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## RECOMMENDATIONS FOR THE STRATEGIC ANALYSIS PROCESS OF MINING AND CHEMICAL COMPANIES IMPROVEMENT

**Summary.** Nowadays ensuring of high-performance activity, increase of the investment attractiveness and creation of long-term prospects are actual issues for every company independently of its activity field. Development of actual and science based strategy allows to reach high effective results in both current activity and long-term prospect. In current market and industry conditions, mineral-raw companies in general and mining and chemical sector in particular are influenced by numerous factors and events that cause high turbulence of the environment. In the article, the environmental turbulence of mining and chemical companies was characterized and its level was identified. Existing strategic analysis methods were considered as well as some new methods were suggested. Also Stakeholders' analysis and GAP-analysis for company Uralkali were made.

**Keywords:** mining and chemical companies, the turbulence of the external environment, strategic analysis.

## REKOMENDACJE DLA POPRAWY PROCESU ANALIZY STRATEGICZNEJ PRZEDSIĘBIORSTW GÓRNICZYCH I CHEMICZNYCH

**Streszczenie.** W dzisiejszych czasach zapewnienie działalności o wysokiej wydajności, wzrost atrakcyjności inwestycyjnej i stworzenie długoterminowych perspektyw to problemy każdej firmy, niezależnie od obszaru jej działania. Rozwój aktualnej strategii opartej na wiedzy pozwala osiągnąć bardzo dobre wyniki zarówno w bieżącej działalności, jak i w perspektywie długoterminowej. W obecnych warunkach rynkowych i branżowych przedsiębiorstwa wydobywające surowce mineralne, w tym także z sektorów górniczego i chemicznego, są narażone na wiele czynników i zdarzeń, które powodują silne turbulencje w otoczeniu. W artykule scharakteryzowano turbulencje środowiskowe typowe dla przedsiębiorstw górniczych i chemicznych, zidentyfikowano również ich poziom. Rozważono istniejące metody analizy strategicznej oraz zasugerowano nowe sposoby jej rozwoju. Dodatkowo dla przedsiębiorstwa Uralkali przeprowadzono analizę interesariuszy i analizę GAP.

**Słowa kluczowe:** przedsiębiorstwa górnicze i chemiczne, turbulencje w otoczeniu zewnętrznym, analiza strategiczna.

## 1. Introduction

The uniqueness of the Russian mineral raw material base, precisely phosphate and potash ore reserves, allows domestic mining and chemical companies to provide not only the domestic demand but also to be significant on the global scale. Russian mining and chemical companies that are integrated in the basic raw material resources occupy a significant share of the global fertilizer market and also have enormous strategic and social importance for the national economy.

The global mineral fertilizers market, which determines the development of modern Russian mining and chemical industries, is influenced by many factors<sup>1</sup>:

- the balance of supply and demand in the fertilizer market;
- limited geographic accessibility of mineral resources (for potash and phosphate ores);
- peculiarities of plant growing, the different scales of agricultural activities in different countries and levels of fertilizers consumption;
- the concentration of industrial facilities near the sources of raw materials, market outlets and seaports;
- direction of agricultural policy in different countries;
- conditions for international agricultural trade, etc.

In addition, rising prices for raw materials and energy has a significant impact on fertilizer prices. By virtue of production and consumption geography mismatch a significant share of industry products is exported.

It should be mentioned that some of the factors influence in permanent or predictable way (such as growth of the world population, the availability of various natural resources, etc.) while the influence of others can vary greatly (as attenuated and amplified) or even change its direction (for example, the position of agricultural policy or regulation of foreign and domestic trade).

The complex of these and other factors, including dynamic and multidirectional, generates high turbulence of the external environment and difficulties for creating scientifically grounded strategy for integrated mining and chemical companies, but at the same time increases its importance expansion their position in the global and domestic markets.

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<sup>1</sup> Ponomarenko T.V., Dmitrieva D.M.: Methodological Foundations of the External Environment Strategic Analysis of an Integrated Mining Company. Organizational-economic mechanism of rational use of subsoil: assessment, effectiveness and strategic management: Individual articles Mining information-analytical bulletin (scientific and technical journal). "Mining Book", No. 10, 2011, pp. 57-70.

The environmental turbulence should be understood as “a measure of the degree of changeability and predictability of the companies’ environment”<sup>2</sup>. The faster the changes occur, the higher the degree of turbulence.

Due to the unique natural resources, products of the Russian industry are characterized by high quality and competitive price as a whole. However, the competitive advantages of Russian manufacturers, which are largely resource-based, can be partially or completely lost. Tightening of price competition in the fertilizer market, increasing the dynamism level of the external environment and the volatility of global markets forced mining and chemical companies around the world to focus on managing costs, improve the efficiency of strategic management and marketing activities. At the same time, despite the variety of existing methods and tools for strategic analysis<sup>3,4</sup>, at the moment the approach taking into account industrial and market peculiarities of the mining and chemical complex functioning in a highly turbulent environment is not formed. Therefore, the main aim of the research is to adopt new methods of strategic analysis to mining and chemical companies in order to improve strategic analysis process.

## 2. Methodology and methods

Therefore, high business struggle intensity in the industry determines the direction of the companies’ activity; the strategic decisions are made in a close interdependence of participants, the implementation of company strategies affects competition in the industry

Besides, one of the most important problems of Russian mining and chemical companies’ strategic development is an almost complete orientation on export. This situation is explained by the low solvency of the Russian market caused by poor financial condition of the agricultural sector, where the need for mineral fertilizers is not completely satisfied.

Solution of these problems and prevention of the new ones is possible only in condition of the effective interaction of mining and chemical complex with a dynamic environment. In modern conditions the approach of the founder of strategic management I. Ansoff becomes extremely relevant. He selected different levels of the environmental turbulence - from repetitive until unpredictable.

Each of the turbulence levels is described by four characteristics: complexity of the environment, the familiarity of events, the rapidity of the changes and the possibility of predicting their consequences.

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<sup>2</sup> Ansoff I., Sullivan P.: Profitability optimizing in turbulent environment: a formula of strategic success. Long range planning, Vol. 5, 1993, pp. 11-23.

<sup>3</sup> Aaker D.A.: Strategic Market Management. Wiley, 2013, p. 336.

<sup>4</sup> Barney J.B.: Firm resources and sustainable competitive advantage. Journal of Management, No.17, 1991, pp. 99-120.

Table 1 shows a modified characteristic of environmental turbulence levels considering a necessary management response to changing<sup>56</sup>.

Table 1

## Characteristic of environmental turbulence levels

Characteristics	Turbulence levels, their characteristics and peculiarities				
	1	2	3	4	5
Environmental turbulence	Repetitive (no change)	Expanding (Slow Incremental Change)	Changing	Discontinuous	Suprisesful
Complexity of market environment	A non-competitive market (National Economic)	Weak competitive market	Developed market (Regional Technological)	Developed international market	Intensively growing global market
Familiarity of events	The familiar, repetitive	Notable trends	Extrapolable events	Constantly changing events	Continually changing and unexpected events
Rapidity of change	Very slow changes	Moderate changes, simple reaction	Average, clearly defined changes	Rapid, poorly defined changes	Very rapid changes
Visibility of future	Recurring	Forecast able	Predictable	Partially Predictable	Unpredictable
Responsiveness of general management to the changes					
Responsiveness of general management capability (Strategy, characteristics of strategic management)	Search for stability, rejects changes	Search for efficiency, adapts to changes (reactive)	Market driven, seeks familiar changes	Environment driven, seeks related changes (active)	Creating an environment (proactive)
Information support	Historical precedents	Historical experience	Extrapolation	Future opportunities	Event-analysis

Source: Compiled by the author, using<sup>7</sup>.

The table shows that, depending on the characteristics of the external environment and its level of turbulence varies the degree of management reaction. And if in low environmental turbulence it is possible to use passive (reactive) management in the company, then with increasing levels of turbulence grows the degree of responsibility of the company's management, which requires preventive action (proactive management).

Now let us characterize the environmental turbulence of mining and chemical companies.

<sup>5</sup> Bolotov S.P.: The dynamics of the environment and the adaptation of the company to market conditions. Bulletin of the Research Center of corporate management and venture investment Syktyvkar State University, No. 4, 2010.

<sup>6</sup> Ansoff I., Sullivan P.: Profitability optimizing in turbulent environment: a formula of strategic success. Long range planning, Vol. 5, 1993, pp. 11-23.

<sup>7</sup> Ansoff I., Sullivan P.: Profitability optimizing in turbulent environment: a formula of strategic success. Long range planning, Vol. 5, 1993, pp. 11-23.

Mineral fertilizer market in recent decades has developed quite rapidly, fueled by the growth of the world economy in general and agriculture in particular.

As a result, less than 30 years, its volume increased 5 times and currently amounts to more than 70 billion doll. USA. This market is sufficiently developed and global because production and consumption patterns vary considerably. Just Russian mining and chemical companies export about 70% of its products to the markets of the main consumers - China, India and Brazil, as well as markets in Europe and North America<sup>8</sup>.

As for the novelty of the events, in this respect, the market is quite volatile. One of the fundamental reasons for the high volatility of the mining and chemical market is, as it was already said, its market structure - oligopoly. Throughout the world, there are a small number of producers.

Especially it concerned to potash market - the 3 largest companies control about 60% of the market. In such circumstances, there is a close interdependence of companies, which leads to influence the behavior of every player on the whole market.

The situation in the fertilizer market is constantly fluctuating. There are some evidences for it:

1. One of the last signs of turbulence seen after August 2013, when the largest producer of potash - a Russian company "Uralkali" - announced its withdrawal from the trade partnership with the Belarusian company "Belaruskali" and stopped export sales through a joint trader - Belarusian Potash Company (BPC). This situation has led to the destabilization of the whole market of mineral fertilizers. Prices began to falter for all types of fertilizers, resulting in a significant loss of capitalization mining and chemical companies (Figure 1).

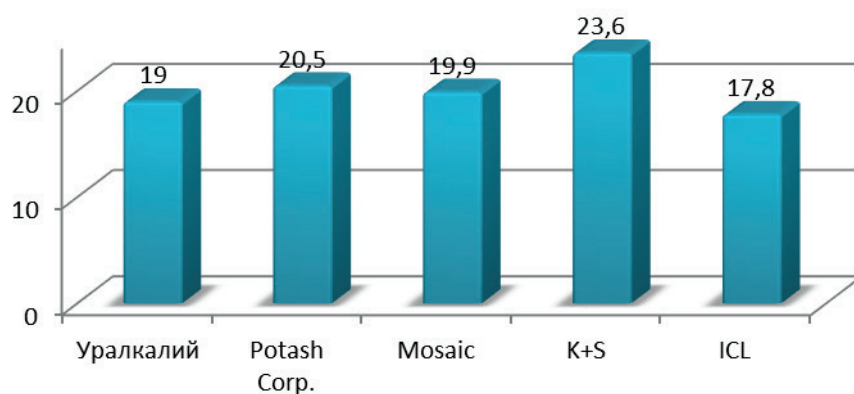


Fig. 1. Loss of the largest mining and chemical companies' capitalization in 2013, million USD

Rys. 1. Spadek wartości największych firm górniczych i chemicznych w 2013 r. [mln USD]

Source: <http://www.mosaicco.com/>; <http://www.potashcorp.com/>; <http://www.uralkali.com/>.

<sup>8</sup> The official website of the research company «Abercade» [electronic resource]. Mode of access: <http://www.abercade.ru/research/analysis/>

2. Currency fluctuations, a significant weakening of the ruble also caused changes in the market.
3. Annual management's decision to postpone the launch of new production capacities makes all the forecasts about world production unreliable.

Thus, the fertilizer market is constantly undergoing rapid, poorly defined changes and events that require a special approach to the management of companies. After the analysis of the Russian mining and chemical companies' environment, it was found that the degree of turbulence can be set at forth, and occasionally even on the fifth level.

Finding this balance requires from management considerable efforts, both logistically and scientifically - methodological plans. Is necessary to know how to plan the company's actions in the case of changes and how often it is necessary to review the strategy, for, on the one hand, keeping up with the market, and on the other - do not get carried away by strategic planning at the expense of operating activities.

Thus, the high level of environmental turbulence, tighter competition and current world situation demands from mining and chemical companies monitoring of the global environment and flexibility. Foreign and domestic experience shows that the solution of such problems is feasible only due to advanced and effective strategic management. In a modern economy a huge number of factors affect on the formation of the company's strategy and their interaction is specific to the industry and enterprises.

All above mentioned issues necessitates the formation of a special approach to the strategic management of the companies mining and chemical complex. There are many studies on this problem <sup>910111213141516</sup>.

Strategic analysis of the mining and chemical companies should be carried out not only by common tools such as SWOT-analysis, PEST-analysis, analysis of the competitive forces (M. Porter)<sup>17</sup>, SWN – analysis, diagram Ohmae etc., but with the use of special methods, taking into account industry-peculiarities.

A significant influence on the mining companies' strategy choice, unlike companies in other sectors, has the condition and allocation of mineral assets, so it is important to carry-out this type of analysis (SMA - analysis)<sup>18</sup>.The analysis requires monitoring information about

<sup>9</sup> Freeman R.E.: Strategic Management. A Stakeholder Approach, Boston 1984.

<sup>10</sup> Glueck W.F.: Business Policy and Strategic Management. McGraw-Hill, New York 1980.

<sup>11</sup> Lorange P.: Corporate Planning. An Executive Viewpoint. Prentice Hall, 1980

<sup>12</sup> Worrell L.: Strategic Analysis: a Scientific Art. Wolverhampton Business School, Wolverhampton 1998

<sup>13</sup> Grant R.: Modern Strategic Analysis. 2011.

<sup>14</sup> Pitere T., Waterman B.: In search of effective management. Progress, 2001, p. 234.

<sup>15</sup> Ansoff H.I.: Strategic Management. Palgrave Macmillan, 2007, p. 272.

<sup>16</sup> Spender J.-C.: Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. Oxford University Press, 2014, p. 376.

<sup>17</sup> Porter M.E.: The Competitive Advantage: Creating and Sustaining Superior Performance. Free Press, New York 1998.

<sup>18</sup> Ponomarenko T.V., Dmitrieva D.M.: Methodological Foundations of the External Environment Strategic Analysis of an Integrated Mining Company. Organizational-economic mechanism of rational use of subsoil: as-

the existing resource allocation, completed and planned tenders and auctions. It should be tracking information about the launch of new production facilities and expansion of existing capacity of competitors.

Moreover, all known methods of strategic analysis take into account just influencing factors, but they do not allow considering unexpected events happening in the market and market's reaction to them. The concept of event analysis appears in the literature more often. It is introduced in the economic science from the social, primarily political and psychological sciences. In our opinion, such analysis could be a part of the economic (strategic) analysis in economics and management. The classic definition of event analysis is as follows: event analysis - is a method of producing a sequential description of an incident which accounts for the logical relationships between the facts presented. These events are put into chronological order and linked together by identifying logical relationships. These links are tested to ensure that each event is explained satisfactorily.

In politics such events as elections, revolutions and others, followed by any significant changes are analyzed. In psychology, this analysis allows to trace psychological development of the person and influence of various events on his life.

However, the economic development at the micro-, macro- and mega-level also suggests the appearance of any events that are either positively or negatively influence the economy as a whole and the activity of a separate company in particular. Thus, event analysis in the economic context requires monitoring of information that is important for behavior changing of the market. More often, it is macro-economic indicators of the economy, the fundamental statements of important political figures, reports on natural and technological disasters, terrorist acts, global crises, restructuring of companies, changes in the legislation that affect this market, etc. Event analysis - is assumptions about the most probable market reaction in response to certain changes in the macroeconomic, political and other indicators and measures. Event analysis can be used as a tool for the analysis of external or internal environment of the company<sup>19</sup>.

The systematized scheme of strategic analysis methods including elaborated and adopted by the authors is given in the Table 2.

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essment, effectiveness and strategic management: Individual articles Mining information-analytical bulletin (scientific and technical journal). "Mining Book", No.10, 2011, pp. 57-70.

<sup>19</sup> Dmitrieva D.M.: Strategic Event Analysis of the Market Of Potash Fertilizers. Latest Developments in Mineral Industry – Geology, Mining, Metallurgy, and Management. Scientific Reports on Resource Issues (established in 2010). TU Bergakademie Freiberg Vol. 1. Germany 2012, pp. 332-335.

Table 2

The systematized scheme of strategic management methods for mining and chemical companies

The method of strategic management	The contents and characteristics of the method	Peculiarities of application and relevance to the mining and chemical industry
<b>Strategic analysis</b>		
SWOT-analysis	It identifies strengths and weaknesses, opportunities and threats of the company that allows creating an effective strategy.	The high importance, because mining and chemical companies have specific threats and opportunities that needed to be revealed.
PEST-analysis	Specifies the political, economic, social and technological regulating factors the environment influencing the activity of the company and its strategy.	In the mining and chemical industry, these factors have, in general, a restraining influence. The analysis should be supplemented by environmental factors that have particular significance for the mining and chemical industry.
SWN – analysis	It determines not only the strengths and weaknesses, but also the neutral side of the company.	This kind of analysis must be supplemented with components specific to the mining industry.
Diagram Ohmae	This diagram shows the transition from the main analytical indicator - profitability – to those factors that have a direct impact on the level and dynamics.	Important for analysis of internal environment of mining and chemical companies
Porter five forces analysis	It allows you to identify the most important factors determining the strategy formation - the attractiveness of the industry and market competitive conditions.	Average importance due to the stable market structure and high entry barriers in the industry.
<b>GAP - analysis</b>	Establishes discrepancy between the achieved and planned (expected, the best) results and determines the cause of this.	The high importance, because the analysis reveals the weaknesses of the current strategy and help to avoid them when designing a new one.
<b>Stakeholder analysis</b>	Analysis of stakeholders' interests for its using during strategy forming	Very important because of there are many stakeholders who are interested in companies' activities and have great influence on it
<b>Event- analysis</b>	Allows setting the market's reaction to various events and establishing the relationship between them to make founded assumptions about the future state of the company, the market and the industry. It is very important for forming an effective strategy.	Very important due to the unstable political and economic situation in the world, a significant dependence of companies on social and economic processes, as well as due to the oligopoly market and the close interdependence of the market participants.
<b>Analysis of mineral assets</b>	It allows you to identify the current and projected state of the mineral assets in the industry and peculiarities of their distribution to form an effective strategy	It must be an obligatory component of strategic analysis of mining and chemical companies.

Source: Compiled by the author.

Author in other works has already done strategic analysis of mineral assets and event-analysis. In the article author wants to consider other methods of strategic analysis.



### 3. Results

As the example, the Russian potash company Uralkali was chosen. Uralkali is a leading producer of potash fertilizers, accounting for approximately 20% of the world's potash supply. The company is developing the Verkhnekamskoye potassium and magnesium salt field, the world's second largest deposit in terms of ore reserves, situated in the Perm region, Russia. Uralkali produces two main potash fertilizer grades: standard and granular muriate of potash (MOP). Stakeholders' analysis for Uralkali was made (table 3).

Table 3

Example of Stakeholders' analysis for potash companies

Stakeholder	Stakeholder Interests	Assessment of Impact	Potential Strategies
Local communities	Environmental safety and mitigation of the consequences of industrial accidents Housing infrastructure development and modernization Social infrastructure development and modernization Sports development Supporting cultural events Support for disadvantaged sections of the community	The development of the company needs to be supported by the local communities wherever it operates. Sustainability of ecosystems, biodiversity and a healthy environment are vital conditions for the wellbeing of future generations. A better quality of life for people and local communities through social and cultural projects contributes to regional social and economic development and ensures the sustainability of company's operations.	Meetings with representatives of local communities Economic, environmental and social initiatives Implementation of CSR projects and local community development programs Assisting in the design of development plans for the regions in which Uralkali operates Publications in local media Public consultations Maintaining contact with NGOs
Government and local authorities	Reporting to regulators Taxation Planning and implementing local community development projects and social projects Maintaining a dialogue with government authorities on current legislative and regulatory issues	The company's leading position implies a responsibility to follow industry standards and comply with local and international laws and regulations. It is necessary to establish and maintain stable and constructive relations with national and local government authorities.	Information disclosure and reporting Dialogue with government authorities on legislative and regulatory issues Development of partnership agreements Implementation of joint projects Local community development planning
Shareholders and financial community (investors)	Corporate governance Financial and non-financial results Potash market developments Strategy and KPIs Risks Sustainability information	As a publicly listed company Uralkali needs to provide open, timely and transparent information to help our investors make informed decisions about our financial and non-financial performance	Presentations, webcasts and conference calls between management and financial community Website publication of relevant documents Meetings between management and financial community General meetings of shareholders Perception studies among investor and financial community Press releases on material issues and key company events

cont. of table 3

Employees	Principles of social partnership Mutual respect and trust that underpin HR Policy Financial and non-financial incentives Learning and development opportunities Health, safety and environmental standards	Every aspect of company strategy should be based on the commitment of people. Their knowledge, their willingness to work and their satisfaction are the keys to the company's successful operations. Company should put an emphasis on creating the conditions for professional and career growth for our people.	Employing HR Policy and Health and Safety Policy The system of internal communication and feedback Regular meetings between management and employees Ensuring safety in the workplace Implementation of social and financial incentive programs Employee satisfaction and employee engagement surveys Promoting
Trade unions	Employees' loyalty Compliance with health and safety regulations Feedback from employees Important decisions on social issues	Efficient cooperation with the trade unions is essential for the company in understanding and filling employees' expectations. Trade unions help monitor the implementation of all health and safety rules and other important agreements.	Reports on execution of the provisions and development of the Collective Bargaining Agreements and health and safety agreements Regular face-to-face meetings with management and trade union members
Customers and partners	Customers: The quality of goods and services provided Reliability of supplies Mandatory compliance with contract provisions and legal requirements Client support for the use of the Company's products Partners: Procurement standards outlined in all tenders Rigorous due diligence of all partners to establish their integrity and solvency	Nowadays the reliable and transparent relationship with customers and partners drives the company's performance. Positioned as an industry leader, Uralkali aims to sustain this mutually beneficial partnership to ensure progress and promote development in all spheres.	Publication of regular market bulletins on the website Meetings with customers, including industry conferences, round tables and workshops Master classes and practical training in mineral fertilizer use Customer surveys Procurement standards and information on the Company's tenders and procurement plans Meetings with (potential) suppliers and business partners Conclusion of supply contracts for products and monitoring performance of requirements for counterparties
Media	Adequate media coverage of the company's strategic messages Timely disclosure of corporate news and events Getting feedback from society and international media Maintaining the relationship with stakeholders at all levels	The company needs accurate and timely coverage by the various media channels when disclosing its financial and operational results, important external and internal events, community involvement, participation in industry conferences, international and local exhibitions, etc. The correct perception of the company and its strategy by all stakeholders is mutually beneficial for Uralkali and its target audiences.	Press releases on material issues and key events Interviews with management Media visits and press conferences Relationship building events for media Perception studies among target media

Source: Compiled by the author, using data of Uralkali company: <http://www.uralkali.com/>.

Company's strategic goal is to ensure sustainable supply of potash fertilizers to all key markets. At the same time, company has some other goals, so it is very important to analyze and control its achievement.

Table 4

## Example of GAP-analysis for potash companies

Strategic objective	Current Standing	Deficiency	Action plan	Stakeholders engaged
Maintain industry leadership positions	In 2014, Uralkali maintained its leading position in the global industry as strong potash demand across all markets enabled company to achieve a record output of over 12.1 million tons. But in 2015 company had to decrease its production	The production capacity of Uralkali is 14 million tons. So it is not used fully	Increasing production volumes coupled with strong demand for potash will help Uralkali to maintain net revenue at a similar level as in the previous year	Customers and partners, shareholders and financial community
Focus on enhanced relationships with end customers	Difference between production and sales volumes is one of the indicators representing efficiency of logistics, trading performance and route to market. 12,3 million tons is sales	12,3 million tons is sales and 12,1 million tons is production	Strong potash market demand encouraged Uralkali to increase sales volume in 2014. The slight difference between production and sales volume is in line with the historical range	Customers and partners
Maintain cash cost leadership positions	Cash cost of goods sold per ton measures competitive cost position in the industry. It should be lowest in the industry	In 2014 cash costs remained lowest in the industry (49\$ per ton) and further decreased due to increased production and the depreciation of the ruble.	It is important to support current state for having one of the most important competitive advantage – lowest costs	Customers and partners, shareholders and financial community (investors)
Balance investment in growth with shareholder returns	In 2014 zero dividend payout reflects the shareholders' decision not to pay interim dividends given the situation at Solikamsk-2 coupled with economic volatility in Russia.	50% in previous years	It is important to find balance between shareholders interests and others in order not to make decrease in stakes' price	Shareholders and financial community (investors)
Focus on people, communities, safety and environment	FIFR is the core indicator of responsible health and safety management. It is central to company's focus on operational excellence and should be 0 Also social investments previous period 30.1 million USD	One employee tragically died at Uralkali facility in 2014.  Social investments 28.4 million USD	Necessary measures should be taken to prevent accidents in the future. Company need pay more attention to social needs	Local communities Government and local authorities Employees Trade unions Media

Source: compiled by the author, using data of Uralkali company: <http://www.uralkali.com/>.

## 4. Conclusions

Mining and chemical industry is characterized by several distinguishing features: oligopolistic market, institutional regulation of industry, high capital intensity of production and strategic decisions, high strategic and social significance of companies that stipulates necessity of taking into account interests of regional and state structures, population and etc. in strategy development. Moreover, there are several actual problems of strategic management that mineral-raw companies face: lack of co-ordination in strategy development between large mining and chemical companies' strategies and strategies of regions they operate in; lack of control over strategy realization; lack of scientific guidance of strategic planning of mining production, shortage of strategy mathematical modeling methods etc. So development of specific approach to strategic management of mining and chemical companies, that considers market and industry peculiarities and high dynamism of the environment, is necessary.

Russian mineral fertilizer industry seems to be strategically important and potentially competitive in world markets also having good conditions for stable growth in Russia. Russia accounts for about 10% of mineral fertilizers world production, and only 1.8% of world consumption, that is, the most of the industry's production is exported. Export of fertilizer material is not a raw focus. It is the export of goods with high added value, which is associated with significant multiplicative, budget and socio-economic effects.

In this regard, a research of current development trends and prospects of the mineral fertilizers market, especially the competitive environment and forms of competition for strengthening the position of Russian producers on the world markets is particularly relevant.

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## Omówienie

Nowoczesność badanej branży i aktualna sytuacja rynkowa producentów nawozów mają ścisły związek ze zwiększaniem wydajności systemu zarządzania strategicznego. Na podstawie badań zidentyfikowano cechy charakterystyczne i problemy funkcjonowania przedsiębiorstw górniczych i chemicznych oraz zaproponowano udoskonalenie w podejściu do analizy strategicznej. Zakres udoskonalenia opracowano na podstawie obszernej analizy strategicznej przedsiębiorstw górniczych i chemicznych, która, w obliczu koncentracji sektora surowców mineralnych i ograniczonej liczby producentów, powinna uwzględniać także czynniki dynamiczne i wieloaspektowe, specyficzne metody wykonywania analizy aktywów mineralnych oraz strategiczne wydarzenia w branży, w tym analizę GAP i analizę interesariuszy.