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TÍTULO: Análisis de factores del entorno de la empresa en el mercado regional de productos petrolíferos.

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RESUMEN: La formación del sistema de gestión estratégica, que incluye la estrategia de instrumentos de gestión de su desarrollo y tiene en cuenta las características de los mercados de sucursales, presenta un funcionamiento eficaz de la empresa del sector real en condiciones económicas. Los resultados de la investigación con el uso de los datos de las estadísticas estatales de los factores del entorno de la empresa de OAO ХК "Татнефтепродукт" (TATOILPRODUCT) se presentan en el artículo. En un número último se distinguen los factores de influencia indirecta y directa. En la composición se analizan los factores de los factores de influencia indirecta macromedias - políticas, económicas, socioculturales y tecnológicas.

PALABRAS CLAVES: Estrategia de desarrollo de la empresa, mercado de productos petroleros, análisis estratégico, gestión estratégica, factores del medio ambiente.

TITLE: Analysis of Enterprise Environment Factors at the Regional Market of Petroleum Products.

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ABSTRACT: Forming of the system of strategic management, that includes management instruments strategy of his development and takes into account the features of branch markets, comes forward a necessary effective operating of enterprise of the real sector of economy condition. The results of research with the use of data of state statistics of factors of environment of enterprise of OAO XK "Татнефтепродукт" (TATOIL PRODUCT) are presented in the article. In a number last the factors of indirect and direct influence are distinguished. In composition the factors of indirect influence factors are analysed macromedias - political, economic, sociocultural and technological.

KEY WORDS. Strategy of development of enterprise, market of petroleum products, strategic analysis, strategic management, factors of environment.

INTRODUCTION.

In the process of the strategic planning of development of managing subject, it is necessary to spare the special attention to the analysis and monitoring of environment.

The account of changes of the state of factors of environment being characterized in modern terms the high level of vagueness allows to form effective strategy of development of enterprise and carry out the reasonable choice of management instruments. Confession of strategic analysis as the independent stage of forming and realization of strategy of development comes forward the universally recognized position of strategic management. At the same time it is necessary to agree with the row of authors that suggest to "distinguish monitoring of environment in the independent stage of formulation of strategy with the purpose of fixing of strategic orientation after the subsystem

of the strategic planning and orientation of functioning of all resource constituents of managing subject on the achievement of the put aims" (Dochkina, 2008).

DEVELOPMENT.

Methods.

Fundamental positions of management theory, modern labours of home and foreign scientists, sanctified to the analysis of problems in area of forming of the systems of estimation of management efficiency organization, come forward theoretical and methodological basis of research. For confirmation of working hypothesis during research scientific methods, and also methods of theory of making decision, method of expert estimations, Mathematic- Statistics methods, were used.

Results.

The analysis of environment, being the first stage of the strategic planning, plugs in itself the study of influence of her factors on the dynamics of financially-economic performance of enterprise indicators. Depending on the degree of affecting the state of the indicated indexes and direction of their development in the structure of factors distinguish direct and indirect constituents that present, in opinion of separate researchers, environment of direct (mesic environment) and indirect (macroenvironment) influence accordingly. At the same time most authors of mesic environment examine as integral description of branch market, that allows to interpret her as a constituent of environment, while a microenvironment is determined as an environment of direct influence, or internal environment of management subject.

A microenvironment includes factors that directly influence on the state of financially-economic performance of enterprise indicators and simultaneously test on itself influence from the side of the last. For procedure of analysis of factors of environment, we will distinguish next basic areas.

Generalization of the alternative going near the study of factors of environment allowed to draw conclusion about expedience of selection of environment of indirect influence and microenvironment of enterprise. In turn, application of principles of an offer methodical going near realization of strategic analysis comes forward necessary pre-condition for an exposure and all-round description of factors of environment of enterprise of company "TATOIL PRODUCT". Macroenvironment rendering the indirect affecting choice of strategy of development and effectiveness of her realization. In accordance with methodology of realization of PEST- of analysis in composition the macromedia of enterprise four basic groups of factors are distinguished: political, economic, sociocultural, technological.

Political factors, in composition that the substantial affecting choice of strategy of development renders the level of political stability, qualificatory the dynamics of investment charges. As measures of the state affecting the state of political factors the measures of the direct (administrative-constitutional) and indirect (accounting-financial and money-and-credit) adjusting of economy come forward.

The choice of measures of influence is determined by volume of plenary powers of federal and regional organs of management, organs of local self-government, and also by the state of normative legal base and other of terms. The situation and dynamics of financially-economic indexes of functioning of company "TATOIL PRODUCT", it is come forward the basic types of activity of that retail and wholesale realization of oil products, are under influence political factors. First of all, this antimonopoly adjusting and control on the markets of oil and oil products of the Russian federation. Federal law № 135 "About defence of competition" warns and stops monopolistic activity and unfair competition. Thus, freedom of economic activity, defence of competition, is provided and terms are created for the effective functioning of commodity markets (Federal law from 26.07.2006 N 135-Φ3, 2017).

Research of modern market of oil products condition in Russian Federation confirms the necessity of development and application of effective methodology of forming of objective prices on oil products, orientable on a level costs of liquid market. The project of the Federal law "On the market pricing on oil and oil products in Russian Federation" is sent to forming of the effective system of pricing on oil and products of her processing, development of markets with the high level of competition and just principles of organization of trade (Project of the Federal law, 2016). The analyzable project of federal law comes from confession of necessity of providing of unity of economic space in Russian Federation on the basis of standardization of requirements to organization and realization of turn of oil and oil products in Russian Federation; observance of rights and legal interests of legal and natural persons - participants of market of oil and oil products, and also achievement of balance of their economic interests.

Economic factors.

The estimation of the state of economic factors comes from determination of character of their affecting choice of aim of enterprise and methods of her achievement. In composition economic factors influencing at choice strategy of development of enterprise, distinguished: level of interest rate, rate of exchange, dynamics of change of basic macroeconomic indicators, rate of inflation, state of tax sphere and other. Negative influence of factors of environment finds expression in the decline of volume of effective demand, while positive influence stimulates a forward macroeconomic dynamic. risks that can render negative influence on activity of company "TATOIL PRODUCT" include:

- Change price on oil and oil products on internal and foreign markets.
- Risks related to the bank credits. Increase of interest rates for the use by debt funds.
- Increase of railway tariffs.
- Out-of-control height of expenses, related to inflation, height of tariffs, salary and other.

- Intrabranĥ competition.

Presently, the Russian economy continues to adapt oneself to volatile character of oil prices and to the economic approvals, entered by the row of the foreign states in July, 2014. according to ROSTAT, 2017 a year became a record year on the low level of inflation for period from 1991 to 2017, that made 2,5%. In October, 2018 the rate of inflation in Russia made 0,35%, that on 0,19 more than in September, 2018 and on 0,15 more than in October, 2017. Together with it, inflation from the beginning of 2018 made 2,89%, and in an annual calculation – 3,55%. The dynamics of rate of inflation in Russian FEDERATION for 2000-2017 is presented in a table 1.

Table 1. A rate of inflation is in Russian Federation, 2001-2017 rr.
(Rate of inflation in Russia on years, 1991-2017).

years	Rate of inflation
2017	2,5
2016	5,4
2015	12,9
2014	11,36
2013	6,45
2012	6,58
2011	6,1
2010	8,78
2009	8,8
2008	13,28
2007	11,87
2006	9,0
2005	10,91
2004	11,74
2003	11,99
2002	15,06
2001	18,8
2000	20,1

It is necessary to confess that the rate of inflation renders considerable influence on purchasing power of clients. In this connection, there is a necessity of the permanent monitoring of rate of inflation from the side of top-management with the purpose of providing of efficiency of strategy of development of enterprise.

A major economic factor is the state of labour potential of territory of placing of enterprise. General unemployment rate in Republic of TATARSTAN (3,2%) for 3 quarters of 2018 below, than on the average on Russian Federation (4,6%) and on the Volga Region federal district - (4,2%).

According to the inspections conducted by the Territorial organ of Federal service of state statistics on Republic of Татарстан, on the average for August - October, 2018, the quantity of labour force of Republic of Tatarstan (in age from 15 and older) made 2 042,3 thousand persons, from them 1978,2 thousand persons were busy in an economy and 64,1 thousand persons or 3,1% from the quantity of labour force did not have employment, but he was searched (in accordance with methodology of International Organization of Labour they are classified as unemployed persons) actively.

A branch cut comes forward the feature of sphere of employment of PT, namely: prevailing in the number of busy workers of enterprises of the real sector of economy, that testifies to considerable industrial potential of region. The major part of population of Tatarstan is busy in processing productions, here work hardly more than 20%, or almost 267 thousand persons. In the field of education, 156 thousand persons are busy, or 12% from the incurrence of working habitants of region; in the field of operations with the real estate, leases and grants of services are busy 144 thousand persons, or hardly less than 11% from the incurrence of working habitants of region; in the field of wholesale and retail trade, repair of vehicles, motor cycles, domestic wares and articles of the personal use 150 thousand habitants of region, or 11,3% from the incurrence of working.

At present time, a situation at the market of labour of Republic of Tatarstan is characterized as relatively stable due to realization of effective public policy in area of employment of population. Realization of events of the government program Republics of Tatarstan "Assistance of employment of population of Republic of Tatarstan on 2014 - 2020" assisted the decline of unemployment rate in a republic. From 2009, a general unemployment rate in a republic went down in 2,2-time, registered unemployment rate - in 3,9 time (Decision of Cabinet of Ministers № 553 from 09.08.2013, 2014).

Sociocultural factors.

Sociocultural factors have influence on a level and quality of life of population, that finds a reflection in the change of поведенческих patterns. To the number of the indicated factors belong the state of birth-rate and death rate; intensity of immigration and emigrant processes; average duration of life; acuests disposed by the citizens of Russian Federation and her subjects; lifestyle looked after a majority of population; federal educational standards; attitude of population toward quality of commodities and services; efficiency of control of contamination of environment; state of the system of resource-saving; social responsibility of enterprises and other.

on purchasing power of clients influence level and quality of life. As company "TATOIL PRODUCT" is a regional enterprise, to the number of factors of his environment belong standard of living of population in Republic of Tatarstan. Dynamics of separate indexes of standard of living of population of RT presented in a table.

Table- are Indexes of standard of living of population of Republic of Tatarstan, 2015-2017 years.

№	Parameter.	Years.		
		2015 г.	2016 г.	January-October 2017 г.
1	Index of industrial production (IIP), in % to the corresponding period of previous year	101,5	103,5	102,2
2.	Index of consumer cost to the corresponding period of previous year	112,8	105,5	102,9
3	Nominal charged extra average monthly salary on enterprises and in organizations, including a small enterprise, ruble to the period of previous year	29147,1	30224,4	...
4	Rate of height of nominal salary, in % to the corresponding period of previous year	103,0	103,7	...
5	Real charged extra average monthly salary on enterprises and in organizations, including a small enterprise, in % to the corresponding period of previous year года	91,3	98,3	...
6	Outstanding debt on salary payment, on a 1 number of month, million / rub	на 1 января 28,641	на 1 января 12,636	на 1 ноября 12,444
7	Money income populations Ruble (واحد پول روسيه)	32155,5	32609,3 ¹⁾	...
8	Rate of height of money income populations, in % to the corresponding period of previous year	107,8	101,4 ¹⁾	...
9	Real money incomes, in % to the corresponding period of previous year	96,0	96,5 ¹⁾	...
10.	Level cost of living population ruble	On the average I-IV кв.	Level cost of living population tatarstan от 26.01.2017 № 31	Level cost of living population tatarstan от 28.10.2017 № 815
	all population.	7695	8077	8669
11.	standard of living (relation of money income populations to a model family member), time over	2,41	2,34 ¹⁾	2,14
12.	<u>purchasing ability</u> ((correlation of average monthly salary and able to work population),	3,55	3,51	3,45
13.	Purchasing ability of money acuestss of population (correlation of money acuestss on the average), time over	4,18	4,04 ¹⁾	3,63

... - information has not (as of date of filling table). ¹-refined data

In 2016-2017, the indexes of standard of living of population did not change substantially (Standard of living of population / the Territorial organ of Federal service of state statistics on Republic of Tatarstan. it is the Official web-site. it is the access mode:

http://tatstat.gks.ru/wps/wcm/connect/rosstat_ts/tatstat/ru/statistics/standards_of_life/

Indexes given above (Petrova, 2010), affect demand and purchaser habits of population. They allow to estimate prospects and quality descriptions of market.

Technological factors.

Changes in area of science and technique come forward the substantial factor of activation of competitive activity and forming qualitatively of the new personal and productive necessities. So, for example, for enterprises, realizing oil products, a considerable role is had development economically and ecologically effective technologies of storage of oil products. It is related to that one of specific properties of oil and oil products is a volatility of easy factions of hydrocarbons at their storage. It is principal reason of technological losses of valuable raw material and harmful extrass in an ambientair. On the estimations of native specialists, in Russia only for a year the losses of petrol from evaporation on ; petroleum base make more than 100 thousand tons.

Microenvironment.

For consideration of influence of microenvironment, we will distinguish next factors: consumers, competitors, suppliers (Gross regional product / Territorial Organ of the Federal state statistics service of the Republic of Tatarstan. – Official site. - access mode:

http://tatstat.gks.ru/wps/wcm/connect/rosstat_ts/tatstat/ru/statistics/grp/

Consumers.

Consumers of company " TATOIL PRODUCT " presented by two groups:

1. End-user, or population.

The basic customers of oil products of company " TATOIL PRODUCT " are end-user, greater part of that is made by the population of able to work age.

2. The Industrial consumers, representatives of different sectors of economy.

The consumers of petroleum base, in the first instance, all been enterprise and of organization agricultural, industry, transport.

Opponents.

At the market of resources, an enterprise conducts competitive activity for the factors of production and technical innovations. The state of internal environment of enterprise, characterized by financial and economic performance indicators, depends on the state of competitive activity.

The basic competitors of company "TATOIL PRODUCT" at the retail market of oil products of republic it is been: company «Tar oil», company «Avtodorstroi», profile enterprises of group of companies, «TAif», company «lukoil», company «TK «Tranzitcity».

The market of oil products more gets under control of large petroleum companies. Nevertheless, position of enterprise at the market of retail realization of oil products remains stable and has prospects of height due to further development and modernization network.

Suppliers.

The main suppliers of company "Taroilproduct" are company of "TAif-nK", uniting an oil-processing plant, plant of petrols and production on processing of gas runback, oil-processing complex "TAnEKO". These oil-processing enterprises are included in a number the largest in Russia.

It stands to mention that Republic of Tatarstan, company "Taroil Product" is based in that, on basic macroeconomic indexes traditionally included in the number of regions-leaders of Russian Federation. On volume gross regional product republic occupies place 6 among the subjects of Russian Federation, to agriculture and volume of investments in the fixed assets - 3 place, to the industrial production and building - 5 place. A front-rank legislation, modern infrastructure and active state support, provided forming in the republic of favourable terms for the permanent increase of enterprise activity and development business of environment.

Discussion.

To the questions of effective management an enterprise is devote the great number of scientific works. Thus, the environment of management subject is distinguished as an independent object of research within the framework of school of strategic management that is conceived in XX. The special contribution to her studies was brought in by foreign scientists (Chandler, 1962; Thomas, Robert, Waterman,1982; Hans and Siffert. 1982; James Brian Quinn. 1980) and др. Becoming in Russian Federation of market relations predetermined the necessity of adaptation of positions of management theory to the features of national economy.

CONCLUSIONS.

Features of environment of functioning of separate subject the managements, determined by totality of national, regional, branch and another factors, stipulate a requirement in their study with the use of formed within the framework of theory of management of methodical approaches and instruments, and also in adaptation of instruments of strategic analysis to the enterprise of retail market of oil products.

The strategic analysis of environment of enterprise is conducted with the purpose of providing of productive cooperation between the processes of planning, successive transformation of mission and general strategy of enterprise to the system of certain aims and tasks with the use of the individually worked out indexes of efficiency, and also determination of composition of events on their achievement. The results got during research can be drawn on during forming of practical recommendations on development of competition strategies of development. It defined the choice of research theme, her theoretical and practical meaningfulness.

The conducted analysis showed that in a modern theory and practice, there is a row of going near maintenance of the stages of strategic analysis of environment of enterprise, based on different interpretations of her maintenance and structure. In spite of absence of single position on questions

of forming of strategy of development of enterprise it is possible to distinguish the general stages of process of strategic management, including forming missions and aims of organization; estimation and analysis of environment; exposure of strengths and weaknesses; analysis of possible strategies; development, realization and estimation of effectiveness of the chosen strategy of development.

The conducted analysis of factors of environment of enterprise of company "Tatol Product" comes forward the necessary stage of forming of competition strategy and ground of effective administrative decisions realization of that will allow to provide the steady forward dynamics of financially-economic performance indicators.

Research of factors of external and internal environment of enterprise supposes the account of their influence on the state of certain descriptions of management subject, that stipulates the necessity of estimation of the potential threats determined makro- and by a microenvironment.

The account of all totality of the enumerated factors allows to produce the effective methods of strategic management an enterprise, realization of long-term having a special purpose reference-points taking into account a mission and strategic aim of development of management subject. The same, a thesis about a strategic analysis as meaningful stage of forming of strategy of enterprise requires adaptation to the features of functioning of certain enterprise with the purpose of realization of his competition potential.

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