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INFORMATION SUPPORT OF THE MANAGEMENT SYSTEM FORMATION AS AN ELEMENT OF OIL PRODUCT SUPPLY QUALITY CONTROL

Abstract: *Uncertain dynamism in changing the internal and external needs of consumers of oil products inevitably entails the need to transform the structural correspondence between the capabilities of oil product supply enterprises and market demands in terms of the price factor and quality characteristics of oil products.*

The purpose of the study is to develop methodological approaches to the elemental structuring of quality management through information support for the activities of enterprises supplying petroleum products.

The authors of the article propose a step-by-step model that integrates the parameters of the oil product supply enterprises' management system and allows for a multifaceted analysis of the achieved effect of improving the oil product supply quality.

The proposed model reflects the interdependence of price and volume factors, including changes in sales prices, the cost of oil products surplus; railway tariffs of primary logistics, purchase prices of oil products, volume, sales structure, product basket.

Keywords: *quality of oil products supply, quality management, information support, management system, multifactor model, information support, factors, gross revenue, effect, analysis*

1. Introduction

In the presented scientific research, the oil products supply quality control is understood as the process of planning, analyzing, and controlling the parameters of the management system containing information on commodity, sales, and financial flows accompanying the process of selling commercial oil products, which, in current conditions, is influenced by constant and rapid changes in factors such as the external and internal environment.

Taking into account the peculiarities of the current stage of oil product supply enterprises' operation, for their rapid adaptation to changing conditions, it is advisable to single out a linking element of the oil products supply quality control process, infolding operational, complete, and reliable information on the quantitative and qualitative characteristics of oil products, balancing the needs of consumers and the production and economic interests of enterprises. The analysis of the essence of the system objects determines the logical necessity of choosing information support of

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the management system formation as such an element, within which information could be promptly collected and communicated to those whose competence includes making management decisions.

Analysis of literature sources devoted to information support of the management system formation as an integral element of business processes' quality control at enterprises, showed the presence of significant developments in the field of information support of internal management at enterprises.

In the context of improving production processes, the implementation of a quality control system is one of the most important issues in the management system of individual business processes and the organization as a whole. According to Antipov et al. (2020) in the conditions of intensive development of technologies allowing to move to a qualitatively new level of production, traditionally established approaches to business process management are losing their relevance and require amendments, including in terms of increasing the level of information support of the quality management system.

Process modeling is a central element of any approach to managing the quality of business processes. Reijers et al. (2015) state that a serious problem is the lack of information support for assessing the quality of processes. In their study, the group of authors distinguishes three different types of quality, and for each of these levels specific indicators, available tools and guidelines are presented.

According to a study carried out by Shtefan et al. (2017), the speed of making competent management decisions depends on the quality and efficiency of information support, therefore, one of the important requirements for a modern management system is the collection of information, both historical and predictive, that would be sufficient for the company management.

In the context of digitalization, the requirements for information support of the management system formation at oil product supply enterprises are increasing, which requires the need to transform both the principles of information support of the management system and the introduction of modern methods for collecting, processing and analyzing accounting data.

A group of economists (Rogulenko et al., 2021) has developed a methodology for the influence of accounting and analytical support on the effectiveness of the implementation of an enterprise development strategy, based on deterministic factor analysis and control of key business objectives. So, for example, today in logistics and supply chain management in companies, Big-data technology is widely used, which provides more opportunities for collecting, storing, and analyzing volumetric generated data from various sources. The use of this technology allows enterprises to receive an additional flow of information so that managers and leaders of enterprises can make informed strategic, operational, and management decisions (Addo-Tenkorang & Helo, 2016).

Digitalization also allows developing information support of the management system in such a way as to receive in real-time reliable, complete, and detailed information about the ongoing business processes at the enterprise in XBRL format and, on its basis, to conduct a multifactor analysis of changes in financial indicators (Astafeva et al., 2020).

The article by Bochulia (2014) presents the author's position on the means, methods, and procedures for organizing information support of the management system. The scheme of information and analytical support of business processes based on financial and management accounting data, proposed by the author, reveals the algorithm for the information movement from one user to another, which simultaneously can be both

sources and recipients of data from the information flow.

In the presented scientific study, the authors determine the role of information support of managerial actions aimed at improving the quality of oil product supply through the management system formation containing information on the price and volume factors' situation with a view to its subsequent use in the process of multifaceted analysis of the achieved effect from the oil products sale.

2. Main heading

The main object of information support of the management system at oil products supply enterprises is the process of oil products sales. The analysis of operations is carried out based on continuous daily monitoring of the oil products distribution to end consumers within each division (gas station or delivery terminal). Information support of the implementation of the sales plan for a certain period is sent to the enterprise management, after that an action plan is drawn up aimed at stimulating sales if the plan is not fulfilled or keeping the current implementation when fulfilling (over-fulfilling) the planned volumes. In general, depending on the needs of management, the format and frequency of management reporting can change, which is fixed by the internal administrative documents of the enterprise.

Besides taking into account natural indicators, the economic indicators of sales are also analyzed. As part of information support of the management system formation at oil products supply enterprises, information on the current margin of oil products sales, average purchase price, revenue for each gas station, and return on sales are generated, both for individual types of products and generally for branches.

In the case of oil products supply enterprises, it should be noted that in terms of information coverage, the management system combines all types of accounting.

The need for the segregation of commodity transactions is one of the key features of the formation of management data when selling oil products.

The main tasks of the information support in the oil products sales to improve the quality of the oil products supply are:

- promptly informing the company's management about the availability of oil products stocks and related products in the warehouses, their earliest arrival, and the cost of purchasing these goods;
- daily data updating on the sales volume of products in the context of regions, branches, nomenclature items, and distribution channels;
- oil products and goods' safety control depending on their location (gas station tanks or delivery terminals, products in transit, products in the gas station trading floor).

To solve these problems, it is necessary to control the correctness of commodity transactions accounting in the management system, the completeness, and timeliness of their reflection.

The general scheme for the data collection on the movement of oil products in the management system is shown in Figure 1.

Information support of the management system formation at oil products supply enterprises is determined by the specifics of their activities:

a) a large number of geographically scattered branches. The location of gas stations of the same network in different regions necessitates taking into account a large volume of material, commodity, and financial flows, which is ensured by the presence of a large computing capacity and specialized software for automating accounting.

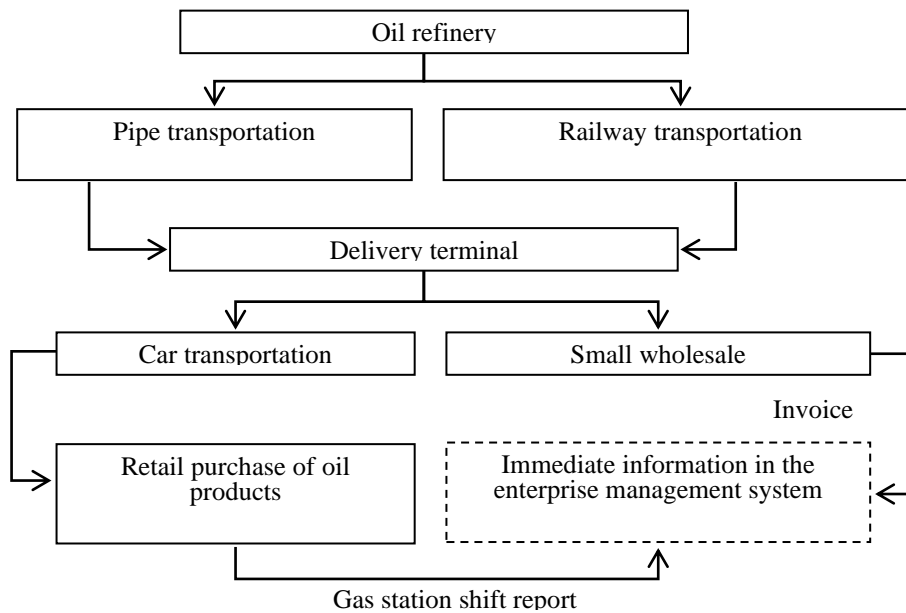


Figure 1. General movement scheme of oil products and information support of the management system at an oil product supply enterprise (compiled by the authors)

The following operations are performed at the system's server:

- ordering products from the supplier;
- execution of external receipts notes for goods and fuel;
- execution of documents for the write-off of goods and fuel;
- execution of documents for return of goods and fuel to the supplier;
- inventory of goods;
- internal consumption of goods from a gas station to other gas stations;
- revaluation of goods and fuel;
- performing a procedure of closure of business day with closing a balance sheet;
- keeping a user directory;
- viewing gas station's digital journal;
- obtaining reports for the whole inventory accounting at gas station;
- receiving updates from the regional office;

- uploading updates to the regional office of a company.

After the processing of the above operations, the data from the automatized system of the gas station/delivery terminal are uploaded to the corporate financial accounting system, in which the data are compared and corrected. Based on the information of oil products' surplus in gas station/delivery terminal's reservoirs and daily average realization, supplementary demands for products from oil refineries are sent.

The normative level of the store for each type of oil product is determined by the following formula:

$$I = (S_{gs} + S_{ssw}) * \left(\frac{\sum (T_i + T_{des}) * V_i}{\sum V_i} + T_{abs} \right)$$

I – normative level of stock of oil products;
 S_{gs} – daily average volume of sales;
 S_{ssw} – daily average volume of small-scale wholesale realization;
 T_i – normative time of delivery to the delivery terminal from i -th oil refinery, days;

T_{des} – “decision time” in days between indication of the need for an additional supply and the beginning of the of additional volumes’ shipment from the oil refinery;

T_{abs} – planned number of days of the absence of shipping from the oil refinery since the beginning of a month, which follows the planned one (due to technical or logistics limitations).

V_i – the volume of delivery from i -th oil refinery, tons;

b) requirements for details of the accounting information.

In general, it can be noted that the main features of information support of the management system formation to improve the quality of oil products supply during realization oil products come from the specifics of this activity: a large number of similar geographically scattered branches, and, therefore, centers of profit and expenditures, which have to be correctly distributed during consolidated accounts preparation; detailed specification of the product line by the geographic segments; the necessity for monitoring of the measures’ effectiveness aimed at increase of sales volumes (loyalty programs, price and image promotions), as well as the specificity of work with oil products, which is expressed in losses of oil products at various stages of their transportation and storing.

The main object of the information support of the management system to improve the quality of oil products supply is the gross revenues from oil products realization, concerning which the management system should analyze the deviations of the achieved indicators from the planned values and the indicators of the previous periods.

To this end, the authors of the article propose to use a step-by-step model that integrates the parameters of the management system of an oil products supply company and allows for a multifaceted analysis of the achieved effect of improving the oil products supply quality.

The proposed model is reflecting the interdependence of price and volume factors, which allows, when determining the result, to obtain information about the influence of the analyzed parameters on the qualitative change of the modeled object of the management system - gross income from the oil products sale.

At the first stage, the factors that influence the change of revenues from oil products realization are determined. They include the following:

- change of oil products sale prices;
- change of oil products surplus cost;
- change of railway tariffs of initial logistics (transportation of oil products by railroad), which is a part of oil products cost;
- change of purchase prices for oil products;
- change of the share of oil products surplus in total sales for the period;
- change of the sale volume;
- change of the sale structure by regions;
- change of the sale basket between the types of oil products.

In the second stage, all the above-mentioned factors are classified into two groups. In general, all factors influencing the change of gross revenue of oil products can be divided into two large groups.

The first group includes factors which influence is predetermined by the change of the price parameters of oil products sale; the second group – change of volume indicators. The division of these factors into two groups is shown in Figure 2.

The third stage is devoted to modeling the relationship between the selected factors and the resulting indicators. For modeling the dependence of change of gross revenue from the mentioned factors, an additive model is chosen – which can be shown as follows:

$$GR = F_{sp} + F_{pp} + F_{rt} + F_{csur} + F_{ssur} + F_{sv} + F_{ss} + F_{sb}$$

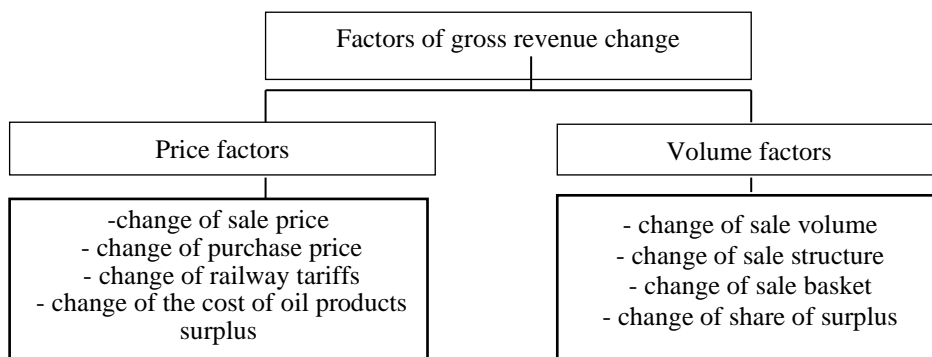


Figure 2. Classification of the model factors (compiled by the authors)

The final fourth stage forms a set of model dependences of the result – gross revenue, on the selected factors.

a) Factor - change of sales prices of oil products. The sale price directly influences the total amount of revenue and, accordingly, the gross revenue of the company received from the sale of a specific type of oil product. This factor reflects the influence of the change of actual sales prices from the planned ones at the planned level of realization and is expressed in the following form:

$$F_{sp} = \sum V_{i0} * (P_{i1} - P_{i0}),$$

V_{i0} – the planned volume of realization of i-th oil product (tons);

P_{i1} – actual sale price of 1 ton of i-th oil product;

P_{i0} – planned sale price of 1 ton of i-th oil product.

b) Factor - change of purchasing prices for oil products. The second important component of gross revenue is the cost (purchase cost) of oil products. This factor characterizes the change of purchasing prices for oil products as compared to the planned level without taking into account the influence of change in oil products' surplus cost at the beginning of the period.

$$F_{pp} = \sum V_{i0} * \left(P_{i0} + \frac{V_{i0sur}}{V_{i0} + V_{i0POL}} * (P_{i1sur} - P_{i0pp}) - P_{i1pp} - \frac{V_{i0sur}}{V_{i0} + V_{i0POL}} \right) * (P_{i1sur} - P_{i0pp}),$$

V_{i0} – the planned volume of realization of i-th oil product (tons);

P_{i1pp} – actual price of purchase for 1 ton of i-th oil product;

P_{i0pp} – planned price of purchase for 1 ton of i-th oil product;

P_{i0sur} – planned price of surplus for 1 ton of i-th oil product;

P_{i1sur} – actual price for a surplus of 1 ton of i-th oil product;

V_{i0sur} – planned volume of a surplus of i-th oil product (tons);

V_{i0POL} – planned consumption of oil products for own needs and normative losses.

c) Factor - change of railway tariffs. In most cases, the internal policy of oil products supply companies envisages including into the cost the expenditures for purchase, storing, and transportation of oil products to the final storage (terminal delivery). These expenditures include the cost for transportation of oil products from the oil refinery to the delivery terminal by rail. In this regard, the change in planned tariffs for transportation is also reflected in the gross revenue.

$$F_{rt} = \sum V_{i0} * (T_{i0} - T_{i1})$$

T_{i0} – planned tariff, railway transportation of 1 ton of i-th oil product;

T_{i1} – actual tariff, railway transportation of 1 ton of i-th oil product.

d) Factor - change of the cost of oil products surplus. The total cost of oil products is formed from the purchase price in the current period and the surplus cost at the beginning of the period. In this regard, the change in the surplus cost also affects the company's total gross revenue.

$$F_{csur} = \sum V_{i0} * (P_{i0csur} - P_{i0pp}) - \frac{V_{i0sur}}{V_{i0} + V_{i0POL}} * (P_{i1sur} - P_{i0pp})$$

P_{i0csur} – planned price of 1 ton of i-th oil product taking into account the cost of surplus;

P_{i1sur} – actual price of surplus for 1 ton of i-th oil product.

e) Factor - change of the share of surplus in the total sales volume for the period. The essence of this factor is similar to the previous one, but it is expressed not in a change in the price of surplus, but a change of its share in the total volume of sales.

$$F_{ssur} = \sum V_{i0} * \left(P_{i1pp} - \frac{V_{i0sur}}{V_{i0} + V_{i0POL}} * (P_{i1sur} - P_{i0pp}) - P_{i1csur} \right)$$

P_{i1csur} – actual price if 1 ton of i-th oil product taking into account the cost of surplus;

f) Factor - change of sale volume. The most important volume factor that influences the change of gross revenue is the sales volume of oil products. Within the framework of the proposed management system, a hierarchical approach is used to compile a deterministic factor model of gross revenue from the oil

product sale highlighting individual subfactors, the value of which can be determined both based on economic and mathematical methods and by expert means. The subfactors include increased competition in the market, favorable weather, the unfavorable economic situation in a region, operational downtime of a gas station during planned repairs, an effect from marketing events, etc. The mathematical dependence of the influence of changes in sales volumes compared to the plan can be shown as follows:

$$F_{sv} = \sum \left(\frac{V_1}{V_0} - 1 \right) * V_{i0} * R_{i1}$$

V_0 – total planned sales volume for all types of oil products;

V_1 – total actual sales volume for all types of oil products;

R_{i1} – actual gross revenue per unit for 1 ton of i-th oil product.

g) Factor - change of sale structure. This factor is applicable only for oil products supply companies that conduct their activities in several geographic regions and characterizes the change of the sale structure by regions as compared to the planned values. This indicator is caused by the fact that gas stations of different regions have different profitability - due to their logistics and competitive features, which affects the total gross revenue of the company when redistributing the logistics flows of oil products between regions.

$$F_{ss} = \sum \left(V_{j1} * \frac{V_{i0}}{V_{j0}} - V_{i0} * \frac{V_1}{V_0} \right) * R_{i1}$$

V_{j1} – the actual total volume of oil products sales for j-th region;

V_{j0} – planned total volume of oil products sales for j-th region.

h) Factor - change of sale basket. The sale basket of oil products can be adjusted depending on consumer preferences. A change in the factor under consideration

directly influences gross revenue, since different quality characteristics of oil product goods determine different levels of sales profitability.

The data obtained characterize the cost change in gross revenue under the influence of the plan-factor deviation of the sales basket of oil products goods:

$$F_{sb} = \sum \left(V_{i1} - V_{j1} * \frac{V_{i0}}{V_{j0}} \right) * R_{i1}$$

Thus, the mathematical relationships developed in the scientific research formed the basis for constructing analytical information used in the management system formation to improve the quality control process of oil products supply.

3. Body of the paper

The approbation of the proposed mathematical model for the analysis of gross revenue from the sale of oil products goods was carried out on the example of one of the leading Russian oil products supply companies. Each factor was analyzed in detail for the type of oil product and the region of sale. For factor analysis in a scientific study, it is proposed to form an analytical report based on the disclosure of information about the planned and actual values of the analyzed parameters (Tables 1-2, see Appendix).

Planned values are formed based on internal management reporting data (business plan, sales budget, purchase budget), while actual values are consolidated based on accounting data. Often, there are already modules in the accounting system of an enterprise that automate the process of collecting and processing a large amount of data, which allows an analyst to spend less time preparing information for the analysis.

As Table 3 (see Appendix) shows, the main reasons for not reaching the planned gross revenue were the failure to meet the planned

retail prices (-348,484 thousand rubles) and the increase in tariffs for the railway transportation (-16,102 thousand rubles). The compensating factors were mainly the decrease in the cost of oil products surplus at the beginning of the period compared to the plan (+54,977 thousand rubles), as well as the decrease in purchase prices (+205,007 thousand rubles)

For greater clarity, the results obtained are summarized in the form of a table, which shows the change in the overall result due to each factor (Table 4).

Table 4. Influence of the factor on gross revenue, thousands RUB

| Indicator-factor | Influence of the factor on gross revenue, thousands of rubles |
|--|---|
| Change of oil products sale price | -348,484 |
| Change of railway tariffs of initial logistics (transportation of oil products by railroad), which is a part of oil products' cost | -16,102 |
| Change of oil products surplus cost | 54,977 |
| Change of purchase prices for oil products | 205,007 |
| Change of the share of oil products surplus in total sales for the period | 9,490 |
| Change of the sale volume | 23,815 |
| Change of the sale structure by regions | 691 |
| Change of the sale basket between the types of oil products | 4,604 |
| TOTAL | -66,002 |

As the data shown in Table 4 show, the change in gross revenue from the sale of oil products compared to the planned period amounted to -66,002 thousand rubles (the planned value of the gross revenue from the sale of oil products is 897,043 thousand rubles, the actual value of the same indicator is 831,041 thousand rubles).

In this case, the main drivers of deviations are price factors - purchase and retail prices. It should be noted that the positive effect of a lower level compared to the purchase price plan does not compensate for the negative effect of a lower actual level of sale prices, which suggests that the growth rate of purchase prices is higher than that of sale prices, which forces the company to either change prices in certain regions, or, if impossible, adjust the plan for subsequent periods. The obtained results of factor analysis allow the management to understand the reasons for deviations and non-achievement of the planned income indicators from the oil products sale.

4. Paper submission

Despite a large number of scientific works devoted to the study of theoretical and methodological approaches to the formation of a system of information support of the management decisions at enterprises, not enough attention is paid to the issues of information support for the quality control of various processes at an enterprise. In this regard, consideration of informative models of the information support of a management system formation that synthesizes an analytical representation of the phenomena and processes of operational, marketing, and financial activities of companies is the most discussed topic.

Many Russian and foreign scientists are engaged in research of various approaches to defining the content of information support and a management system formation, the possibilities of using analytical tools for the quality control of various processes at enterprises. In their works, certain theoretical and methodological foundations of the problem posed in scientific research are laid.

Some authors in their studies identify information support for a management system formation with management accounting. As Kerimov (2013) notes, management accounting is historically a

consequence of production accounting, which mainly includes accounting and clearing procedures, the purpose of which is to determine costs and revenues, as well as the formation of their level per unit of goods sale of.

Regarding the second approach, the author of which is Ivashkevich (2019), management accounting is considered as a subsystem and a logical continuation of the accounting development, in which information is generated to manage and control the activities of an enterprise.

Vakhrushina (2017) considers management accounting as a separate area of accounting, providing the managing apparatus with the information necessary for planning and organizing the activities of an enterprise generally and its structural units.

According to the adherent of the third approach, Kaverina (2015), management accounting is a kind of information system. In her opinion, management accounting is an information system that ensures the collection, measurement, systematization, analysis, and transmission of data necessary for the management of enterprise branches and systematic or problematic, operational, tactical, and strategic management decisions.

In the development of the proposed approaches to the organization of management accounting as the main foundation for the formation and disclosure of information used in the process of the management system functioning, Popkova E.G. notes that to provide reliable information, it is necessary to use a risk-oriented approach to management accounting, since finding the value of risks makes it possible to judge the complexity of using the indicators reflected in the accounting (financial) statements for many enterprises (Popkova et al., 2019).

Li & Zhou (2020), noting the rapid pace of science and technology development, argue for the increasing role of informatization of accounting procedures to improve the level

of financial management in modern enterprises.

As you can see, the opinions of the authors differ in the range from understanding management accounting in a narrow sense as a subsystem of accounting, to its interpretation in a broad sense as an enterprise management system covering all management functions: planning, organization, accounting, control, analysis, regulation, and decision-making. But management accounting is not identified as an element of quality control of heterogeneous and intra-level processes at enterprises, which does not allow using this information aggregation system to obtain descriptive characteristics of the parameters of the projected management system and for

the subsequent multifaceted analysis of the achieved effect of improving the quality of these processes.

5. Conclusion

Thus, the proposed methodological approach to information support of the management system formation will allow oil products supply enterprises to reduce the variety of management functions to a single goal of improving the quality of operational management through a flexible pricing policy in individual sales regions, optimization of logistics, commodity, and financial flows.

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Appendix

Table 1. Analytics of planned indicators for the oil products sale (according to the management accounting data of one of the largest Russian oil product supply companies)

| Product | Sales, ton | Sales price, RUB/ton | Surplus at the beginning of the month, ton | Surplus price, RUB/ton | Planned supply volume from oil refinery, ton | The purchase price, RUB/ton | The purchase price including surplus, RUB/ton | Transportation tariffs, RUB/ton | Gross revenue thous RUB | Gross profit margin RUB/ton |
|---------------------------|------------|----------------------|--|------------------------|--|-----------------------------|---|---------------------------------|-------------------------|-----------------------------|
| Total | 127,088 | | 41,760 | | 132,354 | | | | 897,043 | 7,058 |
| AI-80 | 1,755 | 42,431 | 3,299 | 36,344 | 1,778 | 36,436 | 36,355 | 616 | 9,579 | 5,459 |
| AI -92 | 70,350 | 43,299 | 17,317 | 36,436 | 82,332 | 36,436 | 36,436 | 683 | 434,783 | 6,180 |
| AI -92 brand | 9,152 | 43,950 | 1,587 | 36,545 | 0 | 0 | 36,547 | 708 | 61,273 | 6,695 |
| AI -95 | 788 | 47,540 | 7,709 | 37,436 | 19,278 | 37,436 | 37,436 | 378 | 7,666 | 9,726 |
| AI -95 brand | 17,699 | 48,021 | 2,639 | 37,571 | 0 | 0 | 37,578 | 663 | 173,086 | 9,780 |
| AI -98 | 238 | 49,691 | 595 | 40,253 | 263 | 40,436 | 40,255 | 577 | 2,108 | 8,859 |
| Diesel fuel | 27,107 | 41,101 | 2,668 | 32,676 | 28,646 | 32,647 | 32,649 | 758 | 208,547 | 7,693 |
| Republic of Bashkortostan | 84,888 | | 19,261 | | 89,408 | | | | 625,633 | 7,370 |
| AI -80 | 1,259 | 42,315 | 2,164 | 36,409 | 1,296 | 36,436 | 36,409 | 369 | 6,974 | 5,538 |
| AI -92 | 47,811 | 43,217 | 5,734 | 36,436 | 55,599 | 36,436 | 36,436 | 369 | 306,589 | 6,413 |
| AI -92 brand | 5,823 | 43,841 | 1,124 | 36,546 | 0 | 36,436 | 36,546 | 369 | 40,334 | 6,926 |
| AI -95 | 782 | 47,541 | 4,006 | 37,436 | 13,448 | 37,436 | 37,436 | 369 | 7,613 | 9,737 |
| AI -95 brand | 12,367 | 47,914 | 1,543 | 37,590 | 0 | 37,436 | 37,590 | 369 | 123,113 | 9,955 |
| AI -98 | 181 | 49,694 | 462 | 40,277 | 207 | 40,436 | 40,280 | 369 | 1,642 | 9,045 |
| Diesel fuel | 16,664 | 41,379 | 947 | 32,647 | 18,858 | 32,647 | 32,647 | 369 | 139,370 | 8,363 |
| Orenburg Region | 27,302 | | 15,316 | | 27,926 | | | | 182,024 | 6,667 |
| AI -80 | 495 | 42,724 | 1,105 | 36,219 | 481 | 36,436 | 36,219 | 1,244 | 2,606 | 5,261 |
| AI -92 | 14,717 | 43,394 | 7,450 | 36,436 | 18,263 | 36,436 | 36,436 | 1,244 | 84,087 | 5,714 |
| AI -92 brand | 2,686 | 44,090 | 342 | 36,535 | 0 | 36,436 | 36,545 | 1,244 | 16,926 | 6,301 |
| AI -95 brand | 3,565 | 48,604 | 727 | 37,536 | 0 | 37,436 | 37,546 | 1,244 | 34,986 | 9,814 |
| AI -98 | 57 | 49,681 | 134 | 40,171 | 57 | 40,436 | 40,176 | 1,244 | 467 | 8,260 |
| Diesel fuel | 5,782 | 41,331 | 583 | 32,783 | 5,070 | 32,647 | 32,658 | 1,244 | 42,952 | 7,428 |
| Udmurian Republic | 14,898 | | 7,183 | | 15,020 | | | | 89,386 | 6,000 |
| AI -92 | 7,822 | 43,622 | 4,133 | 36,436 | 8,470 | 36,436 | 36,436 | 1,547 | 44,106 | 5,639 |
| AI -92 brand | 642 | 44,360 | 121 | 36,561 | 0 | 36,436 | 36,561 | 1,547 | 4,013 | 6,251 |
| AI -95 | 6 | 47,376 | 1,387 | 37,436 | 1,774 | 37,436 | 37,436 | 1,547 | 54 | 8,393 |
| AI -95 brand | 1,767 | 47,592 | 369 | 37,564 | 0 | 37,436 | 37,564 | 1,547 | 14,987 | 8,481 |
| Diesel fuel | 4,661 | 39,821 | 1,137 | 32,647 | 4,719 | 32,647 | 32,647 | 1,547 | 26,226 | 5,627 |

Table 2. Analytics of actual indicators for the oil products sale (according to the management accounting data of one of the largest Russian oil product supply companies)

| Product | Sales, ton | Sales price, RUB/ton | Surplus at the beginning of the month, ton | Surplus price, RUB/ton | Planned supply volume from oil refinery, t | The purchase price, RUB/ton | The purchase price including surplus, RUB/ton | Transportation tariffs, RUB/ton | Gross revenue thous RUB | Gross profit margin RUB/ton |
|---------------------------|------------|----------------------|--|------------------------|--|-----------------------------|---|---------------------------------|-------------------------|-----------------------------|
| Total | 130,862 | | 75,496 | | 216,239 | | | | 831,041 | 6,351 |
| AI-80 | 1,537 | 38,902 | 2,746 | 33,153 | 2,060 | 33,315 | 33,148 | 679 | 7,800 | 5,074 |
| AI -92 | 69,265 | 41,098 | 29,044 | 34,408 | 114,032 | 34,631 | 34,496 | 794 | 402,248 | 5,807 |
| AI -92 brand | 7,868 | 41,684 | 1,766 | 34,756 | | | 34,679 | 817 | 48,685 | 6,188 |
| AI -95 | 1,100 | 43,623 | 5,499 | 35,748 | 25,766 | 35,863 | 35,712 | 558 | 8,090 | 7,353 |
| AI -95 brand | 20,272 | 44,059 | 3,256 | 35,938 | | | 35,879 | 782 | 149,968 | 7,398 |
| AI -98 | 278 | 47,109 | 571 | 38,649 | 230 | 41,623 | 38,601 | 703 | 2,173 | 7,805 |
| Diesel fuel | 30,542 | 37,614 | 32,593 | 29,378 | 74,079 | 29,981 | 29,784 | 885 | 212,077 | 6,944 |
| Republic of Bashkortostan | 89,354 | | 45,915 | | 155,281 | | | | 591,539 | 6,620 |
| AI -80 | 1,263 | 38,710 | 1,820 | 33,287 | 1,779 | 33,317 | 33,280 | 551 | 6,161 | 4,878 |
| AI -92 | 48,524 | 41,009 | 18,020 | 34,300 | 84,494 | 34,632 | 34,483 | 551 | 289,927 | 5,975 |
| AI -92 brand | 5,195 | 41,551 | 1,028 | 34,516 | | 34,638 | 34,638 | 551 | 33,046 | 6,362 |
| AI -95 | 1,093 | 43,610 | 3,693 | 35,709 | 19,005 | 35,880 | 35,701 | 551 | 8,043 | 7,357 |
| AI -95 brand | 14,463 | 43,958 | 2,075 | 35,890 | | 35,903 | 35,903 | 551 | 108,526 | 7,504 |
| AI -98 | 220 | 47,031 | 322 | 39,058 | 230 | 41,623 | 38,774 | 551 | 1,693 | 7,706 |
| Diesel fuel | 18,596 | 37,825 | 18,954 | 29,241 | 49,774 | 29,832 | 29,523 | 551 | 144,144 | 7,751 |
| Orenburg Region | 25,917 | | 21,577 | | 41,472 | | | | 159,597 | 6,158 |
| AI -80 | 274 | 39,786 | 926 | 32,891 | 281 | 33,306 | 32,542 | 1,270 | 1,639 | 5,974 |
| AI -92 | 13,628 | 41,318 | 7,875 | 34,703 | 19,193 | 34,653 | 34,593 | 1,270 | 74,346 | 5,455 |
| AI -92 brand | 2,051 | 41,960 | 472 | 35,119 | | 34,775 | 34,775 | 1,270 | 12,133 | 5,916 |
| AI -95 brand | 3,925 | 44,435 | 747 | 36,056 | | 35,844 | 35,844 | 1,270 | 28,735 | 7,321 |
| AI -98 | 59 | 47,399 | 249 | 38,119 | | 38,119 | 37,957 | 1,270 | 480 | 8,173 |
| Diesel fuel | 5,980 | 37,967 | 10,033 | 29,515 | 17,364 | 30,071 | 29,629 | 1,270 | 42,264 | 7,068 |
| Udmurian Republic | 15,592 | | 8,005 | | 19,486 | | | | 79,905 | 5,125 |
| AI -92 | 7,112 | 41,282 | 3,149 | 34,287 | 10,345 | 34,587 | 34,401 | 1,542 | 37,976 | 5,339 |
| AI -92 brand | 622 | 41,889 | 266 | 35,039 | | 34,713 | 34,713 | 1,542 | 3,505 | 5,634 |
| AI -95 | 7 | 45,582 | 532 | 35,837 | 2,126 | 35,789 | 37,373 | 1,542 | 47 | 6,667 |
| AI -95 brand | 1,884 | 44,054 | 435 | 35,961 | | 35,767 | 35,767 | 1,542 | 12,707 | 6,745 |
| Diesel fuel | 5,966 | 36,601 | 3,605 | 29,717 | 6,942 | 29,717 | 30,756 | 1,542 | 25,670 | 4,303 |

Table 3. Final result of the gross revenue factor analysis, thousand rubles (according to management reports of one of the largest Russian oil products supply companies)

| Product | Factor – change of oil products sales price | Factor – change in railway tariffs of primary logistics | Factor – change of cost of oil products surplus | Factor – change of oil products purchase price | Factor – change in share of oil products surplus in total sales for the period | Factor – change of sale volume | Factor – change of sale structure by region | Factor – change of sales product basket |
|---------------------------|---|---|---|--|--|--------------------------------|---|---|
| Total | -348,484 | -16,102 | 54,977 | 205,007 | 9,490 | 23,815 | 691 | 4,604 |
| AI-80 | -5,996 | -242 | 5,580 | 0 | 182 | 270 | -97 | -1,476 |
| AI-92 | -154,433 | -9,055 | 30,068 | 99,421 | 6,928 | 12,108 | 792 | -18,363 |
| AI-92 brand | -20,645 | -1,127 | 3,789 | 13,245 | 21 | 1,680 | -368 | -9,182 |
| AI-95 | -3,085 | -143 | 419 | 848 | 89 | 172 | 133 | 1,990 |
| AI-95 brand | -70,035 | -2,337 | 6,453 | 23,445 | 206 | 3,885 | 228 | 15,038 |
| AI-98 | -612 | -35 | 338 | 0 | 61 | 55 | -5 | 263 |
| Diesel fuel | -93,677 | -3,162 | 8,330 | 68,048 | 2,003 | 5,645 | 10 | 16,334 |
| Republic of Bashkortostan | -235,149 | -15,491 | 25,689 | 147,255 | 10,032 | 16,570 | 12,785 | 4,215 |
| AI-80 | -4,541 | -230 | 3,931 | 0 | 9 | 182 | 141 | -305 |
| AI-92 | -105,572 | -8,725 | 10,872 | 77,080 | 5,420 | 8,483 | 6,546 | -10,766 |
| AI-92 brand | -13,337 | -1,063 | 2,797 | 8,452 | -136 | 1,100 | 849 | -5,950 |
| AI-95 | -3,074 | -143 | 411 | 846 | 99 | 171 | 132 | 1,988 |
| AI-95 brand | -48,921 | -2,257 | 4,290 | 16,594 | -20 | 2,756 | 2,126 | 10,845 |
| AI-98 | -483 | -33 | 222 | 0 | 52 | 42 | 32 | 221 |
| Diesel fuel | -59,220 | -3,041 | 3,167 | 44,283 | 4,609 | 3,836 | 2,960 | 8,182 |
| Orenburg Region | -72,176 | -688 | 16,768 | 36,749 | 3,887 | 4,946 | -13,396 | 1,483 |
| AI-80 | -1,455 | -12 | 1,649 | 0 | 173 | 88 | -238 | -1,170 |
| AI-92 | -30,557 | -371 | 10,994 | 14,933 | 1,196 | 2,384 | -6,457 | -1,864 |
| AI-92 brand | -5,721 | -68 | 742 | 3,895 | 117 | 472 | -1,278 | -2,953 |
| AI-95 brand | -14,862 | -90 | 1,394 | 4,518 | 154 | 775 | -2,099 | 3,959 |
| AI-98 | -129 | -1 | 116 | 0 | 9 | 14 | -37 | 42 |
| Diesel fuel | -19,452 | -146 | 1,873 | 13,404 | 2,237 | 1,214 | -3,287 | 3,468 |
| Udmurian Republic | -41,159 | 78 | 12,521 | 21,003 | -4,430 | 2,298 | 1,302 | -1,094 |
| AI-92 | -18,303 | 41 | 8,203 | 7,408 | 312 | 1,240 | 703 | -5,734 |
| AI-92 brand | -1,587 | 3 | 250 | 897 | 40 | 107 | 61 | -280 |
| AI-95 | -11 | 0 | 8 | 2 | -10 | 1 | 1 | 3 |
| AI-95 brand | -6,252 | 9 | 770 | 2,333 | 72 | 354 | 201 | 234 |
| Diesel fuel | -15,005 | 24 | 3,290 | 10,362 | -4,843 | 596 | 337 | 4,683 |