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FORMATION OF STRATEGIC MANAGEMENT SYSTEM AS A MODERN APPROACH TO ENSURING THE DEVELOPMENT OF ENTERPRISES

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Філіппов В.Ю. Формування системи стратегічного управління як сучасного підходу забезпечення розвитку підприємства.

Зміни в сучасній економіці тягнуть за собою зміни і в системі стратегічного управління підприємством. Для того щоб стратегічне управління придбало нову форму і виступило в ролі сучасного підходу забезпечення розвитку підприємства необхідно ідентифікувати ряд його показників, провести системний аналіз всіх середовищ де функціонує підприємство. Характеристиками таких показників є розвиток потенціалу підприємства, використання головних конкурентних переваг, або точок забезпечення зростання, а також вірний вибір базової, або конкурентної стратегії, ну а на при кінці провести аналіз макро/мікросередовища та кон'юнктури ринку, який системно аналізує фактори обох середовищ. Для модернізації системи стратегічного управління як сучасної системи забезпечення розвитку підприємства потрібно скласти ряд певних факторів.

Ключові слова: стратегічне управління, система, аналіз, підхід, середовище, показники, забезпечення, розвиток, підприємство

Филлипов В.Ю. Формирование системы стратегического управления как современного подхода обеспечения развития предприятия.

Изменения в современной экономике влекут за собой изменения и в системе стратегического управления предприятием. Для того чтоб стратегическое управление приобрело новую форму и выступило в роли современного подхода обеспечения развития предприятия необходимо идентифицировать ряд его показателей, провести системный анализ всех сред где функционирует предприятие. Характеристиками таких показателей является развитие потенциала предприятия, использования главных конкурентных преимуществ, или точек обеспечения роста, а также верный выбор базовой, или конкурентной стратегии, ну и наконец провести анализ макро/микросреды и рынка, который системно анализирует факторы обеих сред. Для модернизации системы стратегического управления как современной системы обеспечения развития предприятия нужно составить ряд определенных факторов.

Ключевые слова: стратегическое управление, система, анализ, подход, среда, показатели, обеспечение, развитие, предприятие

Filippov V.Yu. Formation of strategic management system as a modern approach to ensuring the development of enterprises.

Changes in the modern economy entail changes in the strategic management system of enterprise. In order to strategic management has become a new form, and acted as a modern approach to ensure development of the enterprise is necessary to identify some of its indicators, to conduct a systematic analysis of all the environments where the enterprise operates. The characteristics of these indicators is the development potential of the company, the use of the main competitive advantages, or points to ensure growth and the right choice of basic or competitive strategy, well, at the end of an analysis at macro / micro and market conditions that systematically analyzes the factors both environments. To streamline the strategic management of a modern system of enterprise development need to make a number of factors.

Keywords: strategic management, system analysis approach, the environment, indicators, ensure, development, enterprise, providing the competitiveness of agricultural enterprises

Today strategic management for the Ukrainian enterprise is new and unusual approach of ensuring its development, but without it the modern enterprise won't be able to exist in the market long time therefore strategic management purchases certain changes and gains strength.

For forming of the development strategy of the modern enterprise, identification and justification of range of entrepreneurial opportunities, their structuring and allocation of effective organisational forms for ensuring stable functioning is especially important. Practically it is about assessment of potential of enterprise development where all elements are interconnected among themselves, at the same time it is objectively connected with functioning and development of the enterprise and the external environment.

One of problems which face any enterprises is the problem of security of continuous development. Four strategic alternatives – the limited growth, growth, reducing and a combination of these options always are at the disposal of a management of the enterprise. The enterprise chooses strategy only after the analysis of external opportunities and dangers, internal strong and weaknesses and assessment of all alternatives and options is classic of strategic management, but in modern economic and political conditions of it can appear too little.

The combination of strategy, accounting of potential of enterprise development, the analysis macro and micro environments and market situations which systemically analyses factors of both environments is urgent for today.

Analysis of recent researches and publication

Tendencies of development and influence of scientific and technical progress testify to relevance of application of strategic management. Any strategy is changes, and any changes directed to enhancement of any process are innovations [1]. For today innovations is a key to successful development of the enterprise. It is recognised most of scientists. So, Korobeynikov A., Trifilova A. [2] compare innovative and strategic planning, marking out various aspects of their interrelation. They consider that in fact the task on development and removal of a product innovation and/or development of new process technologies is at the head of each strategic plan. It is impossible to agree with it though interpenetration of strategic and

innovative management takes place. Strategic – today treats general management.

Researches of local and foreign scientists considerably developed the theory of strategic enterprise management. In particular, various problematic issues of forming of the development strategy of the entities, influence of scientific and technical progress on development of the entities were described by such famous scientists as: Nezhinskaya N. [3], Ostankova L. [4], Frolov I., Geets V., Kuzmin I., Gardens A., Schwab L. [5], Fedonin A. [6], Voynarenko M. [7]. The essential contribution to development of the theory of strategic management taking into account changes of factors of the environment was made by foreign scientists Gareth B., Gibson J., Guo Sibao, Jacobs R., Kaplan V., Kuntz, Sie Chuntao, etc.

These researchers of the strategy of development for an entrepreneurship consider that the most important part of work on forming of entrepreneurial strategy for the medium-term and long-term periods is strategy development of development of capacity of the enterprise. It is possible to agree with it, but only partially.

Also among them nobody offers considerations of modern sedate management how exactly of the main approach to development of the development strategy of the enterprise. It also causes relevance of forming of sedate management as modern approach of ensuring development of the enterprise for today.

The main part

Strategy as the phenomenon has an essence and the form. In fact, it is a complex of the interconnected actions which are constantly adjusted and are directed to goal achievement, delivered by participants of process of forming of strategy, with simultaneous providing in the long term of effective functioning and development of the enterprise. And in a form it is the generalised model of the actions necessary for achievement of these purposes.

The civil code of Ukraine underlines that the purpose of profit earning is the main criterion of work of any enterprise. Therefore, in the civil legislation the concept "profit" is applied as the purpose which allows differentiating an entrepreneurship from other types of activity of participants of economic activity.

Such objective is achieved by transformation of the enterprise to a competitive complex, effective, high-technology and susceptible to innovations which develops dynamically and integrated into system of labour division. Therefore determination of priorities, mechanisms and conditions which will provide the accelerated, perspective and stable development of Ukrainian enterprises have to become strategy tasks at the national level. And a main goal of strategy implementation – ensuring technological level that corresponds to the level of an entrepreneurship of modern developed countries.

Modern strategic management at the enterprise is a process, in particular, dynamic set of the interconnected elements [8]:

- determination of enterprise mission and purposes;
- analysis of the internal and external environment of the enterprise;
- analysis of potential of enterprise development;
- determination of a stage of enterprise lifecycle;
- adjustments of a mission and purposes;
- forming of competitive advantages;
- determinations of strategic alternatives of development;
- choice of strategy or several development strategies;
- determination of the perspective directions of enterprise development;
- resource allocation;
- implementation of strategic management decisions;
- control of results and an efficiency evaluation of the chosen development strategy.

Forming of strategic system management at the enterprise is always based, mainly, on the choice of a certain option of strategy from several alternatives. Therefore methods which are used when forming the development strategy of the enterprise most often rely on scenario approach which is based on the choice of the scenario of the development strategy of the enterprise from several offered on certain by criterion of the choice. Besides, methods of standard decisions for widespread situations are used.

On Kotler's classification, the environment of the enterprise is subdivided on external and internal. The external environment is divided into macro - and microenvironments. Adoptions of long-term or operational decisions in business are based on market conjuncture. The main goal of studying of a market situation is determining nature and degree of its balance, first of all ratios of the demand and supply. The analysis of possible disproportions of the demand and supply warns about change of a market situation.

In market conditions the main thing is not economic growth, but high-quality increases which expand opportunities and a susceptibility of the enterprises to innovations and response to influence of factors of the external environment.

Primary signs of enterprise development can be identified on two groups (table 1). It allows considering coordination of management of two processes: fixed increase in potential of enterprises development and effective use of potential as the most important productive sign of the rational choice of the enterprise development strategy.

As it was noted by authors [3-5], it is not about the strategy of development for capacity of the enterprise, but about its parts or blocks of the strategic plan as it is differentiation of strategic goal on a local objectives.

Process management of continuous building-up of high-quality and quantitative changes of social and economic enterprise capacity.

Table 1. Identification of primary signs of ensuring enterprises development

The identifying sign	Sign characteristics	Essence of enterprise development
1. Development of potential	Economic capacity of the enterprise which characterises its competitiveness as process of development of high-quality and quantitative changes.	<ul style="list-style-type: none"> — Demand satisfaction of the investor or customers of products or services, establishment of cost and term of order implementation, accomplishment of certain contractual and contract commitments; — Satisfaction of desire of the organisation to provide the working capacity and its development in the future; — A satisfaction of public desires (development of the region or industry, and growth of the Ukrainian economy in general).
2. Management of potential	Economic capacity of the enterprise which is characterised as management process of continuous building-up of high-quality and quantitative changes.	<ul style="list-style-type: none"> — Devices as process of impact of the external environment; — Process of accumulation and consecutive implementation of competitive advantages as the most necessary part of potential. — The resolution of problems as process of interaction with the environment on the basis of use of the latest forms and management methods.

Source: Compiled by the author according to the materials [1, 6, 7, 10]

According to several researchers, strategy development election of a certain organisation as modern approach of ensuring its development for the purpose of support of fixed growth of strategic potential becomes the choice of the most admissible option. From these options it is possible to distinguish two the most important:

- Essence of the first option is permanent to increase the strategic potential of enterprise development and to provide a possibility of adaptation to the external environment, applying resource potential. This option comes down to the fact that such components as organisational, technological, investment, innovative and social can enter to the potential of a strategic development.
- Essence of the second option is completely the growth termination and maintenance of strategic potential of enterprise development, at the same time continuation of ensuring fixed inflow of the income due to use of all existing resources. This

option comes down to the fact that depletion of all strategic potential can create real threat for the enterprise.

Two analysis stages of enterprise external environment (opportunities assessment and threats determination) allow estimating the strategic conditions created by the external environment. The third stage consists in joint survey of potential and conditions, where their work gives value of a strategic line item of the enterprise. The real force of this strategic line item will be determined only in case of a certain level of strategic activity of enterprise staff. Multiplication of a strategic line item by strategic activity gives the strategic readiness which is often called by competitive advantage.

The main elements of strategy is measures package, oriented to effective adaptation to external changes and to use of the main competitive advantages, or growth points which belong to the enterprise (table 2).

Table 2. Identification of growth points of ensuring enterprise development

Growth point	Pointed characteristic	Resources of ensuring development
1. Internal points	Internal growth points are determined as resources which the enterprise uses for achievement of competitive advantages and they won't be copied.	<ul style="list-style-type: none"> — the latest, special technologies, Hi-Tech; — effective business processes (budgeting, project management, distribution system); — availability of highly skilled staff.
2. External points	It is determined as resources which provide to the enterprise essential competitive advantages and give an opportunity to get external support for ensuring enterprise development.	<ul style="list-style-type: none"> — suppliers of inexpensive raw materials and supplies; — capability to provide financing in required amount (relation with investor, venture funds and business angels); — successful staff management (universities, agency labour, jobcentres); — possibilities of lobbying (communication with state bodies).

Source: Compiled by the author according to the materials [6, 10]

Therefore the analysis of growth points of providing enterprise development strategy, have to head for strengthening of internal and external growth points, thus with the parallel growth of dynamic capabilities and ensuring enterprise development.

When development of actions which shall be directed to forming of system of strategic management becomes the most important management task, internal strategic reserves of the enterprise begin to grow. Potential of enterprise development strategy is obliged to have in itself the following characteristics:

- the capability to adapt to external conditions;
- necessary number of potential for providing a strategic development;
- self-regulation which corresponds to dynamics of the internal environment.

The necessary number of potential informs that presence at the enterprise of primary opportunities for development and growth.

From a set of possible strategy the enterprise, as a rule, chooses only one, basic strategy which is called competitive. Its competitive advantages are provided to table 3 from which it is visible that only the

adaptive potential of development, choosing the strategy of leadership in innovative technologies, provides to the enterprise strategically important long-term competitive advantage, allowing to unite

resources of the enterprise with resources of the elected innovation-active partners. Synergy effect is reached that leads to the simultaneous growth of innovative potentials of both business partners.

Table 3. Identification of competitive strategy of ensuring enterprise development

Development potential type	Characteristic of competitive advantage	Corresponding strategy
1. Organisational	— low costs for realisation; — flexibility.	— strategy of leadership in expenses; — expansion strategy of the market borders
2. Production and technological	— quality; — adherence to deadlines of agreements.	— strategy of differentiation; — offensive strategy; — product improvements; — production process intensification
3. Social and labour	— high performance of work.	— strategy of leadership in costs
4. Financial and economic	— "cheap" financial resources.	— strategy of activities enhancement; — strategy of new goods development .
5. Reproduction potential	— new technologies; — product improvements.	— strategy of leadership in products
6. Adaptive	— adaptation of the enterprise to impacts of the external environment; — resources integration ; — innovative development.	— the strategy of leadership in innovative technologies

Source: Compiled by the author according to the materials [6, 7]

In modern economic conditions, change of external and internal enterprise environment occur very quickly. Therefore building-up of a flexibility reserve becomes important, but information, which is necessary for assessment of possible impact of changes in process of forming of the enterprise development strategy is submitted doubtful because of uncertainty in their manifestation and through awareness.

There are five levels of awareness from which the fifth – the highest. This level comprises very big size of information which is very need for purposes implementation of strategic planning and further enterprise development.

Information, received from this level, is usually enough for carrying out calculation of possible negative economic results of certain events, or positive succession of events as results miscalculation.

Considering the first level as contrast to the fifth level, we will receive the minimum amount of useful information which the organisation can receive. It is possible to note that today, in the conditions of fixed uncertainty, many enterprises are at this level.

For example, in case at the last level of awareness there was enough time for acceptance of management decisions, this level will be called a strong signal, and an opposite case, when time are little it is called a weak signal.

For tracking and timely identification of weak signals and accomplishment of actions for threats elimination or preparation for its impact so-called "management on weak signals" is based.

It represents the strategic management tool in the conditions of fast changes of the external environment when the enterprise increases the activity in receipt process of more exact information about the necessary industry. The list of measures in response to changes of the environment is provided in tab. 4.

Table 4. Identification of strategic reactions of the enterprise to changes of environment factors

Direction of reaction	Strategic reaction	
	Type	Characteristic
1. External economic environment	Direct	— strategic planning and implementation;
	Flexibility	— flexibility of firm in the external environment;
	Awareness	— about a condition of the external environment.
2. Internal potential opportunities	Direct	— planning of internal opportunities and their implementation;
	Flexibility	— intra-corporate flexibility;
	Awareness	— about a condition in the enterprise.

Source: Own elaboration

Reaction of management system of the enterprise or its managerial personnel action in the conditions of different force signals is various:

— in the conditions of strong signals, a certain system is usually divided into four groups: passivity, control, strategic planning, timely reaction according to priority programs;

— in the conditions of weak signals perhaps gradual capital investments, decision makings step by step – in process of enterprise awareness improvement. In case of decision making of rather strategic issues, first of all, it is necessary to establish urgency degree.

The solution essence of a certain questions circle is the fact that they anyway lead to the identical sequence of actions, in case of strong and weak signals. However there are very big differences between problems which strong signals have – they require study of the actions sequence program, in turn the questions connected with weak signals are solved by method of equable and fixed attraction of financial enterprise resources.

Generalizing above stated, we can tell that in the acceleration conditions of scientific and technical progress major factors of the system forming of the development enterprise strategy incurred changes on structure and force of impact that results in need of identification:

- basic signs of ensuring enterprises development, mechanisms development of enterprise adaptation to the changing external factors with high degree of uncertainty and risk on the basis of complex use of the available competitive advantages of the enterprise provided with its resources and resources of strategic business partners;
- of growth points of ensuring enterprise development, search of new approaches and use mechanisms of the external environment changes for innovative enterprise development;
- competitive strategy of ensuring enterprise development and accounting of changes in selection process and forming of the development enterprise strategy;
- strategic reactions of the enterprise to changes of the environment factors and their profound analysis and general industry tendencies of the

enterprise development directed to detection of the absent enterprise competences.

Conclusions

During changes in a modern economic environment major factors of system forming of strategic management as modern system of ensuring enterprise development changed on structure and force of impact. The enterprise shall obey to these changes therefore they are simply forced to develop, develop the strategic potential and to adapt it for those conditions of the competition which developed in the markets. But it isn't always possible to become a basis for forming of competitive advantages.

Therefore the innovative-directed choice of the strategic partner capable to provide innovative development of the enterprise is necessary.

Found out those major factors, signs, growth points in the development strategy of the enterprise are general for different types of strategic management. So further it is necessary to develop, update and develop new conceptual provisions on forming of strategic management as modern system of ensuring enterprise development. Upgrades are subject:

- rules of forming of the enterprise priority purposes system;
- forming and representations of enterprise strategic tasks;
- rules of strategy combination and accounting of potential of enterprise development;
- analysis of all types of environments and market situation and their factors.

Abstract

Changes in the modern economy entail changes in the strategic management system of enterprise. One of the problems facing any business is the issue of security of continuity. At the disposal of its management always has four strategic alternatives – limited growth, growth, contraction and the combination of these options. The strategy now chosen only after the analysis of external opportunities and threats, internal strengths and weaknesses and evaluated all the alternatives and options – It is a classic strategic management, but in the current economic and political conditions that may be enough.

Relevant today is a combination of strategies, taking into account the potential of enterprise development, micro and macro analysis and market conditions that systematically analyzes the factors both environments.

In order to strategic management has become a new form, and acted as a modern approach to ensure development of the enterprise is necessary to identify some of its indicators, to conduct a systematic analysis of all the environments where the enterprise operates.

JEL Classification: L 100, M 200.

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