European Journal of Economics and Management Sciences
Scientific journal
No. 2 2016

ISSN 2310-5690

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European Journal of Economics and Management Sciences is an international, German/English/Russian language, peer-reviewed journal. It is published bimonthly with circulation of 1000 copies.

The decisive criterion for accepting a manuscript for publication is scientific quality. All research articles published in this journal have undergone a rigorous peer review. Based on initial screening by the editors, each paper is anonymized and reviewed by at least two anonymous referees. Recommending the articles for publishing, the reviewers confirm that in their opinion the submitted article contains important or new scientific results.

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Typeset in Berling by Ziegler Buchdruckerei, Linz, Austria.
Printed by “East West” Association for Advanced Studies and Higher Education GmbH, Vienna, Austria on acid-free paper.
Social media and its impact in marketing strategy

Abstract: Marketing through social media nowadays represents one of the most effective ways to introduce the company and its products on the market. Various businesses are achieving amazing results being advertised via e-mail marketing. Online marketing is fast, simple, represents a different way to socialize the business and it is most direct marketing medium that is currently available. Through social media platform businesses are exposed to a global market and different kind of customers. Well-conceived marketing strategy may have positive results in different areas in business; it represents a breeding ground for business ideas. This paper aims to present the impact of social media and the impact that the electronic part, has in the marketing strategy. The paper is based in secondary data through different reports, scientific papers and literature regarding the importance of social media and its tools in the marketing strategy. Business marketing strategy in relation to social media platform and its channels (e-mail, social networks, blogs, etc.). How this type of marketing has affected and improved the business environment and in what form it is expected to effect in the future. The paper concludes that a well-conceived social media marketing strategy will have a great impact in the company’s level of exposure and awareness process, customer loyalty creation and interaction process and in the level of traffic increase.

Keywords: marketing, social media marketing, business.

1. Introduction
The aim of this paper is to analyze a conceptual framework about social media activities that have an impact in the marketing strategy of a company.

Objectives of the paper are: Firstly, to identify the key factors that encourage a business or marketers to use social media channels to reach their business objectives. Secondly, to summarize some key findings of the main steps that companies should consider while planning and executing their social media marketing strategy.

The main questions raised during this paper are: Why companies use social media channels for their marketing strategy and, which are the main steps that the social media marketing strategy model should contain in order to achieve effective results?

This paper is based in secondary data analyzing and interpretation, literature from different research papers related to the theme, different reports that show the practical side about how companies actually use their social media strategy, and articles from different experts from the field that show the most practical social media marketing strategy framework.

2. Literature review
Social media represent a modern platform that has changed especially the marketing strategy, the way businesses reach their potential consumers and how they represent their product and offer it to the wide public. Social media strategy it is not about targeting as much people as possible, but to understand their needs and demands in order to create a suitable services and offers for them [1]. Moreover, it does not matter the size of the business, or the location, what matters for businesses in order to have success by applying social media as one of their marketing channel, is how to find the best possible way to sustain their costumer goals and what matters is “Finding the right presence” [2]. Nowadays, people use more than one social site, according to [3] 24% of adults use mainly two social sites; 16% of adults use mainly three social sites; 8% of adults use mainly four social sites and 4% of adults use mainly five social sites.

The best presence it is to actually identify if the brand is adaptable with the main goals trying to be achieved through this kind of marketing channel [4]. Even though, many businesses especially the ones who were used to apply their services in one particular stock, in order to concentrate in their line of merchandise, they need to invest more in finding the best possible way how to promote their product culture, rather than concentrating in the main benefits [5]. According to [6] one of the reasons why social media strategy cannot have a great im-
pact in marketing, it is because of the marketers who are not adaptable to change their strategy to reach their potential consumers or to capture a wider audience, due to many technological changes. Moreover, the same source explains how companies treat social media marketing as a separate department instead of considerate it as an integrative part of their daily marketing activities.

Social media presents a new framework of communication process, it is considered as an essential part of interactive marketing communications [7], making possible for businesses to reach their audience in the most effective way, and consumers are aware that their engagement and creativity plays a big part on how successful business can apply its marketing goals through this online platform. Consumers use social media channels to interact with companies and to interact with each other [8]. Due to this fact, many marketers are having difficulties to establish social media in to their marketing strategies [9].

According to [10] in order to implement a successful social media strategy, marketers need to create an effective social media marketing plan, which means to summaries all the aspects that the business plans to succeed while executing social media marketing activities. Moreover, based on the same source, there should be an audit and controlling technique, to test the outcomes of the plan.

3. Why companies use social media?
There are different reasons why a company can use social media for its business purpose, the main one is considered to be the application for the marketing objectives. For example, retail companies in Germany, specifically 30% of them based on a survey from Statista in 2015 (Figure 1) [11] declared that they use social media platform to impact their marketing activities, 28% to create closer communication with their customers and 24% to increase their level of exposure.

![The main reason why companies use social media platform](image)

Source: Statista, 2015.

Moreover, 93% of customers according to a research made by Social Media Today expect companies to be present in social media platform and it is channels [12]. The main reason why companies use social media related to their marketing objectives, are especially related to achieve these aims [13]; [14]; [15]: To build awareness; To create loyalty and interaction with customers; To increase traffic to their website.

4. Social media marketing strategy model
The social media marketing strategy model should contain these main steps [16]:
1. The discovery process
2. The strategy part
3. The management procedure

4.1 The discovery process
Before defining a social media strategy plan, marketers need to identify their:

**Target audience** — social media platform provides techniques for business to identify its current and potential customers; suppliers; subsidiary companies; bloggers; etc. Every channel such as: Facebook; Twitter; Instagram; LinkedIn; YouTube; have its own specific applications by allowing businesses to reach a potential audience based on some demographic characteristics [17]. For example, with 1.04 billion daily active users [18], Facebook is considered to be the main social
network, (based on a Pew Research Center) with 77% women and 66% man audience; which 87% of them, age18–29 and 73% of people age30–49 use Facebook, 71% from urban and 72% from suburban location. Top countries by active users are considered to be: USA with 14% of Facebook users; Indi with 9% of Facebook users; Brazil with 7% of Facebook users; Indonesia with 5% of Facebook users and Mexico with 4% of Facebook users [3]. Segmentation strategy is an important factor in order for the business to apply its marketing strategy, by using social media techniques. Moreover, in daily bases 49% of adults use Instagram, 36% of adults use Twitter, 17% of adults use Pinterest and 13% of adults use LinkedIn. As seen in the figure below [19] businesses should connect with consumers, through social media platform based on these steps:

Figure 2. Steps to target the right audience through social media platform

Source: Social Media Examiner, 2016.

- **Objectives**—should be the most important part to be identified in order to enhance the social media presence. For businesses is important to integrate the aims and objectives with the marketing plan. According to [20] a social media marketing objective for a company could be: “Build brand visibility and authority” or “Influence and promotion of products/services”. Moreover, marketers should use these steps/models, as seen in table below [21] to set their main social media objectives:

| Objectives composing model | SMART | Locke and Latham’s model | BSQ model | BHAG model | Growth Hacker model | Intriguing metric model | OKRs — Objectives & Key Results |
|----------------------------|-------|-------------------------|-----------|------------|---------------------|-------------------------|-------------------------------|
|                            | Specific | Measurable | Attainable | Relevant | Time-bound | Clarity | Challenge | Commitment | Feedback | Task complexity | Think Big | Act Small | Move Quick | Big | Hairy | Audacious | Goal | Form Hypothesis | Select Key Performance Indicator | Set Goal | Execute | Track Progress & Socialise | Key Results | defined with a specific number |
|                            |        |            |            |          |          |        |            |            |          |                  |          |            |            |     |       |             |     |           |                          |        |        |                          |        |                         |

Source: Buffer social blog, 2015.

Based on survey with online marketers [22], 76% of businesses used social media to achieve their main objectives, 64% of them integrated social media in to the marketing plan and 96% of them didn’t consider social media activities related only to their sales objectives but also to increase their marketing achievement.

- **Social Capacity** — which according allows the businesses to create their special contents and interact with their appropriate communities, and provide their social presence by using the social media tools (Buffer; Objective Marketer; Photos; etc.) [23] [24].

- **Governance** — the rules and policies that a company can chose to apply in their social media marketing strategy. Those policies guide the company and its structure on how to use social media channels such as: social networks, micro blogs, blogs, forums, and their services based on a conceptual framework [25].

### 4.2 The strategy

The impact of social media in marketing strategy is based on how marketers or companies use and relate their social media tools in the best possible way to back up their business objectives [26]. Social media platform has to be related to the initial marketing plan, different kind of departments in the company and with the process of business growth. Moreover, creating the proper strategy to support the mentioned factors, it represents a big challenge for marketers, 83% of them, based on a research made by Social Media Examiner on 2016 [27].
express an apprehension, on how to define the proper social strategy. In 2015, 84% of the marketers have integrated their social media with the traditional marketing activities [28]. The main body of social media marketing strategy should contain these activities [23] [29]:

![Diagram of social media marketing strategy]

**Listen and drive awareness**
- The process of listening about what other subjects are saying about the company or brand, in order to create the proper content and strategy.
- Engaging in conversations with different subjects in social media channels and creating new collaborations.

**Defining the social tools and connections**
- Choosing between different channels that are compatible with the marketing strategy [30].
- Using the right applications that drive traffic and support the advertising process, campaigns, etc., depending on the size or type of the business. For example, for Facebook: LikeAlyzer, Agorapulse, etc. For Twitter: SocialBro, Social Rank, Tweetdeck, etc. For Instagram: Collecto, Curalate, Iconosquare, etc. And the list goes on for other channels, such as LinkedIn, Pinterest.

**Creating the proper content and conversation strategy**
This is the main part of the strategy, since the content dictates the way the advertising will be handled from the marketers or the company during the use of social media tactics and tools. Moreover, the process of creating the right content should always be focused in these steps [31]:

a) Focusing to target the readers instead of the buyers, because even though the readers can be people who do not buy the products, they are the ones who contribute to share the content of the products they find interesting.

b) Focusing to create a content that shares the values of the specific sector that the business operates. In this way marketers can reach people of the specific field of interest [32].

c) Practicing a keyword use, since the keyword research makes possible to create a content based on what the customers are talking about, using hashtags and other details to connect the information to them.

d) Understanding the preferences of the audience about the proper content they want to see.

e) Combining the content with different data’s, like videos, pictures. Moreover, 70% of marketers use videos in their advertising activities [33].

f) Being involved and interact with the audience, since they have different prospective and interests regarding their group of interests. This can be done [34]: by creating group forums, holding question and answer sessions, creating polls and surveys, asking the audience to engage themselves in different activities, etc. For example, Zappos as an online retailer that sells shoes, they have built a Like-Like strategy for their customers [35]. Also, talk show hosts, use their social media channels to create a relationship with their audience, in order to increase their social media traffic, they make people use hashtags with different stories and ten they read them in their live shows [36]. Moreover, 80% marketers expressed that their engagement to social media activities had a positive impact traffic [37].

**4.3 The management procedure**
The management procedure includes measuring techniques and defining the return on investment strategy. It is the phase were marketers or companies can compare the final results with the objectives set at the beginning of the strategy plan.

It is very important for companies to create a schedule and have a data base of their social media activities, their users’ demographic statistics, their group of interests. The identification of the difference between the users [38] who actually are visitors and the ones who are active and are considered to be resident in their site, the ones who can become potential customers. It is considered to be, the user toward visitor identification strategy [39]. There are different types of social media applications (Social Media API-s strategy) that can encourage users to share the business information and the offers with others to their own social media page [12]. There are multiple benefits from using social media Application Programming Interface (API) businesses to create a better communication procedure with their customers and to collect data from their users in order to design their marketing strategy [40].
Table 2. – Social media Application Programming Interface (API) and their benefits.

| API Type   | API Name               | Description                                                                 |
|-----------|------------------------|-----------------------------------------------------------------------------|
| Facebook  | The Graph API          | “Provides access to every object in Facebook’s database, including users, photos, videos, statuses, conversations, places, and their interlinked relationships with each other” |
| Twtter    | Embedded Tweets        | It is a tool that makes possible for marketers “to take any tweet and embed it directly into their content of their article or website” with hashtags, author attribution, mentions, etc. |
| YouTube   | YouTube Data           | An application that allows marketers to choose what kind of videos want to appear to their site |
| Google+   | Google+ API            | An application that allows marketers to “tap into the platform’s own social graph and to integrate features such as cross-device sign-on into your site or app” |

Source: [40]; [41]; [42]; [43].

The most common metrics that marketing representatives in companies use to analyze their social media activities are [44]: The increase of number of page views; Number of friends/followers; Frequency of repeat visits; Rate of the conversation; Revenue per costumer; etc. As seen in table below [44], the mentioned metrics are the ones who increased over time, from the period 2010–2014, for example the number of follower/friends 88%, the rating of products and services increased 71%.

Table 3. – The most common social media metrics used by companies.

| Metrics                                | 2010    | 2014    | % Change |
|----------------------------------------|---------|---------|----------|
| Hits/visits/page views                 | 47.6%   | 60.7%   | +28%     |
| Number of followers or friends         | 24.0%   | 45.0%   | +88%     |
| Repeat visits                          | 34.7%   | 38.7%   | +12%     |
| Conversion rates (from visitor to buyer) | 25.4%   | 31.3%   | +23%     |
| Buzz indicators (web mentions)         | 15.7%   | 24.2%   | +54%     |
| Sales levels                           | 17.9%   | 16.8%   | -6%      |
| Product/service ratings                | 8.2%    | 14.0%   | +71%     |
| Customer acquisition costs             | 11.8%   | 13.7%   | +16%     |
| Net promoter score                     | 7.5%    | 12.8%   | +71%     |
| Revenue per customer                   | 17.2%   | 12.5%   | -27%     |
| Text analysis ratings                  | 6.6%    | 11.7%   | +77%     |
| Customer retention costs               | 7.7%    | 6.3%    | -18%     |
| Abandoned shopping carts               | 3.8%    | 6.0%    | +58%     |
| Profits per customer                   | 9.4%    | 6.0%    | -36%     |

Source: The CMO Survey & Forbes, 2015.

The statistics and the ratio of the metrics over the years show that companies actually identified the importance and the impact of social media data gathering and analyzing, in order to achieve the objectives, set at the beginning of the marketing strategy.

Results and Discussion

Social media has an enormous impact in marketing, especially in communication and connection of businesses with their customers. As seen in this paper, companies who want to be present in social media platform activities need to use appropriate procedures to be effective as much as possible. Almost 93% of customers expect companies to be present in social media platform and due to this fact, companies and marketers, should build a proper social media marketing strategy that meet their main business objectives. They should use a proper way to target their audience, to set achievable objectives, to choose and use appropriate tools in order to listen to their customers’ needs and demands, and to find the best ways how to collect the proper data through different applications for social media platform, so they can compare the final results with the objectives set at the beginning of the strategy plan. A well-conceived social media marketing strategy will have a great impact in the company’s level of exposure and awareness process, customer loyalty creation and interaction process and in the level of traffic increase.

Since one of the biggest aim for companies that use marketing modern tools, is to grab as much as possible
the customers’ attention, social media channels, especially social networks such as Facebook, Twitter, Instagram, LinkedIn have shown a great impact in this direction. The extent to which a customer shows interest and contributes in the business social media activities, depends in the extent to which a company creates the proper strategy to enhance in the most appropriate way tools available in this platform.

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The promotion of goods within local markets: marketing strategy based on system dynamic methods

Abstract: Article contains results of researches of the market of consumer goods taking into account dynamics of change of the major factors defining its development. The useful information received as a result of model researches, allowed to reveal the most significant factors defining the main market tendencies and to formulate recommendations for development of strategy of capture of the market. The quantitative values of indicators of investment appeal presented in article are criterion of a choice of the correct decision.

Keywords: System dynamics, market of consumer goods, marketing strategy, investment appeal.

Strategic planning is based on the approaches that determine the contents of the strategy. Approaches are often chosen in accordance with the target goals. Unfortunately in practical work decision-makers who experience lack of comprehension and skills select their own tools. It is quite common for modern Russian businessmen to go with their gut. It doesn't mean that analytical methods are not suitable in this situation; the fact is that decision-makers don't know how to use these methods [7].

The objective of our research is to increase the effectiveness of strategic planning process by means of the usage of the approach which is based on pace of developments.

The goals of the research are to analyze current approaches of the market strategy development of an enterprise, to justify dynamic approach for choosing the strategy, to work out a dynamic model of oligopoly market for consumer goods, to test a new method using the example of one of the regional markets of domestic gas meters, to study the relevance of market factors (market drivers) for an enterprise, to determine the management decision packages for achievement of strategic target goals.

First, we are going to describe the principles and approaches that exist in strategic planning. These approaches may coincide for the strategies of such levels as: corporative, functional and business strategies, but methods or algorithms of market strategy development are different. It is considered that representatives of Harvard Business School — K. Andrews, M. Porter, G. Hamel, K. Prahalad are the founders of the approaches for strategy development [1–3]. Approaches offered by these scientists were widely used in 1970s-1990s. It is a popular misconception that traditional approaches are hard and fast guidelines of strategic planning [4–6]. In figure 1 you can see the classification of approaches for strategic planning on the grounds of environment dynamics. To take into account dynamics means conducting analysis of previous accumulated data and designing strategies of business development on the basis of this information. It also means comprehension of the interaction of all significant factors and feedback that can have an impact on the future events. The usage of the dynamic approach has its reason because using different approaches you
may get discrepant results. For example, classical model of M. Porter of five factors that determine competition behavior of an enterprise as a market player may give different market insights compared to the dynamic approaches because impact of one factor over time can significantly change the behavior of the market participants. System dynamics enables to take into account the reaction of each market player, consider complex factors and feedback; adjust the strategy in accordance with expected changes.

The group of classical methods based on time-independent interpretation of course of events includes an approach developed by K. Andrews that centered on the comparison of factors of internal and external environment. This principle was used in SWOT analysis [7–9]. The approach of G. Hamel and K. Prahalad is focused on production specialization of the business. Core competencies offered by these scientists draw management attention to the creation of unique benefits in technologies that give an opportunity to achieve a competitive advantage.

The practical application of these approaches is the matrix method which is still being used by analysts because of its simplicity. The algorithm of these methods is simple: based on the present day information and immediate forecasts it is possible to find ways of achieving goals and reduce the gap between planned indicators and current values. An essential fault in these methods is that they don’t take into account the dynamics of the external environment, parameters which can hardly be described and the existence of the feedback.

The second group of approaches that is shown in Figure 1 enables to remove listed above shortcomings. These approaches are used in all methods of system dynamics. System dynamics which was first mentioned in writings of D. Forrester gives us an opportunity to choose the strategy of business development on the basis of anticipated feedback process taking place in the system [10]. The dynamic approach finds an application in strategic planning. The author interconnects the definition of the dynamic strategy with an industry and business lifecycle. He considers that the main idea of his conception is the search of points of impact on the system in order to improve management quality. The dynamic approach should include the system dynamics, the discrete-event simulation, and the agent-based model. It is necessary to take into account events that happened in the past, i.e. the history of earlier periods. We need a conception that comprises an analysis of the situation in the past and the system dynamics as a projection into the future. This approach can be called cognitive as it is based on processing and interpretation of the accumulated information about an enterprise and external environment [4]. It is the dynamic approach that attracts attention because of objectives reasons. That’s why our research is devoted to the study of dynamic approach usage for market strategy development.

System dynamics along with the discrete-event simulation and an agent-based model is an effective tool of the simulation modeling. Conceptual framework and model building algorithms have been fully described [10, 13].
According to the theory and the basic concepts of the system dynamics a new market model has been developed. It takes into consideration changes of external environment factors, behavior of the key market players, customer feedback, a product lifecycle, economic aspects of marketing which include the determination of the net present value of each market player and investment potential of sales promotion. Hereafter there are successive stages of model building of consumer market using the example of domestic gas meters market. As a software simulation tool we have used Anylogic 6.9.0 Advanced. The aim of model building is to identify the behavior of an enterprise under current market situation, i.e. market strategy. At the first stage we created the basic model of influence of external environment factors on market player behavior. Figure 2 displays the primary model of one of the regional markets of domestic gas meters that later on was supplemented by variables and invariables influencing on market activities.

The model consists of accumulating units (the number of households, potential buyers, and the number of purchases from each market player or the definite vendor), flows, variables (sales and so on) and invariables which are used to determine the variables. The idea of this model as well as any other dynamic system is to identify the optimal law of flow control, in this particular case sales volume under the influence of external factors.

There are three key players in the domestic gas meters market. The market leader is the company "Betar"; second best is the company “Grand” which is strengthening its position. “Relero” rounds out the top three. The peculiarity of the existing situation is that products offered by these companies have the same consumer attributes (similar specifications, price) but they find different demand on the market. The secret of the success is the company ability to sell its product, availability of a well-defined marketing plan and a promotion strategy. Nowadays “Relero” is underperforming but this company was among the first developers of the product. In
order to change the situation for the better “Relero” has come to a decision to enhance marketing activity by means of market expansion. At present a marketing strategy for market share increase is being worked out, the policy in relation to its competitors is being determined. If we want to know what measures it is necessary to take for achievement of the strategic goals (for example to seize 30% of the market) we must identify the most efficient leverages. That’s why we have created the model that enables to specify optimal parameters of the marketing management system under dynamic conditions. The unique feature of the model is the possibility to observe interaction of all factors which have great influence on sales dynamics. The number of potential buyers was determined by a formula:

\[ N = \frac{N_0}{c} \cdot a \cdot (1 - b) \cdot \Delta T \]

where \( N \) is the number of potential buyers of gas meters; \( N_0 \) — population size of the region; \( c \) — ratio considering dependence between population size and the number of households; \( b \) — the rate of households that have already had domestic gas meters; \( \Delta T \) — the growth rate of provision of gas supply in the region.

The distinguishing feature of the given model is that it takes into account the growth dynamics of the number of potential buyers in connection with the rate of provision of gas supply. The strategy is worked out for a long term perspective because by the end of the planned period there may be substantial changes in market volume. In the model there are some regulators which give an opportunity to adjust changes of variables (for example, rate of provision of gas supply) by means of discrete increment \((+1; -1)\). Sales of each market player are calculated as a product of numbers of units purchased on a unit price. To verify the model we compared actual and model values of sales and market shares. Actual values of market shares were determined by conducting market research. Fig. 3 shows primary distribution of market shares that identifies starting conditions for modeling.

**Model values of sales volume**

![Figure 3. Initial values of market shares](image)

Modeling horizon contains 60 periods; the duration of each period is one month. Three flows characterize sales volume of each vendor and the intensity of sales flows is adjusted in the model on the basis of market share values.

Factors which are involved in market forming: the stage of product lifecycle, power of persuasion (feedback between people who have already bought the product and potential buyers), influence of commodity price and the most important factor — marketing activity that includes the number of sales outlets having certain turnover, advertising effectiveness have been antecedently identified.

Figure 4 shows the fragment of the model that considers segment lifecycle.
The situation at the federal market of domestic gas meters has an impact on a sales flow. It is known that according to the federal law № 261 by the first of January 2015 all households must have devices for metering gas consumption. This fact allows forecasting high demand in the first six months of 2015 and then there will be a slump in demand caused by market saturation. We have simulated anticipated demand swings for gas meters caused by current situation in the external environment by using the standard tabulated function of the software program Anylogic. Fig. 5 depicts the graph of total values of sales volume of these vendors for 60 periods. On the graph we can see nonlinearity that resulted from high demand in the peak of segment lifecycle (approximately the first half of 2015).

In Fig. 6 the scheme considering changes in consumer activity is shown. By means of the tabulated function “Function Dynamics” we can control sales flows of each market player according to the predetermined values. Thus, in the model the factor of external environment dynamics is taken into account.
The promotion of goods within local markets: marketing strategy based on system dynamic methods

Figure 6. Marketing model considering changes in segment activity

Figure 7. Marketing model considering such factor as persuasion of buyers

At the consumer market there are some laws which speed up or slow down the activities inside the environment. It should be noted that buyer decision process is motivated by the opinion of other people who have al-
ready bought the product. In the marketing this phenomenon is called word-of-mouth advertising. Customers having bought a product tell potential buyers about their good purchase and thereby influence on sales growth of a vendor. The higher turnover of the company, the more potential buyers the vendor can have. The quantitative influence of this factor is measured by a purchase probability being estimated as 0.015 or 0.02. It means that every 100 people who have bought a product could turn 1 or 2 potential buyers into actual ones. Our further research revealed how important this influence was and whether we should take into consideration this factor. Fig. 7 displays the marketing model considering the factor of word-of-mouth advertising. The variable value “Power of persuasion” shows purchasing intensity of every brand made under the influence of word-of-mouth advertising.

The results of undertaken studies of the model when the power of persuasion equals 0.015 or 0.02 demonstrate the telling impact of this factor (the results are given in fig. 8 and 9). We assume that in other regions this indicator may vary depending on demographic and social factors, that’s why we performed computation enabling us to come to a conclusion about the power of the factor. We can see from the graphs that increase of power of persuasion by 3% results in growth of total sales volume by 10%. One may state that this factor becomes more and more apparent when sales of a company are higher. The influence of this factor is visible when we investigate market leaders, underperformed companies don’t show any changes. Time element plays an important part — the longer the period of the project, the more people who have bought a product under the influence of buyers’ opinions.

Figure 8. Sales volume when the power of persuasion is «0.015»

Figure 9. Sales volume when the power of persuasion is «0.02»
The next factor which we investigated was a marketing activity of a company. This integrated indicator displays the effectiveness of the market promotion of a product. It includes a number of actions having specific contents and a predictable result. In this case the principle of measurability is observed and the result has got a quantitative evaluation. There is no use planning any actions if a quantitative result is unknown. This key element defines the validity of the developed models. If there is a lack of comprehension what result we expect (by how much will the sales volume be increased?) it is no use carrying out a project even by means of the system dynamics. We may conclude that we must know consequences of every stage of the project and its rough estimation. For instance, if we plan a promotional event with a certain budget we must forecast what impact it may have on our business. Business event contents for intensification of the marketing activity include creation and expansion of a sales system (opening of new sales points, monthly turnover for each region can be determined by the primary analysis of the market), promo offers, advertisements, e-tail and other actions which are the most effective according to the precise context and region. The increment of the parameter “Marketing activity” in real situation brings about sales volume increase by a particular value.

Every stage of the project requires costs, so in the scheme (Figure 10) this parameter is called “Investments required” and such presentation of economic indicators enables us to calculate investment potential of each stage. If we have a strategic goal to seize 30% of the market we can forecast the planned turnover increase by varying the number of new outlets because we know investment required to open new sales points (on the basis of an estimate of planned expenses), maintenance expenses for an outlet (rent, compensation of employees, utility payments). Taking into consideration sales revenue it is possible to calculate a payoff period of investments and a net present value for the whole period of the project, i.e. we may find out a criterion value that measures the level of region attractiveness.

Figure 11. Net present value for the forecasting period.

These data enable us to make initial conclusions about the situation at the market of domestic gas meters in the region. Thus we can decide what we should do to achieve our strategic goal (how many outlets to open, what advertising campaign to use and etc.), how many investments we need, when they will be repaid and what the net present value output will be. The
last indicator can be used to estimate the effectiveness of any product promotion plan and implementation of the outlined strategy. It can help to work out a plan how to seize the federal market determining strategically important regions.

Net present value of Relero

![Net present value of Relero](image)

Figure 11. Shows the graph of changes of the net present value in rubles for 60 periods (months)

Fig. 12 displays market shares values that were achieved by varying marketing activity indicator (by increasing the number of newly opened outlets) in order to get 30% of the market. In the process of model execution it becomes clearer how many outlets we have to open for achievement of our strategic goal (in our region we had to open three outlets), when we can seize the market (whether we can do it before decrease in demand) and how many investments and resources are necessary to execute a product promotion plan under the given initial conditions (the number of households, growth of provision of gas supply, power of persuasion, market behavior). It is worthwhile investigating other regions to aim efforts and resources at the most promising region.

Expected values of sales volume

![Expected values of sales volume](image)

- **Relero:** 75,930,473.096 (32.9%)
- **Betar:** 103,915,841.054 (45.0%)
- **Grand:** 51,046,643.725 (22.1%)

Figure 12. Model calculation of market shares
In the article we haven’t touched upon the subject how a product price can influence on a selling rate. To fill a gap we added in the scheme the variable “Price reduction impact” that reflects dependence of sales increase on price reduction. In Fig. 13 the marketing model with the variable “price reduction” is shown. In the model we assume sales increase at the expense of price reduction but now at the market there is a set level of prices that is equivalent to the lowest value. Simulation results showed that reasonable reduction of wholesale price would lead to a slight increase of sales volume, consequently there is no point in considering this indicator as the main driver of sales of this sample of a gas meter. In the long view an invention of a new type of a device may blow up a market but at the present time we assert that the marketing activity is the most significant regulator of sales growth.

![Marketing model considering such factor as price reduction](image)

**Figure 13. Marketing model considering such factor as price reduction**

On the basis of the simulation results and conducted studies we can make the following observations:

1. The dynamic approach is more forward-looking than other marketing strategies because it enables to compute level of all factors and to rank them in accordance with their importance.
2. The dynamic model gives us an opportunity to find in the system the optimal points for managerial decision making, to formulate a marketing strategy in order to achieve strategic goals with minimum expense.
3. Validation of strategy selection enables us to assess our resource requirement, timeliness and sequence of its usage.

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Improving using of the company’s advertising budget

Abstract: The life cycle of a product plays a crucial role along with the advertising campaign when forming the budget of the advertisement. The effective planning of the advertising budget to achieve the competitive advantage and the efficient spending of the advertising budget are widely described in this article. Besides this, the efficient planning of the advertising budget to achieve the effective advertising is also described here.

Keywords: Advertising market, advertising budgets, advertising effectiveness, advertising costs.
Повышение эффективности использования бюджета рекламной компании в Азербайджане

Аннотация: В формировании бюджета рекламы, наряду с рекламной деятельностью играет важную роль и жизненный цикл продукции. С этой целью, в этой статье обобщенно освещена правильная организация и расходование бюджета рекламы, влияющего на конкурентоспособность. Помимо этого, разъяснена целесообразность организации бюджета, эффективно влияющего на рекламу.

Ключевые слова: Рекламный рынок, рекламный бюджет, эффективность реклама, затраты на рекламу, конкурентная среда,

Важной составной частью исследования рекламного рынка, является принятие решения относительно рекламного бюджета.

При формировании рекламного бюджета особое место занимают исследования таких важных моментов рекламной деятельности, как этап жизненного цикла товара. Данное положение исходит из того, что на новые товары всегда выделяются большие финансовые ассигнования, чем на известные, популярные товары.

Далее наступает этап определения объема и доли рынка, так как на их увеличение, обычно рекламные агентства затрачивают большие средств.

Следующим этапом можно считать обязательный учет конкурентной среды, которое может существенно повлиять на рекламные расходы. Здесь же следует учесть тот фактор, что бюджет на рекламу требует постоянное повторение, столь важное для рекламирования разнообразных товаров [1, C. 405].

Среди вышеперечисленных этапов формирования рекламного бюджета значимое место отводится среднетоварным затратам. В табл. № 1 приводятся результаты обобщения разнообразных данных, характеризующих средние относительные затраты на рекламу в странах с развитой рыночной экономикой.

Таблица 1. – Средние относительные затраты на рекламу

| № п/п | Тип продукта                        | Отношение расходов к объему продаж |
|-------|-------------------------------------|-------------------------------------|
| 1     | Молочные продукты                   | 1.9                                 |
| 2     | Мясные продукты                     | 0.6                                 |
| 3     | Сахар                               | 0.3                                 |
| 4     | Хлебобулочные изделия               | 2.8                                 |
| 5     | Кондитерские изделия                | 3.5                                 |
| 6     | Изделия из дробленого зерна          | 4.8                                 |
| 7     | Пиво                                | 6.9                                 |
| 8     | Прохладительные напитки              | 7.6                                 |
| 9     | Вино                                | 4.4                                 |
| 10    | Ликероводочные товары                | 2.4                                 |
| 11    | Табачные изделия                    | 5.0                                 |
При определении затрат на рекламу для конкретных организаций эти данные можно использовать только как первоначальные ориентиры.

При этом следует выделить такие этапы реакции покупателей, как формирование рекламной информации и их воздействие на потребителей; позиционирование новых торговых марок; выявление реакции покупателей на приобретаемый товар.

Из теории известно, что рекламный бюджет можно вычислить методом проведения оптимизации на базе полученных данных. Расчеты осуществляются с помощью приемов увеличения рекламного бюджета в сравнении с увеличением рекламных затрат. Данный процесс можно представить в виде следующей модели (см. рис. 1).

Рисунок 1. Зависимость эффективности рекламной кампании от рекламного бюджета

Бюджет рекламных рынков таких стран, как Эстония и Латвия, составляет приблизительно 60 и 100 млн. долларов США, соответственно, тогда как у нашей страны эта цифра не превышает 80 млн. долларов.

Проблемы рекламного бизнеса нашей страны также связаны с тем, что экономика страны в отдельных сферах монополизирована. Мы не можем себе позволить создание рекламных роликов стоимостью в 200 тысяч долларов США, тогда как зарубежные фирмы часто осуществляют проекты с таким бюджетом.

Так, например, если при формировании рекламного бюджета его доля от общего оборота фирмы составит 5–10%, то данная рекламная деятельность может быть оценена положительной.

При формировании рекламного бюджета следует особое внимание уделять статье и структуре бюджета (см. табл. № 2).

К основным статьям рекламного бюджета можно отнести следующие: гонорары на исследование рынка, расходы на подготовку рекламных материалов, стоимость медиапространства, расходы на второстепенные каналы распространения, расходы на проверку проведения кампаний, административные расходы.
Таблица 2. – Содержательная часть бюджета

| №  | Статья                              | Характеристика статьи                                      |
|----|-------------------------------------|------------------------------------------------------------|
| 1  | Премии                             | Рыночные затраты включая рыночные исследования           |
| 2  | Затраты на изготовление рекламных средств | Затраты на производство средств и продукта рекламы       |
| 3  | Медиазатраты                       | Затраты рекламы в информационно-коммуникационной системе |
| 4  | Затраты вторичного рекламного рынка | Затраты на посылочную рекламу                             |
| 5  | Затраты на рекламные мероприятия   | Затраты на тестирования рекламы                            |
| 6  | Затраты на управление               | Затраты на содержание рекламного аппарата                  |

На практике существуют и объективные трудности формирования рекламного бюджета, к числу которых можно отнести расчет тесноты связи между суммой реализации товара и расходами на рекламу.

Графически данный процесс можно представить следующим образом (см. рис. 2). Как видно, при помощи данного графика можно определить величины, используемые при определении рационального бюджета по предельным экономическим показателям (объем продаж, варианты расходов на рекламу, размер прибыли).

Вышеприведенные подходы дают возможность использовать несколько методов в сфере определения рекламного бюджета.

Эффективное использование бюджета бюджетной компании ряд ученых называют расходы на рекламу.

Известный экономист Л. В. Балабанов рассматривает четыре вида моделей расходов на рекламу, к числу которых относит вариацию розничного товарооборота, их взаимосвязь с расходами на рекламу и конкурентной средой рекламы.

По другим моделям (А. Кюна) используются 7 переменных, к числу которых относятся уменьшение числа потребителей, объем рынка, доля потребителей, особенности реализации товара, расходы на рекламу и т.д.

Западные ученые определяют другие типы моделей [2, С. 569–570].

— потребительские товары с высокой оптовой ценой способствуют повышению розничной цены, вызванные ростом торговых наценок. Данный процесс во многом зависит от жизненного цикла рекламируемого товара в тесной взаимосвязи с качеством предоставляемого рекламного изделия;

— однако имеются другие подходы к решению данной проблемы. Так, например, ряд западных ученых считают, что качество рекламы связано с достоверной информацией, отражающей истинные достоинства рекламируемого товара;

— в этих случаях следует учесть то, что порой активно reklamируются не только качественные,
но и низкокачественные товары, которые необходимо учесть в процессе исследования рекламного рынка; поэтому в подобных исследованиях могут быть недостоверные результаты. Чтобы избежать этого следует глубоко оценить свойство каждого рекламируемого товара с учетом их расходов и уровня цен.

На базе проведенных моделей можно провести ряд практических расчетов. В частности, проведем анализ экономической эффективности рекламы. В основу анализа легли результаты серии малых выборок (с числом опрошенных до 100 чел.) постоянных зрителей одного из телеканалов. Опрос зрителей дал следующие результаты (табл. № 3).

| Число зрителей, чел. | Запомнившие рекламу | Не запомнившие рекламу | Всего |
|----------------------|----------------------|------------------------|-------|
| 55                   | 55                   | 45                     | 100   |

В данном случае исходим не из нулевой гипотезы, согласно которой доля лиц, запомнивших рекламу (P), равна доле лиц, не запомнивших её (Q):

\[ H_0: P = Q = 1/2 \]

а из альтернативной:

\[ H_1: P > Q \]

Устанавливаем уровень значимости 0,05. По таблице биномиального распределения при P = Q = 1/2 и одностороннем критерии обнаруживаем, что требуемое для отклонения исходной гипотезы значения х > 60. Поскольку наблюдаемое значение, равное 55, не превышает критического, делаем вывод, что примерно половина телезрителей запомнила рекламу, т. е. процессу внедрения рекламы может считаться результативным.

На втором этапе исследования произведем довыборку числа запомнивших и не запомнивших рекламу до численности 40 чел. в каждой группе. Результаты их распределения следующие (таблица 4).

| Численность опрошенных, чел. | Всего | Доля купивших товар в общем числе, % |
|-------------------------------|-------|--------------------------------------|
| Запомнивших рекламу           | 55    | 55                                   |
| Не запомнивших рекламу         | 45    | 45                                   |
| Итого                         | 100   | 100                                  |

Сопоставление численности и доли лиц, купивших и не купивших товар, даёт основание для вывода о результативности рекламы в продвижении товаров на рынок и в конечной его продаже.
Изменение использования компании’s advertising budget

Пос результатам исследований на запоминаемость рекламы была построена гистограмма, представленная на рисунке 3.

Кроме того, можно провести расчеты, связанные с тарифами рекламной продукции [4, C. 251–253].

Расчеты размера ставки тарифа на 1000 экз. тиража и на 1000 читателей показывают, что стоимость одного рекламного контакта, несмотря на существенную разницу в тарифах, для всех газет примерно одного порядка и колеблется в пределах от 7,5 до 8,3 манат на 1000 читателей (таблица 5).

Другой метод оценки стоимости одного рекламного контакта заключается в соотношении затрат на рекламу к числу запросов на рекламируемую продукцию. При этом данные об источнике информации о товаре получают на основе специальных исследований (см. таблицу 6).

Используя сведения о стоимости рекламного контакта можно обосновать выбор тех или иных форм рекламы, а также оценивать размеры увеличения контингента покупателей при комплексном использовании различных видов рекламы.

С целью оценки экономической эффективности телевизионной рекламы на основе трансляции телеролика можно образовать две группы рынков (пробная и контрольная). Потребители пробной группы в течение определенного периода времени получали дополнительную телевизионную рекламу товарного характера по кабельному телевидению.

Результаты сбыта рекламируемого товара могут выглядеть следующим образом (таблица 7):

| Вид рынка   | Объем сбыта до трансляции, тыс. манат | Объем сбыта за период трансляции, тыс. манат | Темп роста,% | Значение 1% прироста, тыс. манат | Изменение объема сбыта, приписыва емое рекламе, тыс. манат |
|-------------|--------------------------------------|---------------------------------------------|--------------|----------------------------------|---------------------------|
| Пробный     | 6 500                                | 7 150                                      | 110          | 65                               | 390                       |
| Контрольный | 5 000                                | 5 200                                      | 104          | 50                               | —                         |

Источник: таблица составлена автором на основе трансляции телеролика

Как видно по данным табл. № 7 использование телеролика на пробных рынках дало дополнительный экономический эффект. Он оценивается примерно в 6% прироста, или в 390 тыс. манат (65 тыс. манат х 6). Если, к примеру, предположить, что затраты на рекламу составили 100 тыс. манат, то экономиче-
Свой эффект от использования будет оцениваться как 290 тыс. манат (390 тыс. манат — 100 тыс. манат).

Информация об аудитории, воспринимающей наружную рекламу основывается на учете интенсивности движения автотранспорта (если рекламное средство — транспаранты и рекламные щиты на дорогах), скопления населения в местах размещения рекламы на улицах, домах, станциях метро, вокзалах и т. п. Такая информация может быть получена путем проведения специальных обследований и учётов. Мощность интернет-рекламы, прежде всего, определяется численностью пользователей компьютеров на данной территории.

В завершение о методах подсчёта рекламного бюджета, следует отметить, что рекламодатель, выбирая для себя способ подсчёта рекламного бюджета, полагается на увеличение суммы, потраченную на рекламу в предыдущем периоде и на показатель инфляции. И это является самым распространённым способом установления рекламного бюджета.

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Section 2. Management

Identification of the impact of organizational culture on the decision-making method

Abstract: The dynamic development in the business organizations dictates the permanent necessity of decision-making. Because of its impact and the expected consequences, continuous decision-making is a critical moment for the business and an important duty for managers, in order to achieve the set goals. Decision-making is important as it leads to growth and development of the business. Thus the decision-making acknowledgement and its factors is an important duty for business perspective.

The paper presents a real situation and the impact of one factor such as the organization culture on the method of decision-making of businesses in Albania, Montenegro and Macedonia.

Keywords: decision-making, centralized business culture, collective organization culture, intuitive methods, analytic methods.

Introduction

Business organizations differ. This differentiation should be viewed as a conditioned interaction by factors such as the business organization's values and culture. The organization culture perceived as an approach method of its members leads to reciprocity and the need to engage and cooperate in determining the method to be used in decision-making. The components of the culture of the organization grouped into several groups. So, the majority of the cultural factors can be grouped under four categories: the locus of control; decision style and mode; orientation group; and hierarchy [1]. The organizational culture of business affect on the organization's decision. In a more collective management culture, decisions will be reached at through a process of consultation and discussions, although the authority to make final decisions may still be vested at the top of the organization [2]. The influence of the culture of the organization, about the importance of the necessity that it presents to the decision-making process, has also been assessed by the researchers because culture, thus, not only fulfills the function of providing stability, meaning, and predictability in the present but is also the result of functionally effective decisions in the group's past [3]. Culture of the organization, in its composition, is influenced by national culture. This makes us face different organizational cultures in different countries. In considering the impact of national cultures can evidence two types of cultures and their reflection in the way of decision-making. So, in an individualist management culture, such as in North America, Anglophone countries and Northern Europe, managers tend to take their own decisions in relation to their job responsibilities and their budget [3]. In Japan, it is seen another method of decision-making. In this context, the prime example of a collectivist management culture is Japan, where decision-making is carried out through a consultative process, with everyone involved in the discussion and decision-making [3]. Whereas in China the link is between the culture organization and decision-making method is moderated one. In a turbulent environment, Chinese cultural factors will mostly lead to faster decision-making because of the decision style, and the attention received by the boss or the chief executive [1].

The aim of the paper is to measure the influence of organization culture on the decision-making methods.

Methodology

The methodology of this paper includes the desk work and the field work.

Desk work: considers the study of literature in foreign language, mainly English and that in Albanian lan-
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guage, the data analysis linked with the completion of the set objectives, prepared questionnaire and drafting conclusion.

Field work: The part of field work is the interviewing. We interviewed 167 managers in Albania, Montenegro and Macedonia.

**Analysis results**

Thus, the centralized business culture generally represents a denied opportunity for collaboration in the decision–making process. Therefore, the centralized culture increases the potential for the use of experience based methods on decision–making, being the intuitive methods. The collaborative culture within the business organizations increases the availability of the human capacity in the decision-making process; accordingly it is hypothesized that the collaborative culture can enhance the opportunities for decision–making according to the analytical methods.

The business success is considerably dependent upon the organizational culture in decision–making. The organizational culture not only does reflect the prevailing ideology of the managers, among other perspectives, in the decision-making process, but it has also a significant impact on the business performance because in many case studies of the culture–performance relationship exist... [4] To this purpose, the culture definitely conveys a sense of identity orienting the managers on how to operate towards decision–making. The organization culture is a feature that differentiates the business, thus constituting a mere advantage. Herewith is explained the fact that businesses have different cultures also in the decision–making process. On analyzing the decision–making culture in doing businesses in the regional countries we refer to the following tables.

**Factor Analysis**

According to the table no. 1 indicators result that the index KMO reaches the value of 0.532, which is within the set limits, enabling us to further analyze the data through the factor analysis. Even the Bartlett’s Test values, which are smaller than 0,05 highlight the fact that the factor analysis could be potentially useful to our data. So, considering the KMO index value of 0.532 and the Bartlett test having p < 0.001, assessed by the respective scholars as ‘very highly significant’, to this reason the factor analysis is appropriate [9].

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | Bartlett’s Test of Sphericity |
|-----------------------------------------------|----------------------------|
| Approx. Chi-Square 31.075                      | Df 6                       |
| Sig. .000                                      |                            |

To the assertions provided in the questionnaire related to the business organization culture concerning the decision–making process, the analysis considered the total explained variation and the Varimax rotation.

As indicated by the table no. 2 is evidenced that the total explained variation amounts to 63,331%, a value meeting the Kaiser criterion [10].

**Table 2. – Total Variance Explained**

| Component            | Initial Eigen values | Extraction Sums of Squared Loadings | Rotation Sums of Squared Loadings |
|----------------------|----------------------|------------------------------------|----------------------------------|
|                      | Total                | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1– Centralized Culture| 1.476                | 36.902       | 36.902       | 1.476 | 36.902       | 36.902       | 1.283 | 32.080       | 32.080       |
| 2– Collective Culture| 1.057                | 26.429       | 63.331       | 1.057 | 26.429       | 63.331       | 1.250 | 31.251       | 63.331       |
| 3                    | .828                 | 20.702       | 84.033       |       |              |              |       |              |              |
| 4                    | .639                 | 15.967       | 100.000      |       |              |              |       |              |              |

Extraction Method: Principal Component Analysis.

On the above stated, we can execute the questionnaire’s grouping of assertions, on considering the business organization culture in the decision–making approach, according to the correlative relationship among them. The assertion grouping on the culture aspect is represented as following:
Table 3. – Rotated Component Matrix*

| Component                                                                                                                                                                                                 | 1-Centralized Culture | 2-Collective Culture |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|
| 1. Management hierarchy does not allow enough space in selecting the decision-making method.                                                                                                              | .790                  |                      |
| 2. When the organization culture envisions the decision –making made by the owner, is noticed a tendency for rapid decision –making.                                                                      | .757                  |                      |
| 3. The collective management organization culture orientates a consultation based decision-making.                                                                                                         |                       | .806                 |
| 4. The organization culture in our business refers to decision-making by voting.                                                                                                                            |                       | .733                 |

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
* Rotation converged in 3 iterations.

To the study of relationships we have referred to the reliability analysis that considers the “Cronbach Alpha” coefficient, which indicates the compliance rate among the variables as a group. Correlation between two forms given virtually at the same time, is a coefficient of equivalence, showing how nearly two measures of the same general trait agree [5]. The data of the following table no. 4 evidence an acceptable reliability. It proves that the surveyed manager’s evaluation on the organization culture questionnaire statements has an acceptable compactness. The value of the “Cronbach Alpha” coefficient evidences once more the phenomenon that was observed during the field survey. Specifically, concerning an interpretative difficulty on the organization culture notion in general and the organization culture in decision making in particular, on the managers part.

The interpretative difficulty in question for the interviewed managers is explicable if considering that the regional countries have not inherited any culture concerning the decision making manners. These countries have a dictatorial past, wherein the state dictated upon the businesses, which were also entirely state-owned. Thus, the business managers lacked any minor degree of independence on choosing the decision making–method, the approach of doing business and on the overall decision-making culture. Therefore these claims were difficult to duly comprehend by the business managers although the time at their disposal, to this part of the survey, was relatively long.

“Cronbach Alpha” coefficient presented as follow:

| Cronbach's Alpha | No of Items |
|------------------|-------------|
| .401             | 2           |

However, researchers also hold different positions on the issue. So, the researchers regarding on the data validity via the “Crombach Alpha” clarifies that Cronbach Alpha has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature [6]. At the same time, after a certain point, higher values of alpha do not necessarily mean higher reliability and better quality scales or tests [7].

Under the conditions, the factor’s designation is done as following:

Factor 1: The centralized business culture orientates the manager (owner’s) concentration in the decision-making process — This label may be best suited if we refer to the fact that all assumptions that may be included in this factor have as their main focus the hierarchical leadership role in determining the decision making method. To measure the “centralized cultures” impact in decision–making, two main statements are considered in the questionnaire. The principal components analysis resulted in a single factor. The allegations concerning this factor and their factorial weight are presented in table 3.

Factor 2: The collective organization culture enables decision–making based on (cooperation) consultation — The assumptions included in this group consider cooperation as an important element in decision–making. To this factor two main statements are included in the questionnaire. The principal components analysis thereof resulted in a single factor. The included allegations concerning this factor and their factorial weights are presented in the table.
Multicollinearity Measurement

The correlation coefficient between the two components of the organization’s culture regarding the decision-making procedure is evaluated as statistically important as to \( p < 0.05 \). This coefficient turns out to be negative, namely the value \( r = (-0.188) \), which means that the strengthening of one component leads to the weakening, at the same proportions, of the other component. Namely, the strengthening of the organization’s collective culture reduces the centralized organizational culture (the owner’s influence).

Since the multicollinearity coefficient results included within the defined limits it constitutes a precondition to the use of multiple regressions.

| Table 5. – Correlations |
|-------------------------|
|                         | Centralized Culture | Collective Culture |
| Centralized Culture     | Pearson Correlation | 1                | -.188* |
|                         | Sig. (2-tailed)     | .016             |
|                         | N                  | 165              | 165    |
| Collective Culture      | Pearson Correlation | -.188*           | 1      |
|                         | Sig. (2-tailed)     | .016             |
|                         | N                  | 165              | 165    |

* Correlation is significant at the 0.05 level (2-tailed).

As demonstrated above, the decision-making method is influenced by the organization’s culture components. Cultural congruence is present in an organization when the dominant characteristics, leadership style, organizational glue, and strategic emphasis all are consistent with one another; for example, they may all be indicative of a clan culture type [4].

Notwithstanding the foregoing, the connection existing between the components of the organization’s culture and business decision-making methods will be statistically verified. To this we refer to the hypotheses raised for this purpose.

Regression Analysis

Working in businesses the employees strive to meet their economic and social needs through the emotional support and the cooperation into achieving their objectives. To this purpose, the business organization must cultivate a specific organization culture as to achieve an equilibrium between the labor productivity and meeting the employees individual needs. This approach makes possible the clarification of the future vision of the business organization, granting simultaneously to the organization’s members security to their future. It is enabled, among other things, through the decision-making and the methods used therein. To this aim the below hypotheses is formulated:

\[ H_1: \text{The centralized organization culture is expected to positively affect the use of intuitive methods in decision making.} \]

The business organization culture, with its two composing constituents, represents a crucial factor which affects in the choice of the method to be used in decision-making. To this we refer the regression analysis results. The findings of the analysis are shown in tables no. 6; 6.1; 6.2, which indicate the relationship between the independent variable “the business organization culture” and the dependent variable “the use of intuitive methods in decision making”.

In table 6 we notice that \( R^2 = 0.147 \), which indicates that 14.7% in the alternation of the intuitive methods use in decision–making is accomplished by the business organization culture. The rating on both components results statistically significant in explaining the phenomenon. The relationship between the independent variables and the dependent variable can be express via the equation as follows:

\[ y = 3.134 + 0.281 \cdot x_1 - 0.251 \cdot x_2 + e \]

\( y \) — decision making methods — intuitive methods
\( x_1 \) — centralized business culture
\( x_2 \) — collective business culture
\( e \) — random term

| Table 6. – Model Summary |
|--------------------------|
| Model | R   | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|---------------------------|
| 1     | .384a | .147     | .137              | .78892                    |

a. Predictors: (Constant), collective culture, centralized culture.
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Table 6.1. – ANOVA

| Model    | Sum of Squares | df | Mean Square | F    | Sig. |
|----------|----------------|----|-------------|------|------|
| Regression | 17.394         | 2  | 8.697       | 13.974 | .000b |
| Residual  | 100.827        | 162| .622        |       |      |
| Total     | 118.221        | 164|             |       |      |

a. Dependent Variable: intuitive
b. Predictors: (Constant), collective culture, centralized culture.

Table 6.2. – Coefficients

| Model    | Unstandardized Coefficients | Standardized Coefficients | T    | Sig. |
|----------|-----------------------------|---------------------------|------|------|
|          | B                           | Std. Error                | Beta |      |
| (Constant)| 3.134                       | .388                      | 8.084| .000 |
| Centralized culture | .281                     | .081                      | .255 | .001 |
| Collective culture  | -.251                      | .076                      | -.243| .001 |

a. Dependent Variable: intuitive

The processing of questionnaire data collected for the culture rubric emphasizes the fact that the relationship between the dependent variable and the independent variables does not hold a similar direction. Therefore, the connection between the intuitive methods use to the centralized decision-making business culture is positive and the contrary is proven concerning the collective culture. Thus the H1 hypothesis set up to this purpose is confirmed.

H2: The collective action culture enables the use of analytical methods in decision making. Whereas, to analyze the impact of the collective action organization culture on the analytical methods we refer to the regression analysis results presented in the tables 7; 7.1; 7.2, wherein is observable that $R^2 = 5.3\%$. It proves that the dependent variable variation is conditioned up to 5.3\% by the independent variables.

The data evidences that the assessment on both components results statistically of almost the same importance level in explaining the phenomenon. It means that the organizational cultures dimensions have nearly the same trend in the use of analytical methods in decision making.

The relationship between the independent variables and the dependent variable can be expressed according to the below equation:

$$ y = 3.430 + 0.090*x_1 + 0.083*x_2 + e $$

$y$ — decision making methods — intuitive methods

$x_1$ — centralized business culture

$x_2$ — collective business culture

e — random term

Table 7. – Model Summary

| Model | R    | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|---------------------------|
| 1     | .231a| .053     | .042              | .37065                    |

a. Predictors: (Constant), collective culture, centralized culture.

Table 7.1. – ANOVA

| Model    | Sum of Squares | df | Mean Square | F    | Sig. |
|----------|----------------|----|-------------|------|------|
| Regression | 1.255          | 2  | .627        | 4.566 | .012b |
| Residual  | 22.255         | 162| .137        |       |      |
| Total     | 23.510         | 164|             |       |      |

a. Dependent Variable: analytical
b. Predictors: (Constant), collective culture, centralized culture.

Table 7.2. – Coefficients

| Model             | Unstandardized Coefficients | Standardized Coefficients | t    | Sig. |
|-------------------|-----------------------------|---------------------------|------|------|
|                   | B                           | Std. Error                | Beta |      |
| (Constant)        | 3.430                       | .182                      | 18.829| .000 |
| Centralized culture | .090                       | .038                      | .182 | .020 |
| Collective culture | .083                       | .036                      | .180 | .022 |

a. Dependent Variable: analytical
With respect to the above stated, the impact of the two components of the organization culture on the use of the analytical methods in decision-making is highly similar to one-another, because the collective culture involves the voting, but voting is rated low because it involves judgment, but not analysis [8]. However, both the intuitive methods and the analytical methods occupy an important position. In this way the hypothesis \( H_2 \) is confirmed.

But the organization's culture is influenced by national culture. So for some researchers emphasize that the Chinese have specific characteristics in this area which explain the adaptability of and perceived risk in making strategic decisions. They explaining that Chinese managers exhibit patience in making decisions, lack a sense of urgency, and can be informal and insensitive to time in the decision process [1].

It should be noted that the position managers retain towards the organization’s culture aspects as evidenced above, stems from a strong connection to tradition. Recognizing the fact that the three regional countries come from a centrally planned economy, but with varying degrees of centralization, the concept that “organization culture” meaning is mainly based on the orientation of what is judged important to the organization, is not yet entirely assimilated.

**Conclusion**

Based on the study and data gathered on the impact of organizational culture on decision making method we can come to some conclusions such as:

- Choosing decision-making methods that managers used in business is a complex situation. The very amelioration of the decision-making quality starts from the selection of decision-making method, aiming at the most efficient methods. This characterized by the specifics of the organizational culture of the business. The business organization culture, with its two composing constituents, represents a crucial factor which affects in the choice of the method to be used in decision-making.
  - From the interview with the managers it resulted that the centralized organization culture is expected to positively affect the use of intuitive methods in decision-making.
  - Based on the study we can stress that it is important to oriented to chosen of decision-making methods based besides the intention, perspective should be considered as well. So, from the study resulted that the collective action culture enables the use of analytical methods in decision making. The analytical methods posed the improving the decision-making methods, as a reflection to the contemporary changes. This is an ongoing subject of the manager’s activity.
  - The impact of the two components of the organization culture on the use of the analytical methods in decision-making is highly similar to one-another, because the collective culture involves the voting.
  - It should be noted that the aspects of organizational culture stem from a strong connection to national culture.

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Pepsi und Coca ewige Rivallen

Abstrakt: Fast jeder kennt Pepsi und Coca. Man kann sie treffen praktisch in jedem Geschäfte. Dennoch nicht alle wissen, dass diese Firmen Erzrivallen sind und das ihre Rivalität seit Ewigkeit dauert. In meinem Artikel, welches ich in der Zusammenarbeit mit meinem Vater schrieb versuchte ich den Weg beider Firmen von der Gründung bis heutigen Tagen zu beschreiben. Auf diesem Weg trafen sich technologische Änderungen, Gerichtsverhandlungen, sowie geschickte Tricks. Wichtige Rolle spielt auch Marketing

Stichwort: Verwaltung, Pepsi, Coca, Marketing.

Business ist ein Wettbewerb. Dennoch manchmal ist es sauber oder nicht. Man kann kaum vorstellen so bitteren Kampf wie zwischen Pepsi und Coca. Wann hat sich das alles angefangen?

Im Mai 1886 in der Stadt Atlanta im Süden noch nicht alle Wunden des vergangenen Bürgerkrieges waren heil. Zu dem Zeitpunkt flossen aus dem Norden Alkoholgetränke, doch die Südstaatler haben einen gesunden Lebensart entgegenzustellen. Deshalb der Pharmazeut John Pemberton war gezwungen den Rezept von Drink Franz zu ändern. Die Sklaven aus Afrika benutzen eine Mischung aus Cocaine und Nause. Das war eine hervorragende Mischung gegen Kater. Doch dieses Zeug hatte unangenehme Geschmack und Geruch. Dieses Problem war zu lösen und das hat es geklappt.

Damals Coca-Cola hatte keine Kohlensäure. Das war eine suess Flüssigkeit, welche in den Bierflaschen verkauft wurde. Kostete es nicht zu viel nur 25 cent. In diesem Sommer passierte in der Apotheke von Jakobs etwas. Man hat zufälligerweise Getränk mit der Sodawasser vermischt. Der Besucher war begeistert. In diesem Sommer traf Alkoholverbot ein, deshalb Umsatz stieg bis zum 1049 Gallonen pro Jahr. Pemberton starb am 16 August 1888 und wurde am Friedhof fuer die Armen begraben. Erst 70 Jahren später entstand ein Grabstein. Kurz vor dem Tod hat er den Rest seiner Aktien an Kanzler verkauft.

Kanzler war ein überzeugter Christ und Alkoholgegner. Er glaubte, dass Coca Cola ideale alkoholfreies Getränk und Aznei gegen viele Krankheiten ist. Später versuchte er zusammen mit Robinson den Rezept zu ändern.

Eines Tages der Soldat Namens B. J. Thomas, welcher während spanisch-amerikanischen Krieg in Cuba diente sah wie die Kubaner aus der Flaschen ein Getränk tranken, welcher sie Pina Fria nannten. Nach dem Rückkehr in die Vereinigten Staaten er zusammen mit seinem Partner das Recht Coca Cola in die Flaschen einzuschenken erworben hat.

In diesem Moment erscheint neue Konkurrent Pepsi Cola. Genau so wie die Coca Cola Pepsi kommt aus dem Süden. Ehemaliger Ofizier der Konföderierten K. B. Brabham öffnete eine Apotheke und erzielte guten Profit durch Verkauf von Sodawasser. Nacher erfand er eine Mittel gegen Magenschmerzen und noch später wandelte er zu einem Getränk mit der Marke Pepsi Cola.

Pemberton starb am 16 August 1888 und wurde am Friedhof fuere die Armen begraben. Erst 70 Jahren später entstand ein Grabstein. Kurz vor dem Tod hat er den Rest seiner Aktien an Kanzler verkauft. Kanzler war erfolgreicher Pharmazeut und später hat er auch den Rest der Aktien bei Wanable gekauft. Alles kostete ihm 2300 Dollar. Ab diesem Zeitpunkt entstand Coca Cola als voellig selbständiger Unternehmen.

Kanzler war ein überzeugte Christ und Alkoholgegner. Er glaubte, dass Coca Cola ideale alkoholfreies Getränk und Aznei gegen viele Krankheiten ist. Später versuchte er zusammen mit Robinson den Rezept zu ändern.

Eines Tages der Soldat Namens B. J. Thomas, welcher während spanish-amerikanischen Krieg in Cuba diente sah wie die Kubaner aus der Flaschen ein Getränk tranken, welcher sie Pina Fria nannten. Nach dem Rückkehr in die Vereinigten Staaten er zusammen mit seinem Partner das Recht Coca Cola in die Flaschen einzuschunken erworben hat.

In diesem Moment erscheint neue Konkurrent Pepsi Cola. Genau so wie die Coca Cola Pepsi kommt aus dem Süden. Ehemaliger Ofizier der Konföderierten K. B. Brabham öffnete eine Apotheke und erzielte guten Profit durch Verkauf von Sodawasser. Nacher erfand er eine Mittel gegen Magenschmerzen und noch später wandelte er zu einem Getränk mit der Marke Pepsi Cola.

Lange Zeit war das Geschäft erfolgreich, doch während des Ersten Weltkrieges stiegen die Zuckerpreisen und deshalb ging das Unternehmen Konkurs. Im Jahre 1922 Brabham verkaufte die Pepsi und kehrte zu Apotheken Buiseness zurück.
On relations between quality management, doing business and life quality
(a comparative analysis of Balkans with Western European countries)

Abstract: The purpose of research: Determination of relations between quality management, doing business and life quality and giving some thoughts to improve the situation regarding the quality institutions and quality infrastructure parallel with doing business climate and life quality.

Methods: Collection of information, data and facts for quality management, doing business and life quality mainly from primary sources, comparing the information, data and facts gathered, conducting relevant analysis and make recommendations on this issue.

Results: Balkan countries recently have joined the international community of ISO standards as well as being part of World Bank Reports on Doing Business and Life Quality Index studies. These those countries for years have had multiple problems regarding quality’s institutions, quality infrastructure, doing business issues and life quality level, problems that affect the development and performance of businesses, development and economic growth, sustainable development and improving the quality of life of citizens under the framework of the Balkan’s integration into the Europe and beyond.

Outcome: Improving quality’s institutions, quality infrastructure, doing business climate in Balkans will have a positive impact on increasing economic growth and improving the quality of life of citizens within the Balkan’s integration into the Europe and wider.

Keywords: quality management, ISO standards, quality’s institutions, quality infrastructure, doing business climate, life quality.

1. Doing business and global trends on doing business

Societies need regulation, and businesses, as part of society, are no exception. Without the rules that underpin
their establishment, operation and dissolution, modern businesses cannot exist. And where markets left to themselves would produce poor outcomes, well-designed regulation can ensure outcomes that are socially optimal and likely to leave everyone better off. Doing Business focuses on regulations and regulatory processes involved in setting up and operating a business. It analyzes those that address asymmetries in information (such as credit market regulations), those that balance asymmetries in bargaining power (such as labor market regulations) and those that enable the provision of public goods or services (such as business or property registration).

Countless transactions are required to set up and operate a business. When starting a new business, entrepreneurs need to establish a legal entity separate from themselves to limit their liability and to allow the business to live beyond the life of its owners, a process requiring commercial registration. To operate their business, entrepreneurs may need a simple way to export and import; they may need to obtain a building permit or acquire property to expand their business; they may need to resolve a commercial dispute through the courts; and they are very likely to need an inflow of funds through credit or new equity. Regulation is at the heart of all these transactions. If well designed, regulation can facilitate these transactions and allow businesses to operate effectively; if badly designed, it can make completing these transactions difficult.

Doing Business is a World Bank Group Report Measuring Regulatory Quality and Efficiency, measuring the regulations that enhance business activity and those that constrain it. Doing Business presents quantitative indicators on business regulations and the protection of property rights that can be compared across 189 economies of the world. Doing Business measures regulations affecting several areas of the life of a business, like starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

Doing Business report of 2014, 2015 and 2016 finds that entrepreneurs in more than 100 economies saw improvements in their local regulatory framework, and between June 2014 and June 2015, on 189 economies worldwide have been documented 231 business reforms. Among reforms to reduce the complexity and cost of regulatory processes, those in the area of starting a business were the most common in 2014/15, as in the previous year. The next most common were reforms in the areas of paying taxes, getting electricity and registering property. EU countries enjoy being in top of the list, while some Balkan countries like Macedonia, etc have been listed between top 20, while some others like Albania have been listed below previous lists [1].

2. Quality management and global trends on ISO certificates

Quality management is the act of overseeing all activities and tasks needed to maintain a desired level of excellence. This includes creating and implementing quality planning and assurance, as well as quality control and quality improvement. Quality management ensures that an organization, product or service is consistent. It has four main components: quality planning, quality assurance, quality control and quality improvement [2]. Quality management is focused not only on product and service quality, but also on the means to achieve it. Quality management, therefore, uses quality assurance and control of processes as well as products to achieve more consistent quality.

Several means to achieve quality management are between doing business regulations and rules, ISO certificates included, which are focused more in quality of procedures private and public subjects follow, which at the end of the day brings higher quality of products and services [3].

Because societies need regulation — and businesses, as part of society, are no exception, ISO certificates finally are part of business and trade regulations since they are the minimum requisites for characteristics of processes, products and services to be used from private and public entities/subjects to be acceptable from their clients and markets. Without these standards modern private and public entities cannot exist. And where markets left without standards they would produce poor outcomes and finally low life quality for citizens. When starting a new business, or entering in a new phase of enterprise development, entrepreneurs need to establish certain procedures and standards, allowing the business to live beyond minimum frontiers, to export and import, to participate in public procurement procedures, and finally to attract as much as possible clients, for higher profits and achieving other business objectives. Standards are the heart of all these issues, facilitating business transactions and allow businesses to operate effectively.

With 1 609 294 certificates issued worldwide in 2014, there is a slightly up on the previous year, which demonstrates a moderate growth for almost all the ISO management systems standards around the world [4], confirming trends observed over the last two years.

This market stabilization is, however, offset by three good performers exhibiting more sustained
Section 2. Management

growth. Albeit less impressive than in previous years, ISO 50001 for energy management demonstrates a 40% growth rate, led once again by Germany, responsible for 50% of the 6,778 certificates reported. Similarly, food management standard ISO 22000 continues to deliver reliable performance with a 14% growth rate, while ISO 16949 for the automotive sector shows accelerated progression with a commendable 8%, signaling that economic recovery in the auto industry is holding up.

Table 1. – ISO Survey Executive Summary. 2014

| Standard          | number of certificates in 2014 | number of certificates in 2013 | evolution | evolution in% |
|-------------------|-------------------------------|-------------------------------|-----------|---------------|
| ISO 9001          | 1,138,155                     | 1,126,460                     | 116,95    | 1%            |
| ISO 14001         | 324,148                       | 301,622                       | 22,526    | 7%            |
| ISO 50001         | 6,778                         | 4,826                         | 1,952     | 40%           |
| ISO/IEC 27001     | 23,972                        | 22,349                        | 1,623     | 7%            |
| ISO 22000         | 30,500                        | 26,847                        | 3,653     | 14%           |
| ISO/TS 16949      | 57,950                        | 53,723                        | 4,227     | 8%            |
| ISO 13485         | 27,791                        | 25,655                        | 2,136     | 8%            |
| ISO 22301         | 1,757                         |                               |           |               |
| **TOTAL**         | **1,609,294**                 | **1,561,482**                 | 47,812    | 3%            |

With 1% and 7% respectively, ISO’s flagship standards ISO 9001 (quality management) and ISO 14001 (environmental management) are gradually reaching stability although, as the cornerstones of the management system.

Big news for 2014 and 2015 is the increase of ISO 22301 certificated for business continuity issued, motivated by a global awareness that organizations need to protect themselves against disruption in times of crisis. The new recruit made a timid breakthrough with 1,700 certificates, but is thought to hold good potential for the future.

Following on last year’s trend, ISO’s popular quality management standard (ISO 9001) continues to experience a lull, claiming a mere 1% share of the market. Growth has certainly stabilized since the boom times two decades ago, reflecting the current economic uncertainty in the world. Moreover, in countries with a longer-established tradition of certification, many of the largest companies are already certified and are branching out to more specific standards. The prevailing situation is expected to improve, however, as markets pick up and with the introduction of the new version of ISO 9001 [4] (ISO 9001: 2015).

3. Life quality and global trends to life quality

The Life Quality Index (LQI) is a compound social indicator of human welfare that reflects the expected length of life in good health and enhancement of the quality of life through access to income. The Life Quality Index combines two primary social indicators: the expectancy of healthy life at birth, E, and the real gross domestic product per person, G, corrected for purchasing power parity as appropriate. The three components of the Life Quality Index, G, E and K reflect three important human concerns: the creation of wealth, the duration of life in good health and the time available to enjoy life. The amount of life available to enjoy wealth acts as a multiplying factor upon the value of that wealth. Conversely, the amount of income one has to enjoy that available lifetime acts as a multiplier on the expected duration of life. Unlike the United Nations’ Human Development Index (HDI), the LQI is derived rigorously from the economics of human welfare [5]. Like the HDI it can be used to rank nations in order of human welfare (development, quality of life). However, more important and unlike the HDI, it can also serve as an objective function to be used in setting national or corporate goals for managing risk and to guide effective allocation of society’s scarce resources for the mitigation of risks to life or health, which generally should be related to the application of ISO standards, mainly ISO 9001 (quality management), ISO 14001 (environment protection) and ISO 18001 (health and safety at work), which are main ISO standards required and applied all around the world. The LQI is a summary indicator of net benefit to society for improving the overall public welfare by reducing risks to life in a cost-effective manner [6]. In the accounting and assessment of human development, we can view the role of individuals as the principal means, or contributors, to development as well as the ends. For example, the productivity of an individual contributes directly to the aggregate wealth creation in a society, and the productivity of an individual is related strongly with the productivity of private and public entities, which increase of productivity are considering through achieving and application of ISO standards between other important management activities. However, the income so gener-
ated (to whomsoever it may accrue) increases the capacity of society to provide the necessary means such as the required infrastructure (hospitals, schools, clean water, safe roads and structures — all of them mainly realized through public procurements for which ISO standards are required from private and public entities to win the tenders, as preconditions of legal requests to participate in public procurements). The adequacy of the infrastructure in turn benefits the individual via access to quality health and environment, education and means for cultural expression and enrichment. The LQI enhances our decision-making capacity in the management of risks to life and health. It brings into sharp focus the choices and trade-offs we have to make between extension of life and creation of productive wealth, which at the end of the day is totally related to quality of procedures in private and public entities, as well as to quality of products and services we realize, trade and consume.

Table 2. – Relations between doing business and life quality index
(Table generated by the author of the article using figures from primary resources)

| Country      | Doing Business Index | Life Quality Index |
|--------------|----------------------|--------------------|
| United Kingdom | 94                   | 180.25             |
| Germany      | 85                   | 199.70             |
| Estonia      | 84                   | N/A                |
| Ireland      | 83                   | 171.92             |
| Austria      | 79                   | 192.40             |
| Latvia       | 78                   | 134.33             |
| Portugal     | 77                   | 181.18             |
| France       | 73                   | 173.56             |
| Netherlands  | 72                   | 192.40             |
| Slovenia     | 71                   | 175.93             |
| Romania      | 63                   | 141.61             |
| Croatia      | 60                   | 172.39             |
| Montenegro   | 54                   | N/A                |
| Turkey       | 45                   | 137.31             |
| Serbia       | 41                   | 138.26             |
| Albania      | 3                    | N/A                |

Graphic 1. Relations between life quality index and doing business index (Graphic generated by the author of the article using figures from primary resources)
4. Relations between ISO 9001 certificates, doing business index and life quality

As per data, facts and figures gathered by the Doing Business Reports (2014, 2015 and 2016) and ISO Executive Summary (2014) it is evident that EU western countries like United Kingdom, Germany, etc, South East countries like Austria etc, have higher doing business index and higher number of ISO 9001 certificates issued. In these countries citizens enjoy high life quality and there is no any significant dispute from business clients and public generally for quality of products and services (Life Quality Index — Germany 199.7, Austria 192.40, United Kingdom 180.25 [7].

Most of Balkan countries are in middle and bottom of the list for doing business index and ISO certificates issued (Table 1 at Appendixes). In these countries citizens enjoy a middle level of life quality and significant dispute from business clients and public generally for quality of products and services have been reported currently (Life Quality Index Romania 146.13, Bulgaria 141.61, Serbia 138.26, etc [7].

In Balkan countries, besides the fact that some improvements have been done regarding to the institutions, infrastructure and legislation of quality, there is still a lack of understanding of the situation generally in public and between authorities and as a result, poor situation regarding the quality institutions, quality infrastructure and quality legislation and regulations spreads through the business climate [8].

Table 3. – Relations between doing business, % of ISO 9001 certificates issued and life quality index (Table generated by the author of the article using figures from primary resources)

| Country     | Doing Business Index | ISO 9001% Certificates |
|-------------|----------------------|------------------------|
| United Kingdom | 94                   | 0.019                  |
| Germany     | 85                   | 0.019                  |
| Estonia     | 84                   | 0.013                  |
| Ireland     | 83                   | 0.011                  |
| Austria     | 79                   | 0.01                   |
| Latvia      | 78                   | 0.01                   |
| Portugal    | 77                   | 0.01                   |
| France      | 73                   | 0.01                   |
| Netherlands | 72                   | 0.01                   |
| Slovenia    | 71                   | 0.01                   |
| Romania     | 63                   | 0.027                  |
| Croatia     | 60                   | 0.019                  |
| Montenegro  | 54                   | 0.006                  |
| Turkey      | 45                   | 0.003                  |
| Serbia      | 41                   | 0.008                  |
| Albania     | 3                    | 0.0008                 |

Graphic 2. Relations between doing business and % of ISO 9001 certificates issued (Graphic generated by the author of the article using figures from primary resources)
Conclusions and recommendations
1. There are strong relations between quality management/ISO standards and doing business climate.
2. There are sustain relations between doing business climate and life quality.
3. Improving quality management system/respecting ISO standards parallel with doing business regulations and doing business climate improves life quality of citizens.
4. Balkan countries, recently joined the international community of ISO standards and being part of World Bank Reports on Doing Business, for years have had multiple problems regarding quality’s institutions, quality infrastructure, doing business and life quality.
5. Balkan countries recently are facing problems that affect the development and performance of businesses, development and economic growth, sustainable development and life quality.
6. Improving quality’s institutions, quality infrastructure and doing business climate in Balkans will have a positive impact on increasing economic growth and improving the quality of life of citizens within the Balkan’s integration into the Europe and wider.
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Die Hauptrichtungen der Investitionspolitik in der Russischen Föderation

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Abstrakt: Unter den russischen Bedingungen ist die Investitionspolitik einberufen die Involviertheit in den wirtschaftlichen Umsatz neuer Territorien und Ressourcen, die Annäherung der Niveaus der Entwicklung der Regionen zu gewähren.

Stichworte: eine Investition, Regionalpolitik, Investitionsattraktivität, Kapitalstruktur.

Die Investitions- und Regionale Politik ist eines der unentnehmbaren Elemente der wirtschaftlichen Politik. Die Durchführung der effektiven Investitions- und Regionale Politik hängt in großem Maße von der Richtigkeit der Strategie und Taktik der allgemeinwirtschaftlichen Reformen sowohl in der Makro- als auch in der Mikroebene. Deswegen liegen die Grundlagen des sich in Russland entwickelnden Investitions- und Regionale Politik sowohl im Charakter der Entwicklung der Zweige des Investitionskomplexes selbst, als auch in den Methoden der Verwirklichung der wirtschaftlichen Reformen in der Ebene der nationalen Wirtschaft. Viele Regionen Russlands, indem sie über kräftiges Investitionspotential verfügen, können es nicht effektiv wegen der niedrigen Adaption weiter verwenden. Unter der Adaption (Adaptionsfähigkeit) wird die Anpassung der Regionen als eines wirtschaftlichen Systems zu den realen wirtschaftlichen Bedingungen verstanden. Man kann zwischen der passiven Adaption der Region, wenn die Region auf die Änderung des wirtschaftlichen Umfelds reagiert, und der aktiven Adaption unterscheiden, wenn die Investitionsschwindung der Region auf das wirtschaftliche Umfeld (durch die Ergebnisse des Investitionstätigkeit) erfolgt [1, 137].

Es ist offensichtlich, daß die Ziele und Aufgaben der regionalen Investitions- und Regionale Politik, sowie auch die Formen und Methoden ihrer Realisation in verschiedenen Regionen unterschiedlich sein können. Zugleich existieren allgemeine generalisierte Ziele und Aufgaben der Investitions- und Regionale Politik, die für alle Regionen der RF gerechtfertigt sind: die Schaffung und Festigung der Investmentskultur und des zivilisierten Investitionsmarktes; relativ Ausgleich der Bedingungen der sozial-wirtschaftlichen Entwicklung der Regionen; maximale Benutzung der Konkurrenzvorteile der Regionen, darunter der Natur- und Ressourcenverteilung; vorrangige Entwicklung der Produktionen mit der strategisch wichtigen Bedeutung für die Wirtschaft der Region und des Landes insgesamt.

Unter den russischen Bedingungen ist die Investitions- und Regionale Politik einberufen die Involviertheit in den wirtschaftlichen Umsatz neuer Territorien und Ressourcen, die Annäherung der Niveaus der Entwicklung der Regionen zu gewähren. Objektiv ist eines der Hauptziele der Investitions- und Regionale Politik die Heranziehung und effektive Benutzung der Investitionen. In der Tatsache dominiert bei der Ausarbeitung der Investitions- und Regionale Politik das formale Herangehen, und die Politik selbst hat einen vorwiegend deklarativen Charakter. Im Ergebnis üben die regionalen Behörden keinen ernsten Einfluß auf den Gang der Investitionsprozesse aus und verwalten diese tatsächlich nicht.

In vielen Regionen Russlands existiert eine Reihe von Hindernissen auf dem Weg der Heranziehung der Investitionen: niedrige Effektivität der Benutzung des vorhandenen wirtschaftlichen Potentials der Region und des staatlichen Eigentums; hohe administrative Barrieren; hoher Anteil der Schattenwirtschaft und die Unleugbarkeit der finanziellen Ströme des Subjekts der Föderation; Schwierigkeiten auf dem Wege der finanziellen Ströme und das Problem der Zahlungsausfälle; das Fehlen des Mechanismus der Heranziehung der Investitionen. Die regionale Investitions- und Regionale Politik wird sowohl von den äußeren (politische Situation im Lande, allgemeinwirtschaftliche Situation, der Zustand des nationalen Finanzmarktes, die Zuverlässigkeit von Kontrahenten), als auch von den inneren (gewählte Investitionsstrategie,
der Versorgungsgrad mit den Investitionsressourcen, die Personalqualifikation, vorhandenes Verwaltungssystem) Faktoren bestimmt, die die Lösung des Komplexes der Aufgaben zur Stabilisierung der politischen Situation in der Region, zur Reduzierung der Inflation, Erhöhung der Attraktivität der körperschaftlichen Investitionen bedingen. Wobei in jeder konkreten Region diese Politik deren Konkurrenzfähigkeit, Rolle im wirtschaftlichen Raum Russlands, die Fähigkeit ein würdiges Lebensniveau zu gewähren und das in der Region vorhandene wirtschaftliche Potential zu realisieren berücksichtigen soll. Die Investitionskomponente in der Region tritt als Teil deren Industriepolitik auf. Die Investitions- gesetzgebung und die von den regionalen Administrationen zur Erhöhung des Zuflusses der ausländischen Investitionen getroffenen Maßnahmen. Die regionale Investitionsge- setzgebung hat einen wesentlichen Einfluß auf die Her- anziehung der Investitionen in die Region. Dabei ist für die Investoren nicht die Größe oder nicht der Zeitraum der Gültigkeit der Ermäßigungen wichtiger, sondern der Faktor der Verabschiedung des Gesetzes "Über die In- vestitionen" selbst, der die Bereitschaft der regionalen Behörden die Unterstützung den Investoren zu leisten und die Möglichkeit des Erhaltens der Garantien demonstriert. In diesem Zusammenhang spielt eine bedeutende Rolle das Ansehen der Behörden, das Vertrauen zu deren Entscheidungen, dessen Grundlage die Stabilität der verabschiedeten Dokumente und die Konsequenz der regionalen Politik bilden.

Zugleich ist der positive Effekt der regionalen Investitions- gesetzgebung nicht imstande die ungünstigen Fak- toren der Spezialisierung und das niedrige Niveau der Ent- wicklung der Produktions- und sozialen Infrastruktur zu überlappen. Initiativreicher bei der Ausarbeitung des In- vestitions- gesetzgebung sind die Regionen, die höhere Bewertungen des Investitionsdefizits haben. Wie E. Danilow betont, «es ist die inverse Abhängigkeit zwischen den Bewertungen der Regionen nach dem Potential und Risiko und dem Niveau der Günstigkeit der rechtlichen Bedingungen der Investierung herausgefun- den. Mit anderen Worten gesagt, haben ein günstigeres Gesetzgebungsfeld im Ganzen die Regionen mit den niedrigsten Potentialen und mit höchsten Risiken» Betrachten wir die Übereinstimmung der regionalen Gesetze über die Investitionen mit den Hauptforderungen nach der Methodik von A. W. Pawlow. Die Methodik schließt die Analyse aus zwei Komponenten ein.

Die bedingungslose Übereinstimmung mit der Ver- fassung der RF und mit der föderalen Gesetzgebung. Dabei soll die Struktur des Gesetzes über folgende Be- griffe verfügen: die Teilung in Kapiteln, die die großen Beziehungsböcke reglementieren, und einzelne Ar- tikeln; die Festlegung in einem einzelnen Artikel des Begriffsapparats des Gesetzes, das der föderalen und regionalen Gesetzegebung in anderen Fragen entspricht, und dessen einheitliche Benutzung im ganzen Text des Gesetzes; die Aussonderung in einem einzelnen Artikel der Prinzipien der staatlichen Politik des Subjekts der Föderation in Bezug auf die Investitionstätigkeit, und in den einzelnen Artikeln — der Rechte und Pflichten der Investoren, der staatlichen Behörden; die ausführliche Auslegung in einem einzelnen Kapitel des Systems der staatlichen Garantien; die Frage über die Notwen- digkeit der selbstständigen einzelnen Auslegung der Prinzipien der Investitionstätigkeit oder der Prinzipien der staatlichen Unterstützung der Investitionen hat keine eindeutige Lösung [2, 107].

Die gesetzlichen Normen über die Investitionen sol- len, in der Regel, über eine direkte Wirkung verfügen und keinen Verweisungscharakter haben, es ist zweckmäßig alle Maßnahmen der staatlichen Unterstützung in einem Each darzulegen. Hier sei es betont, daß unter Benut- zung der effektiven Methoden des regionalen Planens bei der Formierung der die Heranziehung der ausländi- schen Investitionen fördernden Politik die Regionen im- stände sind die wirksamen Mechanismen auszuarbeiten, die ihre Entwicklung mit den beschleunigten Tempos ermöglichen.

Die äußerst charakteristischen Instrumente der Förderung bei der Heranziehung der inländischen und ausländischen Investitionen sind: provisorische volle oder teilweise Befreiung von der Steuerzahlung in die Etats der Subjekte der Föderation; die Verschiebung oder Stundung bei der Steuerzahlung in die regiona- len Etats; die Gewährung der Investitionsteuerkredite; die Gewährung der Garantien an die Investoren und der Bürgschaften der regionalen Administrationen; Vorsorgs- sätze des Mietzinses für die Benutzung der Grundstücke und des Vermögens aus dem staatlichen Eigentum des Subjekts der RF; die Hilfeleistung bei der Schaffung der Infrastruktur des Geschäfts, des Erhaltens der Miete und des Verschaffung ins Eigentum der Grundstücke und der Objekte des unbewohnbaren Fonds, die zum staatlichen Eigentum des Subjekts der Föderation angehören; die Investierung a conto der Entwicklungsbudgets der Subjekte der Föderation. Nach der Meinung des Autors ist die Gewährung der Gleichberechtigung aller Subjekte der Investitionstä- tigkeit beim Erhalten der Maßnahmen der staatlichen Unterstützung bedingungslos.
Die Maßnahmen der vergünstigten Besteuerung ist es zweckmäßig nicht nur in Bezug auf die Organisationen anzuwenden, die die Investitionen heranziehen, sondern auch diese auf die Investoren (z. B. auf den Banksektor im Teile der Gewinnsteuer) und auf die Organisation der Infrastruktur zu verbreiten (Versicherungs-, Beratungs-, Investitionsfirmen), die sich aktiv am Investitionsprozess beteiligen.

Im Falle der Anwendung der staatlichen Investitionsprogramme und der Formierung der Register der Investitionsprojekte sind im Gesetz die festen Auswahlkriterien, abgeschlossene (ausreichende) Zeichnisse der von der Organisation zu gewährenden Unterlagen für den Einschluß in die Programme und Register, und abgeschlossene (ausreichende) Verzeichnisse der Grundlagen für die Ablehnung verschiedener Investitionsprojekte festzulegen.

Als Methode, die die Konkurrenzfähigkeit der Region auf dem Finanzmarkt und als Folge die Investitionsattraktivität erhöht, kann man die Schaffung des Systems der Konsolidierung und der Lokalisierung der Finanzressourcen betrachten, zum Beispiel, aufgrund der Schaffung der regionalen Investitionsstrukturen auf Basis der einzelnen munizipalen Bildungen. Diese Strukturen könnten die vorhandenen Aktiva und das Finanzkapital konzentrieren und zur Entwicklung des Territoriums im Rahmen der komplexen Investitionsprojekte zuweisen. Im Grunde dieser Methode liegt die Idee über die Notwendigkeit des Reformierens des Systems der Wirtschaftsverwaltung.

Die Schaffung der regionalen Investitionsstrukturen bildet die Bedingungen, wenn die Mittel der Region im Rahmen der Region bleiben und in die Entwicklung dieser territorialen Bildung eingelegt werden. Insgesamt ist diese einer der Schlüsselaufgaben der Politik der Region auf dem Gebiet der Heranziehung der Investitionsressourcen die Zuteilung der Gesamtheit der Wirtschaftssubjekte der Region bis zum "Marktaussehen" durch die Schaffung der entsprechenden Infrastruktur. Wie schon oben erwähnt wurde, sichern viele Regionen, in dem sie über riesiges wirtschaftliches Potential verfügen, keine effektive Benutzung dieses Potentials. Dementsprechend kann man unter den grundlegenden Aufgaben zur Erhöhung der Investitionsattraktivität der Region die Aufgabe der Inventarisierung der Aktiva der territorialen Bildung (Natur-, Finanz-, Industrie-, soziales Potential und weitere Potentiale) und das laufende Monitoring der Ressourcen aussondern. Dabei ist die besondere Aufmerksamkeit dem staatlichen und munizipalen Eigentum der Subjekte der Föderation, sowie den Prioritäten dessen effektiven Benutzung zu schenken.

Einen besonderen Platz in der Investitionspolitik nimmt die Formierung der Investitionsoberstruktur der Investitionstätigkeit ein. Idealweise sollen die Prinzipien der Offenheit bei der Besprechung der Investitionsprojekte und der Informationsdurchsichtigkeit garantiert und in den Artikeln über die Rechte und Pflichten der Subjekte der Investitionstätigkeit widerspiegelt werden. Zweckmäßig ist die Festsetzung nicht nur rechtlicher, sondern auch einiger Organisationsmaßnahmen der staatlichen Informationsunterstützung, die Folgendes einschließen: die Schaffung des Systems der Informierung der potentialen Investoren, darunter der ausländischen über die Politik der Region auf dem Gebiet der Heranziehung der Investitionen; die Schaffung der informations-analytischen und Beratungscentren zu den Fragen der Heranziehung der Investitionen, der Bewertungsagenturen, die die Kreditfähigkeit einschätzen und die regelmäßige Durchführung der Bewertungen, die Veröffentlichung der Bewertungspunkte der Subjekte der Investitionstätigkeit erfüllen würden; die Vorbereitung und Realisation des Programms der Aufklärungstätigkeit unter der Bevölkerung, die die Organisation der regelmäßigen Programme über den Fondsmarkt und die Investitionen für die Bevölkerung im Radio und Fernsehen einschließt; die Einführung der Fragen zu dem Fondsmarkt und zu den Investitionen in die Lernprogramme der Schul-, Fach-, Hoch- und Fortbildung.

Wichtig ist die Auslegung im Gesetz des Systems der staatlichen Garantien. Zu den staatlichen Garantien, die die rechtlichen, organisatorischen, Vermögens-, finanziellen, Informations- und weiteren Garantien einschließt, gehören: die Gewährung der gleichen Rechte bei der Ausführung der Investitionstätigkeit; die Offenheit bei der Besprechung der Investitionsprojekte; die Garantien gegen die gesetzwidrigen Handlungen (Unterlassung) der staatlichen Behörden und das Recht auf die gerichtliche Klage gegen alle Entscheidungen, Handlungen (Unterlassung) der staatlichen Behörden (der Organe der örtlichen Selbstverwaltung und ihrer Amtspersonen); die Stabilität der Rechte der Subjekte der Investitionstätigkeit bei der Verabschiedung der Gesetze, die für die Subjekte der Investitionstätigkeit andere als die Regeln festsetzen, die bei dem Abschluß der Verträge zwischen ihnen für eine bestimmte, im Gesetzesakt abgesprochene Frist, gültig waren; der Schutz der Investitionen (gemeint werden die Garantien der Kompensation bei der Nationalisierung und Requisition der Investitionen); die Versicherung der Investitionen; die Garantien der Benutzung der Einkommen; für die ausländischen Investoren die Garantien der Benutzung.
auf dem Territorium der Russischen Föderation und der Überweisung in die Länder außer dem Territorium der Russischen Föderation der Einkommen, des Gewinns und der anderen rechtmäßig erhaltenen Geldsummen [3,191–193].

Im Laufe der Formierung und Realisation der Investitionspolitik der Region wäre die Einhaltung folgender Prinzipien zweckmäßig: die Freundlichkeit bei den gegenseitigen Beziehungen mit den ausländischen Investoren, die Ausgeglichenheit der öffentlichen und privaten Interessen, die Informationsoffenheit für alle Investoren, die Klarheit und Einfachheit des Investitionsvorganges, die Gleichberechtigung der Investoren, die Objektivität und wirtschaftliche Vernunft bei den gefassten Entscheidungen, die Unabänderlichkeit der festgelegten Regeln und rechtzeitige und strikte Erfüllung eigener Pflichten, Unterstützung und Förderung der Investoren. Eine richtig formierte Informationsinfrastruktur ist imstande die Lösung der gestellten Aufgaben zu erleichtern.

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Section 4. Finance, money circulation and credit

Derivative contracts in commodity trading as a way to diversify the risk in case of Albania

Abstract: The use of derivative contracts has been spread worldwide due to its considerable benefits for the players in the market. The purpose of their creation was related to improving the efficiency of the system to bring economic benefits to their users. The main focus of this paper will be the possibility of using these derivative contracts in the oil commodity market in Albania, as an option to protect traders against from the exchange rate risk and price risk of buying wholesale items abroad.

Keywords: Derivatives contracts, Oil commodity, Commodity trading, Albania.

Introduction

Derivatives have a long history all around the world. A number of important changes in the global financial markets have strongly influenced the growth of derivative markets since the early 1970s. It can be said that during the last two decades, the use of derivative contracts is associated with a high number of events that affected corporate performance throughout the global financial markets. The trading of financial derivatives has received extensive attention and many authors have dealt with skepticism the use of these contracts in financial markets, playing an important role in stimulating the global financial collapse of large banks and corporations. We can mention the most critical that financial history has known in recent years, as the case of Barings Bank in 1995, Long-Term Capital Management in 1998, Enron in 2001, Lehman Brothers and American International Group (AIG) in 2008. The speed of their diffusion in financial markets is quite large, even in the current conditions of globalization their rate of expansion is expected to be even higher.

Based on these conditions and in past credit events which exposed many weaknesses in the organization of derivatives trading, the main challenges facing all countries is related to the design of new rules to minimize risk and to promote transparency. One of the major policymakers challenges is to ensure that derivative transactions be traded properly and carefully supervised. Addressing the main constraints, the paper will serve as a theoretical instrument to further stimulate the use of these derivative contracts in Albanian oil market in defense of the main risks facing the market traders.

Derivative contracts: some basic concepts

Derivative contracts as a tool for risk management have an early origin, namely in the commodity markets. Later they were found useful as a hedging tool even in financial markets. Besides the different moment of their diffusion, the basic concept of a derivative contract remains the same whether the underlying happens to be a commodity or a financial asset. One of the most important elements that differentiate their use is that commodities require a special storage facility while financial assets do not needed to. Also an important issue to be managed is that in the case of commodities the quality of the asset underlying the contract can vary largely. While in the case of financial derivatives most of these contracts are cash settled and the underlying assets have similar qualities.
Primary assets are sometimes real assets (gold, oil, metals, land, machinery) and financial assets (bills, bonds, stocks, deposits, currencies). Financial asset markets deal with treasury bills, bonds, stocks and other claims on real assets. The owner of a primary asset has a direct claim on the benefits provided by an asset. Financial markets deal with primary assets and derivative assets. It can be said that derivative assets are assets whose values depend on (or are derived from) some primary assets. Also, derivative assets (positions in forwards, futures, options and swaps) derive values from changes in real assets or financial assets, and actually even other indices, for example temperature index. Derivatives represent indirect claims on real or financial underlying assets.

The main goals of the use of derivative contracts are related to hedging against fluctuations in exchange and interest rates, equity and commodity prices, as well as credit worthiness. Derivative contracts are widely used to speculate on future expectations or to reduce a security portfolio’s risk. The most common positions held by participants in derivative markets are often classified as either “hedgers” or “speculators”.

Derivative contracts are widely used to speculate on future expectations or to reduce a security portfolio’s risk. Derivatives transactions are now common among a wide range of entities, including commercial banks, investment banks, central banks, fund managers, insurance companies and other non-financial corporations. Firms can use derivatives to hedge risk, but also derivatives bring additional benefits to the companies like minimizing earning volatilities or reduce tax liability (Stulz, 2005). The most common positions held by participants in derivative markets are often classified as either “hedgers” or “speculators”. Hedgers take positions in financial derivatives to reduce their exposure against adverse changes in the values of their assets or liabilities. Many hedgers who maintain large portfolios of stocks or bonds take a futures position to hedge their risk. Speculators commonly attempt to profit by taking the opposite position and therefore serve as the counterparty on many futures transactions or by anticipating changes in market prices or rates or credit events. Based on the activity nature that speculators perform in derivative markets, it can be said that their operations are inherently more risky and should warrant close monitoring by financial regulators.

The most important types of derivatives:

This section discusses the basics concepts of four types of derivatives:

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| Type       | Description                                                                 | Example                              |
|------------|----------------------------------------------------------------------------|--------------------------------------|
| Futures    | Contract obliges its purchaser to buy a given amount of a specified asset at some stated time in the future at the forward price. | Futures contracts are created and traded on organized futures exchanges. Contracts are highly standardized in terms of the amount and type of the underlying asset involved and the available dates in which it can be delivered. The exchanges themselves provide assurances that contracts will be honored through clearinghouses. One of the primary roles of the Corporate Finance clearinghouse is to be the opposite party to all trades. Buyers and sellers of future contracts do not deal directly with each other but with a clearinghouse. |
| Swaps      | Considered to be interest rate risk management tools because they give an efficient means of adjusting the interest rate exposure of a company’s assets and liabilities. It should be noted that other financial instruments, such as exchange-traded interest rate futures and option contracts, are often capable of achieving the similar results. Swaps are long-term OTC instruments. | Swaps are considered to be interest rate risk management tools because they give an efficient means of adjusting the interest rate exposure of a company’s assets and liabilities. It should be noted that other financial instruments, such as exchange-traded interest rate futures and option contracts, are often capable of achieving the similar results. Swaps are long-term OTC instruments. |
| Options    | A derivative security that gives the buyer (holder) the right, but not the obligation, to buy or sell a specified quantity of a specified asset within a specified time period. | An option is a derivative security that gives the buyer (holder) the right, but not the obligation, to buy or sell a specified quantity of a specified asset within a specified time period. An option contract differs from the futures contract in that the option contract gives the buyer the right, but not the obligation, to purchase or sell a security at a later date at a specified price. One way of creating options is through single contracts that are individually negotiated between parties, usually firms and their banks (OTC options). Organized option exchanges Corporate Finance provide the advantages of liquidity, low transaction costs, and safety through the standardization of the assets on which the contracts are based and of the contract sizes and maturity dates. |
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Section 4. Finance, money circulation and credit

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The most important types of derivatives:

This section discusses the basics concepts of four types of derivatives:

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Some basics of commodity trading

Commodity markets came into focus in 1948 when the US increased uncertainty in trade between farmers and merchants. Just thought it was an important moment of the origins of the use of prior agreements between farmers and merchants. It’s supposed to be this important moment of the beginning of the first use of agreements between farmers and merchants which was further refined in derivative contracts. The commodities’ market was one of the first to begin the use of the derivatives as a hedging instrument (Chance, undated). Consequently, it can be found a lot of literature including studies of commodities derivatives. There are also several empirical evidence regarding the stock and currency derivatives market. In the past years this kind of instruments has been the most popular amongst the investors. In addition, we will not break away the importance of commodities derivatives provided especially in commodity trading, being the primary focus of our paper.

Virtually all agricultural, energy, and industrial commodities must undergo a variety of processes to transform them into things that we can actually consume. These transformations can be roughly grouped into three categories: transformations in space, transformations in time, and transformations in form.

Given that the place of commodity production and consumption are not connected, it shows that the time of commodity production and consumption is often undefined. This feature becomes more present for agricultural commodities, which in one side are often produced periodically (with a crop being harvested once a year for some commodities) but in the other side are consumed continuously throughout the year. Time discrepancies in production and consumption are present even in other products without being limited only to agricultural products. Commodity demand can also fluctuate due to macroeconomic events, such as extraordinary political events or financial crisis which cause a deterioration of the overall economy. For example, wells produce natural gas at a relatively steady rate over time, but there can be extreme fluctuations in the demand to consume gas due to random changes in the weather, with demand spiking during cold snaps and falling when winter weather turns unusually warm. In the other side, supply can also experience random changes, due to for example: a strike at a mine, or a hurricane that disrupts oil and gas production.

Derivative contracts approach in the near future commodity trading in Albania

Trying to expand the investigation about the topic, this research is focused on a specific derivatives market: oil commodity. The vast majority of the Albanian market consists of trade. In trade sector are operating 42.7 percent of enterprises which make up 50.0 percent of net sales by all together companies. Inside trading companies, for some years on top list of most profitable companies are oil trading companies. As a result, is viewed with interest the possibility of using derivative contracts in this market, as an option to protect traders against from the exchange rate risk and price risk of buying wholesale items abroad. Our case study will focus on one of the largest distributor companies in Albania, “Kastrati group” being an elite company in the distribution of commodity oil in Albania and Kosovo. “Kastrati group” has a diversified investment portfolio almost even in alternative investment. We will take the case of one of its investments such as the trade of oil.

As all know oil prices are sensitive and exposed to the oil volatility of commodity prices, but also are exposed to foreign exchange rate risk during the trading time. Having such situations we try to convey through this theoretical study the use of derivative contracts to the possible potential investors. Albania is still a country with underdeveloped capital market, and therefore there is a very great lack of information regarding their use. Employees who are linked directly with the oil trading in the company have not yet know-how about the dimension uses of derivatives contracts. Supervisory authorities in our country still do not possess the necessary legislation to make available to potential investors these forms of contracts in order to protect against these risks giving rise to significant damage to high-value transactions.

Conclusions

Commodity trading are essentially in the business of transforming commodities in space (logistics), in time (storage), and in form (processing). Their basic function is to perform physical “arbitrages” which enhance value through these various transformations. Commodity trading firms provide various forms of financing and risk management services to their customers. Offering these services to customers exploits trading firms’ expertise in merchandising and risk management, utilizes the information commodity trading firms have, and provides better incentives to customers and themselves. The private ownership model is well-adapted to traditional, “asset light” transformation activities, but as economic forces are leading to increasing investments in physical assets by all types of trading firms. Commodity trading firms exhibit considerable diversity in their in-
vestments in physical assets, with some firms being relatively asset intensive, and others being very asset light. These firms or companies also exhibit diverse trends in asset intensity.

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The impact of credit risk management on the banking profitability: A Survey of the Theoretical and Empirical Literature

Abstract: Banks as financial intermediation institutions are defined as businesses that receive and manage various risks. Among numerous banking risks, credit risk is identified by most researchers as the greatest risk affecting the performance of the bank. On the other hand, banking sector profitability has received great attention in recent years. The purpose of this paper is to recognize us with theoretical and empirical literature about the relationship that exists between credit management risk and banking profitability indicators. The most studies in this field have concluded that credit risk management is the primary contributor on the profitability of commercial banks. But there are and those studies that have proved that the impact of credit risk management on banking profitability is negligible.

Keywords: credit risk management, banking profitability, indicators of profitability, indicators of management credit risk

1. Review of theoretical literature

1.1. Risk management in banks

The management of bank risks is the most important factor for financial stability and economic growth in the developed economies, Ferguson [1]. Van Gestel and Baesens [2] say that an appropriate procedure for risk management is the identification of risk, risk measurement and then developing strategies to manage risk. According to Adeusi at al [3], risk management issues in the banking sector have not significant impact only in the performance of the bank, but also in national economic growth and in the development of the business climate. Credit risk is considered as greater risk from all other risks affecting in the financial performance of a bank. Gieseche [4] said that the credit risk is the most important risk that are facing banks, where their success depends on accurate measurement and efficient management of this risk, in a greater extent than any other risk. Lopez [5] expressed that the credit risk is the risk of reducing of the value of the loan due to a change in the ability of borrowers to perform payment.

Chen and Pan [6] said that the credit risk is the degree of volatility of the value of debt instruments or their derivatives due to changes in the credit quality of borrowers and parties related to them. Hosna at al [7], stated that the credit risk is the most important risk that are facing commercial banks due to his connection with possible losses. According to Charles [8], risk management is essential for the survival of a bank and this enables the management to allocate resources for the risk units based on a compromise between risk and potential return. Banks that are primarily exposed to credit risk, result in the reduction of their profitability. Shelagh Heffernan [9] expressed that five main ways that a bank can minimize credit risk are: accurate determination of the price of credit, credit limits, the use of collateral, diversification of credit and “Securitisation” and/or the use of credit derivatives. Sinkey [10] singled out what he calls “Five C” to be used in a qualitative assessment of credit risk:

1. **Character**: A borrower is ready to repay the loan?
2. **Cash flow**: Has borrower reasonable liquidity?
3. **Capital:** What assets or equity has the borrower?
4. **Collateral:** Is it possible that the borrower to put collateral?
5. **Conditions:** How is the state of the economy? How strong will be the borrower in case of an economic recession?

### 1.2. The profitability of commercial banks

The profitability ratios used to measure how well a business is functioning in terms of profit. In other words, profitability ratios serve to measure the success of the firm. Chin’anga [11] defines profitability reports as financial measurements assessing the capacity of a business to produce income against expenditure and business costs during a certain period of time. These reports are considered basic financial reports of banking institutions. Ruziqa [12] says, when a bank will increase and maximize its profit, it should increase the risk or reduce its operating cost.

Koch and MacDonald [13] argued that bank profitability generally is related so directly with riskiness of the bank’s portfolio and its operations. As a result of this, banks in order to increase their return, need to know which are risk factors that have the greatest impact on profitability, which ultimately will increase the bank’s financial performance. Guru et al [14] express that the determinants of profitability of commercial banks can be grouped into two categories: domestic determinants — are determinants that are controllable by management and external determinants — are determinants which are out the control of management. We have seen some similary studies that use ROE and ROA as indicators of banking profitability.

### 2. Review of empirical literature

The profitability of the banking sector has received attention always greatly in recent years. Nowadays, there is a vast empirical literature which has examined the relationship between credit risk management and bank profitability. Most studies in this field have concluded that the management of credit risk is major contributor on the profitability of commercial banks. But there are and studies who have proved that the impact of credit risk management on bank profitability is negligible. In this section of the paper we will make a summary of empirical studies that are committed by different researchers in different countries and will mention results that have emerged from each study.

#### 2.1. Empirical studies in relation to the impact of credit risk management on banking profitability

There are numerous empirical studies about the impact of credit risk management in banking profitability and how can the effective management of credit risk to help to reduce the probability of failure and to limit the uncertainty to achieve the required level of bank profitability. Most of these studies support the idea that have impact of credit risk management in banking profitability but there are also studies that have issued conflicting results. Berger and DeYoung [15] surprisingly find a strong positive connection between capital adequacy ratio and profitability of banks in USA during the 1980s, but he found that the relationship should be negative in certain situations. In another study Kosmidou et al [16], also found similar results for commercial banks in the UK during the period 2000–2005.

In another study Ruziqa [17] investigated the joint effect of credit risk and liquidity risk in the profitability of the largest Indonesian banks and reveals the negative effect of credit risk and the positive effect of liquidity risk in profitability.

Felix and Claudine [18] investigated relationship between bank performance and credit risk management. Their findings concluded that return on equity and return on assets, two indicators used to measure profitability, were negatively correlated with the ratio of non-performing loans to total loans of financial institutions, leading to a decline in profitability.

Hosna et al [19] in their study showed that credit risk management impact on profitability in the four banks involved in the study. Among the two indicators taken as proxy of credit risk management, they found that NPLR has a more significant effect than CAR on the indicator of profitability ROE. Analysis of each bank that was taken in study showed that the impact of credit risk management in profitability is not the same.

Funso et al [20] in their study found that a growing 100% in nonperforming loans reduces profitability (ROA) about 6.2%. An increase of 100% in provisions for loan losses also reduces profitability by about 0.65%, while an increase 100% in total loans and advances increases profitability by about 9.6%.

S. Kodithuwakku [21] in his study found that 1% increase in NPL reduce ROA with 13.7587% and 1% increase in provision for loan losses reduce ROA with 1.0139%. Also, 1% increase in loan provisions/NPL reduce ROA with 0.0792%. The regression results also showed that loan provisions/total assets of banks is positively correlated significantly with ROA. The model revealed 1% increase in the provisions for loan losses increase ROA with 0.1035%. Found results confirmed the objective of the study that a better...
management of credit risk brings a better banking performance.

Fan Li and Yijun Zou [22] showed that credit risk management has positive effects on the profitability of commercial banks. Among the two representatives of credit risk management, NPPLR has a significant impact on two indicators, ROE and ROA. However, during the period under study, relations between all representatives were not consistent but flexible.

Gizaw et al [23] found that nonperforming loans, provisions for loan losses and capital adequacy have a significant impact on the profitability of commercial banks in Ethiopia. Loans to deposits ratio have not significant impact on bank profitability.

3. Conclusions of the review of theoretical and empirical literature

Banks as financial intermediation institutions are defined as businesses that receive and manage various risks. Banking risk management is the most important factor for financial stability and economic growth in developed economies. The main causes of serious banking problems are directly related to poor standards of lending to borrowers. The increase in the credit risk will increase the marginal cost of debt and equity which translates rising costs of funds for the bank. Profitability is the main concern of banks. Profitability ratios serve to measure the success of the bank. Reports of bank’s profitability, higher or the same compared with previous periods also show that the bank is doing well. Most of these studies support the idea that has impact of credit risk management on banking profitability but there are also studies that have issued conflicting results. Empirical analysis helped us to get acquainted with the most useful indicators of credit risk management and banking profitability indicators. All empirical studies that we saw about this topic, have used as a model for data analysis model of multiple linear regression, where they received as dependent variables banking profitability indicators and as independent variables indicators of credit risk management. Most empirical studies of the above have concluded that has a strong and stable relationship between credit risk management and bank profitability. But there are and studies that claim the opposite.

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Corporate form of business organization: features and problems of functioning

Abstract: The article describes the features and benefits of the corporate form of business organization. The main factors hampering the development of the corporate form of business organization in Russia.

Keywords: corporation, business, share ownership.

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Корпоративная форма организации бизнеса: особенности и проблемы функционирования

Аннотация: В статье рассмотрены особенности и преимущества корпоративной формы организации бизнеса. Выявлены основные факторы, сдерживающих развитие корпоративной формы организации бизнеса в России.
С развитием рыночной экономики появились различные формы организации бизнеса. Выбор той или иной формы обусловлен типом собственности, особенностями управления, функционирования и взаимодействия между учредителями. В последнее время особенно популярной стала такая форма организации как корпорация. В развитых странах мира на долю корпораций приходится более 50% общего объема мирового производства и торговли, а также около 80% патентов и ноу-хау.

В современной экономической литературе можно выделить два основных подхода к определению категории «корпорация». В рамках первого подхода (Э. Боди, Р. Мертон, С. Росс) корпорация рассматривается как любое юридическое лицо. Так, Э. Боди и Р. Мертон корпорацией называют фирму, которая является самостоятельным юридическим лицом, действующим отдельно от своих владельцев [2, 538].

Второй подход (В. Хорн, Голикова Ю.А.) предусматривает рассмотрение корпорации как имущественный комплекс. По мнению В. Хорна, «корпорация — это обезличенное предприятие, созданное законом; оно может владеть имуществом и брать на себя обязательства» [3, 1018]. На наш взгляд, такой подход не совсем правильный, поскольку корпоративная форма организации бизнеса не может рассматриваться только как имущественный комплекс. Корпоративная форма бизнеса предусматривает объединение капиталов для достижения общих целей.

Согласно российским законодательству корпорациями являются юридические лица, учредители (участники) которых обладают правом участия (членства) в них и формирующие их высший орган. К корпоративным формам организации бизнеса в России относятся: хозяйственные товарищества и общества, крестьянские (фермерские) хозяйства, хозяйственные партнерства, производственные и потребительские кооперативы, общественные организации, общественные движения, ассоциации (союзы), товарищества собственников недвижимости, казачьи общества, внесенные в государственный реестр казачьих обществ, а также общины коренных малочисленных народов.

Основные отличительные признаки крупного корпоративного бизнеса в соответствии с действующим российским законодательством представлены в таблице 1.

| Критерий | Малый и средний бизнес | Крупный корпоративный бизнес |
|-----------|------------------------|-------------------------------|
| Численность | до 1000 человек | более 1000 человек |
| Выручка | до 1 млрд. руб. | свыше 1 млрд. руб. |
| Доля на рынке | до 5% | свыше 5% |
| Цель бизнеса | Определяется рынком, разрабатываются систематически, носят краткосрочный характер | Разрабатываются систематически, носят долгосрочный характер |
| Ответственность участников | Полная, солидарная, субсидиарная, ограниченная | Ограниченная |
| Распределение прибыли | Пропорционально долям в капитале, если уставом не предусмотрено иное | Пропорционально имеющимся обыкновенным акциям, по привилегированным акциям — в соответствии с уставом |
| Менеджмент | Личный, авторитарный, небольшая команда специалистов | Командный, большая команда специалистов |
| Планирование | Краткосрочное нерегулярное планирование | Долгосрочное планирование |
| Маркетинг | Несистематические маркетинговые исследования | Регулярные маркетинговые исследования |
| Финансовые ресурсы | Капитал семьи, заемные средства, венчурный капитал, бюджетные средства | Акции, облигации, заемные средства, бюджетные средства |

К преимуществам корпоративного бизнеса относится наличие финансовых, кадровых, интеллектуальных ресурсов, а также научного потенциала и резерва времени для освоения новых продуктов и технологических процессов и развития бизнеса. Кроме того, преимуществами корпоративного бизнеса являются относительно низкие издержки, обусловленные положительным эффектом масштаба; возможность реали-
зации единой маркетинговой стратегии, значительная емкость рынка, низкий уровень риска [4, 7].
Стоит отметить, что корпоративной форме организации присущ ряд особенностей.
Во-первых, долевая собственность. Весь уставный капитал корпорации разделен на определенное количество равных частей, которыми владеют акционеры путем покупки акций. Доля каждого акционера нигде не указывается, то есть один акционер может владеть любым количеством акций. Эта особенность делает вложение средств в корпорацию менее рискованным, поскольку принцип ограниченной ответственности снимает с акционеров имущественную ответственность в случае неудачи коммерческой деятельности акционерной компании как единого целого. В тоже время количество акционеров может быть достаточно велико.
Во-вторых, сосредоточение функций управления в руках верхнего эшелона профессиональных управляющих (менеджеров), работающих по найму. Часто все акционеры просто владеют акциями, но участие непосредственно в управлении корпорацией не принимают. Этим занимается наемный персонал, имеющий соответствующее образование, знания и навыки. Однако управленцы также могут быть акционерами. Отделение собственности от управления способствует экономии затрат на получение информации. Менеджеры могут собрать и обобщить довольно точные и подробные сведения о производственном и финансовом потенциале компании, необходимые для принятия управленческих решений. Владельцам корпорации достаточно иметь общие представления о ее производственной и финансовой деятельности, т.е. о том, насколько эффективно работает корпорация и приносит ли она приемлемую прибыль.
В-третьих, ограниченная ответственность акционеров. Акционеры не несут ответственности по обязательствам корпорации на основе их статуса акционеров, за исключением тех случаев, когда их ответственность наступает за их собственное поведение. Каждый из акционеров отвечает только по имеющимся обязательствам, то есть той суммой, которую они заплатили за приобретенные акции, но не в целом за корпорацию. Таким образом, корпорация как бы существует отдельно от акционеров, она выполняет все обязательства от своего имени, а не от имени акционеров.
В-четвертых, свободное обращение акций. Акционеры при желании могут свободно продать имеющиеся акции или приобрести новые. Для этого необходимо развитие фондового рынка, на котором и будет совершаться купля-продажа акций. Корпорация — это юридическое лицо, существующее отдельно от владельцев, поэтому даже частая смена акционеров никак не влияет на целостность корпорации.
В-пятых, отсутствие права представительства. В корпоративной форме бизнеса отсутствует право представительства. Если акционер, действуя в качестве владельца, попытается заключить договор от имени корпорации, то корпорация не будет связана этим договором. С другой стороны, в товариществе все партнеры могут быть ответственны за действия одного партнера, так как там существует право представительства.
В-шестых, централизация власти и ответственности. Совет директоров представляет интересы акционеров, делегируя власть и ответственность за всенародную деятельность корпорации одному лицу, обычно высшему должностному лицу. Эти полномочия не могут быть разделены между всеми собственниками корпорации. Полномочия по определенным сегментам деятельности могут быть делегированы высшим должностным лицом другим лицам, но ответственность за нее перед советом директоров несет он сам. Если совет не удовлетворен результатами деятельности высшего должностного лица, то последний может быть смещен.
Однако в настоящее время существует ряд проблем, с которыми сталкиваются российские корпорации (таблица 2).

Таблица 2. – Основные проблемы, сдерживающие развитие корпоративной формы организации бизнеса в России

| Фактор | Характеристика |
|--------|-----------------|
| Сложность организации | Составление Устава, его регистрация сопровождаются расходами. Кроме того необходимы расходы на различные юридические услуги, на организацию выпуска акций и их размещение. |
| Жесткое государственное регулирование | Государство достаточно жестко и четко регулирует их деятельность, поэтому они должны предоставлять множество отчетов о своей деятельности в определенные сроки. Кроме того, многие корпорации организуют открытые торги своими акциями на бирже, что также требует дополнительных отчетах для этих бирж и регулирующих органов. |
Двойное налогообложение
Корпорация как юридическое лицо является плательщиком налога на прибыль. Кроме того, из чистой прибыли корпорация выплачивает доходы по акциям. Доходы акционеров облагаются НДФЛ.

Ограниченная ответственность
Ограниченная ответственность ограничивает возможности небольшой корпорации занимать деньги. Это связано с тем, что кредиторы смогут предъявить требования только на активы корпорации, поэтому сумма займа как раз и ограничивается размерами имеющихся активов. Или кредиторы могут попросить с акционеров личную гарантию.

Разделение права собственности и контроля
Порой руководство принимает решения, которые не способны принести пользу для корпорации. Помимо этого, при плохой взаимосвязи между собственниками и руководством корпорации может привести к тому, что акционеры не смогут во время проконтролировать решения руководства, которые впоследствии скажутся на ней негативно.

Низкий уровень развития рынка ценных бумаг
Недостаточно развитый рынок ценных бумаг ограничивает возможности корпорации по привлечению дополнительных денежных средств.

Таким образом, корпорация — наиболее эффективная форма организации бизнеса с позиции привлечения денежного капитала. Данная форма организации бизнеса позволяет привлекать финансовые ресурсы физических и юридических лиц через продажу акций и облигаций. Кроме того, крупный корпоративный бизнес имеет ряд преимуществ по сравнению с малым бизнесом, а именно высокую эффективность, низкий уровень риска и, как результат, более высокую возможность генерации стоимости.

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| 1 | 2 |
|---|---|
| Двойное налогообложение | Корпорация как юридическое лицо является плательщиком налога на прибыль. Кроме того, из чистой прибыли корпорация выплачивает доходы по акциям. Доходы акционеров облагаются НДФЛ. |
| Ограниченная ответственность | Ограниченная ответственность ограничивает возможности небольшой корпорации занимать деньги. Это связано с тем, что кредиторы смогут предъявить требования только на активы корпорации, поэтому сумма займа как раз и ограничивается размерами имеющихся активов. Или кредиторы могут попросить с акционеров личную гарантию. |
| Разделение права собственности и контроля | Порой руководство принимает решения, которые не способны принести пользу для корпорации. Помимо этого, при плохой взаимосвязи между собственниками и руководством корпорации может привести к тому, что акционеры не смогут во время проконтролировать решения руководства, которые впоследствии скажутся на ней негативно. |
| Низкий уровень развития рынка ценных бумаг | Недостаточно развитый рынок ценных бумаг ограничивает возможности корпорации по привлечению дополнительных денежных средств. |
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The construction of energy efficient objects in the terms of public-private partnerships

Abstract: As international experience shows, public-private partnerships (PPPs) are the most effective form of realization of projects of construction of energy-efficient facilities. This article analyzes the experience of countries of the European Union on the example of the UK, Germany and Italy, obtained during the construction of residential buildings and social housing, with the participation of the state, the comparative analysis of requirements to the energy efficiency standards indicated in the EU and the Russian practice.

Keyworld: public-private partnerships, investment projects, efficiency, energy efficiency, greenhouse gas, social housing.
Проблема энергоэффективности как вновь вводимых в эксплуатацию, так и введенных ранее объектов является на сегодняшний день одной из наиболее острых. Поиск государствами различных стран путей и эффективных мер, направленных на ресурсо- и энергосбережение при реализации приоритетных национальных проектов, а также при возведении строительных объектов требует нахождения эффективных форм взаимодействия государства и частного бизнеса. Государственно-частное партнерство (ГЧП) относится к тем формам объединения возможностей государства и частного бизнеса, цель которого обеспечение притока капитала в строительство, ремонт, управление и развитие инфраструктурных социальных проектов, в том числе, и энергоэффективных [1].

Анализ зарубежного опыта реализации проектов показал, что практически во всех государствах, использующих механизмы партнерства. Наибольшее число проектов партнерства осуществляется в энергетической отрасли [3]. Кроме того, исследования показывают, что за рубежом предъявляются очень серьезные требования к уровню энергоэффективности проектов ГЧП [6; 7; 8]. В частности, опыт Германии показывает, что до недавнего времени считалось, что реализация энергоэффективных проектов с участием государства наиболее выгодно в форме государственного заказа [6]. Однако, в целях поддержки развития партнерства в Германии было разработано и принято федеральное законодательство, которое позволило развить сеть договорных отношений и повысить эффективность взаимодействия партнеров при строительстве энергоэффективных инфраструктурных объектов.

В рамках развития федерального законодательства Германии, связанного с развитием института ГЧП, правительством была предусмотрена программа содействия компаниям среднего бизнеса [2]. При правительстве страны была создана рабочая группа в целях изучения возможностей дальнейшего упрощения правовой основы, включая вопросы налогообложения, инвестиционного и спонсорского права. Институциональные полномочия в деятельности ГЧП Германии на федеральном уровне были распределены между Федеральным Министерством финансов, Министерством финансов и Partnerschaften Deutschland (Партнерством Германии). При этом Федеральное Министерство финансов отвечает за координацию деятельности государственно-частного партнерства в рамках Федерального правительства [6].

В целях оценок эффективности реализации инвенториальных проектов ГЧП в Германии разработано и принято к действию Руководство для анализа эффективности проектов ГЧП, реализующие строительные и инфраструктурные проекты. При этом для каждой конкретной отрасли вводятся определенные стандарты, даются четкие методические рекомендации для работы экспертных групп, оценивающих эффективность того или иного инфраструктурного проекта [6].

В течение двух последних десятилетий модель ГЧП довольно активно развивается. Примером тому являются реализованные инфраструктурные проекты в Великобритании, Испании, Франции, Германии, Италии, Португалии [6], которые составляют около 90% всего валового продукта Европейского союза.

Во многих странах здания и сооружения в целом представляют собой основной источник потребления энергии к общему ее объему, который можно оценить, как один к двум по сравнению с другими потребителями [7]. Поэтому повышение энергоэффективности зданий — является одной из первостепенных задач энергетической политики в региональном, национальном и международном аспектах. При этом одной из наиболее экономически эффективных и выгодных мер связано с сокращением выбросов углеродного газа CO2. К примеру, в Великобритании строения занимают около 40% от общего потребления энергии, при этом выбрасывая в атмосферу до 50% углеродного газа [7]. В этой связи правительством Великобритании поставлена стратегическая цель: к 2050 г. снизить выбросы газа в окружающую среду до 80% к уровню 1990 г., а с 2016 г. ввести стандарт на предельно допустимый объем выбросов для вновь построенных зданий на уровне 0%. Указанные цели являются сложно достижимыми, по сравнению со средними стандартами по странам Евросоюза: к 2020 г. сокращение выбросов парникового газа на 20%, повышение энергоэффективности на 20%, и достижение 20% доли возобновляемых источников энергии [7].

Для достижения указанных целей в Великобритании были пересмотрены строительные нормы правил в отношении энергоэффективности в 2002 г., 2006 г., и в 2010 г. в целях ужесточения требований стандартов энергоэффективности для зданий. Однако, несмотря на все более строгие требования энергетических стандартов, на практике наблюдается несоблюдение этих требований, очень медленно увеличивается количество зданий, которые регистрируются в государственных реестрах, как энергоэффективные здания [7].
Тем не менее, существует достоверные данные о том, что политика энергосбережения в Великобритании стала, в большей степени, распространенной по сравнению с началом последнего десятилетия. Достигнутое в последние годы, предъявляемых государством, и определение возможных направлений решений внешних проблем. Исследования английских ученых показывают, что к настоящему моменту в вышеуказанных требованиях с 0% выбросов парникового газа энергоэффективности полноту соответствуют 376 вновь построенным жилым домам [7]. Следует отметить, что большая часть домов, зарегистрированных как «зеленые», экологически чистые объекты, возведены в рамках государственно-частных партнерств Великобритании [4].

Анализ ситуации в Великобритании показывает, что в ряде случаев имеется явное несоответствие характеристик жилищной недвижимости требованиям указанных критериев и СНиПов в части энергоэффективности зданий. Данные исследования были проведены специальной Энергетической комиссией, созданной при Правительстве Великобритании в рамках государственного заказа. Так, было выявлено, что около 20% объектов не соответствует критериям 1, в выборке из 82 домов, построенных в период с апреля 2006 г. по апрель 2012 г., практически у всех зданий отсутствует соответствие критерию 5 — не выполняются требования, предъявляемые к строительным материалам и несоответствие специальной обработки ограждающих конструкций в энергоэффективном аспекте [8]. Среди возможных мер и решений следует отметить государственный контроль и контроль со стороны заинтересованных сторон, в том числе и общественных организаций, за соблюдением требований энергоэффективности строительных норм и правил, например, строительные организации-застройщики, проектные институты. Партнеры, реализующие проекты ГЧП должны обращать внимание на экономию энергозатрат, обеспечивая энергетическую эффективность объектов на фоне оценки экономической эффективности проектов ГЧП, таких как сметная стоимость строительства, качество строительных материалов, качество объемно-планировочного решения, безопасность объекта на всех стадиях возведения и эксплуатации [4]. Со стороны государственным органам власти должны соблюдать следующие правила:

1) должны быть предоставлены государственная поддержка и государственные гарантии соблюдения всех требований и стандартов;
2) строительные организации-застройщики должны гарантировать соблюдение требований по повышению энергетической безопасности и эффективности;
3) все участники государственно-частного партнерства должны выработать необходимые гибкие связи формализованной коммуникации и взаимодействия в целях повышения эффективности управления инвестиционными проектами ГЧП в целях повышения и их энергоэффективности;
4) необходимо выбирать наиболее эффективные системы управления ГЧП, учитывающие требования повышения энергоэффективности объектов [8].

Правительство Великобритании в рамках ГЧП стремится к повышению энергоэффективности объектов жилищной недвижимости посредством ужесточения строительных норм и правил. Тем не менее следует отметить, что недоработки в контексте энергоэффективности связаны, в том числе, и с неэффективной работой и недоработками самого правительства, которое не учитывает ряд факторов, в том числе и широкий охват норм функционирующих СНиПов. Государству необходимо сконцентрироваться на гармонизации строительных норм и правил в направлении строительства безопасного для здоровья, доступного для граждан и комфортного жилья в рамках устойчивых и стабильных государственно-частных партнерств. Государственный контроль должен быть нацелен не только на обеспечение здоровой, безопасной и удобной среды обитания для человека, но и на повышение и энергоэффективности такой среды обитания [3].

Правительство Великобритании признает факт приоритета комфортности жилья над его энергоэффективностью, который может быть причиной отсутствия взаимопонимания по данному вопросу государства, застройщиков, и инвесторов.

Основные направления проектов, к примеру, в Италии — это проекты ГЧП по развитию железных дорог, строительство новых зданий с применением энергоэффективных технологий возведения и эксплуатации, строительство крупных спортивных сооружений, газораспределительных сетей. В странах
ЕС подчеркивается, что в условиях финансово-экономического кризиса механизм ГЧП может дать значительные выгоды партнерам, государству и обществу в целом, поскольку, к примеру, Банк Италии в течение 2004–2014 гг. финансировал инвестиционные проекты ГЧП по строительству инфраструктурных объектов по 1,4%, в то время, как иные инвестиционные проекты финансировались на уровне 1,5% и выше. Как показывает официальные статистические данные [6], в период с 2009 по 2011 гг. наблюдался серьезный рост процентной ставки с 2,7% до 4,3% [6].

Новый национальный план развития Италии [8] в качестве одного из приоритетов ставит развитие модели ГЧП в сфере строительства социального жилья. При этом цель государства заключается в софинансировании возведения жилья для малоимущих, в частности, предоставление жилья для внутренних мигрантов.

Энергоэффективность инвестиционных проектов ГЧП в контексте строительства доступного жилья является одним из основных критериев эффективности функционирования ГЧП. В частности, до 2020 г. должно быть снижено потребление первичной электроэнергии на 20% и переход к низкоуглеродной экономике Италии к 2050 г. [7].

Тема энергоэффективности проектов ГЧП в большинстве случаев ассоциируется со строительной отраслью, поскольку 40% всей генерируемой энергии потребляется в мегаполисах и крупных городах. Текущая национальная энергетическая политика Италии в рамках решения проблемы повышения энергоэффективности определяет ряд мер, таких как: выделение специальных краткосрочных зон, в которых осуществляется ограничение подачи тепловой и электрической энергии, предъявление серьезных технических требований энергосбережения в отношении новых и отремонтированных зданий, осуществление специальной маркировки и предоставление налогооблагаемых вычетов; реализация инновационных проектов энергосбережения, в частности, в строительном секторе, направленных на сокращение тепловых потерь и оптимизации естественного освещения.

Исследования показали, что экономия энергии может быть недостаточно для того, чтобы оправдать значительные дополнительные инвестиционные затраты, полагая, что капитальные вложения могут быть произведены за счет привлечения долгосрочных ипотечных ресурсов [6]. Несмотря на то, что исследования были проведены в различных климатических зонах стран ЕС, существует явная корреляционная зависимость между такими факторами, как высокие инвестиционные затраты и достижение желаемого уровня использования энергии, с одной стороны, и снижением уровня рентабельности проекта в целом, повышением энергоэффективности, экономии электроэнергии, и повышением цен на энергоносители, с другой.

Другими словами, можно сказать, что имеющийся тренд роста стоимости энергоснабжения повышает неопределенность и риск инновационных проектов ГЧП по энергосбережению [3]. К примеру, разрыв между ценами и арендными ставками на рынке недвижимости между энергоэффективными зданиями и обычными сооружениями в странах ЕС очевиден. Эта тема для западного рынка недвижимости не нова. Со второй половины восьмидесятых годов предпринимается попытка решить вопрос о том, как и в каком количестве рынок недвижимости учитывает уровень энергоэффективности технологий в ценах на жилье. Имеются также исследования, в которых оценивается использование энергосберегающих ламп по сравнению с обычными лампочками накаливания. Цифры свидетельствуют о том, что экономия составляет около 5,5%, а экономия коммунальных платежей составляет около 7% [8].

По данным муниципалитета г. Турин, сам город и его окрестности в 2013 г. насчитывали около 30 тыс. жилых домов социальной направленности, в которых арендные платежи составляют в среднем 1,47 евро/м, в том время как средний уровень арендных платежей в обычных зданиях достигают 17,64 евро/м [7]. В Италии размер арендной платы определяется на основе соглашения с муниципалитетом, подписанным членами ассоциации, представляющей арендодателей и арендаторов. Величина арендных платежей зависит от таких характеристик жилой недвижимости, как местоположение, район, развитость инфраструктуры, наличие дополнительных услуг, площадь помещения, возраст здания, наличие ремонта, оборудования и мебели. В окрестностях Турин арендное жилое помещение по так называемому справедливому социальному договору может отличаться практически в 2 раза: от 30 евро/м до 60,5 евро/м. Арендная плата обычных, даже небольших квартир, может возрастать и достигать 90 евро/м.

Благодаря энергоэффективности зданий арендные платежи могут быть существенно снижены, поскольку в таком случае достигается существенная экономия эксплуатационных затрат на фоне имеющихся у жильцов значительных социальных льгот.
В заключении необходимо отметить, что в России государственное регулирование в среднесрочной перспективе в сфере энергоэффективности будет обеспечиваться, в том числе, путем реализации государственных целевых программ в условиях ГЧП. Для российского рынка энергосервисных услуг важным является не метод воздействия на регулируемую область общественных отношений, а формирование условий и баланса интересов государства, частных лиц-партнеров и иных участников договорных обязательств в рамках реализации проектов ГЧП.

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Agro Cooperation and import substitution in the conditions of transformation economy

Abstract: This article deals with the problems of interaction of developing large-scale agricultural enterprises in the form of agricultural companies, agricultural holdings, financial and industrial groups to small and medium-sized rural entrepreneurs. Tendencies of development of agriculture suggest that in the foreseeable future, farms and private farms of the population can not be an alternative to large-scale collective agricultu.

Keywords: agricultural policy, import, cooperation, agricultural products

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Агрокооперация и импортозамещение в условиях трансформационной экономики

Аннотация: В данной статье рассмотрены проблемы взаимодействия развивающихся крупных сельскохозяйственных предприятий в виде агрофирм, агрохолдингов и финансово-промышленных групп с мелкими и средними сельскими предпринимателями. Тенденции развития сельского хозяйства позволяют утверждать,
что в обозримой перспективе крестьянские хозяйства и личные подсобные хозяйства населения не смогут стать альтернативой крупным коллективным сельскохозяйственным предприятиям.

Ключевые слова: аграрная политика, импорт, кооперация, сельскохозяйственная продукция.

Агрокооперация сегодня стоит в ряду наиболее многомерных неоднократно подвергающихся переоценке явлений. Споры о её роли в развитии сельского хозяйства продолжаются. Одной из примет рыночной экономики является реабилитация кооперации. В настоящее время мы признаем, что кооперация не мешает экономическому прогрессу, а является одним из его основных условий. Более того, сегодня многие трудности быта и отставание сельского хозяйства связывается с прежней аграрной политикой, игнорировавшей потенциал кооперации. Постепенно кооперация занимает подобающее ей место в экономике АПК России.

Аграрная политика на среднесрочный период будет направлена на вывод аграрного сектора экономики из кризисного состояния, возобновление роста производства сельскохозяйственной продукции, завершение реальных институциональных преобразований и повышение эффективности аграрного сектора. В 2013–2015 гг. завершены институциональные преобразования, основанные на реализации конституционных прав граждан на землю, и сформировать эффективные хозяйственные структуры.

В этих целях предполагается завершить выдачу собственникам земельных долей и имущественных паев всех сельскохозяйственных организаций, свидетельства на право собственности. Заключить договоры пользователей земельных участков со всеми собственниками земельных долей, реализуя при этом все предусмотренные права собственника земельной доли.

Предстоит провести поэтапное формирование и совершенствование системы государственной регистрации прав на земельные участки и иную не движимость, и развивать систему земельного кадастра. Необходимо создать под контролем государства механизм рыночного оборота земли. Расширить институт аренды земли, усовершенствовать механизм её правового регулирования.

Тенденции развития сельского хозяйства позволяют утверждать, что в обозримой перспективе крестьянские (фермерские) хозяйства и личные подсобные хозяйства населения не смогут стать альтернативой крупным коллективным сельскохозяйственным предприятиям. Это обусловлено рядом причин. Во-первых, слабой технической оснащенностью сельского хозяйства. Во-вторых, потребностью в больших государственных инвестициях и радикальном изменении производственного обслуживания. В-третьих, необходимостью серьезной переподготовки и психологической перестройки сельчан. Кроме того, несмотря на высокую устойчивость хозяйств населения к воздействию внутренних и внешних факторов, личный сектор остается самой простой и низкотоварной сельскохозяйственной системой. В связи с этим, считаем, что дальнейшее развитие малых и средних предприятий должно осуществляться на основе кооперации и других форм рыночной интеграции, а также путем создания новых крупных хозяйствующих систем, обладающих в условиях рынка наилучшей устойчивостью и возможностями для саморазвития.

С этой целью необходимо развивать малое и среднее предпринимательство. Государственную поддержку следует предоставлять кооперативам и другим формам рыночной инфраструктуры, созданных субъектами малого и среднего бизнеса для удовлетворения своих потребностей в материально-технических и кредитно-финансовых ресурсах, реализации продукции и получения прочих услуг.

Необходимо поддерживать взаимодействие активно развивающихся в последние годы крупных сельскохозяйственных предприятий в виде агрофирм, агрохолдингов и финансово-промышленных групп с мелкими и средними сельскими предпринимателями, например, в виде контрактации (контрактного сельского хозяйства). В данном случае фирма-интегратор передает мелким предприятиям материально-технические ресурсы, семена, молодняк скота, кредиты и реализует произведенную ими продукцию через свою торговую сеть. При этом фирма-интегратор расширяет сырьевую базу, экономя на инвестициях, затратах на производство, менеджмент, социальные нужды, а владельцы мелких предприятий решают проблемы снабжения и сбыта, а также технологического обновления производства, экономя на трансакционных издержках. Мировой опыт свидетельствует о достижении высокой эффективности мелких и средних аграрных предприятий благодаря организации вертикальных связей.

Решение задачи приоритетного развития агропромышленного комплекса обуславливает необходимость разработки адекватного современным условиями экономического механизма хозяйствования, одной из основных составляющих которого является организация эффективного взаимодействия между
товаропроизводителями сельскохозяйственной продукции и государством.

Говоря о малочисленности зарегистрированных сельскохозяйственных потребительских кооперативов, необходимо в то же время отметить широкое распространение различного рода неформальных объединений, имеющих сходные с кооперативами черты, которые в целом можно отнести к стихийным незарегистрированным кооперативам. Они возникают между сельскохозяйственными производителями всех форм собственности, но особенно часто — между коллективными сельскохозяйственными предприятиями и владельцами личных подсобных хозяйств, между личными подсобными хозяйствами в форме соседской и родственной взаимопомощи, а также между крестьянскими фермерскими хозяйствами.

Основные причины недостаточного уровня развития агрокооперации заключаются в следующем:
— общие неблагоприятные условия ведения аграрного производства (слабая защита внутреннего рынка от субсидируемого импорта продовольствия и сельскохозяйственного сырья, низкий уровень государственной поддержки сельского хозяйства, большой дисбаланс цен на сельскохозяйственную продукцию и средства производства для сельского хозяйства, неразвитость материально-технической базы рыночной инфраструктуры АПК;
— ускоренное развитие за счет иностранных инвестиций (в результате резкой либерализации внешней торговли) акционерных компаний, специализирующихся на перевозках, хранении, переработке и продаже импортной сельхозпродукции, ныне подминаях под себя российских сельхозпроизводителей. Они относятся к ним как к сырьевому придатку и противодействуют формированию государственной политики поддержки агрокооперации.

Одной из главных предпосылок успешного развития сельскохозяйственной потребительской кооперации являются меры по обеспечению доступа субъектов малого предпринимательства, сельскохозяйственных потребительских кооперативов к рынку научных, образовательных, консультационных услуг и информации.

Поскольку потребительские кооперативы представляют собой единую систему с хозяйствами своих членов и другими сельхозпредприятиями, поскольку и консультационное, и информационное обслуживание их работников и членов кооперативов целесообразно осуществлять из единых учебно-методических (или информационно-консультационных) центров. Создавать отдельные информационно-консультационные центры только для кооператоров нецелесообразно. Это правило следует распространить на все уровни построения информационно-консультационной системы.

Задача потребительских обществ — объединить покупательную активность членов и организовать более рациональное расходование их доходов, получаемых в основном от деятельности вне кооператива. В современной России, где бедность населения становится хроническим явлением, роль потребительских обществ и их союзов, выполняющих свою социальную миссию по защите и поддержке населения значительно возрастает.

Финансово-кредитная политика государства должна включать меры бюджетной, кредитной, налоговой поддержки и страховой защиты сельскохозяйственных предприятий. При этом меры государственной поддержки должны носить поощрительный характер и направляться на обеспечение восприимчивости отраслей агропромышленного комплекса к научно-техническим достижениям, развитие цивилизованных рыночных отношений. Нужен комплексный подход к формированию и совершенствованию кредитного процесса как средства достижения устойчивого экономического роста.

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The integration of Russia into the world economy

Abstract: The article contains the results of studies of agricultural production in the agricultural sector. As the study addresses the problem of improving the competitiveness of the Russian producer, expressing economic, industrial, organizational, managerial, and other opportunities not only to the individual enterprise, but also the economy.

Keywords: agriculture, import, integration, agricultural production.

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Интеграция России в мировую экономику

Аннотация: статья содержит результаты исследования сельскохозяйственного производства в аграрном секторе экономики. В качестве исследования рассматривается проблема повышения конкурентоспособности российского производителя, выражая экономические, производственные, организационно-управленческие, и иные возможности не только отдельного предприятия, но и экономики страны.

Ключевые слова: агропромышленный комплекс, импорт, интеграция, сельскохозяйственное производство.
ет определенного перераспределения национального дохода в пользу сельскохозяйственных производителей;

— придание аграрной реформе основной целевой функции — рост производства;

— внесение коррективов в социальную политику, существенное улучшение уровня питания групп населения с низкими доходами.

Каждая из этих проблем требует серьезных мер решения. Прежде всего, необходимо приостановить падение сельскохозяйственного производства, затем должен наступить этап стабильного развития и, наконец, последовательный рост. Для этого требуется, прежде всего, установление более благоприятного ценового климата для сельского хозяйства и предоставление прямых государственных субсидий на основные виды сельскохозяйственного производства. Большинство сельскохозяйственных предприятий из-за быстрого сокращения производственного потенциала требует серьезной финансовой поддержки со стороны государства даже для достижения стадии равновесия, не говоря уже о последовательном развитии. Аграрная политика должна быть ориентирована на устойчивость и рост производства с учетом опасности его возможного спада. При этом необходимо стимулировать все формы хозяйствования, которые обеспечивают наиболее эффективное использование ресурсов и прирост производства сельскохозяйственной продукции.

Интеграция России в мировую экономику должна идти таким путем, который бы не разрушил аграрный сектор, представляя внутренний рынок для собственного производства. Здесь необходимо, прежде всего, сохранение полных суверенных прав государства по внешнеторговому и ценовому регулированию.

Предполагается, что темпы роста в сельском хозяйстве будут возрастать более чем на 4%, а в животноводстве — на 5%. Прогнозируется оживление инвестиционного процесса, что позволит повысить коэффициент обновления основных видов сельскохозяйственной техники. Вырастет энергообеспеченность отрасли при существенном увеличении применения ресурсосберегающих технологий, что будет способствовать ежегодному вовлечению в хозяйственный оборот примерно 350–400 тыс. га неиспользуемых сельскохозяйственных угодий. Вместе с тем выполнению прогнозных темпов развития сельского хозяйства могут препятствовать проявления системных рисков, которые обусловлены воздействием негативных факторов и экономических проблем. Если сравнить уровень государственной поддержки в России с зарубежным, то он один из самых низких из развитых стран.

Наряду с экономической поддержкой российского товаропроизводителя в рамках разрешенных ВТО мер необходимо отменить страновый механизм квотирования импорта продукции. В сложившейся ситуации пока не созданы равные условия для российского сельского хозяйства по сравнению с европейскими и американскими конкурентами, что создает угрозу продовольственной безопасности страны. Однако, при вступлении в ВТО могут быть получены определенные преимущества для АПК: открытие новых рынков для экспортеров на основе распространения режима наибольшего благоприятствования в торговле и признания рыночного статуса российской экономики; возможность влияния на сокращение субсидированного импорта из зарубежных государств; рост ассортимента товаров и услуг на внутреннем рынке; улучшение инвестиционного рейтинга страны; повышение конкурентоспособности национальной экономики.

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Modeling business architecture in pension fund
Russian region of Krasnodar territory Abinsk

Abstract: This article discusses the concept of enterprise architecture. The simulation of one of the main domains of enterprise architecture, namely the business architecture. Following the results of the simulations performed, conclusions and recommendations for improvement of the study of the object domain.

Keywords: enterprise architecture, the Pension Fund, modeling, integration model, decomposition of functions, location of performing the functions of business-events analysis.

Business is becoming increasingly addicted on information technology. Termination work the information system entails a losses for the organization. IT professionals need methods of management of information systems targeted at increasing efficiency.

One of these methods is the enterprise architecture. Legal Pension Fund regime defined by the Regulations of the Pension Fund of the Russian Federation, approved by the Decree of the Supreme Council of 27 December 1991 (as amended. 5 August 2000).

RF Pension Fund is subject to the Government of the Russian Federation, before whom reports annually on the results its activities. The budget of the Pension Fund is annually approved by the supreme legislative body of the country. The Fund’s resources are state property. The fund is formed at the federal level and in the subjects Russian Federation, it allow realize payments to all pensioners, regardless of their seats previous work and residence. The whole system of the values Pension Fund constructed based on the respect for the guaranteed rights and freedoms of Russian citizens and the priority of national interests.

Model business process called its formalized description that reflects the really existing or prospective company activities.

Activities FIU by Abinsk district by maintenance of Russian citizens is details the into three processes: the main business processes, ancillary business processes and management.

A1. Key business processes include

A1.1 Establishment and payment of insurance pensions (by category).

A1.2 Appointment and implementation of social payments to certain categories of citizens.

A1.3 Keeping system personified registration rights of participants in the mandatory pension insurance system.

A1.4 Implementation Programs governmental of co-financing of pensions.

A1.5 Issuing state certificates for maternal (family) capital.

A1.6 Formation, investment and payment of means pension savings.

A2. Ancillary business processes include

A2.1 Maintaining infrastructure (budget planning, management finance, accounting, legal support, reporting).

A2.2 Technical support (offices content, service maintenance of equipment).

A2.3 Information provision (introduction of a new software, programs by destinations, storage management, and obtain information and data programs).

A2.4 Personnel management (creation and management of strategy, development and personnel training).

A2.5 Flow of documents.

A3. Business process «management» includes

A3.1 Analysis, forecasting and planning.

A3.2 Coordination and approval.

A3.3 Recruitment clerical work.

A3.4 Coordination and control.

To establish links between business processes and business strategies and driving forces and factors success make use of the communication matrix.

So assessment “important,” marked the following business processes: appointment and implementation of social payments to certain categories of citizens; Keeping system personified registration rights of participants in
the mandatory pension insurance system; issuance of state mandates for maternal (family) capital; Formation, investment, and pay of means pension savings. The assessment “not important,” noted the following business processes: establishment and payment of insurance pensions (by category); implementation Programs governmental of co-financing of pensions.

Business processes are marked with a valuation of “not important” carry a secondary importance, but are also strategically important for the organization.

Next, is carried construction high-level models for key business processes. Analysis business processes FIU Abinsk district is carried out through decomposition of functions/processes.

For the business process "A.1. Key business processes «subprocesses will be» A.1.1 Establishing and payment of insurance pensions (by category)”, “A.1.2 Appointment and implementation of social payments to certain categories of citizens”, “A.1.3 Keeping system personalized registration rights of participants in the mandatory pension insurance system”, “A.1.4 Implementation Programs governmental of co-financing of pensions”, “A.1.5 Issuing state certificates for maternal (family) capital”, “A.1.6 Formation, investment and payment of means pension savings.” The person responsible for the implementation of the business process is the chief of FIU Abinsk district.

For business process “A.2. Ancillary business processes «subprocesses will be» A.2.1 Maintaining infrastructure (budget planning, management finance, accounting, legal support, reporting)”, “A.2.2 Technical support (offices content, service maintenance of equipment)”, “A.2.3 Information provision (introduction of a new software, programs by destinations, storage management, and obtain information and data programs)”, “A.2.4 Personnel management (creation and management of strategy, development and personnel training)”, “A.2.5 Flow of documents”. The person responsible for the implementation of a business process is a deputy director.

For business process "A.3 Management «subprocesses will be» A.3.1 Analysis, forecasting and planning”, “A.3.2 Coordination and approval”, “A.3.3 Recruitment clerical work”, “A.3.4 Coordination and control”.

Analysis Business Event allows you to understand how business events caused and what kind associated processes with him occur in the value added chain of the enterprise.

For the key business process initiators and participants are the chapter of the FIU in Abinsk, the head of department of social payments, the head of the department for providing social guarantees and social service organization, head Management of the organization of the personalized accounting, Head of administration Division of insurance premiums, the interaction with insurers and debt collection. Partners from the external environment: banks, businesses, investors, State, Government Russia.

For ancillary the business processes of the initiators and participants are the head of the FIU in Abinsk, the head of the personnel department, the head of the automation department. Partners from the external environment — State, Government Russia. Initialization of innovation is to improve the methods of work with clients, new software products.

For business process «Management» the initiators and participants are head of economic department, head of the personnel department, the head of the automation department. Partners from the external environment is the state, the Government of the Russian Federation. Initialization of innovation lies in the use of IT for carrying out analysis, forecasting and planning.

The model the locations identifies the place where the business functions are carried out, and provides logistics glance to function performed the organization. The purpose to locations simulation is an visualization of organizational units, definition of places, where functions are performed and links between them.

Location of main business process: accounting, legal department, administrative apparatus, analysts department, management apparatus. Requirements for the technology infrastructure and the architecture of application systems: MS Office.

Location of support business processes: social payments department, department ensuring social guarantees and the organization of social service, organization Office of personalized registration, insurance premiums administration department, interaction with insurers and debt collection. Requirements for the technology infrastructure and the architecture of the MS Office application systems, specialized software for accounting.

Location Business Process «Management»: social payments department, department ensure social guarantees and the organization of social service, organization management of the personalized accounting, insurance premiums administration department, interaction with insurers and debt collection. Requirements for the technology infrastructure and application systems architecture: specialized software for analysis, forecasting and calculations.

Model Integration reflects the requirements for the interfaces between processes and business events. This mod-
el serves as the basis for the construction of information architecture and application systems architecture.

Communication between processes «A1. Key business processes» and «A2. Ancillary business processes»: reporting departments, agreement, information about new positions, laws. Requirements for application architecture and technology infrastructure: improving the information exchange between processes, reliability, timely information on new regulations, laws, timely execution of requests, data access in several departments, the implementation of simple and complex transactions across the enterprise.

Communication between processes «A1 Main business processes» and «A3 Management»: reports departments. Requirements for application architecture and technology infrastructure: increase in efficiency, visualization software of presentation of information, access to data across the enterprise, the implementation of simple and complex transactions across the enterprise.

Communication between processes «A2 Ancillary business processes» and «A3 Management»: analytical, accounting and management information, resources. Requirements for application architecture and technology infrastructure: increase in efficiency, visualization software of presentation of information, access to data across the enterprise, the implementation of simple and complex transactions across the enterprise.

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In-house planning in times of crisis: opportunities for further development

Abstract: This article discusses topical issues of corporate planning at the enterprise in Russia in the conditions of crises flowing. It is proposed to identify the main areas of study planning and forecasting experience at the enterprise level Economics.

Keywords: in-house planning, business planning, to overcome the crisis in the Russian economy.
Внутрифирменное планирования в период кризиса: возможности для дальнейшего развития

Аннотация: В данной статье рассматривается актуальные проблемы развития внутрифирменного планирования на предприятия в России в условиях протекающего кризиса. Предлагается наметить основные направления изучения опыта планирования и прогнозирования на уровне экономики предприятий.

Ключевые слова: внутрифирменное планирование, планирование, преодоления кризиса в экономике России.

Текущее развитие экономического кризиса в России несет в себе не только негативные явления, но и позволяет накапливать своего рода «драгоценный» опыт управления предприятиями. Ценность такого опыта состоит в реальной возможности испытания системы внутрифирменного планирования.

В бизнесе задачи выживания, создания конкурентных преимуществ, обеспечения долгосрочного успешного функционирования и прогнозирования всегда стояли и стоят особенно остро. Сегодняшние условия развития бизнеса можно назвать критическими, работать приходится в условиях неопределенности и нестабильности.

Течение кризиса в России позволило выявить следующие основные факты в отношении прогнозирования:

— рост ценности качественных прогнозов. Этот факт послужил основание для обсуждения вопроса о необходимости создания российского рейтингового агентства.

— уровень качества прогнозов в большей степени опирается на ранее сформировавшуюся репутацию, как правило, выражающуюся в успешно прогнозировавшихся ситуациях.

— появление значительного массива информации поведения субъектов рыночной среды (различных зависимостей, корреляций) в условиях падения большинства отраслей экономики.

В отношения планирования протекающий кризис выявил следующее:

— существенно актуализирован принцип гибкости т. е. значительно возросла актуальность связи планирования с внешним факторам деятельности субъектов экономики

— также как и в прогнозировании возросли требования к качеству планирования,

— существенно выросла зависимость качества планирования от его глубины (сроков). Даже на государственном уровне признано уровне признано, что оптимальный срок планирования — 1 год.

— появилась возможность протестировать необходимость и экономическую эффективность организации планирования на каждом конкретном предприятии.

Предприниматели желают сегодня максимально задействовать свой экономический потенциал, свои резервы, ресурсы. Тут часто приходится сталкиваться с объективными и субъективными проблемами:

— вопросы теории и практики прогнозирования сегодня в нашей стране проработаны недостаточно. Зарубежный опыт изучается, но не адаптирован, не внедрен;

— слабая информационная база, несмотря на массу информации, которая нас окружает выбрать своевременную, адекватную и точную практически невозможно. Часть информации вообще закрыта:

— «кадровый голод». Специалистов по прогнозированию как на макро, так и на микроуровнях нет. Значение теории математических методов не обуславливает их адаптацию и широкого применения на практике. Либо наоборот, планированием и прогнозированием занимаются работники, не знающие формализованных методов и приемов;

— для выполнения некоторых прогнозов и разработки планов требуются существенные затраты. Речь идет не только о финансовых, но и о временных, трудовых и прочих ресурсах;
— вероятностный характер прогнозов. Требуется не только построить прогноз, но и оценить вероятность его исполнения. В результате и планы могут носить не точный характер, но должны иметь возможность своевременной корректировки;
— разрыв между теоретиком, составляющим прогноз и план, и практиком, реализующим план. Хотя во внутрифирменный план входят меры и мероприятия по его реализации, по достижению цифр и результатов, заложенных в план, но эти меры и мероприятия, как правило, формирует опять же экономист — менеджер.

В современных кризисных условиях одним из наиболее актуальным направлением развития большинства экономической систем стал поиск дополнительных резервов для целей повышения эффективности бизнеса.

Имея соблазн отказаться от всех видов планирования, кроме оперативного (аналогичный опыт управления бизнесом реализовывался в 90-е годы прошлого столетия, когда бизнес-планированию отводилось второстепенное значение), часть руководителей предприятий вынуждены оценивать экономическую эффективность расходов на организацию планирования. Альтернативным методом планирования и прогнозирования в этом случае выступает интуиция. Фактор экономической эффективности планирования стал иметь существенную, если не главенствующую роль при оценки функции планирования.

Организаторы планирования на предприятиях — сотрудники плановых служб и отделов на предприятии, вынуждены реагировать на появившиеся с течением кризиса вызовы. Реакция ответственных за организацию бизнес-планирования как процесса, прежде всего, направлена на повышение эффективности процесса, если не главенствующую роль при оценки функции планирования.

Проверку на актуальность в условиях кризиса проходят и принципы гибкости и непрерывности в бизнес-планирование.

На что же необходимо обратить внимание в части внутрифирменного планирования в настоящих условиях кризисной ситуации в экономике?

Первое, на что необходимо обратить внимание — это методы снижения уровня неопределенности при составлении прогнозов в бизнес-планирование. Снижение уровня неопределенности, как известно, ведет к снижению уровня рисков в деятельности предприятия. В условиях конкретного бизнеса, действия в этом направлении, существенно активизируются за счет расширения объёма информации поступающего из различных источников. По направлениям получения этих потоки «расширенной» информации можно характеризовать следующим образом:
— рост количества изучаемых мнений экспертов и аналитических материалов из внешней среды на микроуровне, мезоуровне и микроуровне. На микроуровне и мезоуровне — это всевозможные официальные и неофициальные прогнозы, высказывания представителей власти, действующих политиков, рейтинги различных агентств как отечественных так и зарубежных, анализ ситуации за время течения кризиса и т.п. На микроуровне — это мнение специалистов, менеджеров предприятий- аналогов, предприятий конкурентов по различным вопросам, связанной с оценкой, анализом и предпринимаемыми мерами. По получаемой информации можно проводить ревизию степени факторов влияния внешней среды на деятельность предприятия;
— рост направлений исследований внутренней среды предприятия. При этом могут быть исследованы такие направления поиска резервов повышения эффективности функционирования предприятия как например: дополнительные возможности использования персонала предприятия по неосновным специальностям, альтернативное использование помещений предприятия, повышение времени эксплуатации оборудования и т.п. Расширения количества применяемых методов планирования и прогнозирования.

В целом изучение этой плоскости процесса внутрифирменного планирования существенно зависит от мотивировки и квалификации самого персонала подразделений осуществляющих функции планирования на предприятии.

Вторая по значимости «грань» изучения процесса планирования бизнеса в условиях кризиса, который как уже отмечалось, фактически изучается руководством предприятий — экономическая эффективность самого процесса планирования, его доля в добавленной стоимости предприятия, повышение затрат на его отдачу как от инструмента управления. Эта плоскость изучения планирования не столь актуальная в условиях относительно стабильной среды, но с течением кризиса резко повышает свой статус. Здесь рассматриваются такие основные тенденции развития:
1. Снижение затрат на процесс бизнес-планирования при одновременных попытках увеличения отдачи. В этой плоскости интерес вызывают такие детали:
— критерии оценки эффективности процесса планирования и прогнозирования в целом;
— используемые инструменты управления процессом эффективности планирования;
— появившиеся в процессе течения кризиса виды взаимодействия с другими функциями предприятия, особенно с подразделениями финансово-экономического блока: бухгалтерий, подразделением по управлению персоналом и другими;
— пригодность используемых программных продуктов созданных как для планирования, так и для анализа финансово-хозяйственной деятельности предприятия;
— необходимость оценки качества используемых стандартов, методик расчетов и других инструментов используемых в технологии бизнес-планирования.

2. Оптимизация самого объема исследований в рамках процесса планирования и прогнозирования в части будущей отдачи их, т. е. работа на «будущие» кризисы. Этот объем не должен приносить существенного прироста затрат и должен одновременно обеспечивать необходимый объем информации на конкретном предприятии.

Управление изучением этой плоскости процесса планирования прерогатива руководителей плановых подразделений, топ-менеджеров, руководителей предприятий.

В целом изучая текущее развитие процесса бизнес — планирования можно предположить, что, как и в других сферах деятельности, российская экономическая система, в результате выпавших на её долю испытаний, не только с достоинством их перенесёт, но и получит «драгоценный» опыт который позволит ей стать еще сильнее и востребован. Накопленный материал управления предприятием в условиях кризиса несомненно будет востребован, и те кто создаст соответствующие информационные базы получит дополнительный резерв для формирования конкурентных преимуществ.

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Development of the theory of state economic growth policy

Abstract: The article deals with questions about the role of the state and state regulation of the economy in the economic growth. It analyzes the evolution of views on economic policy since mercantilism theory to modern concepts of state policy of economic growth generated by the trends of postindustrial transformation and globalization of the economy.

Keywords: Globalization, economic policy, economic growth, innovation, mercantilism, protectionism, modernization, political situation.

State economic policy — is the main tool of macroeconomic regulation of the economy. Its role and importance is steadily increasing, which is manifested in the growth of the state share in the distribution of GDP. It is influenced by economic, political and ideological factors, as well as the existing infrastructure institutions and their complexes as a product of the activity of previous generations. Its priorities are largely determined by the economic and political situation, the influence of interest groups, election tactics. But she, in turn, has a decisive influence on the economic development of the country, the region, the world, slowing it, or vice versa, contributing to economic growth.

Economic growth is a means to achieve the goal of social development — is raising the material welfare of the population. It is therefore also the aim of economic policy. It is also a means of improving distribution relations, it is a source of employment of labor, increasing the tax base, and hence the increase of state budget revenues. It allows you to more successfully deal with many domestic and international socio-economic problems. Economic growth allows you to raise the level of education, health care, address the environmental, defense problems.

From this perspective, we must distinguish the concept of economic growth and economic development. These concepts are closely linked. At the same time, there are often significant differences and therebetweent. Economic development — is a multifaceted process. The content of this concept is switched on and the process of improving the production, economic restructuring, qualitative changes in the system of socio-economic relations. These variations, though not all, in turn, are reflected in the growth. Economic development takes place during the temporary absence of economic growth. For example, in the Republic of Uzbekistan for 1991–1995, there was a significant qualitative changes in the economy.

An example may be a period of transition from one economic system to another, in particular in the transition from centrally planned to market economies. But economic growth — an essential prerequisite for improving the production, progressive changes, transformations. It is an integral part of the progress, the foundation of social development. And this is due to the great attention to the issues of economic growth, it factor, which is given in the global and domestic economic literature, in the economic policies of the various states. An example may be the conclusions remarks on this issue in economic theory, economic policy of different countries. Economic growth has a qualitative and quantitative measure. He as a quantitative measure on the macro level, act as growth rate (growth) of the physical (real) GDP as a whole, as well as the per capita income for a certain period of time.

"Analyzing the progressive advancement of the country along the path of democratic reforms and sustainable development, we have all grounds to state that made
decisive steps in the past year in the implementation of fundamentally important reforms aimed at achieving our main goal — to reach the level of developed democratic countries in the world with a strong socially oriented economy, providing a decent standard and quality of life of our people,” President Islam Karimov noted [1].

Economic growth, oriented to the solution of social problems, improving sustainability and resource efficiency, is one of the promising areas of mitigation of risks and threats facing the countries of the world, especially in the post-crisis period. “To date, all developmental countries that have or are developing a long-term development strategy, as one of the major problems of its implementation put the transition to inclusive growth.” It should also change the investment project selection criteria in the formation of state investment program, identified as main number of new productive areas (sustainable and highly profitable) jobs per 1 mln. UZS. Investitsy [2, 201].

As an important component of such a policy should be to create the conditions necessary for the development of industrial accelerated SME-oriented production of finished competitive on the world market.

To assess the effectiveness of implemented increase employment programs should develop and implement classifier quality of new jobs created by features their sustainability and profitability.

Currently, the historical in the developed countries of the multilayer system of regulation of economic life (spontaneously-market, corporate, government and supranational government regulation) play the leading role of the state institutions, in one way or another controlled by civil society institutions. In modern conditions, “state — this is the only and exclusive institutions of society, universal mouthpiece of the public interest.” The population of developed countries require from their governments policies aimed at maintaining high employment, price stability and economic growth.

The value of the government’s economic policy has increased dramatically following the global economic crisis of 1929–1933. Have shown a lack of market and corporate regulation. It became clear that to save the capitalist economy and ensure that it is capable of further growth only sound economic policy of the state. Since the mid 30-ies. XX century scientific discussions are not conducted on the need and extent of government intervention in the economic life of society on the effectiveness of state economic policy.

In the pyramid of state regulation of the economy goals are the highest goals — social stability, preserving the dynamic performance and the creation of favorable conditions for economic growth. In the Republic of Uzbekistan, subject to the general logic of global development, also raises economic growth in the number of the priority objectives of its policy, linking it with the formation of the social state.

Concept of the state’s role in the economy, speaking part of economic knowledge, formed under the influence of general scientific laws, while reflecting the change of the object of study. The complexity of the research problems of the state policy of economic growth is that its constituent parts are the two categories of “public policy” and “economic growth”, the manifestation of which in real life does not always coincide.

An important place in the theory of growth take questions the state’s role in this growth. Experience in the development of most countries showed that the role of the state in the economy is growing, especially in recent decades. Today it is possible to trace the evolution of views on economic policy since the theory of mercantilism, which reflected the interests of the representatives of commercial capital and justify protectionism, to modern concepts of state policy of economic growth generated by the trends of postindustrial transformation and globalization of the economy.

Throughout the study period observed correlation logic of formation of state policy of economic growth with the evolution of the concept of social production. Thus, economic liberalism, dominant in the period of classical capitalism and up to 30-ies. XX century, a priority in the regulation of the economy gave the market and economic growth linked primarily to the accumulation of capital (Adam Smith, David Ricardo). But already in the XIX century with the appearance of areas of “impotence of the market” economists express ideas enhancing the role of the state in society (JS Mill, S. Sismondi), in favor of the priority development of the government economic functions (R. Owen, C. Saint-Simon, Charles Fourier) and even deny the necessity of the state (P. Proudhon), linking social progress with the solution of social problems.

At the end of the XIX century marginalists, and then the neo-classical (Menger, BöhM-Bawerk E., F. Wieser, W. Jevons, Marshall, A. et al.), Focusing on microeconomic issues considered, based on Say’s Law, that economic growth will be supported by the market mechanism automatically with minimal government intervention. But the global economic crisis of 1929–33., Which became a shock to the neoclassical theory, brought to life the theory of regulated capitalism. JM Keynes for-
mulated a macroeconomic theory of state regulation of the economy; He demonstrated how using the levers of state power can lead the country out of economic crisis, to preserve and stabilize capitalism, and the active state policy by influencing the aggregate demand can provide full employment and economic growth. Keynesian approach, contained in the “New Deal” of US President FD Roosevelt, the application for them to exit from the Great Depression proved that the search for solutions to similar problems lead to similar results, confirming the importance of international economic theory.

After World War II, at the stage of long-term economic recovery emerged neo-Keynesian theory of growth, which are based on a study of the relationship between accumulation and consumption, as well as the use of a multiplier-akcelerator system. E. Hansen, R. Harrod, E. Domar formulated measures of state regulation of the economy to avoid the devastating effects of the economic crisis and to ensure sustainable economic growth. These developments have contributed to the emergence of multi-factor growth models (J. Robinson, J.. Mead, R. Solow et al.).

Analyzing the problems of growth and development and formulating the principle of cumulative development, G. Myrdal showed originality of Asian countries — they do not work the main categories of Western theories of economic growth, which is related to the institutional backwardness of these countries. Without her address, noted Myrdal, technical and economic modernization does not lead to economic growth.

The increasing complexity of social and economic processes is reflected in the development of the institutionalism theory. The state, state economic policy have been included in the system of formal and informal business environment. Formation of the state was considered in conjunction with the evolution and growth of the exchange transaction costs (D. North). State Objectives: determine property rights and enforces contracts, correct market failures, contributing to economic growth. But the state is not ideal economic institute. In some cases, it is less efficient than a market mechanism.

Defining the policy as management institutions to monitor dilemmnhy structures institutionalists have formulated the theory of public choice, in which problems of macroeconomic policy decision-making process is considered similar to the commodity market (J. Buchanan).

“One of the limitations of economic growth is the work of groups with common interests, which have the purpose of changing the framework of the order in favor of its members (policy lobbying).” The larger and more powerful associations with common interests in the country, the more there are obstacles to its economic growth. (M. Olson) Therefore, it is impossible to develop effective economic policy aimed at economic growth without taking into account the activities of these groups.

The method of economic management through its impact on the dominant makroedinitsy (“poles of growth”), the so-called policy of state dirigisme formulated F. Peru (the theory of the dominant economy), in the form of a cluster strategy is now widely used around the world.

Logical and genetic analysis of the evolution of the economic growth of the state policy concept has shown its relevance and urgency for several centuries, and especially in the second half of the XX beginning of the XXI century. The study of the world experience of state regulation of the economy is of particular importance for the Republic of Uzbekistan, which is developing its strategy for the future movement.

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