
Optimization of the Company Strategic Management System in the Context of Economic Instability

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Abstract:

The article makes and confirms the following hypothesis: a difficult current macro-economic situation in Russia requires to change the work of enterprises management in terms of forming strategies related to developing the activity of legal entities they control as a whole, and forecasting results of the activity on various levels of the enterprise in particular within improving the efficiency of the organization activity under conditions of instable external environment.

In order to confirm the made hypothesis, the article considers elements of the company management under conditions of instability within forming the level approach. It defines the methodological basis of selecting methods and approaches by commercial organizations to form their forecasts and strategic of developing under conditions of turbulence. It analyses the activity of the specific legal entity established in the form of the limited liability company (LLC). On its basis conclusions about the state of its strategic potential are made. The article offers measures on optimizing the system of strategic management of the analyzed enterprise, and estimates consequences of its implementation.

Key Words: *development strategies, forecasting results of the activity, planning, activity efficiency, strategic potential, instable external environment, conditions of turbulence, level approach in strategic planning, elements of enterprise management, optimization of the strategic management system, SWOT analysis, VRIO analysis, Porter's five forces matrix, cross-factorial analysis, objectives tree.*

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1. Introduction

As it is stated in the work of Vershinina *et al.* (2016) “The rapid development of the financial market requires the improvement of already existing financial institutions and the emergence of new ones”. The 2008-2010 global economic crisis and the financial crisis in Russia in 2014-2015 determined the need to develop strategic planning in general and level planning in particular because many companies happened to be unready for unpredictably changing conditions. The problem is that even having qualified specialists in this area and opportunity to organize their involvement, these methods are not adequately used in our country.

The authors make the following hypothesis: difficult current macro-economic situation in Russia requires to change the work of enterprises management in terms of forming strategies related to developing the activity of legal entities they control as a whole and forecasting results of the activity on various levels of the enterprise in particular within improving the efficiency of the organization activity in the context of unstable environment.

In order to check out the hypothesis, it is necessary to answer a number of questions:

- What is a key element of the company management under conditions of instability?
- What methodological basis should commercial organizations choose to form their forecasting and development strategies under conditions of turbulence?
- What ways can the enterprise use to form the optimal system of strategic management during the effect of unstable conditions?

2. Methodology

2.1. Theoretical and Methodological Basis of the Research

The article is based on scientific works and applied developments of Russian and foreign scientists and experts on the researched problems in the area of strategic management of enterprise as a whole and focus on stability of the company competitive advantage under conditions of dynamisms and globalization of markets, in particular. The work used the dialectical method of cognition and system approach to studying the problem. General scientific and special methods of research were used, including analysis, particularly, comparative analysis, synthesis, analogue, classification, as well as historical and logical methods and graph techniques.

The informational basis of this work includes statutory and legal acts of the Russian Federation that regulate the activity of commercial organizations. When writing the article, official statistical foreign and Russian informational resources, as well as

data from official websites of research and informational business portals, institutes and other organizations were used.

3. Results

3.1. Level Approach in Strategic Planning as a Key Element of the Company Management

In order to stipulate the need to use a strategy when managing companies under modern conditions, as well as to reveal the dependence of the company activity success on the way of its development, it is necessary to study the essence of the strategy, its components and tools of formation.

Research and methodological sources show a lot of ways to define strategic management that aim at revealing aspects of this difficult management process. Strategic management is the management of the enterprise that is based on the personnel potential, performed on the basis of flexible regulation and timely changes, focuses on production activity related to clients' demands, and allows achieving competitive advantages in the perspective of its development (Bondarchuk V.A., 2007).

Taking into account generalization of the existing interpretations of strategic management (Bondarchuk V.A., 2007; Kruglova N.Yu., Kruglov M.I., 2003; Porter M., Michael E., 1998; Grant R., 2012; Utkin E.A., 1994; Ansoff I., 1999; Igoshin N.V., 2008; Dmitrishina and Uskov 2015; Kosinova, *et al.*, 2016; Sibirskaya, *et al.*, 2015; Stroeveva, *et al.*, 2016; Ovchinnikov, *et al.*, 2015; Havlicek *et al.*, 2013) and its peculiarities, strategic management is defined most fully in accordance with the modern understanding as follows: the enterprise must be developed for all changes that take place in its technological complex, production, innovational and management activity to allow maintain and improve under market conditions profitability and stability, as well as other characteristics that comply with interests of owners and interests of employees agreed with them. The above shows that the most important peculiarity of the strategic development process is that the requirements are set not only to the final result of this process but also to its course. In order to better understand the essence of strategic management, it is necessary to analyze peculiarities of its elements by using the level approach as it is shown in Figure 1.

There is not a single management strategy for all enterprises. Every enterprise, even belonging to one sector, is unique. That is why its strategy is defined individually. It depends on the resource potential and personal characteristics of the management apparatus.

The formation of the enterprise management strategy means identification of four components as it is defined by Zenkina I.V. (2005).

- 1) Market opportunity – the enterprise can meet some external needs when performing its production and economic activity;
- 2) Enterprise potential – general competences and resources;
- 3) Own values and strives;
- 4) Approved obligations before the society and its members.

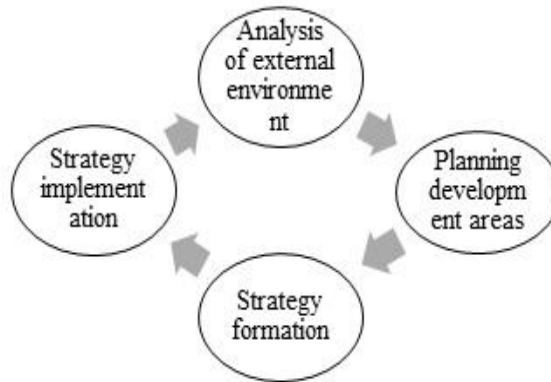
Figure 1: Level Approach in Analyzing Elements of Enterprise Strategic Management (Compiled by the authors according to the data (Bondarchuk V.A., 2007)

Mission, purpose	• Survival of the enterprise in the long-term perspective by establishing the dynamic balance with the environment
Management benchmarks	• Focus on needs and challenges of the external environment, searching for new opportunities in the competitive struggle, monitoring and adapting to changes in the environment
Time factor	• Focus on long-term perspective
Basics of management system	• People, systems of informational provision, market
Personnel management	• Perceiving employees as basis of enterprise, its main value and source of welfare
Efficiency estimation	• Efficiency of the activity and management of enterprise is expressed in the speed of reacting to new demands of the market and changing depending on the environment changes
Level of taking decisions	• Strategic decisions are developed and controlled on the top level of management. The lowest levels fulfil functions of information suppliers for strategic management
Indefiniteness level	• High indefiniteness causes processes both outside the enterprise and inside it
Volume and quality of information	• The required big volume of information obtained from various resources and about various processes both in the external and internal environment of the enterprise

Thus, the strategy must provide the compliance of internal forces and opportunities of the enterprise with the external needs.

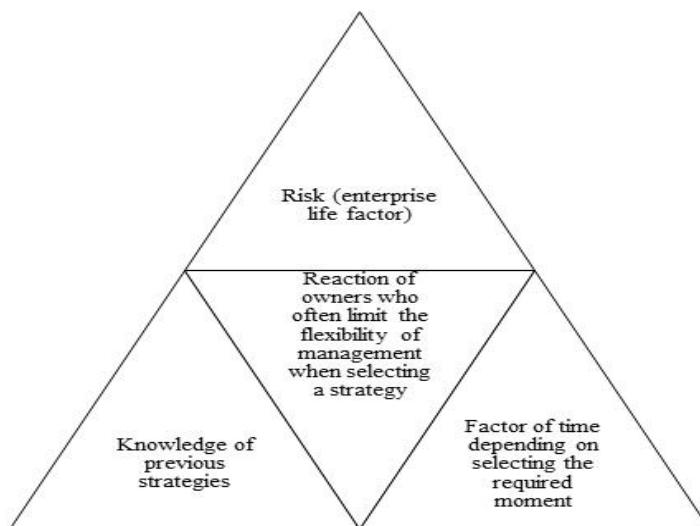
The formation of the enterprise management strategy is a successive implementation of a number of interrelated stages that are showed in Figure 2 in a simplified form.

Figure 2: Basic Types of Forming Strategy of Enterprise Management



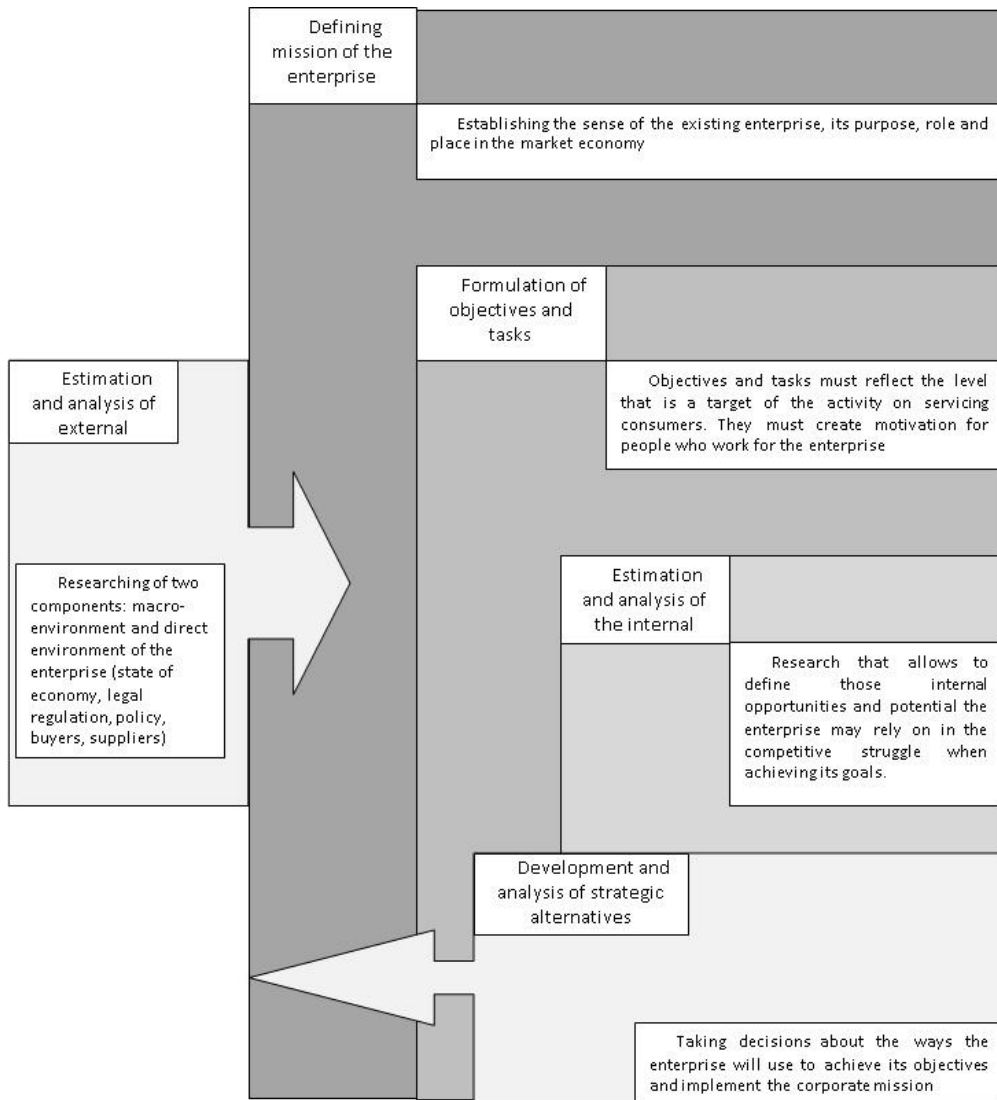
Each of these stages is a system of actions that consists of many interrelated elements represented on various levels. It can be implemented by using various methods. The main goal is to select the strategic alternative to increase to the maximum the long-term efficiency of organization. When forming the strategy, it is necessary to take into account many factors that influence the final choice, for example, political, social and economic factors, strategic attractiveness of the sector, competition level, possible company, its strengths and weaknesses, philosophy, views and goals. Thus, various factors have an impact on strategic choice. They are grouped in Figure 3 according to the principle of the maximum impact on the efficiency of the enterprise management in the medium- and long-term perspective.

Figure 3: Factors of Strategic Selection



The implementation of the strategic plan is a critical process because in a case of a real plan it leads the enterprises to success. The whole process of forming the strategic plan via the level approach can be shown as a cyclic matrix in Figure 4.

Figure 4: Process of Forming a Level Approach in Strategic Planning (Compiled by the authors according to the data (360strategy.ru/business-strategy/5-forces, Kolmakov, V. V., Polyakova, A. G., & Shalaev, V. S., 2015)



The compliance with the following requirements contributes to successful implementation of the strategy:

- Objectives and measures of the strategy must be well-structured, notified to and perceived by employees,
- It is necessary to have an accurate plan of actions on implementing the strategy that provides the plan with all required resources.

Thus, basics of strategic planning reflected through the prism of enterprises management levels are really key elements of the company management.

3.2. Methodological Basics of Developing the Project of Enterprise Strategic Development

Today there is a global tendency related to developing the market economy where the importance of private property prevails (Thalassinos *et al.*, 2012; 2013). Consequently, more and more often issues related to managing investment resources arise. It is impossible to manage investment resources without developing the planned program of actions in order to obtain a useful effect; most often this is profit. This planned program is a strategy of the program development. That is why the development of a business strategy is the most urgent task for the company that performs its activity in the modern world characterized by high instability and unpredictability in political and economic areas.

The enterprise development and management strategy includes an aggregate of methods related to running business that define where and how it is necessary to perform the company activity to achieve the goal. It is important to understand that a successful strategy must have its business model that informs about the degree of success in terms of the economic component that provides the enterprise feasibility. There is also ambiguousness in perceiving the notion “development of the enterprise management system”. The most wide-spread definitions are:

- Maintaining the achieved level;
- Focusing attention on the existing areas of activity;
- Active reaction to earn income for a short period of time;
- Gradual adjustment to a constantly changing environment;
- Aggressive conduct in relation to competitors by using merger and acquisition methods;
- Stability of financial indicators on the level higher than the average sectorial one;
- Surviving in crisis periods of business conduct and further regeneration of business processes;
- Constant attempt to implement innovational novelties to develop the innovational potential (Saryichev A.E., Bek N.N., 2008).

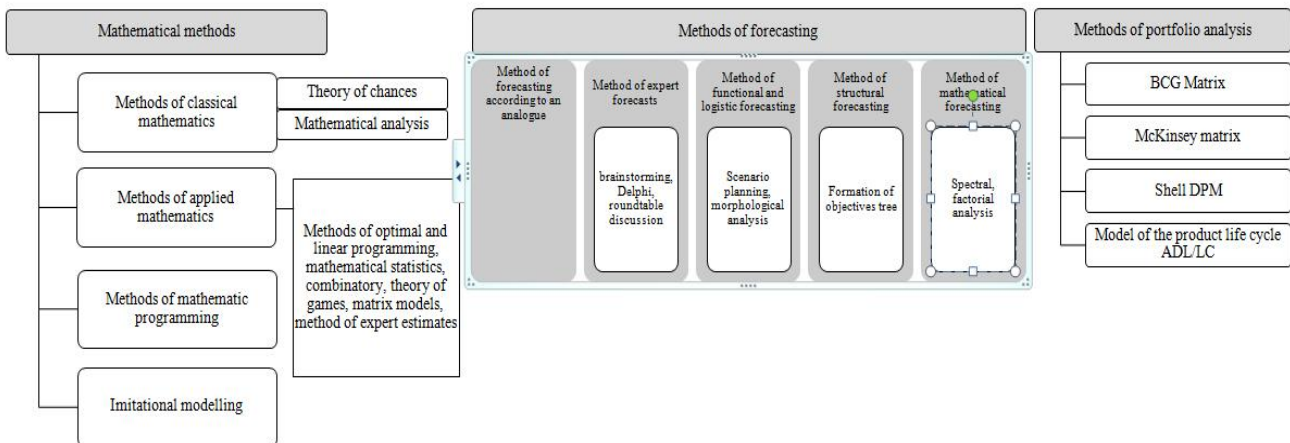
Today in the area of applying methodologies of strategic management there is a large base that defines a number of tools developed in various companies to achieve an optimal enterprise management system. A lot of modern methods as well as works of national authors on strategic management are ideological bearers of famous foreign researchers such as I. Ansoff, H. Mintzberg, M. Porter, G. Steiner and others (Vihanskiy O. S., 2006).

When analyzing the environment, the methods selected as tools to estimate the perspective of areas of the company development play a great role. The mathematical methods used when developing the enterprise management strategy can be divided into two large groups: methods of classical mathematics and methods of applied mathematics.

The forecasting methods can be based on methods of expert forecasts, functional and logical forecasting, structural forecasting, mathematical forecasting, and forecasting according to an analogue.

Based on the above methods, a comprehensive methodological base was compiled for illustration purposes. It enables managers to develop the project of enterprise strategic development by applying the required tools and methods depending on the stage of works as shown in Figure 5.

Figure 5: Methodological Basis of Selecting Tools When Developing Enterprise Management Strategy (Compiled by the authors according to the data (Abdullaev, N.A., 2008, Kaplan R. S., Norton D. P., 2004)



The methods represented in Figure 5 make up an extended base for taking decisions when developing the company strategy. Due to it, it is necessary to systemize the applied tools and methods depending on the work's stage.

3.3. Development of the Project in Implementing Optimal System of Strategic Management through the Example of a Specific Enterprise

Let's consider an example in the form of an enterprise whose basic task is to form telecommunication infrastructure for creating the unified informational space of enterprises. We will shortly characterize the activity of this enterprise.

Specialists of the company perform all stages of works related to communication organization: from developing a technical plan, agreeing it with the Federal Service for Supervision of Communications, Information Technology, and Mass Media, and to performing construction and assembling works on the site, supplying and setting the required equipment and including separate subscribers with the further network servicing. Since the basic process at the enterprise being analyzed is the provision of services, the efficiency of the company servicing is estimated by using the index of clients' satisfaction. The company has two types of clients: individuals and legal entities. The satisfaction index is calculated separately. It helps to analyze problems related to servicing a specific type of clients, and to develop specific methodologies for improving quality of servicing. We will analyze the existing system of strategic management in the company being analyzed.

Let's analyze the strengths and weaknesses of the company, as well as the threats and opportunities the market provides (See Table 1).

Table 1: SWOT analysis of the Analyzed Organization Activity

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1) Quick development of the company in accordance with the market demands 2) Operation on markets of several regions 3) Professional employees 4) Availability of standards of work 5) Metrics for estimating efficiency of the company and employees work 6) Availability of internal training platform for employees 7) A wide product line 8) Opportunity to form various packages of services for clients 	<ol style="list-style-type: none"> 1) High flow of personnel 2) Inconsiderable share of market 3) Lack of the client base beyond Russia 4) Lack of formal work with the client feedback 5) Lack of the accurate model related to the interrelation between departments 6) Limitations for storing and using the clients' information related to the specific of a large servicer for a great number of clients
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1) Decrease in the level of competition in the segment of cloud technologies 2) Stabilization of the global economy 3) Improvement of the purchasing power of business 	<ol style="list-style-type: none"> 1) Aggravation of competition on the IT market in the cloud technologies segment 2) Unstable political situation in the world 3) Transfer of clients to other companies 4) Economic instability and change of

4) Increase in the percent of the medium-sized and small entrepreneurship 5) Flexible taxation legislation 6) Cancelling the obligation to license IT products	the currency rate 5) Creation of alternative services 6) Material destruction of data center 7) Termination of partnership relations 8) Merger by a competing company
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Summarizing the SWOT analysis, it is possible to make the following conclusions. The company has a number of advantages that distinguish it among other organizations: professional employees, high standards of servicing, and flexible models of sales for clients. However, there are also the disadvantages: high flow of personnel, technical limitations related to storing information on a large server. However, such disadvantages do not limit the opportunities of the company on implementing an accurate model of the personnel motivation, entering new markets, and extending the network of partners. Besides, the external environment has specific limitations and threats that can cause reputational and economic risks, such as destruction of data centers, termination of relations with partners, and limiting legislation.

We will make the VRIO analysis of the company (See Table 2): Value – resource value: “Can the company use the resource efficiently?” Rarity: “Is the resource unique?” Imitability: “Is it difficult to imitate the resource? Will it be difficult for another company to get this resource?” Organization: “Can the company use the resource? Is it used efficiently?”

Firstly, it is necessary to single out competences and resources of the organization:

- Personnel experience;
- Level of employees’ salary;
- Established contacts with suppliers;
- Loyal clients;
- Territorial location;
- Clients’ servicing;
- Financial position;
- Trademark and brand awareness;
- Internal logistics (with partners and clients).

Now we will make a table to estimate these assets according to the criteria:

Table 2: VRIO Analysis of the Company

	Value	Rarity	Imitability	Organization	Strategic consequences	Force of weakness
1	2	3	4	5	6	7
Level of employees’	yes	no	yes	yes	Competitive parity	Force

salary						
Adjusted contacts with suppliers	yes	no	no	no	Competitive weakness	Weakness
Availability of loyal clients	yes	no	no	no	Competitive weakness	Weakness
Territorial location of bases	yes	no	no	no	Competitive weakness	Weakness
Service/level of servicing	no	no	yes	no	Competitive parity	-
Financial location	no	yes	no	no	Competitive weakness	Weakness
Trademark, brand awareness	no	yes	no	no	Competitive weakness	Weakness
Personnel experience	no	no	yes	yes	Competitive parity	Force
Internal logistics	no	yes	yes	no	Competitive weakness	Weakness
Advertising activity	no	no	yes	no	Competitive weakness	Weakness

According to the results of the information provided in Table 2, it is possible to observe that the resources that are the company's strengths include the salary level, personnel experience and the level of service. On the background of large market players, the company is not distinguished by marketing activeness and is not clearly positioned for clients. Low level of logistic processes in the company is stipulated by a small number of outlets.

In order to describe the market and competitors, we made the analysis using the five forces of Porter whose results are found in Table 3.

Table 3. Analysis according to Porter's Five Forces Matrix

Parameter	Value of the threat level	Description	Strategy
Threat on the part of goods substitutes	High	Due to high competition on the market, there is a threat for the segment	Defining target markets, offering unique goods
Threats of the internal sectoral competition	High	The existing great number of competitors that are well vertically-integrated and have their own production of a number of goods which makes them leaders according to price	Decrease in the impact of the price competition due to unique goods/selection of a narrow segment of goods that does not have wide production/launch of own production

Threat on the part of new players	Low	New brands emerge as a result of the diversified policy of competitors	Constant monitoring, analysis of competitors and potential players of the market
Threat of clients loss	Medium	High competition	Establishing long-term relations with buyers; improved quality of servicing; policy of discounts for loyal customers
Threat of suppliers instability	Low	Stable suppliers due to the competition on the market	Concentration of optimal correlation of the quality and price of materials

At the present time the Moscow market of services related to providing communication channels and Internet access is represented by above 100 companies. However, in spite of such range of Internet providers, the demand for Internet services does not decrease. It creates objective pre-requisites for the area development. Many such companies provide a whole set of various variants of Internet access, as well as a range of additional services. It means they are its potential competitors. Such companies make up a bigger part because few Internet providers specialize in one service (for example, dedicated channels). The majority of them comprehensively render all services. However, it is necessary to specify at once that various companies differently approach the top priority line of their work. For some of them it is primary to provide dialup, for others – to provide dedicated lines; there are also differences in client groups.

At the present time there are 20 large providers on the market where the company being analyzed operates. They have their own Internet lines and offer a wide range of services. However, they can be inferior to the quality of certain services in comparison with medium-sized and even small organizations that specialize on a separate type of access services as the basis of their activity. The price policy, conditions of connection are extremely important, but they are not determinative.

The competitive struggle in Moscow is strong. The most important conditions of success in it include the quality of access and servicing. Serious providers are peculiar of unconditional quality of their services. However, high quality requires additional expenses, and consequently this causes an increase in the service cost. The user wants to get a good quality but does not want or is not yet ready to pay more for it. That is why there is a situation when 60% of consumers are not satisfied with their provider, and 20% of clients who are satisfied with the quality of the provided services do not like the price parameters. It is positive in business of an Internet provider that there is no seasonality. This lack of seasonality makes this business especially attractive. At any time of the year the number of clients is always stable, although there can be fluctuations that do not depend on the season.

If we analyze the functionality of the company's website that is the basic platform for promoting "office in a cloud", the respondents were offered to answer several questions:

- 1) What do you think about the website design?
- 2) What do you think about the website content?
- 3) Do you use the website to enter your account?

These questions allowed to estimate the clients' attitude for the website and to analyze its functionality. More than half of the clients who have been using the company's services for 4-5 years noted that the company's website needed improvements. As for the functionality and content of the website, the results are similar to the estimation of the website design: more than half of the clients think that the website content is not interesting enough and needs improvements. Unfortunately, it was revealed that about 60% of the clients regularly used the website not for its primary purpose but to enter their account.

Speaking about the company's promotion by using Facebook, Twitter and other social networks, many clients agreed that they started following the company's news in the social networks. The majority of the responders chose Twitter close to 60% and only 5% Facebook. In spite of this, 66% of the clients noted that they still preferred to get phone calls from the company being analyzed as a means of obtaining actual information that could be always useful for services.

It is possible to conclude that in spite of the fact that the majority of responders have been using services of the company being analyzed for 4-5 years; basically clients do not obtain the required information from the website that is the main tool for promoting and informing. Besides, basically clients do not follow news of the company by using social networks or the website. However, they prefer to obtain important information as a letter or a call from the company's representative.

Thus, it is possible to make the conclusions about a group of internal factors of the company activity:

- The company has the experience of work on the market of telecommunications and communication that influences the personnel expertise.
- Competitiveness between suppliers is a benefit for the company.
- The VRIO analysis showed that the majority of resources and competences of the company were weak as compared to those of competitors.
- Unawareness of the brand and poorly developed website of the company do not allow to fully competing for clients.

In order to develop scenarios of the company development, it is necessary to structure factors that influence sales and income of the company. These factors must be rather general, hardly predictable and causative for others. The “probability effect” method allows to estimate the impact of changes on the company activity and to focus attention on the principle issues. The method idea is as follows: every change can be considered in terms of two positions: probability that it will take place and consequences that will occur if it takes place.

Firstly, it is necessary to define factors, and then to estimate the event probability and its degree of impact for the enterprise. For convenience purposes, these factors will be enumerated as:

1. Development of Internet technologies and mass communications.
2. Development of virtual channels of communication.
3. Competitors increase the provision of communication channels on all levels.
4. Increase in the cost of borrowings.
5. Competition on the part of foreign companies.
6. Tendency to form data centers and manage them (ready solutions).

In order to estimate the factors Table 4 has been prepared. The probability of the factor change and its influence were estimated by three experts at the scale from 0 to 1, from low to high, respectively.

Three experts working in the similar area and being partners of the enterprise under research were polled to estimate the impact of various factors on their businesses. Table 4 shows the results of the poll.

Table 4: *Experts’ Estimation of the Probability Related to Change and Impact of Factors on the Company Activity*

	Expert 1				Expert 2				Expert 3			
	Probability of change		Influence of factor		Probability of change		Influence of factor		Probability of change		Influence of factor	
Time horizon	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long

1	0.8	0.8	0.6	0.8	0.4	1	0.4	1	0.6	0.9	0.4	0.9
2	0.3	0.8	0.8	0.8	0.4	0.6	0.9	1	0.2	0.7	0.5	1
3	0.5	0.4	0.5	0.4	0.3	0.3	0.3	0.3	0.3	0.6	0.5	0.5
4	0.8	0.5	0.9	0.9	0.8	0.8	0.3	0.7	0.8	0.8	0.7	0.7
5	0.5	0.4	0.7	0.4	0.5	0.5	0.5	0.5	0.2	0.7	0.3	0.6
6	0.6	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.6	0.6	0.3	0.4

For a more objective estimation the experts working for different companies are polled, it is necessary to remove the internal factor “financial position of the company” to see the results again in Table 5.

Table 5: Average Values of Experts (Compiled According to Data from Table 4)

Factor	Probability of change		Influence of factor	
	Short	Long	Short	Long
Time horizon (short – up to 12 months, long - above 12 months)				
Development of Internet technologies and mass communications	0.60	0.90	0.47	0.90
Development of virtual channels of communication	0.30	0.70	0.73	0.93
Competitors increase the range of communication channels on all levels	0.37	0.43	0.43	0.40
Increase in the price of borrowings	0.80	0.70	0.63	0.77
Competition on the part of foreign companies	0.40	0.53	0.50	0.50
Tendency related to forming and managing data centers (ready solutions)	0.47	0.37	0.23	0.27

Secondly, it is contributed by the development of services provided by the satellite broadcasting. For example, a wide use of the Video on Demand (VOD) service, continuing increase in HD programs, possibility to connect a TV set to a wideband satellite signal receiver, interconnection of a TV set with a PC, etc.

Thirdly, the continuing development of the satellite broadcasting is related to the implementation of a new area of broadcasting named Ultra High Definition (Ultra HD). The digital standard Ultra HD was adopted by the International Telecommunications Union of in August 2012 (mosspaceclub.ru/3part/kirilov_2.pdf).

This factor can have a great impact on the structure of sales of any enterprise, business models will be essentially changed because there will be no need in a great number of trading areas, consulting sellers, goods will be ordered online, by using phone. Consequently, the key factors of success will be logistics skills and Internet servicing of clients. That is why this factor has a great impact on the company.

Thus, thanks to this method we defined which trends had the greatest impact on the company: development of Internet technologies and mass communications, increase in the cost of borrowings. Some factors are interrelated with each other. It says about internal causal relationships.

That is why it is necessary to make the cross-factorial analysis. In order to use this method, it is necessary to make the scheme where factors will be compared in pairs – impact of the factor from the left column on the factor from the top line of the table according to the scale from 0 to 3 (lack of impact, weak, medium and strong impact).

After that, it is necessary to define the amount of estimates horizontally for every factor and vertically, where the maximum horizontal estimate says about the most influential and strongest factor, and vertically shows the most depending tendency. For the convenience of the table formation, we will use the factors that have already been enumerated.

The impact of factors was estimated by the same experts who did it by using the “probability effect” method. Firstly, the table with the estimate of every expert was made. Then the average value was calculated, and according to the results the table of the cross-factorial analysis was compiled (See Table 6).

Table 6: Results of Cross-factorial Analysis

Factor	1	2	3	4	5	6	Sum
1	-	0.33	3.00	0.00	1.00	0.00	4.33
2	0.33	-	1.67	0.00	2.33	0.67	5.00
3	0.67	0.33	-	0.00	2.00	0.33	3.33
4	1.33	3.00	2.67	-	2.67	3.00	12.67
5	0.33	1.67	1.00	0.00	-	0.67	3.67
6	0.00	1.00	0.00	0.00	0.00	-	1.00
Sum	2.67	6.33	8.33	0.00	8.00	4.67	

Thus, the first three strongest factors that have an impact on other tendencies include:

- Development of Internet technologies and mass communications.
- Development of virtual channels of communication.
- Increase in the cost of borrowings.

The main reasons why the first two factors have been developed as well as their impact have been described above. A change in the cost of borrowings is most important, because this factor depends on the general economic situation in the country and on the policy of the Bank of Russia. It is also related to other global factors such as the society; the technological level of the country, the ecological policy followed and related information although it is impossible to predict them in the macro-environment.

The legal entity that performs its activity in a separate region of the country does not have an impact on global tendencies. The company only adapts to various conditions, develops its competences, and becomes more stable to external impact. The factor of the cost of borrowings has a great impact on the company and profits of the market as a whole. Such unpredictability of the factor can be a basis for forming scenarios.

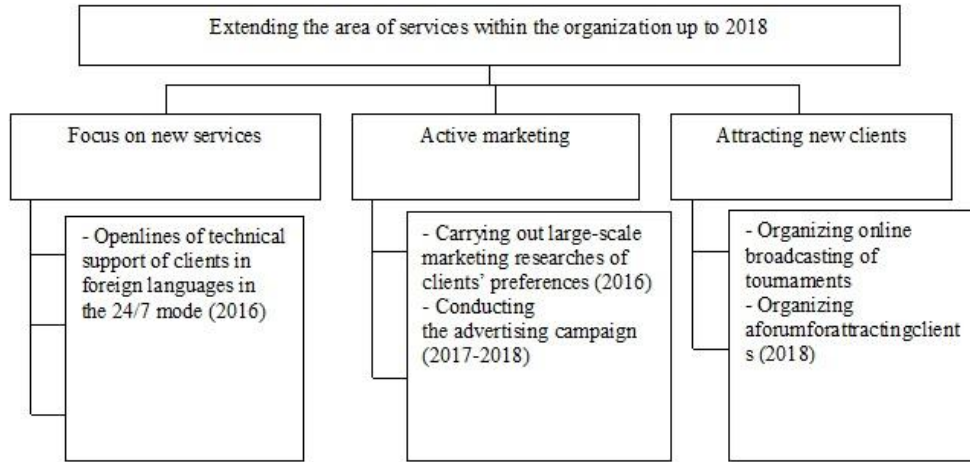
As a whole, the activity of the company being analyzed can be estimated as successful. However, it requires the correction of a strategic area of development. Such financially and socially important events as 2018 World Championship is an excellent opportunity to show all benefits related to servicing TV, radio- and Internet broadcasting, and to enter a more serious level in servicing.

A lot of factors of various directionality and power have an impact on the competitiveness of the enterprise being analyzed. One of the classifications that show these factors best of all is the classification of elements that create the final product/service:

- Working hours of offices and time for online consulting and support.
- Various additional services, equipment that make up a specific infrastructure of information provision channels.
- Power resources.
- “Human factors” considered in terms of demographic data, life conditions, population’s habits in relation to services on obtaining and keeping data.
- Institutional, political, legal and administrative aspects.
- Social aspects – transfer to supporting additional services in several foreign languages in the 24/7 mode.
- Economic and financial activity of the enterprise.

Figure 6 shows the tree of objectives related to recommendations on developing the company being analyzed.

Figure 6: Tree of Objectives of the Recommended Company Development Strategy



In order to achieve the set strategic goals, it is necessary to develop measures and a schedule to take them. Table 7 shows the allocation of strategic tasks according to management levels.

Table 7: Allocation of Strategic Tasks According to Levels of Company Management

Strategy type	Responsible officer	Area of responsibility
Corporate strategy (General Director)	Top management, top managers	Achievement of the strategy goals. Restructuring the work in accordance with a new strategy. Establishing priorities
Strategy of business units (departments of the organization)	Managers of business units	Establishing competitive advantages on the level of business units. Formation of the system related to stimulating the growth of the labor efficiency
Functional strategies (executives)	Middle managers	Improvement of business units functioning. Improvement of own subdivisions functioning

In order to implement the strategy, it is necessary to control it. Thus, now it is necessary to implement this strategy in the company activity and estimate its efficiency.

The next component of the strategy management system is the focus of all required resources in the direction of top priority lines of business and their efficient use. At this stage problems related to optimal allocation of material resources arise.

Table 8 shows the recommended system related to controlling the strategy implementation.

Table 8: Recommended System of Control over Strategy Implementation

Objects of control	Type of control	Controller	Frequency	Form of report
1. Improvement of the company image	Final	General Director	Once per year	Analysis of clients' testimonials
2. Implementation of new services in the activity	Intermediary	Commercial Director	Once per 23 years	Management standard
3. Strengthening control over re-equipping premises	One-time	Administrative Director	Once per quarter	Control review
4. Conduction large-scale marketing researches	Regular	Commercial Director	Once per month	Report
5. Organize service of "24/7 multi-language call center"	Intermediary	Administrative Director	Once per quarter	Audit certificate
6. Conducting advertising campaign	Regular	Commercial Director	Once per month	Report
7. Organize online broadcasting of tournaments in 2018	Regular	Administrative Director	2018	Report

Control over the strategy implementation is an important stage of the strategy management. Thus, having assigned this graph for specific executives and dates, we will obtain the efficient method to control the strategy implementation. The system of strategy management also includes feedback and result estimation. For the strategy implementation to be efficient, it is necessary to develop an organizational plan that specifies responsible officers and terms to carry out every stage (Table 9).

Table 9: Plan of Implementing the LLC Development Strategy

Strategy stage	Measure	Date of beginning	Responsible officer
Preliminary	Agreement of planning documentation for re-equipping premises	10.06.2016	Administrative Director
	Formation of the schedule of works on re-equipping	16.12.2016	Financial Director
	Personnel selection	10.03.2017	Financial Director
Beginning	Taking advertising measures	27.08.2017	Commercial Director
Implementing	Performing works on re-equipping of needs/services of the market change	15.12.2017	Administrative Director

	Purchasing equipment	20.02.2017	Administrative Director
	Training personnel for new services	30.06.2017	Financial Director
Completing	Growth of profits and extending areas of activity	15.01.2018	General Director

The estimation of efficiency is an important element related to developing project and planned solutions that allows defining the level of progressivity of the current structure, developed projects or planned measures. It is done to select the most rational variant of structure or method to improve it. The efficiency of the organizational structure must be estimated at the stage of planning when analyzing structures of operating organizations management to plan and take measures on improving management.

4. Discussion

Active development of the telecommunication market causes the need to implement the most progressive management methods in telecommunication companies. The demand for services related to transmitting information and rapid changes of services provision technologies require to implement the efficient process of strategic planning. However, it is important not only to inform the development strategy but also to provide the mechanism of its fulfillment and analysis of the conducted measures efficiency. At the same time the payment for impetuous development of telecommunication companies was the requirement to quickly modernize processes and services as a respond for changing needs of clients. It requires constant control, improvement and change of characteristics of services and business processes.

The emergence of a number of indefiniteness factors in the external environment of companies complicate tasks of managers on taking correct strategic decisions. Acting in the context of instability, companies have to take into account a higher number of factors when planning and implementing a strategy. Modern instability of the market system was aggravated by the global financial crisis that provoked the fall of productions, growth of unemployment and decrease in investments. Problems of strategic management in the context of instability are especially urgent for markets characterized by a high level of inflation, interest rates, imperfection of the legislative base, and low investment attractiveness of many sectors.

Rapidly changing factors from the external environment make managers searching for new solutions to counteract risks. The process of taking decisions is complicated by the increasing role of social and political impact. However, such changes predict companies not only difficulties but also new opportunities.

Competent strategic management that takes into account all possible risks and methods to achieve goals under various scenarios of events development makes it possible to smooth fluctuations of the external environment and achieve stable development.

5. Conclusion

On the one hand, economic instability shakes the foundations of entrepreneurship activity. However, on the other hand, it is also a stimulus for strategic transformations. In the context of economic instability, elemental market mechanism provokes constant change of such key factors as competition, buyers' conduct, ability of the organization to develop, and the legislation. Revealing of such changes provides companies with such opportunities that were unavailable for them.

Stimulating companies' management to improve strategic management to use new opportunities and counteract risks, instability contributes to the economy development. The development of an efficient strategic plan is related to using the table of strategic changes and the tree of objectives that enable the company management to see final factors in the aggregate of diversified business processes that can undergo management impact with the aid of strategic decisions. The aggregate of the solutions offered in the research makes up the frame of the strategic plan.

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