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e-mail: aimasha_06@mail.ru**The analysis of existing system of strategic management
of JSC “Kazakhtelekom”**

Transformational processes in economy demanded formation of new approaches to management process. One of the most important directions of modern management is formation of an effective enterprise management system. The existing earlier steady enterprise management system which has received the basis and being part administratively - command economy, though I comprised the wide saved up useful experience, I showed quite natural discrepancy to new forms of the managing which has arisen owing to transition to the market. Economic impracticality of the domestic enterprises to market conditions, isolation of their development, inability to work within the competition interfere with introduction of market mechanisms. From there is a need for the enterprise management system creation, to meeting requirements of market economy.

Key words: strategic management, telecommunications, business management.

А. Болатқызы

АҚ «Қазақтелеком» қазіргі стратегиялық басқару жүйесінің анализі

Экономикадағы трансформациялық процестер басқару үдерісінің жаңа әдістерін талап етті. Кәсіпорынды тиімді басқару жүйесін құру қазіргі менеджменттің ең маңызды бағыттарының бірі болып табылады. Бұрын қолданылған кәсіпорынды басқарудың төзімді жүйесі, пайдалы тәжірибені жинақтаса да, нарықтық экономикаға өту барысында пайда болған шаруашылық жүргізудің жаңа нысандарына сай бола алмады. Отандық кәсіпорынның нарық шарттарына экономикалық икемсіздігі, дамуының оқшаулығы, бәсекенің шегінде жұмыс істей алмауы нарықтық тетіктің енгізілуіне кедергі жасайды. Осыған байланысты кәсіпорынды басқарудың нарықтық экономиканың талаптарына жауап беретін жүйесін құру қажеттігі туындайды.

Түйін сөздер: стратегиялық басқару, телекоммуникациялар, кәсіпорынды басқару.

А. Болат-қызы

Анализ существующей системы стратегического управления АО «Казактелеком»

Трансформационные процессы в экономике потребовали формирования новых подходов к процессу управления. Одним из важнейших направлений современного менеджмента является формирование эффективной системы управления предприятием. Существовавшая ранее устойчивая система управления предприятием, получившая свою основу и являясь частью административно-командной экономики, хотя и содержала в себе большой накопленный полезный опыт, проявила вполне естественное несоответствие новым формам хозяйствования, возникшим вследствие перехода к рынку. Экономическая неприспособленность отечественных предприятий к условиям рынка, обособленность их развития, неумение работать в рамках конкуренции препятствуют внедрению рыночных механизмов. Отсюда возникает необходимость в создании системы управления предприятием, отвечающим требованиям рыночной экономики.

Ключевые слова: стратегическое управление, телекоммуникации, управление предприятием.

JSC “Kazakhtelekom” – the largest communications operator of the Republic of Kazakhstan providing a wide range of infocommunication services. The company acts under the General license No. 11000766 of 06.05.2011, granted by the Ministry of

Communications and information of the Republic of Kazakhstan [1].

Following the results of 2012 of JSC “Kazakhtelekom” serves more than 4 million subscribers of a fixed telephony, more than 3,2 mil-

lion people have Internet access. To a network of telecommunications of the company accession of networks more than 120 communications operators of the Republic of Kazakhstan is carried out. The company closely cooperates more than 40 operators of the near and far abroad.

Authorized capital of Society makes 12 136 529 thousand tenges and consists of 10 922 876 common shares and 1 213 653 preference shares. The par value of one action – 1 000 tenges [2]. The share of preference shares of JSC "Kazakhtelekom" from total number of the emitted actions makes 10%.

Common and preference shares of JSC "Kazakhtelekom" were included in the official list of JSC Kazakhstan Stock Exchange of category "A" since October 16, 1997, since September 1, 2008 are transferred to the first category of the official list of the exchange.

The sector of telecommunications and communication is a growing and binding segment of the Kazakhstan economy. Large-scale introduction of infocommunication technologies is an indispensable condition of increase in labor productivity and creation of conditions for

progressive development of the domestic enterprises and their integration into world economy.

Service of broadband access by means of networks of new generation which will create a basis for the active translation of traditional services in IP becomes the main source of competitiveness of JSC "Kazakhtelekom" in the long term. Society sets the task of development of a content and providing the subscribers with a full complex of absolutely new, innovative services who are developed and/or will be developed in the advanced telecommunication laboratories.

In 2012 the income from realization of services made 175669 million tenges and made 101,3% to level of 2011. The net profit in 2012 made 222 130 million tenges, the gain in comparison with the previous period made 3,4%. The analysis of financial performance of JSC "Kazakhtelekom" during 2008-2012 generally steadily grow.

Activity of JSC "Kazakhtelekom" is directed on creation of effective and qualitative system of the telecommunications providing availability of basic services and infocommunication assistance

Table 1 – Financial performance of JSC "Kazakhtelekom" (one million tenges)

	2008	2009	2010	2011	2012
Income from realization of services	138 449,9	143 966	152 731,7	173 344	175 669
EBITDA (profit of a deduction of taxes, percent and depreciation)	34 105,2	56 500,1	53 896,6	66 015,3	69 068
1. EBITDA profitability	24,6%	39,2%	35,3%	38,1	39%
Netprofit	31 390,5	27 317,9	34 219,6	50 166,8	222 130
Capitalinvestments	57 949,4	42 201,9	34 078,0	43 641,0	63 270
Efficiencyindicators					
ROACE	13,6	11,2	13,5	16,6	62,5
ARPU to one fixed line, one thousand tenges/year	30,49	30,40	31,93	34,2	33,93
ARPU on broadband access for natural persons, one thousand tenges/month	3,26	3,25	3,10	3,10	2,84
ARPU on the mobile subscriber, one thousand tenges/month	1,07	0,96	0,90	0,79	0,72
Numberofworkers, people.	30 282	30 325	29 855	29 510	29 237
Income, on only 1 worker, one thousand tenges	4 572	4 747,4	5 115,8	5 874,1	6 008,4
Number of lines of a fixed telephony on one worker, the line	110,1	119,6	127,4	133,8	138,4
Dataonassets					
Assets, all	334 893,1	365 452,4	370 562,3	421 696,2	419 259,2
Long-termcredits	70 700,8	61 869,8	57 971,2	59 679,8	637 85,7
Owncapital	192 115,4	209 587,8	238 592,2	282 902,3	276 747,5

to diversification and modernization of national economy.

The greatest specific weight in 2012 is occupied by the income:

- from services of a network of data transmission, the share in the general structure of the income of JSC “Kazakhtelekom” made 36%;

- from service of local telecommunication, the share in the general structure of the income made 24%;

- from service of the long distance and international telecommunication which share in the general structure of the income made 9%.

The analysis of technical indicators of JSC “Kazakhtelekom” during 2008-2012 also showed steady growth.

Growth rate of number of the fixed lines for 2011 - 2012 made 1,02%, level of digitalization of a local network grew by 1,2%. The number of subscribers of mobile communication of subsidiaries for this period decreased by 257662 people.

For all Kazakhstan citizens and the companies working at the territory of Kazakhstan, the services of local telecommunication provided by JSC “Kazakhtelekom”, remain the main means of communication and obtaining information, and also the effective tool of business activity.

The strategic directions of development of JSC “Kazakhtelekom” are [3]:

- Development in the fixed telephony market;
- Strengthening in the market of mobile communication;

- Strengthening in the wholesale telecommunication market;

- Leadership gain in the market of granting a content and appendices;

- Development in the market of corporate infocommunication services.

Main objective of Strategy is long-term increase of cost of Group. Achievement of a goal will be provided with the coordinated development of Group in the necessary directions both external, and internal activity of Group.

The direct contribution to achievement of a main objective of Group will be made by the strategic directions of development of strengthening and formation of leading positions in the key markets the infocommunication RK, supported and coordinated among themselves realization of potential of a synergy of these markets.

By 2020 in the highly competitive market of mobile communication the Group plans to strengthen the positions and in this direction provides implementation of key programs for providing modern services of mobile communication on the basis of modern technologies, to stimulation of a consumer demand by assistance to penetration of the corresponding terminal subscriber devices and decrease in prime cost in the market of mobile broadband access.

Growth basis in the market of a fixed telephony is the trend of essential increase in the income from the fixed broadband access for 9% a year, and also change of structure of services towards increase in a share of modern services with a value added, first of all a content and appendices, on the basis of the convergent fixed and mobile access. Group development in this direction provides implementation of key programs for development of existing services of a fixed telephony, first of all on the basis of modern fiber-optic technologies, including providing the high-speed fixed Internet access, rent and reservation of channels, granting private virtual networks (IP VPN) and packing of the services based on fixed access.

Forecasts of leading analytical agencies define essential increase in a share of the income of

Table 2 – Technical indicators JSC “Kazakhtelekom” (one million tenges)

	2008	2009	2010	2011	2012
Number of the fixed lines, lines	3 333 118	3 627 192	3 802 916	3 948 625	4 048 566
Level of digitalization of a local network, %	86,07	90,75	92,84	96	97,2
Number of subscribers mobile communication of subsidiaries, people.	752 398	1 034 983	1 229 772	1 383 653	1 125 991
Number of Internet users, everything, people.	1 190 737	1 816 057	2 298 040	2 697 032	1 283 854
including users of Broadband Internet access, people.	660 818	1 417 803	2 016 508	2 449 779	1 204 957

operators in the market of a content and appendices to 20-25% already by the end of 2014, keeping a further tendency to growth. Essential component of success in the market of a content and appendices is service of paid television on which significant growth is predicted. In addition, importance of this type of business regarding synergetic increase of demand for services of the fixed and mobile communication, and also increase in loyalty of clients is great. The leadership gain in the market of granting a content and appendices provides development of existing services of a content and appendices, and also implementation of key programs of formation of a competitive portfolio of a content and appendices, giving preference to business models and the technologies providing rather fast conclusion of services on the market with a minimum level of investments at the initial stage of start of new services.

The market of corporate infocommunication services steadily grows for the last years, and leading analytical agencies predict its further stable growth, development IT and Internet projects in state, financial and other sectors is observed. Considering the high capacity of this market, and also strong competitive positions of Group in the field of the corporate infocommunication services, channelized is perspective for Group. Development in the ICT market provides implementation of key programs of formation of a competitive portfolio of services and decisions, positioning as the leading supplier of infocommunication services in RK, collaboration with government bodies on development of the sphere of infocommunication technologies of the state, providing with corporate infocommunication services both private, and the state companies.

On the international segment of the wholesale telecommunication market the trend of decrease in the income from an entering voice traffic and growth of the income from granting transit capacities is noted. In this regard strategically important direction of development of Group on the international operator segment of the wholesale market is rendering services of transit in the directions Europe – Central Asia and Europe – South East Asia. In the first Group direction historically is the main supplier of services of transit of a traffic, and in the conditions of the amplifying competition and limitation of the market strategy of deduction of leadership is chosen [5,6,7]. The market in the direction Europe – South East Asia has the high

volume and growth rates. In this regard, despite the existing high competition, as expedient strategy in this direction exit and strengthening strategy in this market is chosen. For realization of it the Group has to accelerate an exit and Group strengthening on this direction, to provide control over rendering service and its prime cost throughout rendering service of transit, to provide possibility of service of transit with the established level of quality (SLA) and in due time to provide necessary expansion of the high-level transport network of Group.

Achievement of strategic objectives on strengthening and formation of leading positions in the key infocommunication markets RK interdependently also can't be considered separately from each other in this connection the essential attention is paid to potential realization synergies between them. Basis of potential of a synergy is packing and integration of services, providing their convergence. The additional synergetic effect will be realized by unification and use of all channels of sales and Group service for all suitable types of rendered services, and also the coordinated formation of a grocery portfolio taking into account requirements of all types of the markets.

In the conditions of the growing competition in the traditional markets, need of development in markets rather new to Group, and also need of essential transformations for work in all these markets and achievements of effect of a synergy on them to Group needs to make efforts realization of potentials of orientation to the client and managements of assets [4].

Group, being the largest telecommunication operator of RK, infocommunication RK has essential impact on a condition of socially significant branch and bears the corporate social responsibility (CSR) before society that is supported by the corresponding strategic direction of development of Group. For realization of the strategic direction on modernization and diversification of economy of RK defined in «A state program on the development of RK forced industrial innovatively for 2010 - 2014», the Group will promote development of the Kazakhstan contents. Performance socially also is state significant tasks promotes effective cooperation of Group with government bodies of RK that as a result provides a contribution to strengthening and formation of leading positions of Group in the key markets. Also the attention to decrease in prime cost of an Internet traffic and the content consumed by

users, at the expense of increase in outputs of the Kazakhstan content and appendices will be paid, assistance to their domestic producers is rendered.

Due to high level of regulation of the markets of Group from the government bodies, caused as essential position of Group in the market of infocommunication services RK, and need of obtaining new licenses for rendering the new types of service provided by strategy, the special attention will be paid to interaction with RK regulators. This interaction will be directed on achievement of favorable standard and legal regulation of branch activity, decrease in regulatory load of Group, ensuring acceptable profitability at the solution of social tasks, ensuring preferences as compensation for social load of Group.

Basis of all described above the strategic directions is improvement of management by Group and technological development.

The strategic direction of development of improvement of management of Group is based on its transformation to the structure providing high extent of convergence and integration, orientation to clients and high efficiency. Transformation will be carried out by complex development of mechanisms of management by Group and improvement of business processes. The target condition of mechanisms of management of Group possesses the following characteristics: unified within the Group, integrated among themselves, flexible, effective, centrally supported methodologically and instrumentally. During Group transformation the special attention will be paid to the improvement of corporate governance directed on increase of efficiency of activity and trust of investors.

The strategic direction of technological development includes development of communication networks, systems of support of operating activities and support of business solutions, technologies of a content and appendices, corporate ICT and corporate control systems.

Development of communication networks includes a transport network, an intellectual basic network, networks of access and is based on ensuring efficiency of processes of a choice of technologies and planning of networks, construction and service. The main objective of development of systems of support of operating activities is ensuring functioning according to a demanded level of quality and reliability of communication networks, infrastructure of rendering services ICT, and also infrastructure for rendering services in the field of a content and appendices.

Development of systems of support of business solutions is aimed at providing managers of various level with necessary information for decision-making. The main requirements to such information is its reliability, timeliness, and also an appropriate level of specification.

Key areas of introduction of technologies of a content and appendices are providing necessary infrastructure for interaction with suppliers and partners, and also for value creation in the market of a content and appendices, including creation, aggregation and distribution. Development of infrastructure of ICT will be reached by providing necessary infrastructure for implementation of projects of system integration, rendering technical support of corporate infocommunication decisions, infrastructure of communication networks, computing capacities, systems of data storage and other necessary resources in the market of corporate infocommunication services in the form of services (the «cloudy» decision).

The base of strategy is the strategic direction of development of realization of potential of innovations within which development of management by innovations and formation of innovative thinking will be made. Development and deployment of innovations will be focused on business models and products, transformation of Group and management mechanisms, technologies, and also on increase of safety, power - and resource-saving.

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