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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved
at the Department meeting

November 24, 2025
Protocol # 4
Head of the Department Dolzhenko S.B.

Approved
by the Council for Educational and
Methodological Issues and Quality of
Education

December 16, 2025
Protocol # 4
Chairman  Karkh D.A.
(signature)



COURSE PROGRAMME

Title	Modern strategic analysis
Field of study	38.04.02 Management
Profile	All programs (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

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INTRODUCTION

The working program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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1. TARGET DEVELOPMENT DISCIPLINES

The aim of studying the discipline is to master the technologies of strategic management in the context of the formation and development of markets.

Studying the discipline provides

- familiarization with the theoretical basis of strategic enterprise management;
- study of the methodology for developing effective strategic management decisions;
- study of the features of strategic planning at all levels of management and areas of activity depending on changes in the external and internal environment of the enterprise;
- study of the mechanisms of technological, organizational and cultural support for the implementation of the company's strategic plans.

2. PLACE DISCIPLINES IN STRUCTURE OPOP

The discipline is a compulsory part of the curriculum.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours					Z.e.
	Total for the semester	Contact work (according to			Independent work including preparation of tests and coursework	
		Total	Lectures	Practical classes, including course design		
Semester 1						
Exam	108	28	8	20	53	3

4. PLANNED RESULTS DEVELOPMENT OPOP

As a result of mastering the OPEP, the graduate should have developed the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of the competence	Indicators of competency achievement
UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-1.UK-1 Know: methods of critical analysis; methodology of a systems approach; methods of identifying problem situations

UK-1 Able to carry out a critical analysis of problematic situations based on a systems approach and develop an action strategy	ID-2.UK-1 Be able to: identify problem situations, search for information and solutions
	ID-3.UK-1 Have practical experience in developing and justifying a strategy for solving a problem situation based on a systems approach
UK-2 is capable of managing a project at all stages of its life cycle.	ID-1.UK-2 Know: principles of forming a project task within the framework of a designated problem; basic requirements for project work and criteria for evaluating the results of project activities
	ID-2.UK-2 Be able to: develop a project implementation plan taking into account possible implementation risks and the possibilities for eliminating them; plan the necessary resources
	ID-3.UK-2 Have practical experience in monitoring the progress of project implementation; correcting deviations; making changes to the project implementation plan

General professional competencies (GPC)

Code and name of the competence	Indicators of competency achievement
OPK-1 Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices;	ID-1.OPK-1 Know methods for solving professional problems at an advanced level in the field of economic, organizational and management theory
	ID-2.OPK-1 Be able to apply innovative approaches to solving economic, organizational and managerial problems

<p>OPK-1 Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices;</p>	<p>ID-3.OPK-1 Have practical experience in generalizing and critically analyzing management practices in the direction of management</p>
<p>OPK-2 is capable of using modern techniques and methods of data collection, advanced methods of processing and analysis, including the use of intelligent information and analytical systems, when solving management and research problems;</p>	<p>ID-1.OPK-2 Know modern techniques and methods of data collection, advanced methods of their processing and analysis</p>
	<p>ID-2.OPK-2 Be able to use intelligent information and analytical systems in solving management and research problems</p>
	<p>ID-3.OPK-2 Have practical experience in using database management systems in the field of economics and management</p>

<p>OPK-4 Capable of managing project and process activities in an organization using modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the creation and development of innovative areas of activity and the corresponding business models of organizations;</p>	<p>ID-1.OPK-4 Know modern methods, technologies and tools for managing project and process activities in an organization.</p>
	<p>modern management practices, leadership and communication skills in process and project activities</p>
	<p>ID-3.OPK-4 Have practical experience in identifying and assessing new market opportunities, developing a strategy for the creation and development of innovative areas of activity and the corresponding business models of the organization</p>

5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 1		81					
Topic 1.	History, origin, concept and essence of strategic management (OPK-4, OPK-2, OPK-1)	3	1		2		
Topic 2.	Vision, mission and strategic goals of the company (OPK-1, UK-2, UK-1)	2	2				
Topic 3.	Sources of information for strategic analysis (OPK-1, UK-2, UK-1)	4			4		
Topic 4.	Methods of strategic analysis (OPK-1, UK-2, UK-1)	55	1		1	53	
Topic 5.	Portfolio analysis of a diversified company (OPK-1, UK-2, UK-1)	2			2		
Topic 6.	Corporate-wide strategies (OPK-1, UK-2, UK-1)	5	2		3		
Topic 7.	Competitive corporate strategies (OPK-1, UK-2, UK-1)	10	2		8		

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			
1-4	Test (Appendix 4)	Multiple choice questions	Points 1-10
5-7	Test (Appendix 4)	Open-ended questions	Points 1-10
1-4	Test (Appendix 4)	Multiple choice questions	Points 1-10
5-7	Test (Appendix 4)	Open-ended questions	Points 1-10
Interim assessment (Appendix 5)			
1st semester (Exam)	questions, case topics (Appendix 5)	1 theoretical question, 1 case	Points 1-10

DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the student's level of preparation.

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used.

The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

The procedure for converting the rating provided for by the assessment system for a discipline into a five-point system.

High level – 100% - 70% - excellent, good.

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at a high level
84% - 70%	Fine	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results. There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize , calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.1. Lecture Contents

<p>Topic 1. History, emergence, concept and essence of strategic management (OPK-4, OPK-2, OPK-1)</p> <p>This topic introduces students to the key stages of strategic management evolution, drawing on international and domestic experience. Students will become familiar with the main schools of strategic management, the contemporary content of the concept of strategic management, and the prerequisites for its emergence.</p>
<p>Topic 2. Vision, mission and strategic goals of the company (OPK-1, UK-2, UK-1)</p> <p>By the end of this course, students should be familiar with the importance of the goal-based approach in strategic management, the company's vision and mission, and the formation of strategic goals . The course also includes methods for setting company goals .</p>
<p>Topic 4. Methods of strategic analysis (OPK-1, UK-2, UK-1)</p> <p>The topic of strategic analysis methods is a core part of the strategic management course. It encompasses methods for analyzing a company's external and internal environment. Students explore the analysis of general market trends, M. Porter's five forces of competition model, cost-based strategic analysis, consumer and competitor analysis, internal capability profiling, and SWOT analysis as a tool for information synthesis.</p>
<p>Topic 6. Corporate-wide strategies (OPK-1, UK-2, UK-1)</p> <p>This topic introduces students to the different types of corporate strategies, namely integration and diversification strategies, which are developed based on a portfolio analysis of the company's activities.</p>
<p>Topic 7. Competitive corporate strategies (OPK-1, UK-2, UK-1)</p> <p>This course introduces students to the basic competitive strategies of a single business: cost minimization strategy, differentiation strategy, focus strategy, innovation strategy, and market following strategy. Upon completion, students should understand the market conditions for their application and the threats to their implementation.</p>

7.2 Contents of practical classes and laboratory work

<p>Topic 3. Sources of information for strategic analysis (OPK-1, UK-2, UK-1)</p> <p>To gain a deeper understanding of the problems posed, students need to answer a number of questions:</p> <ol style="list-style-type: none"> 1. M. Porter's Five Forces of Competition model 2. Industry product analysis

Topic 4. Methods of strategic analysis (OPK-1, UK-2, UK-1)

To gain a deeper understanding of the problems posed, students need to answer a number of questions:

1. Analysis of general market trends
2. Analysis of barriers to market entry
3. Consumer analysis
4. Competitor analysis
5. Assessing the intensity of competition in the market
6. Diagnostics of competitive actions
7. SWOT analysis
8. Directions of strategy

Topic 5. Portfolio analysis of a diversified company (OPK-1, UK-2, UK-1)

To gain a deeper understanding of the problems posed, students need to answer a number of questions:

1. Algorithm for making decisions to achieve enterprise goals
- 2 BCG matrix
- 3 Matrix GeneralElectric
- 4 Hofer Matrix
- 3 Strategic Match Matrix
- 6 Market attractiveness and strategic position

Topic 6. Corporate-wide strategies (OPK-1, UK-2, UK-1)

To gain a deeper understanding of the problems posed, students need to answer a number of questions:

- 1 Features of strategic management of a diversified enterprise
- 2 Diversification Strategy
- 3 Vertical integration strategy

Topic 7. Competitive corporate strategies (OPK-1, UK-2, UK-1)

To gain a deeper understanding of the problems posed, students need to answer a number of questions:

- 1 Cost minimization strategy
2. Differentiation strategy (strategy of distinction)
3. Focus strategy
4. Innovation implementation strategy.
- 5 Strategy of immediate response to market needs

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for
the test/exam
Appendix 2

7.3.3. List of coursework
Not provided

7.4. Student's electronic portfolio
Not posted

7.5. Methodological recommendations for completing the test
not provided for in the curriculum

7.6 Methodological recommendations for completing coursework
Not provided

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at
necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception
and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems,
compound which defined RPD.

9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Website libraries USUE
<http://lib.usue.ru/>

Main literature:

2. Otvarukhina N. S., Vesnin V. R. Modern strategic analysis [Electronic
resource]: textbook and workshop for universities. - Moscow: URAYT, 2024. - 463 – Access mode:
<https://urait.ru/bcode/536122>

3. Kazakova N. A. Modern strategic analysis [Electronic resource]: textbook and practical training for universities. - Moscow: URAYT, 2025. - 453 – Access mode: <https://urait.ru/bcode/560469>

4. Otvarukhina N. S., Vesnin V. R. Modern strategic analysis [Electronic resource]: textbook and practical training for universities. - Moscow: URAYT, 2025. - 463 – Access mode: <https://urait.ru/bcode/560419>

5. Popov S. A. Strategic Management: Current Course [Electronic resource]: Textbook for Universities. - Moscow: URAYT, 2025. - 481 – Access mode: <https://urait.ru/bcode/560244>

6. Agafonov V.A. Strategic management. Models and procedures [Electronic resource]: Monograph. - Moscow: OOO "Scientific Publishing Center INFRA-M", 2026. - 276 – Access mode: <https://znanium.com/catalog/product/2214235>

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE

List of licensed software:

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS EDUCATIONAL PROCESS BY DISCIPLINE

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

Sample questions for independent preparation for the exam
Approximate list of questions for the exam:

1. SWOT analysis
2. Algorithm for positioning products within the framework of forming a product line
3. Analysis of barriers to market entry
4. Competitor analysis
5. Analysis of general market trends
6. Industry consumer analysis
7. Industry Product Analysis
8. Branding
9. Vertical integration
10. The history of strategic management
11. Sources of information for strategic analysis
12. McKinsey Matrix
13. BCG matrix
14. Strategic Matching Matrix
15. Hooper matrix
16. Guidelines for scenario planning
17. M. Porter's Five Forces of Competition Model
18. Key points of marketing strategy
19. Key points of the product strategy
20. Basic rules for formulating a company mission
21. Key elements of a human resource management strategy
22. Features of strategic management of a diversified enterprise
23. Assessing the intensity of rivalry in the market
24. The concept and essence of strategic management
25. Principles of compiling commodity portfolios
26. Strategy Implementation Program
27. Developing strategies in industries during downturns
28. Developing a strategy in industries with low levels of concentration
29. Strategies for Industry Leaders
30. Pricing strategies at the entry stage
31. Strategic pyramid of the enterprise
32. Strategic goals of the organization
33. Customer Strategy
34. Supplier Strategy
35. Innovation Implementation Strategy
36. Diversification strategy
37. Differentiation strategy (strategy of distinction)
38. Cost minimization strategy
39. Strategy of immediate response to market needs
40. Strategy for promoting goods to consumers
41. Focus strategy
42. Formation of strategy at the stage of industry maturity
43. Formulating strategy in new industries
44. Characteristics of the new industry
45. Characteristics of the industry at the maturity stage
46. Characteristics of the industry in decline

47. Characteristics of a low concentration industry
48. Elements of a production strategy
49. Elements of the enterprise financial strategy

7.3.2. Practical assignments for independent preparation for the exam

Sample practical assignments for the exam

Task 1 Determine the market share of leaders in each product segment

Determine the third largest manufacturer (by production volume) of the product segment, the leader's share of which is equal to

Option 1: 35%

Option 2: 34%

Task 2 Construct a BCG matrix for all product lines for this manufacturer (the third largest);

Name the product lines of the manufacturer in question in accordance with the BCG business area classification and justify your choice;

Task 3 Answer the questions using information from the brief description of the market:

- 1) Should the manufacturer continue to sell products in the "meat and by-products" group?
- 2) What threats and opportunities can be identified for the sausage products industry?
- 3) Suggest strengths and weaknesses for semi-finished products (at least 2 strengths and 4 weaknesses).

Task 2 Determine the market share of leaders in each product segment

Determine the third largest manufacturer (by production volume) of the product segment, the leader's share of which is equal to

Option 1: 35%

Option 2: 34%

Task 2 Construct a BCG matrix for all product lines for this manufacturer (the third largest);

Name the product lines of the manufacturer in question in accordance with the BCG business area classification and justify your choice;

Task 3 Answer the questions using information from the brief description of the market:

- 1) *Should the manufacturer sell the same volume of meat and by-products products or should sales volumes be reduced?*
- 2) *What threats and opportunities can be identified for semi-finished products?*
- 3) *Suggest strengths and weaknesses for the product "sausages" (at least 2 strengths and 4 weaknesses).*

Materials for completing assignments

1. Brief description of the market:

Meat processing industry

In 2006, the region's overall meat production volume was approximately 160,000 tons (Yekaterinburg produced 45,000 tons). Compared to 2005, production growth rates were modest (100.3% for first-category meat and by-products, 106% for sausages), while semi-finished meat products even saw an 18% decline.

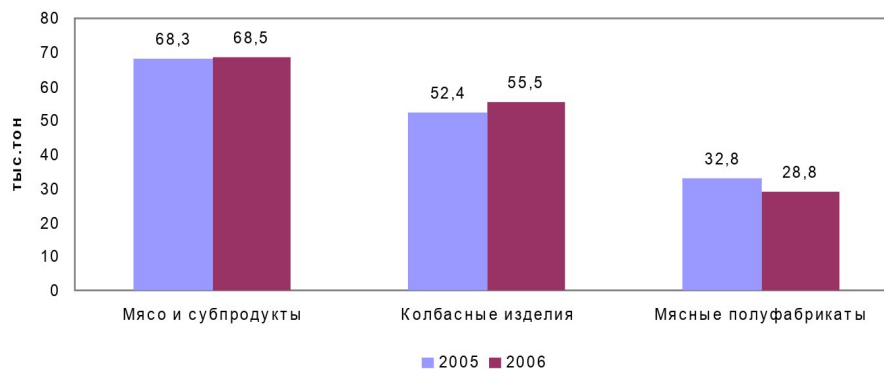


Figure 1 - Dynamics of production of meat processing plants by product groups, thousand tons

The largest volume of meat, offal and semi-finished products is produced by poultry farms, while sausages are primarily the specialty of meat processing plants.

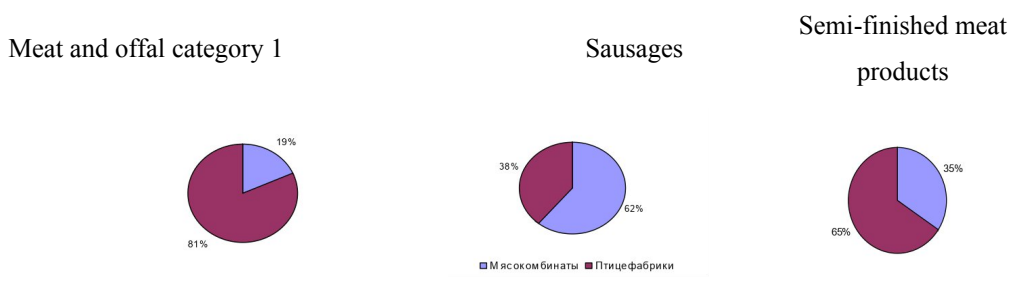


Figure 2 - Structure of production of product groups by meat processing plants and poultry farms, %

In terms of the total volume of meat processing, poultry farms are in the lead (the production volume for 2006 was 98 thousand tons), while meat processing plants produce half as much finished product (53 thousand tons in 2006).

According to the regional portal "Meat Agro-Industrial Complex of the Sverdlovsk Region," there are 37 meat processing plants operating in the Sverdlovsk Region. Most of these plants purchase meat for processing, but there are also companies with their own raw material procurement facilities, which are market leaders (for example, ZAO Food Plant "Khoroshy Vkus" - 10,000 tons, OOO Yekaterinburg Meat Processing Plant - 16,000 tons).

There are over 50 poultry processing plants in the Sverdlovsk region. The largest in the Sverdlovsk region is the Reftinskaya poultry farm, with an annual production capacity of 20,000-25,000 tons. Another large poultry farm, the Sredneuralskaya PTF, produces 20,000 tons of chicken per year.

As part of the national "Agro-Industrial Development" project, the region is expected to produce up to 100,000 tons of poultry meat by 2009. Next year's increase in production is expected to be driven by the renovation of several Sverdlovsk poultry farms purchased in 2006 by Chelyabinsk producer Uralbroiler (annual capacity: 30,000-35,000 tons).

Pork, beef, and small ruminant processors are also prepared to double their production volumes; in

Yekaterinburg alone, meat processing plants plan to increase production volumes from 45,000 to 100,000 tons by 2008.

Reasons for the slow growth of the industry:

- Manufacturers are experiencing difficulties with sales, and large retailers are setting too high requirements for local players to enter the network.
- The volume of consumption by the population cannot grow at a higher rate; in the region, the consumption rate is 57 kilograms per year per capita (in Russia as a whole, 55 kilograms).
- The meat processing industry is experiencing a shortage of local raw materials. The region produces only 40% of the required meat, with the remaining 60% imported. Imports account for an estimated 60% to 90% of beef and approximately 60% of pork.

Development trends of the meat processing industry in the Sverdlovsk region:

With the development of the "Agro-Industrial Complex Development" project, many agricultural producers have begun building pig farms. Local producers will be able to meet 70% of regional pork needs within just one to two years, representing a 30% increase over current production volumes.

- The Siberian Agrarian Group (Tomsk Region) is planning to build a large pig farm for 210,000 pigs in Yekaterinburg.
- During the first 9 months of 2006, 15 pig farms were built and reconstructed in the Sverdlovsk region.
- Meat processors who have their own raw materials can, firstly, produce products from chilled rather than frozen meat, which positively impacts the quality of sausages, and secondly, maintain stable prices for sausage products.

Reasons for the low competitiveness of local raw materials:

- Imported meat is cheaper than raw materials produced in the Sverdlovsk region. A cost price of 30 rubles is considered competitive, while in the Sverdlovsk region, including VAT (according to the Ministry of Agriculture), it's 60 rubles. Almost all regional livestock farms that don't have their own processing facilities face sales challenges. They are forced to lower prices and operate below profitability.
- Red meat accounts for 50-55% of European pork, while local producers only account for 30-35%. Therefore, some meat processors (IP Cherkashin) strongly prefer imported raw materials.
- There is a lack of slaughter and transportation infrastructure. There are over 50 slaughterhouses operating in the Sverdlovsk region, but most have low throughput, only a few heads per day. Slaughterhouses are also located at large meat processing plants: the Talitsky, Bogdanovichsky, Kamensk-Uralsky, and Gornouralsky meat processing plants. Pig farm, Baikalovsky meat enterprise. But, as a rule, these establishments work only for themselves.
- The Sverdlovsk region is not suited for raising beef cattle. On average, one head of cattle requires two hectares of pasture, but such pastures are not available in the region. The meat produced in the region is a byproduct of dairy cattle.

Structure of procurement and volume of purchased meat products.

The core of every retailer's meat product range consists of semi-finished meat products, as well as chilled/frozen poultry (often frozen and then chilled), and sausages. In the catering industry, poultry is the mainstay, along with a large share of beef and small ruminant meat.

Table 1 - Structure of procurement of purchased meat products by segments

No.	Product name	Share of stores in the sample population, %	The share of public catering establishments in the sample population, %
1	chilled/frozen beef	63	75
2	chilled/frozen small ruminant meat	28	50
3	chilled/frozen pork	65	75
4	chilled/frozen poultry meat	92	100
5	semi-finished meat products	100	75
6	sausages	97	75

Table 2 - Average monthly purchase volumes

No.	Product name	Average monthly purchase volumes, kg.	
		Retail	Catering
1	chilled/frozen beef	2,530	8 157
2	chilled/frozen small ruminant meat	4,704	150
3	chilled/frozen pork	2,955	206
4	chilled/frozen poultry meat	7,761	3,675
5	semi-finished meat products	2,550	200
6	sausages	6401	4 150

The basis of monthly commodity flows in retail trade is 80% poultry meat, semi-finished meat products and sausages, in public catering, 90% of flows are formed by poultry meat and beef.

More than two-thirds of retailers are satisfied with the variety of meat products available on the market. However, to expand their product range, retailers suggest expanding their offerings of deli meats, adding game meat, and offering more flexible packaging options for ready-to-cook products (various packaging options for everything from economy to VIP ; a variety of containers, including small -volume ones).

The most pressing issues noted by respondents were:

- Low quality of products supplied to retail;
- Poor packaging;

1. Key industry indicators:

Table 3 - Production volumes of the main market players in 2006 (Sverdlovsk region), tons

Manufacturer	Meat and offal	Sausages	Semi-finished products
LLC "EKMK"	4999	11140	4351
OJSC MIKOM Company	3044		
JSC "FOOD FACTORY "GOOD TASTE"	594	6910	66

LLC "BOGDANOVICH MEAT-PROCESSING PLANT"	509	1775	600
PC "BOGDANOVICH MEAT-PROCESSING PLANT"	190	336	125
OJSC "ALAPAYEVSKY MEAT FACTORY"	127	83	152
LLC "AGROFIRM "CHERDANSKAYA"	109		
"Y. M. SVERDLOV BREEDING FARM-COLLECTIVE FARM"	100		
LLC AGROHOLDING "URAL BACON"	15		
State Unitary Enterprise "Reftinskaya Poultry Farm"	19837	4804	5973
State Unitary Enterprise "Sredneuralskaya Poultry Farm"	12466	5558	1754
State Unitary Enterprise "KIROVGRADSKAYA POULTRY FARM"	9139	5049	3781
State Unitary Enterprise "Ptitse Fabrik Pervouralskaya"	5877	3916	3378
OGUP "POULTRY FARM "SVERDLOVSKAYA"	2239	694	930
LLC "SEROV-PTITSA"	354	3	33
State Unitary Enterprise "Krasnouralskaya Poultry Farm"	330	56	117
Agricultural production cooperative "POULTRY FARM "SKATINSKY"	215		
LLC "NIZHNETAGIL POULTRY FARM"	146		10
LLC "IRBITSKAYA POULTRY FACTORY"	114		

Table 4 - Production volumes of the meat processing industry (Sverdlovsk region), tons

Direction of production	2005	2006
Meat processing plants		
Meat and offal	10432	11922
Sausages	23200	32875
Semi-finished meat products	7957.6	8507.4
Total	41589.6	53304.4
Poultry farms		
Meat and offal	57868	56578
Sausages	29200	22625
Semi-finished meat products	24842.4	20292.6
Total	111910.4	99495.6
Total volume	153500	152800