

UDC 330.34; 65.016

DOI: 10.31891/2307-5740-2021-298-5(1)-22

ALONA PLYASKINA
e-mail: pla1333@ukr.net
TETIANA YAKYMCHUK
e-mail: pla1333@ukr.net
Kherson National Technical University

METHODOLOGY OF FORMATION OF STRATEGY FOR DEVELOPMENT OF MACHINE BUILDING ENTERPRISES ON THE BASIS OF VALUE COMPETENCIES IN THE CONDITIONS OF GLOBALIZATION

It is established that an effective development strategy contributes to the rapid adaptation of enterprises to changes in the environment and conditions of globalization, and vice versa, the development of globalization processes allows to maintain a competitive level of entrepreneurship. The result of the work should be a focused strategy of the enterprise, ie the concept is developed and defined by it a system of measures aimed at achieving competitive advantage. Therefore, the development of an effective competitive strategy for all enterprises is an important necessity and has undeniable practical value. However, it is important to note the difficulty of choosing the optimal competitive strategy from a variety of strategies, provided that all important aspects are taken into account. The next step of the study should be to develop a model of effective choice of competitive strategy, which takes into account a number of factors, allows for critical quantitative and qualitative analysis of strategic alternatives and involves the use of optimal tools. This will form a truly competitive strategy of the enterprise and ensure its successful practical implementation. Speaking about the choice and feasibility of a competitive strategy, it is important to mention the value chain of the company's product. The main goal of each enterprise is not just its survival in the market, but stable operation and constant economic growth. To achieve this goal, it is necessary to develop an effective development strategy on the basis of which to create and implement competitive advantages. All this will give the company the opportunity to answer vital questions: where to operate (in what industry or in which markets), how to allocate resources, how to compete effectively with other companies, how to develop stably in the future.

Keywords: enterprise, enterprise development, methodology, value competencies, globalization.

ПЛЯСКИНА АЛЬОНА,
ЯКИМЧУК ТЕТЯНА

Херсонський національний технічний університет

МЕТОДОЛОГІЯ ФОРМУВАННЯ СТРАТЕГІЇ РОЗВИТКУ ПІДПРИЄМСТВ МАШИНОБУДУВАННЯ НА ЗАСАДАХ ЦІННІСНИХ КОМПЕТЕНЦІЙ В УМОВАХ ГЛОБАЛІЗАЦІЇ

В умовах конкуренції домінантою їх формування є стратегія підприємства, що є результатом стратегічного управління. Нова парадигма формування стратегії розвитку підприємства визначає, що основний зміст його стратегічної поведінки полягає у здатності оперативно реагувати на зміни умов зовнішнього середовища з відповідним коригуванням цих завдань. В умовах глобалізації стає важливим посилення конкурентоспроможності у всіх видах діяльності, що дозволяє компанії своєчасно переорієнтуватися та співвіднести свій стратегічний набір відповідно до нових умов діяльності. Між ступенем адаптації підприємств і конкурентоспроможністю існує прямиий і нерозривний зв'язок.

Встановлено, що ефективна стратегія розвитку сприяє швидкому пристосуванню підприємств до зміни середовища та умов глобалізації, і навпаки, розвиток глобалізаційних процесів дозволяє підтримувати конкурентний рівень підприємства. В роботі стратегія розвитку підприємства розглянута як концепція і система заходів, скерованих на досягнення конкурентної переваги. Отже, розробка ефективної стратегії для всіх підприємств є важливою необхідністю і має безперечну практичну цінність. Проте, не можна не відмітити складність вибору оптимальної стратегії з усього різноманіття стратегій за умов врахування всіх важливих аспектів. Говорячи про вибір та доцільність стратегії, важливо згадати про ланцюг формування вартості продукту підприємства. Це надає підприємству можливість відповісти на життєво важливі питання: де функціонувати (у якій галузі або на яких ринках), як розподілити ресурси, як ефективно конкурувати з іншими підприємствами, як стабільно розвиватись у майбутньому.

Ключові слова: розвиток, розвиток підприємства, методологія, ціннісні компетенції, глобалізація.

Statement of the problem in general and its connection with important scientific or practical task s

In competitive conditions, the dominant of their formation is the strategy of the enterprise, which is the result of strategic management. The new paradigm of formation of strategy of development of the enterprise defines that the main maintenance of its strategic behavior consists in ability to react quickly to changes of conditions of external environment with the corresponding adjustment of these tasks. In the context of globalization, it becomes important to strengthen competitiveness in all types of activities, which allows the company to reorient in a timely manner and correlate its strategic set according to the new operating conditions. There is a direct relationship and an inextricable link between the degree of adaptation of enterprises and competitiveness.

Analysis of recent research

Significant contribution to the study of the choice of enterprise development strategy was made by foreign and domestic scientists, such as I. Ansoff, T. Adaeva, R. Ershova, M. Porter, I. Pichurin, F. Kotler, R. Fathutdinov

and others. Some contribution to the development of Adam Smith's theory of competition was made by D.S. Mill, J. Robinson, J. Keynes, J. Schumpeter, P. Heine, F.A. Hayek, F. Knight, K.R. McConnell, S.L. Bru, M. Porter, G.L. Azoev, Y.I. Korobiv, L.G. Ramensky, D. Yudanov and other scientists.

Previously unsolved parts of the overall problem

Today, the effective adaptation of the enterprise is a necessary condition for maintaining its competitiveness, a way to survive in a changing market environment, a form of achieving the strategic goal. Management and organizational structures of the enterprise are directly dependent on the factors of the external environment, which are changing quite rapidly, the use of development strategies to adapt the internal environment and its components to external changes

Formulation of the goals of the article

The formation of a strategy for the development of economic entities requires the improvement of the competitiveness management system of enterprises in order to ensure the most efficient distribution and use of production capacity, their focus on meeting the potential requirements of consumers. From the above we can conclude that the problem of increasing the level of competitiveness of the enterprise and strengthening its competitive advantages is an urgent issue, which can be solved by creating a development strategy.

Presenting main material

There are a number of requirements to the competitive strategy: 1) to unite managerial, ecological, economic, technological, technical and other aspects of development of object of management; 2) to achieve the integration of parts of the managed object; 3) achieve strategic goals; 4) use scientific achievements of economics and other sciences during strategy development.

The special strategies that should be applied can be classified as follows:

- 1) strategies for the level of decision-making – global (international level), national (state level), regional (regional level) and local (local level);
- 2) strategies depending on the methods of development – development under the influence of global expansion (optimization of activities within the existing positioning – intensive growth), development through organizational flexibility (predicting the development of economic processes of competitors);
- 3) strategies that allow you to manage demand through tools such as: price differentiation, stimulating demand during periods of low load, the use of pre-ordering and reservation of service time;
- 4) strategies for indirect distribution of services, involving the implementation of franchising, the creation of new services [1].

Among the methods of assessing market opportunities by the method of assessment are indicator and matrix methods. Indicator methods are based on the use of a system of indicators, which is used to assess the competitiveness of the potential of the enterprise and the national economy as a whole. An indicator is a set of characteristics that allow a formalized description of the parameters of a particular object under study, and on this basis to formulate recommendations for improving the performance of the object. Each indicator, in turn, breaks down into a number of indicators that reflect the state of the individual elements of the object under study.

The analysis data are grouped by the following main factors: 1) economic dynamics (economic potential); 2) production capacity of industry; 3) market dynamics; 4) financial support; 5) human capital; 6) the image of the country; 7) supply of raw materials; 8) focus on the foreign market; 9) innovation potential; 10) public peace.

Each of these 10 factors consists of 20–40 evaluation indicators. Thus, there is a difficult task of selecting the most important indicators to assess each factor. The matrix methods are based on the idea of considering the processes of competition in their interdependence and dynamics. Using matrix methods, managers are able to assess the level of competitiveness of the potential not only of their company, but also the nearest competitors, which will help develop a strategy for market behavior. Matrix methods are widely used by American consulting firms, and with proper information, such methods can be a reliable tool for assessing the competitiveness of potential and domestic enterprises [2].

Evaluation of the success of the strategy involves the calculation of indicators of internal and external success of the strategy, which must be implemented by comparing the planned and actual performance of the enterprise. Based on them, integrated indicators of strategy success (I_{iss} , I_{ess}) are formed, which are calculated according to the formulas:

$$I_{iss} = \sqrt[n]{\prod_1^n V_{iss}} \quad (1)$$

$$I_{ess} = \sqrt[n]{\prod_1^n V_{ess}} \quad (2)$$

Where V_{iss} – indicators of internal success of the strategy; V_{ess} – indicators of external success of the strategy; n – the number of indicators used for evaluation [3].

If the current strategy is not successful, the system of adjustment measures relates to the strategic plan: changing the timing of strategic measures and responsible persons, the formation of new measures to implement the strategy, preventing inappropriate measures of the strategy, adjusting goals.

It is possible to offer the following classification of methods of an estimation of competitiveness of the enterprise which provides their division into separate groups on a certain sign. Most often, this feature is the form of presentation of evaluation results, according to which there are graphical, matrix, computational and combined (computational-matrix, computational-graphical) methods.

The graphical method of competitiveness assessment is based on the construction of the so-called "Radial Competitiveness Diagram" or "Competitiveness Polygon". The advantage of the graphical method of assessing the competitiveness of the enterprise is its simplicity and clarity; The disadvantage is that it does not allow to establish the value of the generalized criterion of competitiveness of the enterprise.

Matrix methods for assessing the competitiveness of the enterprise are based on the use of a matrix - a table of elements arranged in rows and columns. The most illustrative example is the well-known BCG matrix ("Boston Consulting Group"), built on the principle of the coordinate system: vertically - the growth rate of market capacity, placed on the rows of the matrix on a linear scale; horizontally, ie on the columns of the matrix - on a logarithmic scale is deposited relative share of the manufacturer in the market. The most competitive are companies that have a significant share in the fast-growing market [4].

The tabular method of assessing the level of competitiveness of the enterprise is actually a variation of the matrix and therefore is not allocated here in a separate category.

Calculation methods for assessing the competitiveness of the enterprise are very numerous. They are divided into: specific methods – methods that allow you to assess the competitiveness of the enterprise in certain aspects of its activities – production, innovation, marketing, finance, etc; complex methods – methods based on an integrated approach to assessing the competitiveness of the enterprise.

The key methods of assessing the competitiveness of the enterprise are methods based on: the life cycle of goods (services); assessment of the competitiveness of a unit of production; market share; theory of effective competition; competitive advantage; benchmarking method; consumer value, etc. According to this theory, the most competitive are those companies where the best organized work of all departments and services. The efficiency of each of the services is influenced by many factors – the company's resources. Assessing the effectiveness of each of the units involves assessing the effectiveness of their use of these resources. The method is based on the assessment of four group indicators - the criteria of competitiveness [4].

Benchmarking is a method of modern management, by which the company compares its activities with the practices of other companies in order to make specific changes that improve performance and increase its competitiveness. Features of benchmarking: system-wide nature (coverage of all aspects of the company's activities, including its radical changes as a system as a whole); a clear focus on achieving a better level; applied focus on achieving competitive advantages (finding practical solutions to the question "How to make the necessary improvements?").

Summarizing the above, the most logical is the following sequence of development and implementation of competitive strategy:

1. Determining an acceptable strategy for the formation of competitive advantages.
2. Development of a strategy to ensure the competitiveness of the enterprise, which specifies long-term action programs in all functional areas of its activities. The implementation of these action programs should ensure the formation of appropriate competitive advantages.
3. The use of sub-strategies of competitive behavior, depending on the market situation and taking into account the strategies identified in the previous stages to ensure the competitiveness of the enterprise.
4. Implementation of a competitive strategy, which should be accompanied by a systematic assessment and analysis of results, identification of deviations from targets and rapid response to unforeseen external and internal changes. To make the strategy work, it is necessary to: create a system of management motivation to achieve the goals of the strategy; make appropriate changes in the organizational structure; provide the company's management with appropriate resources in accordance with the approved strategy [5].

Regarding the process of forming a competitive strategy of the enterprise, it should be noted that there is a great variety of approaches to determining the algorithm for developing a competitive strategy. In general, the algorithm for building a competitive strategy, proposed by the author, consists of the following stages: analysis of the external (macroenvironment and immediate environment in the industry market) and internal environment; assessment of the condition of competing companies and competing products; development of economic portfolio and selection of competitive strategy for each type of activity; identification of key factors of success of the firm and competitive advantages; the choice of the general competitive strategy of the enterprise.

The value chain is a tool for identifying key processes in your business, assessing the competitive performance of your firm for each of these processes, and further assessing where your competitive advantage lies.

To successfully assess the competitive environment, it is advisable to use a value chain (Porter). The value chain as a variant of the enterprise model can be considered as a system subject to the management process aimed at improving the efficiency of processes and competitive advantages of the enterprise. Any value chain, structured according to Porter's model by main and auxiliary activities, in the process of operation is influenced by many factors, taking into account which leads to changes in the structure of this chain, in particular by implementing

outsourcing / insourcing decisions, redistribution of key competencies, modification of strategic goals and application of the latest, interesting marketing solutions [6].

By controlling control factors and restructuring the value chain, lasting advantages over competitors are achieved. From a strategic point of view, the concept of value chain, in contrast to the concept of value added, assumes at least four ways to reduce costs and therefore increase profits: communication with suppliers, communication with consumers, technological connections within the value chain. unit of the enterprise, the links between the value chains of units within the enterprise.

The basic idea of the method is that the evaluation of the usefulness of products or services by buyers (users) is determined by how the actions necessary to develop, manufacture, market, supply and maintain a given product or service. M. Porter distinguishes between the main and ancillary activities of the company.

Strategic positioning should be carried out in close connection and consistent with the strategic direction of the enterprise. To some extent, the following systematization of possible options of strategic orientation is universal: building, maintaining, using achievements.

However, it should be noted the opportunities that are mainly related to the interest of potential partners in cooperation and growing demand for hotel and restaurant services. Significant data and their analysis are presented in the tables below.

It is important to note the stages of development of the product strategy of the machine-building enterprise:

1. At the first stage it is determined which product the consumer will buy, because, buying it, the consumer, first of all, hopes to satisfy the needs. In the case of a hotel product, it is its core (transport, housing, entertainment, treatment).

2. In the second stage, the developer must make the product ready for sale and attractive to customers. To do this, he must: have a set of different services that vary; have a certain level of quality; image; be supported by advertising, information and advocacy.

At the third, final, stage the created product should be fixed by guarantees. At this stage, you can back up the product with warranties. One of the most important elements of forming a competitive strategy is the internal analysis of the company, because the primary task of any strategy is to identify weaknesses and strengths, real opportunities and threats. That is why the assumption of various errors and inaccuracies in the internal analysis can be extremely negative and sometimes fatal for the company.

The conducted researches allow to state that competitive advantages of the enterprise in the local market and territorial borders of the monopolized market are defined not only by the law of market zones. Despite the fact that each company has its "niche" in the domestic market, the problem of competition exists and is exacerbated by the introduction to the market of producers from other regions. Local products are often uncompetitive in their own market due to price parameters. In this regard, to ensure competitive success, the company must constantly analyze (monitor) its capabilities and risks, compared with rivals. The most productive tool for such a comprehensive assessment is SWOT-analysis [8].

In the current business environment, choosing a successful competitive strategy is a necessary tool to ensure effective operation and strengthen competitiveness.

Choosing the direction of movement and the nature of the current actions of enterprises in modern economic conditions, depending on the specific market situation, it is advisable to apply the following basic strategies:

1. BTL-strategy is a strategy of the hotel, which provides for targeted activities to influence the consumer at the time of the decision to purchase goods. It includes promotions, sampling, demonstrations, test uses, discounts, bonuses. BTL strategy includes a more powerful set of tools, forms and methods of influencing a potential consumer than direct advertising.

2. Business strategy involves the development of a comprehensive management plan, which aims to strengthen the company's position in the market and ensures coordination of efforts, attracting and satisfying potential customers, successful competition and achieving global goals. The process of developing a business strategy is based on a careful study of all possible options for development and operation of the enterprise and consists in choosing the general direction, methods of competition and business models, ie business strategy means choosing the path of development, methods of competition and business.

3. The strategy of differentiation involves giving the product special properties. Providing specific qualities requires additional costs that can be offset by the fact that the market is willing to accept a higher price.

4. Innovation strategy. Innovative technologies affect the competitiveness of enterprises in today's market. The use of computer networks and Internet technologies today is not just a matter of leadership and competitive advantage, but also survival in the market in the near future. The use of the latest software products in the business will increase its competitiveness, the quality of services provided, which will positively affect the image of the company, increasing the flow of regular customers, which accordingly guarantees a profit.

5. Outsourcing strategy is very important in the current market of hotel services. Outsourcing is the transfer of non-core functions of the enterprise and all assets to the management of a professional contractor (outsourcer) [9].

6. The strategy of competition of hotels that know their place in the market is focused on finding and capturing those places in the market that do not arouse interest or are temporarily not occupied by stronger competitors. The company's competition strategy includes business approaches and initiatives that it uses to attract customers, compete and strengthen its market position.

7. Marketing strategy of the hotel business – is the formation of goals, achieving them and solving the problems of the hotel business for each individual hotel product, from each market for a certain period. This strategy assumes that the hotel, depending on the situation, has several options: penetration into the new hotel market; development of a new hotel market; development of new hotel products; diversification of a hotel product to the given hotel market and the consumer.

8. Personnel marketing strategy is a special attitude to their own staff: each employee is considered as a direct consumer of the product, the so-called internal consumer [7].

9. Benchmarking strategy for businesses is important. Benchmarking develops the analysis of competitiveness, which is limited to the study of competitors of their products, costs and technologies, characteristics, economic and financial indicators, relationships with customers and suppliers. All this is necessary to find the most profitable products for the company.

Conclusions from this study and prospects for further exploration in this direction

Analysis of the structure of the competitiveness management system, along with the analysis of external and internal factors influencing the strategic potential of the enterprise, allows to conclude the degree of influence of external and internal factors on the chosen strategy, select and evaluate strategic alternatives and, finally, which fully corresponds to the real position of the enterprise in the market. The basis of building a model of enterprise competitiveness management in the context of globalization should be a comprehensive approach, the essence of which is to combine a number of functional strategies that specify and form a general competitive strategy by strengthening the competitive advantages of each area.

Therefore, the important requirements for the formation of development strategy, in addition to these, should be the following: respond quickly to changes in the economic situation inside and outside the enterprise; take into account the area of activity where the advantage is achieved; try not to overestimate the company's own competitive advantages and not to underestimate the advantages of competitors; to ensure the availability of sufficient opportunities for enterprises to produce competitive goods.

The competitiveness of the enterprise is an evaluation category that not only allows to characterize the functioning and assess the level of development of the enterprise in comparison with competitors. The competitiveness of the enterprise characterizes the position of the business entity in the competitive field in the coordinates of time as a result of the interaction of its competitive strategy and activities, ie is a dynamic quantity that is constantly changing under the influence of internal and external factors.

Due to the constant changes in the external and internal environment of the enterprise, it is absolutely impossible to measure its competitiveness once and for all. Therefore, the application of an integrated system approach, cyclical evaluation procedure, combination of qualitative and quantitative indicators into a single system when assessing the level of competitiveness is a necessary and mandatory condition for a real environmental assessment.

References

1. Beljtjukov Je.A. Konkurentna strateghija pidpryjemstva: sutnistj ta formuvannja na osnovi ocink y rivnja konkurentospromozhnosti / Je.A. Beljtjukov, L.A. Nekrasova // Ekonomika: realiji chasu. – 2014. – № (12). – S. 6–13.
2. Savchuk S.I. Ocinka konkurenciji ta konkurentospromozhnosti pidpryjemstv / S.I. Savchuk // Aktualni problemy ekonomiky. – 2012. – № 2(56). – S. 52–59.
3. Orlova V.M. Strateghija innovacijnogho rozvytku pidpryjemstva / V.M. Orlova // Ekonomichnyj nobelivskyj visnyk. – 2015. – № 1. – S. 79–85.
4. Jackevych I.V. Ekonomichna diagnostyka: navchalnyj posibnyk / I.V. Jackevych. – Odesa : FOP Bondarenko, 2015. – 292 s.
5. Blank I.A. Osnovy finansovogho menedzhmentu : u 2 t. / I.A. Blank. – Kyiv : Eljgha, Nika-centr, 2011. – 710 s.
6. Hoover E.M. An Introduction to Regional Economics: The Web book of regional science [Electronic resource] / E.M. Hoover, F. Giarratani. – West Virginia : Regional research Institute, West Virginia University. – URL : www.ri.wvu.edu/WebBook/Giarratani/chaptermine.htm#9.1.
7. Seleznjova Gh.O. Formuvannja konkurentnykh perevagh pidpryjemstva shljakhom rozvytku partnersjkykh vidnosyn / Gh.O. Seleznjova, I.Ja. Ippolitova // Ekonomichnyj rozvytok i spadshhyna S. Kuznecja : tezy dopovidej : materialy Mizhnarodnoji naukovopraktychnoji konferenciji 31 travnja -1 chervnja 2018 r. – Kharkiv : KhNEU imeni Semena Kuznecja, 2018. – S. 156–157.
8. Korenjuk A.S. Konkurentospromozhnistj pidpryjemstva u suchasnykh umovakh: problemy ta perspektyvy / A.S. Korenjuk, A.V. Zhuravljova // Konkurentospromozhnistj pidpryjemstv v umovakh transformacijnykh procesiv v ekonomici Ukrainy : Zbinyk materialiv III Mizhvuzivskoj naukovo-praktychnoji konferenciji studentiv, aspirantiv ta molodykh uchenykh, Kharkiv, 14 lystopada 2018 r. / Kharkivskyj torghoveljno-ekonomichnyj instytut KNTEU. – Kharkiv : KhTEI KNTEU, 2018. – S. 24–26.
9. Modyfikacija konkurentnoji polityky v umovakh stanovlennja innovacijnoji ekonomiky : monohrafija / red. Koleghija : L. I. Pronkina [ta in.]. – Kharkiv : FOP «Panov», 2016. – 237 s.
10. Drobyazko S. Definition of entrepreneurship strategies in the it industry based on game theory / Drobyazko S., Boiarchuk A., Prosiakov V., Koliensnik T., Nikolaeva I. // Academy of Entrepreneurship Journal. – 2020. – Vol. 26, Issue 3.

Paper received : 09.07.2021

Printed : 04.10.2021