

**VLADIMIR ULANOV****National Research University Higher School of Economics, Russian Federation****DEVELOPMENT OF RUSSIAN ENERGY COMPANIES IN THE LIGHT  
OF NATIONAL INTERESTS****Abstract:**

Is it possible for Russian energy companies to develop an effective business strategy based on the restrictions and rules of strategic documents of national scale? Today Russian Energy Strategy sets the benchmarks for business.

The set of methods allows for the analysis of open sources and materials for the development of national and corporate strategies. Scenario conditions of development are one of the areas of analysis. The CGE model is used by the World Bank, IMF, OECD and the European Commission for studying economic scenarios, but it has not found application in the Russian energy strategy. Other management technologies in demand by Russian companies are not used in the energy strategy either (e.g. balanced scorecard).

World experience confirms the possibility of adjusting corporate strategies for the benefit of society. Danish Energy Strategy prescribes a smooth transition to alternative energy sources and active implementation of smart energy resources. Experience of Norway in this area is also important. The third energy package of the EU defines the rules of the game in the European market influencing the business models, strategies and long-term deliveries of external counterparties.

Taking into account not only the world trends: slower growth in demand, diversifying energy structure, increasing competitiveness of renewable energy sources, increasing supply from developing countries, tightening climate norms, but also other factors (e.g. Russia being under sanctions, etc.) will allow the company to act as a partner of the state in some issues, and at the same time as an independent entity: its strategy is determined by the board of directors.

Modern management technologies allow us to specify and quantify the characteristics of the national energy strategy, and to reflect the priorities in the development strategies of companies. The conditions of the state policy and the parameters of the companies' strategies will have more points of contact and reduce the risk of deviation from the declared goals.

The adjustment of the restrictions and rules of the national energy strategy will reduce the risks of imbalance in the actions of society and business. Revision of the program document is possible due to organizational design and methodological support.

**Keywords:**

National and corporate strategies. Restrictions and regulations. Management technologies. Critical analysis.

**JEL Classification:** D29, G38, F52