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REGIONAL FINANCIAL-INDUSTRIAL GROUPS - AS A GEAR OF REALISATION OF INNOVATIONAL STRATEGY

Application of corporate planning in the process of formation of firm's strategy was evoked by necessity of the account of the tendencies of scientific and technological development and other factors of environment for definition of favourable market opportunities or economic losses. As far as a problem of planning of corporation is, in particular, an effect on a scientific-technological policy, its basic influence is realised by means of the decisions, relating to selection of projects and distribution of resources. On the first sight, the process of choice of the most promising projects causes the most effective use of resources (both financial, and technological). But the project is really independent only then, when unlimited resources are accessible. However, in practice (especially in modern conditions) the funds are limited, and the projects compete among themselves. The main factors, which are taken into account by a procedure of evaluation of the projects, are: financial advantages, expected from realization of project; effect of the given project on the others in frameworks of a whole portfolio of innovations, influence of the project on a economy of organisation.

Such portfolio, constructed with the only purpose – to maximize expected financial effect from costs on innovations and to minimize obstacles, connected with their realisation, comes in the contradiction with wider range of interests of the researchers and developers. Thus, exclusively "economic analysis and the selection of the projects is wrongful from our point of view.

The other way assumes realization of strict orientation on particular technology, technical principle, specialization of production or market, so it is necessary to elaborate the innovational strategy, proposing the formation of the portfolio, which simultaneously allows to support the aims of the corporation and to admit sufficient flexibility.

Hence, the innovational strategy is really significant for innovations, as well as strategy of corporations is important and necessary for the company as a whole. So, innovational strategy should be reflected in selection of the projects, distribution of resources and selection of the staff.

The first variant of the development of fuel and power engineering complex assumes mass infusions of the investments in petroleum branch - on exploitation of oilfields, construction of new pipelines and oil refining factories with their escalating hereinafter. The "ruinous growth" takes place, when the expansion of export of the goods promotes the reduction of its price in the global market. For Russia the phenomenon "ruinous growth" means a deficit of a liquid fuel on a home market at expansion of export. There is opinion, that the transference of industrial resources from industry to extraction of minerals with the purpose of expansion of their export is not without fail bad on self. Overlapping of escalating of a production of natural raw

material and maintenance of high rates of a processing industry will be possible, if the internal price of the goods (petroleum) will drop, and the government will direct the incomes of the taxation of a petroleum on stimulation of industrial manufacture.

In Russia, as we have marked higher, profitable deposits has remained to be sufficient only for the nearest period of 10-12 years, and boosted development of oil extracting with expensive mining of difficult deposit under the circumstances of absence of progressive technologies and luck of a labour is going to cause the "ruinous growth" and "Dutch illness" and, finally, a "... rousing capitalism plus deindustrialization of whole country". It should be noted, that the competitiveness of company is determined by high development of scientific branches. A rate on extensive escalating of mining will put to the following effect: Russia is going to take place among the countries of the third world. Only the maintenance in working order of oil pipelines, petroleum and gas deposits (with insurance of their economic safety) - requires the huge investments.

The second variant of strategy assumes more effective operation of created capacities for a term from three till six years. Simultaneously with achievement of economic stabilization rationally to put means in elaboration and import of modern technologies of oil processing with the purpose of increase in output and export of petroleum, having international quality certificates. Returning and the strengthening of positions in the global market of petroleum will allow to reimburse the suffered losses and repeatedly block the potential incomes from export of crude petroleum. The increase of a depth of processing acts is a central item in this variant of strategy. It is also assumed, that the reduction of export of a crude petroleum, technical requirement of mining branch, - will be accompanied not only by the growth of sales in the external market of petroleum, but also gas. In the state investment programs the support of oil extracting and oilrefining takes insignificant specific weight. Whereas, investment in oilrefining considerably more effective, than in oil extracting. For example, today prices in the global markets on polypropylene and it's products are in dozens times higher than the prices on petroleum.

Continuation of integration processes in branches fuel and power engineering complex on the one hand, and formation of the "independent" petroleum companies, (having rich research-and-production experience in a sphere of geological activities or extracting of difficult stocks), on the other hand, - will put to expansion of industrial base, will require complex reconstruction of industrial systems, elaboration of some new concept of their organization and service.

Thus, **the second variant of development of this complex, which assumes modernization of the equipment, technical requirement and reconstruction of acting manufacture** (in all considered branches of the complex) **must become the basis of innovational strategy for all branches.**

Vast machine-building potential, created and effectively functioning in former times in the Republic of Bashkortostan - has appeared to be dead in modern conditions. Dozens of the enterprises, accumulating unique personnel potential, technological base is on the verge of the disorder. In years of reorganization instead of realization of complex reconstruction and technical requirement of manufacture these enterprises tried their best to save their positions in the market by output of the consumer goods, hardly standing the competition with western analogues. Even in the optimistic version of development under the given script engineering is condemned to be dead during number of years. It will cause new losses of technological potential of our country, because

there is real threat of conversion of technological backlogs in the chronic phenomenon even without them. The modernization of Russian economy should lean on its comparative advantages in a number of branches. Its export potential is the base for import of technologies and equipment, necessary for continuation and realization of the newest development. Improving of structure of the investments is not only correction of a system of priorities, but also debugging of gears of its influence on integrated manufactures.

Experience has shown that even rather large, but basically separate industrial enterprises can not be engaged in elaboration and development of new production in sufficient scales. Unfortunately, the hope on some push, given by the last to innovation-investment processes has failed.

So, we can notice the functional role FIG in the decision of this problem.

Nowadays, policy is directed on **creation of large FIG on the basis of interbranch integration**. But rapid realization of such structural reorganization of an industry is impossible, because it is necessary to receive state support for formation of the large diversified companies.

The interbranch integration allows using scientific and technological potential of a defensive industry as effective, as it does possible. It is necessary to create adequate industrial interbranch base with numerous opportunities of realization of scientific ideas and projects.

Enterprises of a machine-building complex with attraction of the foreign capital and foreign licences are able to take possession of elaboration and production of the equipment for a petrochemical and oil refining industry on the base of reconstruction and technical requirement.

Creation of the considered block of a machine-building industry, absence of the sharp priorities in manufacture of deficient kinds of mining equipment, availability of numerous separate structures of various departments - require realisation of co-ordinating functions on oil and gas engineering (and, certainly, first of all the analysis of the Russian market of oil and gas equipment, elaboration of the competent and justified recommendations for large financial structures about expediency of a direction of the investments). The bodies of state management can hardly carry out these functions in modern conditions; new organisational structures, created on commercial beginnings also execute only local problems.

CONCLUSION

The decision of problems of oil and gas engineering will be found within the framework of financial-industrial groups.