

# A systematic approach to evaluating the strategic potential of agricultural enterprises

*Olga Fateeva*<sup>1</sup>, *Evgenia Muratova*<sup>1\*</sup>, and *Elena Ivanova*<sup>1</sup>

<sup>1</sup> Don State Technical University, 1, Gagarin Sq., 344003, Rostov-on-Don, Russia

**Abstract.** Modern scientific approaches to evaluation of the strategic capacity category are explored in the paper. The relevance of the problem of evaluating strategic potential of an enterprise operating in the agricultural sector for the development of effective management decisions is underlined. A systematic approach to evaluating the strategic potential is suggested, within which the theoretical foundations and methodological approaches to assessing the strategic potential of a company are considered, factors influencing the strategic capacity framework are identified, and evaluation criteria are determined. Practical recommendations are developed for evaluating the level of strategic capacity for selecting a development strategy in relation to agricultural businesses. The results obtained are original since they show the effects of strategic potential evaluation for the specific company. As a result of the study, a model for assessing the level of strategic capacity of an agricultural enterprise is developed based on a systematic approach.

## 1 Introduction

Under modern conditions, effective management of a company should include a complex system of methods and principles based on improving resource efficiency, adapting to the external environment, and generating sustainable competitive advantages [1,8,12,17]. In terms of instability, the ability of an organization to survive, ensure sustainable functioning, make operational management decisions, and achieve long-term goals depends largely on its internal capacity, including strategic, which, in a certain sense, provides the opportunity of sustainable and effective development of agricultural companies [1,9, 13,14,18,19]. Table 1 shows the analysis of different scholars' approaches to defining the nature of the strategic potential category [2,4,6,7,20].

---

\*Corresponding author: [geniahab@mail.ru](mailto:geniahab@mail.ru)

**Table 1.** The essence of strategic potential

| <b>Scholars</b>                                               | <b>Strategic potential concept</b>                                                                                                                                                                                                                                                                                                                           | <b>Essence</b>                                                                                                      |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Patrakhina T.E.                                               | A collection of a company's resources needed to develop and implement its strategy.                                                                                                                                                                                                                                                                          | A collection of resources                                                                                           |
| Vasilyeva V.V.                                                | The relevance and sufficiency of a company's strategic resources and competencies for developing and implementing a strategy that strengthens its competitive position.                                                                                                                                                                                      | Resources and competences                                                                                           |
| Ovanesov A.,<br>Idrisov A.                                    | The capability of production forces to provide the effect of production aligned with the goals.                                                                                                                                                                                                                                                              | Development                                                                                                         |
| Chichkanov<br>V.P.                                            | A set of quantitative performance criteria, qualitative efficiency indicators of an organization's economic activities, including parameters for assessing the external and internal environment, their dynamics, showing the compliance of the developed strategy with a company's goals and capabilities in the uncertain environment and risk conditions. | A set of criteria, parameters for assessing the environment, compliance of the strategy with goals and capabilities |
| Konovalova<br>N.V.                                            | Opportunities of a company's development under conditions of constantly changing external environment                                                                                                                                                                                                                                                        | Development opportunities                                                                                           |
| Polyanskiy A.V.                                               | A complex system that consists of many different elements, each of which has its own purposeful activity, aspirations, interests.                                                                                                                                                                                                                            | A system of different elements                                                                                      |
| Campbell D.,<br>Stonehouse G.,<br>Houston B.                  | Strategic competencies, which include key abilities, skills that form the basis of competitive advantage.                                                                                                                                                                                                                                                    | Competencies that provide competitive advantages                                                                    |
| Zenkina I.V.                                                  | A measure of an organization's ability and readiness to perform tasks to achieve the set strategic objectives, that is, the internal strategy implementation capacity.                                                                                                                                                                                       | A measure of the ability to achieve goals                                                                           |
| Kiseleva V.A.,<br>Ryazantseva<br>O.V.,<br>Aristarkhov<br>V.P. | An opportunity of sustainable development of an enterprise, achieved by adjusting production factors to innovative changes in the external environment based on the most efficient use of available resources and best available technologies.                                                                                                               | Development opportunities based on the efficient use of resources                                                   |
| Kleyner G.B.,<br>Tambovtseva<br>V.L., Kachalova<br>R.M.       | An abstract category without clear boundaries.                                                                                                                                                                                                                                                                                                               | An abstract category                                                                                                |

Thus, it can be seen that, in general, the concept of strategic potential is associated with a collection of resources, competencies, development opportunities and capabilities to achieve goals, which allows for a more precise definition of strategic potential as a set of capabilities, competencies, resources needed to adapt a company's activity to the external environment and sufficient to develop and implement a sound strategy, as well as create competitive advantages.

Attracting investment funds in the agricultural sector should be accompanied by an objective evaluation of the potential of agricultural formations. The currently existing methods for assessing the resource potential offer only a general view of the initial production capabilities of companies, but do not allow to fully evaluate the potential, since the aspects of forming the strategic capacity and determination of the optimal components of the assessment system are within the competence of strategic management tasks, while the list of factors does not give a clear picture of strategic potential and does not consider the strategies for sustainable and effective development of agricultural enterprises functioning under conditions of the instable economic environment [5,15,21]. It should be noted that the approach suggested in this paper for assessing the strategic capacity of agricultural organizations as a subsystem of the overall management system is methodologically consistent with systems theory, which considers the factors required for the sustainable operation of agroeconomic systems.

## **2 Materials and methods**

The study of national and foreign approaches to evaluating the strategic capacity [3,10,11,16] resulted in the following conclusions:

- it seems that the existing methods have certain characteristics, advantages and disadvantages, research depth,
- some models do not give an opportunity to quantify the parameters used,
- most of the methods are aimed at identifying specific resources and competencies that differ from the resources and competencies of competitors, but do not consider the ability to assess the adequacy of the existing strategic capacity to achieve objectives and implement a certain strategy for a company's development.

All of the above predetermines the need to develop an approach to evaluating the strategic potential, including criteria for assessing its adequacy to achieve the intended goals, criteria for assessing competitive advantages and criteria for considering the requirements of the external environment.

To obtain comprehensive objective information regarding the strategic potential of a company, we suggest using an integrated indicator for evaluating the level of strategic potential, which is a set of elements representing the strategic capacity both quantitatively and qualitatively.

Quantitative indicators determine different business processes that are typical for the activities of agricultural enterprises and include the indicators of financial, production, marketing, personnel components of strategic capacity, while qualitative indicators are applied to assess its competitive component.

The selection of indicators is based on the availability of the required information for calculations (including the financial statements of enterprises published in open press) along with the clear and simple calculation algorithm providing the necessary breadth and depth of coverage of the main parameters of a company's activities.

## **3 Equations and mathematics**

The integral assessment method consists in the calculation of an indicator that includes the values of other parameters converted to a comparable form. The analysis of a company's strategic capacity consists of the following stages:

- the first phase includes calculation of the actual values of quantitative indicators presented in Table 2,

- the second stage involves calculation of standardized coefficients to bring the system of selected indicators into a comparable form according to formula 1:

$$X_{ij} = a_{ij} / \max a_{ij} \quad (1)$$

where  $X_{ij}$  is a standardized coefficient,

$a_{ij}$  is the actual value of an indicator,

$\max a_{ij}$  is the maximum actual value of the studied set of indicators used as a base of comparison,

- at the third stage, the levels of financial, production, marketing and personnel components of strategic capacity are evaluated according to formula 2:

$$R_i = \sqrt{(n \cdot X_{1j} + X_{2j} + X_{3j} + \dots + X_{nj})} \quad (2)$$

$R_i$  is the level of capacity,

$X_{ij}$  – standardized coefficients,

- at the fourth stage, expert evaluation of the competitive component of an organization's strategic potential is conducted on a ten-point scale, using the criteria suggested earlier. The competitive component index of strategic potential is calculated according to formula 3:

$$R_k = T_i / T_{\max}, \quad (3)$$

where  $T_i$  is the total score of the  $i$ -th competitor,

$T_{\max}$  is the maximum score,

- at the fifth stage, the integrated indicator for evaluating the level of an organization's strategic potential is defined (the formula is the same as for the stage 3).

Thus, the integral assessment of the strategic capacity level, consisting of the evaluation of financial, production, marketing, personnel and competitive components, will assess the level of exploited strategic potential in terms of adequacy or inadequacy for achieving global goals, as well as the presence or absence of competitive advantages. At the stage of calculating indicators that make up the strategic capacity, the areas of concern, weak components of strategic potential that require management decisions, adjustments of the global goal, designing or choosing the development strategy are identified.

**Table 2.** Recommended indicators for evaluating the level of strategic potential of agricultural enterprises

| Indicators                                     | Calculation formulas                                                                        | Standard value / dynamics |
|------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------|
| 1                                              | 2                                                                                           |                           |
| Financial component of the strategic potential |                                                                                             |                           |
| Current liquidity ratio                        | $R_{cl} = \frac{\text{Current assets}}{\text{Current liabilities}}$                         | 1 - 2                     |
| Share of working capital                       | $Swc = \frac{\text{Owned capital} - \text{Non-current assets}}{\text{Stocks and expenses}}$ | $\geq 1$                  |
| Return on assets, %                            | $ROA = \frac{\text{Net profit}}{\text{Total amount of assets}} * 100\%$                     | $> 0$                     |
| Investment ratio                               | $R_i = \frac{\text{Owned capital}}{\text{Non-current assets}}$                              | $> 1$                     |

|                                                        |                                                                                                                                                                |                             |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Degree of solvency on current liabilities              | $Scl = \frac{\text{Current liabilities}}{\text{Average monthly cost of output for the year}}$                                                                  | < 1                         |
| <b>Production component of the strategic potential</b> |                                                                                                                                                                |                             |
| Capital productivity                                   | $CP = \frac{\text{Value of products manufactured for the year}}{\text{Average annual cost of fixed assets}}$                                                   | Values increasing over time |
| Fixed assets renewal ratio                             | $Rfar = \frac{\text{Cost of new assets (acquired during the year)}}{\text{Cost of assets at the end of the year}}$                                             | Values increasing over time |
| Fixed assets disposal ratio                            | $Rfad = \frac{\text{Cost of fixed assets disposed of during the reporting period}}{\text{Cost of fixed assets at the beginning of the reporting period}}$      | Values decreasing over time |
| Return on fixed assets, %                              | $RoFA = \frac{\text{Net profit}}{\text{Average annual cost of fixed assets}} * 100\%$                                                                          | Values increasing over time |
| Productivity of 1 ha of farmland                       | $P = \frac{\text{Total income}}{\text{Area of farmland, ha}}$                                                                                                  | Values increasing over time |
| <b>Marketing component of the strategic potential</b>  |                                                                                                                                                                |                             |
| Average monthly cost of output for the year            | $Co = \frac{\text{Value of products manufactured for the year}}{\text{Number of months in the reporting period}}$                                              | Values increasing over time |
| Market share ratio                                     | $Rms = \frac{\text{Value of products sold for the year}}{\text{Total quantity of products sold}}$                                                              | Values increasing over time |
| Return on sales, %                                     | $ROS = \frac{\text{Gross profit}}{\text{Value of products manufactured for the year}} * 100\%$                                                                 | > 5-20%                     |
| <b>Personnel component of the strategic potential</b>  |                                                                                                                                                                |                             |
| Costs per ruble of revenue                             | $\text{Costs per ruble of revenue} = \frac{\text{Cost of production}}{\text{Value of products manufactured for the year}}$                                     | Values decreasing over time |
| Employees turnover ratio                               | $Ret = \frac{\text{Number of employees hired during the period}}{\text{Average number of employees during the period}}$                                        | -                           |
| Staff composition continuity ratio                     | $Rsc = \frac{\text{Number of employees who worked in the company during the reporting period}}{\text{Number of employees at the end of the reporting period}}$ | -                           |

Table 3 shows the initial data for assessing the level of strategic potential of agricultural organizations for 2021.

**Table 3.** Input data for assessing the level of strategic potential of agricultural companies for 2021

| Indicators      | Company 1                     | Company 2        | Company 3        | Company 4          |
|-----------------|-------------------------------|------------------|------------------|--------------------|
| Location        | The Republic of Bashkortostan | The Altai region | Stavropol region | Krasnoyarsk region |
| Activities      | mixed farming                 |                  |                  |                    |
| Company website | None                          | None             | None             | None               |

|                                                                               |        |        |        |        |
|-------------------------------------------------------------------------------|--------|--------|--------|--------|
| Area of agricultural land, ha                                                 | 9616   | 7731   | 4500   | 6570   |
| Average number of employees                                                   | 150    | 178    | 175    | 252    |
| Number of employees hired during the period                                   | 1      | 2      | 5      | 6      |
| Number of employees laid off during the period                                | 2      | 4      | 2      | 1      |
| Cost of fixed assets at the beginning of the year, thousand rubles            | 157901 | 159559 | 93724  | 90505  |
| Cost of new assets (acquired during the year), thousand rubles                | 19943  | 2293   | 40534  | 25490  |
| Cost of fixed assets disposed of during the reporting period, thousand rubles | 6900   | 780    | 7323   | 9406   |
| Average annual cost of fixed assets at the end of the year, thousand rubles   | 170934 | 161072 | 126936 | 106589 |
| Non-current assets, thousand rubles                                           | 170944 | 176797 | 126944 | 106606 |
| Stocks and expenses, thousand rubles                                          | 91540  | 146858 | 82679  | 219159 |
| Current assets, thousand rubles                                               | 103208 | 177966 | 96038  | 244570 |
| Owned capital, thousand rubles                                                | 212390 | 348175 | 140967 | 322272 |
| Short-term liabilities, thousand rubles                                       | 33707  | 6588   | 35209  | 17952  |
| Total amount of assets, thousand rubles                                       | 274152 | 354763 | 222982 | 351176 |
| Value of manufactured products for the year, thousand rubles                  | 111541 | 201244 | 128878 | 220090 |
| Cost, thousand rubles                                                         | 86629  | 182419 | 95518  | 188139 |
| Gross profit, thousand rubles                                                 | 24912  | 18825  | 33360  | 31951  |
| Net profit, thousand rubles                                                   | 13595  | 11731  | 28603  | 51870  |

Further, the actual values of quantitative indicators for assessing the components of the strategic potential of agricultural enterprises for 2021 were calculated and the standardized coefficients were determined (Table 4).

**Table 4.** The values of standardized coefficients for assessing the components of the strategic potential of agricultural enterprises

| Indicators                                      | Company 1 | Company 2 | Company 3 | Company 4 |
|-------------------------------------------------|-----------|-----------|-----------|-----------|
| Financial component of the strategic potential  |           |           |           |           |
| Current liquidity ratio                         | 0.11      | 1         | 0.10      | 0.50      |
| Share of working capital                        | 0.38      | 1         | 0.15      | 0.84      |
| Return on assets, %                             | 0.33      | 0.22      | 0.87      | 1         |
| Investment ratio                                | 0.41      | 0.65      | 0.37      | 1         |
| Degree of solvency on current liabilities       | 1         | 0.11      | 0.90      | 0.27      |
| Production component of the strategic potential |           |           |           |           |
| Capital productivity                            | 0.31      | 0.55      | 0.49      | 1         |
| Fixed assets renewal ratio                      | 0.37      | 0.04      | 1         | 0.75      |
| Fixed assets disposal ratio                     | 0.4       | 0.05      | 0.8       | 1         |
| Return on fixed assets, %                       | 0.16      | 0.14      | 0.46      | 1         |
| Productivity of 1 ha of farmland                | 0.35      | 0.78      | 0.85      | 1         |
| Marketing component of the strategic potential  |           |           |           |           |
| Average monthly cost of output for the year     | 0.51      | 0.91      | 0.58      | 1         |
| Market share ratio                              | 0.5       | 0.9       | 0.58      | 1         |
| Return on sales, %                              | 0.86      | 0.36      | 1         | 0.65      |
| Personnel component of the strategic potential  |           |           |           |           |
| Costs per ruble of revenue                      | 0.85      | 1         | 0.82      | 0.94      |
| Employees turnover ratio                        | 0.18      | 0.33      | 0.91      | 1         |
| Staff composition continuity ratio              | 0.88      | 1         | 0.98      | 0.99      |

The values obtained in Table 4 show that Company 4 has high performance and it is clear that the strategic potential of this enterprise will be significantly higher than the competition. Therefore, at this stage of the study, it is already possible to get a general picture of the enterprise situation in the market, assess the prospects, and identify gaps in the context of suggested components of the strategic potential evaluation.

## 4 Results

Based on the data obtained earlier, the calculations of quantitative indicators of the strategic potential of agricultural enterprises using the example of Company 1 are given in Table 5.

**Table 5.** Assessment of quantitative indicators of the strategic potential of agricultural enterprises

| Strategic potential components                 | Companies | Assessment of the strategic potential components          |
|------------------------------------------------|-----------|-----------------------------------------------------------|
| Financial component of the strategic potential | Company 1 | $Pf1 = \sqrt[5]{0.11 * 0.38 * 0.33 * 0.41 * 1} = 0.35$    |
|                                                | Company 1 | $Pf2 = \sqrt[5]{1 * 1 * 0.22 * 0.65 * 0.11} = 0.43$       |
|                                                | Company 1 | $Pf3 = \sqrt[5]{0.10 * 0.15 * 0.87 * 0.37 * 0.90} = 0.34$ |
|                                                | Company 1 | $Pf4 = \sqrt[5]{0.50 * 0.84 * 1 * 1 * 0.22} = 0.65$       |

|                                                 |           |                                                           |
|-------------------------------------------------|-----------|-----------------------------------------------------------|
| Production component of the strategic potential | Company 1 | $Pp1 = \sqrt[5]{0.31 * 0.37 * 0.4 * 0.16 * 0.35} = 0.29$  |
|                                                 | Company 1 | $Pp2 = \sqrt[5]{0.55 * 0.04 * 0.05 * 0.14 * 0.78} = 0.16$ |
|                                                 | Company 1 | $Pp3 = \sqrt[5]{0.49 * 1 * 0.8 * 0.46 * 0.85} = 0.68$     |
|                                                 | Company 1 | $Pp4 = \sqrt[5]{1 * 0.75 * 1 * 1 * 1} = 0.94$             |
| Marketing component of the strategic potential  | Company 1 | $Pm1 = \sqrt[3]{0.51 * 0.5 * 0.86} = 0.60$                |
|                                                 | Company 1 | $Pm2 = \sqrt[3]{0.96 * 0.9 * 0.36} = 0.66$                |
|                                                 | Company 1 | $Pm3 = \sqrt[3]{0.58 * 0.58 * 1} = 0.69$                  |
|                                                 | Company 1 | $Pm4 = \sqrt[3]{1 * 1 * 0.65} = 0.86$                     |
| Personnel component of the strategic potential  | Company 1 | $Pk1 = \sqrt[3]{0.85 * 0.18 * 0.88} = 0.51$               |
|                                                 | Company 1 | $Pk2 = \sqrt[3]{1 * 0.33 * 1} = 0.69$                     |
|                                                 | Company 1 | $Pk3 = \sqrt[3]{0.82 * 0.91 * 0.98} = 0.90$               |
|                                                 | Company 1 | $Pk4 = \sqrt[3]{0.94 * 1 * 0.99} = 0.97$                  |

The qualitative assessment of the strategic potential competitive component is presented in Table 6.

**Table 6.** Assessment of the strategic potential competitive component of agricultural companies

| Criteria for assessing competitive capacity                   | Company 1               | Company 2                | Company 3                | Company 4                |
|---------------------------------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| Breadth of product range                                      | 5                       | 10                       | 8                        | 10                       |
| Quality of products                                           | 7                       | 9                        | 10                       | 9                        |
| Product prices                                                | 8                       | 8                        | 9                        | 9                        |
| Product range update                                          | 7                       | 9                        | 8                        | 9                        |
| Geographical location                                         | 8                       | 9                        | 10                       | 10                       |
| Crop yields                                                   | 7                       | 9                        | 10                       | 10                       |
| Technological capabilities                                    | 6                       | 7                        | 9                        | 10                       |
| Facilities and resources                                      | 7                       | 7                        | 9                        | 10                       |
| Staff skills                                                  | 7                       | 8                        | 9                        | 10                       |
| Discounts and promotions                                      | 7                       | 8                        | 8                        | 9                        |
| Promotion in the market                                       | 6                       | 7                        | 8                        | 9                        |
| Reputation                                                    | 8                       | 9                        | 8                        | 9                        |
| Social media activity                                         | 6                       | 7                        | 7                        | 9                        |
| Participation in grant-application activities (state support) | 8                       | 9                        | 9                        | 9                        |
| Investment level                                              |                         |                          |                          |                          |
| Total                                                         | $\frac{97}{140} = 0.69$ | $\frac{116}{140} = 0.83$ | $\frac{122}{140} = 0.87$ | $\frac{132}{140} = 0.94$ |

The results of calculating the integrated indicator for assessing the level of strategic potential for the selected components are given in Table 7.

**Table 7.** Integrated indicator for evaluating the level of strategic potential (Sp) of agricultural enterprises

| Evaluation of the strategic capacity components    | Company 1 | Company 2 | Company 3 | Company 4 |
|----------------------------------------------------|-----------|-----------|-----------|-----------|
| Financial component of the strategic potential Pf  | 0.35      | 0.43      | 0.34      | 0.6       |
| Production component of the strategic potential Pp | 0.29      | 0.16      | 0.68      | 0.94      |
| Marketing component of the strategic potential Pm  | 0.60      | 0.66      | 0.69      | 0.86      |

|                                                     |      |      |      |      |
|-----------------------------------------------------|------|------|------|------|
| Personnel component of the strategic potential Pk   | 0.51 | 0.69 | 0.90 | 0.97 |
| Competitive component of the strategic potential Rk | 0.69 | 0.83 | 0.87 | 0.94 |
| Level of strategic capacity Sp                      | 0.46 | 0.48 | 0.66 | 0.85 |

Let us compare the results of the integrated indicator calculation for assessing the level of strategic potential according to the proposed grading scale:

- 0.85 - 1.0 – high level of strategic potential,
- 0.50 - 0.84 – adequate capacity for achieving a company’s objectives,
- 0 - 0.49 – inadequate level of strategic potential.

## 5 Conclusions

Thus, the study contributed to defining the essence of strategic potential category as a set of capabilities, competencies, resources needed to adapt a company’s activity to the external environment and sufficient to develop and implement a sound strategy, as well as create competitive advantages.

A systematic approach to assessing the strategic potential of an agricultural company is suggested, including criteria for evaluating its adequacy to obtain comprehensive objective information regarding the strategic capacity of an enterprise using the integrated indicator, which is a set of parameters characterizing the object of study both qualitatively and quantitatively. The financial, production, marketing, personnel and competitive components were selected for the integral assessment of the strategic potential. Thus, the integrated indicator estimated for assessing the level of strategic potential for the enterprise under study amounts to 0.85, which indicates a high level of capacity employed.

## References

1. Evgenia Muratova, Elena Kravchenko, Anna Sukhoveeva, Olga Andreeva (2021). E3S Web of Conferences **273** DOI:10.1051/e3sconf/202127308088.
2. Tatyana V. Zvereva, Olga V. Fateeva, Alexandra L. Klochkova, and Marina V. Krasnoplakhtich (2022). *Impact of Resource Income on the Smoothing Social Disparities in Russia: Business 4.0 as a Subject of the Digital Economy*, Advances in Science, Technology & Innovation.551-557. DOI:10.1007/978-3-030-90324-4\_88.
3. Gureva M.A., Lyubimtseva S.V., Tukhkanen T.N., Lyubimtseva O.Y., Simonova L.M., KolkakE.P. (2016). International Journal of Economics and Financial Issues. №8 Special Issue. 115-120.
4. Barmuta, K., Grishchenko, O. (2020). E3S Web of Conferences, **175**, 08003. DOI:10.1051/e3sconf/202017508003.
5. L. Medvedeva, E. Ivanova. (2021). E3S Web of Conferences **273(2)**:08033 DOI:10.1051/e3sconf/202127308033.
6. Godina, O.V., Kosenkova, Y.Y., Maksimenko, L.S., Mezentsseva, Y.R., Shcherbakova, T.A. (2019). *Strategic Directions of Innovational Development of Socio-Economic Systems*. In: Popkova, E., Ostrovskaya, V. (eds) Perspectives on the Use of New Information and Communication Technology (ICT) in the Modern Economy. ISC 2017. Advances in Intelligent Systems and Computing, vol 726. Springer, Cham. DOI:10.1007/978-3-319-90835-9\_14.

7. Ostapenko, S. (2011). *Methodical approach to the assessment of the production potential of industrial enterprises of Almaz-Antey Air Defense Concern OJSC*. Journal of «Almaz – Antey» Air and Defence Corporation. 19-30. DOI:10.38013/2542-0542-2011-2-19-30.
8. Godina, O.V., Maksimenko, L.S., Ushvitsky, L.I., Slavnetskova, L.V., Denshchik, M.N. (2019). *The Structure of the Mechanism of Strategic Management of Innovational Development of Socio-Economic System*. In: Popkova, E. (eds) *The Future of the Global Financial System: Downfall or Harmony*. ISC 2018. Lecture Notes in Networks and Systems, vol 57. Springer, DOI:10.1007/978-3-030-00102-5\_115.
9. Batkovsky, Alexander & Kravchuk, Pavel & Mingaliev, Kamil & Styazhkin, Alexander. (2019). *Russian Journal of Innovation Economics*. **9**. 1147. DOI:10.18334/vinec.9.3.40776.
10. Kabanenko, M.N. & Kolycheva, J.Ya & Muradova, S.S. (2021). *Creative Economy*. **15**. 75-92. DOI:10.18334/ce.15.1.111479.
11. Grebennikova, Vera & Kirokossian, Marietta & Martirosyan, Anastasia. (2019). *Regional problems of economic transformation*. **136**. DOI:10.26726/1812-7096-2019-7-136-143.
12. Dokholyan, Sergey & Petrosyants, Viktor & Dzhambulatova, Anai & Eminova, Elnara. (2018). *Regional problems of economic transformation*. **20**. DOI:10.26726/1812-7096-2018-6-20-27.
13. Alekseev, Sergey. (2015). *Russian Journal of Retail Management*. **2**. 285. DOI:10.18334/tezh.2.4.2029.
14. Yurkova, Olga. (2013). *Management of the efficiency of the use of the production potential of agricultural enterprises*. *Agrarian Russia*. 20-27. DOI:10.30906/1999-5636-2013-6-20-27.
15. Kharisov, Gumer. (2018). *Assessment of the efficiency of the use of agricultural production resources*. 65-71.
16. Lysenko, Ekaterina. (2019). *Regional problems of economic transformation*. **44**. DOI:10.26726/1812-7096-2019-2-44-49.
17. Silaeva, Z.M & Yunusov, M.R. (2022). *The effectiveness of the marketing strategy in enterprises*. *FSU Science. Scientific journal*. 86-92. DOI:10.36684/37-2022-27-3-86-92.
18. Aroshidze, A.A. (2020). *Methodological approach to the assessment of factors of sustainable development of enterprises*. *Journal of Economics, Entrepreneurship and Law*. DOI:10.2541-2554. 10.18334/epp.10.10.110925.
19. Sun, Xingyuan. (2021). *Modern Economy: problems and solutions*. **10**. 90-101. DOI:10.17308/meps.2021.10/2694.
20. Irina, Frolova & E.M., Maratkanova & A.I., Timaev & K.A., Ustinov. (2020). *Strategic potential as a factor of competitiveness of the enterprise and its sustainable development: experience of applied research*.
21. Batova, Tatiana & Kruglova, Veronika. (2016). *The marketing potential of the enterprise*. 10.17513/np.178.