

**To cite this paper:**

Cherepanova T., Makhinova N. (2022) Value-network model of a small enterprise development strategy. *Human Progress*. 8 (4): 21. URL: [http://progress-human.com/images/2022/Tom8\\_4/Cherepanova.pdf](http://progress-human.com/images/2022/Tom8_4/Cherepanova.pdf). DOI 10.34709/IM.184.21. EDN HIYGMO.

## **VALUE-NETWORK MODEL OF A SMALL ENTERPRISE DEVELOPMENT STRATEGY**

**Tatiana Cherepanova**

Candidate of Economics, Associate Professor of the Enterprise Economics Department  
in Ural State University of Economics  
Yekaterinburg, Russia

**Natalia Makhinova**

Candidate of Economics, Associate Professor of the Enterprise Economics Department  
in Ural State University of Economics  
Yekaterinburg, Russia

**Abstract.** The article is devoted to the actual problem of developing and implementing a strategy model for sustainable small enterprise competitive development. This paper presents the results of the existing business models analysis, discusses approaches to doing business, including traditional and holacratic, as well as issues of interaction with suppliers, customers and other stakeholders' groups. The prospects of using digital technologies to improve the company's business processes are noted. A value-network model of developing and implementing a strategy for sustainable small enterprise competitive development that meets the modern economy challenges is proposed for consideration. The model implementation is shown on the small enterprise example. A strategic analysis of a small organization was carried out using the methods of SWOT analysis, Porter's five competitive forces analysis, competitiveness polygon construction, directions for improving activities to increase the company's competitiveness are presented. The positive effects of the personnel motivation introduction according to the KPI system and the holacratic approach are described. Based on the analysis, the conclusion is made about the need for the company to enter the partner chain / ecosystem in order to achieve a stable position in the market and increase the company competitiveness.

**Keywords:** business development strategy; small enterprise; competitiveness; value-network model; digitalization of the economy; ecosystem; business processes.

**JEL codes:** L21; L25; L29.

## References

1. Razgulyaev, V. (2020) Turquoise management in practice: the experience of Russian companies. Moscow: Alpina Publisher. 222 p.
2. Kim, W.Ch.; Mauborgne, R. (2005) Blue Ocean Strategy. Harvard Business School Press. 257 p.
3. Panov, M.M. (2021) Performance evaluation and company management system based on KPI: a practical guide. Moscow: INFRA-M. 255 p.
4. Kurnosova, O.A. (2019) Matrix of strategies for managing relationships with counterparties in the system of logistics services for industrial enterprises // Economics and efficiency of production organization. No. 29. P.: 10-14.
5. Autio, E.; Thomas, L.D.W. (2019) Innovation ecosystems: implications for innovation management / In: Oxford Handbook of Innovation Management. Dodgson, M.; Gann, D.M.; Phillips, N. (eds). Oxford University Press: Oxford. UK.
6. Mikhailyuk, M.V. (2019) Marketplaces as a factor in the progressive transformation of Internet commerce in Russia: a logistical aspect // Economic Sciences. No. 172. P.: 57-61.
7. Beck, M.A.; Beck, N.N.; Buzulukova, E.V. (2018) Methodology for the study of network forms of business organization: call. monograph. National research University "Higher School of Economics". M.: Ed. home of the Higher School of Economics. 446 p.
8. Kleiner, G.B. (2018) Socio-economic ecosystems in the light of the system paradigm / System analysis in economics. 2018: Proceedings of the V International Scientific and Practical Conference - Biennale (NOV 21–23, 2018) / ed. G.B., Kleiner; S.E., Shchetova. Moscow: Prometheus. P.: 5-14.
9. Goodwin, T. (2015) The Battle Is for the Customer Interface // TechCrunch. URL: <https://techcrunch.com/2015/03/03/in-the-age-of-disintermediation-the-battle-is-all-for-the-customer-interface/>
10. Marchenkov, A.A. (2019) Marketplaces as the main trend of e-commerce // Scientific aspirations. No. 26. P.: 65-67.
11. Porter, M.E. (1998) Competitive strategy: a technique for analyzing industries and competitors. The Free Press. 422 p.
12. Porter, M. (2019) Competitive advantage: how to achieve high results and ensure its sustainability. Moscow: Alpina, Publisher. 716 p.
13. Akmaeva, R.I.; Epifanova, N.Sh. (2020) Features and trends of digitalization in the modern market environment / Digitalization of economic systems: theory and practice: monograph. / ed. A.V., Babkina. St. Petersburg: Polytech-Press. P.: 24-63.

14. Drucker, P. (2015) The practice of management / [Translated from English. I., Verigin] Ed.: Mann, Ivanov and Ferber. 416 p.

### **Contact**

Tatiana Cherepanova

Ural State University of Economics

62, 8 March str., 620144, Yekaterinburg, Russia

[54aprel@rambler.ru](mailto:54aprel@rambler.ru)

Natalya Makhinova

Ural State University of Economics

62, 8 March str., 620144, Yekaterinburg, Russia

[natalyia66@mail.ru](mailto:natalyia66@mail.ru)