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**FORMS OF THE ORGANIZATION AND A TYPOLOGY
OF THE INTEGRATED INDUSTRIAL STRUCTURES**

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**ФОРМЫ ОРГАНИЗАЦИИ И ТИПОЛОГИЯ
ИНТЕГРИРОВАННЫХ ПРОМЫШЛЕННЫХ СТРУКТУР**

Modern campaigns to definition of the integrated structures on the basis of which the author's concept of «the integrated industrial structure» is formulated are analysed. The essence, the contents and forms of the organization of integration of managing subjects in Russia are revealed. The typology of the integrated structures reflecting their features and characteristic features is given.

THE INNOVATIVE ECONOMY, THE INTEGRATED STRUCTURES, THE INTEGRATED INDUSTRIAL STRUCTURES, CRITERIA OF CLASSIFICATION, TYPOLOGY.

Проанализированы современные подходы к определению интегрированных структур, на основе которых сформулировано авторское понятие «интегрированной промышленной структуры». Выявлены сущность, содержание и формы организации интеграции хозяйствующих субъектов в России. Приведена типология интегрированных структур, отражающая их особенности и характерные черты.

ИННОВАЦИОННАЯ ЭКОНОМИКА. ИНТЕГРИРОВАННЫЕ СТРУКТУРЫ. ИНТЕГРИРОВАННЫЕ ПРОМЫШЛЕННЫЕ СТРУКТУРЫ. КРИТЕРИИ КЛАССИФИКАЦИИ. ТИПОЛОГИЯ.

Relevance of the study

The priority of the innovative development of the Russian economy is caused by the state innovative policy where the stimulation of competition is a key motivation factor for the innovative behavior of enterprises. However, the strengthening of competition in the internal and external markets force business entities to look for new opportunities for the effective implementation of business activity. One of the ways that allows enterprises to keep their positions in the market, to minimize risks, and to increase profits is an integration of business entities. Integration permits not only to increase the quality of management, to lower tax burden, to diversify production using surplus resources, but also to produce and to strengthen a synergetic effect of the joint activity, which arises due to the economies of scale [1, 23, 24].

The creation of integrated structures in Russia is defined as a perspective direction of development of the national economy. Joining efforts of business, science, and the state in the priority directions of the modernization and technological development of the industrial

sector is one of the principles of the Strategy of innovative development of the Russian Federation till 2020, where special attention is paid to the creation of joint ventures with leading global manufacturers in such branches of the economy as mechanical engineering, pharmaceuticals, electronics, and so on.

Thus, the state stimulation of the development of various forms of business entities integration in Russia increases from year to year, specifically this tendency applies to production associations which are known in research literature as integrated industrial structures (IIS) [8, 9, 16, 19, 22].

According to the Federal State Statistics Service of the Russian Federation, there is a tendency of business entities in Russia to integrate. During the period from 2005 to 2011 the number of merges and acquisitions among already existing legal entities increased by 15 %, while among private business this indicator reached 50 % in the same period [1–3, 7].

Comparing the ratio of the legal entities which have undergone processes of merges and acquisitions among all registered enterprises and

the organizations functioning in Russia, including private business, it should be noted that there is a tendency of strengthening the integration between business entities. This tendency is caused by a synergetic effect which is reached due to expansion of production and technological communications of companies, for example, due to sharing raw materials, energy and other resources, material base, merge of the capital and so on. Because of that, limits on cooperation can be lifted, barriers preventing joint economic development can be eliminated, creating favorable conditions for business management. Thus, research into IIS, their features, types and tendencies of development is one of the actual directions of research in modern economics, in particular, in corporate governance.

Purpose of the research

The purpose of the research is to formulate the concept of an «integrated industrial structure» on the basis of research literature analysis, to consider the essence and features of its functioning in the Russian economy, and also to present a typology according to appropriate classification features.

In order to achieve the goal of the research the following tasks are put forward:

1) to analyze modern approaches to the definition of information retrieval system in scientific literature and to specify the concept of information retrieval system;

2) to find out the essence, the contents and forms of the organization of integration of business entities in Russia;

3) to consider classification features of the information retrieval system and to suggest a typology, allowing to reveal their features.

The study of forms and ways of integration of business entities and features of various integrated structures (IS), including the information retrieval system, is one of the actual directions of scientific researches in the Russian economy. In face of globalization, dynamically developing market and increasing competition, the creation of IS is a strategic advantage to national economies, which strengthens their position in the world economic space [23–28].

Let's consider the features of IS development in Russia [4–28].

A rapid development of the integration of business entities in Russia began at the early 1900s. During the Soviet period, the accumulation of experience in the formation of various production structures and associations, including large sectorial and intersectorial economic and regional complexes took place. It allowed to gain economies of scale and to simplify planning and control processes [3]. However, in the late 1980s cooperation connections were destroyed, the economic crisis began. Since the 1990s the need to overcome technological backwardness of the industrial enterprises and the activation of the innovative activity caused a new wave of integration, which resulted in the establishment of large corporations uniting a large number of enterprises and companies.

In the early 2000s, two tendencies of the development of integrated units in Russia appeared: strengthening of the state control in the corporate sector of the economy and mediation of private firms in the creation of sectorial, industrial organizations, etc. [12, 19].

The first tendency was outlined in the early 2000s when the first attempts to integrate economic structures being under control of the state were taken, and also attempts to consolidate the state equity stakes and the unitary enterprises [3]. The second tendency was that representatives of private businesses became initiators and mediators in any creation of the integrated structures; they offered specialized services of the creation and organization of business associations [4].

As a whole, the tendency of the creation of integration associations is caused by aspiration to provide stability in noncompetitive fields of the real sector of economy, and also to gain synergetic effect from the joint activity.

In research literature there is no unified definition characterizing the integration of business entities. Such Russian scientists as S.B. Avdashev, I.P. Bojko, I.M. Bunin, E.L. Drachev, A.A. Dynkin, A.M. Liebman, D.S. Lvov, G. Kleyner, Ya.Sh. Pappé, A.S. Pugiyev, A.D. Radygin, A.A. Sokolov, V.P. Chichikanov and others [13–20], were engaged in the research of IS. They introduced such definitions as integrated business groups, integrated industrial structures, economic systems, integrated corporate structures, integrated diversified corporate associations, corporations, megacorporation and so on.

In order to consider the essence of integrated industrial structures let's address the concept of integration.

In the Contemporary economic dictionary of B.A. Rayzenberg, the following definition of integration is given: integration – (from lat. integer – whole) – an association of economic subjects, deepening of their interaction, development of connections between them. Economic integration takes place both at the level of the whole country, and at the national level of enterprises, firms, companies, and corporations. It is shown as an expansion and deepening of production and technological connections, sharing of resources, association of the capital, and as a creation of favorable conditions for the implementation of economic activities with each other, and the removal of mutual barriers.

There are various criteria for the classification of types of economic integration, in particular, institutional, private-cooperative, macroeconomic, microeconomic, mesoeconomic, regional, interregional and so forth [6, 22, 28].

Within this research we will consider those types of integration that underlie the formation of the integrated industrial structures.

Let's consider a private-cooperative integration – integration at the level of enterprises. It represents an association of capital and assets of the companies, and as a result, the markets based on a network of direct connections [7] are created. Within this type, there is integration which assumes the association of enterprises operating in one branch on one market that allows enterprises to resist competition from the strong partners, and also integration due to a merger of companies, functioning in different branches, but at different stages of production or circulation.

The private-cooperative type of integration represents the microeconomic integration by the territory and institutions involved; however some authors; consider mesoeconomic integration as a basis of the formation of integrated structures [12]. In this case, the integrated mesoeconomic structures are defined as rather steady in relation to changing behavior or interests of certain subjects and their groups, and also formal and informal norms used during a considerable period of time, or the systems of norms regulating decision-making, activity and

interaction of social and economic subjects (physical and legal entities, organizations) and their groups [6]. There are three groups of integrated mesoeconomic formations: enterprise networks, economic associations, and integrated business groups.

Economic associations are voluntary associations of enterprises, companies, legal entities for the reason of joint activity, coordination of actions, ensuring protection of the rights, representation of common interests in other organizations.

However in this research it is necessary to go into detail in the concept of «integrated business groups» (IBG).

The concept of the integrated business group (IBG) was suggested by Ya. Pappé, S.B. Avdasheva and V.E. Demytyev in the work «The analysis of a role of the integrated structures in the Russian commodity markets» [21]. The integrated business group is a set of economic agents (or set of legal entities and individuals who are carrying out an economic activity) which possesses the following characteristics:

1) at least some of the agents forming this set, are commercial organizations, i. e. their activity is defined by a criteria of economic efficiency;

2) there are regular interrelations between agents with closer links than simply market links, i. e. this set constantly or periodically acts as a unit in some essential economic or administrative aspects. Thus rigidity of interrelations can be absolutely different – from a common owner of all enterprises and a simultaneous entry into one technological chain to a simple coordination of price, marketing or technical policy;

3) there is a center of key decision making, obligatory for all agents of this whole. Let us call it the central element, and there are two types of it. The first type is one of legal entities (this role can be transferred from one entity to another, but it shouldn't occur too frequently). The second type is a group of individuals, for example, the main owners and/or the top managers (thus the group has to have rather clear (maybe not formalized) borders and it should be changed rather slowly).

Another definition of IBG is given by D.S. Lvov, the main expert in the field of the economic theory of innovations and institutional structure of the economy: the integrated business



group is a set of enterprises and organizations with a coordination center operating on a regular basis. Thus coordination of actions of such a set is beyond usual contracts on commodity markets and on the loan market, but the status of partners in the group as certain economic subjects is preserved (legally independent enterprises and organizations) [10].

The concept the «integrated business group» replaced the concept of the «financial and industrial group» which was officially introduced in Russia in 1995 with the Federal law «Concerning financial and industrial groups». A feature of FPG is that it has to include a financial institution while IBG allows the inclusion companies of any sphere: industrial, trade, services sector or another non-productive sphere. Thus, the concept of IBG is broader than the concept of FPG, besides, they have different legal meaning as the concept of FPG is accurately defined by the legislation of Russia, and the concept of IBG does not have a unified definition in Russian research literature yet.

Along with concept of IBG the Russian scientists use the definition of the integrated economic system (IES) – a complex highly-organized association of highly-business entities which are carrying out coordinated economic activity on the basis of the consolidation of strategic resources and opportunities on a contractual or formal basis for the achievement of systemic and local interests for the period of these purposes [9, 11, 19]. The following features are identified:

- administrative complexity: IES represents the set of functionally, technologically and financially interconnected business entities interacting within definite organizational, economic and legal forms;
- regulation of economic system: IES represents the set of legally issued or independent participants uniting assets within contracts;
- integration of different types of resources: raw, material, financial, intellectual, information, labor and so on;
- various level of economic potential of elements of integrated systems;
- production complexity: IES includes different business entities and is characterized by branch and product diversification;
- existence or absence of a common coordinating center (centralization/ decentralization of these or those functions of management);

- existence of their own purposes and interests of business entities; need of coordination of the activity of business entities with each other and with a coordinating center for the pursuit of common interests and achievement of common purposes of development;

- integrity and continuity of economic interests of the IES elements determined by systemic interests and purposes;

- existence of organizational, economic and production relations and interests for the purpose of effective management of resources and assets.

The concepts of IBG and IES are similar in their meaning; their essence is that they represent an association of business entities in a general view, without specifying features of interrelation, a form of existence and structure of business entities. IBG and IES represent the largest forms of private-cooperative integration, in literature they are classified by various indicators, including the form of united potential, where there are allocated, in particular, industrial, financial, or other. types of the integrated structures. Thus, the integrated industrial structures (IIS) are one of the types of IBG and IES, their feature is that their structure includes one or several industrial enterprises, i. e. the activity of the information retrieval system is anyway connected with production of industrial function.

In literature, the definition of information retrieval system is defined as the integrated corporate structure (ICS) with at least one industrial enterprise. The concept of ICS corresponds to the concepts of IBG and IES and is defined as a group of legally independent enterprises (organizations) which are carrying out the joint activity on the basis of the consolidation of assets or the contractual (contract) relations for the achievement of common goals, having the uniform coordinating center [11]. Therefore the information retrieval system possesses all features of ICS (IBG and IES), which allows to define this form of integration as an association of the business entities conducting the joint activity which is partly connected with production.

In order to specify the concept of information retrieval system, and also to consider their essence, we will address the definition of various forms of integration of business entities in the legal system.

Classification of ICS by organizational and legal forms			
Smykov V.V. [7]	Chernova E.G. [8]	Vinslav D.V. [14]	Mikhalenko D.G., Afonichkina E.A. [16]
Joint-stock companies; government organizations; unions	Investment holding; production holding; government corporation; joint venture; concession; public partnership	Corporation; concern; holding; financial and industrial group; joint venture; consortium; association; network organization	Associations and unions; simple partnerships; joint-stock companies with subsidiaries; holding companies and financial holding companies; banking groups; bank holdings; financial and industrial group; public partnerships; holdings

Fig. 1. Classification of ICS by organizational and legal forms

In the legislation of the Russian Federation there is no unified definition characterizing the integration of business entities, in the Fundamental Law of the Russian Federation the concept of «public associations» is used, however it is not applicable to all types of integration of business entities as it has its own scope of application. In this regard, it is extremely important to define what forms of the organization of business activity in Russia should be related to the information retrieval system.

Among the scientists considering processes of integration of business entities from the legal point of view, there is no consensus about what organizational and legal forms of the enterprises and the organizations to refer to corporate structures. According to Lazarev V.V., societies and their associations (unions) could be considered as the corporate organizations in the Russian legal system. But the consideration of such forms as economic associations, cooperatives, associations as IS is not correct as they do not have the characteristics which are used for IS in the professional community [13].

In literature, there are various classifications defining organizational legal status of integrated structures (Fig. 1). Chernova E. describes six organizational and legal forms of the integrated structures, among them investment holding, industrial and scientific holding, state corporation, joint venture, concession and non-profit partnership [8]. Mikhalenko D.G. describes the following forms of association of legal entities: associations and the unions,

ordinary associations, joint-stock companies with subsidiaries, holding companies, banking groups, bank holdings, financial and industrial groups, non-profit partnerships and holdings [14].

However, in our opinion, it is necessary to consider existing organizational and legal forms of enterprises and organizations which can refer to IS in details, in order to define the given structures as an object of researches.

In the Russian legislation there are three groups of organizational and legal forms of business entities: legal entities – commercial organizations, legal entities – non-profit organizations, and business entities without the rights of a legal entity [12–16].

Thus, it is possible to define such forms of association of business entities as holdings and holding companies, and also financial and industrial groups, as the information retrieval systems.

The types of the information retrieval system by type of their formation are presented in Fig. 2.

To sum up, based on the legal understanding of IS and their economic essence, we will propose the author's definition of the information retrieval system: the integrated industrial structure is the complex economic system representing a legal entity (joint-stock company) or a group of legal entities (ordinary association, holding, FPG) which ensures the accumulation of the assets of its participants for the implementation of a joint economic activity on a contractual or formal basis for the purpose of the profit extraction, with industrial production being its primary activity.

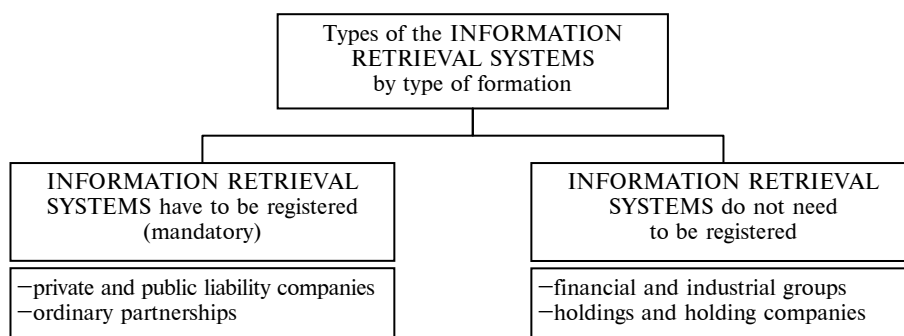


Fig. 2. Types of the information retrieval systems by type of formation

Classification of the integrated structures

Ambiguity of the terms to define an integration of business entities (IBG, IES, ICS, corporation, and so on) is the reason why there is no unified settled classification of IS in literature. Each author treats them in his own way, using those features which correspond with the chosen direction of the research [16–28].

Separate classifications of such a concrete type of associations of business entities as the information retrieval system are not used in Russian research literature, as the information retrieval system is considered as one of the types of ICS. However, in our opinion, it is reasonable to use the independent typology of the information retrieval systems since they represent complex economic structures, and the consideration of separate features will allow the facilitation of the process of their study and will allow to define their features and the principles of functioning more precisely.

Let's consider the existing classification of IS on the basis of the analysis [1–5, 9, 12, 15–29 and other] which can be used for the classification of the information retrieval system (Tab. 1)

In the table there are various approaches to the classification of IS which, in our opinion, can be used in the information retrieval system typology. These approaches characterize the information retrieval system from the point of view of integration process, however, distinctive feature of such structures is their industrial orientation; therefore it is also reasonable to consider the typology of the information retrieval system characterizing their primary activity. Thus, in our opinion, it is necessary to distinguish the information retrieval system by branch, by the type of consumed raw materials, by destination and character of finished goods,

by extent of involvement of the information retrieval system in various stages of production, and by the extent of specialization (Fig. 3).

This classification allows to consider the INFORMATION RETRIEVAL system as the integrated industrial enterprise, reflecting its primary activity, that is industrial production. A similar consideration of the INFORMATION RETRIEVAL SYSTEM gives a chance to concentrate attention on the main goal of functioning of such structures, and also to study their essence and features in detail.

Conclusion

The conducted research completed the following tasks:

1) types of IS functioning in the conditions of the Russian economy were analyzed, such concepts as «the integrated business groups», «the integrated economic systems», «the integrated corporate structures» were considered, features of their definition by various authors were revealed, and also such type of integration of business entities as the integrated industrial structures was identified;

2) the concept of «the integrated industrial structure» from the economic and legal points of view was considered, its legal status, organizational and legal forms were defined, their features of formation in Russia were specified, the author's definition characterizing the information retrieval system as a complex economic structure, representing the legal entity (joint-stock company) or a group of legal entities (ordinary association, holding, FPG) which ensures the accumulation of assets of its participants for the enterprise purposes, on a contractual or formal basis for implementation of the joint economic activity which main type is industrial production, was proposed;

Table 1

The typology of the integrated structures

Classification sign	Authors allocating this sign	Types of the integrated structures
Stability of interrelations	E.L. Dracheva, A.M. Liebman [17]	1) long-term steady interrelations; 2) short-term interrelations (consortia, etc.)
Integration direction	E.L. Dracheva, A.M. Liebman, V. V. Smykov, A.L. Zagorsky [18], O.Yu. Chelnokova [25], O. P. Ivanov [26]	1) vertical; 2) horizontal; 3) radial; 4) ring; 5) conglomerate; 6) diversified; 7) mixed
Extent of integration (extent of capital centralization)	E.L. Dracheva, A.M. Liebman, M.M.Voronovitsky [21], Y.V. Yakutin [17]	1) direct administrative submission on the basis of state property; 2) rigid integration on the basis of corporate property; 3) holding (full, partial); 4) cross possession of actions; 5) loose association of assets without the right of a casting vote; 6) trust management by actions; 7) contractual integration; 8) partial cooperation on separate functions or kinds of activity; 9) integration on the basis of strategic alliances and optional agreements on joint activity; 10) long-term contract relations
Connections	E.L. Dracheva, A.M. Liebman	1) hierarchical; 2) network; 3) cyclic
Nature of the state registration	E.L. Dracheva, A.M. Liebman, O.Yu. Chelnokova	1) legal; 2) illegal
Purpose	E.L. Dracheva, A.M. Liebman, I.S. Shitkina [27], Y.Yakutin	1) increase in production within the available nomenclature; 2) production diversification; 3) growth of export opportunities; 4) economy of financial expenses; 5) replacement of competitors; 6) research and development implementation; 7) implementation of the state order
Resource provision	E.L. Dracheva, A.M. Liebman, Y.V. Yakutin	1) own resources; 2) financing in stock market; 3) financing at the expense of the bank credits; 4) government support
Status of the managing director of the center	V.V. Smykov, A.L. Zagorsky,	1) management company which does not perform independent production; 2) logistic center; 3) financial and industrial center; 4) production center; 5) scientific and technical center; 6) commerce and industry center
Independence degree of the enterprises entering IS	E.G. Chernova	1) cartel; 2) syndicate; 3) consortium; 4) alliance; 5) franchising association; 6) concern; 7) chain of deliveries; 8) cluster
Distinction of mechanisms for the management of joint activity	V.E. Dementyev [20]	1) possibilities of control with the titles of property of the united enterprises; 2) levers of coordination of a joint activity due to regulation of access to some production resources; 3) voluntary centralization of a number of powers by participants of the group
Nature of coordination of participants in the integrated structure (voluntary or compulsory)	I.S. Shitkina	1) unequal associations based on economic subordination and control (holding companies) 2) equal associations based on the voluntary relations – contractual forms of associations (ordinary associations)

Classification of the information retrieval system by its primary activity				
by industry sector	by the nature of raw materials consumed	by the nature of finished goods	by involvement in different stages of production	by degree of specialization
Power industry; fuel industry; ferrous metallurgy non-ferrous metallurgy; chemical and petrochemical industry; engineering and metalworking; timber, woodworking, pulp and paper industry, etc.	Specializing in mining industry; specializing in manufacturing	Producing means of production; producing commodities	Complete production cycle; incomplete production cycle	Specialized; universal; mixed

Fig. 3. The classification of the information retrieval system characterizing its primary activity

3) existing classification features for the analysis of different types of IS were considered and the information retrieval system typology depending on the type of their formation was

proposed; also the typology of the information retrieval system characterizing its primary activity – industrial production – was proposed.

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