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DEVELOPMENT OF AN ENTERPRISE DEVELOPMENT STRATEGY IN MODERN CONDITIONS

The topicality of the topic is due to the fact that the enterprise acts as a separate business entity that has its own tactics to achieve its own strategy. This problem has a strategic nature, since the development of strategy and tactics is influenced by certain factors, which directly affects the activity of production, and, therefore, the level of the economy of Ukraine in general. The development strategy is of leading importance in the management of each business entity and has a motivational goal in relation to the organization of all enterprise activities.

The strategic nature of this problem plays an important role in the functioning of the economy of our country in general. In the modern conditions in which Ukraine lives, i.e. martial law throughout the territory of our country, enterprises must adapt to new factors and develop an effective action plan to avoid the liquidation of their enterprises. A large number of enterprises have changed their location, their field of activity, therefore the strategy chosen by the management has the most important and relevant character today. The concept of «strategy» in the field of enterprise management as a certain individual economic and social system refers to a long-term comprehensive plan of actions of the manager and his team aimed at achieving the organization's mission.

The company's strategy and the tactics chosen to achieve it are the basis of strategic planning, which helps to solve the global problems of the company, the introduction of new types of services, the development of the company's divisions, the use of new technologies and the improvement of the management structure.

Each enterprise characterizes itself as a separate unit of the economic sphere. The activity of each such unit has its own principles and values of functioning. In general, an enterprise can be compared to a separate state, which has its own legislation and legal acts that act for the benefit of the population, in our case, for the enterprise, it is a development strategy and tactics for its implementation.

The development strategy fulfills the function of achieving the company's goal – this is an increase in profit and the transition of business to a new, higher level of production. Strategy is the main component of the functioning of every enterprise, which includes all features, opportunities, principles, values and goals of an economic entity.

The strategy must necessarily act only on the development of the enterprise. From a theoretical point of view, strategy acts as a foundation in management theory and strategic management of every economic entity. In modern times, globalization and the development of innovative technologies make it possible for society to move from production for mass consumption to a diversified way. What does it mean? The company collects information about the preferences of its customers and, accordingly, produces a small batch of products that have several options that satisfy the needs of consumers. Currently, the enterprise must have constant innovations and various changes that occur not only in the economic sphere. However, constantly updating the enterprise due to changes in the world generates a rather high internal instability and limits the work of one team, that is, constant updating of employees.

A historical review of the formation of the concept of «strategy» carries a large number of interpretations of the definition and judgments regarding its functioning in the enterprise. Strategic management was considered in two variations. The first option is the connection of strategy, planning and forecasting of the enterprise, the other option included the process of developing a strategy, forming tactics and making appropriate decisions regarding the effective functioning of production. The concept of «strategy» was first used in the scientific literature in the 1950s, and already in the 1980s this concept became an integral part of every business entity. Different interpretations of the definitions of «strategy» are presented in Table 1.

Table 1

Basic definitions of the concept of «strategy» by leading scientists. Source: made by the author

Scientists	The essence of the concept of «strategy»
1	2
A. Chandler	Strategy is the choice of the main goal of the enterprise and its long-term goals, which implies the development of a rational plan of actions.
D. Quinn	The definition of the strategy consists in a certain order of actions that integrates the main tasks, policies and actions of the company, which must be united into one whole.

Continuation of Table 1

1	2
B. Karloff	A strategy is a generalized form of a model of an enterprise's actions, which serves to achieve the main guidelines through a rational distribution of forces.
I. Ansof	The strategy is characterized by a certain list of rules for making decisions related to the effective stimulation of the development of the enterprise.
M. Porter	Strategy is defined as an analysis of internal processes based on interactions between them at different levels of the organization. The main idea is to determine the value of the enterprise and develop an action plan to solve the problems of the external and internal environment.
P. Drucker	Each business entity has its own theory of enterprise organization, i.e. strategy.

Thus, it can be summarized that the strategy has a fundamental nature for every enterprise. It includes a certain plan of action regarding the development of the business entity both in the plane of the internal and external environment. The strategy can be considered from an organizational, managerial and philosophical direction, because it serves to unite the potential of the enterprise, which in the future serves to stimulate development and strengthen positions on the market of goods and services. A business has its own action plan for the development of its production and, accordingly, adjusts actions to achieve the goal, in the economic plane, the goal is a strategy, and the action plan is a tactic for achieving the set goals.

Each company is an open system and with its own strategy and developed tactics. The activities of any enterprise are influenced by the subjects of market relations, certain external factors and, in general, the chosen strategies and tactics of the organization. They are sources of new opportunities, and at the same time, serve as threats, they need to know, be able to predict the pace of development, constantly study these factors. To achieve its goals, the company must be able to rationally implement development strategies. The concept of strategy is a more global meaning; it can be called a specific goal that the company is trying to achieve[1].

Tactics have a narrower meaning – in fact, a set of consistent and effective actions to implement the strategy. Due attention should be paid to the study of this issue, as it determines the level of certainty in which management decisions are made. In general, the strategy can be explained as a systematic plan of potential behavior in the absence of information about future development of the environment and enterprise, including long-term

1 Balan V.G., Kharitonova L.V. (2019). *Stochastic modeling of the process of selection and implementation of information management system in the enterprise.* Vinnytsia.

goals, goals, and finding ways and rules of decision-making for the most favorable and effective use of strategic resources and opportunities, as well as eliminating weaknesses and protecting against threats to the environment for future financial profitability.

We can conclude that the need for enterprises to develop a strategy is due to market instability and incomplete information about the future state of the enterprise and the direct impact of various factors on it. Under such conditions the strategic context in activity of the enterprise which is carried out in two directions is considered: – current operating activities, which are aimed at current profitability; – strategic activities aimed at future profitability Figure 1. The construction of modern strategic management in enterprises involves, first of all, the orientation of producers to the market, and not just the need to comply with the technological process of production.

The essence of modern strategic management is a clear focus of the developed plan on market needs and consideration of the market as the main factor of the external environment on which the future of the enterprise depends. Strategic management can be defined as the management of an organization based on human potential, as the basis of the organization, focuses production activities on customer demand.

Source: made by the author

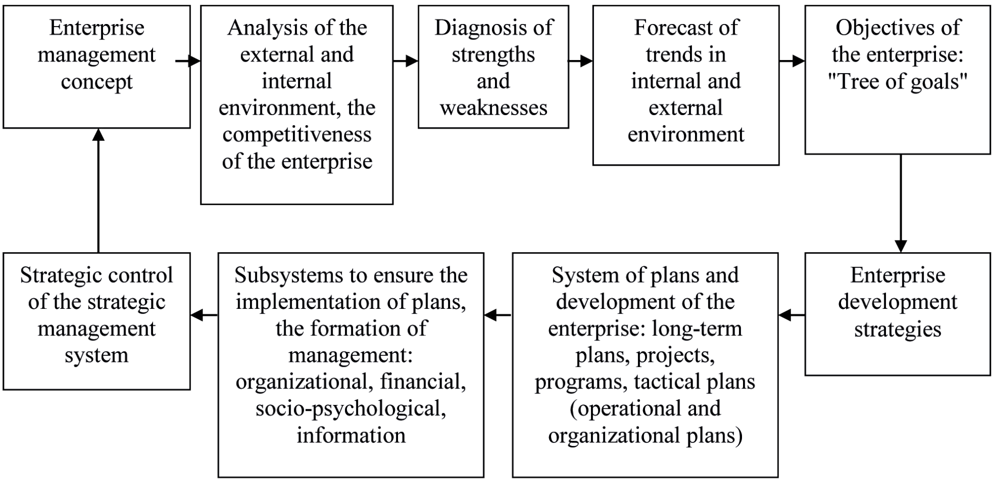

Fig.1. Conceptual scheme of strategic enterprise management

The essence of modern strategic management is a clear focus of the developed plan on market needs and consideration of the market as the main factor of the external environment on which the future of the enterprise depends. Strategic management can be defined as the management of an organization based on human potential, as the basis of the organization, focuses production activities on customer demand. The urgency of using strategic management in enterprises as the main tool for determining the main course of the enterprise depending on the external environment, is determined by the need for constant monitoring of objectives, adherence to the chosen general strategy, functional strategies of the enterprise, constant updating and monitoring. An important component of strategic management is strategy. In a simple sense, strategy is a plan of action for the future. However, this plan is not just a recalculation of possible production processes, but also an algorithm that must be acted upon to maintain the growth of the enterprise or decide on a way out of crisis situations.

The strategy determines the behavior of the enterprise and the direction of its development. In business life, strategy is understood as a general concept of achieving the goal of the organization, solving problems and allocating the necessary limited resources. This concept contains several elements. First of all, they include a system of goals that covers the mission. The second element of the strategy is the priority areas of distribution of available resources. Resources can be directed to solve the most important, pressing problems, divided in proportion to needs, and ideally – to allocate resources in full accordance with the needs of the unit or equally, if they are close in size and engaged in similar activities. Strategy is a concept of an integrated approach to the enterprise and is a combination (compliance) of resources and skills of the organization, on the one hand, and opportunities and risks arising from the environment, on the other hand, current and future, in which the organization hopes to achieve its main goal.

The essence of modern strategic management is a clear focus of the developed plan on market needs and consideration of the market as the main factor of the external environment on which the future of the enterprise depends. Strategic management can be defined as the management of an organization based on human potential, as the basis of the organization, focuses production activities on consumer demand In order to achieve continuous growth of activities, the company must form its own development strategy.

The strategy helps the entity to choose a rational path to development and create the most important benefits in its operation and prepares for changes in the external environment. It is possible to define this concept, «strategy» is a process of formation of the general perspective direction of development of the enterprise on the basis of definition of qualitatively new purposes, coordination of internal possibilities of the enterprise in the external environment and development of a complex of actions providing their achievement. The need for companies to develop strategies arises from the instability of the market environment, incomplete information about the future state and influence of the entity.

The strategic context in the activities of any organization is carried out in two directions. The first direction is the current strategy of operating activities, ie aimed at current profitability. The second area is strategic activities aimed at future profitability. The main objectives of the strategy are: – choice of rational and correct way of development; – creating advantages in the functioning of this development; – combination of enterprise resources with changes in the external environment; – explanation of problems that may arise during the operation of such a model; – coordination of work of various structural divisions; – control at the enterprise. The strategy of the enterprise has several levels of decomposition, each level corresponds to a strategy of a certain rank, it can be argued that this model has a hierarchical structure. In a multidisciplinary enterprise, ie a diversified enterprise that produces different types of products, a hierarchical structure is used, which consists of 4 levels, but in a narrow-profile enterprise such a structure consists of 3 levels (competitive strategies are not used), Figure 2.

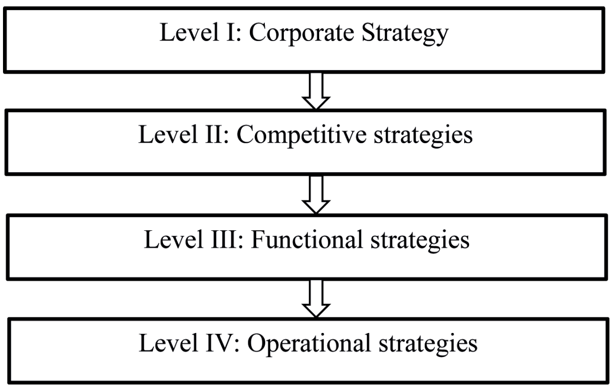

Fig. 2. Hierarchical structure of diversified enterprise strategies

The highest level is the corporate strategy, which determines the general direction of the enterprise. This is the main strategy that serves to increase the profitability of the enterprise, or stabilize or reduce its activities.

The next level is competitive strategies, which are subordinated to the highest level, is a corporation. Their main task is to highlight ways to achieve the chosen direction of the company and gain long-term competitive position in the market. These strategies are also called business strategies or competitiveness.

Functional strategies are defined as models that are developed for each functional unit of the enterprise. These include: production strategy, financial strategy, marketing strategy, personnel management strategy and others. In general, it can be argued that these strategies specify and bring competitive and corporate strategies to the functional units of the enterprise, as well as have no effect on them.

The last level is operational strategies, which are narrow-profile for the main divisions of the enterprise and not independent, ie these are the strategies used in the shop, subordinate plant, in teams and so on. The implementation of the company's strategy is reflected in the established tactics, which are being developed for the near future. The issue of strategy development has been widely discussed in the scientific literature, but the situation with tactics is worse. In general, there are two main approaches to defining the concept of «tactics». On the one hand, tactics are understood as current plans for the implementation of strategies, on the other hand – a set of methods, techniques and means to achieve goals in specific conditions, ie how strategies are implemented, with which methods they are implemented. These approaches are important and integral elements when considering tactics. It is necessary to distinguish between strategy and tactics at different levels of enterprise management. For example, what looks like tactics to the top management of a company may seem like a strategy to the head of the finance department, as the success of the department will depend on these actions.

Tactical decisions are made at all levels. An important role is played by the differences that exist between the tactics and strategy of the enterprise: – strategy is more global and deals with more important issues, and tactics – details; – strategy determines the general direction of enterprise development, and tactics distribute the actions necessary to achieve goals and implement strategies; – the strategy of the enterprise is conceptual, and tactical measures for its implementation – organizational; – strategy reflects the achievement of enterprise goals, and tactics show the use of enterprise forces, its potential in the implementation of strategies. According to most researchers, the relationship between the company and its external environment is the main characteristic of the strategy. Defining and forming a strategy includes interpreting the environment and developing organizational decision models. We agree with the opinion of researchers on the concept of enterprise strategy, we want to add that the strategy is a product of strategic management, which aims to optimize the activities of the enterprise with maximum consideration of the external environment. The very concept of «strategy» has a large number of meanings. The strategy is a general comprehensive program of action that identifies priority issues for the company, its mission, main goals and allocation of resources to achieve them Figure 3.

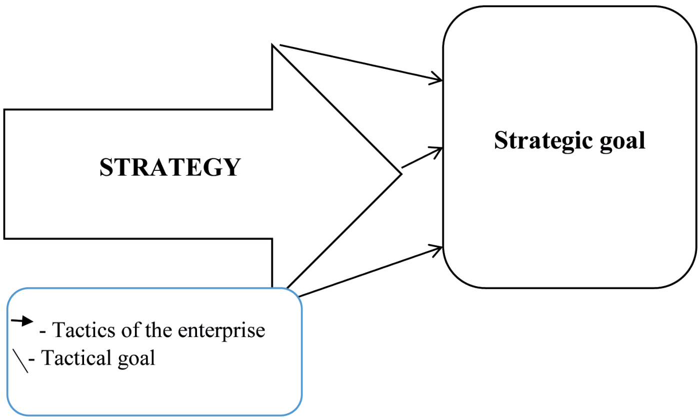

Fig.3. Dependence of tactics and strategy of the enterprise

The strategy forms the goals and the main ways to achieve them in such a way that the company has a common (one that unites all departments) direction of work. Therefore, in the process of strategic planning in commercial enterprises, it should be borne in mind that economic strategy is key in shaping the objectives of the enterprise. Economic strategy is a holistic system of actions of the subject aimed at achieving the goals, objectives and priorities of its economic reproduction, taking into account the complex of influences of endogenous and exogenous factors, designed for a long period. Strategies are tools for achieving goals in strategic management. Therefore, for the successful implementation of the chosen strategic set, it is necessary that the company operates in accordance with the chosen management concept. The strategy is the basis of the corporate culture of the enterprise, which is aimed not only at achieving certain goals, but also maintaining the management structure, production and social ties in the enterprise, which are determined by the achievement of strategic goals of the enterprise.

Thus, tactics are a set of short-term actions, practical methods and techniques of management used to implement enterprise strategies. That is, it can be argued that tactics are defined as the means and methods of implementing enterprise strategies, the implementation of which leads to the goals, in general, this relationship can be represented by the scheme. The main properties of tactics can be identified: – short-term nature – the action is planned for the short term, but their results can be felt in the planning period; – relativity – functional level strategies are tactics in relation to higher level strategies; – practical orientation – tactics aimed at achieving real results; – adaptability of methods and techniques of management – the means by which the strategy of the enterprise is realized; – reactivity – tracking changes in the environment of its activities. Thus, strategy is more global than tactics. The classic definition of modern strategy is its understanding as a certain direction of action aimed at effective and rapid development of the enterprise in terms of profitability and competitive advantage. Quite important attention is paid to such features of the strategy as: duration of action, reactions to unforeseen events, the company's unique position in the market of goods and services and priority areas of resource use. And tactics serve all those with which the company's strategy is implemented. Tactics are developed by middle managers based on the chosen strategy of the enterprise. A strategic plan only makes sense when it is successful. As is already known, managers develop short-term goals and based on them current plans, which are called enterprise tactics. Tactics are characterized by the following factors about the development: – tactics are developed on the basis of the chosen strategy of the enterprise; – if the strategy is developed at the highest level of the enterprise, the tactics are formed at the middle level; – tactics are designed for the short term, and strategy for the long term. The strategy of the enterprise is the process of forming a general promising direction of development of the organization on the basis of defined goals.

Modern approaches to strategy development are based on certain principles:

1. Focus on long-term global goals of the enterprise as an economic system and the economic interests of its owners;

2. Variety of options for possible directions of development, which is due to the dynamic activities of the external environment;

3. Continuity of strategy development, constant adaptation to changes that occur both in the internal and external environment of the enterprise;

4. Complexity of strategy development, coherence of strategic decisions in certain areas of the enterprise, types of resources, functions, etc.

Before starting to develop tactics and strategies, the company needs to determine the goal, ie the goal it seeks to achieve. The goal contributes to the main function of the enterprise, which is expressed in its mission. This goal should clearly define the future position of the company on such aspects as: – ensuring the liquidity of the financial enterprise; – ensuring that the owners receive high profits in maintaining the profitability of the organization; – guaranteeing labor safety and development of the company's staff. Each entity has not a single goal, but a system of goals that it seeks to achieve and is determined by its position in the internal potential of the enterprise and its external environment. In the modern system of strategy and tactics, the main areas of activity are identified, within which each business unit tries to determine the main directions of setting the goals of the enterprise, they include: – level of productivity; – the company's position in the market of goods and services; – profit of the enterprise; – financial stability; – work with potential clients; – management; – modern innovation activity; – high qualification of the staff; – the needs and well-being of their own team; – social responsibility. Then there are certain stages of modern strategy and tactics in the enterprise, they are consistent and interrelated: Stage 1 is the awareness of the main task of the enterprise. That is, finding out the main purpose of the establishment and operation of the enterprise. Stage 2 – study and coverage of the main details of the external environment and determine the level of impact on the enterprise. Stage 3 is to analyze the strengths and weaknesses of the enterprise, by assessing: the effectiveness of the business entity, competitiveness in the market of goods and services, as well as determining the competitive status. Stage 4 forms a system of strategic goals of enterprise development. This process consists of two interrelated stages of work: – quality and effective goal setting; – clarification, harmonization and quantitative

It is no secret that the main goal of any enterprise is to obtain and increase profit. In order to achieve this goal, the company develops its own development strategy, which helps the owner to choose a rational path of development with the creation of advantages in its functioning, and it also brings changes in the external environment of the enterprise. In general, the process that contributes to the development of the enterprise taking into account its basic principles and is a development strategy. This concept should take into account the possibilities of production under different conditions, the economic state of the market, competition and prospects in order to develop the main comprehensive measures that will be aimed at rapid growth of profits and a stable position in the market, because the strategic motive of any business entity has two tactical objectives[2]. The first goal is a strategy

2 Balan V.G. (2021). *Tools for fuzzy modeling in strategic enterprise management.* Vinnytsia

that is carried out by the operational activities of the enterprise and aims to get more profit right now, and the second one is aimed at creating a concept of increasing profit in the future.

Factors determining the development of the enterprise include the following: a single goal in the team, readiness to adjust management due to global changes, forecasting development and decision-making in this regard, long-term nature and efficiency, reformation, readiness for crisis situations. One of the main factors is a purposeful team that works for the development of the enterprise.

The development strategy also includes the main tasks, namely:

• choosing the most rational and optimal direction of development;

• optimal distribution of enterprise resources in relation to changes in the external environment;

• creation of operational advantages over other competitors;

• solving problems that may arise in the implementation of economic activity;

• adjustment of the main tasks in relation to the political and economic situation both on the domestic market and on the foreign market;

• coordination and control of the work of all units of the enterprise;

• creation of a favorable and optimistic climate among the company's employees.

In the theory of strategic management, different strategies of enterprise development are distinguished. All of them have their own character, main goals, purpose and principles. Choosing a single development strategy for an enterprise is a difficult process that takes into account various influencing factors: economic, political, social, legal, and others, but in the end, the most optimal strategy remains, which will solve the most basic tasks of the enterprise[3].

In general, strategies can be classified according to certain criteria, such as: the level of decision-making in the enterprise, conceptual bases for advantages over competitors, the level of competitiveness and the behavior of the enterprise in the market, the stage of the life cycle of the enterprise, the industry position of the enterprise, the field of activity and the level of the market, etc. . It should be emphasized that a large number of strategies cannot be singled out by only one classification feature. An approach has been created that can be classified as competitive and divide all development strategies into 3 levels:

– general strategies are a global plan of action to clearly achieve advantages over competitors;

3 Bazilinska O.Y., Panchenko O.I. (2019). *Financial stability in the system of strategic management of the enterprise.* Vinnytsia. URL:https://www.problecon.com/export_pdf/problems-of-economy-2019-1_0-pages-89_94.pdf.

– functional – these are strategies that completely depend on certain conditions at the internal and external levels;
– portfolio strategies depend on the management organization of the enterprise and the field of business. The classification of strategies is shown in Figure 4.

Let's consider this classification in more detail. The first type of strategies are general strategies of enterprise development. The main goal is to achieve advantages over competitors in the market of goods and services. Competitive strategies are characterized by active actions to achieve profit and a stable position in the market. Advantages for competition are: marketing policy, ownership of patents, innovative enterprise development plan, efficient production, quality product, organized enterprise management, optimal climate in the team, created optimal action plan for development.

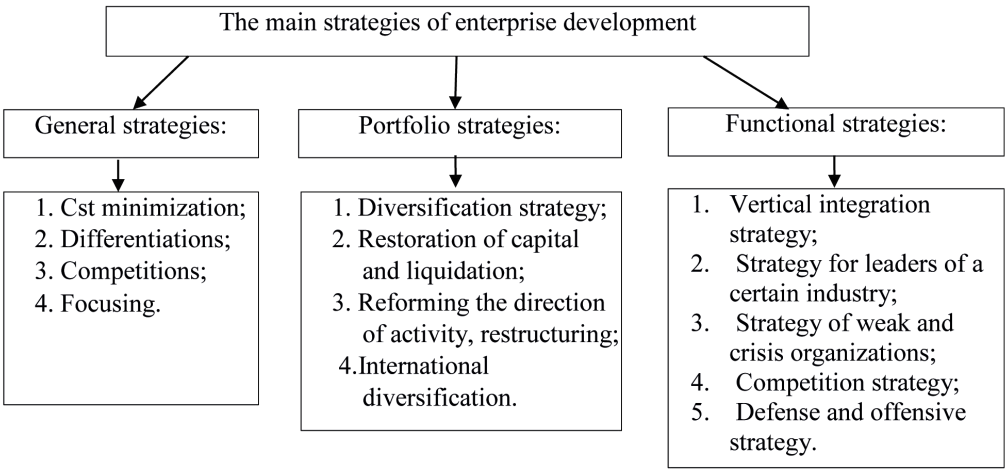

Fig.4. Classification of enterprise development strategies

As for the globalization strategy, it foresees certain directions and principles of functioning in the markets of a separate country and not only sells its product, but also uses the possibilities of the international division of labor. In macroeconomics, globalization is characterized as the main desire of countries or certain territories to become more economically active outside their borders. The strategy of differentiation consists in improving a certain aspect of activity on the market. This concept can be applied in the production of the products themselves, sales conditions, marketing policy or other factors.

In the economic theory of definition, a portfolio is characterized as securities owned by an entity. In general, portfolio strategies are based on functioning in new economic sectors, strengthening in existing divisions, liquidation of sales in undesirable industries or sale of divisions altogether. In this concept of strategies, the permanent value of objects of strategic management is formed and the effect of synergy of businesses that are available in the portfolio is used. To summarize, these strategies form a clear vision that strategic management is moving from an individual enterprise to the portfolio level.

As for functional strategies, they involve the use of a certain functional department of the enterprise within the general activity. The concept of such a strategy rejects the possibility of strategic thinking at the lower level of enterprise management. This aspect is appropriate only in case of application of functions to the enterprise as a whole. Functional strategies are used in the optimal distribution of resources of departments or divisions of the enterprise. But it should be remembered that strategies are first divided into business strategies, and then into functional strategies, because it is precisely on this aspect that the inflow of resources occurs.

The implementation of a strategic plan makes sense only when it is successful for the enterprise. The managers of the enterprise form short-term goals and, based on them, a further plan of action, which is called the tactics of the enterprise. The strategy of the business entity determines the process of forming the general direction for the long-term development of the organization, based on the determined goals of the enterprise. In the modern world, development strategy development methods are based on certain principles:

1. Forecasting long-term and global goals of the enterprise;
2. Consideration of interests in the economic plane of the owners of the organization;
3. Multivariate directions of development, which are determined by the dynamic activity of the external environment;
4. Continuity of strategy development, which leads to constant adaptation to changes occurring in the modern world;
5. Strategy development should be comprehensive, strategic decisions should be coordinated according to certain areas of activity of the business entity or types of resources, etc[4].

The strategy is based on the development of effective measures and clear plans to achieve the main goal of the enterprise, that is, it is necessary to take

4 Babchinska O.I. (2018). *Communication process in management: basic provisions.* Vinnitsia. URL:http://www.economy.nayka.com.ua/pdf/9_2018/51.pdf.

into account the scientific, technical and production potential. When forming a strategic plan, qualitative and quantitative indicators are used. In our case, quantitative indicators are tasks set before the enterprise, and qualitative indicators serve as certain guidelines, that is, they are future goals that the enterprise seeks to achieve.

To start developing a strategy, the enterprise needs to define the main goal, that is, the mission that it seeks to implement or achieve. The goal is the performance of a certain main function of the business entity, which is expressed in general tasks. This concept should clearly define the future position of the enterprise regarding certain aspects, such as:

– increasing the main profit of the enterprise and maintaining its profitability;
– concentration on the financial liquidity of the business entity;
– ensuring labor safety guarantees and development of the organization's personnel.

The main questions that the head of the company asks when developing a strategy are: what is the vision of our company in the future, what is our main goal and what should we do for it? For a constructive answer to these questions, the manager must clearly know the nature of his activity and predict the further state of the organization in the future, also, it is necessary to develop possible needs for the long term. Not only the manager should be involved in this work, but also all divisions of the enterprise. Each department must have set goals and tasks to fulfill, work must be coordinated and effective from each employee[5].

Each set goal of the enterprise has its own unique character and has a certain mission for its implementation, taking into account both the internal and external potential of the organization. At this stage of strategy development, attention is paid to the main spheres of activity, within which each business entity determines the main direction of the goals facing it, i.e.:

1. competitive position on the market of goods and services;
2. profitability;
3. financial stabilization of the enterprise;
4. level of productivity;
5. effective management of consumers;
6. innovative activity;

5 Baldynyuk A.G., Kononyuk A.A. (2015). *Characteristics of enterprise development strategy*. Vinnytsia: Management of the XXI century: modern models, strategies, technologies: a collection of scientific papers of the II All-Ukrainian Practical Internet Conference.

7. marketing policy;
8. social responsibility;
9. education and high qualification of personnel;
10. strengthening of the state's position on the market;
11. creation of additional sales markets.

The process of developing a development strategy takes into account three stages: development, implementation and evaluation. The first stage is characterized by the creation of options for the development concept of the enterprise, the next stage involves the finalization of the chosen paths, and the last stage is the analysis and leading assessment of functional strategies. However, it is possible to distinguish 6 stages of development of the enterprise development strategy, which are depicted in Figure 5.

The first stage consists in determining the main goal of the business entity and the main goals that must be achieved in the final result. This process is troublesome and global for the enterprise, because it is necessary to come to a single decision regarding the direction of development of your organization. The manager must choose the most optimal way of functioning of the enterprise, but also calculate the possible risks that will arise and, as a result, choose the right course.

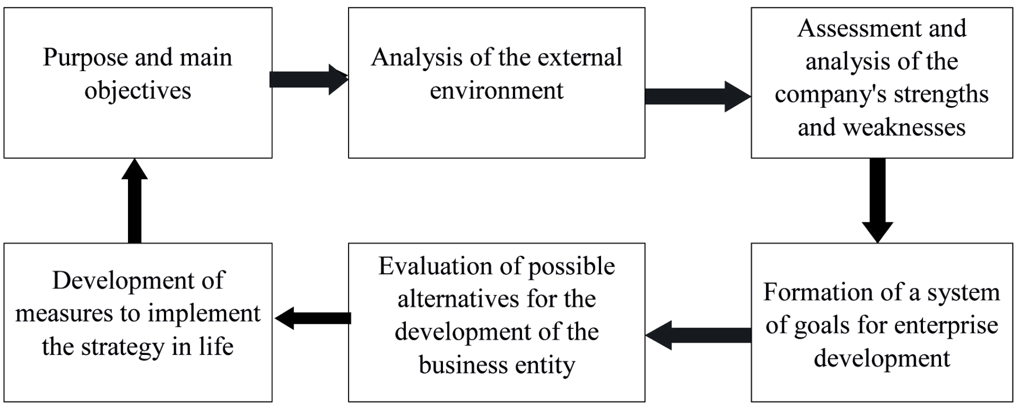

Fig. 6. Stages of development and implementation of the company's development strategy.

The next stage consists in the analysis of the main aspects of the external environment for the enterprise. What does it mean? It is necessary to take into account the political situation, social and economic factors, legal acts – this relates to the macro-environment, as for the micro-environment, it is necessary to analyze consumers, suppliers, potential customers, that is, persons related to the general sphere of the enterprise.

The third stage highlights the strengths and weaknesses of the enterprise under study. Weaknesses can be obtained as a result of the assessment of: the efficiency of the business entity, competitiveness, market position, quality of goods and services. Determining weaknesses will help the company pay attention to their immediate solution. Strengths, in this case, serve as the foundation on which the business entity will rely when implementing a new production action plan.

The fourth stage highlights the system of strategic goals of the enterprise's development. This stage is characterized by two interrelated tasks:

1. high-quality and effective determination of the main goals of the business entity;
2. clarifying, agreeing and quantifying the set goals in the form of a list of the most important indicators of the enterprise's economic activity, which must be achieved within a fixed period.

The next stage consists in the development of strategic alternatives for the development of the enterprise and a comprehensive analysis of variation. This assessment is carried out using the following aspects:

- compliance of the chosen strategy with respect to the external environment of the enterprise;
- internal balancing of the development strategy;
- coordination of the chosen strategy taking into account the available resource potential of the business entity;
- identification of possible risks during implementation of the development strategy and development of ways to solve them;
- an effective final result for the enterprise in case of application of the selected development strategy.

The last stage consists in the development and forecasting of measures that will help to implement the selected development strategy in life, this determines such processes as:

- selection and formation of the basic system of positions of functional strategies;
- selection and design of the business policy of the enterprise;
- concentration on the implementation of tactics in economic and financial activity.

The company's strategy should be calculated for a specific period of time in the following directions:

- the strategy of strengthening the position in the market, in which the company does everything to win a better position and a larger share in relation to the market capacity with a certain service or other product in this market;
- market development strategy, which consists in finding new markets for services already produced by the enterprise;
- a strategy for the development of services or another product (type of work, services), which involves solving the problem of growth due to the production of a new product (that is, a new type of service), which will be implemented on the market already mastered by the company;
- the company's growth strategy due to additional external investment;
- reduction strategy, i.e. the enterprise closes one of its divisions or areas in order to implement a long-term change in the boundaries of conducting business activities.

In recent years, there has been a trend towards a significant increase in energy prices, which negatively affects the cost of services, in connection with which the issue of reducing the consumption of energy resources without deterioration, but on the contrary with improving the quality of these services, becomes relevant. In my opinion, this can be done with the help of such actions as: introducing mandatory energy management and energy audit, developing personnel potential, increasing the level of competence of employees on energy saving issues in the form of acquiring knowledge, transferring experience, etc.; attracting funds from the state and regional budgets, as well as grant funds for the implementation of energy-saving measures in production; implementation of the latest energy-efficient technologies at the enterprise; increase the energy efficiency of buildings and structures, create conditions for the transition to rational use and economical consumption of energy resources.

The next task is the renewal of fixed assets by attracting investments, that is, we are talking about the factor of the external environment of direct influence. The quality of services directly depends on the physical condition of fixed assets, which is determined by the level of their wear and tear. The lack of a comprehensive approach to the formation of investment policy further aggravated this problem. In my opinion, a real way out of this situation can be considered the search for additional sources of obtaining funds for the renewal of fixed assets, that is, receiving financial and technical assistance, attracting credit funds from international and financial institutions, public-private partnership, and others. The main tasks for this part of the program are:

- optimization of the production infrastructure, in accordance with the needs of the population; – involvement of private partners in the provision of services to the enterprise under the terms of public-private partnership;
- attraction of additional financial and technical assistance, meaning loan money from international and other financial institutions for the implementation of investment projects;
- renewal of the production base of the enterprise;
- direct funds from the budget to the implementation of investment projects based on the results of their economic efficiency assessment.

The ultimate goal of any enterprise is to make a profit, so it is very important to take into account all factors and aspects of further development during planning in order to fully and reasonably determine the value of the enterprise's profit and ensure a certain level of profitability. All activities of the enterprise should be aimed at ensuring the growth of profit or at least its stabilization at a certain level. To do this, we can perform the following tasks:

- conduct a detailed analysis of financial and economic activity and carry out a general assessment of the functioning of the enterprise;
- plan income and expenses for the current and future years;
- expand the scope of activity; review the draft financial plan of the enterprise, make comments and proposals to it, in accordance with the approved strategic development plan, monitor implementation;
- determine the most and least profitable services provided by the utility company.

In modern business conditions, the question of the effectiveness of personnel management becomes especially relevant. Provision of necessary resources, their rational use, high level of labor productivity directly affects the quality of service provision. Therefore, there is a need to improve the efficiency of the personnel management system. The main actions related to the implementation of an effective management system at the enterprise include:

- implementation of a quality management system that meets ISO standards;
- improvement of the personnel evaluation system; increase in requirements for the professional qualification level of employees;
- ensuring the implementation of a system for personnel management of the enterprise;
- recruitment of employees on a competitive basis with the involvement of members of the competitive commissions of representatives of specialized departments of the city council;

- systematic holding of seminars and trainings in order to increase the level of knowledge and qualifications of employees;
- conducting internships for future graduates of higher and professional schools.

There is a need to implement a set of measures to improve the system of managing the strategic potential of an enterprise in conditions of instability of the external environment caused by objective processes in the economy, which include: martial law, deterioration of international relations between countries, restructuring of enterprises, diversification, increased competition, economic problems in the country.

To effectively improve the strategic potential of the enterprise in the conditions of an unstable external environment, it is necessary to take into account:

1. Political factors – in order to reduce their impact on the company's activities and to study the political forces at work;

2. Social factors – pay attention to such indicators as changes in social values, relationships, interests and expectations;

3. State factors, because only the state approves and establishes a system of regulatory acts that regulates activity on the service market;

4. Market factors – which help the enterprise to improve and establish the correct tactics for the implementation of the strategy to strengthen its position in the service market;

5. Competition factors – which are controlled by the utility company over the actions of its competitors on the market of goods and services.[6]

After the analysis of improving the strategic potential of the enterprise, it can be concluded that it is necessary to develop and generalize the definition of the set of limited available resources and competence of the enterprise with the achievement of global and strategic goals in the future, but it is necessary to take into account all conditions and the influence of the external environment.

So, summarizing the theoretical part of the concept of «development strategy» of the enterprise, we can conclude that its implementation and implementation is a rather difficult and troublesome work of a team of specialists. The strategy has a long-term nature of action and clear tasks for the enterprise. Many scientific works were devoted to this topic, each scientist had a clear vision of strategy development, but over time the process of strategy

6 Balkovskaya V.V. (2018). Green DV Formation of the program of strategic management of the enterprise. Vinnytsia. URL: http://www.market-infr.od.ua/journals/2018/15_2018_ukr/9.pdf.

development for the enterprise was formed. This process can be divided into 3 stages – development, refinement and evaluation of the chosen course, or divided into six stages, each of which has a clear task for the enterprise, it is interconnected and requires an optimal and effective vision of it. In modern conditions, the strategy is considered as the final result of the effective decisions of the head of the enterprise, regarding the priority directions of the use of resources, the efforts of the enterprise to achieve the main goal, as well as ensuring long-term competitive positions on the market of goods and services. The issue of the development strategy has a certain uncertainty, because the strategy is considered only from the standpoint of competition, and not from the usual changes that should occur in the company's activities.

Each enterprise is an open system with its own strategy and developed tactics. The activities of any enterprise are influenced by the subjects of market relations, certain external factors and, in general, the chosen strategies and tactics of the organization. They are sources of new opportunities, and at the same time, they also serve as threats, it is necessary to know them, to be able to predict the pace of development, to constantly study these factors. To achieve its goals, the enterprise must be able to rationally implement development strategies. The concept of strategy has a more global meaning than tactics, it can be called a certain goal that the company is trying to achieve. Tactics has a narrower meaning – it is, in fact, a set of consistent and effective actions to implement a strategy. Due attention should be paid to the study of this issue, as it determines the level of certainty under which management decisions are made. In general, strategy can be explained as a systematic plan of potential behavior in conditions of insufficient information about the future development of the environment and the enterprise, which includes the formation of long-term goals, the formation of goals, as well as the search for ways and decision-making rules for the most favorable and effective use of strategic resources. strengths and opportunities, as well as elimination of weaknesses and protection from threats of the external environment for future financial profitability.

It can be concluded that the need for enterprises to develop a development strategy is caused by the instability of the market and the incompleteness of information about the future state of the enterprise and the direct influence of various factors on it. Under such conditions, the strategic context of the company's activities is considered, which is carried out in two directions:

– current operating activities aimed at current profitability;
– strategic activity aimed at future profitability.

Having analyzed the influence of the external environment on the company's strategy, we identified the main threats to the company's activity, such as: an unstable political situation in the country, a state of war, currency fluctuations, an unfavorable state of the economy, however, at the same time, opportunities for expanding the volume and assortment of products and concluding new profitable deals.

In order to increase the effectiveness of the company's development strategy, we proposed measures, namely:

– First, in order to improve the process of future development of the enterprise, it is necessary to: develop certain alternative directions of development of our enterprise, carry out an analysis of the external environment, carry out control over the implementation of measures that were approved by the development strategy of the utility enterprise.
– Secondly, in order to improve the efficiency of the enterprise's external environment, it is necessary to update the material and technical base, namely: direct funds to investment activities, optimize the production infrastructure in accordance with the needs of the population.
– Thirdly, in order to ensure an increase in profits, it is necessary to: conduct a detailed analysis of financial and economic information, determine the most and least profitable services provided by the enterprise, research the capacity of the market and its potential competitors, develop a new type of services that the enterprise will provide.

The implementation of the proposed measures in the economic activity of the enterprisewill allow to increase the efficiency of the enterprise, improve the development strategy and strengthen its position among competitors in the market of goods and services.

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