International Journal of Studies in Business Management, Economics and Strategies
Volume 3, Issue 3, March - 2024
ISSN (E): 2949-883X
Scholarsdigest.org

ISSUES OF APPLICATION OF BUSINESS MANAGEMENT MODELS IN INDUSTRIAL ENTERPRISES

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Abstract
The article describes the essence of business models, their classification, the processes of applying business models in industrial enterprises. Also, the main approaches of foreign scientists to business models are presented. Proposals are given on the prospects of applying business models.

Keywords: industrial enterprises, business models, approaches, classification of models, division of powers, stages, process description.

Introduction

In today's conditions, the main issue facing production enterprises is to ensure the economic efficiency of the enterprise based on the optimal method. In order to achieve economic efficiency, it is required to use business models along with modern techniques and labor potential of employees [1-3].

Business modeling is a tool that helps the enterprise to operate successfully. In the development of business models of industrial enterprises, a specialist needs skills such as thorough knowledge of the enterprise, creative thinking, and the creation of a development strategy [4-7].

Research Methodology

Methods such as systematic and statistical analysis, scientific observation, analysis and synthesis, graphic interpretation, comparison, expert assessment were used in the research work.

It is known that the application of the concept of a business management model in industrial enterprises around the world has become widespread in a short time. Business models began to be created for companies operating in different markets. At the same time, scientists conducted research on business management models [8-14].

Analysis and Results

One of them, J. Chesborough, used two parameters to classify business models; in his opinion, business models differ from each other, that is, some business models are aimed at a certain amount of investment, and some are focused on the degree of openness of the business model [9-12].

J. Chesborough's classification of business models includes six business models presented in the table.

Table 1. Classification of business models by G.Chesboro [1]

Types of business models	1st type	2nd type	3rd type	4th type	5th type	6th type
	Nondifferential	differential	Segmented	Externally oriented	Integration with innovative processes	Adaptable
Examples	Family restaurants	Tech startups	Companies promoting various technologies	R&D companies operating in mature industries	Leading financial companies	Competitive companies

According to the researcher, it is possible to distinguish the classification of business models that determine the direction of the value chain and the customer segment of the company. The first business models of this concept were the B2C (business-to-consumer) or "counter" model and the B2B (business-to-business) model. In addition, options are beginning to emerge for companies operating in the B2G (business-to-government) segment and serving government needs. It is also possible to highlight the G2B (government-to-business) influence format, in which public services aimed at serving businesses are formed and interactions are built around these services. With the development of IT technologies, a new layer of business models based on multi-segment interaction is formed, for example, the C2C (consumer-to-consumer or peer-to-peer) business model, where consumers sell various goods to each other through a service program on the Internet. Also, various modifications of it appear, for example, B2C2C, C2B2C, which connect consumers with each other, consumers with businesses at different stages of the value chain, and different combinations of the main players of this chain are created [13-19].

Also, the initial interest in the creation of innovative business models came from the field of information technology, but over time, other fields also paid attention to this issue. In a 2005 survey, more than half of managers believed that innovative business management models were more important than innovative products or services for the successful future of the enterprise.

Research conducted in recent years points to three main innovative types of business management models:

- industrial-level innovations, that is, significant changes in the vertical value chain that lead to a completely new and radical reformation of existing industries, as well as the development of unique assets and competencies;
- when the role of the enterprise in the value chain of the industry changes due to enterprise-level innovations, that is, enterprise restructuring or the creation of a network-integrated structure of the business organization, these processes often change the configuration of assets, powers and dynamic capabilities;

- innovations at the level of consumer supply, that is, the introduction of innovations at the level of consumer supply by increasing the value of products and improving the quality of services, as well as introducing a new pricing model [20-24].

First, in order for enterprises to produce a radically new product, it is necessary to determine its compatibility with the existing business model, and draw appropriate conclusions about the necessity and expediency of switching to a new business model.

K. Markides divided the new business management model into the following features and types based on competitive dimensions (Table 2) [25-27].

Table 2. Classification of the business management model according to the approach of K. Markides [2]

Categorization by classification	Business model views
On the basic concepts of business	Creating new markets
	Create a new segment
	Creating new needs
On the selection of customers	On attracting customers from existing markets
	Forming a new market and creating their own customers
On differentiation strategy	The same offer as in the traditional market, but different types of services
	New offer for old services
	New offer, new service
According to the production system	Classic production technologies, but new service technologies
	New production technologies and old service technologies
	New production and service technologies
By distribution channels	Traditional
	Virtual
	Combined

The classification given by the researcher is based on types of business models such as marketing models, production, organizational structure, and its use requires comparison and grouping of many enterprises.

The classification of business management models proposed by M. Rappa is of a network nature, and he examined options for business formats in the Internet environment.

Table 3. Classification of business management models according to M. Rappa's approach [3]

Business model view	Explanation
Brokerage	It is a model of market makers who create platforms for meeting sellers and buyers and is used in B2B, B2C, C2C markets. It includes several types, from full-fledged trading exchanges to highly specialized intermediaries in the form of paying agents or single-member auctions.
Advertising	The business model is based on web advertising, which expands the possibilities of targeted advertising. Includes all types of online advertising, registration, and interactions with multiple users.
Info brokers	The business model is based on the provision of services for the collection, processing and analysis of large volumes of data on consumer behavior.

	Information about consumers and their consumption habits is especially valuable when this information is carefully analyzed and used by target marketing companies.
Trade is commerce	Refers to sellers who sell at fixed prices or auction goods to Internet users around the world.
Manufacturer direct delivery	The business model is aimed at minimizing intermediary channels and delivering products directly from the producer to the consumer. It is based on the minimization of logistics costs, maximum focus on consumer preferences and improvement of customer service quality.
Cooperation	The partnership model involves directing traffic to the partner's website. This model uses dynamic retargeting tools and allows you to attract customers who are not targeting free internet.
Community model	The viability of this model is based on combined product value and user loyalty. Within this model, open software, open platforms for joint content creation, information services forming a streaming network based on user content, as well as social networks will be developed.
Subscription	Users pay by subscription for daily, weekly and monthly use of the service. It is used to make use of its content for free, while other, more expensive content is available on a subscription basis.
Fee for use	This value is based on payment for metrics of use, meaning that the amount of payments depends on the duration of practical use of the service.

In this classification, one can clearly see the direction of network communication possibilities with the whole world and all users connected to the Internet. Its focus is on creating revenue streams and value for partners and customers.

Although there are different opinions on business management models, many authors put more emphasis on defining the elements of business models. This is the main focus for using business models as a business planning tool to help managers understand and describe the business logic of their firms.

According to B. Mahadevan, the business model consists of three flow configurations that are very important for business. First, the value stream, which defines the value proposition for business partners and customers. Second, a revenue stream is a plan to ensure that the business generates revenue. Third, the logistics flow, which solves various issues related to the design of the supply chain for business [4].

A.Afuah and L.Tucci, on the other hand, explain that the business model should include answers to a number of questions: what value should be offered to customers, how should the price be set, who should be charged for this, what strategies should be used, who will undertake the provision of value how to get, how to provide value, and how to maintain some advantage from providing value [26-28].

Table 4. Elements of Afuah and Tucci's business management model [5]

Content	Questions for all business models
Customer value	A business should ask whether it offers its customers something more unique or at a lower price than its competitors.
Field of application	A business must define which customers it offers value to and which products and services should reflect that range.
Pricing	Pricing is related to how the business assesses the value it provides

Source of income	A business must ask itself where the revenue will come from and who will pay for what value and when. It should also define the segments in each market and determine what drives them.
Related activities	Linked activities define the type of activities a business must perform and when to demonstrate its value. This explains how the activity is related.
Implementation	A business must ask itself what organizational structure, systems, personnel, and environment are best suited to the activities involved. It should determine the compatibility between them.
Opportunities	A company needs to determine what its capabilities are and what gaps it needs to fill. Among these capabilities, one must ask whether there is something unique about the business that allows it to offer value better than other businesses and makes them difficult to imitate.
Sustainability	A business must understand what a business is, which makes it difficult for other businesses to imitate it. It must determine how it can continue to make money and maintain a competitive advantage.

Afuah and Tucci's business model approach is value-based and considers value creation through multiple means. A list of the components of a business model can be found in the table below in the researchers' understanding of the business model.

Table 5. Components of Hemel's (2000) business model [6]

	Naming	Explanation
Elements	Basic strategy	This element defines the overall business mission that reflects what the business is designed to accomplish. In addition, it defines the product and market scope and defines the segments in which the company competes. Finally, it shows how the firm competes differently than its competitors.
	Strategic resources	This element includes the core competencies of the firm. In other words, what the firm knows, its skills and unique capabilities. It then identifies strategic assets such as infrastructure, brands and patents. Finally, this element defines the main processes of the firm; it explains what people actually do.
	Customer interface	This element consists of fulfillment and support, which refers to how the firm goes to market and reaches its customers (eg channels). Second, data and insight define all the knowledge that is collected and used on behalf of the buyer. Third, the relationship dynamics refers to the nature of the interaction between the producer and the buyer. Finally, the pricing structure explains what you want from the customer and how you will do it.
	Network value	A value network defines the network that surrounds the firm and complements and augments the firm's resources. It includes suppliers, partners and coalitions. Partners typically deliver significant additions to the final product or solution, while coalitions represent alliances with like-minded competitors.
Connections	Configuration	This linkage refers to the specific way in which competencies, assets, and processes are combined and interrelated in support of a particular strategy.
	Benefits for customers	Tools between this core strategy and the customer interface. It actually defines a distinct set of benefits offered to the customer.
	Company limits	This bridge refers to the decisions made about what the firm does and contracts with the value chain.

A business management model is an integration of interrelated systems that serve to ensure the competitiveness of an enterprise. The model analyzes what to sell, to whom and how, and

how much profit this activity will generate. Also, the quality of the model in the enterprise is determined based on questions such as how to develop the enterprise, how to optimize business processes, and what resources to attract to increase the competitiveness of the enterprise.

One of the most popular and widely used business management models in the world is the 9-part structure developed by A. Osterwalder and I. Pine [7].

A.Osterwalder and I.Pine's business model is widely used because of its simplicity, through the model it is possible to obtain information on questions such as what we do, to whom we sell, how much we spend, and where we get profit. Also, the model serves to identify problems in the business management model of the enterprise and to develop the necessary proposals.

Conclusions and Suggestions

1. The business management model is the integration of interrelated systems that serve to ensure the competitiveness of the enterprise.
2. The business management model is used in a wide range of tasks, including understanding the business logic, designing the form of adaptation of the enterprise to external changes, strategic planning and business modeling, business organization and management.
3. As a result of applying the business management model to chemical industry enterprises, the enterprise organizes a management system based on a clear strategic direction, the functional tasks of all managers and employees are clarified, the enterprise's market value increases, brand strategy management, investment attractiveness is achieved, and the declining chemical industry enterprises achieve competitive advantage. a clear mission to fight against is developed, internal and external environmental factors of enterprises are analytically studied, specific measures to prevent losses in business are developed.

In general, as a result of applying a business management model to chemical industry enterprises, the following is achieved:

— the industrial enterprise organizes a management system based on a clear strategic direction;

— all managers and employees are managed on the basis of functional tasks, vertical management system;

— increase the market value of the enterprise, manage the brand strategy, investment attractiveness is achieved;

— innovation will be introduced to the failing chemical industry enterprises based on the model, a clear mission of fighting to achieve competitive advantage will be developed;

— internal and external environmental factors of enterprises are analytically studied, concrete measures are developed to prevent business losses.

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