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kmaksat\_79@mail.ru, [saule\\_285@mail.ru](mailto:saule_285@mail.ru)**ORGANIZATIONAL AND ECONOMIC MECHANISM OF SUPPORT AND  
DEVELOPMENT OF THE FINANCIAL INDUSTRIAL GROUPS IN THE  
MINERAL AND RAW MATERIALS SECTOR OF KAZAKHSTAN**

**Abstract.** The purpose of the article is to develop an organizational and economic mechanism for the development of corporate structures in the mineral resource sector of Kazakhstan economy in the context of deepening market transformations. To achieve the goal, methods of a systematic approach, scientific abstraction, analysis and synthesis, as well as methods of multi-criteria economic-mathematical modeling, multi-criteria optimization, expert assessments, groupings were used. The study made it possible to develop a conceptual model of organizational and economic mechanisms for the formation and development of financial and industrial groups with the definition of four main blocks of mechanisms that are interconnected by elements and components. In addition, the work has systematized measures to support the formation and development of financial-industrial groups focused on import-substituting and export-oriented production in three areas: direct impact, indirect and indirect support.

The results of the study can be applied in the development of government measures to stimulate the development of financial and industrial groups not only in the mineral resource sector, but also in other sectors of Kazakhstan economy.

**Key words:** financial and industrial groups, integration, model, organizational and economic mechanism.

**Introduction**

The high level of financial and industrial groups (FIG) integration, its close connection with the global market make the study of the main factors and conditions of forming of mechanisms for FIG support and development in retrospective and prospective one of the most important tasks of the strategic analysis [1].

The factors and conditions revealed on the investigation level of forming and elaboration of FIG mechanisms, development and designing stipulating FIG development, and the estimation of its effect on its behavior, in future should allow formulating the main problems of forming and development of FIG and determine the main prerequisites for its solving.

The retrospective analysis based on the study of the main factors and conditions of forming and development of mechanisms to support the small and medium enterprises in the form of FIG in Kazakhstan on its relation to manufacture, way of effect, recurrence impact extension, and cover degree allow making a conclusion on noncompetitiveness of these enterprises [2].

Following the stated above, under the market conditions, the increasingly greater attention is given to the development of organizational and economic mechanisms to support the forming and developing of financial and industrial groups. At the present time there are a lot of different motives stimulating the entrepreneurs to make steps (decisions) leading to changing the FIG structure. The decisions, as rule, are based on aspiration to increase the welfare of FIG stockholders. Under these conditions it is especially important to elaborate the organizational and economic mechanisms on supporting and developing of FIG in rapidly changing environment for a long term.

## **Results and discussion**

It should be noted that the experience of the economic mechanisms elaboration on support and develop of FIG is poorly covered by publications. Nevertheless, it exists. The sectors where the FIG forming had enough attention at the beginning of thorough economic reforms show a definite success in manufacture and products sales.

The experience of financial and industrial groups forming in Kazakhstan shows that the main attention was paid to investing and financial sides of its functioning. The investment programs of participants organizing the FIG, mainly, served as umbrella to get some financial benefits (lower customs fees and some other taxes) without any attention to issues of manufacture, commercial cooperation, and competitiveness. This leads to preserving of low-effective mechanisms of FIG management [3, 4].

During the investigation process and substantiation of organizational and economic mechanisms for support and development of FIG on forming and development of processing and engineering manufactures at deeper levels of production we have elaborated the multi-criteria economic models of FIG forming and development basing on the application of mechanisms of FIG support and development.

The simulation (economic) approach in strategic management of FIG activity in view of organizational and economic mechanisms of FIG development allows the following to a person who makes an effective decision [4]:

- reveal and precise the priorities and development of FIG;
- make managerial decisions agreed with the accepted priorities avoiding logical errors in complicated and long chains of FIG management.

For example, the multi-criteria economic models of FIG strategic management elaborated on the base of organizational and economic mechanism of FIG support should represent the tasks clearly and structurally.

The specification and accuracy of economic model description of tasks of FIG strategic management depend on how deeply a person making a managerial decision understands the essence of support and functioning of FIG, on knowledge of possible economic consequences of alternative options of FIG forming and development, and if those were selected carefully, etc. In other words, if his ideas on forming and development of FIG are structured properly [5]. But, the necessity to apply the theoretical methods in managerial decisions making is stipulated by the fact that the tasks on FIG forming and developing are low-structured. So, the endless circle appears.

On the one hand, for the satisfactory solving of tasks on FIG forming and developing the clear and scientifically substantiated multi-criteria economic models describing in details the ideas of a making decision person are needed. On the other hand, the imperfective ideas on FIG forming and developing cause the necessity to elaborate multi-criteria economic models of prediction, strategic and tactic planning of production, and FIG products sale. It appears that the way out is only one – iterative approach to construction of economic models of FIG forming and developing in mining and metal sector. This kind of approach allows, in the process of creating and precision of economic models for FIG development, for simultaneous improve of ideas on the tasks of prediction, strategic and tactic planning of manufacture and sale of competitive FIG products [6].

In the process of iterative procedure implementation, at the first stage the multi-criteria economic models could be not very accurate and even controversial reflecting different unclear ideas of a managerial decision making person, i.e. poor functioning structure of FIG forming and developing. During the forming and investigating of economic prediction models development, strategic and tactic planning of manufacture and products sale, the ideas of a managerial decision making person become clear on the issue of optimal support and development of FIG, its relation to consequences of different solution options. This leads to precision of elements of multi-criteria economic models of FIG forming and developing, and all repeats again [7]. The iterative process continues until achieving a such variant of multi-criteria economic models of prediction, strategic and tactic planning of manufacture and product sale of FIG at which the ideas of a decision-making person, first, are described adequately, and, second, they are complete, clear, without controversies, and allow making a substantiated selection of an alternative variant of managing decisions on FIG support and development.

The important feature of multi-criteria economic FIG models development is the necessity to acquire the required information from people – a person making strategic managerial decision, or experts who are

specialists on the field of strategic management. This feature of FIG forming and developing requires special arrangement of the whole activity on developing the multi-criteria economic models on strategic management of FIG, its investigation, application of formalized methods of options comparison for FIG support and development in Pareto field. The arrangement of managerial decisions making process is a specific activity requiring special knowledge. Thus, during the process of elaboration and investigation of multi-criteria economic models of FIG forming and developing, together with a managerial decision making person (and between a consultant and experts, if necessary), a consultant arranges different procedures on acquiring and processing of necessary information, checks the received information, investigates its consistency, decides if additional information is necessary, determines its type, and, finally, elaborates and applies formalized methods for options comparing for support and development in Pareto field [8]. Thus, the procedure of elaboration and investigation of multi-criteria economic models of FIG development, in essence, is a dialogue iterative procedure to make managerial decisions on FIG support and development.

At the same time, the elaboration of methods on revealing the most preferred strategic managerial decisions on FIG functioning in mining and metals sector is impossible without application of accurate methods [9].

Thus, the model approach to solving the multi-criteria tasks of prediction, strategic and tactic planning implies that thoughtful ideas that cannot be subjected to strict formalization, and formalized models of prediction, strategic and tactic planning of manufacture and products sale should be used together. Only this kind of approach can lead to practically useful results.

Let's formulate the main points that should be taken into account while developing multi-criteria economic models of strategic FIG management in mining and metals sector. These points outline the most important specific features of multi-criteria economic models on FIG management in mining and metals sector [10]:

1. Multi-criteria economic models of manufacture and FIG products sale management are created by a researcher for structuring and précising of a decision-making person's preferences who participates directly in its elaborating.

2. Multi-criteria economic models of manufacture and FIG products sale management should be logically consistent.

3. Multi-criteria economic models should describe all most important elements of functioning and development of FIG while making strategic managerial decisions.

4. Economic prediction models of strategic and tactic planning of manufacture and FIG products sale should provide an opportunity to use real information on manufacture, sale of products of mining and metals sector given by experts and a strategic managerial decision-making person.

5. Economic models for FIG strategic management in mining and metals sector should be simple and convenient for strategic analysis and application by a strategic managerial decision-making person.

Thus, basing on the analysis of economic models application and the above stated points, we have developed a system of multi-criteria economic models of functioning and development of financial and industrial groups in mining and metals sector consisting of three stages. The first stage is devoted to elaboration of economic models of strategic management of FIG products sale on the base of analysis of value chain individual elements. For the economic models development the Poisson model and Laplace function are used [11].

At the second stage we develop the multi-criteria economic models of strategic management of mineral raw resources processing and final manufacturer issuing the end products. The economic models are developed on the base of value chain data: institute of research and development; institute of designing; raw materials processor; end manufacturer.

The third stage is devoted to the development of multi-criteria economic models of mineral and raw resources manufacture management on the base of individual constituents of the value chain at FIG forming, in particular, data of institutes of research, development and design, and raw material producer.

The system of organizational and economic mechanisms of FIG forming and developing elaborated by us for import-substituting and export-oriented manufactures includes four main blocks: organization and management, economic, legislative, information and analysis. The organization and management block is represented by administrative and managerial structures coordinating the market development to

import-substituting and export-orienting production by price monitoring services, by the system of information and consulting centers, by the system of special credit offices, and integrated establishments.

The economic block functions through price, loan-financial, tax, and insurance levers [12]. This block allows allocating subsidies and budget loans, making leasing deals.

The information and analytical block represents a system of information processing, and consists of the following parts: subsystem of acquisition and sorting of information, subsystem of information storage, subsystem of search, subsystem of information analysis. The important role, in our opinion, in information resources provision for FIG supporting and developing belongs to the State [13]. In this regard, it is necessary to elaborate the state mechanisms on determining the priority directions to support the development of FIG.

The legislative block consists of such parts as: legal and other regulatory acts of the State forming a legal base and fiscal environment within which the FIG establishes an organizational and economic mechanism and supports forming and development of FIG; accounting policy of FIG, internal regulatory documents allowing for a common economic mechanism functioning within the FIG subdivisions.

Thus, the conceptual model of organizational and economic mechanisms of FIG forming and development was formed under four main parts of mechanisms shown in Figure 1.

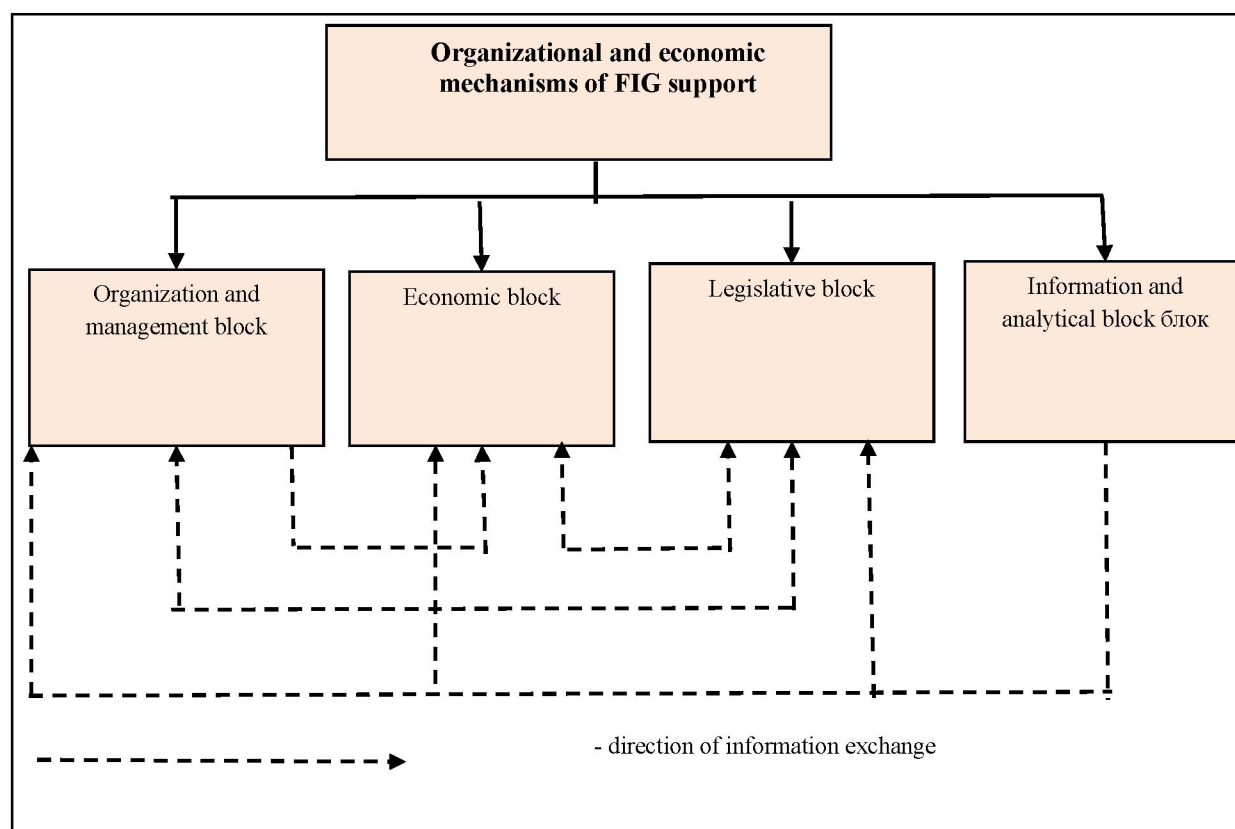
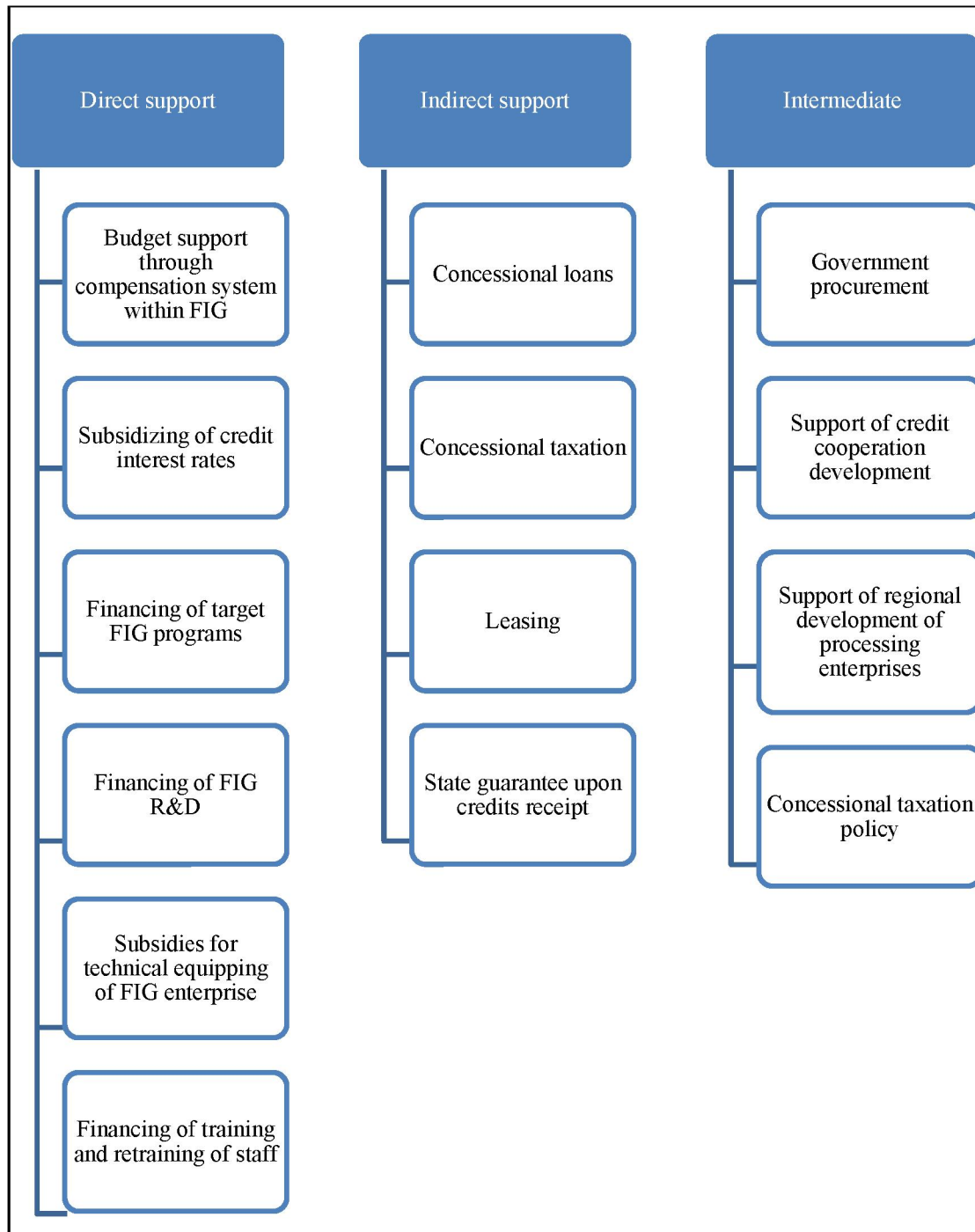


Figure 1- Conceptual model of organizational and economic mechanisms of FIG forming and developing

The described above four main blocks of organization and economic mechanisms of FIG forming and developing are interconnected by elements and components including scientific support, accounting and control of budget funds use, strategic analysis, and FIG development.

In contrast to the existing approaches, and basing on the methodological implication that the laws of market economy under the import-substituting manufacture do not act to the same extent as in real sectors of economy, we systematized the support measures for forming and development of financial and industrial groups oriented on import-substituting and export-oriented manufacture in three directions: direct effect, indirect and intermediate support (Figure 2).





Note – made by authors

Figure 2 – Support measures for FIG forming and developing

### Conclusion

The systematized in the work support measures on forming and developing of financial and industrial groups are implemented through the organizational and economic mechanism of support of FIG forming and developing that requires additional systematization and improvement.

Basing on our researches the direct governmental support for forming and developing of FIG issuing the import-substituting and export-orienting products should represent a system of economic relations that includes the combination of forms and methods of multilevel forming of budget funds and its use on financing the target programs, R&D, compensations, budget funds, subsidies, and subventions.

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## ҚАЗАҚСТАННЫҢ МИНЕРАЛДЫ-ШИКІЗАТ СЕКТОРЫНДАҒЫ ҚАРЖЫ-ӨНЕРКӘСІПТІК ТОПТАРДЫ ҚОЛДАУ ЖӘНЕ ДАМУЫН ҰЙЫМДЫҚ-ЭКОНОМИКАЛЫҚ ТЕТІКТЕРІ

**Аннотация.** Мақаланың мақсаты – нарықтық өзгерістердің тереңдеуі шарттарында Қазақстан экономикасының минералды-шикізат секторындағы корпоративтік құрылымдарды дамытудың ұйымдық-экономикалық тетігін әзірлеу болып табылады. Қойылған мақсатқа қол жеткізу үшін жүйелік әдіс, ғылыми абстракциялау, талдау және синтездеу әдістері, сондай ақ көпкритерийлі экономика-математикалық үлгілеу, көпкритерийлі оптимизациялау, сараптамалық бағалау, топтау әдістері қолданылды.

Жүргізілген зерттеу қаржы-өнеркәсіптік топтарды қалыптастыру мен дамытудың ұйымдық-экономикалық тетіктерінің тұжырымдамалық үлгісін әзірлеуге мүмкіндік берді, тетіктердің элементтері мен компоненттері арқылы өзара байланысты негізгі төрт тарапы анықталды. Одан басқа, жұмыста импортты алмастыруға және экспортқа бейім өндіріске бағытталған қаржы-өнеркәсіптік топтарды қалыптастыру және дамытуды қолдау бойынша шаралар үш бағытқа: тікелей ықпал ету, жанама және аралық қолдау бойынша топтастырылған.

Зерттеу нәтижелері тек минералды-шикізат кешенінде ғана емес, сондай ақ Қазақстан экономикасының басқа салаларында да қаржы-өнеркәсіптік топтардың дамуын ынталандыру бойынша мемлекеттік шаралар әзірлеуде қолданысын табуы мүмкін.

**Түйін сөздер:** қаржы-өнеркәсіптік топтар, ықпалдасу, үлгі, ұйымдық-экономикалық тетік.

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## ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИЙ МЕХАНИЗМ ПОДДЕРЖКИ И РАЗВИТИЯ ФИНАНСОВО-ПРОМЫШЛЕННЫХ ГРУПП В МИНЕРАЛЬНО-СЫРЬЕВОМ СЕКТОРЕ КАЗАХСТАНА

**Аннотация.** Цель статьи – разработка организационно-экономического механизма развития корпоративных структур в минерально-сырьевом секторе экономики Казахстана в условиях углубления рыночных преобразований. Для достижения цели использовались методы системного подхода, научной абстракции, анализа и синтеза, а также методы многокритериального экономико-математического моделирования, многокритериальной оптимизации, экспертных оценок, группировок. Проведенное исследование позволило выработать концептуальную модель организационно-экономических механизмов формирования и развития финансово-промышленных групп с определением четырех основных блоков механизмов, которые взаимосвязаны между собой посредством элементов и компонентов. Кроме того, в работе систематизированы меры поддержки формирования и развития финансово-промышленных групп, ориентированных на импортозамещающее и экспортоориентированное производство по трём направлениям: прямого воздействия, косвенной и опосредованной поддержки.

Результаты исследования могут быть применены при разработке государственных мер по стимулированию развития финансово-промышленных групп не только в минерально-сырьевом комплексе, но и других отраслях экономики Казахстана.

**Ключевые слова:** финансово-промышленные группы, интеграция, модель, организационно-экономический механизм.

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