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DIAGNOSIS AS A TOOL FOR DEVELOPING A BUSINESS DEVELOPMENT STRATEGY

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The article is devoted to the study of the role of diagnosis in making informed management decisions to increase the stability and efficiency of the business entity. Diagnosis is the process of assessing the condition of an object, subject, phenomenon, or management process. Diagnosis allows you to identify «bottlenecks» and weaknesses. Diagnosis includes the process of recognizing and identifying negative (crisis) situations and phenomena in business on the basis of certain dependencies, local changes in the current activities of the enterprise. Diagnosis is not a one-time procedure and requires systematic implementation. The effectiveness of the diagnosis is determined by experience. The use of complex analysis diagnostics of the enterprise allows to assess the impact of external and internal environment on the results of financial activities of the enterprise. This diagnosis is based on the use of the R-analysis method and the DuPont method. With the help of R-analysis it is possible to estimate the change of financial indicators in dynamics; perform express-diagnostics and complex diagnostics. At the same time, the weak points of the enterprise's activity are recognized in advance and the necessary measures are taken to eliminate them. DuPont diagnosis allows to ensure the harmonization of sources of formation of stocks and costs for making sound strategic and tactical management decisions. Also, this diagnostic allows you to take into account the financial situation in the market of the enterprise. DuPont diagnosis allows to ensure the harmonization of sources of formation of stocks and costs for making strategic and tactical management decisions. Also, this diagnostic allows you to take into account the financial situation in the market of the enterprise. The results of a complex analysis are used to develop a business development strategy. A complex analysis should be performed on a regular basis, as it is important for establishing financial status. Diagnosis is a process of studying the economic condition of the enterprise on the basis of analysis and synthesis of information. This process is aimed at timely anticipation of the shortcomings of entrepreneurial activity, identification of development reserves with their subsequent use. Also, the diagnostic process includes ensuring optimal management decisions.

Keywords: diagnosis, development strategy, DuPont diagnosis, complex analysis.

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Introduction

Every business entity must make optimal administrative decisions and consolidate leading positions in today's market. This is characterized by the production of competitive, high quality and cost-effective products. Optimal administrative decisions affect the growth of sales, the implementation of effective forecasting of development, cost reduction, increasing solvency, increasing productivity. The

result of such a policy makes it possible to increase the efficiency of the use of material, financial and labor resources, to introduce effective control over the expediency of investments, to diagnose in a timely manner the probability of bankruptcy and investment risks. Therefore, domestic producers should diagnose the main indicators, which is currently an important task.

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Formulation of the problem

In order to make informed administrative decisions for the development of the business entity, it is necessary to regularly diagnose the main indicators.

Analysis and research of publications

The analysis of scientific works of such Ukrainian and foreign researchers as T. Berdnikov, O. Dmitriev, M. Korotayev, O. Korotkova, I. Farion is made in the work. This analysis made it possible to conclude that in the economic literature, the study of key performance indicators is usually carried out extensively, rather than comprehensively.

Statement of the main material

Businesses diagnose key financial and economic indicators quite sporadically. This does not always take into account the results of the enterprise, the impact of internal and external environments. In order to make informed management decisions to ensure a sufficient level of enterprise resources, it is necessary to diagnose both relative indicators (R-analysis) and estimate the amount of inventories and costs based on the use of the DuPont method.

The concept of «diagnosis» is of Greek origin. Initially, it was used in medicine as the art of determining the type of disease and studying the causes of its occurrence.

Diagnosis is understood as conclusions about the state of this object, research of factors of influence on the enterprise, study of methods and principles of recognition of problem situations. Diagnosis is currently the process of assessing the condition of an object, subject, phenomenon, or management process. Diagnosis is based on a set of methodological techniques that allows you to identify «bottlenecks»

and weaknesses. Diagnosis includes the process of recognizing and identifying crisis situations in business on the basis of certain dependencies and local changes in the current activities of the enterprise. Diagnosis is not a one-time procedure and requires systematic implementation. Its effectiveness is due to accumulated experience [1,2,3].

The definition of «diagnostics» has a fairly broad interpretation by various authors, as indicated in table. 1.

Economic diagnostics is similar to economic analysis. But they differ in goals, objectives and tools. The analysis makes it possible to identify the quantitative value of parameters and deviations of parameters from the norm. At first glance, this diagnosis is a generalized conclusion about the condition of the object under study. This conclusion is provided on the basis of comparison and synthesis of various analytical information.

There are functional diagnostics and parametric diagnostics. Functional diagnostics is aimed at studying the reasons for the deviation of the object from normal functioning. Parametric diagnostics reveals deviations of object parameters from the set norm [3, p. 85-86].

Yu.O. Tararuyev notes that financial diagnostics is a direction of economic diagnostics of the enterprise, which is used to assess the financial condition of the enterprise. The most common method of financial diagnosis is R-analysis. A.A. Vasyna claims that financial diagnostics is aimed at identifying the dynamics of changes in the current state of the enterprise and determining the directions for solving problems.

Financial diagnostics also aims to determine reserves in order to improve financial condition. Also,

Table 1

The content of the definition of «diagnostics»

Author	Definition of "diagnostics"
O. Korotkova	Diagnosis is the determination of the state of an object, subject, phenomenon or management process through the implementation of a set of research procedures, identifying weaknesses and problem areas.
I. Farion	Diagnosis is a method of analyzing the internal environment of the company, identifying problems that cause deviations and deformations of the object from the norm or purpose, identifying potential strengths and weaknesses that affect the formation and implementation of an effective strategy.
A. Muravyov	Diagnosis is a way to determine the nature of violations and the area of economic activity in which there are deviations from the normal relative dynamics of various processes, which are embodied in the rate of change of the relevant indicators.
O. Getman, V. Shapovala	Diagnosis is an assessment of economic indicators of the enterprise on the basis of research of separate results for the purpose of definition of prospects of its further development and consequences as a result of acceptance of current administrative decisions.
V. Krasnova, V. Yamshanova	Diagnosis is a process of studying the economic condition of the enterprise on the basis of analysis and synthesis of information, which aims to anticipate the shortcomings of entrepreneurial activity, identify development reserves with their subsequent use, and ensure the most optimal and prudent management decisions over time.
M. Korotayev	Diagnosis is a set of studies that allow the company to establish the purpose of its operation and determine ways to achieve it.

financial diagnostics should identify trends and patterns of enterprise development and «bottlenecks» [4, p. 72; 6, p. 112-113].

T.B. Berdnikov defines the diagnosis in terms of establishing and studying the signs, the choice of methods for measuring them, providing a description of these signs according to certain principles. This is done in order to predict and assess deviations and eliminate violations of the normal mode of operation of the enterprise [7, p. 9].

In the opinion of the authors, the most acceptable is the definition of Yu.O. Tararueva on the diagnosis of the main financial and economic indicators of the enterprise. He considers diagnostics as a complex analysis of the current state and prospects for further development of the enterprise [4, p. 5].

Diagnosis of the main indicators of the business entity allows you to predict the current and future, retrospective state of the enterprise.

Also, diagnostics allows to prepare preventive and reactive management decisions [2, p. 125].

Depending on the nature of the study should distinguish between etiological and symptomatic diagnosis of the main financial and economic indicators of the enterprise.

Etiological diagnosis involves the analysis of financial and economic activities of the enterprise on the principle of «from cause to symptom». This establishes causal links between situations in the external and internal environment of the enterprise. This makes it possible to predict the manufacturer of positive or destructive processes.

Symptomatic diagnosis involves the analysis on the principle of «symptom to cause», revealing primarily the positive or negative effects of factors. In the study of these factors, the reliability and completeness of information is important because it is important for external and internal users [1, p. 6].

Diagnosis of the main financial and economic indicators of the business entity can be internal and external. The results of internal diagnostics are confidential and are used exclusively for management. The scope and direction of research are chosen by the analyst and agreed with the company's management. The frequency and obligation of internal diagnostics, its implementation and information base are established exclusively by the internal regulations of the enterprise. External diagnostics is performed at the initiative of investors, creditors of the enterprise. The results of its implementation do not constitute confidential information and are used for management decisions by external entities. Methods of implementation, the frequency of diagnosis are set by legislation or special provisions [1, p. 6; 8].

Depending on the nature of the object, the

diagnosis of the main financial and economic indicators of the enterprise can be:

- structural (compliance of the structure of the enterprise with its strategic goals and objectives of current activities);

- organizational (analysis of the interaction of units of the enterprise in the process of production, provision of services, sales, performance of works and tasks involving obtaining a social effect);

- functional (the contribution of divisions, departments of the enterprise in realization of its purposes is estimated; decisions concerning realization of reorganization of the enterprise are substantiated) [5].

Depending on the frequency of diagnosis can be [4, p. 7]:

- systematic (includes comprehensive monitoring of the enterprise due to the system of certain parameters and assessment of deviations from their normal value);

- episodic (carried out only in emergencies, which reduces its effectiveness).

Depending on the method of obtaining and evaluating the results [3, p. 86; 4, p. 7]:

- quantitative (carried out using quantitative methods of analysis to measure, compare production results, cost levels, determine the quantitative degree of influence of various factors);

- qualitative (used when the object is difficult to quantify; expert methods are used, qualitative comparative assessments; a description of the state of the enterprise).

The activity of each enterprise is characterized by quantitative and qualitative indicators. The study of these indicators allows you to assess a particular object, phenomenon, process, result. The method of diagnosis is a system of theoretical and cognitive categories, scientific tools and regulatory principles of research of financial activity of the enterprise. Thus, the system of categories and scientific tools provide information about the statistical component of the method, and the system of regulatory principles reflects its dynamics.

Thus the scientific toolkit (apparatus) of diagnostics appears as set of concrete scientific ways of research of economic activity of the enterprises. The method is a set of rules and techniques that are required to perform a particular job [9, p. 33].

The main methods of diagnosis according to O.O. Hetman, V.M. Shapoval and T.O. Zagornaya include the following: analytical; expert; dynamic programming; linear programming [10, p. 121].

According to the level of objectivity, the main methods are divided into formalized and informal. The basis of formalized diagnostic methods are analytically or empirically justified dependencies. These methods are more objective. Therefore, they

are often used in assessing the activities of enterprises. Diagnosis using formalized methods involves research using various mathematical methods (for example, economic and mathematical analysis of financial and statistical information. The results of the calculations do not depend on the views of the analyst. Informal methods are based on the characteristics of analytical procedures at the logical level. It involves the use of intuition, views, experience and knowledge of the analyst. Informal methods have a certain subjectivity. Informal methods involve establishing a diagnosis based on the generalization of expert assessments [11; 12].

The main financial indicators can be divided into the following groups: liquidity (absolute and total liquidity ratios), business activity (turnover of receivables and payables, asset turnover), financial stability indicators (autonomy and debt ratios), profitability indicators (return on assets, return on assets), sales, net assets, current assets).

Liquidity (solvency) indicators characterize the ability of the enterprise in a timely manner and in full to pay short-term (current) at the expense of its current assets. An enterprise is liquid if its current assets exceed current liabilities. Indicators of business activity show the speed of use of borrowed resources. Indicators of financial stability characterize the dependence of the enterprise on external sources of financing.

Profitability indicators show the feasibility of using the resources involved [7, c. 65-66]. Table 2 presents the results of the calculation of the main financial indicators of PJSC «Motor Sich».

The information in Table 2 shows that the absolute liquidity ratio, total liquidity ratio, accounts payable turnover, financial independence ratio (autonomy), debt ratio meet the regulatory values, which positively characterizes the financial condition of the enterprise.

Turnover of receivables, asset turnover, return on assets, return on equity, return on sales, return on net assets, return on current assets are declining over the years. At the same time, these indicators do not correspond to the normative value (growth). However, together all indicators provide a sufficient level of financial condition.

The financial and economic activity of the enterprise PJSC «Motor Sich» is aimed at ensuring financial stability, stable inflow of financial resources and their efficient use, achieving a rational ratio of own and borrowed funds. Increasing the profitability of the enterprise is by increasing sales and reducing costs. In order to increase sales, measures are taken to: stimulate demand for the company's products; after-sales service; expansion of the sales network; entering new markets; comprehensive marketing research of potential markets; production of new competitive types of products, etc. Technical progress requires constant updating of the product range. This approach increases sales, but at the same time requires additional costs for the purchase of equipment and know-how. One of the main tasks of the enterprise is the modernization of production.

In 2018, borrowing funds from PJSC «Motor Sich» was aimed at purchasing new high-performance equipment. This allowed to increase production capacity, improve technological processes and significantly increase production efficiency. The following measures are constantly taken to reduce production costs: search for suppliers that offer more favorable conditions; reduction of fixed and variable costs due to savings; reduction of fixed costs by reducing excess production capacity in certain areas of production, etc.

According to the financial statements for the period from 2016 to 2019, the diagnosis of the main financial indicators of the production enterprise PJSC «Motor Sich» was carried out by the method of R-

Table 2

The results of the assessment of key financial indicators

Indicator	2016	2017	2018	2019	Norm
Absolute liquidity ratio	0,362	0,616	0,528	0,314	↑; 0,20-0,35
Total liquidity ratio	2,787	3,871	4,127	4,487	↑; ≥1
Debt turnover, Dt	15,333	10,362	7,013	5,295	↑
Debt turnover, Kt	8,385	6,970	11,474	11,138	↑
Asset turnover	0,741	0,460	0,557	0,417	↑
Coefficient of financial independence (autonomy)	0,686	0,647	0,663	0,724	↑; ≥0,5
Debt ratio	0,260	0,275	0,259	0,228	↓; ≤0,5
Return on assets	18,212	8,563	11,419	4,264	↑
Return on equity	27,203	12,887	17,423	6,148	↑
Profitability of sales	42,817	32,917	36,876	14,168	↑
Return on net assets	24,220	10,950	13,980	5,132	↑
Return on current assets	45,680	21,041	28,003	8,116	↑

Table 3

Indicators of financial condition of PJSC «Motor Sich» for 2016–2019

Indicator	2016	2017	2018	2019	Dynamics of change			
					norm	fact		
						2017/2016	2018/2017	2019/2018
Absolute liquidity ratio	0,362	0,616	0,528	0,314	↑; 0,20–0,35	↑	↓	↓
Total liquidity ratio	2,787	3,871	4,127	4,487	↑; ≥1	↑	↑	↑
Turnover of receivables, turnover (times)	15,333	10,362	7,013	5,295	↑	↓	↓	↓
Turnover of accounts payable, turnover (times)	8,385	6,970	11,474	11,138	↑	↓	↑	↓
Turnover of assets, turnover (times)	0,741	0,460	0,557	0,417	↑	↓	↑	↓
Return on assets, UAH	2,506	1,720	2,248	1,718	↑	↓	↑	↓
Coefficient of financial independence (autonomy)	0,686	0,647	0,663	0,724	↑; ≥0,5	↓	↑	↑
Debt ratio	0,260	0,275	0,259	0,228	↓; ≤0,5	↑	↓	↓
Return on assets, %	18,212	8,563	11,419	4,264	↑	↓	↑	↓
Return on equity, %	27,203	12,887	17,423	6,148	↑	↓	↑	↓
Profitability of sales, %	42,817	32,917	36,876	14,168	↑	↓	↑	↓
Return on net assets, %	24,220	10,950	13,980	5,132	↑	↓	↑	↓
Return on current assets, %	45,680	21,041	28,003	8,116	↑	↓	↑	↓

analysis.

The following groups of indicators were used: liquidity ratios (absolute and total liquidity ratios), business activity indicators (receivables and payables turnover, asset turnover, return on assets), financial stability indicators (autonomy and debt ratios), profitability indicators equity, sales, net assets, current assets). The calculation results are given in table 3.

The results show that PJSC «Motor Sich» is able to immediately eliminate short-term debt. However, the decrease in the turnover of receivables in general had a negative impact on the financial result. Therefore, the company was forced to raise additional loans. The decrease in this indicator in the dynamics led to a deterioration in the solvency of the enterprise. The turnover of accounts payable has a positive change in the dynamics. This has a positive effect on the level of solvency of the enterprise and on the efficiency of its capital. All liabilities can be covered by own funds. The company is considered solvent and liquid. But to achieve absolute liquidity it is necessary to pay attention to the level of accounts payable.

The increase in the coefficient of autonomy and its excess of the normative value indicates the financial independence of the enterprise. Reducing the debt ratio in the dynamics and finding it within the norm ensures the formation of most assets at the expense of equity. Therefore, the financial risks of the enterprise are at an acceptable level. The decrease in return on assets indicates a decrease in the efficiency of use of fixed assets of the enterprise. All profitability indicators are at a sufficient level. But

the level of 2016 was not reached, although there is a positive trend of the last year. This was influenced by the economic situation, price levels, declining sales, and so on. According to PJSC «Motor Sich» it is established that the increase in normalized current assets in 2017 amounted to 128.6%. This was due to an increase in inventories, work in progress and finished goods. This can be explained by rising prices for materials, units, components and the development of helicopter production.

According to table 3, the asset turnover indicator was quite low in 2017. Despite some improvement in 2018, this figure decreased in 2019 compared to 2017. This indicates a deterioration in the financial situation. According to the results of table 3, the asset turnover indicator is quite low both in 2017 and in 2018. This indicates a deterioration of the financial situation at the enterprise. The liquidity ratio increased by 18%, which indicates a sufficient ability of the company to transform inventories into cash. On the other hand, this can be seen as a freezing of cash in the form of normalized current assets.

R-analysis has a significant disadvantage. This is a reflection of the financial performance of only certain aspects of the enterprise. To provide a complete diagnosis of the financial condition of the enterprise PJSC «Motor Sich», this method is not enough. To eliminate this shortcoming and a full-fledged study of financial and economic activities of the enterprise it is necessary to carry out a complex analysis (diagnosis of the main financial and economic indicators). Complex analysis, in addition

Table 4

Assessment of the financial condition of PJSC «Motor Sich» by the DuPont method for the period from 2016 to 2018

Normative value of a three-dimensional indicator by the DuPont method	Year	Three-dimensional indicator	
		at the beginning of the year	at the end of the year
1. Absolute financial stability – 1, 1, 1.	2017	0, 0, 0	0, 0, 1
2. Normal stability of financial condition – 0, 1, 1.	2018	0, 0, 1	0, 1, 1
3. Unstable financial condition – 0, 0, 1.	2019	0, 1, 1	0, 0, 1
4. Crisis financial situation – 0, 0, 0.			

to the method of relative indicators, also includes estimating the value of inventories and costs based on the use of the DuPont method. DuPont's diagnosis is considered one of the most effective methods of factor analysis. This analysis determines the impact of factors on the efficiency of the enterprise, the rate of its economic growth. The advantages of the DuPont method are taking into account the financial situation according to the degree of its stability. This allows you to determine the effective ratio of inventories and costs. DuPont's method reflects how the company uses its own working capital, short-term and long-term loans as sources of inventories and costs [13, p. 118-119]. Provision of stocks and costs by sources of formation is the essence of financial stability and solvency of the enterprise. The degree of security of stocks and costs of sources is the reason for different degrees of solvency. The general indicator of financial stability is the indicator of sources for the formation of current assets. This means the provision of own, credit and other borrowed funds. A sufficient amount of all possible types of sources is guaranteed by the identity of the assets and liabilities of the balance sheet [14]. On the basis of the financial statements of PJSC «Motor Sich» was conducted a diagnosis of the financial stability of the company for 2017-2019. The results of the calculations are shown in table 4.

Analysis of the dynamics of the three-dimensional indicator showed that the company PJSC «Motor Sich» from the crisis in 2017 moved to normal financial stability in 2019. The value of the three-dimensional indicator in the dynamics at the end of 2016 reflects the unstable financial situation. This situation has improved in the trend and at the end of 2018 the company was provided with normal financial stability. In 2019, the situation at PJSC «Motor Sich» deteriorated.

In 2017, the company moved from a crisis to an unstable financial situation. In 2018, the financial condition of the company improved to normal stability. At the end of 2019, the indicator deteriorated to an unstable financial situation at the end of the year.

Conclusions

The use of complex diagnostics of the financial condition of the enterprise allows to assess the impact of external and internal environment on the results

of financial activities of the enterprise. This diagnosis is based on the use of the method of R-analysis and the DuPont method.

With the help of R-analysis it is possible to estimate financial indicators in dynamics; perform both express and complex diagnostics; identify weaknesses in the enterprise and take the necessary measures to eliminate them in a timely manner. DuPont diagnostics allows to ensure the harmonization of sources of inventory and costs for making sound strategic and tactical management decisions. It also allows you to take into account the financial situation of the market in which the company operates. The results of a complex analysis are used to develop the financial strategy of the enterprise. complex analysis allows you to create an information base for the development of regulatory values of financial and economic indicators. A complex analysis should be performed on a regular basis, as it is important enough to establish the full financial condition in the face of changes in the external environment.

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ДІАГНОСТИКА ЯК ЗАСІБ ДЛЯ РОЗРОБКИ СТРАТЕГІЇ РОЗВИТКУ СУБ'ЄКТА ГОСПОДАРЮВАННЯ

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Статтю присвячено дослідженню значення діагностики при прийнятті аргументованих управлінських рішень щодо підвищення стійкості й ефективності діяльності суб'єкта господарювання. Діагностика наразі це процес оцінювання стану об'єкта, предмета, явища або процесу управління, що дозволяє визначити в них «вузькі місця» та слабкі ланки. Діагностика містить в собі процес розпізнавання та визначення негативних (кризових) ситуацій та явищ у підприємницькій діяльності на базі певних залежностей, виявлених локальних змін та найпомітніших явищ і ситуацій у поточній діяльності підприємства. При цьому діагностика не є одноразовою процедурою і потребує систематичного виконання, а ефективність її здійснення обумовлюється накопиченням досвідом. Використання комплексної діагностики стану підприємства, яка базується на використанні методу R-аналізу та методу Дюпона, дозволяє оцінити вплив зовнішнього та внутрішнього середовища на результати фінансової діяльності підприємства. Так, за допомогою R-аналізу можна здійснити оцінку зміни фінансових показників у динаміці; виконати як експрес-, так і комплексну діагностику; попередньо визначити слабкі місця діяльності підприємства та вчасно взяти необхідні заходи для їх усунення. В свою чергу, діагностика за методом Дюпона дозволяє забезпечити гармонізацію джерел формування запасів і витрат для прийняття обґрунтованих стратегічних і тактичних управлінських рішень, а також дозволяє враховувати фінансову ситуацію ринку, на якому працює дане підприємство. Як наслідок, результати комплексного аналізу використовуються для розробки стратегії розвитку суб'єкта господарювання. Отже, комплексний аналіз необхідно здійснювати регулярно у зв'язку з тим, що він є досить важливим для встановлення фінансового стану. Таким чином діагностика – це процес дослідження економічного стану підприємства на базі аналізу та синтезу інформації, що спрямований вчасно передбачити недоліки підприємницької діяльності, виявити резерви розвитку з подальшим їхнім використанням, а також забезпечити прийняття найбільш оптимальних та зважених управлінських рішень у певний проміжок часу.

Ключові слова: діагностика, стратегія розвитку, діагностика Дюпона, комплексний аналіз.

ДИАГНОСТИКА КАК СРЕДСТВО ДЛЯ РАЗРАБОТКИ СТРАТЕГИИ РАЗВИТИЯ СУБЪЕКТА ХОЗЯЙСТВОВАНИЯ

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Статья посвящена исследованию роли диагностики при принятии аргументированных управленческих решений по повышению устойчивости и эффективности деятельности субъекта хозяйствования. Диагностика это процесс оценки состояния объекта, предмета, явления или процесса управления, позволяет определить в них «узкие места» и слабые звенья. Диагностика включает в себя процесс распознавания и определения негативных (кризисных) ситуаций и явлений в предпринимательской деятельности на базе определенных зависимостей, выявленных локальных изменений и заметных ситуаций в текущей деятельности предприятия. При этом диагностика не является однократной процедурой и требует систематического выполнения, а эффективность ее осуществления определяется накопленным опытом. Использование комплексной диагностики состояния предприятия, основанная на использовании метода R-анализа и метода Дюпона, позволяет оценить влияние внешней и внутренней среды на результаты финансовой деятельности предприятия. С помощью R-анализа можно осуществить оценку изменения финансовых показателей в динамике; выполнить как экспресс, так и комплексную диагностику; предварительно определить слабые места деятельности предприятия и своевременно принять необходимые меры для их устранения. В свою очередь, диагностика по методу Дюпона позволяет обеспечить гармонизацию источников формирования запасов и затрат для принятия обоснованных стратегических и тактических управленческих решений, а также позволяет учитывать финансовую ситуацию на рынке, на котором работает данное предприятие. Результаты комплексного анализа используются для разработки стратегии развития предприятия. Комплексный анализ необходимо проводить регулярно в связи с тем, что он является достаточно важным для установления финансового состояния. Диагностика - это процесс исследования экономического состояния предприятия на базе анализа и синтеза информации, направленный вовремя предусмотреть недостатки предпринимательской деятельности, выявить резервы развития с последующим их использованием, а также обеспечить принятие наиболее оптимальных и взвешенных управленческих решений в определенный промежуток времени.

Ключевые слова: диагностика, стратегия развития, диагностика Дюпона, комплексный анализ.

DIAGNOSIS AS A TOOL FOR DEVELOPING A BUSINESS DEVELOPMENT STRATEGY

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The article is devoted to the study of the role of diagnosis in making informed management decisions to increase the stability and efficiency of the business entity. Diagnosis is the process of assessing the condition of an object, subject, phenomenon, or management process. Diagnosis allows you to identify «bottlenecks» and weaknesses. Diagnosis includes the process of recognizing and identifying negative (crisis) situations and phenomena in business on the basis of certain dependencies, local changes in the current activities of the enterprise. Diagnosis is not a one-time procedure and requires systematic implementation. The effectiveness of the diagnosis is determined by experience. The use of complex analysis diagnostics of the enterprise allows to assess the impact of external and internal environment on the results of financial activities of the enterprise. This diagnosis is based on the use of the R-analysis method and the DuPont method. With the help of R-analysis it is possible to estimate the change of financial indicators in dynamics; perform express-diagnostics and complex diagnostics. At the same time, the weak points of the enterprise's activity are recognized in advance and the necessary measures are taken to eliminate them. DuPont diagnosis allows to ensure the harmonization of sources of formation of stocks and costs for making sound strategic and tactical management decisions. Also, this diagnostic allows you to take into account the financial situation in the market of the enterprise. DuPont diagnosis allows to ensure the harmonization of sources of formation of stocks and costs for making strategic and tactical management decisions. Also, this diagnostic allows you to take into account the financial situation in the market of the enterprise. The results of a complex analysis are used to develop a business development strategy. A complex analysis should be performed on a regular basis, as it is important for establishing financial status. Diagnosis is a process of studying the economic condition of the enterprise on the basis of analysis and synthesis of information. This process is aimed at timely anticipation of the shortcomings of entrepreneurial activity, identification of development reserves with their subsequent use. Also, the diagnostic process includes ensuring optimal management decisions.

Keywords: diagnosis, development strategy, DuPont diagnosis, complex analysis.

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