

As the manuscript

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MANAGING THE LONG-TERM DEVELOPMENT
OF A LARGE COMPANY

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ABSTRACT OF THE DISSERTATION

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Relevance of a subject of a research. The management of many companies has set complex goals, including the achievement of leadership in the selected industry according to certain targets. However, most modern companies fail to cope with ambitious targeting. The problem is not just that units become leaders. It is still unknown exactly how to create a leading company. The accumulated knowledge of economic disciplines and existing mental models do not provide a complete picture of what an advanced company should look like and what is required to build it. Business models, management systems, cultures and other key management factors inherent in leading companies remain poorly formalized. Equally important is the problem of holding busy positions and maintaining long-term development for companies that have already achieved leadership in a VUCA environment.

Degree of study of a problem.

The thesis is based on a wide analysis of the works of foreign and domestic scientists considering the problems of long-term development of companies. The basis was the research of a group of scientists at Stanford University on the analysis of the success of the world 's best corporations and published under the authorship of D.Kollins, D.Porras, M.Hansen. These works are characterized by careful selection of companies in samples for research and lack of preliminary hypotheses.

The works of R.Foster, S.Kaplan, I.Adises, D.Dak, G.Livitt, describing the life cycle of corporations and change management allowed to expand understanding of the transitional stages of corporate development. They served as the basis for the development of techniques and methods of management, which prevent stagnation of the enterprise management system and its constant updating.

In the conditions of economy of knowledge and the sixth technological way the researches devoted to a role of knowledge, management of knowledge and the principles of innovative development of the companies are of particular importance. These are the works of D.Andrissen, I.Ansoff, W.Bukovich, A.L.Gaponenko, H.Itam, L.I.Mukicheva, B.Z.Milner, I.Nonak, T.M.Orlova, S.Pyka, Z. The results of research of these scientists offer techniques and methods of development of

innovations, increase of adaptability and speed of company response to market changes.

To explain the systemic causes of the origin of certain processes or problems, the development of the company is considered in the context of systems theory. A significant contribution to this discipline with a focus on business and corporate development was made by R.Akoff, D.Graedagi, P.Senge, D.Sherwood, F.Emer. Russian scientists V.G.Balashov, V.A.Irikov, A.S.Malin, V.M.Mishin, V.I.Muhin.

Despite the deep elaboration of certain aspects of development, the unified concept of management of long-term development of the company is not currently developed. This circumstance determined the choice of the topic and direction of the study.

The aim of the study is to theorize and develop the concept of managing the long-term development of a large company in an industry-specific environment.

In order to achieve this goal, the dissertation sets out the following objectives:

- Identify a set of factors that determine the long-term development of a large company.
- Offer an indicator of the company 's ability to measure long-term development.
- Define a long-term development threshold for the selected industry.
- Develop a strategic management tool for a large company based on an analysis of its long-term development in the industry and prove the effectiveness of its application.

The object of the study is the process of managing the long-term development of a large company on the example of Domodedovo Airport.

The subject of the study is the management, organizational and economic relations that arise in the process of managing the long-term development of a large company, as well as key factors, conditions and management methods that ensure the long-term development of the company.

Scientific novelty of dissertation research

- A set of factors are identified, constant, the joint action of which determines the accumulation of abilities and timely adaptation of the company to the conditions of VUCA environment, ensure its long-term development. Based on the identified factors, management can develop a concept of long-term development management of a large company, capable of responding to the constant complication of external conditions, solving life cycle problems, forming the basis of long-term competitiveness of the company. Factors should be applied in a complex that includes three mandatory blocks: basic factors characteristic of all reference, time-resistant companies; The innovative development factors necessary for competitiveness during the knowledge economy; Factors determining the correctness of the development, implementation and monitoring of the implementation of the concept of sustainable development.

- An indicator has been introduced into the scientific circulation, allowing to assess the company's abilities for long-term development - an integral indicator of long-term development (IDD). IPDR aggregates estimates of the manifestation of all factors of long-term development of a particular company, measured as a percentage of the reference values of world companies. It has been proven that the change in the proposed indicator leads to a change in the market results of the company, which allows it to be used to predict the position of the company in the market.

- Defined a threshold for the long-term development of the company in the industry. Based on the experience of leading industry international companies, it has been proven that in order for a company to achieve market leadership, it is not necessary to achieve 100% compliance with the best world companies in terms of integral long-term development. It is enough to reach the value not lower than the level of long-term development of reference companies of the industry - the threshold value of the industry. This conclusion applies to industries with a competitive environment. At the same time, the value of the integral indicator of long-term development of reference companies requires measurements for each

specific industry. It is determined by the function of the complexity of the industry, the level of competition and the degree of its regulation.

- Developed methodological recommendations and tools of strategic management of a large company of industry, consisting in evaluation of long-term development of the company, analysis of change of factors of long-term development (FDR) and elimination of negative deviations of each FDR in the selected time period. The approach allows to determine the reasons for reduction of long-term development of the company and is based on determination of the gap between measured integral long-term development of reference companies of industry (IVF) (threshold value of industry) and actual integral long-term development of the investigated company. The effectiveness of the developed concept of long-term development management has been proved using the example of a division of a large company.

The theoretical significance of the study is to justify the need to improve the strategic management of the company taking into account the analysis of the long-term development of the company. In the context of the findings, the developed concept of long-term development management allows a large company to ensure resistance to unfavourable systemic factors of the external and internal environment, create prerequisites for long-term market leadership. The results can form the basis for further research in determining the patterns between the long-term development indicator and the achievement of the company 's goals. In particular, between the indicator of long-term development and the market position of the company in different industries, including to clarify the possibility of predicting the market position of the company.

Practical importance of a research.

A new concept of the threshold value of integral long-term development in the industry has been introduced, which allows to orient the target of the company to this threshold value and decompose the main goal to specific values of each factor, as well as to predict the position of the company.

It is justified to introduce analysis of deviation of values of factors of long-term development of a specific company from reference values of industry into practice of strategic management. The feasibility of eliminating these gaps has been proved.

The results can be used in the management of large companies to improve corporate governance in terms of competitiveness and continuous life cycle renewal.

Degree of reliability and testing of the results of the study.

The developed provisions of the thesis were reported by the author and discussed at the meetings of the working group of the International Academy of Management in Moscow (Annual Meeting, "International Academy of Management," <http://theiaom.org/>), held at the State University of Management together with the Institute of Economics of the Russian Academy of Sciences, October 14-16, 2009. According to the results of the study, works were protected for the degree of Doctor of Business Administration at the Academy of National Economy under the Government of the Russian Federation in 2010 and at the European Institute of International Management (IEMI) in 2011. The results were also discussed at the meeting of the Department of Management Theory of the State University of Management and the Department of Corporate Management of the Faculty "Higher School of Corporate Management" of the Russian Academy of National Economy and Public Service under the President of the Russian Federation.

The validity of the results of the dissertation study is confirmed by the application of scientific methods of research, the completeness of the analysis of theoretical developments, as well as the practical verification and implementation of the results of the study in the practice of Domodedovo Airport.