

PAPER • OPEN ACCESS

Formation the management methodology for developing an export potential of the EAEU machine-building enterprises

To cite this article: Galina Belyakova *et al* 2019 *J. Phys.: Conf. Ser.* **1399** 033024

View the [article online](#) for updates and enhancements.



IOP | ebooks™

Bringing together innovative digital publishing with leading authors from the global scientific community.

Start exploring the collection—download the first chapter of every title for free.

Formation the management methodology for developing an export potential of the EAEU machine-building enterprises

Galina Belyakova¹, Sergey Belyakov¹, Darya Fokina^{2,4,5} and Anastasiya Shpak⁴

¹ Department of Economics and Business Process Management Institute of Business Process Management and Economics, Siberian Federal University, Svobodny pr. 79, Krasnoyarsk, 660041, Russian Federation

² Department of Customs Registration, Siberian State University of Science and Technology, 31 Ave "Krasnoyarsk Worker", Krasnoyarsk, 660014, Russian Federation

³ Department of Economics and management in the construction sector Institute of Business Process Management and Economics, Siberian Federal University, Svobodny pr. 79, Krasnoyarsk, 660041, Russian Federation

⁴ Department of Economics and Information Technology Management of School of Business Management and Economics, Siberian Federal University, 660041, Svobodny pr. 79, Krasnoyarsk, Russian Federation

⁵ E-mail: darya_fokina@mail.ru

Abstract. This paper considers the necessity to form a method of the develop of an export potential of machine building companies in the EAEU conditions. A new production processes model, the so-called digital manufacturing, offers enterprises a wide range of modified tools for stimulation of an export potential. The research focused on formation of the method of the developing of an export potential among machine builders, and the studding tasks and main stages of the management of an export potential. New method should take into account not only the trends and socio-economic level of development of states with different living and economic conditions, but also the specifics of machine-building enterprises and the features of their products.

The formation and development of the export potential of the engineering industry of the EAEU member countries is a necessary basis for the diversification of economies and the expansion of domestic and international trade. The processes associated with increasing the export potential of machine-building enterprises are complex and involve the implementation of joint high-tech projects with high integration effects and wide participation of economic entities. Given the complexity and multisubjectivity of these processes, it is necessary to develop a methodic for the formation of the export potential of the EAEU machine-building enterprises, taking into account integration features and transformational modernization of industry enterprises.

For developing a methodic of the formation of the EAEU engineering companies export potential, it is necessary to take into account the trends and socio-economic level of development of states with different living and economic conditions, as well as with their potential capabilities. The general trends of member-states developing are [1]:



- Concentration of economic growth in the leading countries - the Russian Federation and Kazakhstan, providing more than 87% of the total GDP of the countries of the Union. The low socio-economic development of the other states of the Union, whose economy is characterized by a highly specialized structure and an underdeveloped labor market, low investment in infrastructure, insufficient transport connectivity with the largest and largest urban agglomerations or administrative centers.
- Transformation of the spatial organization of the EAEU production sectors while maintaining territories without pronounced economic specialization. When the EAEU was created, there were no significant changes in the spatial organization of the manufacturing sectors of the state economy:
 - Increase in production and production of hydrocarbons.
 - Concentration of agricultural production in areas with the most favorable agro-climatic and soil resources and a favorable position in relation to large consumer markets.
 - Accelerated development of manufacturing industries, including engineering, food and consumer goods as a result of the increasing role of the factor of transport and geographical position in relation to international markets.
 - The concentration of an innovative economy in the territories within which most of the leading scientific organizations and educational centers are located.

The economic specialization of some territories has become ineffective due to changes in the conditions of international trade and scientific and technological development, market conditions for the location of industries.

- Maintaining low transport connectivity and accessibility of territories within the Union. The existing infrastructural restrictions on the socio-economic development of the participating states are associated with insufficient development of transport infrastructure. The lack of cohesion of administrative centers is a significant infrastructural limitation on the development of the export potential of machine builders of the Union member states. A high level of centralization of air transportation to the capitals of the participating states remains.
- Lack of integration of various modes of transport, lack of a network of transport and logistics centers and passenger hubs combining several modes of transport, contribute to the emergence of congested sections on transport communications. As a result, the transit potential of the EAEU Member States remains unrealized.
- The presence of intercountry socio-economic imbalances. The ratio of the average value of GDP per capita in the EAEU Member States is significantly different: about \$ 10,000 in the Russian Federation and Kazakhstan and just over \$ 1,000 in Kyrgyzstan. At the same time, for the Russian Federation, as for most developed countries, it is characteristic to maintain significant intra-regional socio-economic imbalances.
- The introduction of modern ITC technologies will continue to increase the spatial availability and production cooperation of manufacturers, including in services and public administration. Digitalization of production processes, together with an increase in the level of automation and robotization, has an impact on structural changes in the labor market and helps to increase labor productivity. A decrease in employment in various sectors of the economy occurs simultaneously with an increase in the share of employment in areas in which remote work is possible.

The Eurasian Economic Union, taking into account the existing development trends, is moving to a new stage of integration - not only through regulations, but also through project activities. Among the joint projects that are most important for the development of the export potential of the EAEU machine-building enterprises are [2]:

- Creation of the Eurasian industrial cooperation network, subcontracting and technology transfer.

- The formation of a digital ecosystem of the EAEU member states.
- Creation of the ecosystem of digital transport corridors of the EAEU.
- Development of a digital traceability system for goods.

Currently, each of the Member States has its own set of tools for managing the development of the export potential of machine-building enterprises producing competitive products (subsidies, tax benefits). In order to form a single mechanism for managing the development of the export potential of enterprises in all EAEU member states, support measures should be unified and synchronized, with the possibility of financing from common sources [3] (the Eurasian Development Bank or other financial institutions of the EAEU).

The method for managing the development of the export potential of engineering enterprises should be aimed at ensuring economic growth and supporting the competitiveness of member economies. The creation of a method for managing the development of the export potential of machine-building enterprises is in line with the implementation of the digital agenda of the EAEU: "Digital transformation of economic sectors and cross-industry transformation", "Digital transformation of integration processes management processes", "EAEU digital industrial cooperation", "Regulatory system "Sandboxes" of the EAEU" [4].

The Treaty on the EAEU does not provide for the obligations of the EAEU Member States on uniform measures to support any entities, at the same time, the creation of a support methodic does not contradict the legal norms of the Agreement. The system of tools to support the engineering industry of the Member States is implemented within the framework of the Protocol on the Unified Rules for the provision of industrial subsidies [5]. In order for Member States of the EAEU to accept obligations to implement unified measures of state support or to create a financial institution of the EAEU (endowing an existing institution) with the relevant competence to provide financial support measures, it is necessary to conclude an international agreement within the EAEU, which includes, inter alia, the creation of a special fund. However, the use of the EAEU budget for the purpose of supporting organizations or projects is not provided for by the EAEU Agreement. The proposed method for managing the development of the export potential of engineering enterprises meets the requirements and criteria for initiative projects within the EAEU.

The introduction of a unified methodology strengthens the efforts of member countries to coordinate and implement joint investment initiatives by improving the reliability of investment and promoting innovative technologies.

The method contains the following steps (figure 1):

- Choosing a Development Strategy.
- Analysis of existing export flows:
 - analysis of the structure of foreign trade flows;
 - dynamics of volumes and directions of foreign trade.
- Determination of the export potential level:
 - Innovative export-oriented enterprises.
 - Support programs for export-oriented enterprises.
 - Support the creation of export infrastructure.
- Analysis of factors influencing the export potential development - controlled impact and uncontrolled exposure factors.
- Project activities - Formation of a projects pool for the development of EP:
 - Supranational, regional and municipal infrastructure projects in various industries.
 - Projects for the development and creation of new cooperative industries.
 - Innovative programs related to changes in technological structure.
 - Investment projects and development programs.
- Regulatory activities - Formation of a supranational regulatory framework for the development of EP:
 - The formation of the legal mechanism for harmonization of legislation.

- Development of supranational legislative acts aimed at supporting export-oriented producers.
- Development of uniform regulations and standards for exported products.
- Participation in development projects of EP corresponding to the enterprise specifics:
 - Conditions for receiving support.

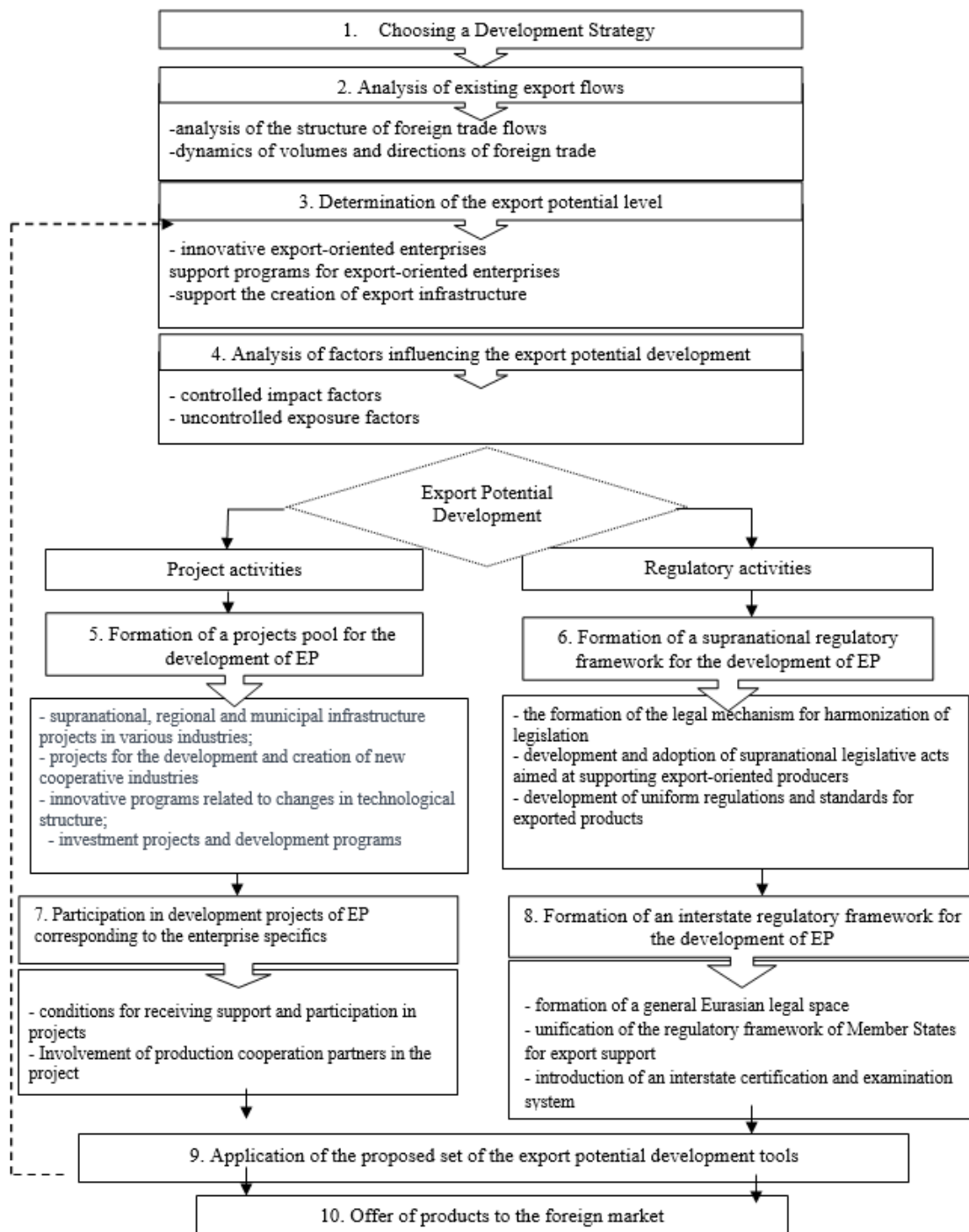


Figure 1. Methodology for developing an export potential of the EAEU machine-building enterprises.

- Conditions for participation in projects.
- Involvement of production cooperation partners in the project.
- Formation of an interstate regulatory framework for the development of EP:
 - Formation of a general Eurasian legal space.
 - Unification of the regulatory framework of Member States for export support.
 - Introduction of an interstate certification and examination system.
- The use of the proposed set of the export potential development tools.
- Offer of products to the foreign market.

Development of projects and adoption of normative legal acts forming uniform conditions for normative legal regulation (stimulation) of export activity

Cooperation aimed at developing the export potential of the EAEU enterprises is proceeding quite fruitfully, joint projects are being implemented, but to increase trade turnover, it is necessary to continue work to unify the Union's regulatory and legal framework [5].

For all the turbulence and uncertainty that exist today in the global economy, the determination of the main directions of coordination of economic policies looks extremely important and timely.

To achieve the goal of economic development of the EAEU - to ensure the quality and sustainability of economic growth of Member States as a result of integration - a number of tasks have been set:

- contribute to the achievement of national long-term and medium-term goals to increase the sustainability and competitiveness of member economies;
- create additional sources of economic development based on the realization of the competitive advantages of the Member States and the EAEU as a whole;
- increase the mutual openness and significance of the economies of Member States by removing barriers, minimizing restrictions and exemptions for the free movement of goods, services, capital and labor;
- help strengthen the position of Member States in the market of third countries and in international organizations.

In general, by 2030, the results of the EAEU economic development should demonstrate the global competitiveness of the integration association [6]. The EAEU should be actively represented in the already existing system of "integration of integration" - a system of interaction and solution of global problems at the level of integration associations. If in the short and medium term it is planned to use the available resources and current competitive advantages of the member states, the long-term development of the EAEU will contribute to improving the structure of the economies of Member States (building economies by creating new market segments as a result of integration) and build on the best regulatory practices for increase the competitiveness of the economy.

The Commission regularly draws up promising proposals for separate joint projects in the real sector of the EAEU economy with high integration potential. These proposals are considered within the framework of industry expert groups with the participation of business created by the Industry Advisory Committee at meetings of the Advisory Council on the interaction of the EEC and the EAEU Business Council. Participation in annual events, exhibitions, and forums allows discussing promising cooperation projects with business and working out conditions for their successful implementation.

At the current level of integration development, the EEC industrial unit is building up coordination of national policies [7], as provided for in Article 92 of the Treaty of the EAEU. The industrial unit is taking consistent steps to achieve the goals contained in Article 92 of the Treaty.

The issues of an export potential formation are the highest priority for integration processes in the EAEU. The main emphasis is on the development of cooperative cooperation in mashing - building industry.

The development of an export potential is a pre-emptive right of the producers themselves, who are directly, involved in cooperative value chains. The task of the methodic is to support favorable

conditions for the development of this area of industrial integration and the promotion of cooperation projects.

References

- [1] Vinokurov E and Libman A 2012 *Eurasian integration: Challenges of transcontinental regionalism* (Basingstoke: Palgrave Macmillan)
- [2] Vinokurov E, Demidenko M, Korshunov D, Pereboev V, Tsukarev T *et al.* 2017 *Eurasian economic integration* (Saint Petersburg: EDB Centre for Integration Studies)
- [3] Alekseenkova E, Glotova I, Devyatkov A *et al.* 2017 *EAEU Development Prospects up to 2025* (Moscow: NPMP RIAC)
- [4] Knobel A 2015 Eurasian Economic union: Prospects and challenges for Development *Voprosy Ekonomiki* **87(3)** 108
- [5] Belyakov G, Belyakov S, Lyachn V, Zelenskay T and Fokina D 2018 Creation of value chains and cooperation of machine builders within the Eurasian Economic Union *Revista Espacios* **39(04)** 36-42
- [6] Libman A 2017 Russian Power Politics and the Eurasian Economic Union: The Real and the Imagined *Rising Powers Quarterly* **1(1)** 81-103
- [7] Busygina I and Filippov M 2019 Russia and the EAEU: conflicting incentives for institutional compromise *Analytical media "Eurasian Studies"*