

The Potential Estimation of Enterprise of Small-Scale Business

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Submitted: Aug 18, 2013; **Accepted:** Sep 20, 2013; **Published:** Sep 24, 2013

Abstract: The role of small business in Russia is defined by the decision not only economic tasks, but also social and also political. Therefore, it is necessary to investigate own opportunities of small business, so-called "the economic potential" of the enterprises. Besides, it is impossible to operate effectively the enterprise, quantitatively without having estimated own resources and without attracting mathematical apparatus. For receiving an objective assessment of development of capacity of the enterprise it is offered to use a cross assessment on the basis of use of absolute and relative sizes, quantitative and quality indicators. The offered technique is approved at the small scientific and production enterprise JSC NPP Splavy.

Key words: Small business • Economic potential and its types (Labor potential • Production potential • Investment potential • Innovative potential • Information potential • Passionary potential • Marketing potential • Ecological potential) • Absolute and Relative measures • Level of use of potential

INTRODUCTION

In process of transition of economy of Russia to the market relations, in the country preconditions for development of small business were actively formed. Emergence of a large number of the independent enterprises objectively formed the competitive environment where only the educations possessing specifics of products and rendered services effectively could function. Small business in modern conditions the phenomenon not only economic, but also social character. Its role consists in increase of efficiency of use of all types of resources, in employment, an assessment of level of democratization of society, increase of business activity of the population, in development of enterprise qualities. Basis of sustainable, stable development of small business enterprises is its continuous orientation to use of achievements of scientific and technical progress and feasible participation in it [1]. All this assumes careful studying, both environment and own opportunities of small business that now received the enterprise name "economic potential". This category was designated in domestic economic science during formation in Russia of the market relations and since then

causes interest in many scientists-economists, such as Gryaznova A.G., Shakhovsky H.P., Doroshenko Y.A., Taburchak P.P., Rumyantsev A.D., Yakovenko M.A., Gurov I.V., Zaitsev E.P., Zadoy A.A. andrianov V.D., Zavyalov P.S. and many others [2, 3]. It testifies that value and importance of definition, an assessment and the accounting of use of this economic event for the small industrial Russian enterprises are caused by a variety of reasons:

First, the economy of object of any level from primary link to the world economy has to as it is possible to use mathematical tools more widely. It is impossible to operate effectively the enterprise, quantitatively without having estimated own resources. Therefore the assessment of capacity of the industrial enterprise is one of the most important functions of corporate management.

Secondly, definition of level of use of economic potential allows to range small enterprises by criterion of investment appeal, answering existing variety of interests and views of owners.

Thirdly, it is possible to determine degree of welfare of territorial educations in which they are by existence of economic potential and level of its use: areas, region, country as a whole.

As a whole, effective management of the capacity of the small industrial enterprise is an important factor of formation of its competitive advantages therefore it is important to develop methodical approaches and practical recommendations to a size assessment, level of use of potential and also to choose the directions promoting its maximum realization.

Within this article a number of the following tasks is formulated and solved:

- To reveal features of functioning of small business enterprises in modern Russian conditions;
- To specify the concept "economic potential", its contents, structure in the conditions of the market relations;
- To prove techniques of an assessment of potential and level of its use on the example of the small industrial enterprise;
- To define the directions of accumulation of size of potential and increase of extent of its use at the industrial enterprise.

Main Part: Small business represents the public, social phenomenon. It is closely connected with society structure, extent of its democratization, level of a passionarity of [4] population, existence of civil liberties and other characteristics of society. Studying of the theory and practice of development of this phenomenon in the different countries [5-7] allows to draw a conclusion on lack of a uniform position of views of criterion of reference of the enterprises to small business as approaches to definition of small enterprises differ as over the countries and within the country on branches and territories. Besides, small enterprises have no clear boundary and, therefore there is also a big differentiation of definitions.

The Russian small business possesses some qualitative features distinguishing it from small business of the majority of foreign countries. Most significant of them are [8]:

- Combination within one small enterprise of several kinds of activity, impossibility, in most cases, to be guided by single-product model of development;
- Aspiration to the maximum independence while the considerable part of foreign small enterprises works at conditions of a subcontract, franchise, etc.;
- Low technological equipment in a combination to considerable innovative potential;

- High skill level of frames of small business in connection with outflow of such experts from public sector of economy;
- Lack of knowledge, experience and culture of the market relations;
- High degree of adaptability to the difficult economic situation aggravated by disorganization in system of public administration and criminalization of society;
- Backwardness of system of self-organization and infrastructure of support of small business;
- Aspiration of successfully functioning small enterprises to be beyond the local markets including on the international markets;
- Work in the conditions of lack of full and reliable information about a condition and market condition, backwardness of system of information, consulting and training services.

Now more and more domestic industrial small business enterprises become strategically directed. It assumes their active innovative position, orientation to competitive advantages in long-term prospect, application of creative methods and approaches in management and, therefore and more careful studying of own opportunities. The innovative vector of small enterprises, demands to reconsider many aspects of their functioning, especially in the field of the analysis, an assessment, realization of economic potential. In domestic literature there is a set of treatments of the concept "economic potential" as the studied category represents the difficult versatile phenomenon which essence forms not a casual set of elements. The big contribution to studying of essence, structure of this concept brought: Rumyantsev A.D., Yakovenko M.A., Gurov I.V., Zaytseva E.P., A.A. Zadoya, Sulman A.N., Andrianov V.D., Doroshenko Y.A., Taburchak P.P., Vikulenko A.E., Model of economic capacity of any enterprise including small, is defined:

First, quality and volume of available resources at the enterprise;

Secondly, abilities of staff of the enterprise to creation of material benefits, that is educational, qualification, psycho-physiological and motivational potential;

Thirdly, abilities of management optimum to use available resources (that is preparation and talent of managers is considered to create and correct organizational structures of the enterprise depending on the purposes and tasks);

Fourthly, innovative abilities (that is ability of the enterprise to different changes in area of production, management and so on);

Fifthly, information abilities (ability to process information for the purpose of its further use);

Sixthly, financial abilities (solvency of the enterprise and others).

According to Taburchak P.P., Vikulenko A.E. and others it is possible to mark out the following features of an assessment and the characteristic of economic capacity of the enterprise:

- Is defined by real opportunities of the enterprise not only realized, but also not used for any reasons;
- It is characterized defined volumes of resources and reserves as involved, not involved in production, but prepared for use as possibilities of any enterprise in many respects depend on resources available for it and the reserves which haven't been used in production;
- Is defined not only and not how many by opportunities available for it and resources, but also its abilities to their use for the purpose of creation of goods, services and obtaining the maximum income;
- Level and results of realization of potential are defined by a form of business and organizational structure corresponding to it.

Considering economic potential (EP) as system, it is possible to allocate the following separate private potentials forming in the sum economic and social ability of the enterprise which when comparing with other enterprise, reflects level of its competitiveness as its components: 1) labor, 2) production, 3) investment, 4) innovative, 5) information, 6) passionary, 7) marketing 8) ecological. Each element from structure is characterized by a quantitative and qualitative condition of types of resources corresponding to it and elements of potential are among themselves in a certain dependence which, in our opinion, can be double: horizontal and vertical (hierarchical). It is caused by the following:

First, each of the EP above-mentioned elements is rather independent, that is develops under the laws and rules, with a certain dynamism.

Secondly, rates of development of everyone, for a variety of causes objective and subjective character, aren't identical. One element, as a result of break in development of science of the saved up experience, can "leave" sharply forward in the

development, others are little behind and to be waiting in the wings. Finally, it is no other than realization in principle management "leading link" or priority. The inequality, different meaning of separate elements of economic capacity of the enterprise follows from the hierarchy inherent in economic potential. The beginning of hierarchy is natural property of economic potential as systems as it isn't a uniform heap or the sum of separate parts and is difficult whole which parts, that is its elements or bodies, carry out a certain function in this whole. Such system can't exist and work differently, as through the hierarchical beginning of submission. The hierarchical structure of potential follows from its unity. In order that the set could be one whole, its structure has to have nature of subordination of a set to unity, that is the unity has to act as hierarchical highest coordinating authority. Therefore economic potential as unity has hierarchical character. The understanding of this situation has not only theoretical, but also applied value. So, unevenness of development of elements forming economic potential predetermines main thing allocation from them at present time and concentration on its development of the main part of available limited resources. Having achieved the programmed level of development of this element which at this stage is defining not only among itself equal, but also all potential, it is necessary "to tighten" to it the others. The situation when a catching-up element (elements) of economic potential can not only become adequate to the leader is thus quite real, but also to become the basic determining all economic potential as a unit. That is, prerogative development of an innovative component of EP [9], intensive investment in this area can significantly strengthen a personnel component of economic potential and turn it into the strongest link of the enterprise. Thus, the hierarchical structure of economic potential will suffer corresponding changes.

Thus, economic potential represents itself the difficult, integrated system forming synergetic effect and needing an adequate uniform assessment for determination of size of potential and possibility of its realization in the long-term period [10]. For the purpose of receiving an objective assessment of extent of development of EP of the enterprise, it is offered to use an integrated approach, using a cross assessment on the bases of use of absolute and relative sizes, quantitative and quality indicators and receiving a required assessment taking into account interaction of the elements forming capacity of the enterprise.

For this purpose we apply a technique based on use of two approaches. The first cost, is focused on application of absolute measures and the indexes calculated on their base. The second-ball, assumes application for calculation of a level of development of economic potential of ball estimates.

At the same time, in practice, the assessment of potential and its separate elements taking into account their quantitative and qualitative characteristics, is rather problematic. The solution of this problem seems in carrying out a parallel assessment, proceeding from absolute and relative sizes, quantitative and quality indicators. Applying at the same time two such approaches, it is possible to receive the result which is most adequate to reality. On its basis it is possible to range more or less objectively the industrial enterprises for criterion of efficiency of use of their economic potential [11]. The most adequate to the developed market conditions will be such methodical approach which would consider system character of potential and defined a place and a role of each of its elements in structure. On the basis of it the technique of an assessment of required size of economic potential on a level of development most its weak element is offered. Elements of potential possess relative independence and can be used by the enterprise separately (independently). So, if the enterprise possesses any element (elements) which level of development considerably exceeds not only the condition of the most undeveloped element, but also average development of this element on branches, this element (elements) increases the total value of EP of the enterprise, that is increase its gain. This gain will be possible to be defined as follows:

$$\Delta = EP_n - EP_{min}; \quad (1)$$

where Δ -a required gain of size of economic potential, i.e. a difference between the size of an assessment of "n"-element of economic potential and value of the least developed EP element;

EP_n – a certain value of each of the established components of economic potential;

EP_{min} – value of the least developed element of economic potential at the studied enterprise.

The received difference should be modified on correction coefficient (K). Coefficient size, in turn, depends on a number of factors: the general state of the economy, the chosen priorities, stages of life cycle of the interfaced enterprises, phases of economic

development, etc. Its value has to be ranging from "0" to "1". Then, enterprise size EP as a whole can be calculated on a formula:

$$EP = EP_{min} + \sum \Delta EP_i * K_i; \quad (2)$$

where K_i – adjustment coefficient for each "i" element of economic potential;

n-number of the elements making economic capacity of the enterprise.

Point system to an assessment of development and use of capacity of the industrial enterprise is focused on application relative and, as a rule, reflecting the qualitative party of process of indicators. Besides, they are characterized by higher degree of subjectivity in comparison with natural, labor, cost estimates as their sizes are defined often by an expert way. The essence of point system consists in the following. For each element making economic potential, on the basis of questioning, poll, own experience and other receptions indicators most objectively characterizing an estimated element of potential are defined by experts. To each of them its ponderability (m_i), adequacy to its estimated element of economic potential is defined by an expert method, that is, on how many is full it as the factor characterizes potential as function. Ponderability is determined by a scale in shares from unit. Total amount of shares on all selected indicators is equal to unit, that is $m_{i1} + m_{i2} + \dots + m_{in} = 1$ (i - indicator, n - number of indicators). Besides, on each indicator characterizing this or that element of potential, level of its development (d_i) decides on a similar indicator-the standard by a way of comparison of its actual state. As the standard it is possible to take achievements of the main competitor, average value on branch, the region, the best world samples. It is suggested that $d_i < 1$. Then, the weight of each first factor indicator- w_i is defined by work of its ponderability (m_i) on a level of development (d_i), $w_i = m_i * d_i$. Gross weight of each i-element of economic potential is defined by the sum of values of indicators characterizing it.

As at the industrial enterprises, owing to their branch, territorial, political and other features, the importance of each making EP of an element the miscellaneous and their ponderability in the characteristic of all economic potential will differ. Therefore the expert way to each of them appropriates the ponderability (k_j) which total amount is equal to unit, that is $k_1 + k_2 + \dots + k_j = 1$.

The total rating of each enterprise as a whole is estimated on the resultant weight of L which pays off as the sum of scales of P_j by all estimates of potentials after assignment of coefficient of ponderability of K_j by it, that is $L = \sum k_j P_j$.

It is offered to approve the offered approaches to a potential assessment at the small scientific and production enterprise JSC Research and Production Enterprise "Splavy" (JSC RPE "Splavy"). This enterprise is of interest as unlike others (former state) the enterprises it was formed relatively recently, that is in the conditions of the market relations and in this regard, it is more adequate to changing conditions of the environment.

The algorithm of calculation of economic potential on the basis of absolute measures is given in table 1.

Economical potential of JSC RPE "Splavy" is given in the table 2.

Calculation of the use level of economical potential of JSC RPE "Splavy" on the basis of point system is given in the table 3.

The use level of economical potential, calculated on absolute, point basis is presented in the table 4.

Thus, the analysis of the obtained data calculated by various methods, allows to draw the following conclusions.

Table 1: Algorithm of calculation of size EP on the basis of absolute measures

EP elements of the enterprise:	Main rate, used for calculations	Formula for calculation
Marketing potential (EP _{mark})	Selling Volume (Realization)	$EP_{mark} = EP_{min}$
Labour potential (EP _{lab})	Number of enterprise workers, production on categories of workers	$EP_{lab} = EP_{mark} + \Delta EP_{lab}$
Passionary potential (EP _{pas})	Data of account balance, cost of the non-current assets or the industry average part of assets "business reputation" in amount of balance currency.	$EP_{pas} = EP_{mark} + \Delta EP_{pas}$
Innovation potential (EP _{innov})	Cost of non-material assets	$EP_{innov} = EP_{mark} + \Delta EP_{innov}$
Production potential (EP _{prod})	Annual productive power of enterprise and its use	$EP_{prod} = EP_{mark} + \Delta EP_{prod}$
Ecological potential (EP _{ecol})	Amount of penalty provision and damages for regime breach of nature management	$EP_{ecol} = EP_{mark} + \Delta EP_{ecol}$

Table 2: Calculation of economical potential of JSC RPE "Splavy"

Enterprise	Economical potential of the enterprise in thousand of rubles											
	EP _{mark}	EP _{prod}	Δ EP _{prod}	EP _{innov}	Δ EP _{innov}	EP _{lab}	Δ EP _{lab}	EP _{ecol}	Δ EP _{ecol}	EP _{passio}	Δ EP _{passio}	
JSC NPP "Splavy"	3306	3502	196	5806	2500	5700	2394	3306	-	3319	13	8409

Table 3: The use level of economical potential of JSC NPP "Splavy", calculated on point system

Estimation of economical potential of JSC RPE "Splavy"												
1. Estimation of marketing potential												
Part of the market	Volume of selling	Competitiveness of products			Volume of order	Costs	Total weight of estimation of marketing potential					
M _{11=0,05}	D _{11=0,58}	M _{12=0,15}			D _{12=0,54}	M _{13=0,55}	D _{13=0,53}	M _{14=0,15}	D _{14=0,60}	M _{15=0,10}	D _{15=0,61}	P _{mark=0,55}
2. Estimation of production potential												
The level of power use	Size of function wear of equipment	Use of methods of production organization for cost decrease	Efficiency of production	Diversification of activity	Total weight of estimation of production potential							
M _{21=0,25}	D _{21=0,64}	M _{22=0,25}	D _{22=0,52}	M _{23=0,1}	D _{23=0,51}	M _{24=0,20}	D _{24=0,68}	M _{25=0,20}	D _{25=0,70}	P _{prod=0,63}		
3. Estimation of innovative potential												
Patent protection Costs of inventions	Costs on acquire of patents, Licence,, "know-how"	Profit from sails of own Licence and patents	People quantity	Total weight of estimation of production potential								
M _{31=0,45}	D _{31=0,56}	M _{32=0,25}	D _{32=0,58}	M _{33=0,15}	D _{33=0,61}	M _{34=0,10}	D _{34=0,53}	M _{35=0,05}	D _{35=0,44}	P _{innov=0,55}		

Table 3:

4. Estimation of labour potential										
Employee turnover	Moral estimation	Production	Corporation culture	Level of organization and labour	Total weight of estimation of labour potential					
M ₄₁ =0,25	D ₄₁ =0,57	M ₄₂ =0,20	D ₄₂ =0,64	M ₄₃ =0,25	D ₄₃ =0,82	M ₄₄ =0,15	D ₄₄ =0,60	M ₄₅ =0,15	D ₄₅ =0,48	P _{lab} =0,64
5. Estimation of ecological potential										
Estimation of economic potential of JSC RPE "Splavy"										
Costs on nature protected measures	Breach of the emission limits	Breach of maximum allowable concentration of substances	Breach of operating norms	Breach of minimum permissible conditions	Total weight of estimation of ecological potential					
M ₅₁ =0,45	D ₅₁ =0,45	M ₅₂ =0,15	D ₅₂ =0,43	M ₅₃ =0,15	D ₅₃ =0,52	M ₅₄ =0,15	D ₅₄ =0,41	M ₅₅ =0,10	D ₅₅ =0,51	P _{ecol} =0,45
Resulting estimation										
Estimation of marketing potential		Estimation of production potential		Estimation of innovation potential		Estimation of labour potential		Estimation of ecological potential		
P _{mark} =0,55	K ₁ =0,15	P _{prod} =0,63	K ₂ =0,25	P _{inov} =0,55	K ₃ =0,45	P _{lab} =0,64	K ₄ =0,10	P _{ecol} =0,45	K ₅ =0,05	
Total estimation										
L = 0,55										

Table 4: The use level of economical potential, calculated on both methods

The name of the enterprise	The use level of EP on absolute rates, %	The use level of EP on comparative
JSC RPE "Splavy",	40	55

First, receiving, almost, identical results, when using different approaches, convinces of their objectivity, adequacy of reflection of existing situation.

Secondly, some quantitative divergence in an assessment of level of use of economic capacity of the enterprises has no, basic value. Calculations for the described techniques give the chance to define not only extent of use of capacity of the separate enterprise, but also appeal to the investor of this or that object in comparison with others, to range the companies by criterion of realization of their opportunities. And offered techniques rather fully cope with this task.

Thirdly, it isn't necessary to give obvious preference neither to the first, nor the second method of determination of efficiency of use of EP. The option when parallel calculations and coincidence of their results are carried out is more desirable allows to make more reasonable choice.

Fourthly, the numerical ranks received in tables, give, generally an economic assessment of use of opportunities of the enterprises, purely pragmatical approach here is given: favourably-it is unprofitable. In real life it is necessary at acceptance of a final decision including at investment, to consider and other factors: political, social, moral.

A certain economic capacity of JSC RPE Splavy, as well as any other system consisting of interdependent parts, needs management for increase of efficiency of

activity of the enterprise as a whole. To one of ways of the management conducting to increase of size of economic capacity of the small industrial enterprise, improvement of methods of its use and optimum combination of its parts, business modernization is. This direction, in a context of the managing subject is understood "as improvement, improvement, object updating, its reduction in compliance with new requirements and norms, specifications, quality indicators". And popular in modern society by change of the principles of functioning of the enterprises within modernization processes, restructuring of the enterprises is more concrete.

The restructuring choice, as the priority direction of increase of use of economic capacity of the enterprises is caused by the following circumstances.

First, in the course of any change of activity or way of the managing subject there is an analysis of its work, studying and research of various activities, identification of the potential reserves existing at the enterprise.

Secondly, restructuring process, in comparison with other directions of improvement of activity of the enterprise (reconstruction, reorganization, modernization and other) is rather "cheap", not demanding for the realization of considerable financial, labor, time expenditure. It is an important factor in modern conditions of total deficiency of all types of resources.

Table 5: The level use of separate elements of economic potential by enterprise "Splavy"

	Marketing, potential, %	Productive, potential, %	Innovation, potential, %	Labour, potential, %	Ecological, potential, %	Passionary, potential, %
JSC NPP "Splavy"	100	94	57	58	100	99

Table 6: Main direction of enterprise restructuring

Name of the enterprise	The place of use	The direction of restructuring
JSC RPE "Splavy"	Innovation potential Labour potential Production potential	Paying great attention to carrying out of marketing researches and events of selling stimulation, formation of favourable image of consumers; Training of specialists according to new programmes of scientific and production; Orientation mostly on the services

Thirdly, in the course of restructuring of the enterprises created as in the period of administrative of economic economy and the period of market transformations, there are changes taking into account not only internal, but also external conditions. It allows to adapt more fully to the enterprise for environment and by that more effectively to function as open system.

Fourthly, restructuring, generally depends on own efforts of managers of the enterprise which can directly affect its directions, rates and sequence of carrying out.

As restructuring is rather difficult and ambiguous process which can be a subject not one research, in this work only the main directions of carrying out restructuring as means of increase of efficiency of use of economic capacity of the enterprise are shown. For this purpose we use results of the calculations given in tab. 5.

On the basis of these tab. 5 the possible directions of restructuring on studied object are offered.

The recommended directions of restructuring of the studied enterprise for the purpose of increase of level of use of the economic potential by it can be reduced in table 6.

Thus, reflecting the estimated directions of restructuring in table 6. It is possible to generalize that at the enterprise innovative and labor potentials are insufficiently used that most have impact on uses of economic potential as a whole. As a result of research the choice of the direction of restructuring as priority use for the purpose of increase of economic capacity of the enterprise is made.

CONCLUSION

Thus, in this article there was a definite purpose concerning development of methodical approaches and practical recommendations to an assessment of size and level of use of economic capacity of industrial small business and also a choice of the directions of increase of level of its use which was reached on cures of group of tasks.

First of all, decided on concept and features (problems) of managing of domestic industrial small enterprises now. Further, proved importance of an assessment and realization of own opportunities, that is, the capacity of the enterprises, using for this purpose the various techniques which approbation was carried out at the operating industrial enterprise of the city of Belgorod. In end, taking into account the received results, the general and concrete practical recommendations of management by potential its sizes conducting to increase, improvement of methods of its use and to an optimum combination of its parts are offered.

Conclusions:

- Small business represents the independent type of business occupying own niche in social and economic life of the country. Features of functioning of small business enterprises mention all spheres of public life: economy, policy, culture. Existing concepts of small business enterprises are substantially uncertain both with qualitative and from the quantitative party therefore such capacious concept, naturally, applies for an adequate technique of research.
- The analysis of the definitions concerning the category "capacity of the enterprise" allows to regard this phenomenon as multidimensional and multilevel which need to be studied in a complex. Into its structure enter: labor, production, investment, innovative, passionate, marketing and ecological potentials. The size of capacity of small enterprise needs to be determined taking into account influence of making elements at each other and at the same time their relative independence providing self-realization of these elements out of this enterprise.
- Level of use of economic capacity of small business is offered to be determined by a way of a combination of two approaches: on the basis of absolute and relative measures.

- On the calculated level of use of economic capacity of the small industrial enterprises it is possible to reveal their investment appeal, the assessment of extent of development of each element gives the chance to define the main directions of modernization in the form of enterprise restructuring.

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