

Grosul V. A.

*Doctor of Economics, Professor,
Head of the Department of Economics and Management
Kharkiv State University of Food Technologies and Trade, Ukraine;
e-mail: viktoriagrosul@gmail.com; ORCID ID: 0000-0002-2019-3853*

Zubkov S. O.

*Ph. D. in Economics, Associate Professor,
Associate Professor of the Department of Economics and Management
Kharkiv State University of Food Technology and Trade, Ukraine;
e-mail: s.zubkov@hduht.edu.ua; ORCID ID: 0000-0002-4892-8284*

METHODOLOGICAL TOOLKIT OF MANAGEMENT EFFICIENCY ASSESSMENT OF THE BUSINESS MODEL OF RESTAURANT BUSINESS ENTERPRISE

Abstract. Competition intensification in all segments of the consumer market is important feature of modern economic environment. Restaurant business isn't exception. The issues of efficiency assessment of the current business model of restaurant business enterprise become topical in terms of economic environment volatility. The purpose of the research paper is development of methodological toolkit for management efficiency assessment of the business model of restaurant business enterprise with the aim of determining the main ways of value retention and profitability level improving. Solving the research paper objectives is realized by such general and special methods of investigation as analysis and synthesis, generalization and systematization, the dialectical approach. The model of management efficiency assessment of the business model components is generated by authors and appropriate methodological toolkit is proposed with taking into account the specific for restaurant business enterprise business processes (production, sale and consumption of culinary products and services) and key criteria of business model efficiency (effectiveness, quality and time). It is argued that the restaurant industry is inseparably linked with the creation and retention of value supply. That is why it is grounded the necessity to take into account the value retention coefficient of restaurant business enterprise during determining the level of effectiveness of its current business model. It is proved that the level of efficiency of business processes management and the value retention ability of restaurant business enterprises are information basis for determining the fundamental provisions of its business model quality improving.

Keywords: business model, restaurant business enterprise, components, value, management efficiency.

JEL Classification: M21; L83

Formulas: 4; fig.: 3; tabl.: 1; bibl.: 25.

Гросул В. А.

*д.е.н., професор, завідувач кафедри економіки і управління
Харківського державного університету харчування та торгівлі, Україна;
e-mail: viktoriagrosul@gmail.com; ORCID ID: 0000-0002-2019-3853*

Зубков С. О.

*к.е.н, доцент, доцент кафедри економіки та управління
Харківського державного університету харчування та торгівлі, Україна;
e-mail: s.zubkov@hduht.edu.ua; ORCID ID: 0000-0002-4892-8284*

МЕТОДИЧНИЙ ІНСТРУМЕНТАРІЙ ОЦІНКИ ЕФЕКТИВНОСТІ УПРАВЛІННЯ БІЗНЕС-МОДЕЛЮ ПІДПРИЄМСТВА РЕСТОРАННОГО ГОСПОДАРСТВА

Анотація. Важливою ознакою сучасного господарського середовища є посилення конкурентної боротьби на всіх сегментах споживчого ринку. Не є винятком сфера ресторанного господарства. В умовах волатильності економічного середовища особливої

актуальності набувають питання оцінки ефективності чинної бізнес-моделі підприємства ресторанного господарства. Мета статті полягає в розробленні методичного інструментарію оцінювання ефективності управління бізнес-моделлю підприємства ресторанного господарства з метою визначення основних напрямів утримання цінності та підвищення рівня рентабельності. Вирішення постановлених у статті завдань здійснено за допомогою таких загальнонаукових і спеціальних методів дослідження: аналізу і синтезу, систематизації та узагальнення, діалектичного підходу. Ураховуючи специфічні для підприємств ресторанного господарства бізнес-процеси (виробництво, реалізація і споживання кулінарної продукції та послуг), а також ураховуючи ключові критерії ефективності бізнес-моделі (результативність, якість і час), авторами сформовано модель оцінки рівня ефективного управління компонентами бізнес-моделі та запропоновано відповідний методичний інструментарій. Аргументовано, що галузь ресторанного господарства нерозривно пов'язана зі створенням та утриманням ціннісної пропозиції. Вважаючи на це, обґрунтовано необхідність урахування коефіцієнта утримання цінності підприємства ресторанного господарства при визначенні рівня ефективності його діючої бізнес-моделі. Обґрунтовано, що рівень ефективності управління бізнес-процесами та спроможність підприємств ресторанного господарства утримувати цінність є інформаційною основою для визначення основних резервів підвищення якості його бізнес-моделі.

Ключові слова: бізнес-модель, підприємство ресторанного господарства, компоненти, цінність, ефективність управління.

Формул: 4; рис.: 3; табл.: 1; бібл.: 25.

Гросул В. А.

*д.э.н., профессор, заведующая кафедрой экономики и управления
Харьковского государственного университета питания и торговли, Украина;
e-mail: viktoriagrosul@gmail.com; ORCID ID: 0000-0002-2019-3853*

Зубков С. А.

*к.э.н., доцент, доцент кафедры экономики и управления
Харьковского государственного университета питания и торговли, Украина;
e-mail: s.zubkov@hduht.edu.ua; ORCID ID: 0000-0002-4892-8284*

МЕТОДИЧЕСКИЙ ИНСТРУМЕНТАРИЙ ОЦЕНКИ ЭФФЕКТИВНОСТИ УПРАВЛЕНИЯ БИЗНЕС-МОДЕЛЬЮ ПРЕДПРИЯТИЯ РЕСТОРАННОГО ХОЗЯЙСТВА

Аннотация. Определены основные структурообразующие критерии управления компонентами бизнес-модели предприятия ресторанного хозяйства. Предложен методический инструментарий оценки эффективности управления действующей бизнес-модели предприятия ресторанного хозяйства. На основе матричного подхода определены возможные способы оптимизации действующей бизнес-модели предприятия ресторанного хозяйства.

Ключевые слова: бизнес-модель, предприятие ресторанного хозяйства, компоненты, ценность, эффективность управления.

Формул: 4; рис.: 3; табл.: 1; библ.: 25.

Introduction. Effective management of modern restaurant business enterprise requires the use of new management concepts which allow quick responding to changes of internal and external environment. Restaurant business enterprise activity should focus on its competitive advantages. In this connection the issues of development the mechanism of business process management for restaurant business enterprises become topical; implementation of this mechanism will improve the efficiency of enterprise's assessment of the efficiency level of restaurant business enterprise management indices and on its ability to added value generation.

Literature review and the problem statement. At the present stage of economic development the problems of formation of enterprises' effective business models are actively developed in the researches of foreign and our country scientists. The business model concept is increasingly used for explaining the differences in activity indices of enterprises which operate in the same industry. Scientists focus attention on managing of the enterprise business model through the prism of business processes.

Among the most important studies which highlight certain aspects of the theory and practice of assessment the effectiveness of the business model and business processes, works of such researchers as V. Aksonov [1], V. Elyferov [2], T. Kochetkova, S. Horynova [3], F. Cosenz, G. Noto [4], P. Groumpos [5], M. Kataev [6], D. Teece [7], Y. Lyandau [8], T. Popova [9], E. Kurucz [10], A. Lemańska-Majdzik and M. Okręglicka [11], O. Fjeldstad and C. Snow [12], M. Heikkilä [13], V. Simonova [14], S. Lambert and R. Davidson [15], C. Zott and R. Amit [16] and many others should be noted. Existing developments of theoretical and methodological character consider the enterprise business model from different aspects; it leads to the lack of clear and common view on assessment technique which is related to the development of modern methods and models for complex assessment the effectiveness of business processes for strategic objectives implementation. These existing methodological approaches for assessment the effectiveness of the business model in general and specific business processes don't take into account the industry specificity of restaurant business enterprises; it actualizes the necessity for further research in this direction. That is why the weight of outlined range of problems increases on the theoretical and practical levels.

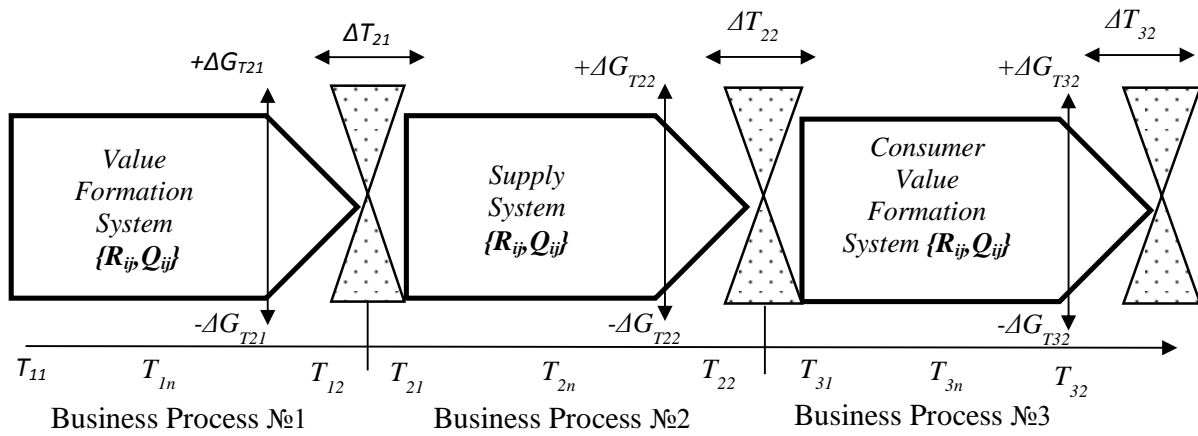
The purpose of the research paper is improving of methodological toolkit for assessment the effectiveness of business model management of restaurant business enterprise for determining the main ways of value retention and profitability improving. For achieving the purpose of the research paper the peculiarities of its realization are grounded with taking into account the specificity of restaurant business enterprises' activity.

Research Results. The research of works of foreign and our country experts in business modeling allows establishing that the assessment of the effectiveness of business processes management of restaurant business enterprise's existing business model is comprehensive process of all its components assessment, including methods of quantitative and qualitative assessment and differential comparison of processes' component with standards. Determining of the level of efficiency management of business process of existing business model of the restaurant business enterprise can not be fully described by the classic business models with taking into account the specificity of restaurant business enterprises.

On the base of analysis of numerous scientific developments, for example: V. Aksonov [1], V. Elyferov [2], T. Kochetkova [3], P. Groumpos [5], Y. Lyandau [8], T. Popova [9], S. Slywotzky [17], S. Shanyhin [18], A. Chuvashova [19] it is determined that the most of the scientific and methodological approaches to assessing of enterprise business processes base on financial indices, but this approach, in our view, limits the potential possibilities for improving the management level of all components of the business model of restaurant business enterprise, including those which have ability to indirectly profit generating.

The choice of three key groups for assessment the management efficiency of components (business processes) of restaurant business enterprises business models was argued in previous theoretical studies including invariance of approaches to classification of enterprises business processes, depending on the group of factors and with taking into account industry specifics of restaurant business enterprises. These three groups are K_{vp} — production of culinary products and services (the system of value creation), K_{rp} — sale of culinary products and services (the system of supply creation) and K_{op} — organization of culinary products and services consumption (the system of customer value creation), including the main structure-formed criteria of the business process efficiency: R — efficiency, Q — quality and T — time, because the level of the business process component always depends on the selected criteria despite the importance of the business process component.

The author formed assessment model of efficient management for business model components on the base of summarizing the above listed features and parametric criteria of forming of business model components of restaurant business enterprises (fig. 1).



$\pm\Delta G$ - target (reference) value

Fig. 1. Model of the assessment of management effectiveness level of business model components for restaurant business enterprise at the time

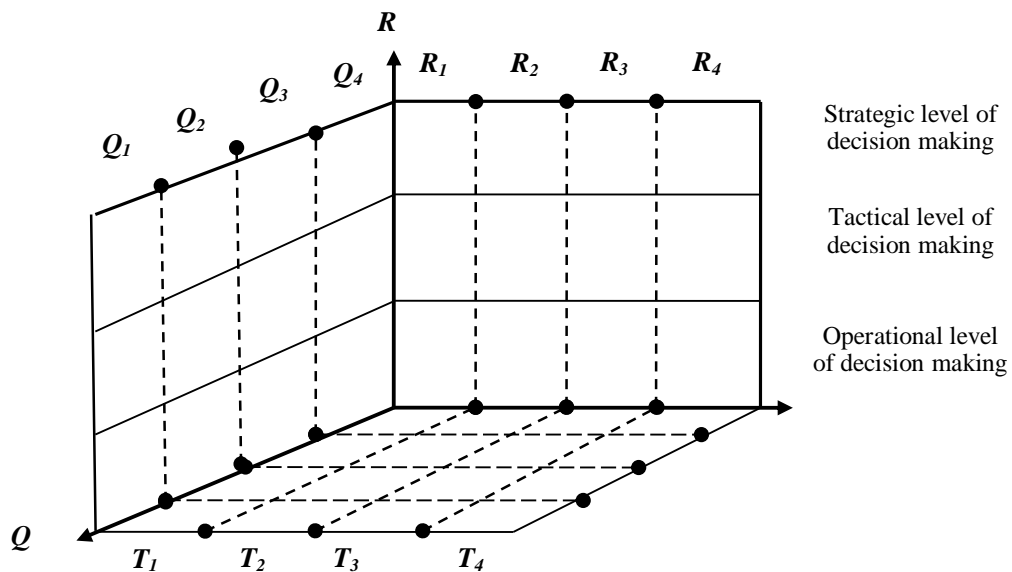
Source: Compiled by the author

Three main key business processes $K \{Kvp, Krp, Kop\}$ which are typical for the restaurant business enterprises were taking into account during this model developing. The list of rules was established under these conditions; 1) each process $K \{Tvp, Trp, Top\}$ has its own duration $T_i = T_{i2} - T_{i1}$. Standard duration of the process of business process management changes under the influence of factors on the value $\pm\Delta T_{ij}$ (leading or lagging of the regulatory plan). Thus, the duration of the business process is defined as $T_i = T_{i2} - T_{i1} \pm \Delta G_{Tj}$; 2) each process $K \{Qvp, Qrp, Qop\}$ has its own regulatory quality. Standard quality of the process of business process management changes under the influence of factors on the value $\pm\Delta G_{qj}$ (leading or lagging of the regulatory plan). Total quality level of all business processes management is defined as $Q = \sum K \{Kvp, Krp, Kop\} \rightarrow I$; 3) each business process has its own regulatory efficiency R_n . The regulatory efficiency of the process of business process management changes under the influence of factors on the value $\pm\Delta G_{rj}$ (positive, negative and zero values). The total value of each process is defined as $K \{Rvp, Rrp, Rop\} = R_n \pm \Delta G_{ij}$. It should be noted that the technology of modeling process realization can be phased or parallel, but independently of management technique its efficiency always defines effectiveness, quality and durability of the business process. Thus, the structure-formed criteria of the business model components management of the restaurant business enterprise mathematically can be described as differential model (formula 1):

$$\left[\begin{array}{l} \Delta T_i = \sum_{i=1}^{K_i} (T_i + \Delta G_{T_{ii}}) + \sum_{i=1}^{K_i} \Delta G_{T_{2i}} \\ \Delta Q_i = \sum_{i=1}^{K_i} (Q_i + Q_{ii}) \\ \Delta R_i = \sum_{i=1}^{K_i} (R_i + \Delta G_{R_{ii}}) + \sum_{i=1}^{K_i} \Delta G_{R_{2i}} \end{array} \right. \quad (1)$$

Express analysis for assessment system formation, for example, by N. A. Dubinina and V. V. Uskov [20] and coefficient method of analysis for the mathematical interpretation of the values, for example, by M. A. Kushner [21] were used for operational assessment the level of management efficiency of the business model components of restaurant business enterprise and criteria of their formation. The express analysis result is the system of structure-formed criteria of management efficiency of the business model components of restaurant business enterprise (Fig. 2).

Data for empirical research can be obtained through questionnaires and interviews [22, 23], the use of statistical data, financial statements of restaurant business entities, online resources on the activities of restaurant business enterprises [24] etc.



R_1 – the business process profitability; R_2 – the business process fund capacity; R_3 – turnover coefficient of current assets; R_4 – coefficient of the plan fulfilment of business process cost; Q_1 – level of customer satisfaction; Q_2 – coefficient of complaints about the dishes quality; Q_3 – coefficient of dishes production defects; Q_4 – the number of orders returning; T_1 – efficiency coefficient of the business process; T_2 – expenditures of time for one customer coefficient; T_3 – coefficient of expenditures of time for business process; T_4 – business process functions' backup coefficient

Fig. 2. The assessment system of structure-formed criteria of management efficiency of the business model components of the restaurant business enterprise

Source: Compiled by the author

Information base of State Statistics Committee of Ukraine, indices of statistical and financial reporting of restaurant business enterprises, Internet resources information and specialized publications on reviewing restaurant business market are initial data for calculation and assessment of analytical indices of management efficiency of the business model components of the restaurant business enterprise. Also it should be noted that the method of indices fixing, the use peculiarities of which are presented in the work, for example, by T. G. Emel'yanenko and A. V. Zberovskij [25] is used for standardization of obtained data.

Management efficiency of each business model component of the restaurant business enterprise is defined as the deviation of the current management level from its regulative (reference) value (formula 2):

$$\Psi_R = \frac{\Delta R}{\sum R_i}; \Psi_Q = \frac{\Delta Q}{\sum Q_i}; \Psi_T = \frac{\Delta T}{\sum T_i}; \quad (2)$$

The overall level of management efficiency of the business model components of the restaurant business enterprise is determined by the formula 3 which is presented below:

$$\Psi_{komp} = \sqrt[3]{\Psi_R + \Psi_Q + \Psi_T} \quad (3)$$

Generalized integral index is calculated by the above algorithm (table 1) allows to make the conclusion about the level of management efficiency of the business model components of the restaurant business enterprise.

Tab. 1

Intervals of the scale of effectiveness level assessment of business model components management for the restaurant business enterprise

The integral index of the assessment level of enterprise business process management	Qualitative management assessment	Qualitative characteristic
$0,3 \leq \Psi_{komp} \leq 0,5$	Critical management inefficiency	Management imbalance between the business model components, imbalance is occurred, management should develop measures for improving the business process value
$0,51 \leq \Psi_{komp} \leq 0,70$	Allowable management efficiency	Components management is in an acceptable range, the deterioration of one component does not impact on the overall index of efficiency, but management must constantly monitor the state of the balance of business processes and limit of their divergency
$\Psi_{komp} \geq 0,71$	High management efficiency	The quality of business processes management is on high level, balanced development of all components is occurred, values approach to maximum

Source: Compiled by the author

It is necessary to take into account the processes' problem zones during the process of analyzing the components of the business model of the restaurant business enterprise. It is necessary to investigate in details business processes of enterprises with higher level of efficiency or standard for identifying potential reserves of growth and new values for business processes optimization for deeper analysis of «bottlenecks» according to business model components.

So long as economic processes are constantly changing, new technologies come into existence and new approaches to management form, it is logical that traditional business models become obsolete. It is generally accepted fact that the product develops cyclic in the market, it goes through the stage of growth and aging, business model of the enterprises goes through the same way of developing. Value migration arises when the mechanism of the interconnection between the business model of the restaurant business enterprise and consumer ceases to operate effectively. The value begins to migrate from old to new business models which are better able to meet the most pressing needs of clients, for example, by A. Slyvotsky [17] The value does not disappear, it just moves sometimes very quickly to new activities and competencies and new business models, which can earn more because of their superiority in the ability to meet consumers' needs. In some cases, consumers are the only ones who benefit from this process because business models which operate in the market at the moment meet their needs, without prices and profit increasing.

Branch of restaurant industry is inseparably linked with the creation and retention of value supply. In this context, the view of A. Slyvotsky [17] should be completely supported, he states: «... the consumer makes choice on the base of own priorities. This choice determines the development of potential value for the business for which this consumer is customer. The value is shared by different business models at any given time, depending on this choice. Choice occurs when the consumers' priorities change and new business models offer them new options».

The use of such approach for assessment the efficiency of the business model of the restaurant business enterprise makes possible identifying the way and speed of value creating and retaining because strategic guidelines of development change depending on business value change.

Retention value coefficient for restaurant business enterprise is calculated by the formula 4:

$$U_v = \frac{N_A \times W_A \times I_{bm}}{D} \quad (4)$$

where U_v — retention value coefficient for restaurant business enterprise; N_A — sum of enterprise net assets; W_A — profitability of enterprise assets; I_{bm} — business processes stability index; D — turnover of restaurant business enterprise.

It is noted that the calculated index should be better considered interactive for observing the trends of the existing business model value migration of the restaurant business enterprise.

Matrix approach according to parametric graduation of two components — retention value coefficient and integral index of assessing the level of business process management of the enterprise is proposed to use for determining the overall level of management efficiency of active business model of restaurant business enterprise (Figure 3).

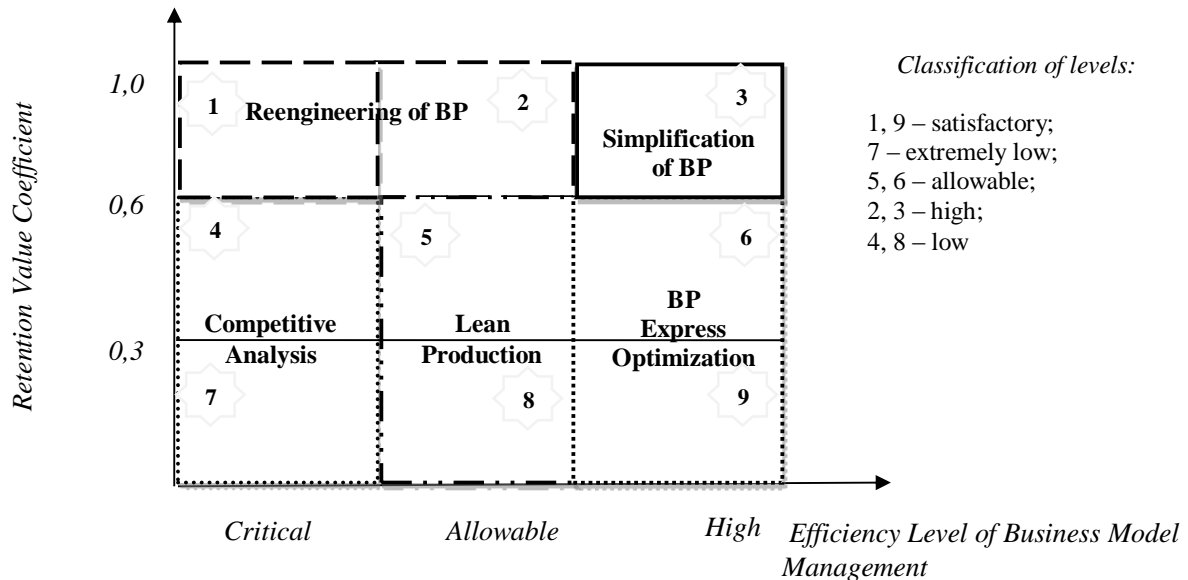


Fig. 3. Matrix of determining the overall level of management efficiency of restaurant business enterprise business model
Source: Compiled by the author

During the study it is found that the level of effective business process management, the ability to value retaining, ways of competitive growth reserves determining should be taken into account for identifying the most effective way of optimization the current business model of the restaurant business enterprise. The choice of optimization alternatives for improving of the business model of the enterprise becomes possible after obtaining of such information.

Conclusions. The advantage of the proposed approach to assessment the management efficiency of the business model components and their value for the restaurant business enterprise is the constant monitoring of «bottlenecks» which will provide reducing the time lag between the current situation and strategic decision making. The further studies lie in developing of comprehensive methodological toolkit assessment of innovation activity of restaurant business enterprise with the aim of determining the target vectors of its renovation or transformation.

Література

1. Аксенов В. В. Методы структурного анализа для моделирования и оптимизации бизнес-процессов промышленного предприятия / В. В. Аксенов // Вестник ИНЖЭКОНа. — 2012. — № 3. — С. 260—261. — (Серия : Экономика).
2. Репин В. Процессный подход к управлению. Моделирование бизнес-процессов / В. Репин, В. Елиферов. — Москва : Манн, Иванов и Фербер, 2013. — 544 с.
3. Кочеткова Т. С. Реинжиниринг бизнес-процессов управления с использованием параметрического моделирования / Т. С. Кочеткова, С. В. Горинова // Современные наукоемкие технологии. Региональное приложение. — 2013. — № 2 (34). — С. 66—69.
4. Cosenz F. A dynamic business modelling approach to design and experiment new business venture strategies / F. Cosenz, G. Noto // Long Range Planning. — 2018. — Vol. 51. — № 1. — P. 127—140.
5. Groumpos P. P. Modelling business and management systems using fuzzy cognitive maps: a critical overview / P. P. Groumpos // IFAC-Papers On Line. — 2015. — Vol. 48. — № 24. — P. 207—212.
6. Процессно-ориентированный подход к управлению предприятием / М. Ю. Катаев, Ю. Б. Ифугин, А. А. Емельяненко [и др.] // Известия Томского политехнического университета. — 2008. — Т. 313. — № 6. — С. 20—23.
7. Teece D. J. Business models and dynamic capabilities / D. J. Teece // Long Range Planning. — 2018. — Vol. 51. — № 1. — P. 40—49.
8. Ляндау Ю. В. Повышение эффективности деятельности предприятий и инструменты управления бизнес-процессами / Ю. В. Ляндау // Нормирование и оплата труда в промышленности. — 2013. — № 5. — С. 47—51.
9. Попова Т. Е. Формирование модели инновационного развития бизнес-процессов на предприятиях отечественного автомобилестроения / Т. Е. Попова // Транспортное дело России. — 2012. — № 6-1. — С. 36—38.

10. Kurucz E. C. Relational leadership for strategic sustainability: practices and capabilities to advance the design and assessment of sustainable business models / E. C. Kurucz, B. A. Colbert, F. Leadeke-Freund [et al.] // *Journal of Cleaner Production*. — 2017. — Vol. 140. — P. 189—204.
11. Lemańska-Majdzik A. Identification of business processes in an enterprise management / A. Lemańska-Majdzik, M. Okręglika // *Procedia Economics and Finance*. — 2015. — Vol. 27. — P. 394—403.
12. Fjeldstad O. D. Business models and organization design / O. D. Fjeldstad, C. C. Snow // *Long Range Planning*. — 2018. — Vol. 51. — № 1. — P. 32—39.
13. Heikkilä M. Business model metrics: an open repository / M. Heikkilä, H. Bouwman, J. Heikkilä [et al.] // *Information Systems and e-Business Management*. — 2016. — Vol. 14. — № 2. — P. 337—366.
14. Симонова В. А. Оценка эффективности бизнес-процессов промышленных предприятий / В. А. Симонова // *Проблемы экономики*. — 2013. — № 4. — С. 56—60.
15. Lambert S. C. Applications of the business model in studies of enterprise success, innovation and classification: an analysis of empirical research from 1996 to 2010 / S. C. Lambert, R. A. Davidson // *European Management Journal*. — 2013. — Vol. 31. — № 6. — P. 668—681.
16. Zott C. Business model design and the performance of entrepreneurial firms / C. Zott, R. Amit // *Organization Science*. — 2007. — Vol. 18. — № 2. — P. 181—199.
17. Сливоцки А. Миграция ценности. Что будет с вашим бизнесом послезавтра? / А. Сливоцки. — Москва : Манн, Иванов и Фербер, 2006. — 452 с.
18. Шаныгин С. И. Управление ресурсным обеспечением бизнес-процессов организации / С. И. Шаныгин // *Лизинг*. — 2011. — № 6. — С. 25—30.
19. Чувашова А. А. Методика проектирования механизма управления качеством бизнес-процесса / А. А. Чувашова // *Автоматизация и управление в технических системах*. — 2013. — № 4.2. — С. 75—83.
20. Дубинина Н. А. Подходы к оценке сбалансированности развития предприятий / Н. А. Дубинина, В. В. Усков // *Вестник Астраханского государственного технического университета*. — 2011. — № 1. — С. 164—172. — (Сер. : Экономика).
21. Кушнер М. А. Модель минимизации сроков выполнения в рамках сетевых технологий при фиксированном бюджете / М. А. Кушнер // *Вестник Астраханского государственного технического университета*. — 2010. — № 2. — С. 124—129. — (Сер. : Экономика).
22. Markowska M. Contextualizing business model development in nordic rural gourmet restaurants / M. Markowska, R. J. Saemundsson, J. Wiklund // *Handbook of research on entrepreneurship in agriculture and rural development*. — Cheltenham: Edward Elgar Publishing Ltd, 2011. — P. 162—179.
23. Гросул В. А. Методичний інструментарій оцінювання рівня інноваційної активності підприємств ресторанного господарства / В. А. Гросул, С. О. Зубков, Т. П. Иванова // *Маркетинг і менеджмент інновацій*. — 2018. — № 1. — С. 284—294.
24. Wang X. Internet platform business model renovate catering industries: evidence from 3199 catering enterprises on dianping.com in haidian district / X. Wang, Z. Yin. — New York : Institute of Electrical and Electronics Engineers, 2017. — P. 1-5.
25. Принятие решений в системах мониторинга / Т. Г. Емельяненко, А. В. Зборовский, А. Ф. Приставка [и др.]. — Днепропетровск : РИК НГУ, 2005. — 224 с.

Стаття рекомендована до друку 10.09.2018

© Гросул В. А., Зубков С. О.

References

1. Aksenov, V. V. (2012). Metody strukturnogo analiza dlya modelirovaniya i optimizacii biznes-processov promyshlennogo predpriyatiya [Methods of structural analysis for modeling and optimization of business processes in an industrial enterprise]. *Vestnik INZHEKONa — Bulletin of INJECON*, 3, 260—261 [in Russian].
2. Repin, V., & Eliferov V. (2013). *Processnyj podhod k upravleniyu. Modelirovanie biznes-processov [Process approach to management. Modeling of business processes]*. Moscow: Mann, Ivanov i Ferber [in Russian].
3. Kochetkova, T. S., & Gorinova, S. V. (2013). Reinzhiniring biznes-processov upravleniya s ispol'zovaniem parametricheskogo modelirovaniya [Management business processes' reengineering with the use of parametric modeling]. *Sovremennye naukoemkie tekhnologii. Regional'noe prilozhenie — Modern science-intensive technologies. Regional application*, 2 (34), 66—69. Retrieved from https://www.isuct.ru/e-publ/snt/sites/ru.e-publ.snt/files/2013/02/snt_2013_n02_66.pdf [in Russian].
4. Cosenz, F., & Noto, G. (2018). A dynamic business modelling approach to design and experiment new business venture strategies. *Long Range Planning*, 51 (1), 127—140. Retrieved from <https://doi.org/10.1016/J.LRP.2017.07.001>.
5. Groumpos, P. P. (2015). Modelling Business and Management Systems Using Fuzzy Cognitive Maps: A Critical Overview. *IFAC-Papers On Line*, 48 (24), 207—212. Retrieved from <https://doi.org/10.1016/J.IFACOL.2015.12.084>.
6. Kataev, M. Yu., Ifutin Yu. B., Emel'yanenko A. A., Emel'yanenko V. A., & Borodin A. V. (2008). Processno-orientirovannyj podhod k upravleniyu predpriyatijem [Process-oriented approach to enterprise management]. *Izvestiya Tomskogo politekhnicheskogo universiteta — Proceedings of Tomsk Polytechnic University*, T. 313, 6, 20—23. Retrieved from <https://cyberleninka.ru/article/n/protsessno-orientirovannyj-podhod-k-upravleniyu-predpriyatijem> [in Russian].
7. Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51 (1), 40—49. Retrieved from <https://doi.org/10.1016/J.LRP.2017.06.007>.
8. Lyandau, Yu. V. (2013). Povyshenie ehffektivnosti deyatel'nosti predpriyatij i instrumenty upravleniya biznes-processami [Increasing the efficiency of enterprises and tools for managing business processes]. *Normirovanie i oplata truda v promyshlennosti — Normization and payment of labor in industry*, 5, 47—51 [in Russian].
9. Popova, T. E. (2012). Formirovanie modeli innovacionnogo razvitiya biznes-processov na predpriyatijah otechestvennogo avtomobilestroeniya [Formation of the model of innovative development of business processes at the enterprises of the domestic automobile industry]. *Transportnoe delo Rossii — Transport business in Russia*, 6-1, 36—38. Retrieved from <https://cyberleninka.ru/article/n/formirovanie-modeli-innovatsionnogo-razvitiya-biznes-protsessov-na-predpriyatijah-otechestvennogo-avtomobilestroeniya> [in Russian].
10. Kurucz, E. C., Colbert, B. A., Leadeke-Freund, F., Upward, A., & Willard, B. (2017). Relational leadership for strategic sustainability: practices and capabilities to advance the design and assessment of sustainable business models. *Journal of Cleaner Production*, 140, 189—204. Retrieved from <https://doi.org/10.1016/j.jclepro.2016.03.087>.

11. Lemańska-Majdzik, A., & Okręglika, M. (2015). Identification of Business Processes in an Enterprise Management. *Procedia Economics and Finance*, 27, 394—403. Retrieved from [https://doi.org/10.1016/S2212-5671\(15\)01011-4](https://doi.org/10.1016/S2212-5671(15)01011-4).
12. Fjeldstad, O. D., & Snow, C. C. (2018). Business models and organization design. *Long Range Planning*, 51 (1), 32—39. Retrieved from <https://doi.org/10.1016/J.LRP.2017.07.008>.
13. Heikkilä, M., Bouwman, H., Heikkilä, J., Solaimani, S., & Janssen, W. (2016). Business model metrics: an open repository. *Information Systems and E-Business Management*, 14 (2), 337—366. Retrieved from <https://doi.org/10.1007/s10257-015-0286-3>.
14. Simonova, V. A. (2013). Ocenka ehffektivnosti biznes-processov promyshlennyh predpriyatij [Evaluation of the efficiency of business processes of industrial enterprises]. *Problemy ehkonomiki — Problems of the economy*, 4, 56—60 [in Russian].
15. Lambert, S. C., & Davidson, R. A. (2013). Applications of the business model in studies of enterprise success, innovation and classification: An analysis of empirical research from 1996 to 2010. *European Management Journal*, 31 (6), 668—681. Retrieved from <https://doi.org/10.1016/j.emj.2012.07.007>.
16. Zott, C., & Amit, R. (2007). Business model design and the performance of entrepreneurial firms. *Organization Science*, 18 (2), 181—199. Retrieved from <https://doi.org/10.1287/orsc.1060.0232>.
17. Slyvotsky, A. (2006). *Migraciya cennosti. Chto budet s vashim biznesom poslezavtra [Migration of value. What will happen to your business the day after tomorrow?]*. Moscow: Mann, Ivanov i Ferber [in Russian].
18. Shanygin, S. I. (2011). Upravlenie resursnym obespecheniem biznes-processov organizacii [Management of resource provision of business processes of the organization]. *Lizing — Leasing*, 6, 25—30 [in Russian].
19. Chuvashova, A. A. (2013). Metodika proektirovaniya mekhanizma upravleniya kachestvom biznes-processa [Methodology for designing a mechanism for managing the quality of a business process]. *Avtomatizaciya i upravlenie v tekhnicheskikh sistemah — Automation and control in technical systems*, 4.2, 75—83. Retrieved from http://www.journals.org/index.php/auts/article/view/auts4209/pdf_28 [in Russian].
20. Dubinina, N. A., & Uskov, V. V. (2011). Podhody k ocenke sbalansirovannosti razvitiya predpriyatij [Approaches to assessing the balance of development of enterprises]. *Vestnik Astrahanskogo gosudarstvennogo tekhnicheskogo universiteta — Bulletin of the Astrakhan State Technical University*, 1, 164—172. Retrieved from <https://cyberleninka.ru/article/n/podhody-k-otsenke-sbalansirovannosti-razvitiya-predpriyatij> [in Russian].
21. Kushner, M. A. (2010). Model' minimizacii srokov vypolneniya v ramkah setevyh tekhnologij pri fiksirovannom byudzhete [A model for minimizing the implementation time within the framework of network technologies under a fixed budget]. *Vestnik Astrahanskogo gosudarstvennogo tekhnicheskogo universiteta — Bulletin of the Astrakhan State Technical University*, 2, 124—129. Retrieved from <https://cyberleninka.ru/article/n/model-minimizatsii-srokov-vypolneniya-proekta-v-ramkah-setevyh-tehnologiy-pri-fiksirovannom-byudzhete> [in Russian].
22. Markowska, M., Saemundsson, R. J., & Wiklund, J. (2011). Contextualizing business model development in Nordic rural gourmet restaurants. *Handbook of research on entrepreneurship in agriculture and rural development* (pp. 162—179). Cheltenham: Edward Elgar Publishing Ltd.
23. Grosul, V. A., Zubkov, S. O., & Ivanova, T. P. (2018). Metodychnyi instrumentarii otsiniuvannia rivnia innovatsiinoi aktyvnosti pidpriemstv restorannoho hospodarstva [Methodical tool for assessing the level of innovation activity of restaurant enterprises]. *Marketing i menedzhment innovacij — Marketing and Management of Innovations*, 1, 284—294. Retrieved from <https://doi.org/10.21272/mmi.2018.1-21> [in Ukrainian].
24. Wang, X., & Yin, Z. (2017). Internet platform business model renovate catering industries: Evdience from 3199 catering enterprises on Dianping.com in Haidian district. *2017 4th International Conference on Industrial Economics System and Industrial Security Engineering (IEIS)* (pp. 1—5). Retrieved from <https://doi.org/10.1109/IEIS.2017.8078584>.
25. Emel'yanenko, T. G., Zberovskij, A. V. & Sobko, B. E (2005). *Prinyatie reshenij v sistemah monitoring [Decision making in monitoring systems]*, 224, Dnepropetrovsk: RIK NGU [in Russian].

The article is recommended for printing 10.09.2018

© Grosul V. A., Zubkov S. O.