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ABSTRACT

The company success is defined by a long-term action and a well-planned organisation whether it is within an internal or external the company structure. The productivity system depends also on many factors but is defined by operational system. Calling upon a system in the firm productivity led to understand couple directives and economic structures that has to be followed. And everything starts by a plan. Each plan in the business starts with an idea and this can be considered as an insight for a business as long as the plan structure has not showing a failure; the company is called then to invest in actions in order to see the expected results occur in accordance with the necessary capital invested. But there is a need of understanding the advantage of analysing the result from a particular decision taken, but this is a long process and require much more time. Therefore, bringing up a specified strategy which plays a certain role in the process ensure the existence of an awaiting specific result, just because this has been doing the same over different situation in time; by simplified methods toward actions in a system leading to a particular result, and by understanding the operational method object and its links toward specific solutions.

In the business doing process, the market economic structure is a source of different economic activities based on economic transactions providing different result which can be beneficial or not towards a business. Companies take the necessary actions to coerce risks and consider benefits that may arise in a broad context. Most of the time, companies account losses related to the related strategies, and lead to not well perceive and cannot get put in order the special materials perceptions. This might affect the long-life company existence including the perspective development of its structure. Therefore, the company despite its size must think about how to preserve these consequences to be happened. The actions taken considered as strategies required for specific approaches to help the companies to develop well. Understand each strategy in the company operations development guarantee loss risk reduction and rationalize profits in an established economic process.

In this research, we provide a deeper understanding of operational strategies, their common use into doing business and the implementation of the advantages providing by its organization model. Deeply the research seeks to understand the context referring to the success of young companies operating in the information and technology sector using operational strategies. Therefore, the data collection was based on questionnaires addressed to 245 companies and some interviews conducted with companies' managers about to know how well

these companies perform the operational strategies in their business model and process and how this strategy responds to their needs in term of capitalisation and performance.

Keywords: Operational strategies, markets, economics advantages, business model, business process, business operational management.

I. INTRODUCTION

Understanding strategy in each process in an organization is one of the biggest problems that entrepreneurs face in their day-to-day tasks. Alford and Greve (2017) pointed this issue by highlighting question about strategies in the implementation of business plan for a company. These efforts allowed toward the business process are in different form and depend on particulars circumstances, which defined in the most effective ways the global understanding of company business process. Entrepreneurs do not in most of cases derive capital gains from the contributions of operational strategies in the process of functioning the institutions even more they have rather erroneous approach to the perception of the evolution of objectives of the particular energies that must get involved. There are always moves observing into production process inside companies development processes, one called Seru production (Faruk 2019) based on employees adapting movements process. Talking about strategies self-involve huge number of contact and need to be adapted in some more particular view to make it understandable and easier to follow up.

Therefore, we need to clarify the context while discussing about the use of operational strategy in a company by bringing specific accreditations concept and tools to support the meaning and the understanding. The reason is the content is adaptable for all categorization interested in business building success and tend to explain as much as possible all the parameters into operationalization of strategies in the company development process.

This paper highlights different operational strategies outputs in the company by enhancing the specific keys feature into a business model relatively to a business strategy which is supposed to lead well the outfit power of relative key factors. (Kouvelis et al. 2011) or the necessity of its implementation within the integration in the operational business, (Reid 1989). Therefore, it seems to have more impact in implementing the business into a specific corporate system management in terms of managing operational team Cleland (1999). The work focuses on the study of the applicability of operational strategies within firms and how this is related to the company performance across the time. The process led in the data collection helped this research to reach the awaiting result, by asking specific question in relation with the applicable system, business strategies change, even the decisions trends leading for failure. We agree with Fredriksson and all (2016) about the non-changeable result of strategies depending on company Business model, for the reason why his research was led by taking a sample of more than 200 company in different fields and the result remained the same.

This research goes under specific methods describing in which circumstance the operational strategy is applied and how this contributes to the company development. The major point in this research is the understanding of operational strategies in terms of decision making, applicability, and orientation toward the business process. Therefore, the location is part of the company development, this includes the government contribution, the economic market trends even the customer behaviour toward the product appreciation price. Thus, it is important to hang on bringing up an historical view of performance standing company in term of country market and help. It is necessary also to shape up some dark side of operational strategies in order to awake the decision maker about the awaiting result, that is why at our discussion section we bring up the advantage and disadvantage of this strategy. The managerial implication at his side shape gives some suggestion in term of decision that has to be taken at a particular moment. Lot of company have been selected randomly during this research, because of the inclusiveness and diversity. The main idea is to bring up the general operational strategy output and the particular strategy in three dimensions: capitalistic, financial, and technological.

Objective

Besanko D. and all (2013) pointed out the fact that the company's success is not a matter of luck, but it is the real proof of existence long term strategies within a business model which in general definition of the business process. Therefore, the company's business success stands for many elements playing a great role into the company business model. These elements are defined as strategies and each one is related to it one context. The particularity of the operational strategy led us to understand more about it process in term of applicability and in term of relateness of management.

Thus, this led us to try to figure out about how it is related in the real applicability. The strength side and its weaknesses and how this implies to the day to day company giving back results. Author Lawson (2001) points out, scientifically questions about business and strategy that it is to point out the strategy relying primarily on a solid and based foundation of the structures put in place to meet a perceived need in the company.

Therefore, this work brings up how the operational strategy is applied by companies in different circumstances from different economic area emphasizing the use of specific economics tools related to the operational management in the conduct and execution of team

operational managing methods , in the decision-making managers' sides within a company and how all of this is applying in term of company development. From this point of process, a perfect picture of understanding of how tools have been used for providing the development of company's business model. The work highlights also the management and scientific strategy that can be adapted to all company's productive value. Understanding at the right time where the company was supposed to implement the particular operational strategies tool into business process is the relevant result seek around all the methods applied. Applying to this idea we will understand the specific idea needed for implementing a successful business model in terms of developing the company by using the operational strategic tool. There is a confusing application terminology between business model and business process observed toward the public audience. The comparative model used in this context lead to understand by differentiating the satisfactory model of performance about young companies in specific criteria of economic area. All these points can lead us to understand and being able to answer our mainly questions :When should you put a strategy into a company? How were the process going and which result is related, how to implement a strategy in the business development process? Which tool of operational strategy is needed in the process of a developing business ?

Novelty

In the business management field, lot of work are concerning business process and business model, as for other studies the operational strategies management offers bunches of work tending to enhance the power of companies but no one of them went into understanding the use of operational management in strategical application model, especially concerning young company. The particularity of this study is the singularisation of operational strategy within a business process by presenting specifically its output in different sector in the format of comparative studies, by enhancing the specific assets and the particular methods implementing its use in management scientific domain. The work brings up generally of the operational strategy in firm is applied and how this is adapted to the perception of the different layers interested in the implementation and development of business.

It is an effective tool in terms of working on improving the business climate and in terms of capacity building in a process of developing the company's assets in its evolution. This work involves different process categorizations within a company. It is a necessary tool for any successful entrepreneur who wants to understand the needs in the development process of his

business. Another big task in our studies is to find out when exactly the science of management entered in the scientific world relying it to management self, economy business, engineering leading to a deeper confusion. One of the purposes of this work is to understand the practical contribution of the operational strategy used by young companies in the field of information technology. Comparing young companies in the economic market to the grown companies, we will demonstrate the results with a rather critical look and give a recommendation by referring to the necessary points. We want to know how a young-entry company in the information technology market successfully survived and develop its potentialities toward the market, what is the ongoing process for a company to grow into the market facing different issues, problems, and critics, how it must rely heavily on internal strategy than on its external support from different sources

This work highlights the terms in the contextual use of the term operational strategy. The term is not new in the scientific world, but it leads to confusion when it will come to define its terminology singularly. Because the strategy can mean the operation and the operation has in turn a strategy.

Throughout our research we have attempted to reunite the definition of these two terminologies in a way that simplifies and places them in a rather scientific, verifiable, and quantifiable context with a solid basis for comparative study, a comparative and denominative methodological approach to infer quantifiable and verifiable evidence. Globally, focusing in the operational strategic in the scientific research, this approach brings a highlight in terms of applicability and development of specific plans commonly used for researchers, many authors focused only on the denominative of operational strategies, and not really link their approaches to a specific case in order to well perceived its implementation. (Tomlin B. and Wang Y., 2011, Gordillo M. A. et al. 2016). But this research is a combination of technical practice and the enriched theory in the operational management sphere. This new approach focuses its methodology on the theoretical application of entrepreneurial decisions in various situations of business management in the information technology's sector. Without making it a specific case study the example highlighted in this framework rhymes with the maximum understanding of contexts in a dynamic understanding point. All this offers this study the specific and new character in that it accurately illustrates the strategic scope of the decisions put in place and their impact on the company. Studies of operational strategies have limited their scope of action

on theoretical scope without giving explanatory details that we find necessary for the concept maximum understanding.

Hypothesis

The question arising often into discussion is about the discovery of the operational strategy into a business process. Most of the case, the company will never reveal any of its strategy no matter circumstance but, it gives element allowing the analyst to understand the strategy type used into a process. Every company implement its strategy in different way, and the strategy is related to specific elements designed to represent it by playing a great role inside the business process. As for other strategies, the operational strategies must have to produce a particular result, for that it has a specific structure inside the business model that can be seemed different from other strategies. By defining roles and responsibility, the company implement its operational strategies and brings its to it predefinition the status of realisable application of its methods. Understanding the operational strategy context and applicability by representing business tools remain the major aspects in the business management study describing the company productivity effectiveness and the efficiency managing system in terms of relevant process study. This allows to short out specially the designed responsible of a particular task in the business development process which allow to assess if possible him or her taking into responsibility their responsibility at the same time the data of the tools necessary in the approach to the applicability of revenue rights. Therefore, companies have got lot of strategies which they apply in order to ensure their development. From the operational strategy the perception of the business management in application is related to the promotion, execution, and the structure for getting a good result after action. But this statement must lead first to answer the questions : What is the purpose of the operational strategy? What is its applicability in terms of the implementation of the business development process?

The operational strategy has function of giving developing plan access to the company secondary assets resource by implementing

1. Instruments related to operational strategies.

Into this implementation the structural management, understanding the structural analysis in the management suppose the application of resources in the model base of development relatively connecting with the specific resource for the company development. This is supposed to bring a new model of understanding in terms of principles in management

Understanding the management structural analysis supposed to take into consideration the application of resources available able to modify the company's target. These strategical assets can be taken as one of the biggest favours allowing the market to play a great role in the developing process of the company. There are the necessities of strategies that can be enumerated in order to highlight the interest of the management strategical aspect. In order to enhance the management in the way of operating principles in management the companies need to proceed on theoretical management, the operational management seek to understand over some principles in the entrepreneurial methods and the perception in the way of proceeding goods and bringing values to the most independent value in the market.

The valuables assets are most independent in the managing principles in the methods of taking the most important in terms of necessities strategies for the implementations in the context of developing companies independently to others which do not show these characteristics and bringing up the evolutions in the possible way of its development. Therefore, by establishing the productivity, we highlight the structural analysis leading the market by differentiating the context in the analytics operational resource management and the contextual productivity management.

Strategically, the operational management tends to integrate the need of developing the company. asset by providing aspect tools in the way of moving and providing structural management in the promotional methods in the management strategies structures. Within this research we were getting difficulties to remove management science and decision-making study which deeply is connected to the military technics study. We could have mentioned this issue earlier in our previous studies, but this remains the hypo technical use of well understanding the research.

Research questions

The big problem in the daily basis management is to fix up the specific strategies for a particular operation inside business process Duncan (2012). This is not only from the employers sides but also to anyone committed to take a shape quick decision upon a circumstance matter. The agreement about the decision making is the up level of definition of strategies.

The Analysis of the operational strategies process requires the implementation of specific analytic instrument for necessary approaches to bring up the exact aspect and tools played in getting a specific result. But this process is more complicated than it may appear, for the reason

why, results obtained is the mixture of different kind of process instrument and time and circumstance. Some authors believe that for some circumstance, the company success is a matter of luck Gladwell (2016) Duncan (2010). But in deep by focusing on analytical method we can conclude that there is no luck on this matter. There is always a strategy hidden into plans and objectives which define the success or the failure of a company. Therefore, a question to ask is about how the operational strategies is implemented inside the company economy system and how this related toward the economic market? Thus, we can also go further by asking :

1. How do companies figure out the necessary market potential in the entry game theory market?
2. In which particular case the operational strategy is well applied by the firm?
3. What brings the operational strategy to the company which is different from plan, and objectives and why is it so important to implement a specific strategy inside the business process?
4. What are the necessary operational strategies for the development of companies in the economic market?
5. Is there any relationship between operational strategy and other strategies types?

For many years by today, countries have been helping companies toward the struggles and other difficulties regarding the financial situation and economics advantages issues. The company while fixing its objectives, set up plans process and strategies in order to come out with the expected result. Mazzarol and Reboub (2019) emphasised that sitting plans and strategies is not only ensure the company to reach its goals and fulfil its objectives, but also prevent the small business for a failure risk. From this point of view, we may agree that the strategy is settled up while objectives are arising and the approach in reaching the result are made up.

Therefore, we assume that the intense analysis is require before the entry market strategy being decided. Many elements show indirectly the perfect path to be taken while the time and circumstances play the regulator process inside this game.

Based on two market elements such as competitiveness and the rate of increase in demand for goods and services, the real capacity of an economic market to invest in can be determined. But it also depends on secondary factors such as the macroeconomic growth of the products

found there, the temporal evolution of the price of goods and the cost of production of goods and services related to the capacity of potential buyers. such as kaleka and Morgan (2019) the determination of the capacity of the investment market must be based on how market-based firms interact with consumers through their demands, demands as well as the previous review of the skills displayed by the economic operations carried out there.

Moreover, economic indicators and even the political and economic situation of the country can also play such an important role in determining the capacity of the market. Budgetary performance as well as the availability of basic economic infrastructure may be necessary elements to consider speaking the perception of market values and economic capabilities for a given investment Katsikeas, Morgan, Leonidou, and Hult's (2016). There is also tax legislation that can be considered additionally, the rules of laws relating to taxation and procedures facilitating not only economic exchange but also the establishment of a stable economic environment.

Every strategy is good unless it bounced and does not produce the result anymore. To determine the particular context, there is a long way mile to go for employers especially for those owning small business. The lack of experiences and a professional team regarding to the company effectiveness remain one of the biggest problems of young companies nowadays Mazzarol and Reboud (2019). This shows the lack of operational strategy inside the business process. We assume that the operational strategy leads the company decision to action, and when actions are giving great results, this shows how well the operational strategy is applied. The strategy goes therefore along with the implementation of objectives and assumption of results.

To come out with the operational strategy output, it is necessary to assess decision and result by analysing which action has been taken to a particular result. For the company unaware, this could be a difficult task but really helpful. Watts (2013) call this process an avoidable future risk in the company business process. Thus, a well applied operational strategy could bring a precision into action and a well-defined action into procedures acquiring the company performances. The operational strategy provides bunches of alternatives to known and set of awareness which could stand between the decision making and the real business climate. As the client decision may change at any time or the currencies instability is always observed the business is always under the situation of uncertainty.

Operational strategy is the necessary tool performance in term of business management for its adaptiveness and responsive toward the objectives of the firm. In general, the operational strategy reflects the particular case operational management. Operational strategy can be applied to risk investment, so we can call it a risk investment strategy, or can be applied to the intern organisation, then this can reflect the management strategy. There is no specific operational strategy type. By defining the operational strategy, is clear that this can be confusing with other strategies types. Therefore, we need to define clearly operational strategy boundaries to understand how far this strategy can be involved into a company operational management.

There is lot of similitude and contradiction between operational strategies and other strategies like management strategies, analytical strategies even the implementation strategies. To come out with specific example and well explain it, we have to consider first the operation and strategies as apart then understand its role in the business. The same as analytical strategies and implementation strategies. All strategies complete each other and seem similar.

The team that constitutes the workforce for the production of goods is effective in terms of implementation of a valid operational plan: The details provided by companies in the implementation of their operational strategies would allow other companies to see clearly when it comes to the objective perception of profit as well as, looking at the necessary development of the product. The operational strategy would allow companies in the implementation of the operational plan to easily identify the different players needed to develop the product. By this close collaboration with other companies already established on the market is rather possible and highly recommended. The cost-effective systemic plan could help companies in an easy integration into the market process: policies can be copied from one company to another. Companies in this case would use almost the same strategies as their previous ones to facilitate a simple market strategy. Reducing risk: Operational strategies would equitably reduce the risks associated with market economic system failures by implementing the necessary useful techniques and methods.

II. LITTERATURE REVIEW

Strategy: the context

The term strategy refers to a set of techniques and means by well-defined coordination based on pre-established methods in order to achieve maximum results in the race for profits. It is

synonymous therefore with technics, policies, actions. Strategies, as defined by the major authors, analyses the practical factors of more or fewer complex contexts in a process of methodical adaptation of the aggregates of operations in different areas (Zubareva & Kuramshina 2019, Valentin 2014). It is also a combination of techniques and procedures, with integrity to gain a competitive advantage in an economic transaction. This involves implementing the measures through the well know theory (Game Theory, economic theory) which allows entrepreneurs to make the necessary decisions for the proper functioning of companies. (Chandler 1965; Richardson 1998).

According to Chandler (1965), the term strategy is the basis of a company's long-term objective fundamentals, which, because of its application, lead to satisfactory results that may even affect the management nature of the business beforehand. The strategy refers first to the principle of choice of action modes, secondly has an allocation of resources to achieve the predefined objective. The strategy thus refers to the speed, the economy of the means, the availability of resources and the motivation of the troops. The strategy then refers to this seemingly means, and procedures put in place by an institution to achieve the objective assigned to it during a well-defined period. the strategy refers to a specific area in a well-defined process towards the pursuit of convincing results.

Some authors highlighted confusions in the understanding of strategy by giving some connotations as they were referring the strategy as a term referring to a public speaking. Lowson (2001) Besanko and all (2013). The strategy determines the company's life performance and lead the company in its objectives accomplishment. It is necessary to understand the strategy in general view and how it is related to a particular business for more apprehension of the terminological context operational strategy. The strategy referring to the daily basis company doing, is the set of action taken in different way to weather provide and promote the perfect company future weather to protect the company from different threat. Oxford dictionary defines the term strategy as a long term process within the company identifying the way plans are executed applied within a period of time. This can be seemed confusing with plan or objectives, but we will understand therefore that the strategy is more specific and precise more than the general view that the plan can provide. Watts (2013) consider the strategy as the set of basis assumption in which the business applies its actions all the time to all sectors. This can be specifically link to the management strategy in its specific understanding. The strategy can be considered as the set of fragmented actions put in place to

achieve a desirable objective. This reflects then the techniques engaged to achieve a specific goal. In the management field the strategy has different calling (the sales strategy, purchasing strategy, promotional strategy, investment strategy, creativity strategy). Simply the strategy means nothing without referring it to a particular context. That is why we have strategies in management, strategies in economics,... For the strategies in management there are a lot of species related to the particular context and depending to the role the strategy plays in the company.

Strategy in management

Apart from plan, objectives, focus and techniques, the company must lead his action with a specific manner, and this is related to the way of leading a team managing system. Understanding the main purpose of this study we could have gone through strategic management process, but the management strategy is large and deep allowing not to consider tiny changes which appear into a process as an important element of analysis. Therefore, the strategy management is the global view of all specific strategies implies into a business process. This includes Business strategy, corporate strategy, competitive strategy, collaboration strategy, Merger, and acquisition strategy. Throughout these strategies there are strategies which can be situated as unified strategies between 2 or more strategies. We call them specific management strategies AUTHOR (). We have then instrumental strategies, integrative strategies, operational strategies. These strategies can assess and enter into many business processes. There are by the fault the perfect strategies. The operational strategies remain important due to the fact that, allows other strategies to use its way. From the two step of strategic management process, we can easily find the use of operational strategy.

Business strategy

The business strategies can be defined as the essential actions that a company takes to survive in the market. According to Courtney (1998) The business strategy defined the set of non-segregated, unified, and blended element system regarding the decisions toward the strategies designed to drive the industry model, strategies implementing competitive advantage and acquiring economy of scales, decision regarding the strategic posture and the value delivery system of a company

Corporate strategy

A set of decisions that concern the allocation of resources between participatory organizations, and which sets out the different methods to be put in place to make better use of them. As part of the strategy, the modern business environment increases the practicality of the total strategy (Corporate strategy) within the practical environment of the decisions of the company in a well-defined economic operation. Emile (2020). Among the organizational traditions, it is observable to see one company change its system of action and adopt another, because the needs of the market are not constant. (Di Maggio and Powell 1983; Tolbert and Zucker 1983).

Corporate strategy by definition can be understood as one of strategies to co-ordinate the overall vision gathered through the views of staff ensembles for better integration. Freeman & Gilbert (1987). It can thus be said that the Corporate Strategy is based on the principle of circumstantial adaptability starting the basic elements of the company. Andrew and David (1971) believe that Corporate Strategy is a combination of decisions made on the basis of personal views and which are subsequently objective to be achieved and rules and laws legislating all the structures of the company. The applicability of the structure in objective strategies included business strategy as much as they include in its sphere of applicability legal, managerial, and strategic factors that can only be rearranged in the functional promotion of a strategy. Strategic business is thus defined by the nature of the transaction intended to be carried out, the product to be chosen and the nature of the market to be adopted in order to make the economic exchanges.

Competitive strategies

The economic market is riddled with silent wars and fierce fighting that sometimes leaves something to be desired. Outside of collective market regulation, companies need to set the necessary strategies to respond to the threats posed by their competitors. As a result, the implementation of the competitive strategy is necessary and long awaited especially with regard to the products needed in the economic market. Porter (2008) demonstrated the inseparability between competitive strategy and competitive practice. According to Porter (2008) the competitive strategy is the set of means put in place in an economic process to emerge the wealth and economic heterogeneity of the product by referring to the competitiveness of its competitors. In general, the competitive strategy helps to understand in

what context the change in the market can be understanding and thus possible to deal with its consequences on the business strategy. It is another way of thinking about how

Collaboration strategy

Integration in strategic management

Based on two options the integrative strategy focuses on balancing in the business model. First, the Integration in the business model: The most important thing to remember here is the establishment of the contradictory simultaneous aspect in the perception and acquisition of the different points of view of the subjects by placing any interest in the high perceptions received in this process. Hahn et al. ; It is seen as a return to strategic investment. In other words, there is an improvement in the processes us based on a given motivation. Second, Twin-pack: This strategy is used when the need for change of the business model is heard (Hahn et al. 2015). The need for non-change may thus be apparent in the process of changing the business model. The constant fact here is that there is persistence in the traditional model of business model behaviour that does not really care about sustainable development (Stubbs & Cockin 2008).

The instrumental strategy differs from the integrative strategy in that the instrumental strategy leads companies to focus on social well-being and especially the external image, while the integrative strategy focuses much more on cumulative research. The most important thing to remember here is the establishment of the contradictory simultaneous aspect in the perception and acquisition of the different points of view of the subjects by placing any interest in the high perceptions received in this process. Hahn et al. ; It is seen as a return to strategic investment. In other words, there is an improvement in the process based on a given motivation

Merger, and acquisition strategy.

This can include many strategies which is necessary on acquisitions process. We can find subsidiaries strategies which by the understanding can be refer to any other strategies else. Generally, employers and/or investor decide to add a new business model to their existing portfolio in term of maximising the profit. Therefore, they have to deal with the perfect strategy required. This is the use of merger and acquisition strategy. This includes distributive strategy, Marketing strategy, sales, and attraction strategies.

Marketing Strategy

Companies are implementing strategic actions capable of ensuring a successful entry into an unknown economic market. The interdependence between the "Product market differentiation" and "strategy of differentiation" referred by Zott & Amit (2008) defines the special means involved in the process of implementing market strategies to nuance the company's production in the face of the strategic failure of pre-established market aggregates. The market strategy as defined by Valentin (2014) is this coherence between the conduct of business in an economic environment and the resulting benefits depending on the prices of the product sold. The market strategy then conceives the establishment of a link between the conditions as established in the market and the profit that results from the exercise of the process of buying and selling by the economic operators in such a market. this can also be understood as a set of tactics put in place by a company to respond to threats and other strategies of other competitors.

Distributive strategies

The company in the production of goods must define a good strategy to the extent of knowing which of its consumers is most privileged in order not to see a lack of sales or overscale on the one hand and on the other side of the unsold produced

This can take place in a negotiation process as defined by Narlikar et al. (2006) as a set of techniques and methods put in place in a negotiation process to define how or benefits will be shared, and values will be represented in a highly attractive market in the conduct of business. In a sales process, this can be clearly envisaged by the company in the process of negotiating prices with customers.

Sales strategies

There is a large scale of difference between the price perception according to the seller and that according to the buyer. This difference makes the entrepreneur take concrete action before setting the price of any commodity. Thus, for the sale to be well established, the company must refer to the price in its market sales policy, the cost of productions and other elements that are involved in this process. Landsberger and Meilijson (1985) define the sales strategy as a balance between the price of the commodity as expected by the consumer and the total increase in the cost of producing goods including net profit. This is the result of a process between the timely price quote by the customer vis-à-vis their price reservations.

5. Attraction strategies

Goods and goods must be sold in the consumer market to be able to remain productive in each economic market. This is a necessary way to get consumers to the list of potential customers. Companies predispose necessary steps to bring about a long-term commitment with potential customers. Many authors refer this strategy to communication with the parties that make up the elements in a business process (Guess 1994; Lisam et al. 2015)

In this research study, instrumental strategies, Corporate strategies, competitive strategies, attraction strategies sales strategies and distributive strategies were largely used to the extent of nuanced the different phases of applicability and to enumerate the necessary measures of apprehension of operational strategy.

Operation

The operation is the set of decision-making channels and means taken within the framework of an agreement between two parties engaged in a process of outcome of results. the operation can take on different connotations; it can refer to a system, either a means, a decision or a process established in a given moment over a given period with clearly determined a specific point. According to Hahn et al. (2015) the same operation is the perception of the daily enhancement of creativity for the provision of services and goods. It therefore requires spatial and temporal identification for its systemic analysis to achieve the results.

The operational strategy

Officially, companies have business plan to support their credibility's and show the aim of their existence. Whatever tends to focus on the sectors of activity dissimilating them one by one in its application of the competing sector is taking as an operational strategy. The concept of operational strategy is the prerogative of H. Fayol's notoriety in its informal application Daniel (2001). Other view, there is a similarity in adapting the theory of 5 force to carry with the application of the operational strategy as described by (Teece 2019). Therefore, the operation strategy as mentioned by Hahn et al. (2015) is taken as a regular means of frustrating decisions and the regulation of poor operational implementation in a managerial system. This is the obligatory swing between two or more systems by providing for systemic annihilations of potential risks that may arise within an organization or outside an organization. Thus, it is an integral part of the organization's management system with regard to its role in which it plays. operational strategy is widely taken as a linear process acquired for the rehabilitation and formulation of objective requirements for conclusive and necessary results Anderson & al.

(1989). Adding to this concept the notion of multidimensional plurality Rytther NG and al. (2007) combines the strategic operation with a development process based on three concepts: design, methodology and approach.

1. Speaking of, the methodology, we pre-defined the combinations of actions because of the research for the outcome of the discounted results
2. The design in turn anticipates pre-established assumptions in order to adapt the results according to preferences that focus on the original characteristics.
3. The approach in turn sees the connectivity between various points paradoxically to the hypothesis and actions in a rather critical and relativistic context.

Understanding operational strategy

As to emphasize above understanding the operational strategy 'is also to understand how the company manages to discover its potential and as a result it manages to establish itself and impose its authority on the market. The operational strategy in the current context includes all the roles of service managers or managers in relation to the technical added value of each asset put into the production system for an implementation of the convincing results. Because of the manager's main role, according to Fayol Henri, planning that can still be implied as the stage of designing operational strategies must be more flexible with the organization of coordination and even control. The operational strategy is therefore not fixed but it identifies with the needs and decisions made by the governing bodies of each company. It is constant according to one company to another, from one perspective to another. Understanding the strategy is like highlighting two key points: the basis of the company's operation and the objectives assigned. Authors such as Brian Tomlin and Yimin Wang (2013) classify strategies through corporate targets. They count 5: Stock inventory, Diversity supply, Backup supply, manage demands and Strengthen supply chain.

Understanding operational strategy in the information technology sector takes on the connotation of the systemic process of information exchange between two or more elements. Referring to this idea, Ba (2018) define operational strategy in the information technology sector as a way to increase a product through the use of various instruments such as product promotion, " innovation of the new brand or communication within the company. It is an idea based on concrete instruments with a possible aspiration for results. In an organization whose

information technology is the business model, operational strategy is the most reassuring way to be used as a business process because it provides the added value needed for results and helps to establish a good and reliable atmosphere.

This is stated in Lean production and informational technology that information technology would be the key to efficiently improving outcomes in any business process that has or does not have an analytical mark-up that is susceptible to sudden change. Largely supported by the fact that information technology in the strategic operating system is based on strong fundamentals of its own and on the production of unique systemic control systemic management always makes it a means by effective in establishing its business plan.

Instruments related to operational strategies.

This can be confounding with the instrumental strategy, but we will prove that this remains the operational strategies tools. There are several strategies related to the instrumental implementation of strategies, but the most re-extended would be a revitalization and static understanding.

OPERATION STRATEGY, AND OPERATIONAL MANAGEMENT

A crucial and essential question in an organization is to determine the simplest and most effective route to achieve its goals. The operational strategy will therefore serve to effectively understanding the strengths and weaknesses of the company while defining the means necessary to achieve this.

What is its applicability in terms of the implementation of the business development process?

The strategic implementation of the company's assets is delineated to the effect of understanding and the manifestation of the necessary capital gains in the chain of values of the actions of companies to the extent to be considered the necessary stages of the design and development of the company.

A system dynamic approach

The dynamic approach is part of the management model system to the extent that it coordinates and anticipates the necessary actions not defined when in the process of unfolding

III. DATA AND METHOD

In data collection it is necessary to be able to ensure that the collected data are reliable and able to answer multiple questions asked beforehand. Thus, in the field of research especially in the operational management, Heshley (1999) proposed a simple model for identifying the elements to be inserted in the research questions. This model lays on three qualifications: questions belonging to the problem-solution, the capacity to answer questions and the capacity for easy interaction. Enriched by Lawshe (1975), he proposed a formula to validate mathematically the represented criteria, thus it is necessary to self-validify quantifiable measures in operational management.

Throughout our data collection, we have been using the data collection model as proposed by Alreck and Settle (1985) and it has been necessary to establish a procedural line to follow. As a result, following the Model of Forza (2017) we were able to develop our form and formulate our questionnaires

Data Design methods

Identifying a data source is an important phase in scientific research, but the most important is to find a way to access it. Researchers have difficulties in implementing methods in research, regarding its applicability especially in the field of business management (Pervez 2015). One of the advantages of research studies is that functional implementation of demonstrations of the ability to analyse a problem and draw a rational conclusion (Chatterty et al.2016). The table below determines the factors highlighting our research to determine the type of questions' quality necessary to be considered in the development of the questionnaire to better carry out results from the data collection.

Factors	Lower value	Higher value
Clarity	3	5
Precision	3	5
Conciseness	2	5
Understanding	3	5
Intention	1	3

Table 2. :Assessing factors related to the questionnaire

This table identifies the necessary actors in the formulation of the questions needed to be sent to the interviewees and to be included in the survey questionnaire. Any question must have a rating between the maximum and minimum value described in the table.

Measurements were made based on factors related to companies' operational strategies in a well-defined context. Measuring this questionnaire is both simulating secondary questions in a general question to give a general idea of what the answers provide and developing in the long term a way of collecting more of the answers necessary for research. Thus, we save time and collect the necessary information by making the questionnaire simple, reliable, and easy to answer.

Interview questionnaire design

Interview questionnaires developed the version of survey questionnaires that was sent to the correspondent allowing this research to dig a deeper advantage with questionnaire searches that we had not been able to ask in the survey.

As a result, based on 20 open-ended questions and allowing the interviewee to have an easy opening of the answer to the question, 3 factors were necessary in the design of the survey questions: Timing, the answer expected for the question, adaptability, and the reciprocity

Later, the questionnaires aimed to open a measured expression of the conversation focused on the research object. Including the possibility of passing the interview other than the one face to face, it was necessary to simplify the construction of the questions but always keep the essence and value.

More than part of our telephone interviews, this has made it easier for us to collect fast data, reduce costs, protected privacy, and a wide range accessibility. To ensure the confidentiality of our methodology, Birnboum (1999) proposes a methodical efficiency model in a study that served us as a metric factor.

Data collection

Primary data:

Here the approach was rather systemic and functional, by the methodology of case studies, our quantitative collection of data was intended to be exotic and normative based on survey questionnaires. The data collection was much more focused hard two essential points:

- Survey questionnaires and
 - Interviews
1. Survey questionnaires

A survey with twenty questions we sent to entrepreneurs and representatives of companies working in different economy markets, to the extent of understanding how the operational strategies fully represented toward their companies.

The questionnaire headlines main questions related to the strategic operation, the adaptability of companies in economic market, and the key success factor across the time. Beyond that, the understanding of the main success strategy and how the company reached its insight also needed. These questions allowed us to achieve theoretical rehabilitation and a general understanding of the result.

Through the interviews, we were able to collect more data and have more explanations than survey questionnaires could.

Because of some limitations, the interviews took two forms in 3 languages: French, Economic market, and English:

- On the phone calls
- Face to face

Secondary data

We have succeeded to get supplement information throughout the secondary data collection. This source was essential in helping us to much focused on the general data from different source. We analysed the data and try to understand different particularities from our primary data source and the secondary data received. Secondary data were collected through several reference links for organizations and other government organizations. We used a few digital and electronic bookstores (google-scholars, J-store, etc.) as well as information spaces of government ministries.

2. Methods

According to Anan and Gray. (2017) several advantages emerge from good methodological use, in operational management research the advantage over the strategic facilitation of any methodology with a research organization, or the clarification on the research question posed early by researchers in order to trace a much more suitable research design. Roth et al., (2016)

Different methods were used in the analysis of data received by the sources. Differently, functional analysis has far more focus on the considerate data from our primary source.

Structure-functional analysis has helped us a lot in interpreting our secondary data collected. Brace (2018) By factoring in the key factors of the longevity of companies in the Economic market markets, our research has taken the futuristic rout, so, to better support and enrich this factor, we based this research factor on compliance with discussions related to research directions. To do this given this factor of social interaction, towards the physical factor, the objective methods used and leading to types of examples and previous causes, the school of "critical realism in the management operational theory" corresponded best to this study

In the foreground, the functionalist and maximalist approach will help us to observe scientifically the transformation process through a new wave of methods Scandura & Williams (2000). It will be a question of when and how the players in the business process turn the inputs into output, and what the future expectations are for it. Apart from the functionalist-maximalist approach toward the evolutionary study of business, we will also focus on the empirical approach of this study through operational strategies concepts and theories.

IV. RESEARCH RESULT

Table 3: summary of the research result

	Primary data	Secondary data
2. Key Success Factor implementation	Represents market analysis strategies for market prices and the realization of goods and services.	Necessary in the decision on investment in the market
3. Market Foresight and economy scale.	Decision strategies, entry into the market, pricing, and its products	Essential in the justification of the decision-makers made by the company
4. Swot analysis	Economy of scale, Research and development, Marketing, and customer relations	Justifies the work environment and performance of each unit put to service
5. Business market strategy	commitment, strategy competitions and other decision-making alternatives	Enumerates the necessary decisions to make in a complex and difficult environment

6. Attraction strategy	Positioning, dynamics	Search for operations and recognition of market added value
7. External support and business preferences	Structural homogeneity and proper orientation	New deal in the internal organizational process

This table represents the strategic decisions made by companies during their entry into the market, while they were choosing potential employees as well as choosing the business model and after the launch of their product on the Economic market consumer market. It lists on the one hand the general contribution to the company and on the other hand the specific contribution in an established strategic business.

Determining The necessary market capacity in the economic market.

Using the Instrumental strategies: Companies analyse a variety of pre-solutions to identify the strategy needed to identify key resource factors in the marketplace. As a result, according to the companies analysed, a few strategic instruments help companies with this task

1. The incubator

15. Why do you think business incubators may facilitate IT sector development in Russia? --/--

Pourquoi pensez-vous que les pépinières d'entrep...éveloppement du secteur informatique en Russie?

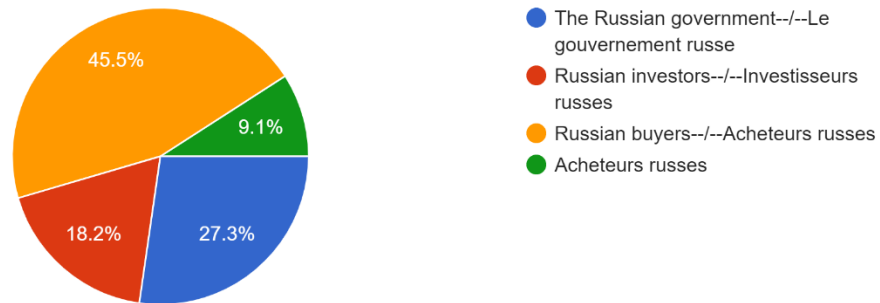
19 responses



2. Market resources

2. Which of the following is the most important factor in the economic development of your company? --/-- Lequel des éléments suivants est... développement économique de votre entreprise?

11 responses

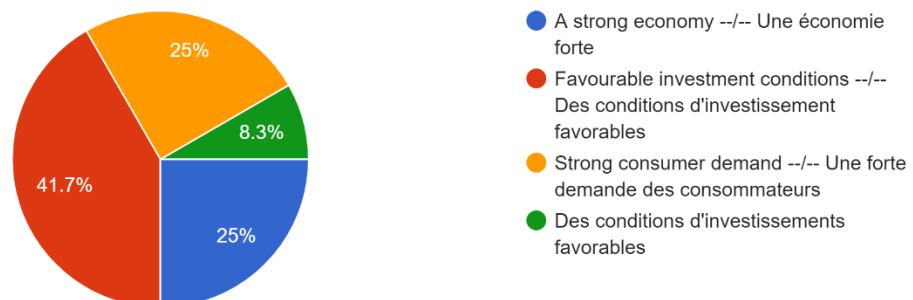


The strategies before decisions to enter the market

Companies rely on a few key factors in their market choices before deciding to invest. The main one is a favourable investment 50%, but also a strong consumer demand 25% and a strong economy 25%

1. What was the main reason for you to choose Russia as an investment destination other than other countries?--/-- Quelle est la principale rais...tion d'investissement autre que dans d'autres pays?

12 responses



The necessary strategy steps entering the Economic market economic market

Integration into the Economic market goes through the following points:

1. The representation of the product and services

After all the formalities relating to the implementation process in the Economic market, the company in the Information Technology sector, must have its products recognized with its customers beforehand but which is only a strategy of attracting consumers first. And most companies use the various methods. The most common strategy used to attract its customers is sales strategies. The development of sales strategies can refer to the low-cost proposal, the proposal of its improved product or the proposal of a free trial for a set period of time. Most of the companies that develop the software believe that the proposal of a free trial for a period had allowed them to build trust with their first customers and thus develop the network on a large scale by adopting other secondary strategies.

2. Define the limits of the market:

This concerns the recognition of all players involved in the Economic market, at this stage companies take knowledge of potential customers, potential competitors as well as future employees if possible. On the Economic market. Even in development software, the scope is wide, and companies can only approach a categorization of customers, to achieve this, many companies refer to current trends of the population. In the development of video games, the use of the GFX (Graphic force tool) allows much more to attract consumers between the ages of 12 and 28, lovers of combat games. 86% of companies indicated that they referred to this strategy in their market implementation process.

3. Price-setting

In Russia, the price of products related to information and communication technology, refers to market trends and consumer preference. in general, start-ups in the IT sectors take the idea of similar product prices off trend and set a new one with the slight changes. In the sale of computer equipment 74% of companies indicated that they had referred to the pre-set prices of their competitors already installed in the market, 86% of companies in the development of computer equipment indicated that they had previously offered different prices based on the minimum revenues of their potential customers that the consumers choose their preferences.

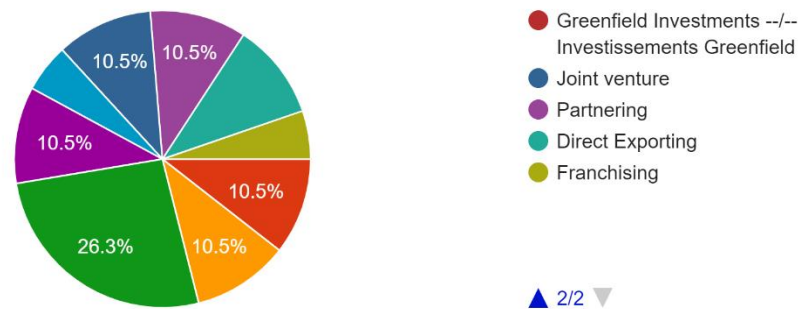
Necessary operational strategies for the development of young companies in the economic market

1. The market entry strategy defining the business strategy model

Of all the companies interviewed that are in the Economic market 5.3% use the franchise strategy, 21% direct exporting 21% joint venture 36.8% partnering 5.3% buying a company and 10.5% Licensing. As we can see, many companies prefer the partnership as a way of market strategy.

4. What was your market entry strategy? --/-- Quelle était votre stratégie d'entrée sur le marché?

19 responses

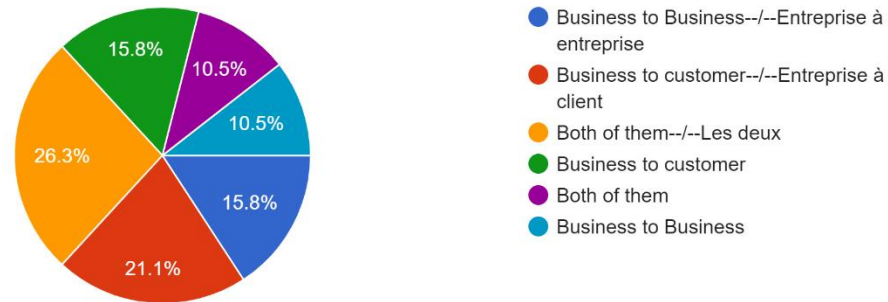


2. Define the type of business model for the market

Most companies work in business to customer model for the simple reason that in the IT sector the private customer sector is much more interested in the product. As Yanick Tranchier pointed out to us in our interview on French companies operating in Moscow, the interest in the private consumer market in prototypes of new information and communication technology could increase exponentially over the years because, the technological development of interest more and more consumers than there was 10 years ago. According to our survey questionnaire 36.4% work in business to customer, 36.6 both and 31.4 in business to business. Including the results of interviews where all companies work in business to customer this number of business to customer will be reviewed at 44% against 28% of business to business.

8. What kind of business do you operate--/--Quel genre d'entreprise exploitez-vous

19 responses



The Economic market attractive factors

The main reason of choosing Economic market as an investment place to the international and national companies is the providence of working and investing conditions favourable for companies most interested in a well doing business in the perfect market which are rated higher comparing to other market by economics analysts. Also, investment in Economic market is more favourable for Companies specially in the information technology sector rather than in many other countries in Europe considering its working capital cost and its advance perfect working system. Therefore, it is shown that, the Economic market investments towards their capitals and Economic market government capital investment were also the preferences factors for doing business in Economic market. Thus, for these companies more than 70 percent for the conducted question mentioned that the investment in the Economic market is a factor that involves more profitability and can shift easily into changing business process. The appliance of interest in the Economic market in regard to their economy base to the pre-existing companies' performance was not so preferable for entrepreneurs. in term of commercial regulations in Economic market law system it was shown that, it is widely advantageous for companies.

Determining the capacity of the Economic market

Market capacity plays a big role in entrepreneurs' investment choices. It remains the ultimate means for a predilection for profits and an assurance of the sustainability of the services rendered to these consumers by the company.

The Economic market is therefore considered as a unit of production in so far as this formula is strategically used by a company to determine its market capacity. The representation at the level of consumption, the elasticity coefficient is on the rise as well as the alternative form of product satisfaction are considerable which concludes that the economic market is also attractive.

However, we point out the special character that the Economic market represents, according to the companies interviewed, They revealed that the Economic market has four specific characteristics different from other European economic markets and which are considered as advantages for young companies in the information technology sector: - Income tax of up to 20%, - the Economic market economy allows non-Economic market or domestic companies to save on their investment by more than 13% compared to France where the tax amounts to 30 percent for example.

1. Data analysis

Primary data analysis

The survey-based research in operational management value the methodologies used for finding the result by increasing methodologically the level of trust by reflecting the real fact and nature of on what the objective of the research was. Scuddler and Hill (1998) The conception and, realisation of surveys scientifically has been observing presenting some changes across the time systematically in order to make it conform with the time evolution including the survey criteria provided (clarity, explicitness, reliable, understandable) Forza (1998).

Data are collected in order to understand the main reason of choices made by companies in the Economic market also to understand in which case the operational strategies so that we will be able to report its adaptations and use for a business model. In the research work, survey helps for more gathering information needed from a trusted source. Profoundly, this research method reduces rationally the gap between the theory and the practice in the management scientific domain Cipriano (2012).

This research was based on data from 23 surveys responded and 3 interviews led with companies representants and chiefs executive officer in order to clarify questions related to : The choice about Economic market for young companies, Market entry strategies in the

Economic market economic market, Business market strategies, and External support and business for young companies' preferences.

The surveys sent to these companies in this research seek to understand how companies apply the operational strategies in order to remain active in the Economic market despite the amount of they may face every time relatively to information technology and also to respond additionally to question about the methods applied to overcome the financial situation observed in the country.

Examining the replies, from firms, we were able to figure out how the strategy of sales for example is applied by firms, how firms are perceiving the innovation strategy, and communication strategy, how it is represented in the company business process, the management strategy and finally how firms integrated these strategies in their business process.

Economic rationality

In the Economic market, less are the bonds with dividends compared to other European markets. The Economic market economic market offers a number of investment choices without much difficulty of adaptation and the possibility of anticipating the change of economic market strategies to respond to the delay in this market.

1. The price of administrative services

The price of administrative services is relatively good and acceptable so, does not require a large amount of investment to be able to establish the business in the Economic market economic market. The process in the authorizing the business in Russia also requires expertise and/or involvement of Economic market citizens by economic operators to ensure that the process is carried out with ease and performance.

2. The entry market strategy

These are different market strategies that enables companies to enter into the Economic market. According to the survey conducted, companies entered the Economic market by the direct export strategy, followed by a joint venture characteristic, and the licencing. The particular reason was the cost of efficiency and the low-cost low risk entry model .

For these companies, adopting the particular strategy helped them a lot for not only settling the concurrent but also, to revise its rules in the market.

Another aspect of the interview, which is of paramount importance, is the representation of profit in relation to the market. According to company representatives, this option does not impose a requirement on professionalism but above all on the performance of companies intended to be created or that have been created leaving free will for business leaders to choose the management method best suited to their business process while being confident about the profits intended to be realized. Entrepreneurs who invest in the Economic market feel more comfortable and more suited; this in addition offers foreign companies the ability to predict, in a way, what will happen to the Economic market economic or industrial market.

3. Entry market strategies

Another aspect to consider in the perception of the strategy of entering companies is the certification of the product and its adoption by the company in the Economic market economic system. Entrepreneurs have reported a difference between entering the Economic market and doing business in the Economic market, which is almost different compared to other European countries. Russia has its own rules of the game and so we can conclude by saying that apart from the strategic choice on market entry: Companies adapt to the vagaries of the Economic market, learn about the rules of the game, take knowledge of the difficulties, inquiring about The Player is the most important they anticipate solutions when necessary. The entry decisions in the economic market are based on a few principles:

1. Determining the amount of demand for products by consumers

Companies refer to different platforms to ensure that the product made available to consumers is highly recommended and will meet the need felt by customers. This requires ways of recognizing needs developed by entrepreneurs through social networks and other interactive platforms close to consumers. If the trend is strong, demand would be just as strong. In the case of companies operating in the information technology sector, it is clear that the trend has been assessed at the higher level in relation to the needs felt by the Economic markets in the introduction of new market strategies.

For companies that work in business to business, they are determined by similarities with other companies operating in the foreign market. According to Erick Chantelier, the French tech

Chief Executive officer, more 135 companies that decided to invest in technological development, decided to offer the same technology to companies operating in Russia while already being established in the Economic market. This is due to several problems; firstly, it is the length of the process to enter the market, secondly the risk of loss of the product as a result of a leak of information and thirdly it is the need to collaborate directly with its customer. This puts at some kind of risk to this kind of business process and which has always been decried by most investors and employers.

2. Determining suppliers on the market

Before deciding to enter the Economic market companies determine the quantity of products intended to be supplied for a specified period of time. This in Russia is often done through cooperation, especially for companies developing computer instruments, hardware manufacturing takes time to be realized at the same time as developing software. As a result, companies work with potential suppliers to ensure reliable success. As a result, they first identify the supplier offering the best service and able to provide the materials according to the preferences of the product to be developed.

3. Determining the potential competitor:

Most companies do not find the size competitors in the Economic market, especially regarding the field of sales of modern computer hardware. Several companies reported that, potential competitors in the Economic market were non-existent or in small quantities which had enabled them to establish a kind of Monopoly in connection with the sale of their product. For most companies in the communication information technology sectors this is a big challenge when it comes to developing the prevention of potential risk on investment. As a result, start-ups focus their strength on protecting their inventions made available to their customers. Protection in this context refers to the laws on piracy and patenting of invented products that are possible beforehand.

1. The balance of expenses to be incurred:

One of the final steps to take before deciding to enter the Economic market remains the budgetary forecast of all expenses to be incurred and the associated costs. As noted by Yannick Tranchier Obvious house of French entrepreneur (Maison des entrepreneurs Français) Moscow and co-founder of Winno/Numa 75% of companies working in the information technology in

Russia allocate the minimum spending forecasts for most actions on the ground. Second, companies are measuring the extent to which the cost of the product (merchandise) would become reasonable for demand to be able to obtain; therefore, the use of the salary scale, the comparison of the costs of other products of similar importance as well as the implementation of a long-term minimum performance strategy will also be necessary.

2. The identification of profit after transaction:

It is only after evaluation and the conclusion of the possibility of profit in future economic activities that the company will have to decide whether or not to enter the economic market.

3. Identifying the specific type of case to be set up:

For most companies, have had to identify the partnership as a necessary method of conducting their business in the economics market. This is justified in two ways: first, the Economic market is not dynamic in nature and, as a result, expertise in all areas is needed to the extent that it can reduce the risk of bankruptcy in the investment. Secondly, the process of integration into the market is capricious given the special nature of the Economic market in terms of the methods established there and the needs felt by its consumers.

Easy integration

In Russia, there is the possibility of integrating large Economic market or foreign entrepreneurs into a network without much effort" are the assertions of a representative of one company interviewed. This opportunity is defined by the concentration of almost all the big companies and their representatives as well as the big bankers in Moscow.

Business perspectives

Many companies working on business to customer model were firstly interested in the profitability offered by the Economic market. Following, the sustainable development factor was favourable to companies with both business model (business to business and business to customers). For company working in Business to business model, the question was related to what benefit, the relationship between both companies in deal.

According to our questionnaire 50% of companies interviewed was favourable to the sustainable development factor, 33% for the profitability and only 16 % was led by the hobby

and passion. For majority of companies, content marketing is most recommended as a better factor to take in consideration as a promising opportunity (33.3%) following by the mobile monetisation factor (50%) and the robotic and artificial intelligence (16%).

Other companies believe that product quality remains the key element on the basis of business prospecting. From the interview lead, Yannick Tranchier, Thierry Cellerin and Nadezhda Kukovyakina SKM motion founder and CEO agreed that, the quality of the products and services should be better than possible, in the second place it is necessary: understand customer reviews and expectations and push the reasoning a little further as possible and thus create value for the customer and have a good team of collaborators. Further, there is the market comparison to better adapt its product and avoid surprises. So, sums it up you have to have a good team, good internal management, and a good product.

5. Business market strategy

According to the survey, companies consider the Economic market customers in relation to their product as a multidimensional long-term advantage offering to these companies . but one characteristic arisen in this context is the non-dynamism of the Economic market. These companies' Chiefs executives' officers interviewed most agreed the existence of change of market in the Economic market business. With the new tend on the social media, it shown that companies therefore prefer to advertise using social medias more than on publics transportation and publics places even more than outsourcing. It is clear that companies are adapting to the best market by using the strategy of determining key elements of the market implementation process.

6. Attraction strategies

Companies in most of the case prefer to use the promotional strategy, to attract new customers rather than any other methods described in this case for example. The vulgarisation, or the investment in this term, it brings more advantage in terms of communications and easy attraction rather than relationship to proximity or work fluency. When the company is well known, there is not a need to invest widely in the promotional strategy, instead companies prefers better to promote their production of goods, making it better so that they will still gain the customer's trust. According to the responses from our survey, most of the business value chain was related to the system Product-client – customer in other terms the only reason of product the goods is to get the willing from the customers.

7. External support and business preferences

Many companies refer the contribution of mentors as an easy way for an available and affordable labour and also a possibility of reduction. Contacting by interview the main importance for other companies was related to the way it easier the business especially for the young companies the mentorship shed the light of the imprecise way unknown by the new enter in the market, but the problem remains to find the one which befit with the need of the company. The business incubation may facilitate information technology sector development for starting to knowledge of market aggregates towards companies . this is the main reason of thinking about business incubators in Russia. For any case, companies shown more importance towards the incubators contribution to develop well the business in the Economic market. Strategically, the incubators must be aware of knowing what will arise in accordance with some signs in appearance.

Secondary data analysis

Information technology economic market performance analysis

The national digital economy programme as initiated by the Economic market government has added a nuance between the economic evolution of companies in the digital sector for several periods. In general, investments in these areas show a very big difference: Before the implementation of digital development strategies, the margin of the IT sector's performance in the Economic market economy was not constant and varied depending on the period, this made companies operating in this sector insecure. Several entrepreneurs even point this out in interviews with The Example of Mr. Igor Delanoe, Deputy Director of the Franco-Economic market Observatory, during a press conference, he like any other investor, saying that compared to previous years, the Information Technology has seen a lot of progress and innovation. what should be remembered is that doing business in Economic market for a certain period of time was filled with uncertainty and anguish (Tchobanov 2017).

According to the Forbes business paper's ranking (2018), Russia has significantly improved its economic environment, receiving almost 78 percent of the ranking in the second place in the world after New Zealand 86.59 in relation to economic perfection. Between 2010 and 2019, Russia has a totally serious economic perfection level despite the various difficulties facing the country as shown in the table below:

Tab. 2: The country world economic performance in doing business sector

	Country	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1	New Zealand	2	3	3	3	3	2	2	1	1	1
2	Singapore	1	1	1	1	1	1	1	2	2	2
3	USA	4	5	4	4	4	7	7	8	6	8
4	Georgia	11	12	16	9	8	15	24	16	9	6
5	Germany	25	22	19	19	21	14	15	17	20	24
6	Kazakhstan	63	59	47	53	50	77	41	35	36	28
7	Russia	120	124	120	112	92	62	51	40	35	31
8	South Africa	34	34	35	39	41	43	73	74	82	82
9	Ukraine	147	145	152	137	112	96	83	80	76	71
10	China	89	79	91	99	96	90	84	78	78	46
11	Brazil	129	123	126	118	116	120	116	123	125	109
12	India	133	134	132	131	134	142	130	130	100	77

Source: Forbes 2020

Comparatively to the United States of America, which finished in 8th position, the fourth-ranked country in 2010, Russia has improved its business climate from 120th country to 31st country, an improvement of 200% over 10 years.

Apart from the non-stability of the reliable economic environment, it is also appropriate to note a shortfall on the part of two parties concerned by the sanction. Companies in the Information Technology need to collaborate with other companies in other countries and this promotes economic development through exchange between the two parties and the acceleration of the development of skills-sharing software, Tkachenko (2018). This is a shortfall for the Economic market economy, but it is considered for most entrepreneurs as their economic seat belt, to the extent that companies record profits it is in the same way that they observe losses, but nevertheless when the loss occurs, the consequences concern all parties involved in the business.

Key factors for business success in the economic sector

1. Shared responsibilities

The Economic market government is committed' to helping many companies working in the economic field in their processes of developing the Information Technology and several other sectors by investing themselves as a public partner without interfering in the private policies of the company. This helps to ensure that the risk of bankruptcy is minimal on the one hand and on the other is one of the means of loss of millions by these companies which in the event of bankruptcy the responsibility of the cunning government will also be considered.

According to the 2017-2024 economic program through the general development plans, the Economic market Federation's digital economy aims to develop development strategies on which it offers a simple means of interactive cooperation between companies and their representatives the scientific communities (universities and other research institutes) in order to increase Russia's global competitiveness, which leads in general to the innovations in the Information Technology to have some kind of positive turn and will lead to the fact that the Economic market economy remains conducive to any innovative creation.

2. The attractiveness of economic operators

Financial difficulties are also among the major problems faced by the various players in the Economic market to overcome them, a system of attraction for foreign investors is also well observed. According to the decree of the Government of the Economic market Federation of 30 April 2019 No. 529 "approval of the rules granting grants to Economic market organisations for the reimbursement of part of the costs of developing digital platforms and software in order to create and /or) develop the production of high-tech industrial products" this law is the basis for the massive attraction of foreign investors given that the decree first guarantees Economic market companies and organizations , the entrepreneurs of this fact act as secondary investors. This is to allow the Economic market population to find itself also concerned by the process of developing the economic environment while attracting foreign investment based on several development indices.

How do companies figure out the necessary market position in the entry market?

the question was addressed in term of analysis of potential Business analytics and applying before-hand strategies to succeed into the market. Answer was most often; the company must know its customer and strengthen its product quality. The local market also plays a great role into company strategy implementation.

To understand the attractiveness of the Economic market economic market by international companies as an Example, it is necessary to understand the key factors that are at the very same end of this phenomenon. Many entrepreneurs agree that the choice of the economic market was made on a basis of reflection and decision-making. Among these factors we can note:

It is obvious to note that in particular, the Economic market government does not come under any circumstances in financial aid to companies operating in the information technology sector of the Economic market Federation, nevertheless it offers services of assistance and support to any entrepreneur already settled in its economic market. Government services are almost ready in case of need to help businesses that are experiencing difficulties when it comes to a few specific points.

| Key factors for business success in Russia's economic sector

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phenomenon. Many entrepreneurs agree that the choice of the economic market was made on a basis of reflection and decision-making. Among these factors we can note:

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3. Shared responsibilities

The Economic market government is committed' to helping many companies working in the economic field in their processes of developing the Information Technology and several other sectors by investing themselves as a public partner without interfering in the private policies of the company. This helps to ensure that the risk of bankruptcy is minimal on the one hand and on the other is one of the means of loss of millions by these companies which in the event of bankruptcy the responsibility of the cunning government will also be considered.

According to the 2017-2024 economic program through the general development plans, the Federation digital economy aims to develop development strategies on which it offers a simple means of interactive cooperation between companies and their representatives the scientific communities (universities and other research institutes) in order to increase Russia's global competitiveness, which leads in general to the innovations in the Information Technology to have some kind of positive turn and will lead to the fact that the Economic market economy remains conducive to any innovative creation.

4. The attractiveness of economic operators

Financial difficulties are also among the major problems faced by the various players in the Economic market to overcome them, a system of attraction for foreign investors is also well observed. According to the decree of the Government of the Russian Federation of 30 April 2019 No. 529 "approval of the rules granting grants to Economic market organisations for the reimbursement of part of the costs of developing digital platforms and software in order to create and /or) develop the production of high-tech industrial products" this law is the basis for the massive attraction of foreign investors given that the decree first guarantees Economic

market companies and organizations , the entrepreneurs of this fact act as secondary investors. This is to allow the Economic market population to find itself also concerned by the process of developing the economic environment while attracting foreign investment based on several development indices.

V. DISCUSSION

In which particular case the operational strategy is well applied by the firm?

The operational strategy is well applied by the firm when the company show a great performance in terms of qualities services and customer satisfaction.

What brings the operational strategy to the company which is different from plan, and objectives and why is it so important to implement a specific strategy inside the business process?

We may highlight here some criteria of a strategy with must be highlighted in our case to the operation: attractiveness, adaptiveness, and accuracy. The operational strategy in the commitment with the business model implement highlight the perfect implementation of strategies predesigned for the purpose of maximizing the resources

What are the necessary operational strategies for the development of companies in the economic market?

The data collected shows us that the well application of operational strategy brings the great perspective and the well appliance of the general strategies of companies. This is thee best tool in

Is there any relationship between operational strategy and other strategies types?

Ass shown from our data analysis, the operational strategy acts as well as other strategies, more than 20 %of companies contacted responded to have additional strategies which complete the operational strategy. The Planning strategies establishes the perfect way of perceiving and execute actions into a business process.

VI. MANAGERIAL IMPLICATIONS

Our predictability factor was based, on analysis, on the data collected from entrepreneurs in Moscow and thus constituting a sample par excellence.

By applying the simple formula, the acquisition test, and the representation of means, it is possible to determine, the factors and the productivity of companies in the Economic market IT sector. According to Example that the Economic market is the basis of external productivity and imports for a guaranteed survival of companies.

It is difficult to establish a great, similitude between both sources. The business strategy of companies is waking up to these key points: How to enter and the perception of the Economic market economic market, the choices of the necessary players who can make up a team, The quality of its management, Choices in strategic decisions, Innovative direction in the allocation of new information and communication technologies

- Strategic choices on market policy

How to enter and perception of the economic market?

The strategy must be based on the company's potential but above all depends on a few key points

- Favourable conditions for investment require an environment capable of developing one's business in the economic market. Taxes and obligations are necessary in its completion. According to Said (2018) there is still a problem in the design of economic diversification of Economic market economic sectors. The concept is either misused or incomprehensible to the bodies dedicated to implementing it thus making it very difficult for companies to enter the Economic market sector.

- The traits that attract foreign investors are nevertheless more favourable to and represent far from the factors that encourage the rise of market investment indices; As an Example, Russia amended the law on taxes and investments of its exit from the Soviet Union, but it took time to get private companies to invest and thus make a profit Vercueil (2013). Foreign direct investment has a specificity of their own when it comes to their inclusion in the complex realization of the economy. This is the result of the evolution on the modification of laws favouring investment in the Information Technology sector

The support of foreign capital in the transformation characteristic of the Economic market economic sector: with the hydrocarbon sector mainly focusing on international trade in Russia, investment in the sector has allowed the Economic market economy, not to be too much confronted with massive inflations.

At the same time, the interest in promoting an easy entry was born in the Economic market economic spirit.

- The choices of the players making up a team of workers: According Thierry Cellerin, Russia contains one of the cheapest works in Europe compared to different European countries. But this is not because this labour in addition to being cheaper it is also qualified. But the most important thing for a company is that this workforce must even be committed in the process of economic development. According to Gokhberg and Kuznetsova (2011), Russia contains the most skilled and cheapest workforce in the field of technological innovation especially in information technology and communication factors needed for large futuristic investments. In the innovative sphere in Russia its human capital estimating itself to be more than 60% expert in the field of computer science places the country among the greatest futuristic innovators in the Information Technology sector.

- The choice of employees therefore requires a great deal of observation and a need for in-depth analysis in order not to observe premature bankruptcy.
- Others would advise adopting commitments on the basis of friendship to always have a more serene work environment
- The quality of management

In addition to having a strong team the strategy must refer to managerial skills which is a key factor in the success of companies. Personnel management seems to be one of the major problems in the management of business in the Economic market. To encourage its staff to be totally dedicated, vertical integration in decisions must be proportional to horizontal integration because here two trends are emerging in the management of business in Russia (Gokhberg and Kuznetsova 2015),

With Economic market staff, too much horizontal integration leads to rebellion without conclusive result, and too much vertical integration leads to libertinism in the work environment, thus making decision-making more important in the company.

3. Strategic decision-making

Decisions are the most important in business management in Russia. They need to be more structured and respond specifically to a market need. according to Reymen et al (2015) the decisions of the entrepreneurs are taken in 4 conditions: by acting differently to achieve the goal set and possibly in the Economic market marches, it is a successful entry: Setting goals, analyse the competitor, analyse the market the market trend and perceive the competitive advantage

It is only after these 4 steps that they can make decisions in sequence

But as we the plane point out, the Economic market is much more imprevisible, so entrepreneurs take a particular attitude towards the latter when making decisions.

A strategic plan is always developed in advance in the preventive framework and an autonomous assessment of the potential of market players. The decision made must be able to upgrade unexpected events with Chandler pre-established strategies (2011).

In the Economic market, only the fastest in the context of changing their strategies are seeing growth in their companies' capital.

- Innovative orientation

The innovation strategy depends not only on the whims of the Economic market but also and above all on consumer preferences. Technological innovation must keep pace with market trends. Most entrepreneurs use chaos theory for three reasons:

1. The difficulties of being able to focus only on key factors given the dynamism and trends observed in the Economic market thus making long-term planning very difficult
2. Stable economic balance is not guaranteed in the kind of environment, so to overcome these difficulties, companies then display more interest in predictions rather than the present behaviour of its consumers (Levy 2007).
3. There are no forecasts necessary for a dramatic change

In the Economic market, the trend on innovation can change with a snap of the fingers. This could be due to the new market trend towards capitalism or that the ideologies of the country are socialist.

4. The strategic choice on market policy

The choices are among the many reasons for the non-stability of the Economic market, for the simplest reason that the economic strategy of many companies relay on the marker adaptiveness.

VII. RESEARCH LIMITATION

Based on data collection by interview and survey questionnaire, our research had to question the responsibility of the company or the members of young, delegated companies with specific knowledge regarding the operational strategies of their companies working in the information and communication technology sector in Russia. These questionnaires focused on general questions that included personal points of view, thus constituting a problem in the generalization of responses. In the implementation of operational strategies, sub-elements sometimes interact with other sub-elements of other general strategies thus not allowing to detect a strategic specificity in relation to our object of study. In general, in a scientific study, it is obvious that operational strategies interact with other specific strategies making it difficult to study singularly without referring to other sub-fields such as sales strategies or promotional strategy.

The focus on information technology start-ups reflects a perfect choice in considering in-depth studies of the elements that play a major role. A comparative study would be justifiable and would provide a perfect direction, but it requires a huge means to achieve this. Our limitations in this research focuses mainly on theoretical uniformity and the orientation perception of a school of thought specific to the duly represented terminologies

The environment was multi-language leading us to write an interview in three languages including Russia, English, and French, was not as an easy task insofar as contexts and meanings that sometimes lend confusion.

VIII. CONCLUSION

Our research on young companies' operational strategies has focused much more on the various context entrepreneurial decisions while working in the Economic market economic market. The problem of strategic development as we had highlighted was placed under different analytical perceptions of decisive situations. Therefore, the Economic market choice has led us into analysis for understanding three major focal points, firstly the entry into the economic market needs a founded motivation to ensure the promising future for companies, secondly, the information technology sector represents the key factor for a future development in a country, and thirdly, the establishment of strategies in the business process to prevent risks that may arise during the business operation in the market.

Russia's choice in this study was more crucial regarding young companies operating in its market which show significant growth regardless of the conditions that the country can cross, leading us to understand that the productivity of companies may not depend on the general political and economic situations of the country. As a result, businesses can grow independently without laying on the country's economic indicators

In a non-dependent and capricious market, strategic dynamism cannot be supported by entrepreneurs in their business processes, the margin of value being sufficient in the conduct of business, the risks of loss are also enormous from which we notice for example that companies that have evolved in the field of information and communication technology adopt the conventional operational strategy. This allows them to continue ensuring working into market and being able to change strategies when necessary. Secondly, the lag in Economic market industries compared to European ones gives foreign companies a huge advantage in setting up formal structures for flexible operational strategies. But all these strategies are only necessary when carrying out the necessary activities, when entering the market or when the company must exit the economic market, the necessary choice.

Thus, in a long-term development of the company, our study clearly shows us that in order to better define its actions in the economic market the company needs to focus on factor points: the aggregates of the market, the capacity of existing competition and the power of its potential customers. These three factors are thus considered to be the distribution power of companies in the operational strategies of start-ups. The trend towards the ultimate future valuation of the

Information Technology by the government leads to the sector becoming a key sector of the futuristic development of a country.

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