



REVISTA INCLUSIONES

HOMENAJE A JAQUELINE VASSALLO

Revista de Humanidades y Ciencias Sociales

Volumen 7 . Número Especial

Julio / Septiembre

2020

ISSN 0719-4706

CUERPO DIRECTIVO

Directores

Dr. Juan Guillermo Mansilla Sepúlveda

Universidad Católica de Temuco, Chile

Dr. Francisco Ganga Contreras

Universidad de Tarapacá, Chile

Editor

Drdo. Juan Guillermo Estay Sepúlveda

Editorial Cuadernos de Sofía, Chile

Editor Científico

Dr. Luiz Alberto David Araujo

Pontificia Universidade Católica de Sao Paulo, Brasil

Editor Europa del Este

Dr. Aleksandar Ivanov Katrandzhiev

Universidad Suroeste "Neofit Rilski", Bulgaria

Cuerpo Asistente

Traductora: Inglés

Lic. Pauline Corthorn Escudero

Editorial Cuadernos de Sofía, Chile

Portada

Lic. Graciela Pantigoso de Los Santos

Editorial Cuadernos de Sofía, Chile

COMITÉ EDITORIAL

Dr. Jaime Bassa Mercado

Universidad de Valparaíso, Chile

Dra. Heloísa Bellotto

Universidad de Sao Paulo, Brasil

Dra. Nidia Burgos

Universidad Nacional del Sur, Argentina

Mg. María Eugenia Campos

Universidad Nacional Autónoma de México, México

Dr. Francisco José Francisco Carrera

Universidad de Valladolid, España

Dr. Pablo Guadarrama González

Universidad Central de Las Villas, Cuba

Mg. Amelia Herrera Lavanchy

Universidad de La Serena, Chile

Dr. Claudio Llanos Reyes

Pontificia Universidad Católica de Valparaíso, Chile

Dr. Werner Mackenbach

Universidad de Potsdam, Alemania

Universidad de Costa Rica, Costa Rica

Mg. Rocío del Pilar Martínez Marín

Universidad de Santander, Colombia

Ph. D. Natalia Milanese

Universidad de Houston, Estados Unidos

Ph. D. Maritza Montero

Universidad Central de Venezuela, Venezuela

Dra. Eleonora Pencheva

Universidad Suroeste Neofit Rilski, Bulgaria

Dra. Rosa María Regueiro Ferreira

Universidad de La Coruña, España

Dr. Andrés Saavedra Barahona

Universidad San Clemente de Ojrid de Sofía, Bulgaria

Dr. Efraín Sánchez Cabra

Academia Colombiana de Historia, Colombia

Dra. Mirka Seitz

Universidad del Salvador, Argentina

Ph. D. Stefan Todorov Kapralov

South West University, Bulgaria

COMITÉ CIENTÍFICO INTERNACIONAL

Comité Científico Internacional de Honor

Dr. Adolfo A. Abadía

Universidad ICESI, Colombia

Dr. Carlos Antonio Aguirre Rojas

Universidad Nacional Autónoma de México, México

Dr. Martino Contu

Universidad de Sassari, Italia

Dr. Luiz Alberto David Araujo

Pontificia Universidad Católica de Sao Paulo, Brasil

Dra. Patricia Brogna

Universidad Nacional Autónoma de México, México

REVISTA INCLUSIONES

REVISTA DE HUMANIDADES
Y CIENCIAS SOCIALES

Dr. Horacio Capel Sáez

Universidad de Barcelona, España

Dr. Javier Carreón Guillén

Universidad Nacional Autónoma de México, México

Dr. Lancelot Cowie

Universidad West Indies, Trinidad y Tobago

Dra. Isabel Cruz Ovalle de Amenabar

Universidad de Los Andes, Chile

Dr. Rodolfo Cruz Vadillo

*Universidad Popular Autónoma del Estado de Puebla,
México*

Dr. Adolfo Omar Cueto

Universidad Nacional de Cuyo, Argentina

Dr. Miguel Ángel de Marco

Universidad de Buenos Aires, Argentina

Dra. Emma de Ramón Acevedo

Universidad de Chile, Chile

Dr. Gerardo Echeita Sarrionandía

Universidad Autónoma de Madrid, España

Dr. Antonio Hermosa Andújar

Universidad de Sevilla, España

Dra. Patricia Galeana

Universidad Nacional Autónoma de México, México

Dra. Manuela Garau

Centro Studi Sea, Italia

Dr. Carlo Ginzburg Ginzburg

*Scuola Normale Superiore de Pisa, Italia
Universidad de California Los Ángeles, Estados Unidos*

Dr. Francisco Luis Girardo Gutiérrez

Instituto Tecnológico Metropolitano, Colombia

José Manuel González Freire

Universidad de Colima, México

Dra. Antonia Heredia Herrera

Universidad Internacional de Andalucía, España

Dr. Eduardo Gomes Onofre

Universidade Estadual da Paraíba, Brasil

CUADERNOS DE SOFÍA EDITORIAL

+ Dr. Miguel León-Portilla

Universidad Nacional Autónoma de México, México

Dr. Miguel Ángel Mateo Saura

*Instituto de Estudios Albacetenses "Don Juan Manuel",
España*

Dr. Carlos Tulio da Silva Medeiros

Diálogos em MERCOSUR, Brasil

+ Dr. Álvaro Márquez-Fernández

Universidad del Zulia, Venezuela

Dr. Oscar Ortega Arango

Universidad Autónoma de Yucatán, México

Dr. Antonio-Carlos Pereira Menaut

Universidad Santiago de Compostela, España

Dr. José Sergio Puig Espinosa

Dilemas Contemporáneos, México

Dra. Francesca Randazzo

*Universidad Nacional Autónoma de Honduras,
Honduras*

Dra. Yolando Ricardo

Universidad de La Habana, Cuba

Dr. Manuel Alves da Rocha

Universidade Católica de Angola Angola

Mg. Arnaldo Rodríguez Espinoza

Universidad Estatal a Distancia, Costa Rica

Dr. Miguel Rojas Mix

*Coordinador la Cumbre de Rectores Universidades
Estatales América Latina y el Caribe*

Dr. Luis Alberto Romero

CONICET / Universidad de Buenos Aires, Argentina

Dra. Maura de la Caridad Salabarría Roig

Dilemas Contemporáneos, México

Dr. Adalberto Santana Hernández

Universidad Nacional Autónoma de México, México

Dr. Juan Antonio Seda

Universidad de Buenos Aires, Argentina

Dr. Saulo Cesar Paulino e Silva

Universidad de Sao Paulo, Brasil

Dr. Miguel Ángel Verdugo Alonso
Universidad de Salamanca, España

Dr. Josep Vives Rego
Universidad de Barcelona, España

Dr. Eugenio Raúl Zaffaroni
Universidad de Buenos Aires, Argentina

Dra. Blanca Estela Zardel Jacobo
Universidad Nacional Autónoma de México, México

Comité Científico Internacional

Dra. Elian Araujo
Universidad de Mackenzie, Brasil

Mg. Romyana Atanasova Popova
Universidad Suroeste Neofit Rilski, Bulgaria

Dra. Ana Bénard da Costa
Instituto Universitario de Lisboa, Portugal
Centro de Estudios Africanos, Portugal

Dra. Noemí Brenta
Universidad de Buenos Aires, Argentina

Ph. D. Juan R. Coca
Universidad de Valladolid, España

Dr. Antonio Colomer Vialdel
Universidad Politécnica de Valencia, España

Dr. Christian Daniel Cwik
Universidad de Colonia, Alemania

Dr. Eric de Léséulec
INS HEA, Francia

Dr. Andrés Di Masso Tarditti
Universidad de Barcelona, España

Ph. D. Mauricio Dimant
Universidad Hebrea de Jerusalem, Israel

Dr. Jorge Enrique Elías Caro
Universidad de Magdalena, Colombia

Ph. D. Valentin Kitanov
Universidad Suroeste Neofit Rilski, Bulgaria

Mg. Luis Oporto Ordóñez
Universidad Mayor San Andrés, Bolivia

Dr. Gino Ríos Patio
Universidad de San Martín de Porres, Perú

Dra. María Laura Salinas
Universidad Nacional del Nordeste, Argentina

Dra. Jaqueline Vassallo
Universidad Nacional de Córdoba, Argentina

Dra. Maja Zawierzeniec
Universidad Wszechnica Polska, Polonia

Editorial Cuadernos de Sofía
Santiago – Chile
Representante Legal
Juan Guillermo Estay Sepúlveda Editorial

Indización, Repositorios y Bases de Datos Académicas

Revista Inclusiones, se encuentra indizada en:





REX



UNIVERSITY OF SASKATCHEWAN



Universidad de Concepción



BIBLIOTECA UNIVERSIDAD DE CONCEPCIÓN

**STRUCTURAL TRANSFORMATIONS OF THE RUSSIAN OIL AND GAS COMPLEX:
THE STRATEGIC ASPECT**

Dr. Vera Vladimirovna Plenkina

Industrial University of Tyumen, Russia

ORCID ID: 0000-0002-5717-3987

plenkinavv@tyuiu.ru

Dr. Natalia Aleksandrovna Volynskaya

LLC "Fuel and Energy Independent Institute", Russia

ORCID ID: 0000-0001-9502-263X

volynskaya@eif.ru

Dr. (C) Olga Victorovna Lenkova

Industrial University of Tyumen, Russia

ORCID ID: 0000-0002-1027-5492

lenkovaov@tyuiu.ru

Fecha de Recepción: 16 de enero 2020 – **Fecha Revisión:** 24 de febrero de 2020
Fecha de Aceptación: 05 de junio de 2020 – **Fecha de Publicación:** 01 de julio de 2020

Abstract

The article provides an overview of the key issues engaged in the draft Energy Strategy of the Russian Federation up to 2035. The authors of the present article describe main directions of the structural transformation of the Russian oil and gas complex in the context of its individual segments (exploration and production, processing, and export) which are already being implemented, as well as analyze prospective transformations planned for implementation in the projection period. An assessment is made and a conclusion is drawn about the inconsistency of individual tasks identified in the Energy Strategy. The threats and opportunities contained in the challenges (trends) of the external environment are described in the format of the strategic balance matrix. The authors discuss possible trajectories of further development of the oil and gas sector and their adjustments from the standpoint of the strategic management theory and give comments on the prospects and opportunities of using certain measures reflected in the Energy Strategy of Russia.

Keywords

Energy strategy – Structural transformations – Oil and gas complex

Para Citar este Artículo:

Plenkina, Vera Vladimirovna; Volynskaya, Natalia Aleksandrovna y Lenkova, Olga Victorovna. Structural transformations of the Russian oil and gas complex: the strategic aspect. Revista Inclusiones Vol: 7 num Especial (2020): 357-364.

Licencia Creative Commons Attribution Non-Comercial 3.0 Unported
(CC BY-NC 3.0)

Licencia Internacional



Introduction

The current stage of the Russian economic development is still characterized by a high degree of dependence on the fuel and energy complex, which remains one of the most important sources of budget formation due to tax deductions and export duties. The operation results of the fuel and energy sector in 2018 indicate that Russia ranks 2nd in the world in terms of oil and gas condensate production, as well as in gas production, while in terms of coal production, Russia ranks 4th¹.

In the current context, which is characterized by a high degree of instability, Russia's energy strategy has changed many times. Currently, a draft Energy Strategy has been developed, which defines the priorities and objectives of the energy sector development up to 2035, as well as contains key indicators of its implementation and forecast scenarios². In the analytical and ascertaining part of the draft strategy, it is stated that in the conditions of more than twice the excess of primary energy production over domestic consumption, Russia's leading positions in the world energy trade remain indisputable. This statement is shared by many Russian scientists³.

It should be noted that the current development stage of the oil and gas sector of the economy is characterized by a high degree of uncertainty and the presence of a large number of strategic threats. At that, its role in the socio-economic and political sphere remains significant. In this regard, the aim of the present study is to formulate the main recommendations for overcoming differences between individual future-oriented solutions based on a detailed analysis of the draft Energy Strategy of the Russian Federation.

Methods

Analysis of the draft Energy Strategy of the Russian Federation up to 2035 allows speaking about the inevitability of serious structural transformations of the sector, which will affect all its components. The projected transformations of the structure (some of which are already being implemented) in the context of the key segments of the complex are presented in Table 1.

¹ Itogi raboty Minenergo Rossii i osnovnye rezul'taty funkcionirovaniya TEK v 2018 godu. Presentation of the Minister of Energy of the Russian Federation A. Novak. Retrieved from: <https://minenergo.gov.ru/node/14461>

² Proekt Energostrategii Rossijskoj Federacii na period do 2035 goda. Retrieved from: <https://minenergo.gov.ru/node/1920>

³ A. G. Korzhubaev; L. V. Eder; A. S. Bakhturov; M. V. Mishenin y I. A. Sokolova, "Strategicheskie priority i kolichestvennye orientiry razvitiya neftegazovogo kompleksa Rossii na fone sovremennykh ekonomicheskikh tendencij. Mineral resources of Russia", Economics and management num 5 (2009): 37-50; A. A. Nikonova, "Neftegazovye resursy Rossii: ocenki i perspektivy razvitiya toplivno-energeticheskogo kompleksa", Economic analysis: Theory and practice Vol: 16 num 11(470) (2017): 2064-2082 y Yu. V. Sinyak, "Ekonomicheskaya ocenka potentsiala mirovykh zapasov nefiti i gaza", Problemy prognozirovaniya Vol: 6 num 153 (2015): 86-107.

| Criteria | The essence of transformations |
|--|--|
| Exploration and extraction | |
| 1) The size and degree of integratedness of the complex's subjects | The increase in the proportion of crude hydrocarbon extraction by independent companies, not being part of a vertically integrated oil company as well as by small oil companies |
| 2) Extraction geography | Increasing the proportion of products in the Northern regions of the Ural Federal District, the Polar Region, the Volga Federal District, etc. |
| 3) The target products | Increasing the proportion of gas condensate production |
| 4) Quality of extracted products | Growing challenged oil reserves production (shelf, Arctic, Tyumen Suite, hard-to-recover reserves, including high-viscosity, high-sulfur, heavy oil, etc.) |
| 5) Extension of field | Increasing the role of medium and small fields while reducing the proportion of oil production in unique fields |
| 6) The structure of the drilling operations | Reducing the proportion of prospect drilling and increasing the share of exploratory drilling |
| Oil refining | |
| 7) Oil processing depth and stages | Reducing primary processing volumes (reducing fuel oil production volumes) and increasing processing depth |
| 8) The status of the processing companies | Increasing the role of independent processors |
| 9) Regions of processing location | Increasing regional provision with oil refining capacities. Providing the growth of processing in regions close to the port infrastructure. |
| Export | |
| 10) The ownership of the transported products | Increasing the proportion of equity oil supplies, decreasing the share of transit supplies of oil |
| 11) The remoteness of foreign supplies | Increasing in the delivery volumes to the countries outside the CIS, and decreasing deliveries to the CIS |
| 12) Delivery destination | Increasing the proportion of exports to the East (Asia-Pacific countries and China) |
| 13) Modes of transportation | Reducing oil supplies to the countries outside the CIS via the Transneft system and increasing transportation volumes via alternative transport systems |
| 14) Types of transported products | Reducing exports of petroleum products while increasing oil supplies |

Table 1
Structural transformations of the oil and gas complex

A close examination of the systematization results suggests the presence of some inconsistencies and ambiguity of interpretations, and, consequently, the complexity of solving the problems which are put before the industry for the future. For example, it seems difficult to solve the problem of implementing complex megaprojects with the requirement to reduce the cost of targeted products and services.

To form a holistic strategy for sustainable development, it is interesting and necessary to detail the predicted values of environmental factors and their identification in terms of threats and opportunities for the industry (Table 2).

| Challenges (trends) of the external environment | Opportunities | Threats |
|--|---|--|
| Cooperation with OPEC | Stabilizing supply in the world market. Political impact on price growth | Reducing production volumes. |
| Strengthening the USA position in the world market | Providing the possibility of a clear goal-setting before research, design and inventive structures to create similar technological solutions that provide the Russian oil and gas complex with competitive advantages. | Adjusting of shale oil to lower prices. A sharp increase in the efficiency of oil production in the USA. Lowering drilling costs and increasing boring rigs production in the USA could lead to the overproduction of oil in the world and lower oil prices. |
| Financial, technological, and personal sanctions | Consolidating the industry to overcome its technological backwardness. | Carrying out projects for the development of hard-to-recover oil reserves is hampered, and requires certain technological solutions and financing. |
| High volatility of oil prices | In the case of oil prices rise, companies will have opportunities to finance innovative solutions. Lower prices encourage companies to develop cost-cutting solutions across the entire value chain. | The increase in prices on the world market leads to an increase in domestic prices, i.e. serves the basis for launching an inflationary spiral of price growth within the country. Lower prices reduce the financial capabilities of companies, including their intentions to invest in innovative projects. |
| Increasing taxation of dark oil products sent abroad | Increasing the depth of oil refining (the need to modernize the oil refinery plants). | Reducing revenues from the export of fuel oil abroad. |
| The sharp growth of competition in the markets, including inter-fuel markets | Launching diversification processes of corporate portfolios of oil and gas companies. Stimulating innovation activities aimed at ensuring (maintaining) the competitiveness of traditional products of the industry. Improving environmental friendliness and manufacturability of industrial production. | Declining sales volumes due to reduced demand for traditional products is a threat to the national socio-economic system. Reducing opportunities for financing diversification processes. |
| Deterioration of the mineral resource base | Encouraging search operations (search for new territories), as well as search for technological solutions to ensure the competitiveness of target products produced in traditional (developed) areas (territories). | The need to create infrastructure (transport, social) in the new territories. Increasing the cost of target products. The need for significant investment and state involvement in projects for the development of new territories. |
| High wear and low renewal pace of basic production assets | Encouraging reconstruction (increasing work efficiency) of individual sectors of the Russian economy (for example, oil and gas mechanical engineering). | In the context of import substitution policy, the process of servicing existing foreign equipment becomes more complicated and more expensive. There is a possibility of emerging a gap in the technological backlog of the Russian sector of the economy. |

| | | |
|---|--|---|
| Growing demand for highly qualified personnel | Implementing technologies aimed at increasing labor productivity (digitalization, robotization, etc.). | The need for personnel capable of generating solutions to optimize business processes aimed at reducing the need for personnel leads to increased demands for education, i.e. complication of programs, the increase in the terms of training, etc. |
|---|--|---|

Table 2
Strategic balance matrix: external aspects

As can be seen from the results of the generalization, all sectors of the oil and gas complex are characterized by an acute need to maintain or improve the competitiveness of products in the domestic and foreign markets. Given the availability of standards for the quality of most industrial products, it is obvious that in this situation there is predominantly price competition, which is based on cost value.

At that, the proportion of transportation costs in the total structure of the cost of oil, gas, refined products, and petrochemicals is quite high. According to some data, the transport component of costs for oil transportation in Russia in 2015 amounted to 17.5%, for oil products – 10%, and for coal – 47%. In 2011, trunk transport of oil and oil products accounted for 24% of the total value of specific total costs in the oil sector. At the same time, the proportion of costs for gas trunk transport was 53% of the specific total costs of the gas industry^{4,5}. Given the high degree of the sluggishness of the oil and gas complex, it can be assumed that at present the proportion of transport costs in the cost structure has remained approximately the same. All this predetermines the need for serious modernization of the existing network of trunk pipelines, as well as the implementation of advanced technologies that allow fully realizing resource conservation and reducing costs.

At the same time, the active development of new production areas in the future, and diversification of export supplies require the construction of new transport corridors or trunk transportation lines, and, consequently, significant investments, which will subsequently lead to an increase in the cost of depreciation and property tax. This leads to the search for new construction technologies and materials that would allow implementing these projects at an optimal cost. But it should be noted that the complicating factors, in this case, will be the high territorial extent, geographical dispersion of objects, and severe climatic and infrastructural conditions.

In addition to the ambiguity of the cost reduction problem, illustrated by the example of transport costs, a fundamental problem remains unresolved, namely, the choice of a basic strategy for the further development of the complex. Based upon the targets set in the Energy Strategy, the strategy of concentrated growth has been chosen as the key one – that is, the hydrocarbon component will be the basis for further development of the industry. This is indicated by the set target trends for the development of hard-to-reach and hard-to-recover hydrocarbon reserves. But at the same time, a promising trend in the reduction in this kind of raw material is quite clear both in Russia and abroad. This is evidenced by energy-saving technologies that are implemented in all consumer sectors of target products, targets to

⁴ Yu. V. Sinyak y A. Yu. Kolpakov, Analiz dinamiki i struktury zatrat v neftegazovom komplekse Rossii v period 2000-2011 gg. i prognoz do 2020 g. Problemy prognozirovaniya Vol: 5 num 146 (2014): 15-38.

⁵ In Russia, the proportion of oil transportation costs reaches 17% of the cost of product, while oil products – 10%. Retrieved from http://www.au92.ru/msg/20070131_7013106.html

increase the processing depth of hydrocarbon raw materials, the inclusion of renewable energy sources in the fuel and energy balance structure.

According to the classical theory of strategic management, in the current situation, it is more expedient to choose a course for the gradual diversification of the complex, it's restructuring from the extractive to the generating industry. This transformation is associated with a number of problems of economic, social, technological, and partly political nature. At the present stage, these problems will be difficult to solve without state intervention. Presumably, in some cases, it is possible to talk about the possibility of considering options for public-private partnership, for example, when developing projects to create alternative energy sources in terms of conducting basic research, providing funding for large projects, and addressing social issues (resettlement, retraining, etc.). However, such options should be considered in the long term, and take into account the possible future impact on the competitive environment in the industries. That is, the requirements for choosing private partners and building the principles of subsequent cooperation with them are raised.

Results

In the course of the study, the authors studied in detail the draft Energy Strategy of the Russian Federation up to 2035 in terms of identifying opportunities and threats for the development of the oil and gas complex. The structural transformations of the complex are systematized in the context of the main segments (exploration and production, processing, and export). Each challenge of the external environment is analyzed from the viewpoint of opportunities and threats that it brings to the sectors of the Russian fuel and energy complex. The conclusion is made that the general development course of the oil and gas industry should be focused on concentrated growth, which will be of a combined nature, involving the implementation of all options, namely, market development (reorientation to the Asia-Pacific countries, geographical diversification of production and processing), product development (changing the product portfolio structure, focusing also on renewable energy segment), strengthening market positions (reducing costs in all links of the technological chain, and improving product quality to ensure competitive growth of domestic products). At that, the authors made a conclusion concerning the expediency to consider the option of gradual diversification of the complex with the state involvement in solving a number of social, economic, and technological problems.

Discussion

Currently, various sources address the issues of structuring industries on various grounds⁶, various aspects of the fuel and energy balance formation⁷, certain tools for strategic decision-making in industry companies⁸, as well as methodological techniques for forecasting and planning the industry development⁹. A comprehensive review of certain

⁶ E. M. Deberdieva, "Systemic representation of sophisticated economic structures of the oil and gas sector of the economy", *International Journal of Economics and Financial Issues* Vol: 6 num 8 (2016): 332-339.

⁷ I. V. Osinovskaya, System aspects of fuel and energy balance formation. *International Journal of Energy Economics and Policy* Vol: 7 num 5 (2017): 271-278.

⁸ V. Plenkina; E. Deberdieva; O. Lenkova; I. Osinovskaya y I. Andronova, "Specifics of strategic managerial decisions-making in Russian oil companies", *Entrepreneurship and Sustainability Issues* Vol: 5 num 4 (2018): 858-874.

⁹ I. V. Andronova y I. V. Osinovskaya, "Metod scenariyev kak osnovnoj instrument formirovaniya dolgosrochnyh otraslevykh progn", *Social Development Theory and Practice* Vol: 8 num 126 (2018):

development aspects of the fuel and energy sectors, given in the draft Energy Strategy of the Russian Federation up to 2035, is presented not fully. In the context where individual directions of the general concept are considered by special agencies and structures, it is advisable to systematically consider the disparate components for the timely detection of contradictions and conflicts to make preventive decisions concerning the adjustment of the document under consideration.

Conclusion

In conclusion, it is necessary to note that the goal of the present research stated by the authors, which is to critically review the draft Energy Strategy of the Russian Federation up to 2035 and develop recommendations for its implementation, has been achieved. Based on the analysis results of the existing version of this document, the basic vector of the strategic development of the energy industry has been determined. In addition, the difficulties and contradictions have been revealed in the implementation of a given development vector that necessitates a comprehensive resolution and involvement of the state. The project of the Energy Strategy requires a detailed study of the declared structural transformations. Moreover, it is possible to provide for a long-term diversification of the industry with a preliminary consideration of various scenarios, and the formation of a program to manage the risks and consequences when implementing the chosen strategy.

References

Andronova, I. V. y Osinovskaya, I. V. “Metod scenarijev kak osnovnoj instrument formirovaniya dolgosrochnyh otraslevyh progn”. Social Development Theory and Practice Vol: 8 num 126 (2018): 64-69.

Deberdieva, E. M. “Systemic representation of sophisticated economic structures of the oil and gas sector of the economy”. International Journal of Economics and Financial Issues Vol: 6 num 8 (2016): 332-339.

Gorbunova, A. V. y Osinovskaya, I. V. Vozmozhnost' otraslevogo prognozirovaniya na osnove forsajt-tehnologij. Proceedings of the all-Russian science-to-practice conference with international participation on innovations in the management of regional and sectoral development (2018): 47-51.

In Russia, the proportion of oil transportation costs reaches 17% of the cost of product, while oil products – 10%. Retrieved from http://www.au92.ru/msg/20070131_7013106.html

Itogi raboty Minenergo Rossii i osnovnye rezul'taty funkcionirovaniya TEK v 2018 godu [The results of the work of the Ministry of Energy of Russia and the main results of the functioning of the fuel and energy complex in 2018]. Presentation of the Minister of Energy of the Russian Federation A. Novak. Retrieved from: <https://minenergo.gov.ru/node/14461>

64-69 y A. V. Gorbunova y I. V. Osinovskaya, Vozmozhnost' otraslevogo prognozirovaniya na osnove forsajt-tehnologij. Proceedings of the all-Russian science-to-practice conference with international participation on innovations in the management of regional and sectoral development (2018): 47-51.

DR. VERA VLADIMIROVNA PLENKINA / DR. NATALIA ALEKSANDROVNA VOLYNSKAYA

DR. (C) OLGA VICTOROVNA LENKOVA

Korzhubaev, A. G.; Eder, L. V.; Bakhturov, A. S.; Mishenin, M. V. y Sokolova, I. A. “Strategicheskie priority i kolichestvennye orientiry razvitiya neftegazovogo kompleksa Rossii na fone sovremennyh ekonomicheskikh tendencij”. Mineral resources of Russia. Economics and management num 5 (2009): 37-50.

Nikonova, A. A. “Neftegazovye resursy Rossii: ocenki i perspektivy razvitiya toplivno-energeticheskogo kompleksa”. Economic analysis: Theory and practice Vol: 16 num 11(470) (2017): 2064-2082.

Osinovskaya, I. V. “System aspects of fuel and energy balance formation”. International Journal of Energy Economics and Policy Vol: 7 num 5 (2017): 271-278.

Plenkina, V., Deberdieva, E., Lenkova, O., Osinovskaya, I., and Andronova, I. Specifics of strategic managerial decisions-making in Russian oil companies. Entrepreneurship and Sustainability Issues Vol: 5 num 4 (2018): 858-874.

Proekt Energostrategii Rossijskoj Federacii na period do 2035 goda. Retrieved from: <https://minenergo.gov.ru/node/1920>

Sinyak, Yu. V. “Ekonomicheskaya ocenka potenciala mirovyh zaspos nefi i gaza”. Problemy prognozirovaniya Vol: 6 num 153 (2015): 86-107.

Sinyak, Yu. V. and Kolpakov, A. Yu. “Analiz dinamiki i struktury zatrat v neftegazovom komplekse Rossii v period 2000-2011 gg. i prognoz do 2020 g.” Problemy prognozirovaniya Vol: 5 num 146 (2014): 15-38.

CUADERNOS DE SOFÍA EDITORIAL

Las opiniones, análisis y conclusiones del autor son de su responsabilidad y no necesariamente reflejan el pensamiento de **Revista Inclusiones**.

La reproducción parcial y/o total de este artículo
Puede hacerse sin autorización de **Revista Inclusiones**, nombrando la fuente.