

DOI <https://doi.org/10.30525/978-9934-26-597-6-98>

ENSURING THE EMERGENCE PROPERTY PRESERVATION: APPLYING THE MULTI_USER LOYALTY EFFECT

**Romans Dyakons, Vsevolods Karajevs,
Dina Kelsina, Rostislavs Kopitovs**

Latvia, ISMA,

*e-pass: romāns.djakons@isma.lv, karajevs@inbox.eu, d.kelsina@gmail.lv,
rostislavs.kopitovs@isma.lv*

Abstract

This study is devoted to the strategic response of the management system to scientific and technological challenges of the environment. The basis of an effective response is the means to check the readiness of key figures of the control center to ensure sustainable functioning in situations of stops caused by the introduction of breakthrough technologies. The value of such stops is checked in the context of the effectiveness of newly introduced technologies. In other words, the degree of negative impact of new projects on the efficiency of the organization as a whole is determined. A thorough study of reviews reflecting the breakthrough aspects of new technologies in the field of scientific and technological progress is carried out. For this, a fundamental analysis of their methodological support is carried out from the standpoint of increasing efficiency, and not for solving the private interests of a separate group. We are talking about the conditions of revealing the potential of the organization as a whole. At the same time, conclusions are developed on the readiness of leading employees to switch to a new technology in a timely manner and within the established deadlines. Thus, the level of trust increases.

Ключевые слова:

1 Introduction

The issue of making any technological decision that leads to a change in the composition of the system elements, regardless of its complexity, is a task of a strategic nature. Ineffective decisions conflict with the rules for measuring the effectiveness of the system. The ability to recognize a real conflict is a special value of the organization that cannot be repeated.

Such values belong to the class of intangible assets and reflect the prospective growth potential of the organization. At the same time, achieving growth requires the use of an integrated approach aimed at updating the

organization in new conditions. Its complexity lies in ensuring the systemic property of emergence, and not in carrying out organizational reforms. Thus, the research problem is revealed, expressed in the wording: "Efficient support of the system is impossible in the absence of means that allow a timely response to promising proposals from the external environment." The reasons for the emergence of this problem are the reforms that caused the adoption of new technological challenges that have not undergone fundamental testing. In this regard, in contrast to the reforms, their possible carrier is revealed. As a result, the object of the study is an organizationally separate set of means, on the basis of which a new technology is selected from the environment, increasing the potential growth of the organization, and extending its life cycle. The basis of such a complex is strict compliance with all conditions of emergence. In other words, the emergent object, developed to comply with all interests of the participants of the organization, is subject to the requirements of multi-user loyalty. The peculiarity of such loyalty is not the coordination of interests of key participants of the program, as is customary in the framework of the effect of three loyalty of Reicheld, but the division of interests into components. The application of the concept of managing system changes by influencing the elements that form it can provide a modern organization with a promising and effective mechanism for assessing its states, have a positive impact on the choice of scientifically based development strategies, which, in turn, will contribute to the formation of objective prerequisites for potential growth and increased stability. In addition, the developed loyalty programs enable system developers to preserve the property of emergence, strengthen trust from the external environment. Reacting to the scientific validity of strategies related to the adoption or non-adoption of a new technology causes a conflict of interests on the part of the main participants of the organization. Thus, excessive haste in implementation leads to dissatisfaction on the part of the owners of enterprises, and the belated inclusion of an innovative project in the composition of a new version of the system causes the effect of client commoditization. The resolution of the commoditization effect is carried out within the framework of a new loyalty program.

2 Task setting

The purpose of the study is to develop a procedure for measuring the effectiveness of an organization taking into account the factors influencing it, as well as recommendations for using this mechanism when choosing management decisions that help increase the readiness of the management team to ensure the protection and competitiveness of the organization. In some cases, measuring

effectiveness as a whole is a rather labor-intensive task. It should be noted that effectiveness, which from a management perspective is an indicator opposite to an efficiency indicator, is measured in conditions where business interests are not concentrated in any one area of activity, but are distributed over a large number of areas, sometimes weakly related to each other. Measurement management is increasingly losing transparency due to the growth of the problem dimension, which can significantly distort the overall picture and complicate the adoption of effective management decisions. Therefore, when developing a procedure, decomposition of the problem of measuring a complex indicator into smaller subtasks is of particular importance here. One of the methods of such decomposition is the management of not all aspects of the organization that affect efficiency from a single center, but the allocation of organizational units based on the principles of uniformity, with the delegation of individual powers to them. As a result, the management of measuring the efficiency of a business organization is reduced to the management of the organizational units that form it.

The study required solving the following tasks:

1. Justify the advantages of using the efficiency indicator as a criterion for the current assessment of the organization's state.

2. Develop an algorithm for forming efficiency through its components of an organizational unit engaged in managing changes in working capital within a calendar year.

3. Build a model of efficiency increment taking into account the possibility of external improvement in the medium term, as well as managing the choice of the optimal capital structure.

4. Derive and justify a criterion that allows making a decision on the transition to long-term management of changes in the organization, including motivation, restructuring, insolvency, bankruptcy.

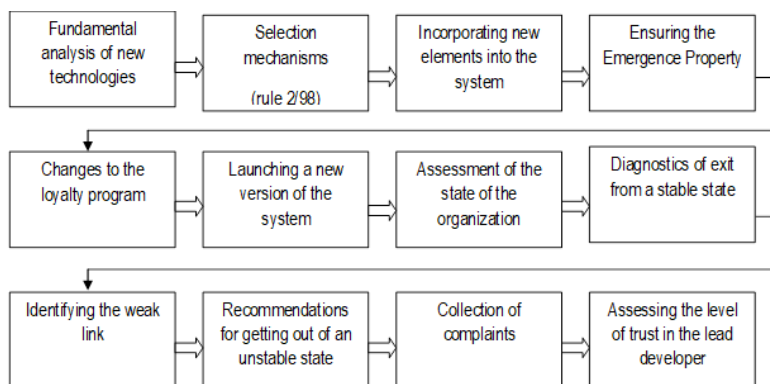
The decomposition of the efficiency indicator is carried out as the duration of the assessment interval increases. In this case, employees of a specific organizational unit are involved in each of the intervals (see Table 1).

The listed management tools are adapted to the justified reception of the technology of a breakthrough nature. During the selection, the 2/98 rule is used, on the basis of which the contribution of the implementation results is correlated with the growth of the organization's value. If the efficiency indicator goes beyond the established limits, a transition to the solution of a specific task is carried out, within the framework of which, according to the value of the parameters included in the main efficiency criterion, the organizational unit whose activity caused the emergence of an unfavorable situation is determined. Such links are the weak link of the organization (see Fig. 1).

Table 1

Characteristics of research objectives

Task	Content	Duration	User	Program status
Current Valut	Complex parameter	Current moment in time	All members of the organization	Efficiency measurement ranges approved
Actual assessment	Decomposition of the first level. Management of changes in working capital	Calendar year	Financial managers, sales representatives	Resolving conflicts between departments of the organization
External Improvement Control	Decomposition of the second level. Management of the choice of the optimal capital structure	Medium term	Investors	Interest of investors in the development of the organization
Changing the strategic course of the organization	Decomposition of the third level. Management of the choice of the optimal capital structure	Long term perspective	Shareholders, Lead Developer	Participation of the CEO in profit distribution

**Figure 1. Scheme of organization adaptation to new technologies**

Further, recommendations are given for improving the activities of specific participants in the organization. Given the advisory nature of the improvement, a trusting attitude towards the criterion and its components is formed. The basis of trust is standardized actions, which together form a loyalty program. The essence of the program is revealed in the awareness of the participants of the organization of the degree of their responsibility, which is reflected not only in financial indicators, but also in the life of the organization, including bankruptcy and termination of activities. As a result, the effect of multi-user loyalty is manifested, in which each of the participants not only appreciates the product of measuring efficiency, but also strengthens their trust in the system developers, which indicates the skill and leadership qualities of the chief developer. This confirms his ability to make a significant contribution to the growth of the enterprise's potential, including: accepting or rejecting another technology. As a result, not only the life cycle of the organization is extended, but the time of the leader's tenure in the position of chief developer increases.

3 Conclusions

The practical significance of the obtained results lies in the fact that the proposed approach to managing the measurement of the organization's efficiency in the context of the emergence of breakthrough technologies has been brought to specific and tested programs. The provisions of the programs developed on the basis of the organization's standard can be included in the procedures for assessing and managing an enterprise based on the efficiency criterion. A number of the research results can be used as a basis for methodological manuals and used in training specialists in the areas of strategic and financial management and assessing the growth potential of an organization. The developed methods and procedures for assessing the state and managing changes in efficiency can be used:

- 1) by potential participants in the organization – to assess the current state of the organization;
- 2) by enterprise managers – to determine specific areas of management actions, as well as when determining the contribution of individual enterprise factors to the final value of its efficiency;
- 3) by investors – to assess the prospects of investments in the enterprise and determine the quality of management;
- 4) by enterprise owners and its key employees – to implement procedures for the growth and restructuring of the enterprise;

The study of the assessment of the state of individual organizational units in the organization was carried out by introducing fictitious parameters into the formula for calculating the efficiency. The novelty of the study lies in the

formalization of the approach to assessing organizational units. A formula is derived that expresses the profitability of invested capital through the coefficient of sustainable growth, taking into account the organizational units that make it up. Individual issues of the transition from the Reichardt loyalty effect to the loyalty of the organization's participants were also considered. Separate subtasks of the task of managing changes in the organization's efficiency in the work considered the management of measuring individual organizational units of the enterprise: purchasing, sales, financing departments, etc. In this case, organizational units were isolated and efficiency coefficients for certain factors were derived for each of them. As a result, an approach is formed for the formation of organization leaders who are ready to be not only management consultants, but, if necessary, to develop effective recommendations for rejecting deployed breakthrough technologies.