

## FORMATION OF LOGICAL STRUCTURE AND STRATEGY OF PRODUCTION AND ECONOMIC SYSTEMS GROWTH

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**Abstract:** *The present work considers the problems related to forming and implementing the strategy of growth under conditions of high indefiniteness of the external environment. It is noted that at the present time the practice of the economic management is performed under conditions of the state import replacement policy. It stipulates the necessity of accelerated solving of problems related to searching for ways of the strategic growth of economic entities. The articles specifies methodological basics of forming the integrated model related to defining the strategy of the growth of production and economic systems by using a scenario approach under conditions of a high level of the indefinites of the business environment, and defining specific features that prove the necessity to apply the process approach to its formation. The urgency of the selected theme is stipulated by defining specific features that prove the necessity to apply the process approach to the formation of the strategy related to the growth of the production and economic systems that can compete in the innovational space. Essential characteristics and features of the growth of enterprises as a promising area of development are concretized. Tasks providing the integrated approach to forming the concept of the logical structure and efficient system of enterprises growth are specified. Elements of the formed structure are offered. The researchers allow to form the system view on solving the problem related to the perspectives of the growth of enterprises in the context of modern economy. As a result, in order to solve the problem related to establishing cause-and-effect relationship between the strategy and key business processes under the current economic conditions, the scheme of cause-and-effect relationship of the level of the efficiency of the process related to implementing the strategy within the concept of forming a new architecture of the production and economic system, which allows to efficiently implement the selected strategy, is offered. Based on the concurrence of the processes related to forming trends of the development with the methodology related to estimating key indicators of the efficiency, objective results of the estimation, strategies scenarios and interpretation of the states of enterprises growth have*

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*been obtained. It is proved by approbating the methodology under conditions of the operating enterprises.*

***Keywords:** growth strategy, development trends, business processes, indicators of business processes efficiency, scenario of production and economic systems growth.*

## 1. INTRODUCTION

The experience of implementing strategies of enterprises development taking into account the directions of the growth shows that the growth is perceived only as the activity goal in and of itself. However, the growth bears an absolutely different load. It is a means for achieving goals of the enterprise, first of all, those that focus on the balanced development in the strategic aspect.

Thus, there is a research and practical need in improving methods and tools to form the strategy of the enterprises growth for objective reflecting and interpreting the role of the growth as a means to achieve strategic goals of the enterprises development and its immanent component. In addition, there is a stipulated need in building conceptual grounds of the enterprise growth planning in the system of theoretical knowledge in the area of economic relations that occurs in the process of the development of production and economic systems under conditions of the highly dynamic environment. Without this, it is impossible to answer the question about the scientific character of the knowledge about the enterprises growth and provide the integrity of the development theory.

Issues related to searching for ways of strategic growth and development under conditions of a high level of indefiniteness of the environment are urgent for the Russian metal-based manufacturing industry.

The reformation of the Russian economy and development of market relations caused the change of the model of enterprises functioning. They became subjects of economic relations that independently define trends of their development. The urgency of using the efficient approach to forming and implementing the growth strategy by the operating enterprises is stipulated by the need to adequately react to new opportunities and threats under conditions of the environment indefiniteness for the purpose of providing the efficient activity.

## 2. REFERENCES REVIEW.

In their works a lot of national and foreign researchers paid attention to researching theoretical and methodological grounds of the development of

enterprises and their specific manifestation. They are M. H. Meskon and F. Khedouri (Meskon, Albert, Khedouri, 1997), I. V. Bulava (Bulava, 2009), S. B. Boguslavskaya (Boguslavskaya, 2011), V. N. Verkhoglazenko (Verkhoglazenko, 2012), Yu. S. Pogorelov (Pogorelov, 2009), E. V. Potasheva (Potasheva, 2012), Khristoforova I.V. (Khristoforova I.V. et al, 2015) and others. It is defined that the authors' ideas are based on some general characteristics: process of qualitative transformation of the system elements; availability of qualitative or quantitative growth of the process useful result; continuous process that occurs to such target program as the change of the enterprise states, each of which differs from the previous one in terms of the quality; the process of changing some states by the organizational system that develops in time; permanent change of global goals of the enterprise existence by forming a new dissipative structure; and system qualitative transformations. However, the common opinion about the interpretation of the definition "the development of enterprise" and its types has not been achieved in the modern economic science and requires a deep theoretical analysis.

The issues related to strategic planning and forming of the enterprises strategy were specified in the works of I. Ansoff (Ansoff, 2009), D. Aaker (Aaker, 2007), R. M. Grant (Grant, 2008), A. Thompson and A. Strickland (Thompson and Strickland, 1998), M. Porter (Porter, 2008), Yu. V. Gusev (Gusev, 2006), A. A. Blazhevich (Blazhevich,, 2005), T. A. Polova (Polova, 2015), Kaurova O.V. (Kaurova O. et al., 2013 ) and many others. In spite of the urgency of practical application of the tools of strategic planning by enterprises and a considerable number of researches in this problematic area, there is a great variety of opinions and differences in approaches to the researched issue. Along with this, they do not allow to provide the opportunity to form the strategy of the enterprises growth in the context of those substantial characteristics and features of growth that have been revealed earlier. Due to this, there is an objective necessity to conduct further researches both in theoretic and methodological aspects.

Considering the enterprise in terms of the system approach allows to make the conclusion that its functioning is stipulated by the aggregate of the interrelated processes that allow to provide the enterprises growth by using strategic tools. The role of the process approach when forming the enterprises growth strategy lies in identifying, describing, and measuring of the organization and formation of the efficient chain of business processes that complies with the enterprise goals and provides adequate support for the chosen strategy implementation.

Presenting the course of implementing the strategy in the form of the aggregate of the interrelated business processes of the enterprise, it is possible to single out the key processes and choose the variants of their performance succession. Herewith, restructuring of business processes can be deemed successful if the dynamic growth of the enterprise is provided and the goal of the development is achieved. Problems related to inter-functional organization of the activity of enterprises on the basis of improving business processes were solved by W. Shewhart (Shewhart, 1939), E. Deming (Deming, 2006), B. Anderson (Anderson, 2003), V. P. Eliferov (Eliferov, 2013), V. G. Repin (Repin, 2005), Maloletko A.N. (Maloletko A. et al, 2015) and others. It is stipulated that the unified mechanism of the interrelated action of processes is formed by restructuring business processes that can cause synergetic effects that strengthen the results of the strategy implementation.

Works of E. Campbell (Campbell, 2004), B.L. Kuznetsov (Kuznetsov, 2005) and others deepened systemological ideas of the author about enterprises as synergetic systems.

The analysis of the enterprises operation and theoretical researches allow to make the conclusion about dependence of the dynamics of their development on the state of the financial stability. It displays the impact of the cost focused approach on the provision of the growth of production and economic system and need in the relevant setting of cost forming processes of the enterprise. Views of various schools of the cost focused approach are based on the concepts and theories. The most wide-spread ones are the concept of money flows, temporary value of money, risk and profitability, profile theory, theory of the capital structure, dividend policy, etc.

In that context the current theoretical and methodological approaches need to be developed and improved taking into account the changing conditions. Along with this, it is necessary to state that few works are devoted to the issues related to the development of enterprises on the basis of integrated approaches by using theoretical provisions of each concept mentioned above.

### **3. HYPOTHESES AND METHODS OF THE RESEARCH.**

The working hypothesis of the research lies in the scientific assumption that under the current conditions the concept of logical structure and strategy of the growth of production and economic systems must be formed on the basis of the integration of strategic, process and cost focused approaches, taking

into account emphasis on the stipulation of the efficiency that is considered in terms of the compliance of strategic purposes with general system criteria of the enterprise growth. For this purpose it is necessary to develop theoretical and methodological grounds of the economic mechanism of forming and implementing the strategy of the growth based on establishing cause-and-effect relations between strategies, business processes and key indicators of the efficiency.

The area of the growth strategy must be defined by positive results: provision of the profits growth, qualitative changes in the content of the enterprise activity, and finally its development. The methodology of this problem includes issues related to the cognoscibility and feasibility of the architecture of business processes in the context of the growth strategy. The system of hypotheses is defined by the elements of the formed growth strategy that are not adequately described in the current theories. The system of feasibility of the business processes architecture in the context of the growth strategy is formed by applying general research methods of cognition: analysis and synthesis of theoretical material, generalization, classification, grouping and comparison. In order to prove the hypothesis, the method of comparative analysis was used, system analysis, economic and statistic methods, expert estimations, method of observation and data plot, methods and techniques of systemization and formalization of information, scenario approach, etc. were applied.

#### **4. RESEARCH RESULTS**

##### **4.1 Establishing Cause-and-effect Relationship between Goals, Strategies, Business Processes, and Key Indicators of Processes Efficiency**

During our research we have come to the scientific conclusion about the role of the growth as a phenomenon that is a required prerequisite for the enterprise development as a social and economic system. As the result of the determined strategy, the system, which is in the state of the growth, is transferred to a new qualitative state, which is adequate to the occurred conditions.

The conducted researches displayed that from a methodological point of view the provision of the enterprise growth was based on the integrated approach. The matter is that on the one hand there is a strategic approach in the context of implementing active qualitative changes. It aims at growing the enterprise potential under the impact of new opportunities and threats in the environment that defines development trends to provide efficient

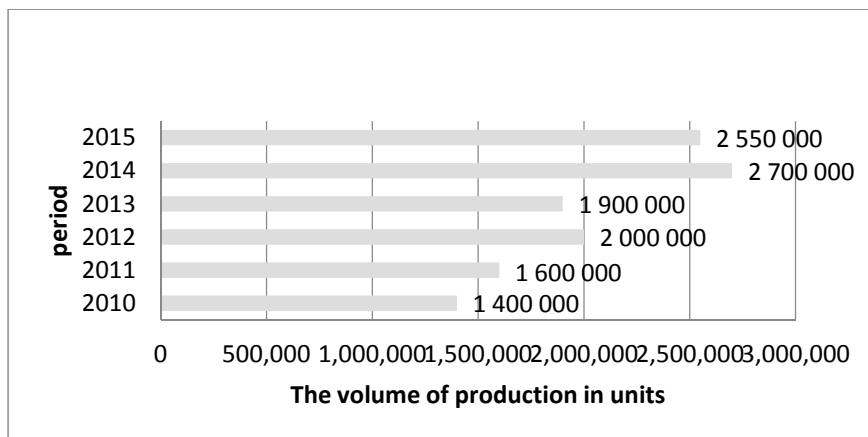
activity. On the other hand, the enterprise management system is identified as a system of business processes whose settings have an impact on internal conditions for implementing the enterprise growth strategy. Besides, financial flows have an impact on the dynamics of the change of the enterprise states. The level of their stability influences financial stability. Thereby the qualified mastering of financial tools provides organic growth. It means the necessity to have financial competences and stipulates the cost focused approach.

The research of a number of enterprises of the metal-based manufacturing industry, in particular those specializing on the production of steel doors, made by the authors allowed to formulate the reasons of inefficient implementation of the growth strategy. It also allowed to define the directions of their solving by transmitting the strategy to the level of business processes and defining key processes that had the greatest impact on strategic factors and development of events related to solving the revealed problems.

Thus, producers of front steel doors operate under conditions of the decreased market of products (Figure 1).

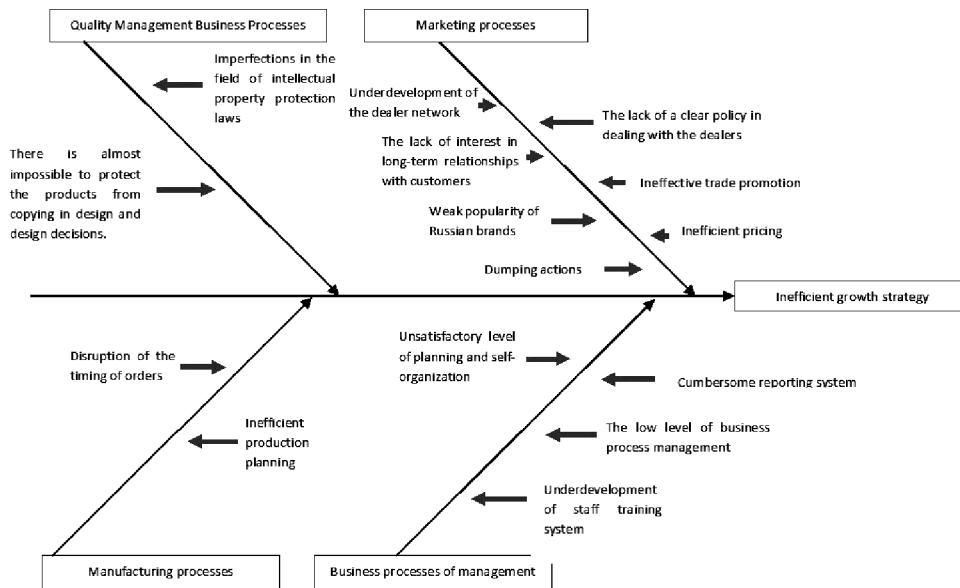
The situation on the market of front steel doors is influenced by multidirectional factors. On the one hand, there is import replacement. On the other hand, the market is narrowed. Under conditions of the economic crisis that started in 2014, there is a decrease in the payable customer demand, and reduction of volumes of the production the doors market directly depends on (Results of 2015, 2016).

**Figure 1. Volume of Steel Doors Production in Russia for 2010-2016 in Units (According to Rosstat) (Federal Service of State Statistics, 2016)**



Based on establishing cause-and-effect relationship between the strategy and key business processes that are committed to its implementation, problem processes are defined. The following processes are referred to them: management business processes, production, marketing, and quality management (Figure 2). Establishing cause-and-effect relationship between the goals, strategies, business processes, and key indicators of the processes efficiency allows to form a chain of business processes focused on the implementation of the selected strategy of the enterprise growth. Key indicators of the efficiency of strategically important business processes are determined, business processes are restructured, and a new “frame” of the production and economic system that allows to efficiently implement the selected strategy is formed.

**Figure 2. Cause-and-effect Relationship of the Level of Efficiency of the Strategy Implementation Process**



Compiling goals and strategies to the level of business processes and singling out key indicators of the efficiency are urged to form the regulated picture of the enterprise development process. Key indicators of the efficiency are formed in the unified system that reflects the activity of the enterprise. They are key points that allow to estimate the efficiency, opportunities of the growth, and implementation of the selected strategy. Besides, key indicators allow to adjust business processes of the company for the efficient implementation of the growth strategy. The improved chain of business processes can cause synergetic effects. In its turn it expands the

boundaries of applying the obtained results when defining the directions of providing the achievement of the planned trends of the enterprise development or changing the guidelines of the activity.

The list of indicators is depleted and can be supplemented. To a greater degree key indicators will be defined by the directions and types of the enterprise activity. The size of the enterprise and seasonal direction of the activity can be determinative.

## 4.2 Approbation of the Developed Methodology

The developed methodology was approbated according to the following algorithm:

- The industry and the selected object of observation were inspected on the basis of interview, polling, and documents analysis,
- Goals of the development were worked out, the growth strategy was selected, strategically important business processes were singled out,
- Cause-and-effect relationship was determined between the goals, strategies, business processes, and key indicators of the efficiency,
- The system of indicators was developed to monitor the implementation of the growth strategy,
- PFD scheme of key processes of the enterprise was developed. It has an impact on the implementation of the growth strategy. Its control points are key indicators of the efficiency,
- Scenarios of the growth of the plants under research were formulated,
- Economic efficiency of strategic events was calculated, and
- Synergetic effects were stipulated in connection with the organized interrelation of strategically important business processes.

The development of the enterprise growth strategy is based on the primary strategy of the enterprise. It is detailed to the level of functional strategies, particularly, the financial strategy that defines financial resources to implement other strategies. In this connection when developing the growth strategy by enterprises, it is extremely important to provide financial stability. It is necessary to turn the analysis of financial stability of the enterprise from the means of consequential description (fixing) of financial stability into an active tool to regulate financial processes and stipulate the strategy of the enterprise growth. In this case the set of dynamic indicators of financial stability is supplemented by the



static one. It allows to study occasional phenomena (fluctuations) in the system conduct. They are considered as reasons or a prerequisite of changing indicators of the financial and economic activity (Izriadnova, 2014).

### 4.3 Mechanism of Enterprise Development Process

The Ishikawa diagram allowed to reveal business processes that include reasons of inefficient implementation of the strategy. Further compiling and revealing of key indicators of the business processes efficiency allows to form a structured mechanism of the enterprise development process. Herewith, key indicators of the business processes efficiency must comply with the mission, goals, and strategy of the company. Table 1 shows the interrelation of the above elements of strategic planning.

**Table 1.**  
**Interrelation of Strategic Planning Elements for Argus-Volga LLC**

<b>Mission</b>			
To become the largest producer of high quality front steel doors that are available for a wide range of consumers in Russia and the close abroad			
<i>Financial goals</i>		<i>Strategic goals</i>	
Stable income under conditions of fall		Maintaining a wide attractive list of doors, establishing long-term partnership relations with consumers, improvement of the brand recognition	
<i>Financial strategy</i>		<i>Basic strategy</i>	
Assertive/moderate financial strategy		Product development strategy	
<b>Key business processes and their KPI</b>			
<i>Key business processes:</i>	<i>Key indicators of efficiency:</i>	<i>Target KPI</i>	<i>Periodicity of control of target KPI</i>
Marketing	Level of prices	Average in the industry	Monthly
	Level of clients' satisfaction, points	7 points according to 10 points scale	Quarterly
<i>Key business processes:</i>	<i>Key indicators of efficiency:</i>	<i>Target KPI</i>	<i>Periodicity of control of target KPI</i>
Marketing	Compliance of the range with the client's needs	8 points according to 10 points scale	Quarterly
	Level of maintaining dealers (ratio of the number of active dealers to their total number), %	95%	Yearly

Table 1 contd...

	Share in the dealer's range	60 %	Quarterly
Production	Production volume, units	15,000 units	Monthly
	Coefficient of fulfilling the production plan, %	100 %	Monthly
Production Sales	Average time for producing one order	14 days	Monthly
	Number of orders fulfilled in time	60-75	Monthly
	Percent of orders fulfilled in time, %	90 %	Monthly
	Percent of defects in the total volume of the release	0.01 %	Monthly
	Profitability of production	20 %	Monthly
	Number of active dealers, units	66	Yearly
	Average sales per one dealer, RUB	200 doors	Monthly
	Share of sales via dealers' networks in the total volume of sales, %	90 %	Yearly
	Share in the dealer's range	60-80 %	Yearly
	Percent of fulfilling the sales plan, %	90 %	Monthly
Finances	Share of managers who have fulfilled sales plans, %	100 %	Monthly
	Tempo of sales growth	125.92 %	Yearly
	Tempo of profit growth	156.54 %	Yearly
	Balance profit	RUB 28,433.04 thous.	Yearly
	Profitability of sales, %	18 %	Monthly
	Receivables turnover ratio	14 days	Monthly

Thus, the goals of the Argus-Volga company were decomposed to the level of key indicators of the efficiency. The decomposition is based on the principle of cost creation. Herewith, the model of the consumer conduct was emphasized. The formed system of indicators allows to monitor the implementation of the strategy, efficiency of the operational activity by meeting the needs of the target segment.

The approbation of the model related to forming the growth strategy in Argus-Volga LLC also results in the development of the DFD scheme of key business processes. The offered scheme of business processes allows to make a chain of key processes and single out control points in it, and thereby to form the organizational “frame” of the enterprise that contributes to the implementation of the growth strategy.

The developed DFD scheme of key business processes of Argus-Volga LLC is a result of cascading goals, strategy on their development to the level of business processes, and key indicators of the efficiency. It serves as a practical tool to manage the enterprise development.

Based on the analysis of the results of the industrial conference “Russian Market of Front and Technical Doors” held in September, 2015 in Moscow, the interview with top managers of the Argus company, the conducted research, and taking into account the developed system of indicators, scenarios of the development of Argus-Volga LLC were formulated. It is necessary to note that the offered scenarios are not depleted and universal. However, top managers of the plant under research acknowledged the offered events as rather stipulated, realistic, and noncontroversial to the enterprise policy.

#### **4.4 Development Scenarios**

Optimistic growth scenario for 2016-2018.

The optimistic scenario is based on the forecasts that starting since 2015 the shares of the market whose members are large producers have been reallocated as a result of import replacement. The producers will keep prices down and work with the minimal profitability. The weakest players that include small producers will leave the market. The demand will be maintained in the economical segment. Russian producers of front doors will get an opportunity to develop subject to reasonable planning of production, price and product portfolio policy (Izriadnova, 2014).

Under such conditions Argus-Volga LLC has a real opportunity to strengthen its positions on the market by developing the dealer network. The competitive advantages of the company include high technical infrastructure and focus on a wide products range. The development of the dealer network contributes to a successful implementation of the product development strategy because dealers are interested in cooperating with manufacturers that can provide a wide range of doors in the medium price segment.

The following events for the Argus-Volga plant were offered as basic:

- Development of the dealer network on the territory of the Russian Federation and the “close aboard” on the basis of the analysis of the demand and focus on the long-term cooperation,
- Analysis of possible dealers and agreements conclusion,
- Marketing and sales training for the personnel,
- Organization of dealers’ training system,
- Setting recommended prices for products, and control over their abundance,
- Improvement of the system related to planning production, and calculation of the production areas loading,
- Timely provision with materials, ensuring the production for the orders without breaking agreement terms, and
- Control over production, sales and financial indicators.

***Realistic growth scenario for 2016-2018.***

Some importers will leave the front doors market. The remaining importers will divide the market. The number of national producers will increase. Another tendency is related to the decrease in the level of the “average invoice”, and further decrease in the demand by 10-15% as to 2015. The non-availability of financial loans for business and the increase in the value of available funds will cause a decrease in the volumes of orders from dealers and wholesalers. In this situation it is necessary to focus on the efficiency of the company and dealers’ work as follows:

- Organization of the dealer network,
- Entrance to the markets of the “close abroad”,
- Increase in the dealers’ loyalty by creating additional consumer value. Help in organizing the dealer’s business (personnel training, organization of exhibitions, and maintaining the required commodity stock),
- Marketing and sales training for the personnel,
- Establishing recommended prices for products, control over their abundance,
- Improvement of the system related to planning production, and calculation of the production areas loading,

- Timely provision with materials, ensuring the production for the orders without breaking agreement terms, and
- Control over production, sales and financial indicators.

***Pessimistic growth scenario for 2016-2018.***

Stagflation in the Russian economy will lead to a sudden decrease in the facilities that are constructed, fall of the consumer demand for durable goods, growth of prices for raw materials, stiffening of financial conditions by suppliers, and growth of the prime cost and prices for front steel doors.

Basic events of such scenario are as follows:

- Search for new suppliers of raw materials and materials in order to decrease the prime cost of products without losing the quality,
- Organization of the dealer network to provide stable and forecasted volumes of sales on the basis of the market analysis,
- Marketing and sales training for the personnel, and
- Establishing the recommended prices for products, control over their abundance in order to prevent damping and market derogation.

Appendix C displays the aggregated analytical table of strategic events in accordance with the growth scenarios and indicators of their efficiency.

The implementation of the growth strategy of Argus-Volga LLC contributes to obtaining synergetic effects under the interrelation of the following strategic processes: marketing, sales, production, and finances management.

These are the developed events that have an impact on the efficiency of the growth strategy, and touch upon key processes measured by the system of key efficiency indicators:

- Development of the dealer network on the territory of the Russian Federation and the “close aboard” on the basis of the analysis of the demand,
- Marketing and sales training for the personnel, and organization of the dealers training system,
- Increase in the dealers’ loyalty by creating additional consumer value (help in organizing the dealer’s business by means of personnel training, organization of exhibitions, maintaining the required commodity stock), and

- Providing the production of orders without breaking agreement terms, establishing the recommended prices for products, control over their abundance in order to prevent damping and market derogation.

## 5. DISCUSSION

Based on the concurrence of the methodology of key indicators of the efficiency with the processes of forming the development trends by using strategies scenarios, objective results of the estimation were obtained, and the states of the enterprises growth were interpreted. It is proved by the approbation of the methodology under conditions of the operating enterprises.

The developed methodology related to selecting the strategy of the enterprise growth is based on the agreement of the financial and primary strategy on the basis of the matrix analysis. The offered model of the succession of business processes taking into account the synergetic effect forms the structured picture of the dynamic growth and hierarchal succession of management processes to achieve the strategic goal. Key indicators of the efficiency formed in the unified system are control points that allow to estimate the efficiency of the opportunity to grow and implement the selected strategy. Herewith, three types of basic scenarios of the enterprise growth (pessimistic, realistic, and optimistic) were offered in the algorithm of selecting the strategy of the enterprise growth. They allow to take into account different impacts of factors related to the indefiniteness of the environment on the enterprise activity. Herewith, a set of events that influence the efficiency of the strategy, and touch upon key processes measured by the system of key indicators of efficiency are offered for every approach. The list of these events can be supplemented depending on the area and type of the enterprise activity.

## 6. CONCLUSION

The novelty of the offered approach lies in the fact that this approach displays the state of organizing business processes at the enterprise and allows to identify the level of the compliance of setting processes with the selected strategy of its growth. The author's approach focuses on solving practical problems by developing an algorithm, a number of techniques and ways of achieving the target practical goal.

The conducted research displayed a high level of the feasibility of the selection of the growth strategy because the algorithm of the strategy selection is formalized. The basic strategy is developed in the close interrelation with the financial one, and this provides the opportunity to implement the development strategy. Such results are important because the strategy is detailed to the level of business processes and key indicators of the latter. In their turn they are tools of implementing the strategy, and allow to develop a systematic view on the accepted strategy.

Thus, the conducted research has shown that it is possible to speak about forming new architecture of the innovational business environment and a wide list of tools and methods of regulation. Herewith, for Russia the economy actuated by innovations becomes a prevailing form. Such form creates the required prerequisites for a stable development of business that can compete in the innovational space and provide economic safety of the country.

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