production, as well as the development of prospects for the business structures creation [3].

In modern conditions, when the requirements for the competitiveness of economic entities are increasing, strategic planning is designed to ensure the main parameters of the effectiveness of the business structures development, such as a stable market position, timely adaptation of production and management systems to dynamic changes in the external environment [4].

With the increasing dynamism of the economic environment, the planning process, which corresponds to the competitive type of response of the business structure, becomes insufficiently effective. In this case, the actions of business structures cannot be considered as a simple response to changes. So the role of strategic planning increases. The main purpose of strategic planning is to justify the choice and implementation of strategic priorities for the development of business structures based on modern scientific approaches and technologies [5].

The adaptability of economic entities to the changing market environment in modern sociodynamics is one of the important conditions for their successful functioning. A combination of actions that allow business to adapt to changes in market conditions ensures the competitiveness of the business, regardless of its size. Large, medium, small and micro enterprises are looking for their own ways to survive in the new conditions of existence. These can be evolutionary, gradual changes that follow the movements of the external environment. As practice shows, this path of trial and error in modern socio-economic dynamics is doomed to failure.

A more effective way, as demonstrated by the last 50 years, is strategic development, which is a set of actions that ensure business competitiveness, puts forward-looking planning in the framework of specific tools – a set of methods, procedures, tools that allow businesses to determine their position here and now and view it in the dynamic future [2].

In modern market conditions, the achievement of this goal determines the need to use a strategic approach in business, which explains the close relationship between the goal and the strategy for the development of business activities of the enterprise.

In practice, many Kazakh enterprises are characterized by the uncertainty of the strategic-target complex for the development of business activities. The usual goals are to get a "good" profit and develop business activities of the enterprise, strategies, established traditions or convenient for a specific situation. Such strategies lose their guiding and stabilizing effect, allow any creativity of personnel, justify any costs, and contribute to the dispersion of forces and funds[6].

Sometimes the purpose of business development is clearly defined by the management, but it is mainly used only for "internal" use.

Some aspects of the strategy for achieving a certain goal are brought to the middle management level on a case-by-case basis. This policy is based on confidentiality considerations, and often because the Manager does not give authority or assess the ability to "automatically" coordinate the activities of all employees who provide the adopted strategy. As a result, the staff has their own (and different) ideas about the goals and business development strategies of the enterprise, which are guided in their actions [7].

The lack of an adequate strategy for the development of business activities, even if there is a clearly formulated goal, provokes the acquisition of tactical advantages in the market at the expense of strategic ones. Maximum profit "today" is not always useful to the company. For example, it is sometimes advantageous to restrict sales to large wholesalers who may become competitors, or to provide "extra" benefits to buyers in order to increase the barrier to competitors entering the market. Long-term benefits fall out of the line staff's field of view if the method for achieving them is not set programmatically.

As a rule, entrepreneurs start a business in the area where they are most competent. This is more typical for small and medium-sized businesses. At the same time, such managers often lack professional

managerial competencies, in particular, skills of strategic planning and forecasting. They are not able to critically assess the viability of their own business ideas and probabilistic models of market development, seeing only the positive sides of their beginnings.

A business plan drawn up by a future entrepreneur may contain a biased assessment of possible environmental disturbances, risks, and opportunities. Extrapolation of past trends to the future leads to one-direction and non-viability of the strategy, reducing the chances of the business structure to obtain and maintain a competitive advantage in the long term. If you do not have the skills of independent business planning, in order to develop a strategy and draw up a business plan, business leaders attract external consultants, whose work often results in standard strategies that are disconnected from real business practices and market conditions and therefore difficult to implement [8].

Entrepreneurs' lack of skills and experience in managing change hinders the implementation of the strategy. It remains on paper – not implemented or revised. Even with a formalized strategy, top managers of an established business structure are focused on solving operational management tasks and making a profit in the short term.

In order to get a quick return on investment, they tend to participate in new risky and seemingly promising projects, while not wanting to invest in the development of the internal environment and forecasting possible scenarios for changes in the external environment. Operational problems dominate over strategic ones, which lead to the overload of top managers and force them to use a reactive type of management, which causes the loss of achieved positions in the market or business stagnation.

As for the development prospects of Kazakhstan, since the country's independence, it has been linked to long-term plans for the production of hydrocarbons, the income from which should become the basis for creating a diversified domestic economy. Refining industry identified among the leading sectors of the oil and gas complex. The realization of a long-term strategy of socio-economic development formulated by the first President of Kazakhstan in strategy "Kazakhstan – 2050" depends on the effective development of this industry.

There are 202 oil and gas fields located in the territory of the Republic of Kazakhstan. Projected recoverable oil resources are estimated at 7.8 billion tons, and natural gas is estimated at 7.1 trillion m<sup>3</sup>. About 70% of these resources are concentrated in the Western regions of Kazakhstan. The majority of it is associated with subsalt fields which are at depths of about five thousand meters or more [9].

Oil production is carried out at 55 fields. The largest fields are Tengiz (oil), Uzen (oil and gas), Karachaganak (oil and gas condensate), Zhanazhol (oil and gas condensate), and Kalamkas (oil and gas). Oil companies cannot function without long-term planning.

At the moment in the domestic oil industry with a number of large foreign companies, representing more than 45 countries, including USA, UK, France, Italy, Switzerland, Germany, Russia, Japan, China, Indonesia and others. The largest investment activity is shown by such large companies as "North Caspian operating company" (18%), JV "Tengizchevroil" (15%), JSC "Mangistaumunaigas" (12%), JSC "SNPS-Aktobemunaigas" (11%), JSC "Ozenmunaigas" (8%), JSC "Embamunaigas" (4%), JSC "Petrokazakhstankumkolresorsiz" (3%), JSC Turgay — petroleum (3%), JSC Karazhanbasmunai (2.5%), and FC Buzachi operating Ltd (2 %) [1].

According to the data announced by departmental sources in recent years, Kazakhstan adheres to a pragmatic scenario aimed at a consistent increase in oil production to 95-100 million tons in 2020, to 110-115 million tons by 2030, and stabilization in 2040-2050 at the level of 110 million tons [10].

The main problems in the field of production and processing of oil and gas raw materials today include the shortage of Kazakhstan's specialized personnel, a small number of processing enterprises for hydrocarbon raw materials and a relatively small coefficient of recoverability of hydrocarbons.

One of the central issues that haven't been resolved to date is the shortage of qualified specialists in the oil and gas sector. This problem is directly related to the problems of the education system of the Republic of Kazakhstan. The personnel deficit of oil workers from Kazakhstan was felt almost at all times. Now, as before, this problem is solved by inviting specialists from abroad to senior positions.

When solving the tasks of dynamic development of oil and gas enterprises and the state as a whole, it is necessary not only to act decisively, but also to carefully consider future steps. In short, the oil and gas

sector is the driving force of the socio-economic reforms being implemented in the Republic, and it is the conductor of modern innovative and managerial decisions.

The time-line of the project from exploration to commissioning of the field is 10-12 years. In the developed regions, with other favorable conditions, it is five years. On average, it takes another 5-7 years from the first oil to reach the project production level. Before a normal return on capital, which makes sense to invest money is 15 years. In other words, the average payback horizon for a field development project from scratch is 20-25 years. If, in addition, the project involves the use of new technologies, then it may only take a decade for this technology to mature. A good example is the development of shale oil fields in the United States. Industry pioneers started drilling their first wells in the 1990s, and their efforts paid off in the 2010s [11].

The development of a strategic plan, the final version of which must be based on extensive research and evidence, is a major challenge. To function effectively in a highly competitive environment, oil companies must constantly collect and analyze a huge amount of information about the industry, market, competitors, and other factors.

Strategic plans must be designed not only to remain coherent over long periods of time, but also to be flexible enough to be modified and reoriented if it is necessary. The overall strategic plan should be considered as a program that carries out the activities of an oil company for a predetermined period of time. At the same time, it is necessary to realize that the conflict and constantly changing business and social environment makes constant adjustments to the strategic plan inevitable.

Strategic planning is the only way to formally predict future challenges and opportunities, and therefore provides the basis for making appropriate management decisions. In addition, formal planning helps reduce risks when making management decisions, including by considering erroneous or inaccurate information about the Corporation's capabilities or the external situation. Planning, because it serves to formulate goals, helps participants in all business processes to create a unity of common purpose within the oil company [89].

A widespread methodological error that occurs in the strategic management of an oil company development is that certain aspects of development are considered and particular tasks are solved separately (the development of the production technological base, the formation of an investment program, the intensification of production), which leads to inconsistency, and often to the low level of realization of management decisions. Taking this into account, in order to improve the efficiency and coordination of management decisions, the development of an oil company should be considered as a single cross-functional business process. This process covers the analysis of the market environment of the system, the formation, coordination and optimization of options for "technological" development and financial and economic schemes for their implementation. This takes into account the results of operating and financial activities of the company, which operates on the basis of a unified methodology and modern information management technologies.

As a rule, the strategy of oil companies is aimed at expanding the scope of operations, increasing sales and profits. However, in real conditions, following such a strategy may be limited by numerous factors, the main of which are: market saturation, competition with manufacturers of similar petroleum products, the possibility of falling under the antitrust law when trying to displace competitors from the market, causing damage to the environment, etc.

To reduce the effect of such limiting factors, the following strategic approaches are used [12]:

- penetration of new geographical markets;
- development and supply of new types and grades of petroleum products to the existing or new market;
- acquisition of advanced production technology from another company or merging with a manufacturer in order to expand the range of products (this way is faster than developing new products in-house, but requires significant financial resources).

There are strategic principles that will allow the company to maintain its business by meeting the requirements of tomorrow, regardless of market volatility in the short term:

- Continuous management of the asset portfolio as a whole at significantly lower break-even prices, regardless of actual oil prices;

- Adhering to strict financial discipline;
- Shift the focus on maintenance of assets when investing and carrying out activities;
- It is necessary to replace the owner-operator model with an approach where only the owner is important and profitability is the priority;
- Implementation of the digitalization policy;
- Professional development of specialists to prepare them for work in the era of new technologies.

Strategic planning usually includes 4 areas of management activity:

- 1) Resource allocation program;
- 2) Ways to adapt to the external environment;
- 3) The direction of internal coordination;
- 4) Organizational strategic foresight.

The resource allocation program includes the allocation of usually limited organizational resources, such as investment funds, scarce management personnel, and technological expertise.

Adaptation to the external environment covers all actions of a strategic nature that improve the relationship of the Corporation with its external environment. Oil companies need to adapt to external conditions, both favorable and unfavorable, develop appropriate optimal options for action and ensure effective adaptation of the strategy to the surrounding conditions, primarily through the development of better production systems, through interaction with authorities, creating a favorable image, etc.

Internal coordination includes the coordination of strategic activities to show the strengths and weaknesses of the Corporation in order to achieve effective integration of internal actions of its business processes.

Ensuring effective internal operations is an integral part of the Corporation's management activities.

The search for organizational strategies is the main goal of organizational strategic foresight. In addition to other organizational tasks, it also solves the problems of systematic development of managers' thinking by creating a training organization in which they can learn from previously made strategic decisions. The ability to learn from experience allows an oil company to correctly adjust its strategic direction and improve the level of management in the field of strategic management.

The following main stages of solving strategic planning tasks can be distinguished [12 p. 10]:

- Defining strategic development goals and criteria for achieving them;
- Diagnostics of problems and opportunities for the organization, including their identification, determining of causes and consequences for the organization;
- Development of various options for solving problems and / or using existing opportunities;
- Analysis of the likely consequences of implementing each of the planned options;
- Choosing the most appropriate option;
- Planning - moving from describing what should be done to describing how it should be done (creating budgets, scheduling schedules, distributing tasks among performers, etc.);
- Measuring and predicting results and comparing them with the intended goals;
- Assessment of trends and major changes occurring both within organizations and in the external economic environment;
- Informing the performers about elements of the strategic plan and creating a motivational environment for its implementation.

The implementation of these stages of the strategic planning process should ensure the formation of long-term strategic development programs for vertically integrated companies and monitoring their implementation. If the strategic planning function is successfully implemented in an oil company, then the formation of long-term programs will be based on a unified methodology, formalized models and methods, information technologies and software and algorithmic tools for decision support.

**Conclusions.** In March 2020, the corona virus epidemic triggered a sharp decline in demand for oil from China, one of the world's largest consumers of hydrocarbons. Over the past two years oil industry has provided more than 1 trillion USD revenue to the budget. If the price of oil falls to \$ 25, the export customs duty will reach zero and revenues from oil companies will be zero. If current prices for "black gold" are maintained, the budget deficit of Kazakhstan may amount to 1.2% of GDP, and Treasury revenues from oil and gas exports will be reduced by 3 times. The main task that we face is to save job

places. Given the low oil prices, there are still risks of losing job places in the oil and gas industry. Today, more than 2000 companies are represented in the country's oilfield services, which employ about 200 thousand employees. The situation on the world oil market is not expected to improve in the coming years [1 p. 12.].

If considered objectively, the cuts may not affect oil and gas companies and their direct contractors, but primarily oilfield service companies in Kazakhstan. In particular, this will be due to the completion of work on projects and budget cuts in oil and gas companies. For example, this summer, about 5,000 people will be released from the TCO's future expansion project.

A number of important measures need to be taken to maximize the preservation of jobs and reduce social tension in the regions:

- prevent revision of the cost of existing and new contracts for oilfield services;
- provide for indexation of existing contractor's contracts taking into account the growth of inflation and adjustment of the national currency exchange rate;
- analyze the financial condition of major oil companies;
- accelerate the implementation of new investment projects, in particular, the Karachaganak expansion project, where the investment volume is about \$4 billion, and the construction of gas and chemical projects;
- support Kazakhstan oilfield service companies in exporting their services.

These and other measures can help to reduce the negative impact on the Republic's economy from a sharp drop in hydrocarbon prices and an outbreak of Corona virus.

Thus, the proposed measures for the introduction of modern methods of work at the enterprise level and the creation of a comprehensive strategic planning system are becoming more and more relevant for Kazakhstan's oil companies operating in highly competitive conditions. Despite the fact that strategic planning as a separate element does not guarantee success, it simultaneously creates conditions for the emergence of some important and favorable factors for the development of the company.

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### **ТУРБУЛЕНТТІК ОРТА ЖАҒДАЙЫНДА МҰНАЙ ЖӘНЕ ГАЗ ШАРУАШЫЛЫҒЫН СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУ МӘСЕЛЕЛЕРІ**

**Аннотация.** Нарық жағдайында ұйым қызметіне әсер ететін сыртқы орта, экономика, технология, саясат, мәдениет салалары және жалпы қоғам үнемі өзгеріп отырады. Сондықтан стратегиялық талдау және жоспарлау осындай өзгерістерге реакция білдіру және бейімделу құралы ретінде аталған өзгерістер негізінде ұйымның болашағына көзқарас қалыптастыру құралы болып саналады.

Стратегиялық жоспарлаудың бейімделу сипатын қамтамасыз ету үшін жоспардың барлық түрінде күтпеген жағдай туындаған кезде тиімді шараларды қарастыруы қажет. Сонымен қатар, стратегиялық жоспарлау кезеңдерінде оның бейімделу әлеуеті іске асырылуы керек.

Бәсекеге қабілетті экономика жағдайында отандық кәсіпорындардың көпшілігінен ұзақмерзімді тиімді даму үшін сапалы жаңа шешім қабылдау талап етіледі. Жоспарлау кәсіпорынның мақсаты мен міндеттеріне, оның ішкі мүмкіндіктері мен қоршаған орта жағдайына сәйкес нарықтық талаптарға бейімделуге мүмкіндік беруі керек. Осыған байланысты жоспарлау барған сайын стратегиялық сипатқа ие болуда. Сонымен қатар, дәстүрлі ұзақмерзімді жоспарлау өзектілігін жоғалтпайды, өйткені стратегиялық жоспарлау дәстүрлі ұзақмерзімді жоспарлауды негізге ала отырып құрастырылады.

Нарық экономикасы дамыған елдерде компаниялар үшін ұзақмерзімді даму сценарийлерін жасау құралдары ондаған жылдар бойы зерттеу нысаны болып келді. Шетелдік болжау тәжірибесін бүгінде қазақстандық компаниялар кеңінен қолдануда. Алайда, тәжірибе көрсеткендей, стратегияларды әзірлеу кезінде шетелдік тәжірибені тікелей пайдалану және көшіру көбінесе қателіктер мен бұрмалауға әкеледі.

Тәжірибеде қазақстандық компаниялар тәуекел ерекшелігін ескере отырып, келісілген және бейімделген тиісті стратегиялық жоспарлау құралдары мен тетіктерін қолдану қажет.

Мақалада мұнай саласындағы компаниялардың стратегиялық жоспарлау мақсаттары мен негізгі ережелері қарастырылған. Мұнай өнеркәсібінің ел дамуының негізгі макроэкономикалық көрсеткіштеріндегі рөлі көрсетілген.

**Түйін сөздер:** стратегиялық жоспарлау, кәсіпкерлік қызмет, дағдарыс, стратегиялық жоспарлау үдерісі.

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### **ПРОБЛЕМЫ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ НЕФТЕГАЗОВЫХ ХОЗЯЙСТВ В УСЛОВИЯХ ТУРБУЛЕНТНОЙ СРЕДЫ**

**Аннотация.** В условиях рынка внешняя среда, в которой приходится действовать организации находится в постоянном изменении как в отдельных областях экономики, технологии, политики, культуры, так и общества в целом. В этой связи стратегический анализ и планирование являются одновременно и реакцией, и средством адаптации к таким изменениям, и формированием видения будущего организации в контексте этих изменений.

Чтобы обеспечить адаптивный характер стратегического планирования, все виды планов должны предусматривать действенные мероприятия на случай непредвиденных обстоятельств. Причем на каждом этапе стратегического планирования должен реализовываться свой адаптационный потенциал.

В условиях конкурентной экономики от большинства отечественных предприятий требуются качественно новые решения долгосрочного эффективного развития. Планирование должно позволить адаптировать предприятия к требованиям рынка, в соответствии с целями и задачами предприятия, его внутренними возможностями и условиями внешней среды. В этой связи планирование все больше приобретает стратегический характер. При этом традиционное долгосрочное планирование не теряет своей актуальности, поскольку стратегическое планирование не отрицает традиционное долгосрочное планирование, а вбирает его.

В странах развитой рыночной экономики инструменты разработки долгосрочных сценариев развития компаний являются предметом исследований на протяжении многих десятилетий. Зарубежный опыт прогнозирования сегодня широко применяется и казахстанскими компаниями. Однако, как свидетельствует практика, прямое использование и копирование зарубежного опыта для разработки стратегий часто приводит к ошибкам и искажениям. Необходимо применять в практике инструментарий и механизм стратегического планирования, который должны быть согласован и адаптирован к казахстанским компаниям с учетом специфики рисков.

Рассмотрены основные положения и цели стратегического планирования компаний нефтяной промышленности. Показана роль нефтяной отрасли в основных макроэкономических показателях развития страны.

**Ключевые слова:** стратегическое планирование, предпринимательская деятельность, кризис, процесс стратегического планирования.

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