

Approaches and Models of Strategic Management in Industrial Enterprises

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Abstract: In the scientific article, the role of strategic management in increasing the strategic potential of enterprises is justified. The strategic potential is the state of existing technical, technological, labor, material, financial resources and their efficiency of use. The technical and technological condition and strategic condition of the enterprises were studied.

Keywords: enterprise, strategic management, management system, management technology, marketing, promotion, strategy, strategic planning, production, competitive environment, strategic modeling.

Introduction. Today, the level of competition in the market of products produced by global enterprises is increasing. The main reasons for this are: the growth of the world population, the increase in consumer demand, the development of the fashion industry, the development of techniques and technology, the increase in the demand for substitute artificial fibers, etc.

The market situation describes its condition, i.e. changes in the levels of demand and supply. Therefore, it is appropriate to study the impact of market factors on the textile industry and its constituent enterprises in the study of the current state and future development trends, as well as the state of organization of strategic management of the process.

When studying the influence of market factors, it is necessary to divide it into external and internal environments. The subject of analysis of the state of changes in the external environment is the following: the level of demand for the company's products and services and the factors influencing its change; the level of supply of products and services produced at the scale of the network and the factors influencing its change; level of competition in the consumer market; changes in the political-legal, social-cultural, financial-economic spheres; science and technology development; the level of competition in the market of goods suppliers; competition in the resource market; changes in the field of ecology.

The role of strategic management in increasing the strategic potential of enterprises is incomparable. Strategic potential depends on the state of existing technical, technological, labor, material, and financial resources and the effectiveness of their use. Therefore, we found it necessary to study the technical-technological condition and strategic condition of industrial enterprises in operation.

In order to increase the economic efficiency of an industrial enterprise, it is important to organize new production and work, to provide high-quality raw materials, to maintain the technical condition of

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technological machines and equipment at a normative level, as well as to introduce new techniques and technology.

Modern technology automatically controls the linear density (thickness) of the products produced today, with the help of electronic devices, eases the working conditions and ensures the safety of the workers servicing the machines and helps to increase their service standards.

Analysis of literature on the topic. When viewed from the system point of view, production combined with information communication forms a cybernetics system. The system is characterized by the quality and state of substances included in it and expressed in things, exists as a result of interaction with other systems, that is, it is always mobile, changing.

Motion is the way matter exists. Matter without motion and motion without matter do not exist in the world. Action represents activity, energy. Therefore, a system is a combination of structural elements that determine the nature of objects.

Thus, a system is a set of elements arranged in a certain way and connected with each other, forming a whole. In addition to this definition, it should be noted that any system consists of high-level (supersystem) elements, as well as low-level (subsystem) elements [1].

An element is a component of a system that is organized in the form of content or structure. An element has one or more properties, each of which serves as a basis for using the system.

Therefore, an element can enter the system with a characteristic or a quality description. The properties of the elements are determined by their place in the organization of the corresponding system. They develop within the framework of the system and are subject to production conditions, change their form during the development process or as a result of management effects. Also, the uniqueness of each element in terms of its structure is one of its characteristic features. Each element in the system acts on the basis of the purpose or function of the system.

In contrast to the functional approach, the subject approach does not satisfy the needs of the enterprise, but rather implies its improvement. According to this approach, the main issue is the constant "reworking" of the enterprise due to the achievements of scientific and technical development. In our opinion, since the enterprise is constantly developing, the subject approach should be used together with other approaches.

The process approach is based on separation of business processes and management of these processes in the enterprise.

The situational approach consists in the fact that the suitability of various parameters and methods of enterprise research is determined by the specific situation in a specific place and at a specific time. The most effective method in a specific situation is the method that is most suitable for it and the method that corresponds to this situation. The situational approach relies on the alternative of achieving a single goal in making (implementing) a single management decision, taking into account contingencies [2].

When studying the issue of strategic management in scientific sources, attention is also focused on the issue of its model, and in this regard the models of Fred R. David and John L. Thompson are better known [3].

The resource concept of enterprise development strategy is explained by the uniqueness of enterprises. Due to the availability of resources with these unique characteristics and the ability of the organization, the enterprise can be stable in competitiveness. However, some of the available resources may naturally make it difficult for the company's potential competitors to re-appropriate it. In other words, the

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permanent differences in the composition of available resources between enterprises causes them to differ from each other in a stable way [4].

The availability of effective methods of planning the production process of industrial enterprises in the business planning of alternative distribution of available resources, in particular economic-statistical, economic-mathematical, alternative, chain graph, etc. artificially forms the influencer's unique and unique abilities [5].

At the next stages of the evolutionary development of strategic management, the main focus in the process of strategic management of industrial enterprises was the development of long-term development strategies and the concept of rational use of available internal resources in its successful implementation [6].

Strategic management appeared in the 60s of the 20th century as a scientific direction and an innovative approach to the organization of management. However, until now, strategic management is considered primarily as a task of managing market entities such as enterprises, firms, organizations at the lower level [7].

It can be said that the application of the concept of "strategic management" was first used in practice (US researchers D. Shendel and K. J. Hatten mentioned this term in their articles). Later, many foreign scholars began to study the essence of strategic management and defined this concept from their own point of view [8].

The term "strategy" entered business theory and practice from military words, which means: "planning and implementing the policy of a country or a military-political union of countries using all available means" [9].

The term "strategy" comes from the ancient Greek words "stratos" (army) and "agein" (to lead). Together they give rise to the word "strategia" or "strategos", meaning "regimental leader" and "army commander" respectively [10].

In the practice of strategic management, Alfred Chandler carried out the issues of revealing the essence of the terms "strategy" and "structure", and determining their different aspects. According to him, "Strategy is a method of developing the company's long-term goals and determining the core directions of resource allocation" [11].

Since the issue of the concept in the practice of strategic management has become important, the issue of the concept of "strategy" has been comprehensively studied by researchers, in particular R. Rumelt, Dj. B. Quinn, K. Andrews [12]. Kenneth Andrews, who conducted research on this issue, agreed with A.Chandler's views on this matter, but only supplemented it with the concept of "specific competence" of the enterprise and how to assess the uncertainty of the external environment in which the company operates. Due to the logic of K.Andrew's opinions in this regard, the SWOT-analysis method was developed.

D. B. Kuin in his work dedicated to the strategy of change gives the following definition regarding the strategy: "strategy is a pattern or plan that describes the organization's goals, policies and activities as a whole. A properly formulated strategy has always made it possible to organize and distribute the organization's limited resources in a certain sense, based on the ability to see effectively and correctly" [13].

Sometimes it is possible to achieve a competitive advantage based on different quality and low cost performance at the same time. It is very difficult to achieve this, because a special quality indicator,

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intended to ensure a high consumption rate of the product, is usually associated with high costs and leads to an increase in the price of the product. But if this is achieved on the basis of attracting new technologies of production, then it is possible to achieve a competitive advantage.

In that case, how to achieve the corporate goals of the enterprise and how to achieve it in general depends first and foremost on the strategy of how the enterprise does business and how each of its business develops.

At the business level, a specific approach to achieving, maintaining and capitalizing on the competitive advantages of the enterprise in the business network is defined and becomes very important from the point of view of the corporate situation.

For a newly formed enterprise, with a small initial capital, it is necessary to choose such a field of business that the investment profitability and investment risk should be at the maximum level [14].

This leads to the understanding of a business that is concerned with constant minimum costs (regardless of turnover), minimum variable costs and maximum profit.

In such conditions, the break-even point of the business is associated with the minimum possible volume, that is, the minimum turnover. These requirements can be met by trading high-demand goods with customers who have the ability to pay.

Research methodology. In the article, the comparative comparison of the importance of the strategic management system in the activity of enterprises, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

Analysis and results. In the 60-80s of the 20th century, modern management began to develop in the West. Western theoreticians in order to organize the "social systems" school of management: developed the foundations of a systemic approach; considered the relationship between the whole system and its parts; studied the influence of several variables on management.

Representatives of this school (American Ch. Bernard, G. Simon) justified the following four approaches to modern management (Table 1).

Table 1. Modern management approaches

No	Types of approaches to management	Explanation
1.	Systematic approach	A system is a set of interconnected parts. Each part contributes to the change of the whole system. The organization is a whole open system. Its fate depends on the external and internal environment. In the systematic approach to organization management, attention is mainly paid to its internal environment (economic, scientific-technical, social-political).
2.	Situational approach	Although in the systemic approach we find the answer to the question of what parts the whole organization is made of, it does not answer the question of which parts are important, which are secondary or tertiary. Situational analysis answers the question of which part of the whole is most important. Changes in the internal structure of the organization are studied in connection with the influence of the external environment. However, different situations require different levels of knowledge.
3.	Functional approach	Allows management to develop the most rational ways of organizational

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		mechanisms. In this regard, management performs the following tasks: - organization; - leading; - coordination; - control, etc.
4.	A quantitative approach	Based on this approach: - to the process principle of management; - principles of decision-making theory; -mathematical or scientific management is emphasized. In the process of management in a quantitative approach, not only mathematics, statistics, cybernetics, engineering sciences, but also sociology, psychology, and systems theory are widely used.

Within the framework of the systematic approach, any enterprise is considered as an open system, in which improvement is carried out within the framework of the goals of the internal environment of the enterprise and in connection with the constantly changing external environment: increasing labor productivity, reducing costs, increasing efficiency, ensuring competitiveness, maximizing social results and other factors. is increased.

The purpose of modern management is to study the decision-making process using EHM and modern mathematical methods and tools.

The material world is made up of many systems. The word "system" is often found in scientific and technical literature. Today, more than forty definitions are given to reveal the essence of this word.

System - The word "system" is a Greek word that expresses a certain unity of many elements that are legally connected to each other. Elements are components of a complex whole.

It should be noted that although the existing strategic models are mainly focused on the issue of strategic management organization, there is a commonality between them, but there are some differences in strategic management modeling.

In all created strategic management models, three stages are separated from each other (Fig. 1):

- the planning stage of choosing alternative strategies based on the results of a strategic analysis of the situation in the external and internal environment;
- the formation of the structural management structure corresponding to the chosen strategy, the organizational stage, which includes the implementation of the strategy;
- the stage of monitoring the results of the implementation of the selected strategy, evaluating its effectiveness and making appropriate changes.

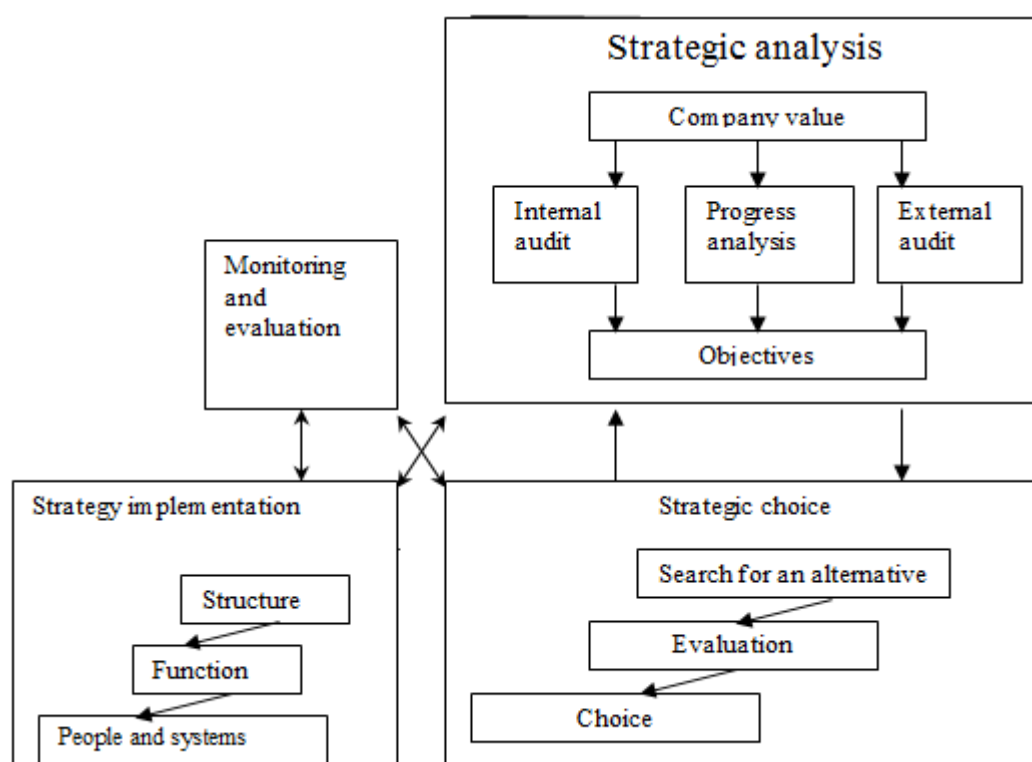


Figure 1. Strategic management model

In our opinion, the models proposed by David and Thompson are not without flaws. These shortcomings are listed as follows: first, they did not state the organization's mission, which is considered the first important step in the strategic management process. Secondly, the models of this view did not express the interaction of strategic management with tactical and operational management [15].

According to Peter Lorange, depending on the coverage of the level of activity of enterprises, the following three types of strategies are indicated: corporate, business and task [16].

There is a strategy that represents the enterprise as a whole, which is called corporate strategy.

At the corporate level, the enterprise, as a rule, has a certain number of specialized business units and appears as a multi-chain, multi-product, multi-market organization. In discrete markets, corporations compete not with each other, but with their respective business units. Therefore, it is impossible to show the exact competitors of the enterprise when it is considered as a corporation. For this reason, corporate strategies can be distinguished based on their orientation to global competitive advantages, which are manifested in: relatively low costs; in different qualities.

Relatively low expenses, the enterprise performs its activities by spending less than the average level of expenses in the market. By selling the product at the average price in the market, the company gets a large profit. The ratios of competitive advantages in this case are return on capital investments (ROI), return on assets (ROA) [17].

Achieving differentiated quality means providing the customer with antique and new quality, exceptional consumer performance and after-sales service. Different qualities allow the company to set higher prices, which means more profit.

Usually, in practice, enterprises engaged in only one type of activity are rare. Each enterprise actually engages in several types of activities that bring it income, that is, it has a business portfolio. A specific business strategy is defined for each type of business.

Business strategy- this is a set of actions, which reflects a defined and relatively stable line of actions of a production and sales enterprise during a certain historical period. The set of such actions is in accordance with a certain structure of principles, rules and interests, and is manifested by conditions such as the place (where), time (when), reason (why), style (how) and purpose (why) of the actions.

Finally, the enterprise must have a certain strategy in terms of marketing, production organization, finance, investment and personnel. These are called task strategies.

Effective use of marketing principles in the effective organization of the activities of the management structure of the enterprise is appropriate. Because marketing itself is somewhat a separate task area of management. Therefore, it is necessary to ensure that the marketing service of the enterprise is coordinated with the other parts of the management structure. Therefore, in the structural links of the enterprise task strategies are developed and implemented to ensure the solution of the defined tasks at the corporate and business level. Its organization in the internal environment of the enterprise describes the main difference from corporate and business strategies. Marketing strategy, enterprise internal management strategy, financial strategy, organizational strategy, production strategy, etc. - all have the activity of striving towards the center in relation to the enterprise itself.

In general, two types of strategies should be distinguished - general strategies and specific strategies. Somewhat simplified, the general strategy is the "main direction", the specific strategy is the answer to the question "what should be done?" [18].

The most common among strategic matrices are portfolio matrices. Russian scientist A.M. Godin combined several matrices under the name "growth matrices", based on which the firm chose the growth option [19]. By D. Peter, several matrices were combined into "new business planning matrices" close to the above name [20]. In general, it is considered acceptable to divide matrices into such types as portfolio and development.

Conclusion. One of the most common ways to assess the quality of a company's activities is a matrix analysis of its business portfolio. The matrix of the business portfolio is in the form of a table in which the strategic groups of each structural unit of a diversified company are compared. Matrix, strategic analysis can be built on the basis of any two indicators that describe positions. The most important indicators are the growth rate of the network, market share, long-term attractiveness of the network, competitiveness and the stage of development of this or that product and market. Usually, one line of the matrix shows the attractiveness of the network, while the other shows the state of specific activities in it. The following types of business portfolio matrices are most commonly used: "Market share - market growth" matrix (portfolio-analysis) matrix; "Market attractiveness - competitive advantage" matrix; "Network visibility and competitive advantage" matrix; network life cycle matrix.

Thus, based on the study of strategic management approaches and models, as well as strategy matrices, it is necessary to analyze the existing experience in the network, its current situation, and determine the main prospects for its future development in order to justify certain strategic directions of network development according to the proposed system. This allows to find opportunities to improve strategic management mechanisms.

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