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SCIENTIFIC AND METHODOLOGICAL APPROACH TO THE ENTERPRISE STRATEGY FORMATION

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The article is devoted to the reasoning of components of the scientific and methodical approach to the enterprise strategy formation based on the manufacturing of competitive products. It has been offered to understand the enterprise strategy based on the manufacturing of the competitive products as the adoption of one of the strategic alternatives in the form of the range and volume of products with an acceptable level of competitiveness to ensure sustainable development of the enterprise in the short and long term. Taking into account the transition from competition to cooperation as a basis for a new paradigm in strategic management, the necessity of including the components of the diagnostics and estimation of the competitiveness of the products in the process of the enterprise strategy formation has been proved. The main components of the competitiveness of the products diagnostics are formed according to the areas of production, sale and consumption on the domestic and foreign markets, and include the assessments of impact factors on the volumes of production in each assortment group. These allow the foundation of the components of the regulation process of the level of product competitiveness. It has been offered to combine the internal and external impact factors on the volumes of production to the classification of factors that impact on the competitiveness of the products, depending on the level of their management by the enterprise. The estimation of product competitiveness according to the integrated indicator has been introduced. This indicator includes complex indexes of the assortment unit competitiveness for the production and consumption conditions, as well as the wage coefficients that reflect the conditions of sale and are determined by the index of import dependence in each assortment group. It has been recommended to form the elements of strategy (geographic vector of growth, competitive advantages, the portfolio of the strategic management zones, and synergism) on the base of the components of the integrated indicator of the assortment unit competitiveness.

Keywords: enterprise strategy, competitiveness of the product, estimation of the product competitiveness, integrated indicator.

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Introduction

The integration processes of Ukraine to the world economic space are accompanied by changes in the composition and structure of markets, requirements for quality and production technology, and needs of new approaches from domestic enterprises to determine strategy in conditions of competition in domestic and foreign markets. An important component of the company's strategy is a

comprehensive diagnosis and assessment of product competitiveness as a basis for determining the geographical vector of growth, competitive advantage, portfolio of strategic management areas and synergies in terms of competition for target markets.

Analysis and investigation of publications

Management of competitiveness is considered at the strategic, tactical and operational levels. The importance of using strategic management tools is

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emphasized by V.A. Pavlova, O.A. Parshyna [7, pp. 186-194; 8, pp. 243-260]. The complex approach and the mechanism of management of the competitiveness of production of the enterprise was developed in work of P.G. Pererva [9, pp. 25-32]. Modelling of the estimation process and analysis of scientific and methodological support was carried out by L.V. Sokolova [13, pp. 188-226]. The algorithm for estimation the competitiveness of products involves making management decisions to improve it was offered in [4, pp. 182-185]. In work [2, p. 14] it was offered to determine the elements of strategy in the formation of regulatory influence on the level of product competitiveness (geographic vector of growth, competitive advantages, content of the portfolio of strategic management zones, and synergism).

Despite the recognition of the importance of a strategic approach to product competitiveness management and the achievements of scientists in determining the elements of enterprise strategy to increase product competitiveness, insufficient attention is paid to developing scientific and methodological approaches and practical recommendations to reasoning the enterprise strategy that would include the tools of the estimation of the competitiveness of products as a basis of the formation of strategy elements for the production of competitive products.

The purpose of the article

The purpose of the article is to substantiate the components of the scientific and methodical approach to the formation of enterprise strategy on the basis of manufacturing of competitive products.

Presentation the main material

Modern theory and practice of strategic management of enterprises offers quite effective models for developing enterprise strategies. Defining the company's strategy based on the production of competitive products is to adopt such a strategic alternative in the form of range and volume of production with an acceptable level of competitiveness to ensure sustainable development of the enterprise in the short and long term.

In the work [5, p. 132] a generalized classification of strategies is presented. It once again proves that the choice of strategy must take into account the multidimensionality, complexity and variability of this concept depending on the conditions of development and operation of enterprises. Authors [10, p. 29] note the diversity of the strategy in VUCA conditions

The company's strategy has a hierarchical structure: corporate (portfolio) strategy, business (competitive), functional and operational strategies. Analysis of the links in the strategy hierarchy shows that there is no strong link between its levels:

competitive, functional and operational strategies can be developed, as well as a portfolio strategy, for the organization as a whole. Therefore, the choice of the optimal strategy at each level of the strategy hierarchy is also the choice of the optimal strategy for the enterprise as a whole. Among the classifications of enterprise strategies, the division of the strategic set into general, general competitive, product, product, functional and resource strategies is proposed. The latter strategies are security for the previous ones and influence their formulation and implementation. It follows that the formation of enterprise strategy based on the production of competitive products connects security strategies with all others.

The scientific literature offers a wide range of methods for choosing strategies, in particular, matrix and economic-mathematical. Matrix methods, despite their convincing advantages in taking into account the indicators of competitiveness in the determination of the strategy, do not allow solving the problem of optimal choice of strategy. The use of economic and mathematical models allows solving the problem of optimal choice, but each time requires application development for individual industries or enterprises.

The process of strategic management of the enterprise in general can be represented as a process of strategic analysis, development, implementation and control of strategy implementation. It is proved that the process of strategy implementation has a significant impact on the content of the strategy formulated and selected in the previous stages. Therefore, the formation of enterprise strategy to increase the competitiveness of products must take into account the implementation of the strategy, in particular strategic changes.

O.A. Shvindina, analyzing innovations in strategic management in the context of the transition from competition to coepetition, notes that the struggle in the market is not for market share, it goes for intellectual leadership, and wins and the company that can predict the future. The new paradigm for strategy formulation is to identify the target markets in which the company is interested, to identify the competitive advantages that will gain markets, and to identify the core competences needed to maintain competitive advantage. At the same time core competences, according to the approach of C.K. Prahalad and G. Hamel, should be understood as the collective knowledge in the organization, especially the skills to coordinate diversified production and integration of multiple technological flows [12, p. 184]. Thus, acting as a basis for assessing the competitiveness of economic objects, competitive advantage is a key element in shaping the strategy of the enterprise in the new competitive environment,

which proves the need to consider the components of diagnostics and competitiveness as a basis for strategy.

The concept of competitiveness management is reflected in the work of many scientists. In particular, in the work [6, p. 3] the application of the theory of sustainable development and process approach, consideration of market competition as a natural form of coexistence of enterprises in the «ecosystem», the use of indicators that includes parameters of potential, flow and effectiveness of business processes, and takes into account the interests of all major stakeholders were proposed.

The concept of managing the competitiveness of industrial products is clarified by taking into account the environmental component in accordance with the principles of sustainable development in the work [1, p. 6–7]. The theoretical basis of this concept is the theory of development, marketing and management, as well as economic and mathematical modelling, for its implementation. The theoretical foundations of the mechanism of managing the competitiveness of industrial products take into account the environmental component at the criterion level.

The system of product competitiveness management includes the purpose, principles, functions, object and subject of ensuring the competitiveness of industry products, as well as the mechanism and industry features of competitiveness management, competitiveness and evaluation of the effectiveness of product competitiveness management.

Competitiveness management and its mechanism should be studied in an integrated way. An essential characteristic of the product competitiveness management process is its complexity, according to which there is an internal diversity of processes and objects and the need to take into account external factors, and the product competitiveness management scheme is based on a common marketing management based on marketing research.

The model of enterprise competitiveness management should be focused on the harmonious satisfaction of the interests of key stakeholders and based on the competitiveness of business processes, which allows more efficient and balanced implementation of enterprise goals in accordance with its mission and take into account the concept of stakeholder management. The model of integrated marketing management of enterprise competitiveness is a set of interconnected and distributed by levels of enterprise management elements of marketing activities that provide enterprises with a long-term high level of competitiveness by meeting specific market needs and demands, consistent with the

strategy of cooperation as a modern direction in strategic management.

In increasing the competitiveness of products, innovation is the main activity that allows to produce competitive products, the main factor in increasing the competitiveness of enterprises, and an active innovation mechanism is a condition for increasing the competitiveness of goods, especially under sufficiently strict conditions them to a proportionally lesser extent.

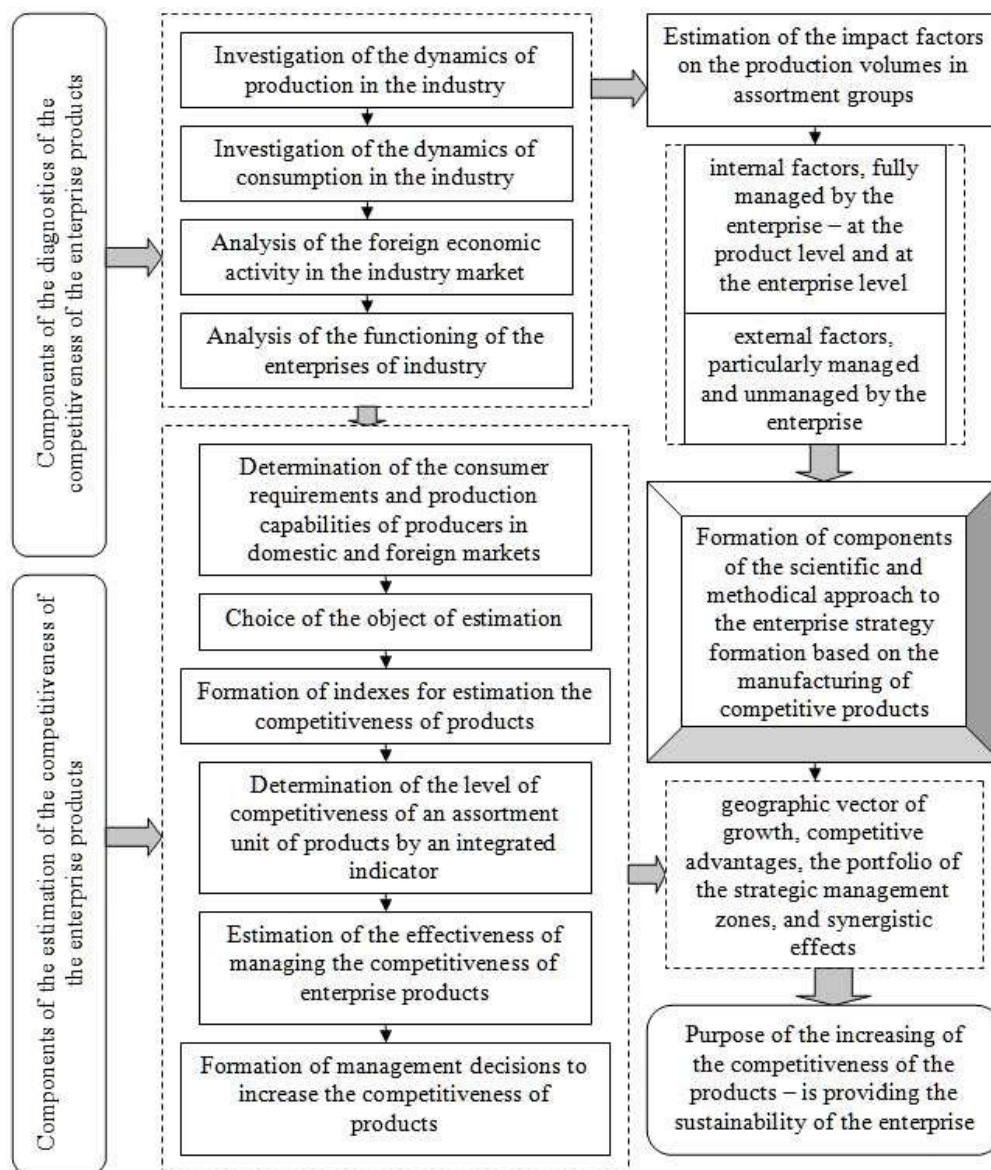
Taking into account the international nature of product competitiveness and the dependence of many products on imports of raw materials, it is important to study the competitiveness of products in foreign markets and use a system of indicators of foreign trade analysis to diagnose product competitiveness.

Ensuring the competitiveness of products should be defined as the ability of the enterprise to successfully and optimally transform the advantages of products that it has now, in other advantages of this product in the future [14, p. 5]. In the work [11, pp. 74–76] it was emphasized the lack of identification of sources of competitive advantage and the need to create their own competitive position and achieve sustainable competitiveness of the enterprise, as well as the problem of ensuring strategic, tactical and operational levels of enterprise management, as well as the leading role of quality in product competitiveness and feasibility diagnostics of competitive potential of the enterprise.

Scientific and methodological tools for forming the company's strategy based on the manufacturing of the competitive products is determined taking into account the process of diagnostics of competitiveness, which allows to form methodological support for assessing the goals of the enterprise by regulating the level of product competitiveness.

The main components of diagnostics of product competitiveness are formed in accordance with the areas of production, sales and consumption and involve the assessment of factors that affect the production of each product group, which allows reasoning the components of the process of regulating the level of product competitiveness (Fig.). Impact factors on the volume of production should be grouped according to the classification of factors that affect the level of competitiveness of products depending on the level of their management by the enterprise. The separation of internal and external factors of competitiveness corresponds to the analysis of internal and external environment in the formation of a strategy that integrates the processes of diagnostics of product competitiveness and strategic planning.

Components of product competitiveness assessment are formed in stages, which are provided



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by most algorithms and evaluation schemes, taking into account the peculiarities of production, sales and consumption of products in each assortment group. The object of assessment of product competitiveness is to take the assortment unit, which is the unit of final consumption of products. It is advisable to assess the competitiveness of products on an integrated indicator, which takes into account the complex indicators of competitiveness of the assortment unit for conditions of production and consumption, as well as weights that characterize sales conditions and are determined by the index of import dependence in each assortment group.

Therefore, in the system of formation of strategy of the enterprise diagnostics and an estimation of competitiveness of production should be carried out in the directions:

- analysis of the state and dynamics of production in order to identifying competitive assortment groups and the competitive position of producers, as well as to determination the characteristics of production development;
- analysis of the state and dynamics of consumption in assortment groups in order to determination the characteristics of strategic management areas as an element of enterprise strategy based on the production of competitive products;
- analysis of the state and dynamics of foreign economic activity in the market of the industry in order to identifying the characteristics of international competitiveness of products;
- analysis of the functioning of enterprises in the industry in order to determination the efficiency of resource use and the actual state of the components

to ensure the competitiveness of products;

– estimation of the product competitiveness in a competitive group of domestic enterprises in order to determination the level of the product competitiveness of domestic enterprises and estimation the effectiveness of product competitiveness management at the enterprises of the industry.

In work [3, P. 148] it is offered to form elements of strategy of the enterprise on the basis of components of an integrated indicator of an estimation of competitiveness of assortment unit of production. The coordinates of the geographical vector of growth are formed on the basis of indicators that determine the conditions of production, sales and consumption of products, competitive advantages – product differentiation and low costs – respectively by indicators of product quality for production and consumption and components of the cost structure, portfolio of strategic areas and synergistic effects are determined by the components of diagnostics of product competitiveness.

Thus, the use of these components will form a scientific and methodological support for the formation of enterprise strategy based on the estimation of the competitiveness of products in the competitive conditions prevailing in the domestic market.

Conclusions

It is proposed to understand the strategy of the enterprise on the basis of production of competitive products as the adoption of one of the strategic alternatives in the form of range and volume of production with an acceptable level of competitiveness to ensure sustainable development in the short and long term. A scientific and methodological approach to the formation of enterprise strategy based on the production of competitive products, which is based on the components of diagnosis and estimation of the level of competitiveness of the assortment unit and provides justification of the coordinates of the geographical vector of growth, competitive advantages, portfolio of strategic management zones and synergies.

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НАУКОВО-МЕТОДИЧНИЙ ПІДХІД ДО ФОРМУВАННЯ СТРАТЕГІЇ ПІДПРИЄМСТВА

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Статтю присвячено обґрунтуванню складових науково-методичного підходу до формування стратегії підприємства на основі виробництва конкурентоспроможної продукції. Запропоновано розуміти стратегію підприємства на основі виробництва конкурентоспроможної продукції як прийняття однієї з стратегічних альтернатив у вигляді асортименту та обсягів виробництва продукції з прийнятним рівнем конкурентоспроможності для забезпечення сталого розвитку підприємства у короткостроковому та довгостроковому періоді. Приймаючи до уваги перехід від конкуренції до кооперації як підґрунтя нової парадигми у стратегічному менеджменті, доведено необхідність врахування складових діагностики та оцінювання конкурентоспроможності продукції в процесі формування стратегії підприємства. Основні складові діагностики конкурентоспроможності продукції формуються відповідно до сфер виробництва, реалізації та споживання на внутрішньому та зовнішньому ринках і передбачають оцінювання факторів, які впливають на обсяги виробництва у кожній асортиментній групі, що дозволяє обґрунтувати складові процесу регулювання рівня конкурентоспроможності продукції. Внутрішні та зовнішні фактори впливу на обсяги виробництва продукції запропоновано групувати за класифікацією факторів, що впливають на конкурентоспроможність продукції, залежно від рівня їх керованості підприємством. Уведено оцінювання конкурентоспроможності продукції за інтегральним показником, в якому враховано комплексні показники конкурентоспроможності асортиментної одиниці для умов виробництва і споживання, а та-

кож вагові коефіцієнти, що характеризують умови реалізації та визначаються за індексом імпоротної залежності у кожній асортиментній групі. Рекомендовано формувати елементи стратегії (географічний вектор зростання, конкурентні переваги, портфель стратегічних зон господарювання та синергетичні ефекти) на основі складових інтегрального показника оцінювання конкурентоспроможності асортиментної одиниці продукції.

Ключові слова: стратегія підприємства, конкурентоспроможність продукції, оцінка конкурентоспроможності продукції, інтегральний показник.

НАУЧНО-МЕТОДИЧЕСКИЙ ПОДХОД К ФОРМИРОВАНИЮ СТРАТЕГИИ ПРЕДПРИЯТИЯ

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Статья посвящена обоснованию составляющих научно-методического подхода к формированию стратегии предприятия на основе производства конкурентоспособной продукции. Предложено трактовать стратегию предприятия на основе производства конкурентоспособной продукции как принятие одной из стратегических альтернатив в виде ассортимента и объемов производства продукции с приемлемым уровнем конкурентоспособности для обеспечения устойчивого развития предприятия в краткосрочном и долгосрочном периоде. Принимая во внимание переход от конкуренции к коопетации как основу для новой парадигмы в стратегическом менеджменте, доказана необходимость учета составляющих диагностики и оценки конкурентоспособности продукции в процессе формирования стратегии предприятия. Основные составляющие диагностики конкурентоспособности продукции формируются в соответствии со сферами производства, реализации и потребления на внутреннем и внешнем рынках и предусматривают оценку факторов, влияющих на объемы производства в каждой асортиментной группе, что позволяет обосновать составляющие процесса регулирования уровня конкурентоспособности продукции. Внутренние и внешние факторы влияния на объемы производства продукции предложено группировать в соответствии с классификацией факторов, влияющих на конкурентоспособность продукции, в зависимости от уровня их управляемости предприятием. Введена оценка конкурентоспособности продукции по интегральному показателю, в котором учтены комплексные показатели конкурентоспособности асортиментной единицы для условий производства и потребления, а также весовые коэффициенты, характеризующие условия реализации и определяющиеся с помощью индекса импортной зависимости в каждой асортиментной группе. Рекомендовано формировать элементы стратегии (географический вектор роста, конкурентные преимущества, портфель стратегических зон хозяйствования и синергетические эффекты) на основе составляющих интегрального показателя оценки конкурентоспособности асортиментной единицы продукции.

Ключевые слова: стратегия предприятия, конкурентоспособность продукции, оценка конкурентоспособности продукции, интегральный

показатель.

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The article is devoted to the reasoning of components of the scientific and methodical approach to the enterprise strategy formation based on the manufacturing of competitive products. It has been offered to understand the enterprise strategy based on the manufacturing of the competitive products as the adoption of one of the strategic alternatives in the form of the range and volume of products with an acceptable level of competitiveness to ensure sustainable development of the enterprise in the short and long term. Taking into account the transition from competition to cooperation as a basis for a new paradigm in strategic management, the necessity of including the components of the diagnostics and estimation of the competitiveness of the products in the process of the enterprise strategy formation has been proved. The main components of the competitiveness of the products diagnostics are formed according to the areas of production, sale and consumption on the domestic and foreign markets, and include the assessments of impact factors on the volumes of production in each assortment group. These allow the foundation of the components of the regulation process of the level of product competitiveness. It has been offered to combine the internal and external impact factors on the volumes of production to the classification of factors that impact on the competitiveness of the products, depending on the level of their management by the enterprise. The assessment of product competitiveness according to the integrated indicator has been introduced. This indicator includes complex indexes of the assortment unit competitiveness for the production and consumption conditions, as well as the wage coefficients that reflect the conditions of sale and are determined by the index of import dependence in each assortment group. It has been recommended to form the elements of strategy (geographic vector of growth, competitive advantages, the portfolio of the strategic management zones, and synergism) on the base of the components of the integrated indicator of the assortment unit competitiveness.

Keywords: enterprise strategy, competitiveness of the product, estimation of the product competitiveness, integrated indicator.

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