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IMPROVEMENT OF APPROACHES TO THE STRATEGIC DEVELOPMENT MANAGEMENT OF ENTERPRISE

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Abstract. Strategic development management currently does not fully meet the needs of the enterprise. One of the reasons is that strategic development methods are not ideal and not developed from the standpoint of their practical application. As a consequence, the results of their application are unsatisfactory. The purpose of this article is to improve approaches to the strategic development management of the enterprise. The authors examine in detail the concept of strategic development of the enterprise. In the course of the study, a scheme of the strategy formation process was developed, which allows establishing the relationship of its main structural elements. It is revealed that the organization of service activities of enterprises is still focused on service, rather than the product itself. It is established that the lack of innovation, outdated range and the inability of enterprises to respond quickly to changes in the market environment are the main reasons for the fall in demand for products.

Keywords: management; strategic development; enterprise, product mix; products; demand

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1. Introduction

Each enterprise, when starting strategic management, hopes to achieve its goals. Most medium and large companies are trying to widely use strategic management methods in their activities. This category of enterprises, as a rule, is endowed with a solid set of appropriate funds (Lavrova, 2016; Melikhov & Ilyukhina, 2017; Pisaruk, 2019). However, as practice shows, not all undertakings end successfully. This problem is associated with the fact that enterprises, having strategic achievements, do not always give them a definite and conscious look. This situation is typical for many Russian enterprises.

In general, the current state of strategic management does not fully meet the needs of the enterprise. One reason is that the methods of strategic management are not ideal and not developed from the standpoint of their practical application. As a consequence, the results of their application are unsatisfactory. Another reason is the inconsistency of the methods and tools used in the development of the strategic management that in turn is due to a lack of full understanding of the importance of relationships in the area under consideration. In this aspect, it is possible to consider in more detail the intrinsic content and importance of each of these elements.

In modern management practice, a specific role is given to the enterprise strategy development. The classical representation of the strategic management process by O.B. Dronova (2015) includes the consideration of it as a whole consisting of several elements, interrelated and interdependent with each other.

Shinkarenko V.G., and O.P. Levchenko (2015) define it as follows: "The strategy of the enterprise is one of the key components of strategic management. The choice of strategy and its implementation constitute the main part of strategic management.". At the same time, strategic management is understood as a management, which is based on human potential being the enterprise's basis, as well as focuses production activities on the needs of consumers, carries out flexible regulation, and timely changes in the enterprise, responding to the challenge from the environment, and allowing to achieve competitive advantages, which together allows the enterprise to survive and achieve its goal in the long term (Ponedelchuk, 2017).

Also, strategic management can be considered as a dynamic set of five interrelated management processes. These processes logically follow one from the other. However, there is stable feedback and, accordingly, the reverse effect of each process on the others and on their totality. Thus, before proceeding to the formation of an enterprise's strategy in the market, it is necessary to carry out some work to assess the external environment in which the enterprise operates, as well as to determine the mission of the enterprise and its goals. Then, based on information obtained from the analysis of the external environment, goals, and strategic potential available to the enterprise, it is necessary to choose the best of all possible alternative strategies, as well as to monitor its implementation and evaluate its effectiveness.

The novelty of the obtained results lies in the justification of methodological provisions and practical results, which together solve an important scientific task of improving the management efficiency of the enterprises' strategic development.

2. Methods

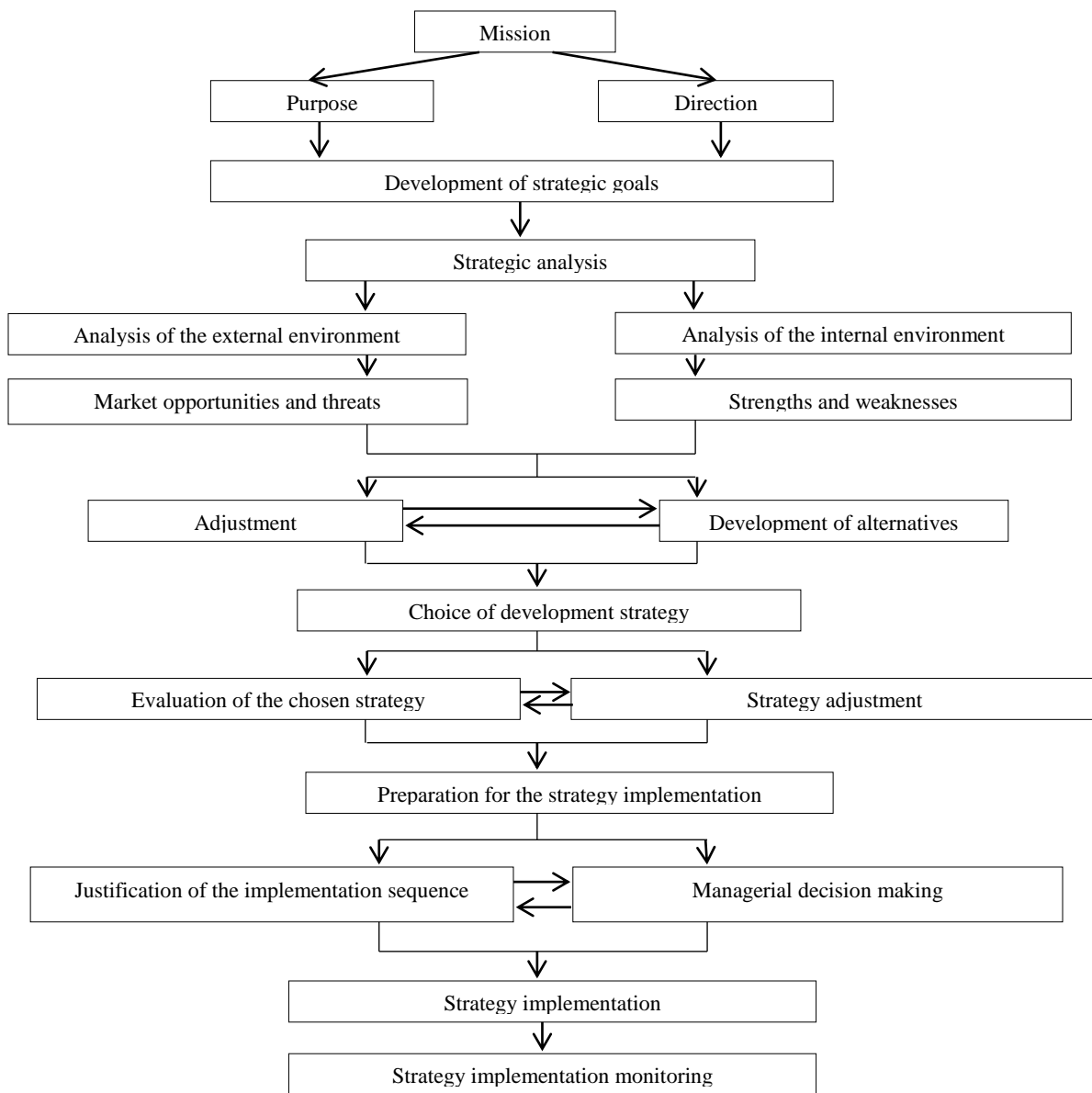
The formalization method was used as the main research method to conduct the structural justification of the components of the internal and external environment of enterprises and the course of forming a development strategy. The procedure included the formalization of the enterprise strategy that allowed strengthening and formulating a clear development plan, as well as creating a foundation for the development of detailed measures to achieve the strategic vision. The starting point of the strategy formalization is the goals set by the enterprise executive. More attention was paid to economic indicators as the main criterion for measuring the efficiency of the enterprise.

As a theoretical research subject, strategic management is based on strategic analysis, which includes the collection and processing of necessary information. The uncertainty of the external environment, its constant variability, and unpredictability, as well as the specificity of the internal environment of the enterprise, make the strategic analysis particularly important as an element of enterprises' strategic management. To use specific tooling in strategy development, the problems of information support and the choice of analytical information processing methods were solved.

Empirical approaches included the integration mechanism of financial and nonfinancial characteristics, the strategic regulation system, which was based on detailed monitoring of efficiency on a set of optimally selected indicators, fully reflecting all aspects of the enterprise's activities. Therefore, the strategy will be effective if the points concerning different scopes of activity of the enterprise are taken into account. When formalizing the strategy based on a balanced scorecard, the company's activities will be considered within the framework of the following characteristics: financial component, customers, business processes, and training of employees.

3. Results and discussion

Based on research conducted, the authors proposed own vision of the strategic management structure, which is shown in Fig. 1.



Source: Compiled by authors

Figure 1. The strategy formation process at the enterprise

Therefore, information on internal and external factors affecting enterprise performance is extremely important when making strategic decisions.

While information about internal activities is available to strategic decision-makers, information about the external environment is often very limited. The underdevelopment of the information infrastructure of the Russian market is associated with many problems for enterprises. The lack of, for example, timely information on product prices causes significant fluctuations in these prices in different regions of the country and leads to higher prices of products at the end of the supply chain.

In addition, the unpreparedness of executives for economic changes appeared to be the cause of many internal problems in enterprises. Having passed a long way of market-institutional transformation and adaptation to new conditions, Russian enterprises are becoming increasingly aware of the need for quality information support (Geraskina, 2015; Lukinsky & Serova, 2018; Sytnik, 2013).

As a rule, external factors are divided into factors of macroeconomic impact and those of the immediate environment. At the same time, some studies offer the following classification of external factors: macroenvironment factors (international, political, economic, socio-demographic, legal, and environmental); regional infrastructure factors (market infrastructure, environmental monitoring, health care, and science); and microenvironment factors of the enterprise (suppliers, consumers, competitors, and contact audiences) (Danilkin, 2016; Nalesnaya, 2017; Agamirova, Agamirova, Lebedeva, Lebedev & Ilkevich, 2017).

It is proposed to combine the factors of macroeconomic impact into seven groups. These groups are the economy, politics, market, technology, competition, international situation, and social conditions. At the same time, the consideration of the immediate environment of the enterprise involves the study of the external environment components with which the enterprise contacts in the course of economic activity.

Given the complexity in a rapidly changing environment, an enterprise or its units must rely on more diverse information to make effective decisions concerning their internal factors. This makes decision-making a more complicated process. Therefore, it is necessary to directly pay attention to the analysis of the external environment of the enterprise. It is proposed to divide this analysis into several stages:

1. Choice of the scope of activity and goods. It is necessary to determine the market niche. For this purpose, sales volumes and satisfaction of demand should be studied, the market capacity should be determined, as well as the possibility of displacing other goods by these products.
2. Evaluation of competitors' actions. Opportunities for competitors for the occupation of this niche should be defined. To do this, it is necessary to study the activities of similar enterprises in the field of technology, research, product quality, costs, as well as product delivery and sale methods.
3. Analysis of the entrepreneurship scheme. The necessary resources and opportunities for obtaining them in the markets should be determined. It is necessary to study the features of production technologies, methods of providing raw materials, materials, equipment, working premises, personnel, and services.
4. Analysis of external conditions. At this stage, the importance of general external factors for the enterprise is determined. The current state of all components of external conditions should be analyzed, tendencies in changes of these components should be revealed, and the pattern of changes and their expectations should be defined.

5. Assessment of the enterprise's capabilities or potential. The efficiency of the enterprise performance, the nature of changes, trends in sales, costs, and competition should be revealed.

For the successful performance of the enterprise, it is necessary to carry out study of the influence of the external environment on activity of the enterprise, as well as to develop the analytical apparatus which would allow understanding, analyzing, and adopting a set of factors and events. This is exactly one of the functions of a contemporary executive. At the same time, the need to adapt the enterprise to the external environment requires the development of a strategic management system that ensures its effective functioning in unstable and constantly changing environmental conditions. Such a system should be aimed at developing global and local strategies for the enterprise development and tactics of its behavior in these conditions.

In the course of the formation of market demand for products and services, enterprises begin to be created that are able to meet the requirements of customers, while being able to satisfy their own economic interests. However, the external environment in which the company operates provides broad opportunities and imposes significant restrictions that must be taken into account when developing a strategy. In order for external environmental factors to be properly taken into account and used in strategy development, it is necessary to systematize and evaluate them. There are several approaches to this assessment. In this case, the authors suggest using PEST-analysis, SWOT-analysis, and analysis of competitive forces.

When studying the internal structure of the enterprise, it is necessary to identify weaknesses and strengths in its performance. To take advantage of external opportunities, an enterprise must have a certain internal potential, which may include the following components: human resources, research, development and inventions, information resources, technical and technological potential, spatial resources, financial resources and capital, as well as resources of the organizational structure of the management system. Their influence on the formation of a strategic position is very significant since it is on these factors that the enterprise's strategic behavior in the market depends.

The analysis of internal potential reveals those internal opportunities on which the enterprise can count in the competitive struggle in the course of achievement of the set goals. The analysis of the resource strategic potential also allows better defining the goals of the enterprise and formulating the mission more clearly. At that, the internal potential of the enterprise is proposed to be analyzed in the following areas: enterprise personnel, their potential, qualifications, and interests; management organization; production, including organizational, operational, technical and technological characteristics, research and development; enterprise finance; marketing; and corporate culture.

The practice has shown that some enterprises depend on a continuous flow of material resources. Failure to supply the required volumes of resources can create significant difficulties for many enterprises. Therefore, the supply chain requires close interaction between the manufacturer and the interconnected suppliers. The enterprise may also face the challenge of finding suppliers or maintaining a significant amount of inventory. However, stocks tie up money which has to be spent on materials and storage, rather than on other needs.

For the growth and prosperity, the enterprise needs not only suppliers of materials but also the capital. There may be several potential investors: banks, loan programs, shareholders, and individual investors. As a rule, the better the enterprise's business is, the higher are its abilities to negotiate with suppliers on favorable terms and attract the necessary amount of funds.

Adequate provision of labor power of necessary specialties and qualifications is required to implement tasks related to the achievement of set goals, that is, for the effective building of the enterprise. Without people able to effectively use sophisticated technology, capital, and materials, all of the above has little chance for success.

Therefore, the development of a number of industries is currently hampered by a shortage of specialists. In some industries, global competition has forced a number of companies to seek less expensive labor power in other countries (Kasperovich & Rogova, 2018; Bykova, Ermolaeva & Scraybin, 2018; Lebedev, Reznikova, Dimitrieva & Ametova. 2018).

At the same time, in the context of the formation of new economic mechanisms focused on the market economy, enterprises face the need to operate in a new way, using the market laws and requirements, mastering a new type of economic behavior, adapting all aspects of production activity to the changing situation. In this regard, the contribution of each employee to the final results of the enterprise increases.

One main task for enterprises of various forms of ownership is the search for effective ways to manage labor, which would ensure the activation of the human factor. Therefore, the selection and support of talented managers have become the main concern of the contemporary enterprise. Managers, using various methods and management tactics, contribute to the achievement of the company's goals. It should be noted that the methods of achieving goals can be different.

In addition, the management of the enterprise is a complicated work that cannot be done successfully, guided by simple formulas. The executive should combine an understanding of common truths and the importance of the number of variations due to which situations differ from one another. The executive should understand and study the critical factors or components of the enterprise (internal variables), as well as the forces affecting the enterprise from the outside (external variables), and take into account the impact of the enterprise on society.

Thus, the internal potential of the enterprise is the source of its vitality. It enables the enterprise to operate, and therefore to exist and survive while acting in accordance with the developed strategy that allows adapting to the external environment. At the same time, it is necessary to take into account the weaknesses which can exacerbate the external threat and danger, and if possible, try to neutralize them.

In recent years, it is the factors of intra-industrial nature that have come to the fore. Since the relative stabilization of the external environment, the survival and success of the enterprise began to depend on the majority on the ability to properly concentrate and use in-house economic resources. All this has led to the emergence of a significant number of integrated and diversified structures, and certain enterprises leading in various markets. The corporate sector of the economy has become more active.

According to the authors, to assess the internal weaknesses and strengths, it is better to highlight such aspects of the enterprise as financial, investment, organizational and technical, innovative and human. This interpretation is based on the resource approach and allows defining the enterprise's potential as its strategic options for integration, which occurs when the enterprise enters the market. If the market perceives the products, this results in an interpenetration of the internal and external environment.

As a result, the enterprise implements its potential. According to the authors, this approach brings to the content of the strategic management process the ability to actively influence the entire system of enterprise development. However, the process of an enterprise formation in the market should be characterized by setting goals, since each enterprise is created with known goals because the goal represents the desired state of the enterprise.

However, in the course of product manufacturing or rendering services, it is necessary to distinguish a multilevel structure of goals at the enterprise. In these circumstances, senior managers must set strategic goals that address large-scale problems. Middle-ranking managers should develop tactical goals that address the problems of the enterprise units and describe the results which are necessary to achieve the strategic goals of the organization.

Lower-level managers are required to set operational goals related to current challenges and describe the results needed to achieve tactical and strategic goals.

At the same time, setting strategic goals must necessarily take into account the capabilities of the enterprise; otherwise, the goals will be unrealistic and unattainable. It should be noted that the strategic goals reflect the main development directions of the enterprise in the market for a certain period of time. However, the feasibility of the goals is established by comparing the desired goals and capabilities of the enterprise. At that, the rationality of actions to achieve the goals means that they are checked for the possibility and feasibility of achieving them.

When external conditions and the internal state of the enterprise indicate the failure of goal setting, then it is necessary to make adjustments in goal setting and give priority to other goals. Therefore, in order to develop strategic goals and appropriate means to achieve them, it is not enough to refer only material factors to the elements of the system. These elements need to be supplemented by a set of relevant information objects, both internal and external in nature, which are characteristic of the system itself.

When defining goals, it is necessary to consider the basic requirements that will help make a significant contribution to the success of the enterprise. It follows that strategic goals should be real, achievable, interrelated, logically constructed, not contradict each other, be motivated and worth it to strive to achieve them. When formulating goals, their description should reflect content (what to achieve), scope, i.e. goals should be measurable (how much to achieve), and timeframed (when to achieve). They can also be short-term, medium-term, and long-term (Fedulova, Medvedev, Kosinskiy, Kononova & Pobedash, 2016; Koroutchev, Acuña & Gómez, 2013).

In addition, the process of setting strategic goals means recognizing the state of affairs in the enterprise, which is not only desirable but also achievable. Such a process should include the following procedures:

1. Conducting analysis of the situation and developing a picture of the future state of the enterprise and the external environment. For this purpose, it is necessary to analyze development tendencies of the environment, market, competitors, as well as efficiency of the enterprise's performance.
2. Nominating possible goals and forming a list of independent, alternative, and subcontracting goals.
3. Determining feasibility to achieve the put forward goals in the intended picture of the future and ways of rational use of enterprise's resources.
4. Developing options to achieve goals in the projected changes, and determining the conditions to transit to the fallback strategy, as well as elaborating the basic prerequisites for the enterprise strategy development (Nikolskaya, Kovaleva, Uspenskaya, Makshakova, Lysoivanenko & Lebedev 2018; Suloeva & Gultceva, 2017; Yesmagulova, 2014).

In this case, strategic goals can serve two important functions: first, goals can be adopted in the course of finding development directions as a basis for decision-making; second, goals can be used as a measure to determine the degree of satisfaction from decision-making. Here goals are considered as a result of activity, and a measure of possible means.

Thus, the strategic goals of the enterprise should be based on hypotheses of development in the future. Hence, their justification depends on the quality of hypotheses development by the executives. Therefore, it can be concluded that the personality and its intellectual ability, creative thought, play a leading role in the course of goal formation, and are defined by both rationality of the goals and their successful achievement.

The wrong choice of goals when creating a system leads to the fact that not the problems that should be solved are in fact addressed. This can lead to much more damage than using an inefficient system to achieve the chosen goals. Therefore, the development of the goal is completed by decision-making, and the goal formation process can be attributed to one of the varieties of the decision-making process.

Goals can also be considered as a necessary attribute of the enterprise performance, as an index to measure progress. At that, it is necessary to consider the goal itself and the adaptation time for which this goal will be achieved. Along with this, the choice of a strategic goal and its achievement involves the allocation of a certain set of resources possessed by the enterprise. Since these resources are always limited, the executives must identify the factors which have the greatest impact.

In the course of the study, the analysis of expert assessments of the significance level of external environmental factors was made, which has shown that a commodity and natural resource markets have the greatest influence, as well as contact audiences, i.e. factors of the microlevel of the external environment. Economic factors have the greatest impact on the macroenvironment. Based on the estimates of the importance of the factors, a model was developed to assess the level of influence of the external environment on the development of the enterprise, which has the following form:

$$VEE = \frac{\sum_{i=1}^n \alpha_i \times 3BC_i}{n} = B \quad (1)$$

where α_i is the coefficient of the factor's importance in accordance with the external environment of the enterprise; VEE is the value of the factor in accordance with the external environment of the enterprise; n is the number of factors under external environment of the enterprise; B is the total impact of the external environment of the enterprise. It should be noted that this approach allows determining the impact of both an individual factor in the composition of a certain level of the external environment, and the intensity of the impact of a particular level.

At the same time, the distribution of levels of significance between factors and the choice of the composition of factors, first of all, depends on the scope of the enterprise and the objectives of the analysis. In the present case, the two-level external environment for enterprises was analyzed in order to identify the level of the significance of individual components of the external environment and the degree of development of the enterprise. Since the indicators can have different measurement units and the desired trends of changes, the method of taxonomic analysis was applied to obtain the levels of development of individual groups of external environment factors.

Studies have shown that in the context of high dynamism of the external environment, special attention is paid to the strategic adaptation of the business entity to the parameters of both the macro- and microenvironment. The main condition for effective strategic adaptation of the enterprise is the foresight of future changes and their qualitative identification in order to provide information support for making adequate management decisions.

Therefore, the response of the enterprise to the influence of the external environment should take into account the intensity, duration, and scale of external influences. According to the authors, the strategic adaptation process is manifested not only in the deep transformation of the internal environment of the enterprise in accordance with significant irreversible changes in the external environment. It also provides for the possibility of adjusting these parameters in a favorable direction. As a rule, the enterprise does not have the ability to influence the external environment, that is, there are managed and unmanaged factors (Repnikova, Bykova, Skryabin, Morkovkin & Novak, 2019).

The enterprise can also influence these parameters by choosing the market and competition strategy. Although some scientists (Shmanev, Shmaneva & Morkovkin, 2018; Tyukhtenko, Syniakova, & Havrenkova, 2018) refer suppliers, consumers, and competitors to the uncontrolled factors of the microenvironment, though, in the authors' opinion, enterprises still have tools at their disposal to influence these market actors, for example, by concluding more favorable deals with suppliers, conducting active work with consumers, and implementing an adequate competition strategy.

To solve the ways of responding to constantly changing external environment, it is also necessary to assess the environment, since it has direct impact on the conditions of enterprises performance. The main obstacle in determining the intensity and scale of the influence of these factors is the lack of available quantitative information which would characterize the influential power of suppliers, competitors, consumers, and other counterparties of the analyzed business entity.

Therefore, in this case, it is advisable to use the method of expert assessments to determine environmental factors. The determination of the influence of the external environment is also based on expert assessments, though with certain peculiarities. Since the enterprise forms independently its immediate environment (suppliers, buyers, and partners), the assessment of the impact of the environment in 2018 was carried out for each of the selected enterprises, and the choice was made within the enterprises of the tourism industry of the Moscow Region of the Russian Federation.

For this purpose, an expert sample was formed, which included 49 individuals, among whom there were the employees of the Federal Agency for Tourism of the Russian Federation (15 people), Committee for Tourism of the Moscow Region (7), and managers and employees of tourism enterprises of the Moscow Region (27). The authors considered this number of experts necessary and sufficient to ensure maximum reliability in determining a set of key opinions on this issue as well as prospects for strategic development.

The experts determined the influence of environmental factors on each enterprise estimating scores ranged from 0 to 1 depending on the following condition: the more negative influence the environment had on the business entity activities, the closer the score was to 1, and vice versa. Estimates, provided by experts on the impact of external environment factors on the development of enterprises in the tourism industry, can be considered significant since their variation does not exceed 25%.

Based on the conducted mathematical analysis, taking into account the distribution of initial data on the reduced Harrington scale (Dewangan, Godse & 2014; Ganapaian, 2016) (the first interval includes 28.5% of deviations of the actual value from the maximum, the second – 71.5%, and the third – 100%), the following gradation of the level of external environment influence on the activities of the tourist enterprise was obtained: from 0.000 to 0.090 – low level of influence; from 0.091 to 0.226 – average level of influence; and from 0.227 to 0.316 – high level of influence. The analysis of Table 1 has shown that external environment factors resulted in the emergence of decline conditions in Elite-Tour LLC and Intur LLC.

Table 1. Assessment of the influence of external environment factors of tourism enterprises of the Moscow Region

No	Enterprises	Commodity market	Service market	Contact audiences	Economic factors	Scientific and technical factors	Social factors	Political and legal factors	Environmental factors	The general impact of external environment factors
1	Elite-Tour LLC	0.49	0.33	0.41	0.46	0.38	0.43	0.42	0.39	0.106
2	Natalie-Travel LLC	0.93	0.97	0.86	0.86	0.93	0.79	0.83	0.85	0.268
3	Intur LLC	0.90	0.80	0.92	0.73	0.65	0.77	0.84	0.89	0.243
4	Colors of the world LLC	0.51	0.45	0.66	0.56	0.47	0.62	0.59	0.54	0.131
5	Scarlet Sails LLC	0.22	0.46	0.37	0.49	0.44	0.36	0.46	0.39	0.096
6	Booking Tours LLC	0.73	0.75	0.87	0.69	0.65	0.84	0.78	0.73	0.201
7	Meridian-Tour LLC	0.51	0.62	0.72	0.60	0.66	0.69	0.57	0.54	0.156
Factor's importance		0.3202	0.28	0.1817	0.0664	0.0482	0.0506	0.0333	0.0153	x

Source: Compiled by authors

Unfavorable conditions are associated with negative trends in the dynamics of demand, competitive policy in the tourism industry, higher prices for tourist services, credit resources, a chain reaction of loss of financial stability and bankruptcy of partners, as well as low investment attractiveness due to predominantly high financial risks.

Thus, the external environment forms the performance conditions for the enterprises of the tourism industry in the market. In the period of economic recovery, there is an improvement in the main trends of socio-economic development of the state, the number of crisis-forming factors at the macrolevel decreases, that is, the macroenvironment has the industry-wide impact nature. At the same time, the conducted analysis of the macroenvironment indicates an increase in its favorability for such a tourist industry. But, since the tourist enterprise to a greater extent independently forms relations with the microenvironment, the nature of its impact can either strengthen the favorability of microfactors of the external environment or somewhat level it.

Conclusions

Summing up, it can be noted that being at the stage of market relations raises the issue of management effectiveness, which is carried out in an uncertain external environment. The constant desire of enterprises to address issues of long-term planning and sustainable development requires the application of methodologies, techniques, models, and tools for strategic management using market and resource approaches. Such approaches will help to better use strategic management tools.

The developed scheme of the strategy formation process at the enterprise allows establishing interrelations among its main structural elements. It is revealed that the organization of service activities of tourist enterprises is still focused on service, rather than on the product itself. It has been revealed that the main reasons for the falling demand for tourism services are the lack of innovative developments, outdated range of tourism products, the inability of tourism enterprises to respond quickly to changes in the market environment, lack of marketing support, and availability of enterprises able to promptly and adequately respond to changes in the market environment.

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