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STRATEGIC MANAGEMENT AS A TOOL TO INCREASE THE EFFICIENCY OF ENTERPRISE MANAGEMENT

The place of interaction of the external environment, which creates conditions for business development, and the internal environment of the organization as a producer of goods is the market. The modern market is a place of dynamic competition and the result of the interaction of many factors that must be taken into account by the management of the organization to make decisions and use favorable opportunities for activities. Strategic management provides a response to changing business conditions in a changing and unpredictable external environment.

Organizational maturity of the enterprise is manifested in the recognition of external signals of the market as opportunities or threats, the development of adequate alternative reactions and actions to anticipate, appropriate redesign of the organizational structure, implementation of leading practices, methods and tools of effective management, including knowledge management.

Knowledge management is a combination of certain aspects of personnel management, innovation and communication management, as well as the use of

new information technologies in the management of organizations [6, p. 112]. The staff of the enterprise is the bearer of competencies and innovative knowledge-oriented business consciousness. Therefore, in an unstable environment, the importance of such a component of strategic potential as human resources increases. Strategic management is a set of all types of management, so when developing a strategy it is necessary to take into account the wishes of all production units of the enterprise, which is necessary to establish a single solution with a focus on the ultimate goal for which the company was created, its mission [7].

The stages of strategic management include:

- 1) assessment of the capabilities of the enterprise;
- 2) formation of plans, approaches to planning;
- 3) development of strategies;
- 4) ranking of tasks;
- 5) setting and the possibility of implementing goals, which includes the definition of planning tools, deadlines for achieving goals;
- 6) evaluation and approval of selected strategies;
- 7) implementation of the approved plan [1].

Strategic management is a set of all types of management, so the development of strategy should take into account the wishes of all production units of the enterprise, which is necessary to establish a single correct solution in the focus on the ultimate goal for which the company is created, ie its mission.

The strategy is necessary for both the organization as a whole and its individual units and functional departments. In the most general case (diversified corporation), strategies are developed at four different organizational levels: corporate (general) strategy, business, functional and operational strategies. For narrow (single-industry) companies engaged in one type of business, corporate and business strategies coincide, because the strategy is developed for one type of activity.

The literature describes different approaches to the interpretation of the process of strategic management. Comparing these approaches, it can be stated that the complexity and dynamic nature of organizations complicate the development of a specific model of the strategic management process. Therefore, in the work as the main, consider the classical model of formation of strategic behavior of the enterprise, which is shown in Fig. 1.

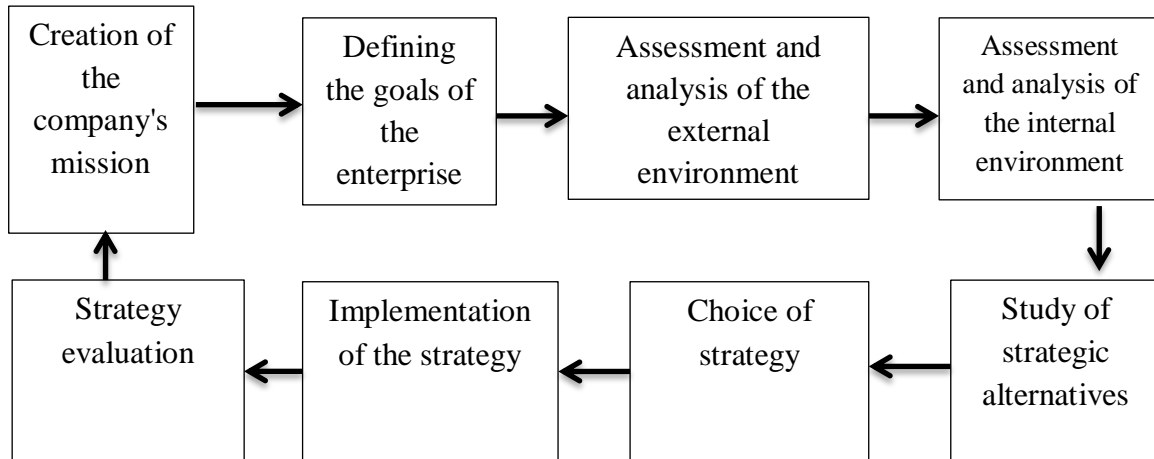


Fig. 1. The structure of strategic management [2]

The strategic management process generally consists of three interrelated stages:

- preparatory, which serves as a basis for information support strategy development;
- the main stage - the stage of strategy development;
- the final stage - the stage of implementation, adjustment and feedback.

At each stage certain functions are realized:

1. Strategic analysis and forecasting of external and internal organization environment.
2. Strategic planning.
3. Strategic organization and motivation, control and regulation [3].

Thus, the main functions are performed in the process of certain interrelated actions and are embodied in concrete results. The main results of strategic management can be represented as a logical chain of strategic results.

At this stage of economic development, Ukrainian enterprises are in a crisis situation, work and operate in a difficult to predict external environment, which is changing rapidly, and therefore require new methods and approaches to management. In order to adapt well to the conditions dictated by the modern market, the company must have clear goals, vision of the future, its mission, values that meet interests of consumers, and strategic principles developed on their basis. Strategic management is becoming a new concept of management in an unstable and dynamic environment.

Analyzing the difficult economic situation in the country, it should be noted that the crisis in the economy of Ukraine has increased the importance of effective management and attracted even more attention to the new requirements of strategic management of Ukrainian enterprises. The choice of strategic priorities for business development requires managers and managers to be able to use modern approaches in enterprise management, because it is the improvement of management, the introduction of modern tools of strategic management of the enterprise and its resources, increases its competitiveness as a whole [4].

Given the unstable financial and economic situation in Ukraine, which originates not only from internal processes that imbalance in the economic development of the country, but also related to external global problems, companies need to take all possible measures to meet the main strategic goal. To this end, the management of the enterprise should follow such strategic steps management:

- definition of the strategic purpose, mission of the enterprise;
- study of external influencing factors on the activities of the enterprise and on which the enterprise depends;

- establishing strategies;
- outlining methods of implementing strategies and achieving the goal;
- making adjustments (if necessary) in the formation of the goal;
- control over the implementation of existing strategies [5].

Based on these features, we note that strategic management is not a panacea for all management ills for businesses. The concept of strategic management is still in its infancy and therefore to ensure the success of the enterprise requires its skillful use, taking into account the specifics of external conditions.

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