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ASPECTS OF STRATEGIC DIRECTION OF ENTERPRISES АСПЕКТИ СТРАТЕГІЧНОГО СПРЯМУВАННЯ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

Гагарінов О. В. Аспекти стратегічного спрямування діяльності підприємств. *Український журнал прикладної економіки та техніки*. 2024. Том 9. № 3. С. 52 – 55.

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В статті дослідженні аспекти стратегічного спрямування діяльності підприємств. Ми виходимо з того, що підприємство за визначенням є цілеспрямованою відкритою системою, яка обмінюється із зовнішнім середовищем товарно-матеріальними цінностями, енергією та інформацією. Недостатнє приділення уваги до стратегічного спрямування діяльності підприємств з позиції його менеджменту понижує його рівень системної досконалості, зокрема системного потенціалу та здатність до стійкого розвитку на майбутнє в цілому. Менеджмент вітчизняних підприємств і досі сприймає більшість аспектів стратегічного управління як формальні процеси, які декларуються, але за фактом не покладаються в основу діяльності підприємства та, відповідно, зменшують потенціал досягнення довгострокових стійких результатів на практиці. Якщо менеджмент підприємства не займається цими питаннями, то персонал, в залежності від системи своїх цінностей та культури як образу життєдіяльності в цілому, буде розглядати свою роботу на підприємстві в межах своєї діяльності. з більшою вірогідністю, тільки з позиції досягнення своїх власних цілей та задоволення особистих інтересів. Найбільше уваги приділяється до завдання місії підприємства, як елементу набору стратегічних цільових орієнтирів. Проте, єдиного підходу щодо самого процесу розробки місії підприємства наразі не існує. Врахування переліку елементів місії та вибір тих, які найбільш актуальні з точки зору поточного системного стану підприємства в контексті його стратегічного спрямування безпосередньо знаходить своє відображення в виборі та реалізації підходу до формування місії підприємства. Функціонування підприємства у напрямку визначеної місії стає можливим завдяки встановленню та досягненню цілей його діяльності. В той час, ціль - це конкретний стан бажаного результату у майбутньому, якого прагне досягти підприємство. Місія підприємства та стратегічні цілі діяльності, що витікають з неї, дозволяють підприємству узгоджувати рівень системного потенціалу, погоджуючи свої амбіції зі станом зовнішнім середовища, в якому воно функціонує. Саме цільові орієнтири є базисом стратегічного спрямування діяльності підприємств та визначають майбутній бажаний його стан, зокрема можливість бути потенційно конкурентоспроможним у ринкових умовах у довгостроковій перспективі. Також, вони дають можливість менеджменту підприємства здійснити погляд з майбутнього у теперішній час та визначити які дії необхідно виконувати кожному всередині підприємства сьогодні задля досягнення визначеного стану у майбутньому. В цілому, можна сказати, що завдання цільових стратегічних орієнтирів дає підприємству можливість придбання таких характеристик, що забезпечують йому можливість довгострокового ефективного функціонування у ринковому висококонкурентному середовищі. У зв'язку з цим актуальним виявляється розгляд підходів щодо завдання цільових стратегічних орієнтирів підприємства, які існують на сьогоднішній день у зарубіжній та вітчизняній теорії та практиці стратегічного управління.

Ключові слова: стратегічний менеджмент, стратегічні орієнтири, підприємство, стратегічний напрям.

The article examines aspects of the strategic direction of enterprise activity. We proceed from the fact that the enterprise, by definition, is a purposeful, open system that exchanges goods and material values, energy, and information with the external environment. Pay attention to the strategic direction of the enterprise's activities from the point of view of its management to maintain its level of system excellence, particularly system potential and the ability for sustainable development. The management of domestic enterprises still perceives most aspects of strategic management as formal processes that are declared but, in fact, still need to form the basis of the enterprise's activity and, accordingly, reduce the potential for achieving long-term sustainable results in practice. If the management of the enterprise does not deal with these issues, then the staff, depending on the system of their values and culture as a way of life, will consider their work at the enterprise within the scope of their activities. More likely, only from achieving their own goals and satisfying personal interests. The most attention is paid to the task of the enterprise's mission as an element of a set of strategic targets. However, there is currently no single approach to developing the company's mission. Considering the list of elements of the mission and choosing those that are most relevant from the point of view of the current system state of the enterprise in the context of its strategic direction is directly reflected in the choice and implementation of the approach to the formation of the mission of the enterprise. The functioning of the enterprise in the direction of the defined mission becomes possible thanks to the establishment and achievement of the goals of its activity. At that time, the goal is a specific state of the desired result in the future, which the company seeks to achieve. The mission of the enterprise and the strategic goals of activity arising from it allow the enterprise to coordinate the level of system potential, harmonizing its ambitions with the state of the external environment in which it operates. The target orientations are the basis of the strategic direction of the enterprise's activity and determine its future desired state, in particular, the possibility of being potentially competitive in market conditions in the long term. Also, they enable the company's management to look from the future into the present and determine what actions must be performed by everyone inside the company today to achieve a particular state in the future. In general, it can be said that the task of targeting strategic landmarks allows the enterprise to acquire such characteristics that provide it with the possibility of long-term effective functioning in a highly competitive market environment. In this regard, it is relevant to consider the approaches to the task of target strategic orientations of the enterprise, which exist today in foreign and domestic theory and practice of strategic management.

Keywords: strategic management, strategic guidelines, enterprise, strategic direction.

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Statement of the problem

An enterprise is a purposeful, open system interacting with the external environment by exchanging inventory, information, and energy. The issue of purposefulness is an essential aspect of the strategic management of enterprises. Its relevance is especially heightened in the context of accelerating changes associated with industrial revolutions and global trends of our time. Overall, the significance and importance of strategic targets, strategies, and Strategic management have been considered by many scientists, including Aaker D., Ackoff R., Ansoff I., Kobzev P.M., Mintsberg G., Ponomarenko V.S., and others. However, despite the comprehensive coverage of the issues of setting strategic targets, in particular mission and goal setting, the management of domestic enterprises still perceives most aspects of strategic management as formal processes that are declared but do not form the basis of the entity's activities and, accordingly, reduce the potential for achieving long-term sustainable results in practice. This also determines that the task of strategic targets of the enterprise and the organization in accordance with them of all its activities is not considered as an objective necessity and prerequisite for the implementation of effective strategic management of the enterprise. This determines the relevance of the article's topic and its purpose, which is to study the aspects of the strategic orientation of enterprises.

The purpose of the research

The purpose of the study is to clarify the aspects of the strategic direction of the enterprises.

Presentation of the main research material

Enterprises' strategic orientation depends on two basic stages: designing strategic targets and managing their achievement. Most researchers [1-8, etc.] distinguish the mission and strategic goals as targets.

The enterprise's mission is considered in modern science in a broad and narrow sense: in a broad sense, the enterprise's mission reflects the philosophy and purpose of the enterprise and its role in the external environment. In a narrow sense, the mission is why the enterprise was created. The functioning of the enterprise in the direction of the defined mission becomes possible due to the establishment and achievement of the goals of its activities. At the same time, a goal is a specific state of the desired result in the future that the enterprise seeks to achieve. The mission of the enterprise and the strategic goals of the activity arising from it allow the enterprise to coordinate the level of system potential, coordinating its ambitions with the state of the external environment in which it operates.

The targets are the basis of the strategic direction of the enterprises' activities and determine their desired future state, particularly the ability to be potentially competitive in long-term market conditions. Also, they enable the enterprise's management to look from the future to the present and determine what actions everyone inside the enterprise needs to perform today to achieve a particular state in the future.

At the same time, considering that the enterprise is an open system that interacts with other systems (socio- or organizationally economic) during its functioning, the establishment of strategic targets helps to achieve a balance between the enterprise's internal capabilities and the state of its external environment.

In considering an enterprise as a system, purposefulness means that in the functioning process, all its elements interact with each other for and in the direction of achieving the established system-wide goals. At the same time, the quality and nature of the goals set determine the state in which the system itself should be and, accordingly, each of its elements and the parameters of their interaction since the state of the system [7] is determined by the state of its elements and the connections between them.

To date, it is generally accepted in domestic science [8, 9, etc.] to form an enterprise's target strategic guidelines as part of and based on approaches proposed by Western researchers. Thus, it was noted above that most domestic scientists are inclined to believe that the main target strategic guidelines are the enterprise's mission and strategic goal.

The mission's important role in the strategic planning and management of the enterprise's activities is indisputable since it answers the question of the ultimate content of the enterprise's functioning. At the same time, the mission defines the essence of the enterprise's activities, the scale of its activities, strategic development prospects, and differences from competitors.

There is also a particular set of elements that the mission of the enterprise should contain [10]: target consumers (definition of the target segment of consumers of the company's products and/or services); output of the enterprise - its products and services (description of the main types of products and/or services of the enterprise (in most cases conceptually); consumers (determination of the target segment of consumers of the company's products and/or services); markets (determination of the geographical regions of the enterprise); technology (reporting on the fundamental technologies used by the enterprise or its innovative orientation); philosophy (reflection of the fundamental ethical values of the enterprise); tasks arising from economic activity (formulation of the main economic goal pursued by the enterprise); advantages in competition (reflection of the difference between the enterprise and competitors); image (determination of one's appearance in the eyes of the public (environmental or social aspects of the company's activities); attitude to the staff (reflection of the attitude of the management to the personnel of the enterprise in terms of its perception as the principal value of the company or economic resource). Such a set can be considered complete, but this does not mean that the mission statement should cover all these elements since, in some instances, they may be repeated in, and, accordingly, the absorption of one element by another.

The formulation of the mission as an element of strategic management occurs under the influence of certain factors, which were quite fully described by F. Kotler:

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- the history of the enterprise, during which its philosophy was formed;
 - existing interests of owners and managers of the enterprise;
 - market environment of the enterprise's functioning;
 - available resources of the enterprise, which determine its capabilities and limitations in functioning;
 - unique business qualities and capabilities of the enterprise distinguish it from competing enterprises.

In addition, according to [10, 11], it can be said that researchers distinguish several types of the company's mission: mission as a slogan, which is a reflection in a concise form of the principle of the enterprise's existence in the market; mission as a purpose, which gives a general idea of the reason for the emergence and the meaning of the existence of the enterprise, characterizes the types of activities, products that are produced and services that are provided, as well as the consumer segment; mission as an orientation that defines the system of values that the management and personnel of the enterprise adhere to, and which determine their behavior, relations with customers and partners; Mission as a policy that synthesizes the main goals of the enterprise and its behavior in achieving them, the ideas of owners and managers about the future state of the enterprise. The presented approaches to the formulation of the enterprise's mission are similar in the methods by which this process is implemented but differ in the emphasis on the purpose of the mission itself for the functioning of the enterprise.

Therefore, the application of a certain approach to interpreting the mission itself, its significance for the enterprise, and the process of its development is not unambiguous. In general, it is determined by the strategic direction of the enterprise, the level of development of strategic and systematic thinking of management, and its level of competence, among other factors.

In addition, the goals of the enterprise serve as the direct implementation of its mission. Sometimes, the general goal of the organization is distinguished, which is identified with the mission. However, it should be noted that mission and purpose are different concepts. The mission profoundly answers the question of why the enterprise was created, and fundamentally, with the help of what, during its activities, the implementation of the formed answer to the first question will take place in practice. A goal is a specific result that must be achieved by a certain period, so have certain resources for this and be specific, realistic, and measurable.

Regardless of the type or level at which the goals are formed, all of them should be formed by the following principles, in general: reality, concreteness, achievability; exactingness, focus on high results, success; scientific validity, consistency; measurability; unambiguity for perception, clarity; Flexibility; Acceptability; reflection of the content of the activity.

The authors [14] distinguish several approaches to setting the goals of the enterprise:

- setting goals from what has been achieved (extrapolation of past trends to the future development of the enterprise);
- step-by-step goal setting (breaking down the process of defining goals into several stages: defining the mission (or business philosophy), setting long-term goals, and setting specific objectives);
- Decentralized goal setting ("top-down" and "bottom-up").

Another point of view on approaches to setting goals is related to the nature of the enterprise's response to changes in its external environment. Accordingly, the first approach is to set goals and adjust them according to the requirements and changes of the external environment; that is, goal-setting is situational. The second approach, in turn, consists of proactively considering changes in the external environment by setting long-term and short-term goals corresponding to them.

For example, A. A. Thompson and A. J. Thompson Strickland distinguish two types of enterprise goals: strategic and financial. The former aims to improve the enterprise's systemic perfection and competitiveness, while the latter focuses on increasing profits, cash flow, return on investment, loan and dividend size, etc.

It is also essential that some of the authors' studies aim to find the enterprise's primary goal. According to the conclusions of some [12], it is the profit receipt by the enterprise, according to the conclusions of others [13] – the maximization of the enterprise's market value. However, such approaches to determining the primary goal of the enterprise are not justified, first, because the purpose of the enterprise in the market economy is to satisfy the initial needs of external consumers. Therefore, profit (as well as other financial indicators) in this context is a derivative of the qualitative implementation of its mission during its operation.

Consequently, the authors consider any identification of the mission and the goal (even global) to be inexpedient since the mission is based not on a specific state of the enterprise, determined by a set of specific characteristics, but on a particular ideal image of what the enterprise will strive for all the time of its functioning, but which it will never achieve in full.

Conclusions and prospects for further research

Thus, the mission is the dominant element in the set of targets for enterprises' strategic direction. However, there currently needs to be a unified approach to developing the company's mission. In turn, considering the list of mission elements and choosing those that are most relevant from the point of view of the current systemic state of the enterprise in the context of its strategic direction is directly reflected in the choice and implementation of the approach to the formation of the company's mission.

The establishment of enterprise targets should take place based on a systematic approach due to the very nature of the systems. Suppose the management of the enterprise does not deal with these issues. In that case, the staff, depending on their values and culture system as a way of life, will consider their work at the enterprise within the framework of their activities. More likely, only from the point of view of achieving one's own goals and satisfying personal interests.

In general, targeting strategic benchmarks allows the enterprise to acquire characteristics that provide it with the possibility of long-term effective functioning in a highly competitive market environment. In this regard, it is relevant to consider approaches to the task of targeting strategic guidelines of enterprise that exist today in foreign and domestic strategic management theory and practice.

Further research by the author will aim at studying a set of strategic targets for enterprises' activities, in particular the relationship between values, vision, mission, and strategic goals, as well as the issue of the backbone factor as a controlled parameter for ensuring the systemic perfection of a business organization.

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