

THE THEORETICAL FOUNDATIONS OF THE ENTERPRISE STRATEGIC MANAGEMENT SYSTEM

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Proskurnina N. V., Chala A. A. The Theoretical Foundations of the Enterprise Strategic Management System

The concepts, theories, and practices of strategic management have become very important in the modern management literature. This has become evident due to the complex, ambiguous, and dynamic nature of modern corporate management, which has been a concern for scholars in this field. The main purpose of this article is to review strategic management with an emphasis on its conceptions, theory, and connection with the resource-based philosophy of a firm's competitive advantage. The authors analyzed the relevant literature establishing the relationship between the theory of strategic management and the competitive advantage of a firm on the grounds of the resource-based philosophy. It is specified that the resource-based model is one of the main theories of strategic management, which helps to explain the effectiveness of an organization. The main strategies for entering the external market are considered, namely: SWOT analysis; Porter's Five Forces model; the Balanced Scorecard; Blue Ocean strategy; Agile strategy; PESTEL analysis. Each of the considered strategies for a firm's entry into the external market has its own disadvantages and undoubted advantages, which should be considered, first of all, in the context of the product features. In the course of the study the key components of strategic management and the stages of strategic analysis are identified. Studying the competitive advantage of an organization from this school of thought allows organizations to measure the value of their internal resources and capabilities, in particular, to achieve competitive advantage. It is argued for that the purpose of a system analysis of the external environment consists in identifying the future opportunities that a company can safely rely on, as well as to in detecting threats that may arise and which need to be prevented or reduced, also in determining the position of the enterprise opposite to competitors in the field of input factors and production. It is also proved that the advantages possessed by an enterprise should play a decisive role in choosing a strategy.

Keywords: strategic management, competitive advantages, analysis of environment, strategic management models.

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Проскурніна Н. В., Чала А. А. Теоретичні основи системи стратегічного управління підприємством

У сучасній літературі з менеджменту концепції, теорії та практика стратегічного менеджменту стали дуже важливими. Це стало очевидним через складну, туманну та динамічну природу сучасного корпоративного управління, що непокоїть науковців у цій галузі. Головна мета даної статті – це огляд стратегічного менеджменту з акцентом на його концепціях, теорії та зв'язку з ресурсною філософією конкурентної переваги фірми. Було проведено аналіз відповідної літератури та встановлено зв'язок між теорією стратегічного управління та конкурентною перевагою фірми на основі ресурсної філософії. Відзначається, що модель, заснована на ресурсах, є однією із основних теорій стратегічного менеджменту, яка допомагає пояснити ефективність організації. Було розглянуто основні стратегії виходу підприємства на зовнішній ринок, а саме: SWOT-аналіз; модель п'яти сил Портера; збалансована система показників; стратегія «Блакитного океану»; гнучка стратегія; аналіз PESTEL. Кожна із розглянутих стратегій виходу фірми на зовнішній ринок має свої недоліки та безумовні переваги, які треба розглядати в контексті, насамперед, особливостей товару. В ході дослідження були визначені ключові компоненти стратегічного менеджменту та етапи стратегічного аналізу. Вивчення конкурентної переваги організації з цієї школи думок дозволяє організаціям виміряти значення своїх внутрішніх ресурсів і можливостей, зокрема для досягнення конкурентної переваги. Аргументовано, що мета системного аналізу зовнішнього середовища полягає у виявленні майбутніх можливостей, на які компанія може спокійно розраховувати, а також у виявленні погроз, які можуть виникнути та які необхідно попередити або зменшити, а також у визначенні позиції підприємства щодо конкурентів у галузі вхідних факторів і виробництва. Також доведено, що переваги, якими володіє підприємство, повинні відігравати вирішальну роль при виборі стратегії.

Ключові слова: стратегічний менеджмент, конкурентні переваги, аналіз середовища, моделі стратегічного управління.

Рис.: 2. **Табл.:** 1. **Бібл.:** 9.

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Modern market conditions of business are characterized by high degree of instability and uncertainty, which is a significant obstacle to ensuring sustainable development of enterprises in the long term. In order to ensure social and economic development, enterprises need to examine the impact of external factors, as well as pay due attention to the assessment of internal potential. Ensuring the effective activity of the enterprise today and success in the future depends on the quality of management of its potential. The potential of the enterprise is a combination of opportunities, which are used in production and economic activity due to available resources and competences.

The theoretical and methodological and practical aspects of strategic management were covered in their publications by national and foreign scientists, in particular I. Ansoff, B. Carlos, O. Dorokhov, P. Drucker, I. Gaydutsky, G. Hemel, O. Kovtun, J. Lempel, G. Mintsberg, V. Nakonechny, M. Porter [8], S. Prokopenko, Z. Shershneva. The issue of potential management in the context of strategic development of the enterprise was researched by T. Kibuk, N. Krasnokutskaya, E. Lysunova, I. Otenko, O. Pashchenko, N. Shmatko, T. Yenner. With the emergence of new trends in public relations, new concepts of strategic management arose, which pointed to the need to improve the management of the enterprise's potential to achieve success in the future.

However, despite the special attention of scientists to the study of strategic management of enterprises, there are differences in understanding roles and importance of potential in the system of strategic management. This necessitates a further study of the peculiarities of strategic management of the potential of enterprises in conditions of intensive changes in the development of social relations, strengthening of economic turbulence, dynamic development of branch markets and other challenges facing the enterprises at present.

From the standpoint of system approach to the enterprise and its management, all enterprises are open systems, that is, characterized by interaction with the external environment. If the management organization is effective, the process of transformation creates an additional cost of resources at the entrance and expects possible additional results at the output (profit, increase of market share, increase of sales, growth of the enterprise, etc.). The object of management at the enterprise are several groups of functional processes: marketing, research and development, production, finance, personnel and other [6]. It is known that the strategy is the general program of action, which identifies priorities of problems along with the resources for achieving the main goal. It formulates goals and means of their achievement in such a way that the firm receives a unified direction of movement.

Strategic management provides for: identification of key positions for the future depending on the goals that were set; allocation of resources of the enterprise for strategic purposes; creation of centers of management

for each strategic goal; evaluation and stimulation of production units and their managers [9].

Key components of strategic management include:

- ✦ analysis of the internal and external environment of the organization, including its strengths and weaknesses, opportunities and threats (SWOT analysis);
- ✦ formulation of the mission, vision and values of the company, which are the basis for the development of the strategic plan of the organization;
- ✦ establishment of strategic goals and objectives that are specific, measurable, achievable, relevant and time-limited;
- ✦ development of strategies that meet the goals and objectives of the organization, taking into account its resources, capabilities and the external environment;
- ✦ implementation of strategies by allocating resources, including financial, human and physical resources.

In the *Fig. 1* the general appearance of the strategic management structure is presented.

The *stages* of strategic management typically include the following:

1. *Setting the Direction*: this involves defining the organization's mission, vision and values, and establishing the strategic objectives and goals that will guide the organization's actions and decisions.
2. *External Analysis*: this stage involves evaluating the external environment in which the organization operates, including analyzing competitors, market trends, and regulatory factors. This analysis provides insights into opportunities and threats that may impact the organization's ability to achieve its strategic objectives.
3. *Internal Analysis*: this stage involves evaluating the organization's internal environment, including its strengths and weaknesses, resources and capabilities, and organizational structure and culture. This analysis helps to identify the organization's competitive advantages and areas for improvement.
4. *Strategy Formulation*: based on the external and internal analyses, the organization develops and selects a strategy to achieve its strategic objectives. This may involve evaluating alternative strategic options, assessing risks and benefits, and selecting the most appropriate course of action.
5. *Strategy Implementation*: this stage involves putting the selected strategy into action by allocating resources, creating action plans, and developing processes and systems to support the strategy. This stage also involves communication with stakeholders to ensure buy-in and support for the strategy.

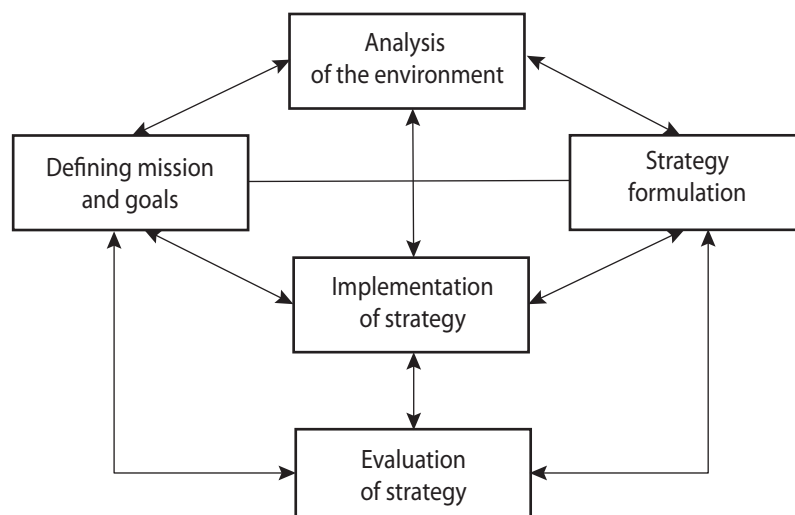


Fig. 1. Structure of strategic management

Source: formed by [6].

6. *Performance Management*: once the strategy is implemented, the organization monitors and measures its performance against the established strategic objectives and goals. This stage involves identifying and addressing any deviations from the plan, assessing progress, and making adjustments as needed.
7. *Continuous Improvement*: the final stage involves ongoing evaluation and improvement of the organization's strategy and performance. This stage may involve making changes to the strategy, refining processes and systems, and implementing new initiatives to stay competitive and achieve the organization's strategic objectives [7].

Overall, the stages of strategic management are a continuous and cyclical process that enables organizations to stay competitive and adapt to changes in the business environment.

The choice of the firm's strategy is made on the basis of the analysis of key factors characterizing the firm's state. There are several enterprise *strategy models* that companies use to develop and implement their strategic plans. Some of the most common ones include:

1. *SWOT Analysis*: SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is a framework for identifying and analyzing these factors to develop a strategic plan [4].
2. *Porter's Five Forces*: this model was developed by Michael Porter and analyzes the competitive forces that shape every industry, including the threat of new entrants, the bargaining power of suppliers and buyers, the threat of substitute products or services, and the intensity of rivalry among existing competitors.

3. *The Balanced Scorecard*: this model was developed by Robert Kaplan and David Norton and helps companies align their strategy with their mission and vision by measuring and monitoring their performance across four key perspectives: financial, customer, internal processes, and learning and growth.
4. *Blue Ocean Strategy*: this model encourages companies to create uncontested market space by making competition irrelevant. This is done by identifying and pursuing new opportunities that are not currently served by any other company.
5. *The McKinsey 7S Model*: this model focuses on seven elements of an organization that must be aligned for it to be successful: strategy, structure, systems, style, staff, skills, and shared values.
6. *The Ansoff Matrix*: this model helps companies identify growth opportunities by analyzing four strategies: market penetration, market development, product development, and diversification.
7. *The Agile Strategy*: this model emphasizes adaptability and flexibility in the face of change. It encourages companies to set short-term goals and adjust their strategy based on feedback and changing circumstances [1].

These are just a few of the many enterprise strategy models that companies use to develop and implement their strategic plans. The specific model that a company chooses will depend on its unique situation, goals, and resources.

Systematic environmental analysis includes the process of identifying and assessing different factors that can affect organizational and decision-making effectiveness. There are different methods that can be used for systematic analysis of the external environment, but we will consider in more detail the main two methods – PESTEL Analysis and Porter's Five Forces.

PESTEL Analysis: This method involves analyzing the Political, Economic, Sociocultural, Technological, Environmental, and Legal factors that can impact the organization's external environment.

PESTEL Analysis is a method of analyzing the external macro-environmental factors that can impact an organization. The acronym "PESTEL" stands for the following components that are described in the *Tbl. 1*.

Porter's Five Forces Analysis: This method involves analyzing the competitive forces that impact the industry in which the organization operates, including the bargaining power of suppliers, the bargaining power of buyers, the threat of new entrants, the threat of substitutes, and the intensity of competitive rivalry [8] (*Fig. 2*).

Porter's Five Forces Analysis is a framework for analyzing the competitive environment of an industry. It was developed by Michael Porter, a Harvard Business School professor, in 1979. The five forces that are analyzed are as follows:

1. *Threat of new entrants:* This force analyzes how easy or difficult it is for new companies to enter the industry. The more difficult it is to enter the industry, the less threat there is from new entrants.
2. *Bargaining power of suppliers:* This force analyzes the power of suppliers to increase the prices of their products or services. The more power suppliers have, the less profit companies in the industry can make.

Table 1

Components of the PESTEL Analysis

Political factors	Economic factors
These are external factors that are related to government policies and regulations, political stability, and the overall political environment. Examples of political factors include tax policies, trade regulations, labor laws, and government stability	These are external factors that are related to the overall economic conditions of the market in which the organization operates. Examples of economic factors include inflation, interest rates, exchange rates, economic growth, and consumer confidence
Socio-cultural factors	Technological factors
These are external factors that are related to the social and cultural environment in which the organization operates. Examples of socio-cultural factors include demographics, cultural norms and values, lifestyle trends, and consumer attitudes and beliefs	These are external factors that are related to technological advancements and innovation, including the rate of technological change, the availability of new technologies, and the impact of technology on the organization's industry
Environmental factors	Legal factors
These are external factors that are related to the natural environment and the organization's impact on it. Examples of environmental factors include climate change, resource depletion, and the organization's environmental footprint	These are external factors that are related to laws and regulations that can impact the organization's operations. Examples of legal factors include labor laws, health and safety regulations, environmental laws, and intellectual property laws

Source: compiled on the basis of [5].

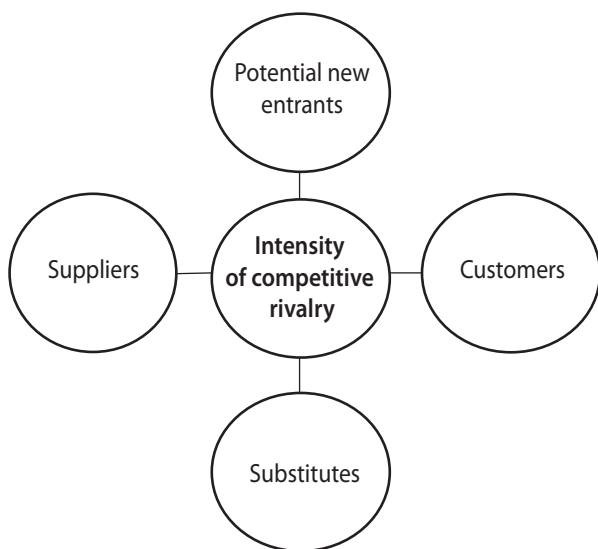


Fig. 2. Porter's Five Forces Model

Source: formed on the basis of [2].

3. *Bargaining power of customers:* This force analyzes the power of customers to negotiate lower prices or better quality products. The more power customers have, the less profit companies in the industry can make.
4. *Threat of substitutes:* This force analyzes how easily customers can switch to alternative products or services. The more alternatives there are, the more likely customers are to switch, which puts pressure on companies to lower their prices or improve their products.
5. *Intensity of competitive rivalry:* This force analyzes the level of competition among existing companies in the industry. The more intense the competition, the less profit companies can make.

By analyzing these five forces, companies can better understand their competitive environment and make strategic decisions to gain a competitive advantage. For example, they can use the analysis to identify areas where they have a competitive advantage and where they need

to improve, and they can adjust their pricing, marketing, or distribution strategies accordingly [3].

The goal of systematic environmental analysis is to identify opportunities that a company can rely on in the future and threats that may arise and need to be overcome or minimized; and to determine the position of the company in relation to competing companies, both in the field of input factors and in the field of production.

CONCLUSIONS

Summing up, the provision of sustainable development of the enterprise in the future can be achieved by introducing strategic management of the potential of the enterprise, which is a combination of opportunities that are used in production and economic activity due to available resources and competences.

The specifics of strategic management of the potential of a particular enterprise will depend on the already achieved potential and level of competitiveness, market position in comparison with competitors, existing and potential opportunities for development, as well as the determined goals for the future, so the research of the characteristic features of the enterprise and its external environment should be taken into account in the process of strategic management of the potential.

The advantages of the enterprise should play a decisive role in choosing the strategy. Depending on the existing competitive advantages and competitive barriers, all firms can be divided into two groups: strong and weak. The approach to the choice of strategies may vary. The policy of the strong firms is set to the following: Maximum use of the advantages of their leading position, strengthening of positions; deployment of business in new for firms' types of activity, when falling into which, it is necessary to make a bet on diversification. The weak firms should choose strategies leading to their growth, if such strategies are absent, then they should leave this type of economic activity.

To get out of the enterprise it is necessary to analyze the world market of similar products, to carry out a competitive analysis of the relevant industry, to analyze the internal state of the company, as well as the strategy of development in the Ukrainian market, to reveal the mission, goals and tasks. Further, identify the main problems that the company may face when entering the external market, formulate and evaluate strategic alternatives to the company's development and analyze the results obtained during the research, and then propose ways of the company's development in the external market. After choosing a strategy by the enterprise, implementing it or proceeding in accordance with the result of the decision to change strategic directions, the goals should be evaluated. It is carried out in the form of an analysis of how the decisive factors are taken into account in their formation. The results of the evaluation allow to determine whether the chosen strategy will lead to the firm's achievement of its goals. There are a lot of strategies for entering the ex-

ternal market. A detailed analysis of the firm's potential, competitiveness of products will allow to choose the one that will satisfy the set tasks in the most complete way. ■

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ПРОАКТИВНА ПОВЕДІНКА ПІДПРИЄМСТВА В СУЧАСНИХ УМОВАХ ГОСПОДАРЮВАННЯ

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Лозова О. В., Тимошенко І. С. Проактивна поведінка підприємства в сучасних умовах господарювання

У статті аналізується сутність і зміст проактивності та проактивної поведінки підприємства. В умовах обмеженого платоспроможного попиту, жорсткої конкуренції та постійного збільшення обсягів виробництва різноманітних товарів і послуг керівництво підприємства має використовувати якісно нові підходи до управління для забезпечення стабільного функціонування й ефективного розвитку фірми. Одним із таких підходів є проактивне управління. Використання менеджерами організацій концепції проактивного управління як реального часу є запорукою виживання їх підприємства сьогодні, коли «бізнес зі швидкістю думки» перестав бути привілеєм окремих компаній. Окреслено здобутки закордонних і вітчизняних науковців у сфері проактивної поведінки підприємства та визначено головні напрями подальших досліджень. Встановлено, що важливим чинником, який впливає на проактивну поведінку працівника, є власний фактор, що включає три аспекти: індивідуальна риса, індивідуальна мотивація, знання та здібності. Досліджено міжнародні компанії з проактивною поведінкою та визначено, як вона проявляється на сьогоднішній день. Визначено вітчизняні підприємства, що пропагують себе як компанії з проактивною поведінкою, та підкреслено їх основні стратегії розвитку. Проактивна поведінка тісно пов'язана з індивідуальними особливостями людини. Існуючі дослідження виявили, що індивідуальні характеристики в основному включають проактивну особистість, почуття відповідальності, нейротизм, цілеспрямованість та інші фактори, які впливають на проактивну поведінку. Визначено основні переваги та недоліки проактивної поведінки підприємства. Досліджено, які дії керівництва зможуть проявити проактивність у співробітниках і сформувати єдину конкурентоспроможну команду.

Ключові слова: персонал, міжнародні компанії, проактивність, поведінка підприємств, проактивна поведінка підприємства, фактори впливу на проактивність.

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Lozova O. V., Tymoshenko I. S. A Proactive Conduct of an Enterprise in the Current Conditions of Economic Management

The article analyzes the essence and content of proactivity and proactive conduct of enterprise. In conditions of limited solvent demand, fierce competition and constant increase in the production volume of various goods and services, the company's management must use qualitatively new approaches to management to ensure stable functioning and efficient development of the company. One such approach is proactive management. The use of the conception of proactive management as real time by managers of organizations is the key to the survival of their enterprise today, when «business at the speed of thought» has ceased to be the privilege of individual companies. The achievements of foreign and domestic scientists in the sphere of proactive conduct of enterprise are outlined and the main directions for further research are defined. It is determined that an important factor influencing the employee's proactive conduct is the own factor, which includes three aspects: individual trait, individual motivation, knowledge and abilities. International companies with proactive conduct are examined and it is identified how this conduct manifests itself today. Domestic enterprises that promote themselves as companies with proactive conduct are selected