

Organizational Revenue Management In Russian Company: LLC “Quarterly”

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ABSTRACT: In modern economic conditions, the activities of each economic entity are of concern to various actors in market relations who are interested in the results of their functions. The aim of this research is to study the theoretical and methodological aspects of the analysis of organizational income, expenditure and finances as well as their practical application in the analysis of a limited liability company / LLC "Quarterly". This study uses a quantitative analysis method with an analysis approach to factors of income, expenditure and financial results. Research subjects in work are the theory and methodology of income, expenditure and financial problems of production and economic activities of companies. The object of this research is the economic analysis of income, expenses and financial results from the activities of a LLC "Quarterly." In the journal of this article, legislative acts of the Russian Federation, decisions of the Government of the Russian Federation, orders of the Ministry of Finance of the Russian Federation are used as a regulatory framework. The results of this study are ways to improve the management of LLC "Quarterly", if the gross revenue volume calculated based on the need for profit is below the organization's ability.

Keywords- Organizational revenue management, expenditure, Financial problems, Russian Federation, Organization's ability

I. INTRODUCTION

Environment, namely trade The concept of the category "income" has been studied for centuries. Thus, in the late 15th century, mercantilists were looking for ways to increase the circulation of income. Russian scientists at that time, especially A. Ordin-Nashokin and Y. Cheryanets, studied the income from the manufacturing sector. They think that industrial workers have become the main source of income [1]. Fiocrates, in turn, believed that peasants and landowners were a product class, whereas carpenters were called the "sterile" class. However, they acknowledged that the craftsmen had income, so they had to pay taxes [2].

These economic trends provide the basis for further research on the essence of income. So, William Petty, founder of the classical school of political economy, identified the country's income and wealth with labor. The British economist Adam Smith identified 3 types of income [3]:

- a) Wages - workers' income;
- b) Profit - the share of value created by workers;
- c) Lease.

Jean-Baptiste, in the concept of value, considers entrepreneurial income (from the sale of goods) and interest as a source of profit. Over time, research on the essence of income has deepened further. The 20th century economist Böhm-Bawerk argued that income is the result of the owner taking into account the value of the factors of production in the process of price of production. Wages of workers are based on a reduction in the value of the

products they produce. Based on the description above, it can be concluded that "the income of a company is the receipt of economic benefits, either in the form of money or property, which causes an increase in assets or a decrease in company liabilities, except for owner contributions for a certain period of time [4].

Theoretical and methodological aspects of organizational revenue management

Important characteristics of organizational revenue management

Productive income is a prerequisite for the activities of a trading company, because it is a source of development, generating profits, and financial costs for this period and meeting tax obligations. Profit income indicates a demand for the product [5]. Income is the basis for financing the activity itself, but as long as the amount is sufficient to cover costs and liabilities, as well as the formation of net income. Thus, increasing the company's profit can improve its financial position. It is also important to identify the main factors on which the revenue management system rests [6]:

- Sales price;
- Volume of products sold;
- The number of production equipment issued for the production of goods.

In general, the company's revenue management mechanism is shown in Figure 1. Monitoring the implementation of the income plan consists of comparing the actual results achieved with the revenue, with the expected results. There are ways that can be applied to increase income, namely [7]:

- The pricing method;
- The price planning methods;
- Group optimization method;
- Group quota method.

Earning analysis for the previous period is very important for the company, because it needs to see benchmarks for the further development of its activities. After analyzing, it is necessary to find ways to increase the company's income. To do this, the company needs to determine the factors that most influence income and whether they can be determined [8]. When all possible ways to increase income emerge, start planning for your annual income. The plan is then broken down into blocks with the aim of being better controlled throughout the year and giving an appropriate time to set if necessary [9]. Monitoring the implementation of the income plan consists of comparing the actual results achieved with the revenue, with the expected results [10].

- The Pricing method is based on the fact that the firm analyzes competitors' pricing policies and charges lower prices than competitors. The high price method is to charge a higher price. However, the pricing method is limited in time.
- The Price Planning method offers the same product at different prices to different groups of customers.
- The Group Quota method consists of organizing a collection of products or services that can be sold or provided at a certain price.
- The Group Optimization method should be understood as determining the amount of revenue required for the proper functioning of the company.

At the final stage of the work of the revenue management mechanism, the divisions of the company concerned compile reports of actual revenue received, compare this indicator with planned values and provide this information to management. Thus, the revenue management mechanism has begun to function again.

Information Base and Income Analysis Methods

Organizational financial results

The effectiveness of the analysis of the financial results of the company's activities is very dependent on information and methodological support. Information support for analysis and decision making regarding financial results, which is shaped by information sources, external and internal. External sources include indicators that characterize [11]:

- a. General economic development of the country. This group indicator system becomes the basis for analyzing and predicting the state of the external environment;
- b. Market conditions. Systemic group indicators are needed to assess, analyze and make decisions in the field of expenditure policy;
- c. Activities of competitors and employers. This group indicator system is used for the operational and regulatory analysis of certain aspects of profit formation and use.

Internal sources include [12]:

- a. Financial accounting indicators of the company. Based on these indicators, an analysis is made of current, forecast and planned benefits.

b. Management accounting indicators, which form the information basis of operational management decisions. The composition, content, requirements and basic methods of other financial statements are governed by the Accounting Regulations "Accounting Organization" (PBU / Положения по бухгалтерскому учету / Accounting Regulations 499), approved by the Order of the Ministry of Finance of the Russian Federation dated June 6, 1999. According to PBU 4 / 99, "Organizational accounting statements," accounting reports consist of balance sheets, income statements, additional notes and explanations, and audited reports about the accounting status of the organization, if checked in accordance with Federal law [13].

The main sources of information for the analysis of financial results are accounting data and accounting (financial) reports. From the form of financial statements, the most complete information for analyzing the financial results of an organization contains the following forms[14]:

- Form 1 "Balance Sheet", where in part III of the liabilities there is an indicator of fixed income or find the ratio of the missing and previous periods;

- Form 2 "Income Statement". This form is an accounting (financial) accounting report, which describes the financial results of the organization for the period under review. The purpose of the income statement and description is to provide information to external users [15]:

a. On organizational results;

b. About the source of profit (cause of loss.)

In accordance with this research when writing the work, the following theoretical and methodological literature and applied works of domestic authors are used: IA Blank, Yu.A. Babaev, MA Vakhrushina, LV Dontsova.

In the course of his work, various methods of economic analysis are used, such as horizontal analysis (time), vertical analysis (structural), factor analysis, coefficient analysis methods; various qualitative methods of economic analysis: comparative methods, grouping methods, etc.

II. METHODOLOGY FOR ANALYZING THE INCOME AND FINANCIAL RESULTS OF AN ORGANIZATION

The preliminary data for writing work was borrowed from the LLC "Quarterly" accounting (financial) reports for 2007 and 2008, namely from Form No. 1 "Balance Sheet" and Form No. 2 "Income Statement." Work volume and structure. The final qualification work consists of an introduction, three chapters, a conclusion, a bibliography used, including sources, contains tables and diagrams in the text, has applications. The total number of jobs is pages [17;20].

The comparison of methods of economic analysis, which consists in comparing data and facts of economic life. There are 3 main types of comparative analysis [18;19]:

1. horizontal analysis (dynamics, time) - is used to determine the deviation of the absolute and relative from the current level of the basic learning indicator (norm, previous period, norm, etc.). This analysis is applied by the formula:

$$\Delta x = x_1 - x_0, (1.3.1)$$

where Δx is the absolute change (deviation) of the value of the corresponding indicator;

x_1 is the value of the corresponding type of indicator in the reporting period;

x_0 - the average baseline indicator for the same period (baseline).

(1.3.2)

2. Analysis of vertical (structural phenomena) - is used to study the structure of economic phenomena by calculating the weight of individual parts (individually) in the resulting indicator (as a whole), which allows each position of the ratio to the aggregate and assessing these changes by the formula[21]:

(1.3.3)

where D is the proportion of the indicator component in its total value;

x_i is the value of the indicator component;

X is the total value of the indicator.

3. Trend analysis is used to study the growth rates and the indicator of relative growth over several years at the base year level, that is, when studying the dynamics of the series.

A prerequisite for comparative analysis is comparable compared indicators, which assumes [22;25]:

- the unity of cost, quality, structural indicators;

- the unity of the time periods for which the comparison is made;

- comparability of production conditions;

- comparability of the methodology for calculating indicators.

It is advisable to start the analysis of income and expenses by comparing the data of the time report with previous data for all data of income of form 2: income from sales of goods, products, work, percent of income of other organizations. As a result of such a comparison, it is possible to identify an increase in income and the reasons for their decrease or increase [23].

Vertical analysis of the company's income required for the impact of factors on their preparation. Analysis of the structure of income shows which types of activities generate the most income [24].

Analysis and Assessment of the Organization's Revenue Management

A brief description of the organization

Full name of this company - Security Regulations for Limited Liability Company (LLC) Quarterly / Pora. The abbreviated company name is PTB Opora LLC. Legal, company postal address: zip code 603002, Nizhny Novgorod region, Nizhny Novgorod, st. Litvinova., Building 74, building 31, room 41/4. State registration number and date: INN 781612161, OGRN 11678472432. Limited Liability Company PTB Opora is a transportation subdivision of the Security Service that has passed special accreditation and provides protection services for infrastructure facilities for the construction of railways, roads, land transportation, metro and roads from distraction. All PTB Opora LLC employees are certified employees, for example, they have been tested for compliance with the employee's knowledge, skills and abilities as well as the personal (psycho-psychological) category and level of physical training of individual employees with the requirements of the legislation of the Russian Federation on transportation safety [26].

To ensure the safety of transportation and infrastructure, a division of Security Service officers will be transferred, including the person responsible for ensuring transportation security in the form of transportation infrastructure [27]. In accordance with Federal Law no. 16 "About Transportation Security", only accredited transportation officials can be involved in protecting infrastructure facilities from unlawful interference. Only accredited transport personnel may be involved. Limited Liability Company PTB Opora is a transportation subdivision of the Security Service that has passed special accreditation and provides services for the protection of infrastructure for the construction of railways, roads, land transportation, metro and roads from disturbances.

The company's business activities and all related matters will be decided by the general manager. The activities and reporting of accounting and company statistics are carried out in accordance with the current legislation of the Russian Federation. Under the guidance of a production manager, senior accountant, consultant accountant. The company structure and spare parts have also been approved. The objectives of the accounting department as a financial service: the most efficient use of all types of resources and profits, control over the use of working capital and loans. Based on these main objectives, the company's accounting department performs the following tasks [28]:

- Implementation of company policies in the financial sector;
- Analysis of the Company's financial and economic conditions;
- Managing working capital, accounts payable and receivable;

The functions of LLC PTB Opora's accounting services:

- To establish complete and reliable information about the company's business processes and financial results;
- Control over the availability and movement of property, use of labor, material, financial resources;
- Implementing (together with other services) an economic analysis of financial and economic activities based on accounting and reporting data to identify resource mobilization in agriculture.

PTB "Opora" LLC works independently in accordance with current legislation, receiving team procedures and working day schedules, form and system of remuneration, determined by the limits of competence and responsibility of officers, the amount of remuneration.

III. RESEARCH RESULTS AND DISCUSSION

Analysis Horizontal-vertical analysis of company income and financial results

However, revenue-speaking, the service producer should offer a wider availability of access to its own direct customers in order to reduce the volume of commissions and distributor fees. The integration of customer behaviour and preferences into marketing and pricing strategies appears to be a major future trend. This research will perform a structural-dynamic (vertical-horizontal) analysis of PTB Opora LLC's income and expenses. We will take data for analysis from the company's accounting (financial) reports for 2019, namely from Form No. 2 "Income Statement". Analysis of PTB Opora LLC's income information for the period 2017 to 2019 was carried out according to table 1.

Table 1 - Indicators of income composition, structure and dynamics

Indicators	Income composition, thousand rubles			Income structure, %		
	2017	2018	2019	2019	2018	2017
Revenue – total	50	110	311,254	100.00	100.00	100.00
Revenue (net) from sales of goods, products (work, services) <i>Выручка (нетто) от продажи товаров, Продукции</i>	00 0	0	310,360	99.71	0	0
Interestcharges <i>Проценты к получению</i>	0	60	844	0.27	54.55	0
Income from participation in other organizations <i>Доходы от участия в других организациях</i>	0	0	0	0	0.00	0
Other income <i>Прочие доходы</i>	50	50	50	0.02	45.45	100

Source: PTB Opora LLC Balance Sheet 2017-2019

The data shows a positive trend in people's income. In 2019, total income increased by 311,144 thousand rubles. This increase was mainly due to an increase in revenue (net) from the sale of goods, products (jobs, services) in 2019 by 310,360 thousand rubles. compared to 2018 which reached 100%. Very insignificant (insignificant) increase in income for this period amounted to 784 thousand rubles. occurs because of an increase in income in the form of interest receivables. The largest part of the company's total revenue is the result (net) of the sale of goods, products (jobs, services). In 2018 the share was 0%, and in 2019 it was 99.71%. All other income items from LLC PTB Opora make up less than 5% of its total value. For a more visual reflection of the revenue structure for the period 2017 to 2019, we will present it in diagrammatic form (Figure 2).

Note :

Выручка от продажи товаров.= proceeds from the sale of goods.

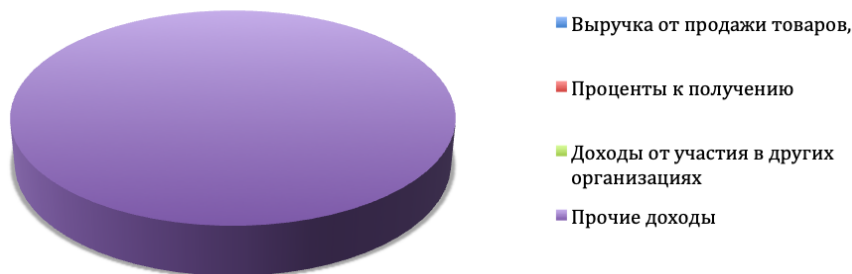
Проценты к получению. = interestreceivable.

Доходыотучастиявдругихорганизациях.= income from participation in other organizations.

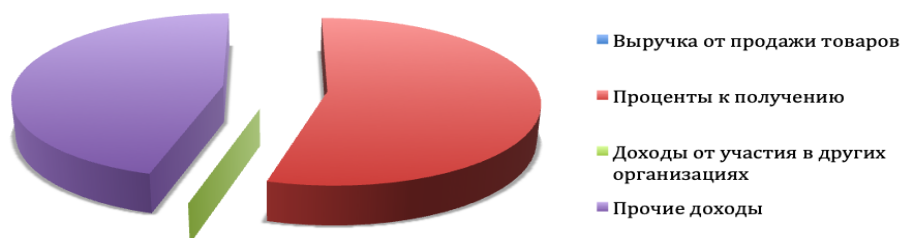
Прочие доходы. = Other income.

Figure 2. PTB Opora LLC revenue structure diagram for the period 2017-2019

Структура доходов ООО ПТБ Опора 2017



Структура доходов ООО ПТБ Опора 2018



Структура доходов ООО ПТБ Опора 2019

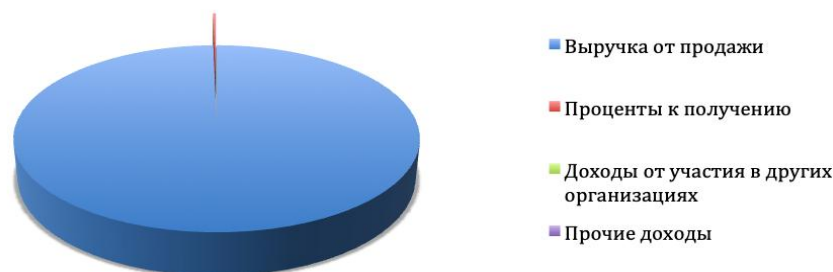


Table 2. Dynamics of the main types of benefits. Source: PTB Opora LLC Balance Sheet 2017-2019

No	Indicator	2019	2018	2017
1	Gross profit	107,193	0	0
2	Profit (loss) from sales	35,909	-458	187
3	Profit (loss) before tax	32,777	-558	-189
4	Net profit of the reporting period.	25,451	-559	-189

Initial data for the analysis of the company's financial results are also contained in form No. 2 "Profit and Loss Statement" (Appendix E). The dynamics of the main types of profit are presented in Analytic Table 2. PTB Opora LLC in the 2017 to 2019 period, there is a positive trend in the main financial results (profit). The value of all types of profit in 2019 increased compared to 2017 and 2018. Revenue from the sale of goods, products (jobs, services) in 2019 increased by 310,360 thousand rubles; gross profit - 3,5451 thousand rubles; profit from sales - 35,451 thousand rubles; profit (loss) before tax - 32,219 thousand rubles. and net income increased by 24,892 thousand rubles.

In order to analyze the composition and dynamics of financial results, we present all the preliminary data contained in the income statement in a summary analytical, in which the organizational indicators are grouped. Based on the data presented in this table, an evaluation of the composition, structure and dynamics of all elements of the formation of the final financial results of PTB Opora LLC will be conducted.

Property Potential Analysis

LLC PTB Opora's financial position idea provides a brief financial and economic analysis of the most important indicators based on the data presented in financial (accounting) reports. Balance sheet liquidity analysis consists of comparing funds for an asset, which are grouped by decreasing liquidity level, with short-term liabilities for liabilities, which are grouped according to the urgency of their payments:

A1 - the most liquid assets: short-term financial investments and cash;

A2 - assets that can be realized quickly: accounts receivable, payment expected in 12 months.

A3 - slow moving assets: items from part II of balance sheet assets, including inventories, value added tax on valuables acquired, VAT on valuables acquired, receivables, expected payments more than 12 months after the reporting date and other non-current assets;

A4 - assets that are hard to sell, item in part I of balance sheet assets.

Liabilities of companies are also divided into 4 groups:

P1 - urgent liabilities: accounts payable;

P2 - term obligations term short-: short-loan funds, arrears by participants in income payments, other short-term liabilities;

P3 - long-term liabilities: balance sheet items related to parts IV and V, eg. loans and long-term loans, as well as deferred income, reserves for future expenses and payments.

P4 - permanent (stable) liability: item in Part III of balance sheet liabilities. PTB Opora LLC asset and liability ratio data is presented in table 2.1.

Table 2.1. Classification of assets, liabilities according to the liquidity level of PTB Opora LLC in 2017-2019

GroupAsset	Total			Group Liabilities	Total		
	2017	2018	2019		2017	2018	2019
A1	3	26	30,679	P1	75	80	140,084
A2	11	27,438	62,853	P2	205	28,262	49,508
A3	19	22	77,891	P3	0	0	0
A4	0	0	27,765	P4	-247	-856	9,596

Based on the data presented in table 2.1, we will examine the liquidity of the company's balance sheets for the period 2017 to 2019. Balances are considered to be truly liquid if the following imbalances are observed:

A1 <P1; A2> P2; A3> P3; A4 <P4,

For 2017 A1 <P1; A2 <P2; A3> P3; A4> P4, so that the PTB Opora LLC balance sheet at the beginning of 2017 cannot be said to be truly liquid.

For 2018 A1 <P1; A2 <P2; A3> P3; A4> P4, then PTB Opora LLC's balance sheet for this period also cannot be said to be truly liquid.

For 2019 A1 <P1; A2> P2; A3> P3; A4> P4, so the balance for 2019 is not completely liquid.

Let's create a comparative analytical balance sheet for PTB Opora LLC, which will allow us to assess the potential property of PTB Opora LLC for the period under review in a relative and relative manner (Table 2.3.2). The share of short-term liabilities in total liabilities for 2019 decreased by 7.8% compared to the share in 20018 (103 in 2018 and 95.2% at the end of 2008). The share of long-term liabilities in total does not change the PTB Opora LLC's balance sheet liabilities insignificant: at the end of 2017 - 0%, and at the end of 2018 - 0%.The one indicator that characterizes a company's financial position is its solvency - the ability to repay its payment obligations in cash on time. The solvency assessment of an LLC PTB Opora can be made based on the characteristics of balance sheet liquidity - the company's ability to convert assets into cash and repay its payment obligations with it.

Improvement of the company's revenue management system

The effective management of an organization in a market economy depends on the completeness and quality of planning and management. This income can be obtained from data which is the source of goods for the previous period for sale. For forecasting purposes, this information should be used for the organization as a whole and in the context of dividing the product groups you name for each product type. The results showed that analysis as a methodology for capturing and planning the activities of public catering organizations is practically the same. PTB Opora LLC imports all the elements that should be included, removed from (opinion) and objective (economic

and mathematical calculations). It should be noted that these activities must be combined with long, medium and long-term debt payments.

The findings revealed that the company's revenue managers and key account managers had different sets of criteria, which they used to identify the profile of a key account. Generally, accounting research has examined the use of management accounting practices, that is, practices that support internal decision-making, in the context of large businesses. This is a process by an organization which determines what it desires to look like or achieve at the end of a specified time period. Preparation of PTB Opora LLC gross income forecast data must pay attention to the maximum and minimum indicator limits. The technology for calculating the approximate number of PTB Opora LLC trading houses must include three stages, namely:

- The first stage is to determine the amount of income required to leave the organization and supervise the implementation of industrial and social organization and profit owner programs. According to the current procedure, the most significant are the company's costs for the actual account needs of specialist funds, which are carried out after the disposal of net profit (profit calculation):

Fixed capital growth financing (development based on materials and technology);

To finance the growth of your working (financial) capital, including those that invest in capital);

- The second stage, it is necessary to calculate the potential required to generate profits, taking into account the volume of the business plan. This requires gross revenue and cost of sales, which allows you to decide to use the available data for a certain period of time based on previous data, as well as being auctioned off by accounting experts and best of all can do anything. This calculation should include an examination of the results obtained by comparing them to the price of the goods sold, in various ways (based on the way people buy, the amount of resources requested, etc. Name of the translator).

- The third stage, after adjusting the gross profit, to make the structure according to the demand, all economic indicators and financial indicators of the organization are calculated (software size and structure, implementation costs, financial planning, number of employees, etc.). We will then produce a rough estimate of your 2020 gross revenue using the trending system.

IV. CONCLUSION

Management of company revenue must be state in nature. A well-defined tax policy is needed, and taxes must be clear and stable. It is the stability that will cause an increase in the company's profit (revenue). Therefore, the tax policy needs to be improved, because the current taxation system does not fulfill its main objective. It is unstable and very complex. This research has shown that in recent years there has been the introduction of taxes on cost prices, wholesale prices and the profit of a service unit.

In order to improve the economic revenue management mechanism it is proposed to develop measures to ensure: Strict compliance with the agreed contracts for the supply of products. It is very important to attract the company's interest in the production of the prestigious and most needed product for the market.

- Implementation of large-scale and effective policies in the field of personnel training which is a special form of investment.

- Increase company efficiency for service sales. First of all, more attention needs to be paid to increasing the speed of movement of working capital, reducing all types of stock, in order to achieve the fastest progress from finished products from producers to consumers.

- Reducing non-production costs and losses.

- Introduction to operational cost accounting practices for the production of services.

- Application of the most modern mechanical and automatic tools for solving income analysis problems.

- To make a shift in emphasis in revenue management to corporate revenue management.

Income is the final financial result that characterizes the production and economic activity of all enterprises, which is the basis for the company's economic development. Income growth creates a financial basis for self-financing enterprises, carrying out expanded reproduction. Because of this, some of the obligations of the budget, banks and other companies were met. It can be concluded that the achievement of high corporate results involves management of the process of formation, distribution and utilization of revenue. Management includes revenue analysis, its planning and a constant search for improvements. When studying the dynamics of income, the inflation factor must take into account changes in their amount. To do this, the results are adjusted for a weighted average index of the increase in the average price of the firm's products in the industry, and the cost of products sold is reduced by their growth as a result of the increase in the price of the resource consumed for the period analyzed. In analyzing the

revenue structure for the reporting period, it is necessary to analyze the proportions of each component. A high proportion of income from product sales is considered positive.

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