Cross-country analysis by the level of transport
Market development and its adaptation to
changing Russian economic conditions

Abstract. The aim of the study is the process of formation of strategic
stability in Russia. In today’s competitive environment with the transition to
import substitution, the commercial sector of the economy needs to be
modernized. In order to ensure the efficiency of the functioning of the
commercial sector of the economy (in Russia, the commercial sector of the
economy accounts for 82% of all enterprises and organizations), it is
proposed to strengthen business reputation—the development of service-
oriented business processes for the commercial sector of the Russian
economy in the context of strengthening industry 4.0–4.1 on a single
platform. As a tool, it is proposed to conduct monitoring according to unified
balanced indicators for a more transparent vision of the economy of Russian
enterprises and industries. The prospect of the research is the study of
specific tools and aspects, which is a kind of reflection of the current trends,
which in any case expect a targeted and modern approach, namely, it will
serve to take prompt anti-crisis measures by top managers to save Russian
enterprises from bankruptcy at any stage of their life cycle and transition of
the national economy into an innovative and productive inclusive one. The
article is of interest to specialists in the field of regional and municipal
management, for researchers, lecturers, graduate students, undergraduates
and students economic and managerial universities.

1 Introduction

The paper proposes measures to improve the strategic sustainability of Russian enterprises
aimed at achieving the general goal by all parts of the internal environment to maintain a
delicate balance between the short- and long-term periods. The problems of professional
management at enterprises that impede the increase in economic efficiency are revealed.
Nowadays, there are a lot of errors in the statistical indicators of Russia, namely: there is no
transparency in doing business at the highest level, the shadow sector of the economy is
increasingly absorbing business processes. This information enters the economic
Departments of urban districts and municipalities from the micro level and above go into reports at the meso- and macro-levels. Such quantitative indicators do not reflect the full picture and do not solve the problem.

To achieve the goal, we define its role in strategic management:

- identification of threats and determination of ‘points of recession’ to ensure the reduction of the negative impact of financial risks on the internal environment;
- increasing the competitiveness of the enterprise;
- innovative measures and their implementation for a long-term period;
- speed of response of all levels to changes in the external environment through the redistribution of financial resources for specific changes;
- identification of opportunities and definition of ‘points of growth’ associated with attracting investments in the activities of the enterprise.

In our opinion, the coordination of actions will make it possible to implement the enterprise’s strategy through current and operational planning and management functions.

We believe that in order to assess the effectiveness of the strategic sustainability of an enterprise through professional market management, it is necessary to be guided by:

1. The growth rate of micro-level profits (exceeding the growth rate of revenue, which, in turn, should exceed the growth rate of the company’s advanced capital, and at the same time all these indicators should be more than one hundred) [2-5].

2. Achieving the goal of the market strategy (observance of the above inequality; if in the process of forming a financial strategy in the context of the main directions of development this proportion is violated, then it is necessary to adjust the market strategy to achieve the indicators of the ratio of market efficiency criteria).

2 Literature Review

1. In the article institutional approaches, rating method and particular methods of economic analysis, such as grouping, qualitative and quantitative analysis, expert assessments, were used.

2. The works of Gamble P., Kotler F., Merlin P., Porter M., Taylor S., Hayek F. are devoted to general theoretical questions of studying competitive development.

3. The scientific analysis of institutional economics and institutional approaches to the development of various institutions is reflected in the works of Veblen T., Lakatos I., North D., Hodzhons J.

4. Studies on the strategic management of the national economy enterprises are reflected in the works of Russian scientists Andreev A., Vesnin V., Gusev Yu., Egorov D., Ivanova E., Kuznetsova E., Nerovnya T., Ragimov F., Fatkhutdinov R., Fashiyev H.

5. It is necessary to highlight famous scientists who are trying to find a scientific answer to the real challenges of modernizing of Russian economy branches: Aganbegyan A., Borodin A., Voronin V., Galazova S., Deniskin V., Izryadnova O., Kerefov M., Kostenkova T., Novoselov S., Savvateev E., Fomin P.

3 Materials and Methods

For the analysis of this problem, theoretical and empirical methods, quantitative and qualitative analysis methods, data aggregation methods, expert evaluation method, classification and structuring of information method, comparison method, reference and statistical data were used.

From all mentioned above it can be concluded that in reality, there is an innovative breakthrough, availability of patents and licenses, but they are not used enough. In other words,
4 Results

Based on the study of methodology “The Global Competitiveness Report” by K. Schwab, the points of the decrease in the social and economic indices of Russia were revealed [1].

We will conduct a rating assessment of the strategic sustainability of consumer-oriented enterprises for 2018-2019 in Korea, Uganda, Zambia, Mongolia, Russia, and Armenia. (Fig.1) [1].

Fig. 1. Ranking assessment of the strategic sustainability of countries with a focus on the consumer for 2018-2019 (transport market)

In his speeches, V.V. Putin emphasizes the following: “There can be only one way out of this situation— the maximum economic freedom of business” [2].

Accordingly, the development and improvement of new Russian standards is required (combination, understanding and their application (action). We propose the development of a single Russian IT-platform for monitoring Russian enterprises in the four blocks listed above, which, in our opinion, will serve as an accelerator for the work of top managers who defend new solutions, pilot projects, partnerships, as well as the joint development of new management decisions, taking into account the crisis and urgency. This approach will serve to take prompt anti-crisis measures to save Russian enterprises from bankruptcy at any stage.
of the micro-level life cycle and the transition of the national economy to an innovative productive and inclusive one, taking into account the import substitution of goods and providing opportunities for the effective development of the business environment and strategic sustainability. Today’s everyday life of cross-country economic and political instability has created an atmosphere of deep uncertainty regarding future development prospects.

In a time of change, it is critical not only to think about how best to get the national economy back on track, but also how to rebuild an economy that will improve the lives of citizens. Therefore, we note that the development and control of the strategy will provide a basis for in-depth analysis of top management, providing priorities in time frames:

1. Priorities that arose before the crisis.
2. Priorities that are critical to short-term recovery.
3. Priorities that are needed for long-term transformation to achieve better outcomes for shared prosperity and strategic sustainability in the future.
4. Transformation of human capital (skill mismatch, lack of talent management) and growing mismatch between incentives and rewards for employees.
5. Priorities for scaling up investment in skills (needed to work in the markets of tomorrow).
6. Priorities in the revision of a number of articles in the labor legislation for the development of the new Russian economy (new technologies for adapting to the new needs of the labor force).

There is a need to consider an economic view of how the Russian economy should be revived and transformed as its economic systems are restored and restructured to improve the level and quality of life of the population based on the introduction of sound management principles. It is worth noting that over the past decade, there has been a positive evolution of the entrepreneurial culture in Russia, but the creation of new firms and breakthrough technologies has stalled. Technology is lagging behind, especially in terms of its ability to address energy consumption, emissions, and demand for inclusive social services. Speaking of risk mitigation, recovery countries should increase public investment in R&D, stimulate venture capital and private R&D, and promote the diffusion of existing technologies that support the creation of new firms and jobs in the markets of tomorrow. We will conduct economic analytics on the identified indicators obtained in the international methodology, and assess the level of economic development of the countries participating in the 2022 Summit [1]. Within the framework of the research topic, created by the world-famous economist K. Schwab, the author of the textbook “The Fourth Industrial Revolution 4.0” [1], “World Economic Forum” will create new innovative opportunities for the development of the economies of countries without destroying the polarization within countries and between the economies of countries and society as a whole.
Figure 2 shows a random sample in the ranking of countries for assessing the strategic sustainability of enterprises based on the sophistication of buyers. The object of the study is the countries participating in the 2022 business summit. The situation of a political nature is not presentable today due to sanctions against Russia. Therefore, we are studying countries that support Russia in international economic relations - India, China, Turkey, and Brazil.

India leads in the ranking – 15th place in 2019. China has 16th place in the world ranking. Russia has 58th place. Turkey has 66th place. Brazil – 61st. Accordingly, Brazil and Turkey are lagging behind in the analyzed block.

Therefore, the problem is acute for all of us, and it affects the population safety of life.

Let us study such a centuries-old problem for our country as competitiveness. It is closely connected with such significant concepts as sustainability and strategic development, and as a well-established definition, it has a rather complex structure (Table 1). In our opinion, technological, personnel, marketing, technical, innovative ecological and investment components should be singled out as the most important components, and then, based on the hierarchy of the system, it is clear that each of its components consists of several elements [6].

### Table 1. The proposed components for the formation and maintenance of competitiveness, sustainability, strategic development of the road industry enterprises.

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<th>Components of competitiveness, sustainability and strategic development</th>
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It follows from the table that all components are interconnected and interdependent. Analysing the concept of improving competitiveness, sustainability and strategic development, we came to the conclusion that all the efforts of economists to create a universal concept are quite far from reality. In our opinion, the technologies of the process management of strategic and sustainable development in road sector enterprises, based on the situational methodological approach, that is, taking into account many factors that influence a specific situation, can be more adequate.

Let us consider the economic category of strategic sustainability in more detail. We understand the strategic sustainability of enterprise as balanced ability to create, develop, modernise and use tools effectively for successful long-term development (institutional capabilities, strategic priorities, striving for a comparative advantage, compliance of product quality with quality management system), taking into account personnel, financial, market, investment, technological, informational, innovative sustainability in the efficiency and quality of work of all parts.

As part of expanding the methodological and informational base for making management decisions, we propose a comparative analysis to identify the features of various existing approaches to assessing competitiveness, sustainability and long-term strategic development of enterprises as key characteristics of the institutional environment.

Thus, when developing a company’s strategy for building strategic sustainability, it is necessary to take into account the overall goals, as well as how achievable this strategy is with the resources available to the company. When forming a product strategy, management should also take into account the relationship of this strategy with the situation on the market as a whole, and with the state of the company. And also, in conditions of uncertainty, when developing a financial strategy, one should take into account the ability of the strategy to quickly adapt to these changes. In the process of implementing the financial strategy, there is a need to control actions and further analyze the results.

One of the significant results is the identification of not only some advantages in the formation of the strategic sustainability of the management of Russian enterprises due to its unconditional relevance, strategic importance and the need for development, but also the study of strengths and weaknesses (using the example of adapting foreign experience to Russian realities in the implementation of a strategic goal).

In this regard, we believe it is necessary to continue developing Russian economic thinking in accordance with the needs and challenges of society and circumstances.

5 Conclusion

Thus, when developing a company’s strategy for building strategic sustainability, it is...
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