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# **Advances in Intelligent Systems and Computing**

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# Contents

## Part I Intelligent Systems

<b>1</b>	<b>A Condition Monitoring System for Blades of Wind Turbine Maintenance Management</b> . . . . .	<b>3</b>
	Isaac Segovia Ramirez, Carlos Quiterio Gómez Muñoz and Fausto Pedro García Marquez	
<b>2</b>	<b>The Combination of Evolutionary Algorithm Method for Numerical Association Rule Mining Optimization</b> . . . . .	<b>13</b>
	Imam Tahyudin and Hidetaka Nambo	
<b>3</b>	<b>On Interactive Learning and Mutual Trust Within the Innovation Network</b> . . . . .	<b>25</b>
	Lin Luo, Xin Gu, Qifeng Wei and Huashan Li	
<b>4</b>	<b>Influence of the Balanced Global Prospective Payment System for Behavior of Small and Medium Medical Institutions</b> . . . . .	<b>37</b>
	Ziyang Geng, Li Zhang and Yanting Wang	
<b>5</b>	<b>A Study of Urban Natural Disaster Vulnerability Assessment Based on PCA-TOPSIS Method</b> . . . . .	<b>49</b>
	Xianming Xiong, Yi Lu and Qiulin Li	
<b>6</b>	<b>The Support System for a Visual Impaired Person Using Laser Eyewear</b> . . . . .	<b>61</b>
	Yuko Shimomura, Hiroyuki Kawabe, Hidetaka Nambo, Shuichi Seto, Makoto Suzuki and Mitsuru Sugawara	
<b>7</b>	<b>Exploring the Most Important Factor of Chinese Sports Charity by Using System Dynamics Simulation</b> . . . . .	<b>71</b>
	Linling Zhang and Jie Hu	

<b>8</b>	<b>Research About Construction of Public Service Capacity of Safety Production Evaluation Indication System and Evaluation Method</b> . . . . .	87
	Yu Liu, Chao Chen, Xu Shao, Xinsen Qian and Zhaohui Zhang	
<b>9</b>	<b>Hotelling Model Based Dynamic Pricing of Three Sides</b> . . . . .	99
	Xiaoyang Zhou, Canhui Zhao, Hui Li and Yan Tu	
<b>10</b>	<b>Evaluating the Quality Performance of Reconstructive Community Public Health Service Based on Weighted TOPSIS Method</b> . . . . .	113
	Siqi Jiang, Yang Li, Pengyan Jiang and Lu Gan	
<b>11</b>	<b>Artificial Intelligence for Concentrated Solar Plant Maintenance Management</b> . . . . .	125
	Alfredo Arcos Jiménez, Carlos Quiterio Gómez Muñoz, Fausto Pedro García Marquez and Long Zhang	
<b>12</b>	<b>The Effects of Structural Equation Model's Orders on Patient Satisfaction Index</b> . . . . .	135
	Zhihan Liu	
<b>13</b>	<b>Slotting Optimization of Warehousing System Based on the Hungarian Method</b> . . . . .	143
	Yuzhen Hu, Song Zhang, Xiaojuan Jia and Jiajia Chen	
<b>14</b>	<b>Study of Mutual Relations of Transition Characteristics of Elementary Links with a View to Automatic Structural Identification</b> . . . . .	157
	Fazil Azin Oglu Alekperli and Mammad Ali Oglu Shabanov	
<b>15</b>	<b>Modeling and Simulation of Logistics Integration of Electronic Commerce Online Shopping Platform</b> . . . . .	165
	Yi Guo	
<b>16</b>	<b>Research on Evaluation of Regional Inclusive Innovation Capacity Based on Catastrophe Progression Method</b> . . . . .	179
	Kunyue Yu, Xin Gu, Changyi Zhao and Yuanyuan Hu	
<b>17</b>	<b>Barriers in Adopting M-banking System in Universities—A Case Study of Public Universities of Jamshoro, Pakistan</b> . . . . .	191
	Adnan Asghar Ali and Asif Kamran	
<b>Part II Logistics Engineering</b>		
<b>18</b>	<b>Some Estimations for the Mathematical Expectation of Renewal-Reward Process with Nonnegative Rewards</b> . . . . .	205
	Veli Bayramov and Rovshan Aliyev	

<b>19</b>	<b>Vibrational Control of Objects with Distributed Parameters Using Hydrotreating of Motor Fuels as an Example</b> . . . . .	213
	Ali Gasan Nagiev, Firuza Allahkuli Aliyeva and Hasan Ali Nagiyev	
<b>20</b>	<b>The Impacts of Female Executives on Firm Performances: Based on Principle Component Analysis (PCA) and Data Envelopment Analysis (DEA)</b> . . . . .	223
	Hanlei Wu and Ying Li	
<b>21</b>	<b>Research on the Technology Transfer Efficiency Evaluation in Industry-University-Research Institution Collaborative Innovation and Its Affecting Factors Based on the Two-Stage DEA Model</b> . . . . .	237
	Yuanchun Yu, Xin Gu and Yijun Chen	
<b>22</b>	<b>Research on Fault Diagnosis for Air Drilling Based on an Improved PSO for Optimization of Fuzzy Neural Network</b> . . . . .	251
	Dan Zhang, Tingting Zhu, Yiqing Lv, Jing Hou and Yue He	
<b>23</b>	<b>On General Form of Tanh Method and Its Application to Medical Problems</b> . . . . .	269
	Hamidođlu Ali	
<b>24</b>	<b>Stages and Processes of Self Change of Exercise Behavior: Toward an Integrative Model of Change</b> . . . . .	279
	Xinyan Guo and Weiyang Zhang	
<b>25</b>	<b>An Intuitionistic Fuzzy ELECTRE-III Method for Credit Risk Assessment</b> . . . . .	289
	Feng Shen, Dao Lan and Zhiyong Li	
<b>26</b>	<b>A Dynamic Programming-Based Genetic Algorithm for a Joint Pricing Construction Materials Procurement Problem with Uncertainties</b> . . . . .	297
	Kai Kang, Shuyue Zhou, Yanfang Ma and Xuguang Wei	
<b>27</b>	<b>Research on the Enterprise Safety and Low-Carbon Behaviors Management and Application Based on the Evolutionary Game</b> . . . . .	307
	Tao Zheng, Wenke Wang, Weiqian Dong, Bin Yan and Jinghua Gou	
<b>28</b>	<b>Multivariable Analysis for Advanced Analytics of Wind Turbine Management</b> . . . . .	319
	Alberto Pliego Marugán, Fausto Pedro García Márquez and Mayorkinos Papaefias	



<b>29</b>	<b>Fuzzy Logic Controller to Control Voltage and Reactive Power Flow at the Network with Distribute Generation . . . . .</b>	<b>329</b>
	Ahmadova Tamella Ahmad and Guliyev Huseyngulu Bayram	
<b>30</b>	<b>A Fuzzy Comprehensive Evaluation System Based Delphi–AHP and Its Application to R&amp;D Planning Project Evaluation . . . . .</b>	<b>341</b>
	Jun Gang and Ying Wei	
<b>31</b>	<b>Adaptive Hybrid Genetic Algorithm with Modified Cuckoo Search for Reliability Optimization Problem . . . . .</b>	<b>353</b>
	Youngsu Yun, Jungbok Jo and Mitsuo Gen	
<b>32</b>	<b>Generating Distributions Through Convolution of Characteristic Functions . . . . .</b>	<b>367</b>
	Syed Ejaz Ahmed, Mohamed Amezziane and Wesley Wieczorek	
<b>33</b>	<b>Fast Multi-objective Hybrid Evolutionary Algorithm for Flow Shop Scheduling Problem . . . . .</b>	<b>383</b>
	Wenqiang Zhang, Jiaming Lu, Hongmei Zhang, Chunxiao Wang and Mitsuo Gen	
<b>34</b>	<b>A Warfare Inspired Optimization Algorithm: The Find-Fix-Finish-Exploit-Analyze (F3EA) Metaheuristic Algorithm . . . . .</b>	<b>393</b>
	Ali Husseinzadeh Kashan, Reza Tavakkoli-Moghaddam and Mitsuo Gen	
<b>35</b>	<b>Bi-Objective Integer Programming of Hospitals Under Dynamic Electricity Price . . . . .</b>	<b>409</b>
	Shabnam Mahmoudzadeh Vaziri, Babak Rezaee and Masoud Amel Monirian	
 <b>Part III Information Technology</b>		
<b>36</b>	<b>Longitudinal Joint Model for Instrument and Person Memories in a Quality of Life Study . . . . .</b>	<b>421</b>
	Mounir Mesbah	
<b>37</b>	<b>Development of the Estimation Method of Resident’s Location Using Bioelectric Potential of Living Plants and Knowledge of Indoor Space . . . . .</b>	<b>431</b>
	Hidetaka Nambo and Haruhiko Kimura	
<b>38</b>	<b>Asymmetric Information Effect on Transshipment Reporting Strategy . . . . .</b>	<b>445</b>
	Yi Liao, Wenjing Shen and Ben Lev	



<b>39</b>	<b>Metasynthesis-Based Intelligent Big Data Processing Paradigm</b> .....	<b>455</b>
	Ziqiang Zeng, Xinxin Xu and Jonathan Shi	
<b>40</b>	<b>The Structure and Mechanism of Voice Behavior: Based on the Perspective of Motivation</b> .....	<b>467</b>
	Hao Zhou, Lei Feng and Anni Liu	
<b>41</b>	<b>The Research of Competitiveness Evaluation Indicators on Chinese OTA Websites Based on OWA and Intuition Fuzzy Theory</b> .....	<b>477</b>
	Yong Huang, Lili Jiang, Jian Liu, Ronghua Zhu and Liang Zhao	
<b>42</b>	<b>Comparing the Efficiency of Public-Private Partnerships with the Traditional Procurement: Based on the Chengdu No. 6 Water Plant B</b> .....	<b>487</b>
	Chuan Chen, Ping Chen and Qi Wang	
<b>43</b>	<b>Multi-sided Market's Performances in the Presence of Network Externality</b> .....	<b>503</b>
	Jinjiang Yan, Kai Zhu, Lu Huang and JianKai Xing	
<b>44</b>	<b>Application of GA-GMDH Prediction Model in Operational Monitoring of SMEs in Chengdu</b> .....	<b>513</b>
	Rui Wang, Bingbing Ling and Fuzheng Wang	
<b>45</b>	<b>A Study on the Real Estate Price Forecast Model in the Midwest of China—Based on Provincial Panel Data Analysis</b> .....	<b>525</b>
	Hongchang Mei and Hao Fang	
<b>46</b>	<b>A Credit Rating Model for Online P2P Lending Based on Analytic Hierarchy Process</b> .....	<b>537</b>
	Lin Xu and Yong Zhang	
<b>47</b>	<b>An Empirical Study on the Prisoners' Dilemma of Management Decision Using Big Data</b> .....	<b>551</b>
	An Yang, Xin Lan, Lielin Huang and Yuling Wang	
<b>48</b>	<b>An Approach to the Creation of the Adaptive Control System for Integration of Nonsteady Power Sources into a Common Electric Power Grid</b> .....	<b>563</b>
	Romen Zakhidov and Abdulla Arifjanov	
<b>49</b>	<b>An Inexact Pricing Model for Tradable Water Pollution Emission Permit and Its Application in Chaohu Lake Watershed</b> .....	<b>575</b>
	Jingneng Ni, Fangqing Ding and Linsong Zhang	

<b>50</b>	<b>QPSO-Based Location Selection of 10 kV Bench Transformer Distribution Center: Case Study in Guizhou Power Grid</b> . . . . .	597
	Jiancheng Liu, Dun Xu, Ye Wang and Feng Li	
<b>51</b>	<b>An New Framework for MADM with Linguistic Information Under an IT2 FSs Environment</b> . . . . .	607
	Lin Zhong, Xieyu Yang and Zhibin Wu	
<b>52</b>	<b>Located Multiple Depots and Vehicles Routing with Capacity Problem</b> . . . . .	619
	Masoud Amel Monirian, Shabnam Mahmoudzadeh Vaziri and Asadollah Mahmoudzadeh Vaziri	
 <b>Part IV Risk Management</b>		
<b>53</b>	<b>Submodel Selection and Post-Estimation of the Linear Mixed Models</b> . . . . .	633
	Syed Ejaz Ahmed and Eugene Afiamoah Opoku	
<b>54</b>	<b>Bi-Level Water Allocation Model Based on Shortage Control</b> . . . . .	647
	Yan Tu, Ning Ma, Jun Gang, Xiaoyang Zhou and Benjamin Lev	
<b>55</b>	<b>A Fuzzy Multi-criteria Decision Making Method for the Financial Statement Quality Evaluation</b> . . . . .	659
	Nguyen Thi Hoai Thuong, Zongmin Li and Phi Thi Diem Hong	
<b>56</b>	<b>Dynamic Programming Optimization Model of End-Stage Renal Disease</b> . . . . .	677
	Kejia Wang, Xiaoxi Zeng, Muhammad Hashim and Liming Yao	
<b>57</b>	<b>Founder Personalities' Influence on Decision Making of VC Institution: An Empirical Study in China</b> . . . . .	689
	Yingkai Tang, Wenjun Wang, Yanru Chen and Huang Huang	
<b>58</b>	<b>A Stochastic Bilevel Programming Model for the Iron and Steel Production Optimization Problem Under Carbon Trading Mechanism</b> . . . . .	699
	Zhimiao Tao	
<b>59</b>	<b>Gold Price Forecasting and Related Influence Factors Analysis Based on Random Forest</b> . . . . .	711
	Dan Liu and Zhi Li	
<b>60</b>	<b>Exchange Rate and China's OFDI in Asian Developing Countries: A Dynamic Panel Data Analysis</b> . . . . .	725
	Haiyue Liu, Siyuan Li and Xiaolan Chen	

<b>61</b>	<b>An Analysis of the Impact of Medical Insurance Policies on Treatment Selection Among Kidney Disease Patients via System Dynamics. . . . .</b>	<b>737</b>
	Wanqing Liu, Xiaoxi Zeng and Liming Yao	
<b>62</b>	<b>The Bi-Level Optimization Research for Time-Cost-Quality-Environment Trade-Off Scheduling Problem and Its Application to a Construction Project . . . . .</b>	<b>745</b>
	Huan Zheng	
<b>63</b>	<b>Impact Analysis of Urbanization for Chinese Energy Consumption Based on Panel Data of Chinese Provinces. . . . .</b>	<b>755</b>
	Chao Wang and Liping Fu	
<b>64</b>	<b>The Research on Functional Mechanism of Earthquake Rumors and Coping Strategy . . . . .</b>	<b>767</b>
	Huifeng Zhang, Feng Wang, Na Cui and Ziqi Wang	
<b>65</b>	<b>Parametric Analysis of Leadership Styles on Organizational Performance and the Mediating Role of Organizational Innovativeness . . . . .</b>	<b>777</b>
	Muhammad Nazim, Rashid Saeed, Muhammad Suhail Sharif and Mehreen Ahmed	
<b>66</b>	<b>New Balanced Urban–Rural Development for Urbanization in Western China . . . . .</b>	<b>789</b>
	Ronghe Liu, Changting Wei, Yi Lu and Zhineng Hu	
<b>67</b>	<b>Regional Water Resource Allocation Problem in Multi-agent Game: Taking the Water Rights Transfer as Example . . . . .</b>	<b>803</b>
	Jingqi Dai, Zongmin Li and Nataliia Ivanova	
<b>68</b>	<b>Analysis on the Characteristics of Central Urban Area’s Spatial Morphology and Its Cause of Formation in Big Cities. . . . .</b>	<b>817</b>
	Yi Sheng and Leilei Li	
<b>69</b>	<b>Information–Analytical Technologies of Decision Support in Management of Power Systems . . . . .</b>	<b>827</b>
	Shavkat Ayupov and Abdulla Arifjanov	
<b>Part V Computing Methodology</b>		
<b>70</b>	<b>E-Procurement Platform Implementation Feasibility Study and Challenges: A Practical Approach in Iran . . . . .</b>	<b>843</b>
	Meysam Maleki, Mahmoud Karimi, Haniyeh Reyan and Virgilio Cruz-Machado	

71	<b>Female Audit Committee Member's Characteristics and High Quality External Audit Demand</b> . . . . .	857
	Rui Xiang and Meng Qin	
72	<b>Research for the Medical-Guidance Cognitive Behaviors of Patients in General Hospitals</b> . . . . .	871
	Yueyu Li	
73	<b>Upper and Lower Bounds to a Class of Degenerate Parabolic Equation with Time Dependent Coefficients</b> . . . . .	883
	Anyin Xia, Xianxiang Pu and Shan Li	
74	<b>Empirical Analysis on the Relationship Between Industrial Economy Growth and Environmental Pollution of Sichuan Province</b> . . . . .	891
	Xinyi Li, Guangjin Li, Hong Wang and Baocai Fan	
75	<b>The Performance Evaluation of IURCI of Sichuan Provincial Strategic Emerging Industries</b> . . . . .	901
	Xiaofeng Li, Qisheng Cheng and Xiaocan Su	
76	<b>Simulation of Dynamical Enterprises Process with Application of the Modification Fuzzy Net Petri</b> . . . . .	913
	Mahommed Aydin Ahmedov, Valeh Azad Mustafayev, Gafar Nariman Atayev and Shafahat Rahim Rahimov	
77	<b>Tourism Economic Effect Divergence Analysis–Panel Data Analysis of Hunan Province</b> . . . . .	921
	Jie Chen, Xiaowen Jie and Song Han	
78	<b>A Study on Competencies Model of Executive Talents in China's Spirits Industry</b> . . . . .	933
	Guichuan Zhou and Zeming Li	
79	<b>College Student Satisfaction Index in China: Model and Empirical Research</b> . . . . .	945
	Xiangqing Chen	
80	<b>Size Effect, Neighbour Effect and Peripheral Effect in Cross-Border Tax Games</b> . . . . .	955
	Xin Liu	
81	<b>Techno-Economical Advances for Maintenance Management of Concentrated Solar Power Plants</b> . . . . .	967
	Jesús María Pinar Pérez, Fausto Pedro García Márquez and Mayorkinos Papaelias	
82	<b>A Review of Investment, Financing and Policies Support Mechanisms for Renewable Energy Development</b> . . . . .	981
	Yanfei Deng and Wei Guo	

<b>83</b>	<b>Problem of Optimal Management of Resources of Industrial Production with Given Statistical Data of Disturbance Parameters</b> . . . . .	997
	Ali Gasan Nagiev, Firusa Allahkuli Aliyeva and Hasan Ali Nagiyev	
<b>84</b>	<b>The Multi-factor Multi-region Decomposition Method for Carbon Emission Reduction</b> . . . . .	1009
	Can Ding, Jing Li and Dong He	
<b>85</b>	<b>Parallel Machine Scheduling Problem of Flexible Maintenance Activities with Fuzzy Random Time Windows</b> . . . . .	1027
	Ling Nie	
<b>86</b>	<b>Intensified Water Treatment Methods</b> . . . . .	1041
	Gheorghe Duca and Olga Covaliova	
<b>87</b>	<b>Constructing Forecasting Model of No-Failure Operation of Pump Stations</b> . . . . .	1053
	Yasin Rustamov and Gorkhmaz Afandiyev	
<b>Part VI Project Management</b>		
<b>88</b>	<b>Advances in Hybrid Metaheuristics for Stochastic Manufacturing Scheduling: Part I Models and Methods</b> . . . . .	1063
	Mitsuo Gen, Xinchang Hao and Wenqiang Zhang	
<b>89</b>	<b>Advances in Hybrid Metaheuristics for Stochastic Manufacturing Scheduling: Part II Case Studies</b> . . . . .	1079
	Mitsuo Gen, Wenqiang Zhang and Xinchang Hao	
<b>90</b>	<b>A Feasibility Analysis of Three Numerical Schemes for the Prediction of Two Phase Transient Flow</b> . . . . .	1095
	Min Luo, Yong Zhang, Jiancheng Hu, Shize Wang, Bin Qi and Zhiguo Qiao	
<b>91</b>	<b>Gaming of Green Supply Chain Members Under Government Subsidies—Based on the Perspective of Demand Uncertainty</b> . . . . .	1105
	Hua Zhuo and Song Wei	
<b>92</b>	<b>Selection of Reverse Logistics Operating Channels Through Integration of Fuzzy AHP and Fuzzy TOPSIS: A Pakistani Case</b> . . . . .	1117
	Muhammad Nazam, Muhammad Hashim, Jamil Ahmad, Waseem Ahmad and Muhammad Tahir	

<b>93</b>	<b>Fresh Produce Dual-Channel Supply Chain Logistics Network Planning Optimization</b> . . . . .	1135
	Xiaoya Sun and Chunxiang Guo	
<b>94</b>	<b>Company Z Storehouse Center Layout Optimization</b> . . . . .	1151
	Jianguo Zheng and Wanhua Zhang	
<b>95</b>	<b>Production System Performance Improvement by Assembly Line-<i>seru</i> Conversion</b> . . . . .	1165
	Luming Shao, Zhe Zhang and Yong Yin	
<b>96</b>	<b>An Improved ACO for the Multi-depot Vehicle Routing Problem with Time Windows</b> . . . . .	1181
	Yanfang Ma, Jie Han, Kai Kang and Fang Yan	
<b>97</b>	<b>A Novel Inventory and Distribution Planning Model with Non-conforming Items Disposal Under Fuzzy Random Environment</b> . . . . .	1191
	Kai Kang, Wei Pu, Yanfang Ma and Xuguang Wei	
<b>98</b>	<b>A Multi-objective Distribution-Return Center Layout Problem in Closed-Loop Supply Chain Under Fuzzy Random Environment</b> . . . . .	1203
	Yanfang Ma, Xiaoyu Wang, Kai Kang and Fang Yan	
<b>99</b>	<b>Research on Three-Level Supply Chain Coordination Based on Revenue Sharing Contract and Option Contract</b> . . . . .	1215
	Jiaojiao Cong and Hongchun Wang	
<b>100</b>	<b>Exploration on the Path of Green Production Innovation in SMEs from the Perspective of Supply Chain</b> . . . . .	1227
	Hua Wen	
<b>101</b>	<b>Evaluation of an E-catalogue Matching Mechanism in Public Procurement Notice Search</b> . . . . .	1237
	Ahmad Mehrbod, Aneesh Zutshi, António Grilo and Virgílio Cruz-Machado	
<b>102</b>	<b>A Bid Evaluation Method for Multi-attribute Online Reverse Auction</b> . . . . .	1249
	Ling Li, Xing Liu and Zhineng Hu	
<b>103</b>	<b>Dynamic Strategy Based Optimization Method for Inventory Problem: Case Study in Guizhou Power Grid</b> . . . . .	1261
	Ning Liu and Fengjuan Wang	



<b>104</b>	<b>Modeling of Stochastic Vertical Stationary Transportation Systems</b> .....	1271
	Asaf Hajiyev, Turan Mammadov, Mirvari Hasratova and Narmina Abdullayeva	
<b>Part VII Industrial Engineering</b>		
<b>105</b>	<b>Green and Lean Model for Business Sustainability</b> .....	1281
	Susana Duarte and V. Cruz-Machado	
<b>106</b>	<b>Crowdfunding: An Innovative Approach to Start Up with Entrepreneurship</b> .....	1293
	Muhammad Kaleem Khan, Xiujuan Zhao, Umair Akram, Muhammad Hashim and Ahmad Kaleem	
<b>107</b>	<b>Empirical Research on Equity Incentives for Executives of Different Industries and Dividend Policy</b> .....	1305
	Chaojin Xiang, Qian Yao Li and Xiaoyi Qu	
<b>108</b>	<b>Influential Factors Mining on the Development of Classification System of Diagnosis and Treatment</b> .....	1323
	Li Luo, Yuanhang Zheng and Ruihong Shu	
<b>109</b>	<b>The Impact of Family Background on Individual's Temporary Employment Choice: A Chain Mediation Model</b> .....	1337
	Xiaoye Qian, Xianli Zheng and Hao Zhou	
<b>110</b>	<b>Analysing Influences Factors of Knowledge Transfer Between University and Industry</b> .....	1351
	Ze Zhong Wu and Bin Ma	
<b>111</b>	<b>Discrete Time-Cost-Environment Trade-Off Problem and Its Application to a Large-Scale Construction Project</b> .....	1375
	Huan Zheng and Lin Zhong	
<b>112</b>	<b>Impulsive Buying: A Qualitative Investigation of the Phenomenon</b> .....	1383
	Umair Akram, Peng Hui, Muhammad Kaleem Khan, Muhammad Hashim and Sehrish Khan Saduzai	
<b>113</b>	<b>Rebuilding Self-Control After Ego Depletion: The Role of Positive Emotions</b> .....	1401
	Shiyang Gong and Qian Li	
<b>114</b>	<b>Impact Mechanism Study Between Sport Sponsorship Fit Degree and Brand Trust</b> .....	1413
	Gaofu Liu and Minghua Jiang	



<b>115</b>	<b>Resource Conflict Identification-Resolution-Based Construction Temporary Facilities Layout Framework in a Dam Construction Project</b> . . . . .	1427
	Xiaoling Song, Rui Qiu, Charles Shen and Feniosky Peña-Mora	
<b>116</b>	<b>Study on Impact Factor of Quality of Life Among Adult After the Lushan Earthquake</b> . . . . .	1439
	Lili He and Yanhua Liu	
<b>117</b>	<b>Power Plants Planning Modelling-Based Carbon Emission Allowance Allocation Problem with Changing Supply-Demand Relationship</b> . . . . .	1447
	Ye Wang, Tao Zhang, Yijun Zhou and Chengwei Lv	
<b>118</b>	<b>Popularity Evaluation of Lean Thinking in Southwest China</b> . . . .	1457
	Richard Adu Agyapong, Yi Lu, Shinebayar Choidorj and Troy De La Harpe	
<b>119</b>	<b>An Overview of Earned Value Management in Airspace Industry</b> . . . . .	1465
	Juan Carlos Meléndez Rodríguez, Joaquín López Pascual, Pedro Cañero Molina and Fausto Pedro García Márquez	
<b>120</b>	<b>Fuzzy Comprehensive Evaluation Model for Flight Safety Evaluation Research Based on an Empowerment Combination</b> . . . . .	1479
	Fumin Deng, Chunqing Wang and Xuedong Liang	
 <b>Part VIII Decision Making Systems</b>		
<b>121</b>	<b>A Study on the Macro Economic Antecedents and Trends of Mobile Banking Services in Bangladesh</b> . . . . .	1495
	Shibli Rubayat Ul Islam and Mohammad Tareq	
<b>122</b>	<b>Impact of Military Spending on External Debt in Indebted Developing Countries: A Cross Country Analysis</b> . . . . .	1505
	Shariq Ahmed and Asif Kamran	
<b>123</b>	<b>The Impact of Mutual Fund Ranking on Risk Adjustment</b> . . . . .	1517
	Kun Li, Han Chen, Youxin Zhang and Jay Lu	
<b>124</b>	<b>Institutional Investors, Managers' Power and Environmental Performance Information Disclosure: Evidence from Listed Firms of Heavy Polluting Industries in Shanghai Stock Exchange of China</b> . . . . .	1527
	Jing Xu and Liming Zhang	

- 125 Financial Performance Early-Warning of Drilling** ..... 1541  
Yue He, Can Zhu, Jing Yin and Hongming Zhu
- 126 Adverse Selection Incentive Model and Contract Analysis**..... 1555  
Hong Cheng, Hongmei Guo and Xianyu Wang
- 127 Local Government Debt Risk, Fiscal Expenditure Efficiency  
and Economic Growth** ..... 1565  
Hong Wang, Jie Huang and Huiyu Li
- 128 An Empirical Study on the Influence of the Corporate  
Social Responsibility to Stakeholders**..... 1577  
Xiaoping Li
- 129 An Ecological Carrying Capacity Analysis  
of the Low-Carbon Economic Development  
of Downtown Leshan**..... 1595  
Zhiyi Meng and Xiaotong Jian
- 130 An Analysis of Rumor Propagation Based on Event  
Ambiguity** ..... 1607  
Yi Zhang
- 131 The Study on the Credit Risk Assessment of Borrower  
in P2P Network of China** ..... 1619  
Dan Jiang and Xiaoqin Li
- 132 Research on Financing Risks of Green Residential Buildings:  
A Case Study of the Chengdu Langshi Green Blocks**..... 1631  
Liang Liu
- 133 Social Risk Assessment Index System by Composite  
Catastrophe Models: A Case Study in Contemporary  
China** ..... 1643  
Hong Li, Huifeng Zhang, Feng Wang and Ziqi Wang
- 134 Technology Innovation-Oriented Complex Product  
Systems R&D Investment and Financing Risk  
Management: An Integrated Review** ..... 1653  
Lei Xu and Shiyun Tang
- 135 The Effect of Macroeconomic Factor Fluctuation  
on Tourism Demand** ..... 1665  
Junrong Liu
- 136 A Dynamic Evaluation of the Comprehensive Carrying  
Capacity of Chengdu Urban**..... 1677  
Yunqiang Liu and Fang Wang

<b>137</b>	<b>Robust Estimation of Capability Index</b> . . . . .	1693
	Syed Ejaz Ahmed, Abdulkadir Hussein and R. Ghori	
<b>138</b>	<b>Green Credit Policy and the Maturity of Corporate Debt</b> . . . . .	1709
	Liangcheng Wang and Yi Zhu	
	<b>Author Index</b> . . . . .	1719

## Chapter 69

# Information–Analytical Technologies of Decision Support in Management of Power Systems

Shavkat Ayupov and Abdulla Arifjanov

**Abstract** In market conditions the effective control of the operation of power systems is directly dependent on the implementation of management decisions. Management decisions in turn depend on whether, what information (volume and quality) comes, how it is processed and used. In the coming decades the relevance of this problem will grow since information becomes the main strategic resource in the competitive struggle. In this regard it becomes topical the problems associated with the unification of territorially distributed facilities power systems into a single information space, which provides: integrated view of the complex control object as a whole; a comprehensive analysis of the collected information about him; the extraction from the huge volume of detailed data some useful information-knowledge about the regularities of its development. Solving these problems is possible by introduction in the practice of modern information and intelligent decision making support technology. In the basis of these technologies are the automated information–analytical systems (IAS) for the collection, storage systematization, processing, analysis and presentation of information. This report is dedicated of the new information–analytical technologies, allowing automating the management of energy efficiency in enterprises. For disclosure essence of information–analytical system of support for management decision-making is considered a formal model of control process. Considered issues of the designing of structure and semantics of the data to form a data warehouse of the information–analytical system for decisions support in Management with the use of a balanced scorecard.

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**Keywords** Effective control of the operation of power systems · Management decisions · Modern information and intelligent decision making support technology · Information–analytical technologies · Formal model of control process · Balanced scorecard

## 69.1 Introduction

Political, social and economic transformations that have occurred in recent years in the world require a change in approach to the management of the country, the economic sector, the industrial enterprise, the socio-economic sphere, etc. Over the past 10 years, the volume, content and quality of business information has changed more than for the preceding 70 years. In market terms effective management is directly dependent what information (by volume and quality) is supplied, how it is processed and used. In the coming decades the urgency of this problem will grow because the information is becoming a major strategic resource in the competitive struggle. The primary role in solving indicated problems is given an information technology (IT), which ensures support of the management activities [9].

Despite of the active development of the IT and ubiquitously their introduction in the management, majority of the enterprises, seeking one way or another to automate the management, get ended up aggregate of disparate and sufficiently of powerful automated information systems (AIS). The reality is that, the process of “a scrappy” of automation in large companies has led to the fact that in a multitude of divisions are applied does not fit with one another program-application. As a result, the movement of information flows in companies is hampered, and this, in turn, makes difficult of realization not only of the monitoring of action of divisions, but also reduces the effectiveness of their activities [1].

With the growth of enterprises and the development of the network of branches always a problem of analysis of activity of the various divisions, as well as the control and planning of activity of the company as a whole. But all the information necessary for the analysis and management decision-making exists, but, unfortunately, it is scattered by various local systems, are collected in the interest of the separate structures and for complex analysis in the interest of the enterprise as a whole are not available.

The absence of a unified technical policy in the deployment of departmental systems has led to the fact that the information in them is not coordinated and does not accumulate, although analysis of its dynamics is extremely important for decision-making on the management of objects. In this regard it becomes topical the problems associated with the unification of territorially distributed facilities power systems into a single information space, which provides:

- integrated view of the complex control object as a whole;
- a comprehensive analysis of the collected information about him;
- the extraction from the huge volume of detailed data some useful information—knowledge about the regularities of its development.



Solving these problems is possible by introduction in the practice of modern information and intelligent decision making support technology [2, 3].

## **69.2 Substantiation of Necessity the Application of Information–Analytical Technologies in Management**

Increase of the tempos and the scale of production, improving of the quality of products is now insufficient to achieve a competitive advantage in the market, so many businesses are switching to the new progressive methods of corporate management allowing to timely respond to changing market conditions. For effective management by systemic-complex object, which is of the modern enterprise, is required, above all, the creation of schemes of work with the information as the structure of the interaction of control system with the object. This structure should allow the accumulation and use of meta-information to make controlling decisions [3].

Traditional approaches to data collection and analysis in power systems are scant basis for deep analysis, as to find answers to the questions “how” or “why”, as well as to determine the most effective actions for their wider implementation [5]. Existing methods of data analysis and processing of information is absolutely not enough to a detailed analysis of impact specific actions for to improve energy efficiency and better energy management. Even if it is possible to organize a total collection of data about energy consumption—this will not be enough. The obtained measurements require deep analytical processing and analysis. First of all, for the development of administrative decisions, necessary to identify the causes of (“Why is this happening?”), which led to those data, obtained of the accounting systems energy consumption. At that, the sought the reasons can be outside control of energy metering systems [8]:

- in the characteristics and modes of use of technological and auxiliary equipment;
- in the environment parameters;
- in the qualification of management and production personnel;
- in implementing improvements and reconstructions;
- in many other areas, where with energy metering devices are not measured or cannot be measured in principle.

The goal and tasks of management of any enterprise are defined by its strategy, i.e. any control should be aimed at achieving the strategy of the enterprise. Therefore, special attention is given by the strategic management. Research in this area led to the appearance of new paradigms, concepts and tools of management [2, 5].

For solve of problem get away from disparate AIS and transition to a unified platform management of enterprise, must be created information systems of management of the enterprise, which allow to automate the management processes in main areas of activity and levels management of enterprise.

Creating such a structure is connected with the investigation of principally new ways of creation of management systems based on the new information and analytical

technologies that enable optimally to organize activities in the changing market conditions. Use of outdated methods and means hinders the transition of economic management system on the new organizational forms and urgently requires searching of the innovative ways development.

Solution of these problems is seen in the development of comprehensive information management systems that provide a comprehensive analytical processing of the integrated retrospective and operating information for decision making [2, 5]. By such systems are information–analytical decisions support systems (IADSS) in management which are based on the achievements of modern information and communication technologies (Fig. 69.1).

### 69.3 Problems of Creation of Information–Analytical Systems (IAS)

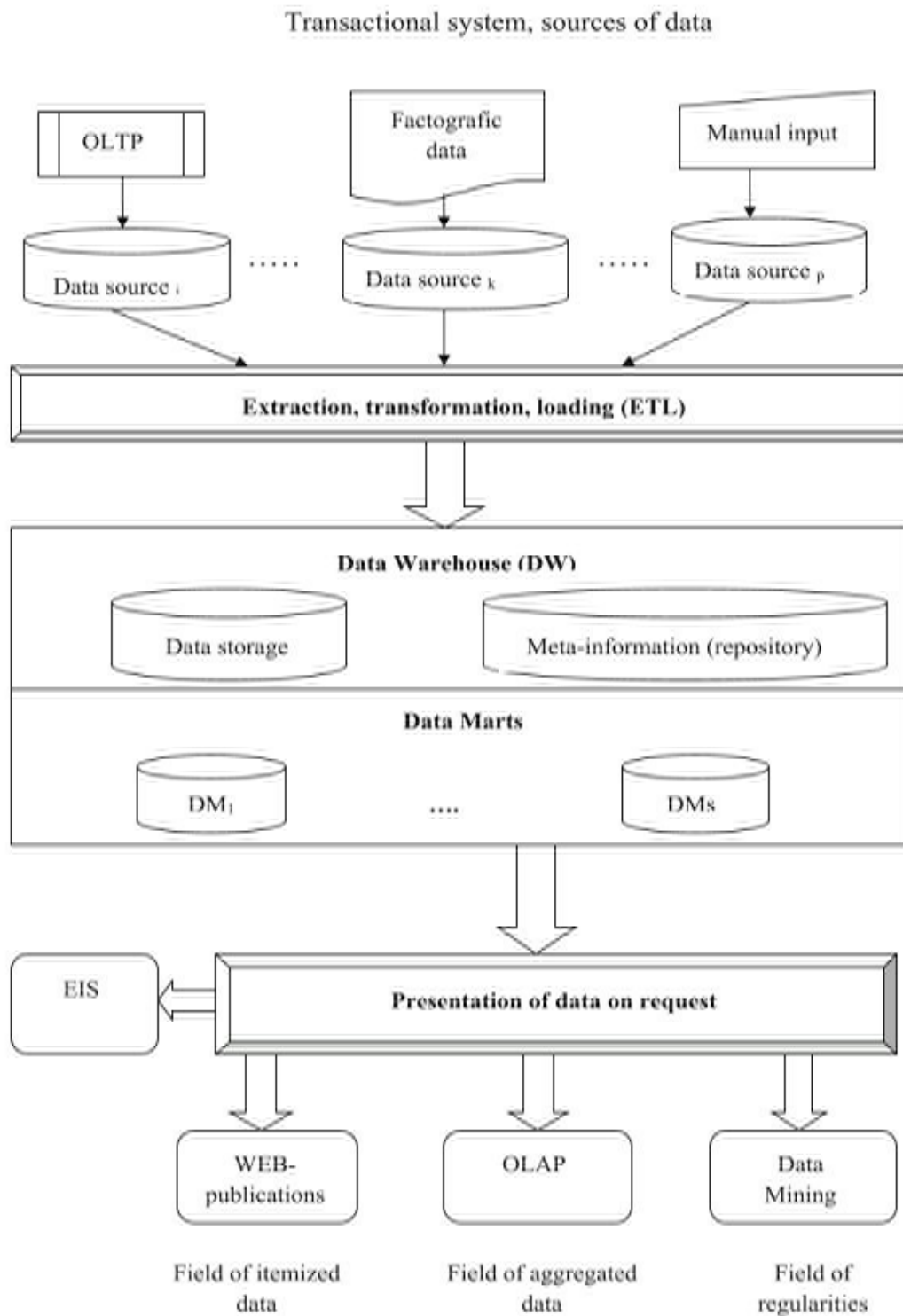
Management objects, for which are realized large-scale projects to create modern IAS, are characterized, as a rule, a number of features, including [2, 5]:

- structural complexity (multi-level hierarchical structure of the organization) and territorial distributivity;
- functional complexity (multi-level hierarchy and a large number of functions performed by the organization);
- information complexity (large number of sources and consumers of information (ministries and agencies, local authorities, partner organizations), a variety of forms and formats for submission of information complex information model of the object—a large number of information entities and complex interactions between them), a complicated technique of passing documents;
- complex dynamic behavior, due to the high variability of the external environment (changes in legislation and regulation, instability of economy and politics) and internal environment (reorganization, turnover).

These features of the objects of the introduction of IAS cause along with an extremely large amount of data in Data Warehouses (DW), and their essential heterogeneity. In such circumstances, ensuring the adequacy and completeness of the information analyzed for decision adequate to the real condition of object of management decisions, is a major problem in the creation of an effective IAS [3, 4]. Because the pile DW IAS information not relating to the subject area and the objectives of strategic management control, dramatically reduces its effectiveness. Therefore the priority for the establishment of IAS is the definition of mandated targets, the composition and structure of the data, allowing to solve these tasks and the development of its information model.

Today, in most cases, the design of the IAS is based on the principle “What you want?” not “What should be?”. Since the main on the value of IAS is to support decision making in enterprise management, natural in the analysis of data in





**Fig. 69.1** Structural scheme of information–analytical decisions support systems

the system needs to be performance indicators strategic and tactical plans of the enterprise. But to establish measurable indicators that reflect a causal connection between the operational and strategic goals of the enterprise is not always possible.

#### **69.4 The Approach to the Creation of Information–Analytical Systems Using the Balanced Scorecard**

Today in the solution of this problem the most promising is proposed by Kaplan and Norton approach based on the balanced scorecard (BSC) [12] that define the structure and semantics of data to form a Data Warehouse and develop Business Intelligence (BI) applications, which in recent years has turned into a full-featured custom applications. Outgrown the bounds of conventional appraisal system, BSC has provided a new approach to the strategic management of companies of any complexity operating in different industries. Kaplan and Norton have proposed a system based on cause-and-effect relationships between strategic objectives that reflect their parameters and factors of achieving planned results. It consists of four components—financial, customer, internal business processes and learning and staff development, goals and objectives which impact financial and non-financial indicators.

Basic adjustment of the concept of balanced scorecard is that traditional financial and economic indicators are insufficient for determining the strategic success of the enterprise and provide feedback. To solve these problems, it is necessary to have a more “balanced” set of indicators of enterprise activity in various planes, allowing the control of the factors influencing these indicators, not just track results. For successful monitoring of progress in achieving strategic goals should not all the attention should be concentrated on the evaluation of past performance. It is necessary to consider the indicators that will affect the company’s results in the future [11].

The key idea, proposed by Norton and Kaplan, was to review the activities of the company as a whole from four different points of view—perspectives: financial, customer, internal business processes and learning and development, within which are the goals of the company [12]. The allocation of such perspectives is obvious and understandable internal logic: the better the enterprise is the case with the qualified staff and technologies (developmental perspective), the easier it is to maintain the efficiency of internal business processes of the enterprise. This in turn contributes to an organization of production that meets the interests of suppliers and subcontractors, and also contributes to the production of quality products that meet the requirements of buyers. All this helps to achieve its financial plans, including revenue, profit and cash flow.

Thus, based on the methodology of BSC—formalize strategy of enterprise, in the form of a strategy map, which contains about 20–30 objectives grouped by perspectives. These objectives should clearly state the patterns of development of the enterprise. Between the objectives need to be formalized causal relationships, allowing to

localize the search for possible problems in the implementation of the development as a whole, and gave a vivid dynamic picture of implementation of all measures [12].

The BSC approach from the beginning defines the business aspects of analyzed data that allows you to design analysis information system top-down in parallel with the introduction of the company MBO (Management by objectives—management based on the achievement of the objectives). Instead of exclusively retrospective-governmental financial metrics, in data warehouses, based on the BSC approach, will be considered “leading indicators”, allowing to predict changes in the business. Such storage will provide analysts with a complete picture of the development of the enterprise, at least in four areas [6, 10, 12]:

- financial direction, considering the efficiency from the point of view of return on investment
- marketing direction, including assessment of usefulness of goods and services from the point of view of the end consumer
- organizational and technological direction, evaluates internal operational efficiency and effectiveness of the organization’s business processes
- direction of innovation and learning, revealing the capacity for constant improvement and new ideas.

To reveal the essence of information–analytical systems of support of acceptance of administrative solutions (IAS DS) consider a formal model management process.

The process control as an organization of purposeful influence on the object can be implemented by a two-stage scheme [9]:

$$A \longrightarrow Z \longrightarrow U.$$

At the first stage according to the needs  $A$  and the condition of the external environment  $X$  is defined the purpose of management  $Z$ :

$$Z = \varphi_1(X, A),$$

where  $\varphi_1$  is a algorithm synthesis of management purpose  $Z$ . This task is solved on an intuitive level.

At the second stage is determined the control (controlling action)  $U_x$ , the implementation of which ensures the achievement of the purpose  $Z$ , generated in the first stage, which leads to the satisfaction of the subject. It is at this stage can be used all the power of the formal apparatus, by which on the purpose  $Z$  is synthesized control  $U_x$ .

$$U_x = \varphi_2(Z, X),$$

where  $\varphi_2$  is the control algorithm. This algorithm is the subject of decision making in management by any object.

Thus, the separation of the management process into two stages reflects known science-informal (intuitive expertise) and formal—algorithmically. If until first is fully owned by the person, the second is the object of the application of formal



approaches. Naturally, these various functions are performed by different structural elements. The first function ( $\varphi_1$ , executes the subject, and the second ( $\varphi_2$  is control device). The control system performs the function of management objectives  $Z$  generated by the subject.

The main task in making management decisions is selecting the best alternative providing achieve certain goals, the existing constraints or ranking of many possible alternatives for degree-nor their impact on the achievement of this goal. To solve this main problem, it is first necessary to solve the nontrivial problem of multiple criteria evaluation of alternatives. Selection criteria assessment of achievement of that goal (alternative solutions) is a complex task. To solve this problem can be used, in particular, the approach of decomposition of the main goal to the level of detail when a lower level of a hierarchy of objectives you can formulate criteria that enable to adequately describe the degree of achievement of objectives in the adoption of any alternative, that is, for each level must be defined goals and measuring their performance. First we defined the main strategic goal. Is further decomposed into sub-objectives [1–3, 6].

To ensure the decision-making process for the proposed scheme are adequate and sufficient information necessary for effective instrumentation. These tools are key performance indicators (KPI) and the balanced scorecard, widely spread in management practices in Western companies [6, 7, 12]. KPI is a set of core indicators describing the achievement and the efficiency of the company. Under the KPI system is a system of financial  $I_f$  and non-financial  $I_{nf}$  indicators influencing the quantitative or qualitative change of results in relation to strategic objectives (or expected results)

$$\text{KPI} = \{I_f, I_{nf}\}, \quad (69.1)$$

KPI are quantitative indicators to measure critical success factors, expressed in numerical form. When forming indicators, it is necessary to concentrate on the most essential of them, cutting off all secondary, reducing their number to the so-called “key”. The number of KPI should be limited (to insure their implementation and to ensure the required quality of monitoring).

The balanced scorecard includes KPI required for each  $j$ th object control (manufacturing or business subdivision), and the methods of their evaluation

$$\text{BSC} = \{\text{KPI}_{ij}, O_j\}, \quad i = 1, \dots, N, \quad j = 1, \dots, M, \quad (69.2)$$

where  $N$  is the number of KPI,  $M$ —number of control objects.

These systems or techniques make a basis at decision-making, are based on an assessment of efficiency of activity of the enterprise and are directed on achievement of strategic objectives of the organization.

The assessment of efficiency is the tool which allows to define as far as management of the organization corresponds to the level of achievement of strategic objectives. This tool facilitates process of adoption of administrative decisions due to providing the person making the decision full information and allows to identify the fact and area of emergence of a problem.

Why it is about the management founded on efficiency? Accumulation of rates and scales of production, improvement of quality of production are already insufficient for achievement of competitive advantage now in the market and therefore many companies pass to new progressive methods of corporate management. These methods allow to react in due time to change of conditions in the market, and foreign firms successfully apply them.

The problem of system of KPI and the balanced indicators consists in transfer of strategy of the company  $S$  to the complex set of indicators of its activity  $\{I\}$  determining key parameters of system of measurement  $P_m$  and controls  $P_c$

$$\text{BSC} : S \{I\} \equiv \{P_m, P_c\}. \quad (69.3)$$

The set of indicators sets a basis for formation of strategy of the enterprise and includes quantitative characteristics for informing employees on major factors of success in the present and the future.

Formulating the expected results, the enterprise sets the purpose and creates conditions for its realization, and the top management directs energy, abilities and knowledge of employees on the solution of problems of a long-term outlook.

Basic installation of the concept of the balanced indicators consists that traditional financial and economic indicators are insufficient for definition of strategic success of the company and providing feedback. For the solution of these tasks it is necessary to have more “balanced” set of indicators of activity of the company in various planes allowing to control the factors influencing these indicators, but it isn’t simple to trace results. For successful monitoring of progress in achievement of strategic objectives it isn’t necessary to focus all attention on an assessment only of last activity. It is necessary to consider also those indicators which will influence results of the company in the future.

The reference point on the indicators characterizing only one sphere of activity can negatively be reflected in the end result. Therefore the system of the balanced indicators includes four main aspects which are in a complex characterizing any manufacturing enterprise:

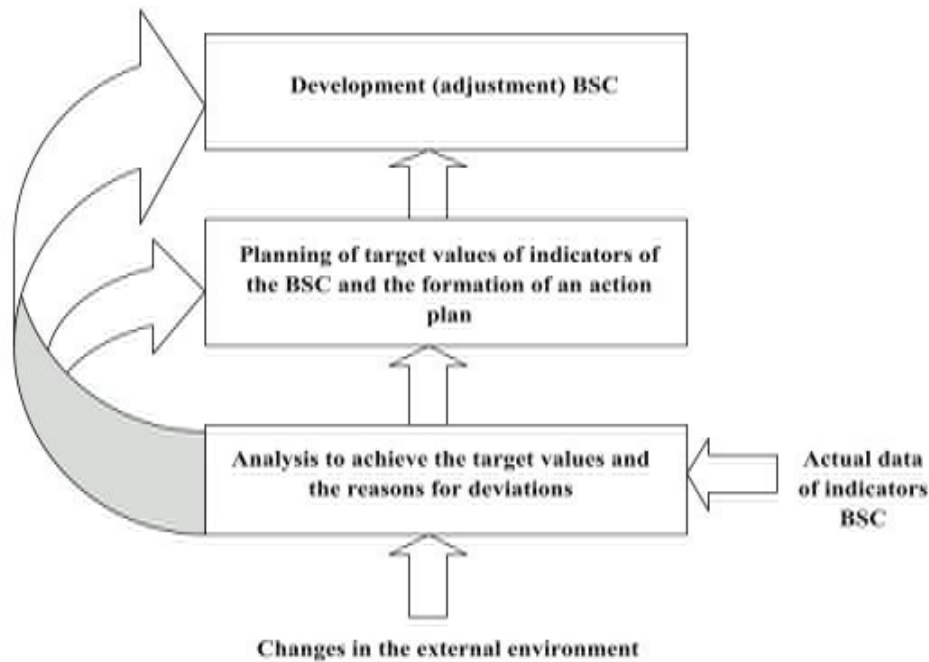
- Financial activity—aspect “Finance”;
- The relations with the consumer—aspect “Market”;
- Internal production activity aspect “Production”;
- Training and development—aspect “Shots and an innovation”.

The BSC is a set of the interconnected purposes (tasks) and indicators estimating them

$$\text{BSC: PURPOSES (TASKS)} \rightarrow \text{INDICATORS} \rightarrow \text{MEASUREMENTS}. \quad (69.4)$$

Arrangement of target (planned) values of indicators means their subsequent measurement and the accounting of actually reached results. Then can be corrected both target values of indicators (plans), and structure of the purposes and indicators (strategy). Schematically it is shown in Fig. 69.2.





**Fig. 69.2** Basic scheme of the concept of the balanced indicators

If to say that the BSC is strategy formalization, the mechanism described above is that other, as the closed cycle at the strategic level of management. And the set of the used indicators defines system of strategic management accounting. The structure of the balanced scorecard is shown in Fig. 69.3.

Theoretically KPI indicators in the BSC can be detailed until they don't capture all indicators used in traditional management accounting. But in reality of it doesn't occur as specification of KPI is usually limited to the level of departments/processes owing to labor input of its development and the subsequent use. On the other side



**Fig. 69.3** The structure of the balanced scorecard

of a task at management accounting and at the balanced system of indicators are various: the first is necessary for daily monitoring of operational activity, and the second is for periodic control of following to the chosen strategy.

BSC is a link between subsystems of management, a peculiar uniting control. If the task of creation of an enterprise management system is set (EMS), it is necessary to begin with strategy, then BSC, but only after that—other subsystems of management:

$$\text{EMS} := \{\text{STRATEGY} \rightarrow \text{BSC} \rightarrow \text{PURPOSES} \rightarrow \text{INDICATORS} \\ \rightarrow \text{MEASUREMENTS} \rightarrow \text{SUBSYSTEMS}\}.$$

Design of information and analytical systems on the basis of the BSC is carried out in two stages [6, 7]:

- (1) Design of the card of strategy—its graphic description in the form of a set of relationships of cause and effect. For each prospect (finance, marketing, technologies, innovations) strategic objectives have to be defined and the tree of the purposes is constructed.
- (2) Definition KPI (Key Performance Indicator), numerical characteristics of the chosen purposes (metrics which need to be collected in storage of data). In fact, these metrics set structure of data in storage.

It is necessary to distinguish KPI of the top and lower level. Has to contain in storage of data both information for strategic management, and detailed data on the basis of which this information was received to provide possibility of transition from strategic objectives to actual data which stand behind these purposes. Such transition (drill-down-descent by data) in information and analytical system is realized by means of the OLAP-tools realizing multidimensional (and at the same time multilevel) data presentation.

Design of multidimensional data presentation begins with formation of the card of measurements. For example, in the analysis of sale of products can be expedient to allocate the separate parts of the market (developing stable, large and small consumers, probability of appearance of new consumers, etc.) and to estimate sales volumes on products, territories, buyers, segments of the market, sales channels and the sizes of orders. These directions form a coordinate grid of multidimensional representation of sale—structure of its measurements.

As the activities of any enterprise takes place in time, the first question that arises when analyzing is the question of the dynamics of development of business. Proper organization of the time axis will allow qualitatively to answer this question. To analyze the effectiveness of the divisions should establish its measurement.

It is important to distinguish values of KPI in the set coordinate grid from actually KPI (for example, the number of transactions is the indicator characterizing operational activity of the enterprise, and the number of transactions in the set region for last month is a value of this KPI).



## 69.5 Conclusion

The problem of creating effective systems for strategic management of major energy companies and enterprises are one of the most pressing at the present time. It is caused that the success of any company or enterprise today is largely determined by the quality of its management system. It should provide the achievement of strategic goals through the solving current problems, provide of managers at all levels timely, complete and accurate information needed to make economically justified managerial decisions.

Solution of this problem is seen in the development of comprehensive information management systems that provide a comprehensive analytical processing of the integrated retrospective and operating information for decision making. By such systems are information–analytical decisions support systems (IADSS) in management which are based on the achievements of modern information and communication technologies.

These features of the objects of the introduction of IAS cause along with an extremely large amount of data in Data Warehouses, and their essential heterogeneity. In such circumstances, ensuring the adequacy and completeness of the information analyzed for decision adequate to the real condition of object of management decisions, is a major problem in the creation of an effective IAS. Because the pile DW IAS information not relating to the subject area and the objectives of strategic management control, dramatically reduces its effectiveness. Therefore the priority for the establishment of IAS is the definition of mandated targets, the composition and structure of the data, allowing to solve these tasks and the development of its information model.

In designing of information–analytical systems today a perspective is a business-oriented approach, based on the BSC (Balanced Scorecard). BSC approach from the outset defines the business aspects of the analyzed data that allows you to design information–analytical system from top to bottom in parallel with the implementation in the company MBO.

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