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STRATEGIC ANALYSIS AS AN INDICATOR OF THE LONG-TERM DEVELOPMENT OF THE ENTERPRISE

СТРАТЕГІЧНИЙ АНАЛІЗ ЯК ІНДИКАТОР ДОВГОСТРОКОВОГО РОЗВИТКУ ПІДПРИЄМСТВА

ANNOTATION

In modern conditions, the ability of enterprise management to think and act strategically is extremely relevant. Therefore, the application of a strategic approach to management is not only appropriate but also the only possible. The issue of resource utilization, the definition of functions of structural units, the allocation and analysis of individual projects and products are becoming particularly important and of great importance in the strategic management of the enterprise. An important role in this system is provided by the process of strategic analysis. After all, it is a strategic analysis that is the driving force behind which the process of strategic management itself is possible. The experience of advanced foreign companies shows that the system of strategic analysis should be individual for each individual enterprise. This system is built in accordance with the objectives and nature of the business system of the enterprise.

Key words: management, system, potential, development, strategic information, analysis.

АНОТАЦІЯ

Процес формування ринкової економіки в Україні створив економічне середовище, що постійно змінюється. Практика показує, що тільки ті підприємства, що змогли своєчасно та об'єктивно визначити своє місце в конкурентному середовищі, вірно вибрати та впровадити необхідну бізнес-стратегію, отримали шанс на виживання та розвиток. Умови господарювання, що склалися в Україні, вимагають від менеджерів орієнтуватися на стратегічне мислення, яке передбачає вивчення потреб споживачів, нових можливостей і загроз, конкурентних позицій. Для цього необхідно сформуванню такої системи стратегічного аналізу, яка б забезпечила досягнення поставлених цілей та виконання всіх стратегічних завдань. Стратегічний рівень управління – це найвищий рівень, забезпечуючою функцією якого є стратегічний аналіз. Тому з'ясування суті стратегічного аналізу як процесу є визначальним питанням. Стратегічний аналіз – це комплексне дослідження позитивних і негативних факторів, які можуть вплинути на економічне становище підприємства у перспективі, а також шляхів досягнення стратегічних цілей підприємства. Стратегічне управління для вітчизняних підприємств сьогодні вкрай необхідне. Воно дасть можливість досягти рівноваги із зовнішнім середовищем та допоможе з пошуком шляхів виживання в умовах ринку. Успішна діяльність на ринку залежить від багатьох факторів, серед яких визначне місце посідає вміння керівництва підприємства об'єктивно оцінювати власні можливості з метою найповнішого їх розкриття на перспективу. Саме за допомогою стратегічного аналізу готується комплексний стратегічний план розвитку підприємства, здійснюється науково-обґрунтована всебічна і своєчасна підтримка прийняття стратегічних управлінських рішень. Стратегічний аналіз як функція стратегічного управління повинен підготувати множину альтернатив для прийняття рішення. У процесі стратегічного аналізу необхідно звернути увагу на логічний перехід від аналізу мікро- і макросередовища підприємства до розробки альтернатив і вибору з них оптимальної стратегії. Тому в процесі стратегічного аналізу необхідно зосередити увагу на майбутніх загрозах і можливостях, пов'язаних зі станом зовнішнього середовища, а також врахувати сильні та слабкі сторони внутрішнього середовища підприємства.

Ключові слова: управління, система, потенціал, розвиток, стратегічна інформація, аналіз.

АННОТАЦИЯ

В современных условиях чрезвычайно актуальным является умение руководства предприятий мыслить и действовать стратегически. Поэтому применение стратегического подхода в управлении является не только уместным, но и единственно возможным. Особенного и важного значения в стратегическом управлении предприятием приобретают вопросы использования ресурсов, определение функций структурных звеньев, выделение и анализ отдельных проектов и продуктов. Важную роль в этой системе предоставлено процессу стратегического анализа. Ведь именно стратегический анализ является той движущей силой, благодаря которой возможен сам процесс стратегического управления. Опыт передовых зарубежных предприятий показывает, что система стратегического анализа должна быть индивидуальной для каждого отдельного предприятия. Эта система строится в соответствии с целями и характера хозяйственной системы предприятия.

Ключевые слова: управление, система, потенциал, развитие, стратегическая информация, анализ.

Problem statement. Each company conducts its own economic activity in an open market space. In these conditions, for the successful operation and development of enterprises, it is necessary to maintain and strengthen their competitive positions, namely, rationally use their potential both in the current activity and in the process of adaptation to constantly changing environmental conditions.

Strategic analysis plays an important role in the process of preparing and making management decisions and is an integral part of the planning of the economic activity of enterprises for all forms of ownership and management.

Analysis of publications and allocation of outstanding problems. In the works of I. Ansoff, M. Mescon, M. Porter, and R.A. Fatkhutdinov, the theoretical aspects of strategic management and strategic analysis are described. But simultaneously, managers of enterprises should make decisions in the absence of reliable information about the external environment, and accordingly, have no experience in assessing the internal capacity of their enterprise.

The purpose of the article. It is to study the essence and generalization of the results of strategic analysis of the enterprise's internal environment and to develop recommendations for strengthening its competitive position.

The main material. In conditions of market relations, the enterprise is an open system with complex and dynamic relationships with the ex-

ternal environment. The development of the enterprise, the success of the business ideas implemented depends not only on the internal factors of the enterprise (financial condition, availability of production facilities, material and labour resources) but also on the influence exerted by factors of the exterior.

Making a decision of strategic management should be based awfully not on the results of the analysis of financial and economic activity of the enterprise, as it was adopted during the period of the command-administrative economy and in the period of the emergence of market relations, but on the complex and systematic study of environmental factors in interaction with the internal potential of the enterprise.

Strategic management decisions are characterized by the following features: orientation on the future; high level of uncertainty; the global nature and importance of the consequences of strategic decisions for the enterprise.

Strategic analysis is a process of comprehensive study the influence of factors of the external and internal business environment and factors on the current competitive position of the company in the market and the identification of conditions and opportunities for its further successful development in a market economy [4, p. 273].

Strategic analysis is the baseline of strategic management. In the process of strategic analysis of the external and internal environment, management receives the most important information resource, necessary for further strategic management. Reaching the desired goal depends on the abilities and capacities achieving it. Assessing the strong and weak points of the company, having identified its competitive advantages, management will receive a clearer idea that it can achieve and set the correct goals.

The result of the strategic analysis is the system of the model the object and its environment. The model system is the result of the strategic analysis, consisting of studying the external and internal environment of the enterprise while dividing the strategic analysis into two parts:

- Analysis of the external environment – is a comprehensive study to assess the optimal economic strategy based on the choice among possible alternatives.

- Strategic analysis of the internal environment – as a process of integrated study of internal resources and reserves in order to systematically evaluate its real and potential opportunities [5, p. 304].

The main purpose of the strategic analysis is to find stable patterns and trends that significantly affect financial and economic activities. For this, it is necessary to study in detail and attentively the state of the internal resources of the enterprise and the state of the factors of the environment and correlate them among themselves in order then to develop an appropriate development strategy.

Strategic analysis can examine business processes within the enterprise, social and economic phenomena in the environment, causal relationships between internal processes and external events.

Objects of study are the enterprise as a single economic complex, separate units of the enterprise, separate directions of economic activity of the enterprise, certain types of products.

An important point in the system of strategic analysis is a comprehensive study of internal resources and capabilities of the enterprise in order to assess the current state of the enterprise as a whole and its individual business units, the identification of its strengths and weaknesses (Table 1).

The subject of strategic analysis is not only the internal economic processes of the enterprise but also the phenomena that occur in the external environment. As the object of strategic analysis, the enterprise can act as an integral economic complex, which separates units and even certain types of products.

In the external environment, there are dynamic processes of change. Some of these processes open up new opportunities for the enterprise, create for them good facility. Others, on the contrary, create additional difficulties. For long-term and successful survival, managers must be able to anticipate the challenges that the compa-

Table 1

Investigation of the internal potential of the enterprise

Scope of activity	Object of study	Indicator Analysis
Finances	Economic potential, the efficiency of usage, results of financial and economic activity	Analysis of financial status, liquidity, solvency, business activity, and profitability
Production	Production potential of the enterprise, production program, provision of objects and means of labour	Analysis of assortment and nomenclature, structure of output, indicators of quality, efficiency of the use of fixed assets and material resources
Staff	Personnel potential, efficiency of usage, personnel policy, strategy of personnel management	Analysis of staffing the enterprise, the efficiency usage, turnover of personnel, productivity, the system of motivation at the enterprise
Marketing	The market of products of the enterprise, channels of realization, marketing policy	Sales volumes, sales activity, price policy
Organizational structure	Management of the enterprise, style of governance, the process of making managerial decisions	Organizational structure and mechanisms of making a decision, qualification of senior management, style of the enterprise

ny may face in the future and new opportunities that may open up to it. Therefore, in the process of strategic analysis, it is necessary to focus on future threats and opportunities associated with the state of the environment, as well as to take into account the strengths and weaknesses of the enterprise's internal environment.

To achieve this goal in the process of strategic analysis, the following tasks should be solved:

1) substantiation of strategic plans by means of studying the state of factors of the environment and resources of the enterprise itself;

2) based on the results of the analysis, analytical reports should be formed, on the basis of which management decisions will be made;

3) the data contained in the analytical reports should contain not only the descriptive characteristics of the study but also recommendations for strengthening the strategic position of the enterprise;

4) strategic analysis should help to strengthen control over the implementation of strategic plans of the enterprise, as well as allow them to be adjusted in a timely manner to the conditions that are formed in the external environment and in accordance with the resource potential of the enterprise.

In today's conditions of market economy, the lack of sufficient and reliable information in conducting strategic analysis, as well as methods of strategic analysis of the company, narrow down the development options of the enterprise in the choice of strategic management decisions and development of long-term development strategies.

On the basis of the analysis of the work of domestic and foreign scientists on the problems of strategic analysis, it is revealed that strategic information is one of the decisive factors of the effectiveness of strategic analysis. Therefore, there is a need for information provision of the analytical process from the point of view of the adoption of adequate and timely management decisions on the development strategy of the enterprise.

For the purpose of implementation and effective use of the strategic analysis system, it is advisable to use unified forms of strategic reports [6, p. 43].

These reports allow us to summarize information on the state and dynamics of the most important factors for the enterprise environment for each particular enterprise. But at the same time:

– each strategic report should include a definition of the purpose and task of its creation;

– the reports should include a description of the methods of analysis of the relevant environment;

– when writing a report, the responsible executor should indicate that the assessments made by him are subjective and have a number of assumptions;

– the strategic report should be not only descriptive but also contain a set of recommendations [7, p. 123].

Strategic reports carry only information load, that is, collecting and presenting data about various parameters of the internal or external environment. To present the results of analytical processing and interpretation of these data, it is proposed to use the developed analytical registers using the MS Excel editor.

The system of strategic analysis gives the necessary effect, if it is supported by the management of the enterprise and provides its information, is closely connected with the system of planning at the enterprise.

All key strategic indicators of the enterprise, along with indicators that characterize the production process, must be quantified and reflected in the reports of the enterprise and its subdivisions.

The strategic analysis must begin with an analysis of the strategic potential of the enterprise. This sequence of stages of strategic analysis is explained, first, by the availability of sources of information about the internal environment of the enterprise. Secondly, the research results will be used in the SWOT analysis as the final stage of the strategic analysis of the enterprise, which is its ultimate goal.

The second stage of the strategic analysis of enterprises is the analysis of the macro-profile of the enterprise. At the same time, the most effective use of the PEST-analysis method.

The third stage of strategic analysis of enterprises should be a competitive industry analysis in order to study the immediate environment.

The direct external environment of the enterprise is understood as the branch of its management, representing a set of enterprises and consumers of their products. This analysis is needed to assess the attractiveness of the industry and individual markets (their segments) within it.

The final stage of the analysis will be the construction of Ishikawa chart and the evaluation of the environment profile on the basis of our proposed method. Using the obtained industry analysis data and listing the strengths and weaknesses of the enterprise, the supervisor can complete the SWOT matrix. The intersection of these characteristics gives a lot of paired combinations for further analysis and recommendations.

It is expedient to analyse the product range or activities of business units using the method of portfolio analysis: the matrices BCG and McKinsey.

Most companies need a fairly simple but effective method of strategic analysis that would allow a fairly accurate assessment of the external environment and the internal environment of the enterprise and make a plan for future development.

At enterprises, it is advisable to combine SWOT and PEST analysis methods: "Strategic Potential / External Environment," as well as to use BCG and McKinsey matrices.

The essence of the proposed methodology is to determine the strategic position of the enterprise on the basis of a consistent study of the strategic potential and factors of the external environment

in order to develop recommendations for the development of the enterprise.

Conclusions and perspectives of further research. The method of strategic analysis of an enterprise's activity allows timely tracking changes in the external environment of an enterprise and assessing its strategic potential. Analytical provision of strategic analysis will contribute to solving strategic problems of enterprise development and can contribute to the improvement of financial and economic activity of the enterprise.

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