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Zelenyak Vasyl Vasylovych PhD in Economics, Senior Lecturer of the Department of Marketing, Entrepreneurship, and Trade, Odesa National Technological University, Kanatna St.112, Odesa, 65039, tel.: (066) 703-25-52, <https://orcid.org/0009-0000-6140-2634>

Kaitanskyi Ivan Serhiyovych PhD in Economics, Associate Professor, Doctoral Student, Mykolaiv Branch of the Private Higher Educational Institution “European University”, Rekordna St. 70, Mykolaiv, 54000, tel.: (066) 703-25-52, <https://orcid.org/0009-0008-1322-0842>

Mazorenko Oksana Volodymyrivna PhD in Economics, Associate Professor at the Department of Management and Business, Simon Kuznets Kharkiv National Economic University, Nauki Ave., 9A, Kharkiv, 61166, tel.: (066) 703-25-52, <https://orcid.org/0000-0003-1784-697X>

Yuj Zhun Master's degree student of the second level, educational program «Management», Simon Kuznets Kharkiv National Economic University, Nauki Ave., 9A, Kharkiv, 61166

IMPROVEMENT OF STRATEGIC PLANNING AT THE ENTERPRISE

Abstract. The article examines the current situation of the development of small and medium-sized enterprises in conjunction with their characteristics to examine their strategic management countermeasures in order to put forward their own theory and feasibility study. It is embodied in the following aspects: First, the research perspective has been improved. Many researchers consider insufficient national policy support, financing difficulties, and weak risk-taking ability as factors limiting the development of small and medium-sized technology enterprises. Using the example of ZW Technology Company, this article claims that there are many reasons that limit and affect the development of small and medium-sized scientific and technological enterprises, among which the correct formulation and implementation of enterprise development strategy planning is one of the most important. Thus, the focus of this article is how to formulate and implement strategic management of small and medium-sized scientific and technical enterprises. Secondly, improvement of research methods. Based on real cases and



complementing theoretical statements, this paper studies ZW Company, a small and medium-sized technology enterprise, based on industry data, enterprise capabilities and economic data combined with reference and generalization methods. Finally, it's performance improvement. This article chooses small and medium-sized scientific and technological enterprises as the topic of strategic management, focusing on the analysis and research of such representative enterprises based on the results of the analysis, in order to provide some theoretical support and reference materials for the strategic management of small and medium-sized scientific and technological enterprises in our country. Small and medium-sized scientific and technical enterprises are one of the sources of innovation and play an important role in the development of the social economy and scientific and technical innovations. First of all, small and medium-sized enterprises are the basis of the national economy and the main channel of employment of the population. The sustainable development of small and medium-sized enterprises plays an indispensable role in stabilizing employment and maintaining social order.

Keywords: enterprise, management, planning, strategic planning, development.

Зеленяк Василь Васильович кандидат економічних наук, старший викладач кафедри маркетингу, підприємництва і торгівлі, Одеський національний технологічний університет, вул. Канатна 112, м. Одеса, 65039, тел.: (066) 703-25-52, <https://orcid.org/0009-0000-6140-2634>

Кайтанський Іван Сергійович кандидат економічних наук, доцент, докторант, Миколаївська філія ПВНЗ «Європейський університет», Україна, вул. Рекордна 70, м. Миколаїв, 54000, тел.: (066) 703-25-52, <https://orcid.org/0009-0008-1322-0842>

Мазоренко Оксана Володимирівна кандидат економічних наук, доцент кафедри менеджменту та бізнесу, Харківський національний економічний університет імені Семена Кузнеця, проспект Науки, 9А, м. Харків, 61166, тел.: (066) 703-25-52, <https://orcid.org/0000-0003-1784-697X>

Юй Жун здобувач вищої освіти другого магістерського рівня, освітня програма «Менеджмент», Харківський національний економічний університет імені Семена Кузнеця, проспект Науки, 9А, м. Харків, 61166

ПОЛІПШЕННЯ СТРАТЕГІЧНОГО ПЛАНУВАННЯ НА ПІДПРИЄМСТВІ

Анотація. В статті розглядається поточна ситуація розвитку малих і середніх підприємств у поєднанні з їхніми характеристиками, щоб вивчити їх



контрзаходи стратегічного управління, щоб висунути власну теорію та техніко-економічне обґрунтування. Вона втілюється в таких аспектах: По-перше, покращено перспективу дослідження. Чимало дослідників вважають недостатню підтримку національної політики, труднощі з фінансуванням і слабку здатність протистояти ризикам як фактори, що обмежують розвиток малих і середніх технологічних підприємств. На прикладі компанії ZW Technology Company в цій статті стверджується, що існує багато причин, які обмежують і впливають на розвиток малих і середніх науково-технічних підприємств, серед яких правильне формулювання та реалізація планування стратегії розвитку підприємства є однією з найважливіших причин. Таким чином, у центрі уваги цієї статті є те, як сформулювати та реалізувати стратегічне управління малими та середніми науково-технічними підприємствами. По-друге, вдосконалення методів дослідження. Базуючись на реальних випадках і доповнюючи теоретичні виклади, ця стаття вивчає компанію ZW, мале та середнє технологічне підприємство, на основі галузевих даних, можливостей підприємства та економічних даних у поєднанні з довідковим методом та методом узагальнення. Нарешті, це підвищення працездатності. Ця стаття обирає малі та середні науково-технічні підприємства як тему стратегічного управління, зосереджуючись на аналізі та дослідженні таких репрезентативних підприємств на основі результатів аналізу, щоб забезпечити певну теоретичну підтримку та довідкові матеріали для стратегічного управління малими та середніми науково-технічними підприємствами нашої країни. Малі та середні науково-технічні підприємства є одним із джерел інновацій і відіграють важливу роль у розвитку соціальної економіки та науково-технічних інновацій. Перш за все, малі та середні підприємства є основою національної економіки та основним каналом зайнятості населення. Сталий розвиток малих і середніх підприємств відіграє незамінну роль у стабілізації зайнятості та підтримці соціального порядку.

Ключові слова: підприємство, менеджмент, стратегічне планування, розвиток.

Statement of the problem. In a complex and changing market competition, small and medium-sized enterprises must be developed and managed from a strategic height if they want to develop sustainably. At the same time, strategic enterprise management involves all aspects of enterprise activity and is a relatively complex project. To date, there is not enough research on the management of the development strategy of small and medium-sized scientific and technical



enterprises, especially research on the development strategy of small and medium-sized enterprises in the current complex and changing external environment.

Analysis of recent research and publications. Such scientists as Julian M. Muller, Thomas Ditlev Bruno, Jeongeun Byun, Zhang Feng, and others dealt with the issue of improving strategic planning at the enterprise. Thus, the research of domestic and foreign scientists on strategic management has a certain breadth and depth, which is of great importance for the development of strategic management of enterprises. This provides a very important reference value for further research.

Purpose of the article. A large number of scientific works are devoted to the issues of improving strategic planning at the enterprise, particularly the research of such scholars as: Barkhatov V. [4], Ditlev Brunoe T. [6], Jeong Eun B. [8], Mohd Helmi A. [5], Nielsen K. [6], Norhidayah S. [5], Pletnev D. [4], Rowe W. G. [1], Ryall J. [7], Tae-Eung S. [8], Tang J. [1], Wysocki J. [2] and others.

Presentation of the main material of the research. General strategy, as a rule, refers to macro- and general strategies organizations for period planning that plays programmatic and managerial role in the formulation different functional strategies organizations, formulation general strategies stands on the first place, while functional strategy is implementation general strategies. They complement each other.

Constituents elements general strategies there are:

- 1) mission or business purpose, image organizations or that called the cause of existence organizations;
- 2) the goal, which is to achieve expected results activity enterprises;
- 3) politicians are some of the most important principles and directions development, which adhere to enterprises to achieve business goals;
- 4) strategy to achieve goals enterprises to accept strategy and strategy, strategy is divided into general strategy and strategic positioning situations and business strategy or competitive strategy (often called strategy);
- 5) Action plan, action plan and main measures which necessary take to perform mission's organizations, achievements installed strategic goals, implementation policy and implementation strategies [1].

General characteristics strategies include the characteristics of the general macro situation, software leadership, integrity system, authority, stability, risk, echelon, measurement etc.

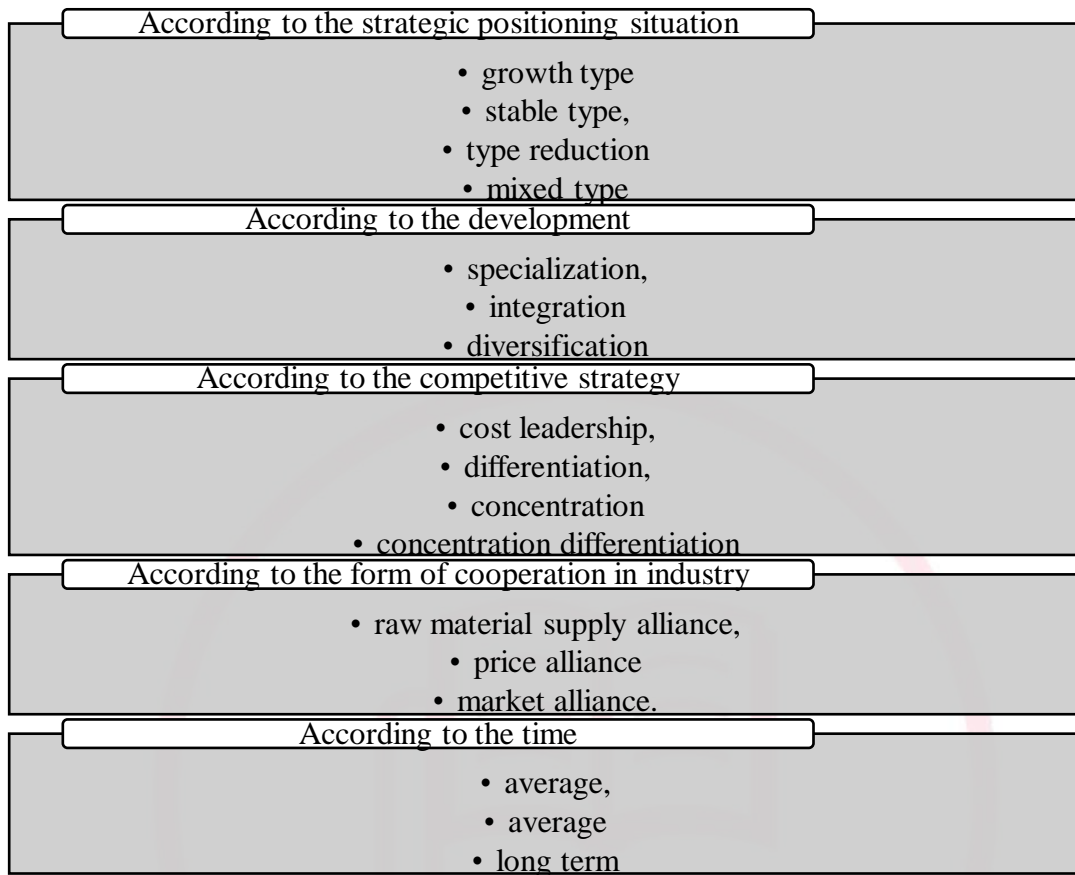


Fig.1. Classification of general strategies enterprises

The main one classification of general strategies enterprises (Fig. 1) [2-7]:

1) Accordingly to strategic situations positioning is shared on type strategies growth, stable type, type abbreviation and mixed type of 4 types strategies.

2) By strategy development it's you can divide into three strategies: specialization, integration and diversification.

3) According to competitive strategies it's you can divide by four strategies: cost leadership differentiation, concentration and differentiation concentrations;

4) According to the form cooperation in the industry, her you can divided into three types of strategies: supply alliance raw materials, price alliance and market alliance.

5) They are divided into three strategies by time: medium-term, medium-term and long-term. Period medium term strategic planning, as a rule, is from 3 to 5 years, period medium and long-term strategic planning , as a rule, is from 5 to 10 years , and the period long-term strategic planning , as a rule, exceeds 10 years.

Strategic management concerns adoption decisions and art management, accepted the company or organization for certain period of time for general and long-term direction development, goals, objectives and policies, as well as distribution



resources. In other words, it dynamic process management in which enterprise defines its mission, establishes your strategic goals according to external environment and internal conditions of the organization, is plans to provide correct implementation and implementation goals, sets the following plans and decisions implements, relying on internal opportunities enterprises, and controls process implementation.

From a financial point of view studies have proven that enterprises with strategic management is more profitable, have the best financial indicators and have more chances of success. From others points vision strategic management minimizes disadvantages business and unites actions individual persons in general effort Provides a basis for clarification individual duties; Encouraging perspective thinking; Complex approach and positive attitude to work; Encouraging a positive attitude towards changes; To strengthen discipline and orderliness management enterprise. Five stages and nine steps are presented at fig. 2.

Process strategic management mainly includes:

preliminary design of strategic appeal organizations (i.e definition current goals and objectives organizations);

strategic analysis (analysis internal and external environment organization, detection opportunities and threats, definition resources, strong and weak parties organization, as well as conducting a complex analysis organizations);

formulation strategies (i.e definition goals and objectives organizations, politicians planning, strategy and plans action),

strategy implementation and control (i.e organizational process implementation and control implementation strategic planning);

rating results implementation strategies;

The main one's methods analysis external environment:

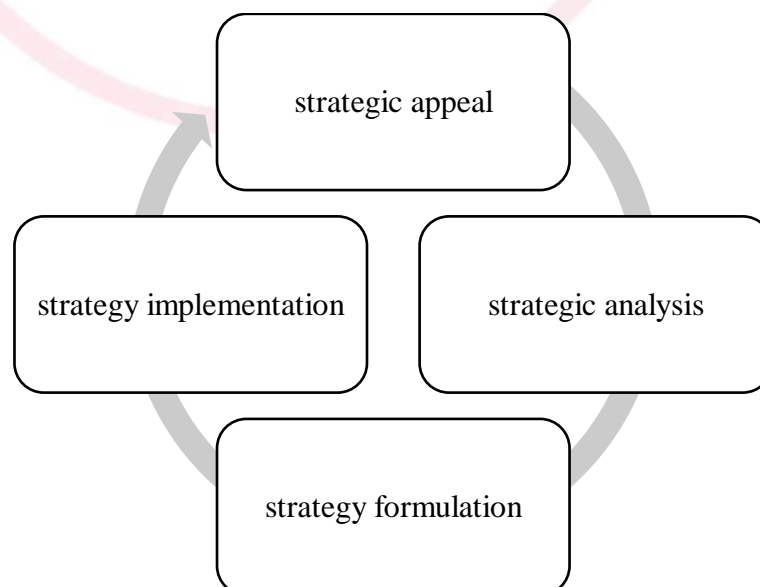


Fig.2. Block diagram of strategic management



1. PEST analysis.

PEST analysis is method which is used for in order to help enterprises to analyze own external macro environment. Model analysis shown at fig. 3.

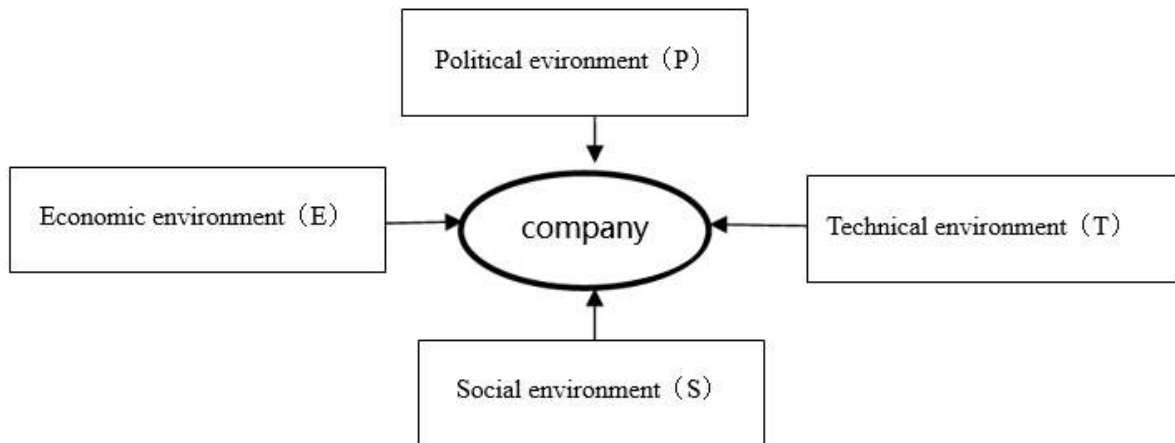


Fig. 3. Analysis method PEST

2. Analysis models five forces.

Analysis model The five forces proposed by Michael Porter are widely used a tool strategic analysis enterprises. Five indicators analysis models five forces shown on fig. 4.

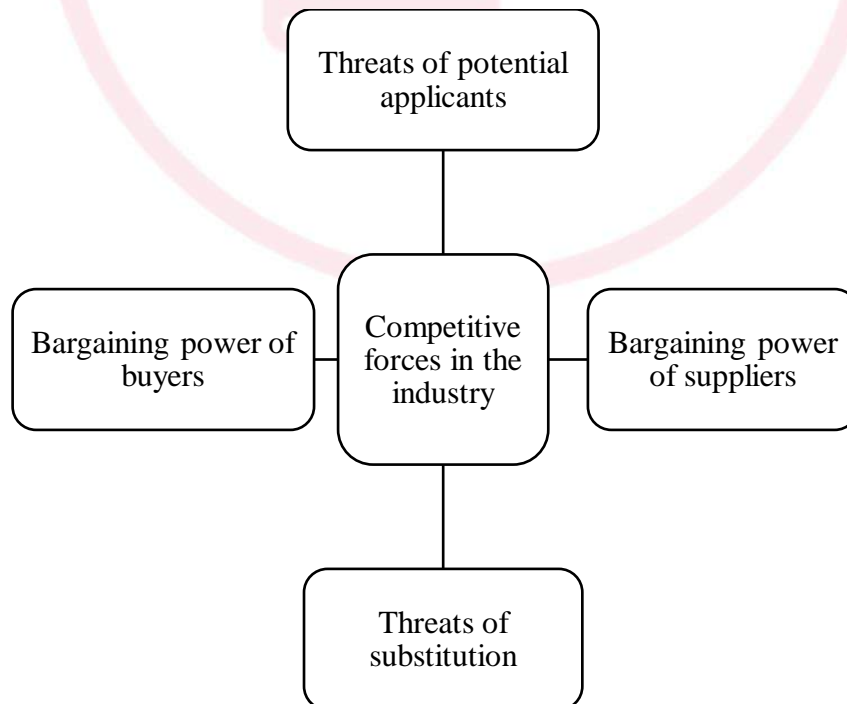


Fig. 4. Porter's Five Forces model



3. Method weighted average prognostication of the weighted average method is expressed as follows:

$$\bar{x} = \frac{x_1f_1+x_2f_2+x_3f_3+\dots+x_kf_k}{k} \quad (1,1)$$

In the formula $K = f_1 + f_2 + \dots + f_K$.

Due to limitations quantity periods data in this documents you can to choose only this method to make a simple forecast of the size of the Chinese market products for the smart house in the next 5 years and the operating income of the company ZW in the next 6 years [8].

This one article aims to use the above three methods to understand the main the situation external environment companies ZW and find opportunities and threats to "understand environment" and "know it basic competitors".

The main one's methods analysis internal state:

1) inventory method. This is an inventory and statistical method analysis system and mechanism management enterprise, human resources (quantity and quality), material resources (place and premises and equipment) and financial resources (scale of assets, liabilities and profit). This method is mainly used for understanding basic human and financial conditions of the enterprise.

Analysis profile competencies. This method analyzes quality conditions which has enterprise for effective competition with analogues: capital works, scientific and technological innovations, product research and development, manufacturing capacity, product quality and brand, market performance, management level and corporate culture created by talent, capital, premises and equipment, geographical arrangement etc. This method is mainly used to determine advantages and disadvantages enterprises compared to his main competitors in the industry in which it located.

The main one's methods a combination analysis external environment and internal conditions [9, 10].

4. SWOT analysis

It was used for analysis factors external environment and internal resource capabilities of the enterprise itself to help to provide help and guidance for formulation strategies according to your own situations enterprises. See table 1 for models SWOT analysis.



Table 1.

Matrix of SWOT analysis

SWOT	Strong sides (S)	Weak sides (W)
Opportunity (O)	Strategy S.O Fully use internal advantages Use it external opportunities	WO strategy Use it external opportunities Reduce internal disadvantages
Threat (T)	Strategy ST Fully use internal advantages Avoid external threats	WT strategy Reduce internal disadvantages Avoid external threats

5. Method STP analysis

STP analysis refers to complex method analysis segmentation target market and positioning on market , too known as theory STP marketing [30].

Strategic the consequences are shown in figure 6



Fig. 6. Strategy STP

Let's consider others methods.

1) Reference method. The reference method refers to the method research which pulls out theoretical the results or practical experience which may be used for reference by study mature and typical practical cases, and is used for guidance work others connected projects.

2) Summary method. Comprehensive observation , confrontation with reality , based on objective facts combined with qualitative and quantitative analysis , allows to distinguish correctly phenomena and essence, to do regular conclusions .

Conclusions. Small and medium-sized scientific and technological enterprises have made a great contribution to the social economy, are the cornerstone of social stability and a force that cannot be ignored in scientific and technological



innovation. Since each enterprise is in a different industry, the external environment has different effects on each enterprise, and the internal conditions of each enterprise are also very different. Therefore, the development strategy of small and medium-sized scientific and technical enterprises must be analyzed in combination with the external environment that the enterprise faces, the internal conditions of the enterprise and the industry situation of the enterprise.

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