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DIRECTIONS FOR IMPROVING EFFECTIVE MANAGEMENT IN OIL INDUSTRY ENTERPRISES

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Annotation

As a result of the evaluation of the effectiveness of the organizational and management mechanism implemented in the strategy of the formation of stable competitive advantages of the oil company, it should include the evaluation of the effectiveness of the management of production resources. For this reason, methodological recommendations for evaluating the efficiency of the production resource management system as a result of the processes of identifying, evaluating and using reserves have been developed and recommended for use in the article.

Key words

reserve, management object, organizational-management mechanism, efficiency, financial indicator, resource.

In the organizational-management mechanism of the determination of reserves, the enterprise must determine the change in the efficiency of individual groups of production reserves in order to determine and evaluate competitive advantages. The effectiveness of the organizational-management mechanism (TBM) for identifying, evaluating and using enterprise reserves depends on the state of production resources. They participate in the mechanism of management formation and improvement of resource management in the production system. (lean production (LP), theory of constraints (TOC) and resource theory (RBV)) Organizational-management mechanism for identifying, evaluating and using enterprise reserves, radically changing the efficiency of resource management, resource management of the organizational-management mechanism represented by mathematical models includes an assessment of the fulfillment of the established criteria. Suppose a control object (value-added stream) is characterized by the following parameters representing its actual state:Ii,$i=\overline{1,n}$,

hereIi- is a set of local production units of the value added stream.

The goals of the organizational and management mechanism are determined by the goal requirements and the goal criteria defined by the parameters of the actual situation, i.e.F(S, X, E) is the objective function of TBM,$fi(p_i, x_i, e_i)$,$i \in I$it is a function of the actions of the organizational and management mechanism for the identification, evaluation and use of enterprise reserves in the local production areas of the added value stream. In addition,$F(S, X, E) = \sum fi(p_i, x_i, e_i)$, where:

$s_i \in S$,$i \in I$,

here $s_i \in$A set of "quality" values of the production capacity of the movement of the organizational-management mechanism;

$x_i \in X$,$i \in I$,

where x is$_i \in X$ is a set of values of production "costs" of the organizational-management mechanism;

$e_i \in$Well,$i \in I$,

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here $e_i \in E$ is a set of "delivery" values for production of organizational and management mechanism action. Of course, the goal of each enterprise is to increase (maximize) product quality, reduce costs (minimize and optimize delivery), and in this regard, on the basis of improving the organizational-management mechanism, in each iteration of the movement for the goal:

$F(S, X, E)^{plan} = F(S, X, E)^{fact}$ (1)

is to ensure the fulfillment of the condition:

here $F(S, X, E)^{plan}$ – planned values of target criteria set by management entities;

$F(S, X, E)^{fact}$ - the values actually achieved as a result of the action of the organizational-management mechanism.

In order to identify, evaluate and use the company's reserves to achieve competitive advantages, the strategic goals of the organizational-management mechanism to ensure competitiveness are three goals (S, X, E), i.e. $S(M_{fact}) \rightarrow max$, $X(M_{fact}) \rightarrow min$, $E(M_{fact}) \rightarrow E_{opt}$ includes up to

Here:

$S(M_{fact})$ - production capacities, in which the maximum value of the target criterion "quality" is achieved.

$Z(M_{fact})$ is a set of cases of domestic production areas where the minimum value of the target criterion "production costs" is reached.

$E(M_{fact})$ is a set of cases of production units in which the optimal value of the "delivery" target criterion is reached.

As a result of the evaluation of the effectiveness of the organizational-management mechanism implemented in the strategy for the formation of stable competitive advantages of the oil company, it should include the evaluation of the effectiveness of the management of production resources. In our opinion, as a result of the processes of identifying, evaluating and using reserves, methodological recommendations for evaluating the effectiveness of the production resource management system should include the following mandatory elements:

1) goals and objectives of assessment;

2) TBM criteria and performance indicators for identifying, evaluating and using reserves;

3) performance evaluation methodology - which, in turn, determines the areas of evaluation, individual characteristics of the evaluation process, the sequence and content of performance evaluation actions.

For convenience in practical use, methodological recommendations for evaluating the effectiveness of management of production resources as a result of the activity of the organizational-management mechanism are presented as a set of steps, each of which consists of a set of interrelated tasks for preparation, main and summary. It is impossible to solve problems and organize the passage of stages in parallel. Therefore, it is assumed that "all stages were carried out in sequence". Each stage can be started after complete completion of the previous one.

The preparatory stage includes the following main tasks:

- Making a decision about the need to optimize work processes in the enterprise.
- Training all employees (from workers to senior management) on the theoretical and practical levels of corporate culture tools. Ideological involvement of workers.
- Involvement of departments of the organizational-management mechanism in the identification, evaluation and use of reserves.
- Adopting a new business philosophy. The evaluation of the efficiency of management of production resources based on the results of the organizational-management mechanism for the identification, evaluation and use of reserves consists of the following stages and tasks:

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- The development of a general production resource management system of the enterprise oriented to business processes, with the help of an organizational and management mechanism for identifying, evaluating and using reserves aimed at achieving sustainable competitive advantages, under the condition of implementing the "urgent" component of the strategy, is in the logic of LP+TOC+RBV.
- Systematization and classification of total production resources in the enterprise based on the principles of RBV (Resource-Based View) in order to identify possible main carriers of DS.
- Analyzing existing business processes by creating a current value map (VSM - factor influencing the organization of identification, evaluation and use of resources) to determine losses in production.
- Target application of LP (lean manufacturing) software tools to the "weak" link in the TOC (theory of constraints) value stream.
- PDCA (Plan-Do-Check-Act), CEDAC (Cause and Effect Diagram with the Addition of CarDI) and DMAIC (Define, measure, analyze, improve, and control -Identify, measure, analyze, improve and control) to launch TBM to identify, evaluate and use enterprise reserves, which is carried out in the repetition of the process created as a result of integration.
- Running a TBM to identify, evaluate and use enterprise resources to be implemented in process iterations resulting from the integration of PDCA, CEDAC and DMAIC.
- Formation of BTTIK (BTTIK is a combination of knowledge, technical and technological capabilities that allow the enterprise to be competitive in the market, the main advantages and strategic advantages of the activity).

Evaluation of the results achieved by K, X, E at the conclusion stage. It includes the following tasks:

- calculation of efficiency indicators in the controlling system. The ratio of the obtained results to the indicators of the standard or normative activity.
- Evaluation of those identified and involved in reserve activities on three target vectors: $S(M_{fact}) \rightarrow max$; $X(M_{fact}) \rightarrow min$; $E(M_{fact}) \rightarrow E_{opt}$ and the resulting exponent $SM = k^s\ k^x$ke.

We suggest using resource, process, and technological perspectives in parallel to fully evaluate the organizational-management mechanism of resource costs. The resource perspective shows the importance of the analyzed resource and its contribution to the production activity. The perspective of technologies is a logical, independent description of the technologies used in production at the enterprise, their infrastructure and components.

Thus, a unique strategic trajectory of enterprise development is formed based on the formation of BTTIK along the stream of added value creation. To use LP+TOC+RBV growth spiral action, first of all, in "barriers", to identify them, the presence of production losses (emergency and technological downtimes, unnecessary purchases and reserves, disproportionately high, or on the contrary, low prices - production losses in the enterprise any specific manifestations). Calculation of resource costs in the work process, determination of the need for it, planning of resource provision is carried out in accordance with the technological perspective.

The resource perspective focuses on the analysis of the "resource-strategy-added value" relationship, and the goal of the process approach is to achieve long-term competitive advantages.BTTIKis to create the mechanism of its influence.

The purpose of the technological perspective is to calculate natural and cost estimates for external and internal resource costs depending on the size and scale. This assessment allows you to fully:

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reveal the impact of the organizational-management mechanism on the identification, evaluation and use of reserves on the level of profit;

making corrections clarifying the goals of strategic business planning based on the obtained results;

Optimizing the use of production resources in the organizational-management mechanism.

The result of using the organizational-management mechanism for identifying, evaluating and using resources is the function of resource-saving features (F, X, E) value of the objective function: S(M$fact$)→max; X(M$fact$)→min; E(M$fact$)→E$opt$is evaluated with The use of reserves creates the following conditions for the growth of indicators. It allows to calculate the effectiveness of the activity on saving resources and making decisions about the use of reserves. The growth effect of innovative changes in the organization of business processes can be achieved by adapting existing approaches and technologies used by enterprises.

The performance appraisal manual should be simple and practical. This ensures its practical application.

In most cases, the evaluation of the effectiveness of the adopted measures should be carried out directly by the functional executive. This makes it possible to evaluate hidden improvements (changes). For example, workplace ergonomics[1]The qualitative or quantitative indicators may remain unchanged when additional conveniences are created for the optimization of the performers.

Part of the measures to identify and use reserves is related to the improvement of the production system, which reduces the risk of potentially dangerous accidents or emergencies. Such effectiveness cannot be accurately assessed, and if an external evaluation by management or a third-party audit is ineffective, the direct executive will make a more accurate assessment of the situation.

Based on the above, the following main results and conclusions can be formulated:

1) methodological recommendations for the evaluation of the efficiency of the management system of raw resources as a result of the identification, evaluation and use of reserves of the organizational and management mechanism must include such elements as the goals and objectives of the evaluation, the mechanism of identification and use of reserves, the methodology of performance evaluation, performance criteria and signs;

2) efficiency is evaluated according to the following direction - resource, process and technological. This allows to evaluate the results of the step-by-step model of reserves and their use from different angles;

3) The application of the growing spiral movement that forms the emergence or development of BTTIK should be directed according to the priority of obstacles in the value added stream, and this is fully consistent with the main idea of this priority LP+TOC+RBV system;

4) assessment of the main criteria of the effectiveness of the management system of the common resources of production as a result of the action of the organizational-management mechanism for the identification, evaluation and use of reserves;

5) The effectiveness of the total production resources management system, which is expressed in the simultaneous achievement of all components of the three objectives S, X, E, is ensured by the internal control system at the operational stage, which allows for the correct allocation of strategic goals and tasks.

In order to evaluate the effectiveness of the organizational and management mechanism for the identification, evaluation and use of reserves, sufficient and accurate information about the changes that should complement the decision-making process is required. The task of the control

[1]Explanation: A scientific and practical discipline that studies labor processes in order to create optimal working conditions that promote its productivity.

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system is to transform strategic goals into a complex set of enterprise performance indicators. These indicators are the basis for further growth of operational efficiency and labor productivity, and include quantitative features of achieving goals. As mentioned above, three main success indicators, quality - costs - delivery, should be included in the control system of operational efficiency evaluation: (triple S, X, E S(M$fact$)→max; X(M$fact$)→min; E(M$fact$)→Eopt). Of course, these indicators must meet the following criteria:

each indicator (coefficient) must be clearly defined and every user whose activity is evaluated using this indicator, including external or internal, should be able to measure it;

it is possible to achieve the approved target values of the indicators or their standards, and the indicators acting as intermediate (internal) goals should be real and at the same time motivating;

achievement of indicators should be in the area of responsibility of employees who are evaluated based on their performance;

indicators should contribute to the motivation of employees, otherwise the development of 2nd level DI will become impossible as a natural internal process;

indicators of different levels and scales, but evaluating the achievement of similar goals, should be compared in two similar cases, regardless of the scope and functional characteristics of their production activities;

to make the decision-making process more effective based on visual results, it is necessary to graphically present the dynamics of indicator changes;

each indicator should have an independent semantic weight and be the basis for analyzing the efficiency of the enterprise as a whole. Meyer's[2]must meet the criteria in terms of indicators:

minimal - a relatively small amount of assessment indicators is needed;

utility for forecasting - non-financial indicators should serve as indicators of performance, and financial indicators as lagging indicators;

general - ideal indicators should cover the entire organization, and stability - indicators should change gradually or be stable;

apply to compensation - ideal metrics should be based on the compensation employees receive for their work.

It is desirable that the system of evaluative indicators that make up the control system should be embodied in an integrated set of balanced financial and non-financial indicators that allow to evaluate the efficiency of the enterprise in three proposed projections - resource, process and technological. Balanced scorecards (performance indicators) report whether the client's goals and needs are being met. A control system provides management with the means to obtain the desired results in a highly competitive environment.

It considers the goals and strategy of the enterprise through the prism of the results achieved by a comprehensive system of evaluating its performance: S, X, E (S(M$fact$)→max; X(M$fact$)→min), E(M$fact$)→Eopt; analyzed in terms of triplets). In the control system of operational efficiency evaluation, the main focus is still on evaluating the achievement of financial results ("costs" component in the triad of S, X, E, the "quality" component of satisfaction, as well as the dynamic characteristics of the activity process "delivery" component), which determines the efficiency of the enterprise, filled with indicators that can describe customer demand.

[2]Meyer M.V. Otsenka effektifnosti biznesa: chto budet posle Balanced Scorecard? - M.: OOO "Vershina", 2004. 272 p.

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Such control system R. Kaplan and D. Norton[3]is a private version of the classic developed by, they suggested using four balanced parameters: finance, customer relations, internal business processes, training and professional development. It should be noted that the authors, while emphasizing the importance of the last evaluation criterion (training and improving their skills), accept the local, discrete features of this process. In the TBM conceptual model proposed in the study to identify, evaluate and use the company's reserves to achieve long-term competitive advantages, this organizational feature is the 2nd level DI, which ensures the viability and effectiveness of the entire model.

With the help of the control system, it is possible not only to analyze the results, but also to participate in the creation of new opportunities and organize the purchase, creation or renewal of intangible assets for further development of the enterprise. Intangible assets allow you to:

1) to develop relations with customers in a way that, on the one hand, preserves their loyalty and the existing customer base, and on the other hand, serves new customers and a new market segment with maximum efficiency;

2) introduction of new products and services required in the target market segment;

3) production of high-quality products or services at low prices and their delivery to the consumer as soon as possible (a direct manifestation of the triad of S, X, E);

4) mobilizing employees and encouraging them to constantly improve their professional competences, skills and qualifications, the quality of the work performed, as well as to improve the response to solving tasks (2nd level DI manifestation and development);

5) introduction of information technologies and systems, creation of databases.

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