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## MAIN DIRECTIONS OF MODERN ENTERPRISE STRATEGY FORMATION

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**Introduction.** Today in Ukraine there is a situation that creates an environment of "public interest" in approaches to modeling the main areas of strategic management and its content. Inaccurate perception of approaches to the "strategy" concept content significantly changes the possibility of its effective implementation at the state and economic levels. Therefore, it is logical to arise the necessity of studying the directions of forming a strategy and the possibility of applying the theory of strategic management in modern domestic enterprises.

**Aim and tasks.** The article purpose is to determine the basic approaches to the formation of the modern enterprise development strategy, which is subject to the study of the main directions of its formation. The systematic basis for such systematization was systemic, reproductive, dialectical, and general scientific approaches.

**Research results.** It has been established that the "action" approach as the leading methodology for the strategy development implies the relevance of the activity category with the concepts of "needs", "interests", "motives", "goals", "reflection (assessment)", "self-development". A system approach involves considering a strategy as a system that has a certain structure and interconnection within its individual components. Formation and strengthening market relations stimulates the application of new approaches and forms in management, changes (sometimes cardinally) the nature of the tasks to be solved and methods for their achievement, as well as the development of a strategy.

The development of a clearly formulated strategy and the definition of organic development goals is a consequence of the external conditions manifestation of the company's existence, for example, the conditions of macroeconomic instability, the complexity of the relationship between the economic and political environment. To clearly formulate a strategy for the enterprise in accordance with the current economic situation, to outline the ways of its implementation and, if possible, to evaluate the expected result, a manager is required to possess creativity, knowledge and experience, intuition in a unified approach to formulating strategic prospects for the operation and development of the enterprise.

**Conclusion.** For Ukrainian enterprise management system, the main task is not the prompt response to the current changes in the environment. They are the strategic vision formation of the future enterprise, the development of a flexible and viable progress strategy, the prediction of tactical and strategic threats for the enterprise, its timely elimination, and the practical use of strategic management idea for sustainable development.

**Keywords:** enterprise, theory of enterprise strategic management, evolution of the "strategy" concept, external business environment, enterprise strategy, strategy development process.

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## ОСНОВНІ НАПРЯМИ ФОРМУВАННЯ СТРАТЕГІЇ СУЧАСНОГО ПІДПРИЄМСТВА

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**Проблема.** Сьогодні в Україні склалась ситуація, що створює середовище «суспільної зацікавленості» в підходах моделювання основних напрямів стратегічного управління та його змістовного наповнення. Неточність сприйняття змісту підходів до поняття «стратегії» суттєво змінює можливості її ефективної реалізації на державному та господарському рівнях. Тому логічним є виникнення необхідності дослідження напрямів формування стратегії та можливості застосування теорії стратегічного управління на сучасних вітчизняних підприємствах.

**Мета та завдання.** Метою статті є визначення основних підходів до формування стратегії розвитку сучасного підприємства, що можливо при умові дослідження основних напрямів її формування. Методологічною основою такої систематизації стали системний, відтворювальний, діалектичний та загальнонауковий підходи.

**Результати.** Встановлено, що «дієвий» підхід як провідна методологія розробки стратегії передбачає відповідність категорії діяльності з поняттями «потреби», «інтереси», «мотиви», «цілі», «рефлексія (оцінка)», «саморозвиток». Показано, що системний підхід передбачає розгляд стратегії як системи, що має певну структуру та взаємозв'язок всередині її окремих компонентів. Формування і зміцнення ринкових відносин стимулює застосовувати нові підходи та форми в управлінні, змінює (а часом і кардинально) характер вирішуваних завдань і методи їх досягнення, а так само вироблення стратегії.

Обґрунтовано, що вироблення чітко сформульованої стратегії та визначення органічних цілей розвитку є наслідком прояву зовнішніх умов існування підприємства, наприклад, умови макроекономічної нестабільності, складність взаємозв'язку економічного та політичного середовища. Виявлено, що чітко сформулювати стратегію для підприємства у відповідності зі сформованою економічною ситуацією, намітити шляхи її реалізації і, по можливості, оцінити передбачуваний результат, вимагає від менеджера креативності, знань і досвіду, інтуїції в єдиному підході до формулювання стратегічних перспектив функціонування і розвитку підприємства.

**Висновки.** В системі менеджменту для українських підприємств головною задачею стає не оперативне реагування на поточні зміни зовнішнього середовища, а формування стратегічного бачення майбутнього підприємства, розробка гнучкої та життєздатної стратегії розвитку, передбачення тактичних та стратегічних загроз для діяльності підприємства, своєчасне їх усунення, а також практичне використання ідей стратегічного менеджменту для сталого розвитку.

**Ключові слова:** підприємство, теорія стратегічного управління підприємством, еволюція поняття «стратегія», зовнішнє ділове середовище, стратегія підприємства, процес розробки стратегії.

**Introduction.** The development of market relations in Ukraine introduces new requirements for a high-level management, the nature of problem solving, as well as the methods of their solution. This fully applies to all economic subjects. It is completely unacceptable to approach old ideas on new phenomena of economic activity. A new management concept is needed that could adequately reflect changes in the economy. Such a new concept for the modern economy should be the strategy of enterprise development.

**Analysis of recent research.** The importance of strategic management, which provides enterprises with not just survival, but the victory of competition, was realized in the industrially developed countries of the West in the 80's. Since then, the problem of strategic management has been considered and studied in the writings of I. Ansoff [1], G. Mintzberg [2], J. M. Giggins [3], and others. A great contribution to the development of strategic management tools was made by D. E. Schendel [4], K. Y. Gatten [4], A. A. Thomson [5], J. A. Pearce [6], R. B. Robinson [6] and others. Particular mention should be made of the classical works of M. Porter [7], who developed the theory of so-called competitive strategies and a model of value chains. However, the approaches of Western authors are difficult to reconcile with each other. They rely on different conceptual apparatus and do not represent a systematic management picture of the strategic management process. In domestic science, the first independent work on strategic management emerged in the mid-90's. The main author in the field of strategic management is O.S. Vikhansky [8].

**Previously unsettled problem constituent.** Nevertheless, most of the works are either processing and improving existing Western approaches to the strategic management problem, at best with a limited number of examples from domestic practice, or devoted to methods and models for choosing a promising business, rather than a systematic description of the strategic management process. Thus, the holistic understanding of methodology and practical tools of strategic management in the national management

science have not been formed so far, which determined the choice of research topic in the article.

**Aim and tasks.** The article purpose is to determine the basic approaches to the formation of the modern enterprise development strategy, which is possible, subject to the study of the main directions of its formation. The systematic basis for such systematization was systemic, reproductive, dialectical, and general scientific approaches.

**Main results.** In 2017, 71043 companies and 242013 individual entrepreneurs were opened in Ukraine, of which only 5% elaborate their own development strategy, but these companies have higher quality and high financial and economic indicators than their average industry competitors. [9] At the same time in the Western corporations practice widespread development and implementation of the enterprise development strategy in the company management system. The World Class Transactions 2017 survey conducted by the KPMG consulting firm notes that 91% of companies with successful merger and acquisition experience have a formalized strategy [10]. However, the process and approaches to developing a strategy for enterprise development, and ways of its implementation, have been forming over the last century and continue to evolve at present.

To determine the basic approaches to forming a strategy for enterprise development, it is necessary to conduct a retrospective analysis of the enterprise management strategic evolution theory in the company's management system. To define the main term "strategy" as a technology for managing enterprises, which determines its long-term development in conditions of environment increased instability, and also to describe a phased the process of formation and implementation of the enterprise development strategy.

As part of a retrospective analysis (chronological and historical methodological approach), the founder of the concept of strategic management, American scientist Igor Ansoff and researchers V.D. Markova and S.A. Kuznetsova distinguish the following four stages in the evolution of the strategic enterprise management theory. [1, 11]

The first stage of "Budgeting". It covers the period from the 80's of the nineteenth century by the beginning of the 1950s, called the Age of Mass Production, characterized by a clearly differentiated branch structure, projected growth prospects, the stability of the external business environment, the enterprise's resource potential, and minimal intervention by the state and users, which in general was characteristic for the industrialized countries economy at the period. Currently, the enterprise management is formed as a separate scientific direction in economic science. Since the main companies task was to maximize the production of a slightly differentiated product at a minimal cost, the representatives of the science organization labor and management school (Frederick Winslow Taylor, Henry Lawrence Hunt, Harrington Emerson) and the administrative (classical) school (Henry Fayal, Max Weber, Chester Barnard) identified planning, expressed in terms of budgeting and control (budgeting and control). [12]

The companies formed the most detailed annual household budgets of incomes and expenses by functions (production, sale, capital construction) and by the structural company divisions (divisions, branches, departments, enterprises, shops, etc.). Such a management system is largely focused on operational management; therefore, budget and financial planning has a number of significant disadvantages: the short-term planning horizon and ignoring external factors.

However, structural changes in production technologies that arose because of the scientific and technological revolution, saturation of the commodity market, and the emergence of the first transnational corporations led to the emergence of long-term planning and management needs.

The second stage is "Long-term planning". From the 1950s to the early 1960s, in high rates conditions of constant economic growth, a high degree of predictability and simultaneously low competition in many companies, there was a need to understand the prospects of developing their own activities. Long-term planning is built on the past-period basis of compromise performance measures by extrapolation, that is, the distribution of

established trends in the past for the future period. Using long-term planning was the first major attempt to develop a company strategy.

The essential difference between long-term planning and budgeting is in the long-term planning, methods for assessing the effectiveness of capital investments, payback periods, and the time value of money (the method of discounting cash flows) became widely used. [3]

The third stage is "Strategic Planning". The 60-70th years of the XX century in the enterprise management system there is a transition from a long-term planning model to a strategic planning model.

This is due to the significant acceleration of economic processes in the general uncertainty conditions of external factors and instability in the traditional markets, which arose because of scientific and technological progress. The main difference between strategic planning and long-term planning is in different ways the management of the company's degree of environment factors influence. If the long-term planning system is based on the analysis and use of the company's internal capabilities in a stable economic growth conditions, then the strategic planning system is characterized by the search for ways to use the internal potential of the company most effectively, taking into account external constraints such as external competition forces, consumers, political, economic and external social risks. [6]

The fourth stage is "Strategic Management". Until the 1990s, most transnational corporations (TNC) in developed market economies began transitioning from strategic management to a strategic management system, since the mid-1980s, TNC operated in a secure competitive environment conditions. The limited communications, huge geographical distances, often closed to external competitors, greatly weakened the ability of foreign companies to compete on their national markets. By creating global networks for the procurement of raw materials and distribution of goods worldwide, these competitors were able to access many national markets. To succeed in changing conditions, companies were able to compete not only with local competitors but also with the

best business structures around the world, which caused the need to revise the current model of company management. [4]

Strategic management model, in addition to strategic planning, comprises the implementation of the developed strategy, including its evaluation and control. The strategic management system is defined as the company management technology, which determines its long-term development in increased instability conditions of the external environment and company ensures timely response to the change of the environment

factors and price conditions, which leads to the need for strategic maneuvering, and, consequently, revision goals and corrections of company development common areas. [13]

Thus, the main reasons for the evolution of the company management model due to the changed business conditions are intense competition in the traditional markets and the unpredictability of various factors of the environment due to the globalization of economic processes. The main characteristics of traditional models of management theory are given in Table 1.

**Table 1. Main characteristics of traditional models of management theory \***

<i>Characteristics</i>	<i>Management Model</i>			
	<i>Budgeting</i>	<i>Long-term planning</i>	<i>Strategic planning</i>	<i>Strategic management</i>
Period	1880-1950	1950-1960	1960-1970	since 1990
Purpose	Production maximization	Profit maximization	Profit maximization taking into account external factors	
Way to achieve	Increase in production capacity	Optimize the use of internal resources	Determination a dynamic balance with an uncertain and unstable environment	
Admission	Recurring past	Trends are preserved and determined by extrapolation	New Phenomena / Trend Predictable	Partial Predictability
Type of external change	Slower than the company's reaction	Compared to the company reaction	Faster than the company's reaction	
Process	Cyclic			Real Time
Method of management	Budgetary and financial planning	Forecasting economic growth	Changes in development strategy	Accounting for market and environment development
Management Basis	Stability		Research	Top-management oeuvre
Sight on staff	Staff - one of the company resources		Staff - the most important company resource	

*Source: developed based on [12].*

However, it should be noted that, in addition to the traditional four stages of the enterprise management strategic theory evolution, the well-known American scientist in the operations research and systems theory field, Russell Lincoln Acoff, founder of the Institute of Interactive Management (INTERACT), highlights the fifth model of enterprise management, Interactive Strategic

Management. The methodology for forming this model is described in the "Creating the Corporate Future" and practical recommendations in the "Guide to Managing Your Corporation's Future". [14]

Fifth Stage "Interactive Strategic Management".

Interactive strategic management is the further development of the company

management model "strategic management", which is based on the elaboration of entrepreneurship development strategy, using the creative potential of the entire team involved in the formation and setting of the company's common goals for its desired future position and determining the optimal ways to achieve it taking into account internal company capabilities and the external risks. The ideology of the management model of interactive strategic management is based on the situation that if company employees are involved in shaping the enterprise development strategy, they project their vision of the desired future, and implement the adopted strategy with a creative approach is much more effective than policy-driven strategy.

Under conditions of instability, the interactive management system is better than the other ones discussed in this article, the existing enterprise management models give an opportunity to respond in a timely manner to constantly changing external factors and complicate the organizational structure of business processes within the company, maximizing the full creative potential of enterprise employees involved in achieving strategic goals.

Along with the development of the company's management system within the framework of the enterprises strategic management theory, it is also advisable to develop a definition of the main term "enterprise strategy" that reflects the complex nature of methods and approaches to the development and implementation of the strategy in accordance with the constantly growing demands of the external business environment to maintain the competitiveness of the company's core business. The research of "strategy" concept evolution allows more precisely understand the essence of strategic management and its structural content. Based on the analysis of literary sources, it is established in foreign and domestic management theories in the field of strategic management there are different views on the definition of the "strategy" basic concept. The study results of the "strategy" concept evolution in scientific bibliographic sources are presented in Table 2.

Based on the given definitions, the "strategy" concept in Table 2, formulated by Western and domestic economists, can make some conclusions. In particular, despite all the different approaches, all of the above definitions do not contradict each other, but rather complement, revealing the basic principles, methods and ways of forming and implementing a strategy, such as enterprise management technologies, which ensures its maximum efficiency and stable development in a constantly changing external business environment and internal organization of the enterprise.

Also in the process of considering the "strategy" concept evolution, it is established that the strategy development is equally intended, both for adapting the enterprise to changes in the external business environment, and for updates. In this article, the author adheres to the views expressed by Arthur A. Thompson, A.J. Strickland said that "the company's strategy is a comprehensive management plan that should strengthen the company's position on the market and ensure coordination, attraction and satisfaction of consumers, successful competition and the achievement of global goals" [5].

In the article, the term "external business environment" is repeatedly used and its special significance is emphasized precisely for Ukrainian enterprises, since the domestic economy is still raw material and export-oriented, not internal consumption, while natural resources are a global factor in world competition. The external business environment is its directions of development (strategic factors), which have a high objective possibility of realization and influence on the company's activities.

In developing the strategy, business management analyzes in detail the external business environment and its development trends (strategic factors). The analysis purpose of strategic factors of the external business environment is to identify potential threats and opportunities, as well as the strengths and weaknesses of the enterprise to formulate and select strategies.

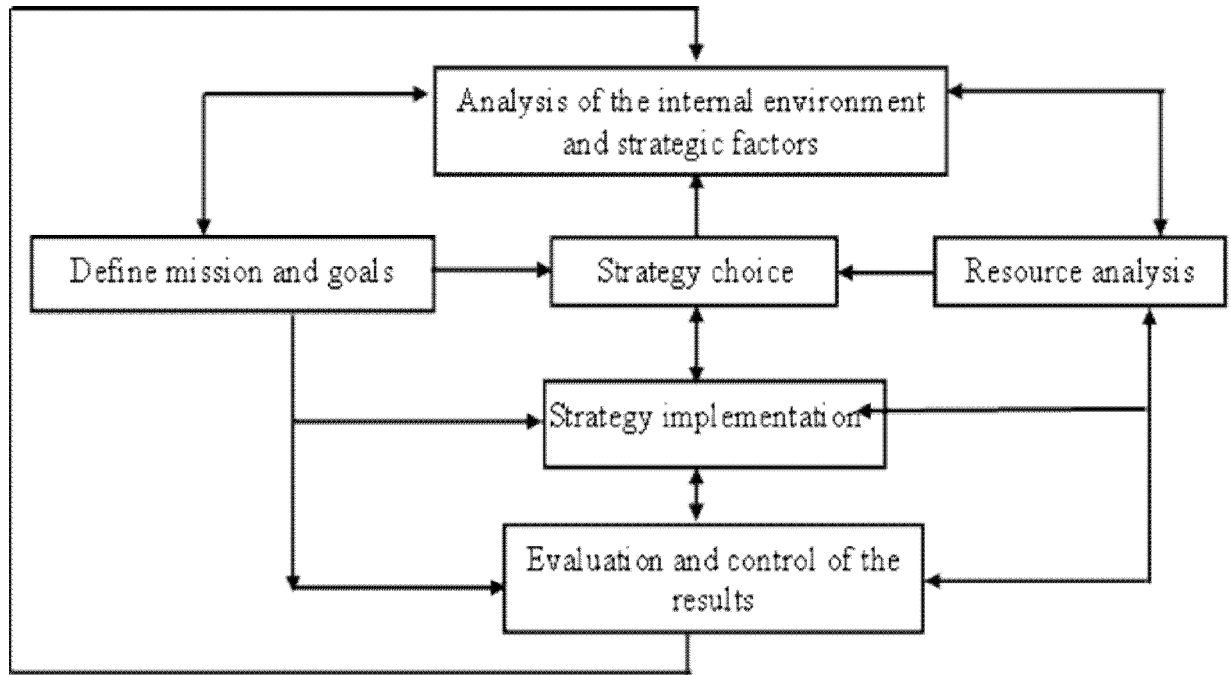
**Table 2. Evolution of definition of "strategy" \***

<i>Nº</i>	<i>Definition of the "strategy" concept</i>	<i>Year</i>	<i>Author</i>	<i>The main approach</i>
1.	Strategy is a method for identifying company long-term goals, action programs and priority areas for resource use	1962	Alfred DuPont Chandler	Setting long-term goals and not revising significant changes in the external business environment or internal environment of the enterprise
2.	Strategy is a method of establishing company competitive objectives	1965	Harvard School	Strategy allows you to identify business segments that the company will start or will carry out.
3.	Strategy is a method for determining the main objectives for corporate, business and functional levels	1965	Igor Ansoff	Strategy is a system that provides the company with a balance and overall direction of growth
4.	Strategy is a way to respond to external opportunities and threats, also strengths and weaknesses.	1985	Michal Eugene Porter	The main strategy goal is to achieve the company's competitive advantage in the long-term over competitors in every business direction.
5.	Strategy is a consistent, coherent, and integrated management decision structure	1987	Henry Mintzberg	The key to the strategy is to build plans that are the main means of controlling the effectiveness of achieving strategic goals.
6.	Strategy is a way to develop main competitive advantages of the company	1989	Harry Hamel	Competitiveness is based on the unique capabilities of the company and its internal resources.
7.	Strategy is a set of actions and decisions used to achieve established performance indicators	1995	Arthur A. Thompson, A.Strickland	The strategy is both a precautionary (preemptive) and a reactive (adaptive)
8.	Strategy is an alternative variant of enterprise development taking into account the external and internal environment	1998	C.A. Kuznetsova V.D. Markova	Formation and implementation of the strategy consists in drawing up detailed plans and forecasts based on them

*Source: developed based on [1-3, 5, 7, 11, 15, 16].*

Analysis of the principles and methods of developing and implementing a strategy in the company's management system allows us to establish that strategic management is a process of adoption (planning) and implementation of strategic decisions (operational management). It is based on the formation of the development

strategy based on matching the company's own resource potential with potential opportunities and threats of the external business environment in which the company operates. The structure of strategic management is presented in Figure 1.



**Fig.1 Structure of strategic management**

Source: compiled based on [5]

The scientists' attitude to the process of developing and implementing a strategy is ambiguous. In the study by Arthur A. Thompson and A.J. Strickland, strategic business management consists of five interrelated tasks:

- 1) formation of company future strategic vision;
- 2) definition of strategic goals and tasks for their implementation;
- 3) development of a strategy for achieving the goals;
- 4) implementation of strategic decisions;
- 5) assessment of the activities results and the correction of the strategy, methods for its implementation, taking into account the experience gained [5].

According to Igor Ansoff, strategic management of the company consists in the sequential solutions development for the following key tasks:

- 1) evaluation (internal audit) of the company's operation;
- 2) formulation of the strategic goals of long-term company development;
- 3) making a decision about the portfolio strategy of the company. Portfolio strategy is a strategy of manning the most important management areas, whose purpose is to

effectively balance the enterprise activities related to income, the development and release of new products on the market, exit from the market, maintaining the existing sales level [1];

4) choice of competitive strategy of the company's behavior;

5) development of alternative projects, including their selection and formation of implementation programs.

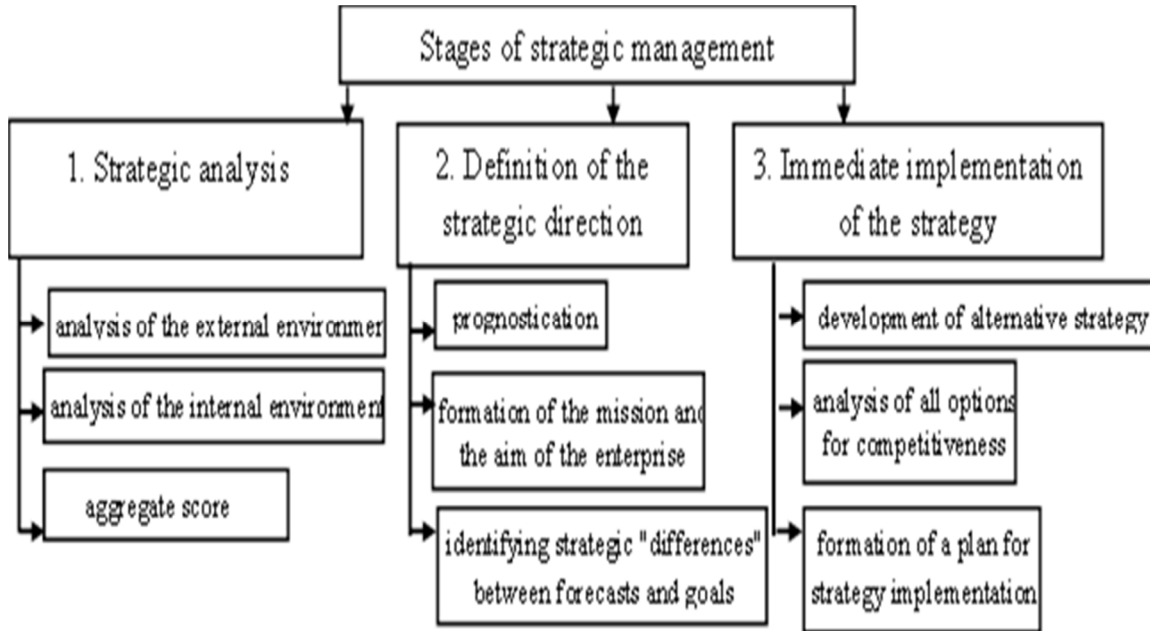
Such positions regarding the stages of strategic management are represented by S. Wutton and T. Khoma. The process of strategic management is presented in three stages, which, in turn, consist of nine steps (figure 2).

D.I. Chendel and C.J. Hatter see strategic management as "the process of identifying and establishing relationships between the organization and its environment, consisting of the selected goals implementation" [4]. In particular, as a way to achieve the target state of the relationship with the external business environment due to the most optimal allocation and use of resources available at the enterprise's disposal, which allows the company, its affiliates and units to carry out their activity as efficiently and effectively as possible.



According to J. Higgins, "strategic management is a management process for the purpose of implementing an organization's mission by managing the interaction of an organization with its environment" [3].

In research by J. Pearce and R. Robinson the strategic management is defined as a set of decisions and actions on the formulation and implementation of strategies designed to achieve the goals of the organization [6].



**Fig.2. Stages of strategic management**

*Source: compiled based on [15].*

The process of strategy development, according to Russian scientists-economists V.D. Markova and S.A. Kuznetsova consists of four stages:

- 1) comprehensive analysis of "gaps" and "bottlenecks", which includes the assessment of the company's internal organization and the external business environment;
- 2) formation of the company's development strategy taking into account the alternatives considered;
- 3) direct implementation of the adopted strategy through approved plans and functional budgets of branches, subdivisions [11].

On the basis of the foreign economists' scientific studies analysis, the following features of strategic management, such as conceptuality, predictability, connection with categories of motives and needs, spatial hierarchy are revealed.

According to one of the Russian Management School founders, General Director of the Institute for Comprehensive Strategic Studies, O. S. Vikhansky, the company strategic management is based on the human

potential. It is the foundation for the company that coordinates the enterprise production in accordance with the consumer demand and market needs, responds in time and makes internal changes within the company that meet the challenge from the external business environment and allow you to gain competitive advantages, which will enable the company to operate successfully in the long-term, and at the same time achieves its goals [8].

**Conclusions and further research.** The analysis of the approaches to strategy definition and strategic management allows us to conclude that the development of enterprise strategy is based on:

- methodology related to the implementation of system, analytical and procedural approaches;
- neoclassical direction of economic theory, theory of investment, management, decision-making, system theory;
- methods: retrospective, systematic-structural analysis, analogy, scenario, modeling (including matrix models of strategic analysis),

sociological methods, forecasting methods, and methods of estimation of results;

- orientation on the criterion of economic efficiency.

It is established that "effective" approach as the leading methodology for strategy development involves the relation of the activity category with the concepts "needs", "interests", "motives", "goals", "reflection (estimation)", "self-development". The system approach involves strategies as systems that have a certain structure and interconnections within the system component.

Under modern conditions, taking into account the normative documents of the international and domestic levels, when

developing the economic strategy, in addition to the above theoretical and methodological grounds, it is important to use an innovative approach that reflects the ideology of sustainable development as a new ideological paradigm of modern civilization. In this context, in the management system for Ukrainian enterprises, the main task is not to react promptly to current changes in the external environment, but to form strategic vision for the enterprise future, to develop a flexible and viable development strategy, to anticipate tactical and strategic threats for the enterprise, to timely eliminate them, and also to practically use the ideas of strategic management for sustainable development.

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