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THE FEATURES OF MARKETING STRATEGY IN THE OIL AND GAS INDUSTRY

Abstract. The development of oil companies depends on their ability to predict and respond flexibly to the changing conditions of the external environment, to gain competitive advantages in the struggle in the markets. In such conditions, the role of strategic management in oil companies increases, which determines the relevance of the article, which reveals the directions and methods of formation and implementation of the marketing strategy for the development of oil complex enterprises. The article discusses the trends in the oil and gas market and their impact on the marketing strategies of oil companies in the near future. The article also substantiates the importance of marketing to coordinate the activities of participants in technological processes within the oil and gas industry, improve the efficiency of enterprises, achieve competitive advantages, as well as to reduce risks in management decisions.

Key words: marketing strategy, oil and gas market, oil company, trends, energy market.

It is no secret that the oil and gas sector is now in a state of transformation. The energy business can change dramatically in the light of recent events. What is happening requires decisive action from the leaders of oil companies, which will allow the business not only to survive in the short term, but also to prepare the corporations for future changes.

Over the past two decades, humanity has scooped out more than 60 billion tons of oil. At the same time, the higher the demand for oil, the more it is produced, the more capital is poured into the industry, the more active is the exploration for oil, the faster new fields are opened and developed.

In the world, the general trend of development of the modern oil industry is the reduction of proven reserves of light oil. Almost the entire increase in reserves is due to heavy viscous sulfurous oil.

In this regard, the further development of the oil refining industry is aimed at increasing the depth of oil refining and oil residues. The search for new technologies and catalysts resistant to high content of sulfur, metal organic matter, paraffins and other impurities is the main task of the near future [1].

The formation and development of the Republic of Kazakhstan as a sovereign state, ensuring economic and social progress of society is associated with the development of oil and oil refining, as well as gas and gas processing industries, which are the basis of the country's economy.

The strategy for the use of fuel and energy resources is based on long-term partnership with the largest oil and gas companies in the world in order to attract capital and modern technologies, the creation of a system of export pipelines from the standpoint of the efficiency of the use of future revenues from the export of resources. The oil refining industry is defined among the leading branches of the oil and gas complex, the effective development of which depends on the implementation of the long-term strategy of socio-economic development, formulated by the first President of the Republic of Kazakhstan in the strategy «Kazakhstan – 2050».

As part of the Strategy «Kazakhstan - 2050» sectoral departments will develop the most optimal scenario for the development of energy resources of the country and Kazakhstan's entry into the top 30 most developed countries. The source of progress should be not so much raw materials as a diversified economy with a developed agricultural and industrial processing sector, engineering, innovation economy, etc [2].

Crude oil production at the end of 2018 in real terms amounted to 77.5 million tons, which is 6.3% more than in 2017; in money - 12.2 trillion tenge. Almost two thirds (60.9%) of production was in Atyrau

region (47,2 million tons, +11,6% for a year), 23,3% - in Mangistau region (18 million tons, +0,7% for a year) and 8,3% - in Kyzylorda region (6,4 million tons, - 6,2% for a year) [3].

The volume of oil transportation through the oil pipeline of «MunaiTas» LLP amounted to 3 million 878 thousand tons (217 thousand tons - increase). Cargo turnover amounted to 1 billion 522 million tons/km (85 million tons/km - increase).

In the first 11 months of last year, export prices for Kazakh oil increased by 42.2% compared to the same period a year earlier. At the same time, export prices for the world outside the CIS for January - November 2018 increased by 42.1% year-on-year.

According to the data announced by departmental sources [4] in recent years, Kazakhstan adheres to a pragmatic scenario focused on a consistent increase in oil production to 95-100 million tons in 2020, to 110-115 million tons - by 2030, stabilization in 2040-2050 at the level of 110 million tons.

Solving the problems 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 think carefully about future steps. Based on this, it is necessary to attach great importance to the organization and implementation of marketing activities, which will allow to obtain stable volumes of profit and assumes that the marketing service and the management of the oil and gas enterprise will be more careful in solving the issues of planning, implementing and controlling the marketing strategy and tactics of market behavior.

Currently, the activities of Kazakhstan's vertically integrated oil companies in the foreign and domestic market are subject to a detailed review and study by high-level specialists in various fields of knowledge. However, the issues of marketing activities of oil companies, which most fully reflects both the current state of the company and the possibility of its growth and development, in connection with the specifics of the fuel market attract the attention of practitioners. But even in this case, the essence of marketing is considered as a means of implementing sales policy, not a holistic concept, there is no comprehensive assessment of the marketing activities of the company.

The International Energy Agency (IEA) has been signaling the possibility of a supply crisis since 2016. And recently, the possibility of a crisis proposal by the end of the decade warned the heads of Total, Eni and Saudi Aramco. Given the growing demand for oil and the fact that investment in many large projects was postponed during the economic downturn, there is a decline in the potential to meet this demand [5].

Oil companies will need to increase production, and there is a risk that some of them may find it difficult to keep up with the growing demand.

The fundamental problem of the sector, of course, is its inherent volatility. Producers will need time to take into account factors of unpredictability in terms of oversupply or unsatisfied demand in the market. In addition, they will have to overcome the difficulties associated with the pace and scale of the transition to electricity production from non-fossil sources. Given these uncertainties, oil and gas companies need to develop a viable strategy to mitigate these risks.

In other words, although the period of oversupply in the market is over, its effects will continue to be felt. In the short term, companies must maintain strict financial discipline and focus on improving productivity and applying new technologies. In the long term, they need to restructure their asset portfolios so that they become profitable at low break-even prices. Moreover, they will have to consider how to ensure that their portfolio as a whole meets the requirements of tomorrow and protect it in the context of the transition to a low-carbon economy.

The oil and gas sector should take into account its development and specific features. Companies need not only to monitor the technical, economic and financial indicators of the internal environment of the enterprise, but also to obtain and study relevant information about the state of the market and all elements of the external environment. It is marketing research that is a tool for a prompt and effective response to global trends. For the oil and gas industries, there are features of development, so the marketing analysis, as a whole of the market and its individual participants is specific. The main indicators of the market size are the market capacity and market share of companies. The number and size of oil and gas companies operating in the market, as well as their market share, are used as indicators. The size of the oil and gas market is determined by the volume of sales of oil and oil products, gas. The capacity of the oil and gas market characterizes the possible volume of sales of produced oil and gas in the local market for a certain period of time, as well as the possible volume of sales of oil and gas products [6]. It is necessary to

take into account the prospects of future sales of petroleum products in the domestic Russian market or in the world market. To regulate them, it is necessary to develop criteria and indicators for assessing the state of the markets. Their choice is based on the definition of goals and objectives of regulation on the one hand, and allows you to adjust these goals on the other. The main indicators are the contribution of the industry to the gross regional product, the percentage and amount of revenues to the budgets of all levels in the valuation [7].

The central issue of the market orientation of the oil and gas company is the identification of consumer demand for the final industry products - petroleum products. One of the main tasks, the solution of which directly depends on the level of prices in the market, the degree of customer satisfaction, the state of the competitive environment, is to achieve a balance of interests of consumers and suppliers of petroleum products. The consumer is always focused on the real supply from the producer of petroleum products, and the manufacturer - on the consumer demand, which is the main engine of the economy. Consumer demand should be moderately ahead of production capacity. If not, the investment does not go to the development of the industry. In addition, if the income of the population falls, the manufacturer is trying to find such marketing solutions that would allow him to save on a variety of components of his production and marketing activities [8]. Namely, on advertising and PR, on sales promotion, on technological processes, on quality of production, etc. Producers are ready to certain manipulations in all components of activity for increase in consumer demand and for adoption of effective decisions on advance of production.

At a time of crisis, when the state and industries, in particular oil and gas, do not have a large number of financial resources, it is especially important to assess the promising areas of business structures. The behavior of an economic entity in various economic situations is associated, on the one hand, with the market position it has won in a particular marketing communication space, and on the other, with the state of the resource potential of the entity itself. We need to find a way out of the crisis with the least losses. After all, during the economic crisis, the company's attention to the role of marketing increases: competent marketing in crisis conditions contributes to the survival of the company and even its growth. Marketers assess and reduce the risks of the company, as well as correctly use new opportunities in the market by searching for new niches, restructuring policy, finding new reserves and new points of application of efforts (points of growth). Therefore, it is necessary to develop anti-crisis marketing programs that would allow companies to survive the crisis, to exist and develop.

The latter type of analysis should take into account the specific nature of the oil and gas market - compliance with quality standards. In the oil and gas industry, the quality of goods (oil, gas or refined product) depends primarily on the natural indicators of the field, then - on the quality of the processing plant. The parameters of the requirements for the product are very strictly regulated. At the same time, technical, regulatory and economic parameters play a primary role when aesthetic and ergonomic parameters are not taken into account [9]. Following international standards, i.e. the transition to environmentally friendly fuel and resource-saving technologies for research, drilling, production and processing, will allow oil and gas companies to stay on the market. But if conditions, such as the location of deposits, initially require large costs from companies, perhaps the company should follow PwC's advice and find a new segment. In June 2015, at the annual exhibition "Gas and oil" in Calgary, Canada, 30 oil service companies were surveyed on what marketing strategies they use to conclude contracts [10]. According to the results of the survey revealed that only half of the companies developing a marketing plan (although you set the budget for marketing activities), and almost none of the companies does not evaluate the results of the work of the marketing department, considering it unnecessary. Oilfield service companies should pay more attention to marketing strategies — in a highly competitive environment and the preferential establishment of partnerships through direct sales only effective marketing will allow the service business to succeed in the market. A possible way to develop marketing strategies for oilfield service companies can be integrated marketing, which includes in addition to the traditional market analysis advertising, PR, sales promotion and the formation of a recognizable brand. The formation of the marketing strategy has its own characteristics: it is necessary to have a significant management experience, based on both intuition and common sense; it is necessary to take into account the risk factor and uncertainty; requires a high level of knowledge and skills; entails a large amount of strategically important information; the process includes the analysis of a variety of information from which it is

necessary to distinguish only relevant, and make decisions on its basis; it is necessary to develop an individual approach so that the company can succeed among competitors thanks to its strengths. The need for marketing strategies for the oil and gas business is due to the fact that in the absence of marketing plans, the company can spend much more on projects that then will not bring any results. The work of the marketing Department will allow the company to determine the most effective ways to find customers, form a recognizable brand and build a "road map" to achieve strategic goals. Evaluation of the division's performance will give managers an objective picture and show the strengths and weaknesses of the organization. Thus, marketing implies not only analysis and timely adaptation to changing conditions, but also an increase in sales through advertising, PR, building strong relationships with customers, and is the key to successfully overcoming the crisis and entering new conditions for oil and gas companies [11].

There are several main marketing strategies that can help to get out of the crisis situation with the least losses. The first is a strategy of unfair competition, the essence of which is to compensate for the declining volume of sales by increasing the price for buyers or reducing the price for suppliers. This strategy is not customer-oriented. Nevertheless, this alternative is a reality in the Russian markets of gasoline and other petroleum products controlled by monopolists. The second is the strategy of crisis adaptation: provides for a competitive advantage in the lower price segment by reducing costs, reducing the range, reducing the quality of products, etc. On the one hand, the strategy is focused on taking into account the declining effective demand, and on the other hand, on moving to a lower price segment, which is detrimental to the brand and image. The third is the development strategy: focused on ensuring competitiveness by increasing the value of products to the consumer while maintaining prices at the same level. The strategy is of the greatest interest, because it implements the key function of marketing - ensuring the development of the company in a changing environment [12].

An important part of marketing research in the oil and gas industry is to assess the level of monopolization and competition. The level of monopolization of the market can be measured using indicators such as the concentration coefficient and the index of the Genfindal-Hirschman. These indicators are widely used by the Antimonopoly service to assess the competitive environment of the market. These indicators make it possible to assess the state of the market in full, as well as to identify market parameters that are amenable to regulatory influence. Understanding the state of the market allows us to develop measures (directions) to improve the efficiency of marketing behavior of a particular enterprise in the oil and gas market.

Thus, the use of marketing opportunities in overcoming crisis phenomena is a powerful tool for regulating the activities of risk reduction, as well as to avoid strategic mistakes and identify the most promising ways to overcome crisis phenomena.

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МҰНАЙ-ГАЗ САЛАСЫНДАҒЫ МАРКЕТИНГТІҢ СТРАТЕГИЯСЫНЫҢ ЕРЕКШЕЛІКТЕРІ

Аннотация. Мұнай компанияларының дамуы олардың сыртқы ортадағы өзгеріп жатқан жағдайларға икемді түрде әсер ету және болжау қабілетіне, нарықтардағы бәсекелестік артықшылықтарға ие болуына байланысты. Мұндай жағдайларда мұнай компанияларында стратегиялық басқарудың рөлі өсіп, мұнай компанияларын дамытудың маркетингтік стратегиясын қалыптастыру мен іске асырудың бағыттарын, әдістерін және әдістерін ашатын мақаланың өзектілігін анықтайды. Мақалада мұнай-газ нарығындағы тенденциялар және олардың жақын арада мұнай өндіру және мұнай өңдеу компанияларының маркетингтік стратегиясына әсері талқыланады. Сондай-ақ, мақалада мұнай-газ саласының технологиялық үдерістеріне қатысушылардың қызметін үйлестіру, кәсіпорындардың тиімділігін арттыру, бәсекелестік артықшылықтарға қол жеткізу, сондай-ақ басқару шешімдерін қабылдау кезінде тәуекелдерді азайту мақсатында маркетингтің маңыздылығын негіздейді.

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