

# RESEARCH AND JUSTIFICATION OF THE POSSIBILITIES, RELEVANCE AND CORRECTNESS OF THE MONITORING AND CORRECTION OF THE STRATEGY, DIAGNOSIS OF THE PROSPECTS OF ITS FURTHER USE ON INDUSTRIAL ENTERPRISES

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**Annotation.** It is established that the main activities include: exercising control over the rational use of resources; reducing the cost of using and maintaining outdated equipment; increasing of production capacity; upgrading of equipment; improvement of production technology; production of unique products and improvement of their quality; diversification; automation of the production process by eliminating manual labor; reduction of pollutant emissions, search for new sources of raw materials; rational use of working capital and fixed assets. It is noted that marketing directions in the process of monitoring and adjusting the strategy, diagnostics and finding prospects for its further use include a set of actions concerning: exploring new markets for products; use of discount system for goods and services; application of modern pricing methods; product updates; production of new products according to existing orders; new methods of product promotion; improving customer service. The financial directions in the process of monitoring and adjusting the strategy, diagnostics and finding prospects for its further use are determined, they are aimed at providing the process of development and implementation of the IA strategy with sufficient financial resources, correlation of the planned effect with the achieved, estimation of the amount of expenses for carrying out research works, development technologies, their introduction into production, production of new products, its supply, search for consumers. The justified use of financial directions in the process of monitoring and adjusting the strategy, diagnostics and finding prospects for its further use allows to create some methods of protection from risks impact, to improve financial activity of the enterprise, to rise the effectiveness of IA organization, to increase sales volumes.. The factors of influence on the development of innovation strategy and the development of innovation activity of industrial enterprises are suggested.

**KEYWORDS.** STRATEGY, INNOVATION ACTIVITY, MONITORING, IMPLEMENTATION PROCESS, REGULATION, FACTORS OF INFLUENCE, DEVELOPMENT, FACTORS.

Formulation of the problem. Important role in the development of the IA strategy is played by motivational actions aimed at creating a friendly atmosphere in the team, using social programs, improving working conditions, increasing the interest of staff in the production of products with new properties, improving their well-being and productivity, rational distribution of responsibilities, increasing qualifications, exchange of experience with innovative developed enterprises.

Results. Analytical actions include the subsystem of collection, processing and analysis of information, the subsystem of risk assessment, the subsystem of diagnostics. The use of these subsystems allows to receive timely information, respond to changes in the regulatory framework, determine the list of risks, predict the outcome of the strategy, adjust the process of strategy development.

Regulatory actions should be considered as a set of measures for the legislative regulation of enterprise IA and they include: internal documents of the company, which are aimed at regulating the IA; regulations, state provisions that form innovation potential and on the basis of which business entities develop an IA strategy; state IA development programs.

Before deciding on the implementation of the IA strategy, a study of the resource base, the level of competition and the investment potential at the sixth stage is carried out. These studies are necessary to clarify the possibility of obtaining financial, innovative, social effects from the implementation of IEIS. Accordingly, obtaining the desired result is possible if there are sufficient resources available, risk assessment, forecasting the advantages and disadvantages of implementing the strategy, the ability to use the available potential.

Implementation of the Industrial Enterprise Innovation System (IEIS) occurs when the expected benefits are significant, there are prospects for the use of innovative ideas and the outcome of using the chosen strategy will be higher than that of other strategies. At the seventh stage, the existing IA strategy is used and its compliance with the established criteria is established. It is also possible at this stage to adjust the strategy according to the variability of environmental factors and the needs of the enterprise. The process of developing an IA strategy must meet a number of criteria defined by the subjects of the strategy and include: a time parameter, that is, the use of the strategy is long-term, but the process of strategy development and implementation must have time limits; nature of risk - the need to reduce the impact of risk on

strategy use; production of new products; investment character - the need to attract investment as a basis for implementing IA; long-term success, that is, the value of success from strategy implementation; the cost of strategy implementation; advantages and disadvantages of the chosen type of strategy, validity of the strategy choice; its social nature, i.e. improving the well-being of employees; degree of researches, frequency of use of innovations; the cost of the strategy chosen and the quality of information on strategy selection; readiness of the enterprise for the implementation of the strategy, availability of resources, technologies.

Monitoring the process of strategy implementation, that is, control over the implementation of each stage of the development of IEIS, adherence to the sequence of actions and determines the level of achievement of goals, effectiveness of the strategy. At this stage, there is an opportunity to minimize the risks that affect the implementation of the chosen strategy. Note that the effectiveness of the IEI strategy is being evaluated. Carrying out the evaluation of the strategy's effectiveness includes the following actions: alignment of the IA strategy with the overall strategy, i.e. defining the targets, objectives, goals; interaction of the IA strategy with the external environment; sufficiency of resource provision; completeness of the goals of the activity; assessment of the existing level of risk; analysis of the sequence of development and efficiency.

At the last stage, the results of the use of the IAE strategy determine the financial status of the enterprise, set changes in its development, compare the results of economic, innovation, investment, production activities before the implementation of the strategy and after its use, assesses the prospects for operation. On the basis of the analysis, a decision is made regarding the possibility of extending the term of the IA strategy at the enterprise.

The generated IA strategy must meet the following requirements: resource supply, acceptable level of risk; taking into account the effect of external factors; long-term nature; the consistency of the established goals and objectives; the time period for using the strategy; the sequence of actions. The development of an IAE strategy is a complex process, which is explained by the variability of the external and internal environmental factors, the complexity of predicting the results of the IA, the need to make adjustments to the strategy, since the development of industrial enterprises is also changing [1, p. 28-29; 2, p. 68-74]. Thus, the use of IA strategy in industrial enterprises will achieve the following results: production automation; introduction of technologies;

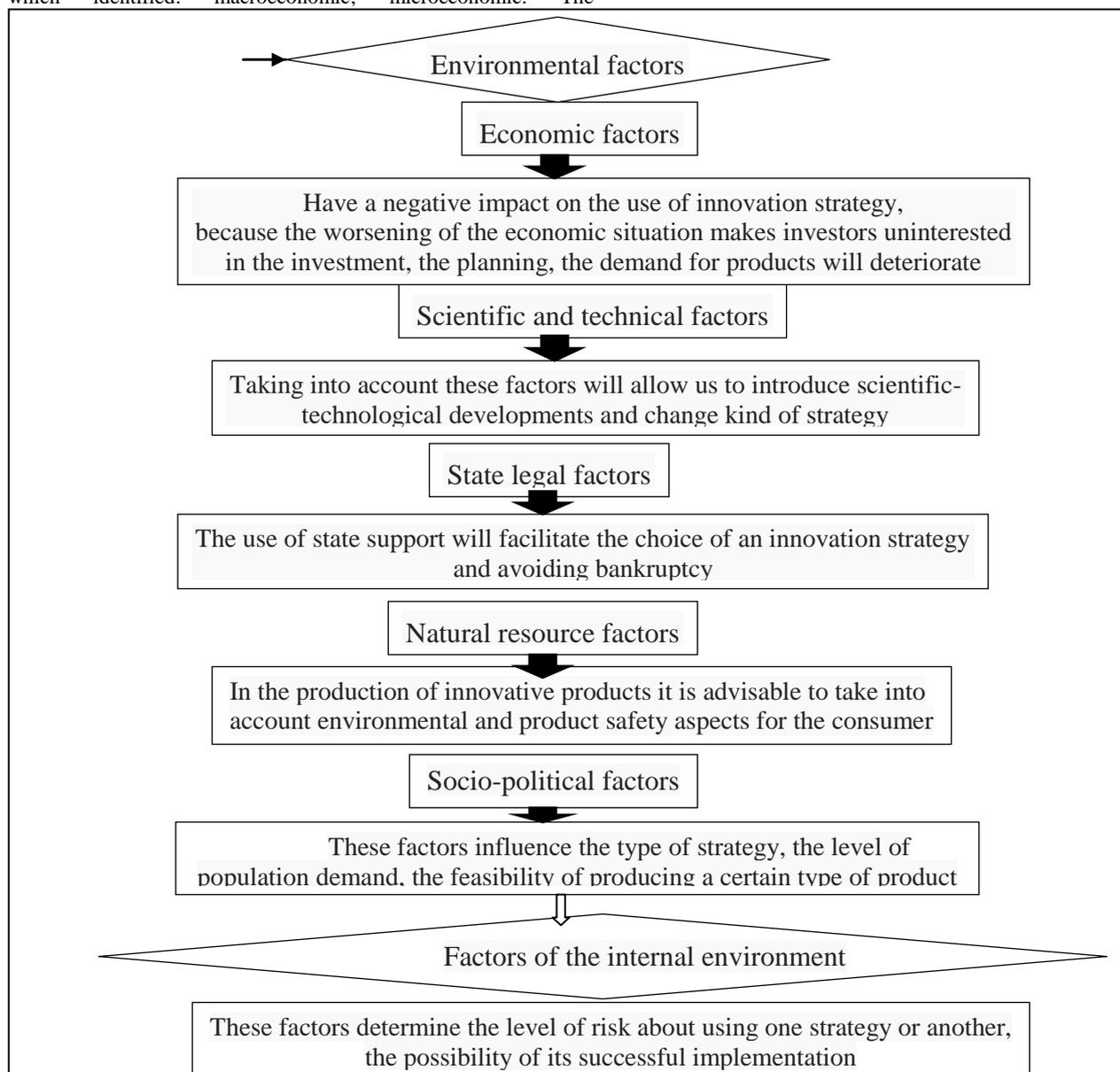
attraction of investments; conservation of resource potential; reduction of waste emissions; raising wages; coverage of new markets; production of new products; reducing the number of risks. Considering the improved IA strategy, it is necessary to analyze in more detail the factors influencing the process of its development and implementation. Exactly the factors of external and internal environment depends on the correct development of IA strategy and the ability to obtain the desired result and, as a result, the efficiency of the enterprise, the development of methods of protection against the effects of threats and risks [3, p. 74-75].

In the writings of Semeniuk O.M. [4, p. 221-222] factors of influence on the development of enterprise IA are considered in detail. In particular, the following factors were analyzed: financing of innovative development; credit system of the country; security of investment resources; information support; organization of marketing work; productivity of staff; the level of competition; production process; the effectiveness of the motivational system; relations with partners; directions of activity of the enterprise. In our opinion, taking into account the above group of factors in the development of the strategy will contribute to the effective development of the enterprise, the introduction of innovations, the improvement of innovation activity.

Another author Chernobai L. [5, p. 32] examined the factors of influence on the renewal of the IA of industrial enterprises, among which identified: macroeconomic; microeconomic. The

macroeconomic group includes the activities of regional and state authorities, the regulation of IA, the existence of effective legislative acts. Among the microeconomic factors were highlighted: low level of consumer awareness of innovative products, uncertain demand for new products, outdated and energy-intensive equipment, high level of equipment wear and tear, reduction in the proportion of skilled workers. The factors analyzed influence the development of the IA and, accordingly, the process of strategy development, since without considering these factors the effectiveness of the IA strategy may be low.

Bezus A.M., Bezus P.I. [6, p. 63-67] in their study suggested the factors of influence on the implementation of the innovation strategy and identified the factor of external environment (economic, scientific, technical, state-legal, natural-resource, socio-political) and internal environment (Fig. 1). The economic factors include the development of the state, inflationary processes, employment of the population, the fullness of the country's budget, investment development, and the reduction of skills of workers. The scientific and technical factors are: carrying out research works; innovative developments at the international level; conducting research at regional and national levels; financing of innovative development. State-legal factors included: tax burden and simplified taxation system; preferential lending; development of state innovation programs; regulatory and legal regulation



**Fig. 1.** Factors influencing the development of enterprise innovation strategy  
Note: Created by the author on the basis of [6, p. 63-67]

Natural-resource factors are the geographical location of the enterprise, favorable climatic conditions, and the level of environmental safety in the region. Socio-political factors include: aggravation of conflicts in the country; instability of the political situation; the level of minimum wage of the population; consumer needs; productivity; attitude of staff to work. The main factors of the internal environment are: the task of the enterprise; the effectiveness of the overall strategy; the level of competitiveness; timing of tasks; covered markets; company image; availability of resources; information environment; security of technology; production process; the level of innovative development. Taking into account the analyzed group of factors will allow developing an effective innovation strategy, to skillfully use it in the activity of the enterprise, to avoid unforeseen threats in the implementation of the strategy, to bring the organization to a new level of development.

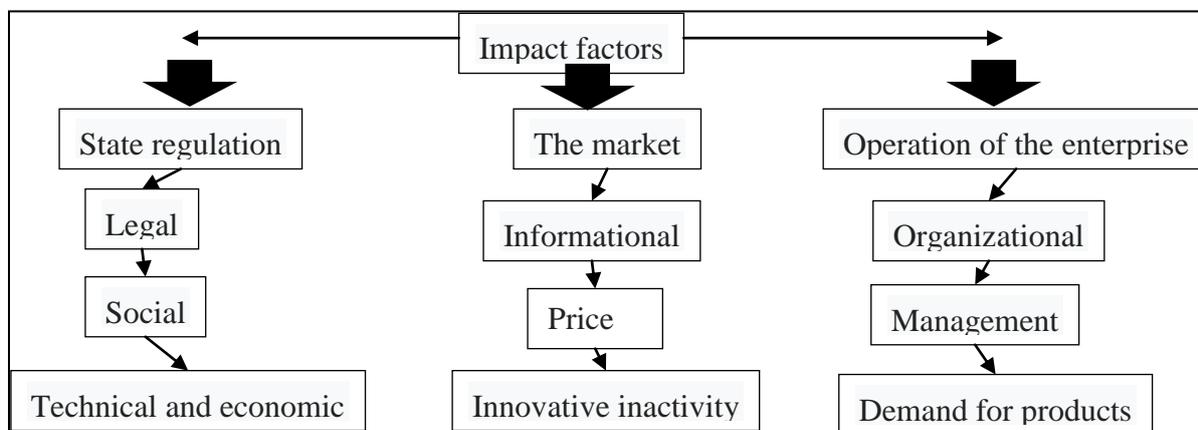
It should be noted that Zakharkin O.O. [7, p. 277-279] analyzed a group of factors influencing the debugging of IA, which included: endogenous; exogenous. Exogenous factors were understood as: ineffective regulation of innovation, lack of mechanism for protection of intellectual rights, incentives for the development of IA; instability of the political situation; low level of financial support from the state. The group of endogenous factors include: equipment wear; centralization of power, inefficient business organization, limited access to information; lack of incentives for IA; reduction of skilled workers. In order to neutralize the influence of the group of factors described above, it is necessary to develop measures to stimulate innovative development, update the technological base, and introduce into the production of innovations.

Vermynska O.M. [8, p. 194] carried out a thorough analysis of the factors influencing the process of innovation implementation and IA development. The main factors of influence were: price, i.e. the opportunity to finance innovation, research, the amount of spending on IA; information - availability of information, qualification of staff; market - search for new markets for products, demand for goods, competition; the innovative downturn is the

reduction in demand for products, the absence of the need to produce a new product. Note that the definition of the analyzed group of factors in the implementation of IA is appropriate, and should be taken into account when developing an IA strategy.

Tiutchenko Iu.Iu. [9, p. 122-124] proposed a group of factors influencing the development of IA and divided them into two groups: factors aimed at improving IA; factors that impede the development of IA. These groups of factors include technical, economic, organizational, managerial, legal, socio-psychological factors, but for each group the values of the selected factors will be different. Thus, the factors that contribute to IA will be characterized by: availability of reserves for financing innovation, sufficient competition, state support; preferential taxation system, effective legislation; creation of innovative programs, independence of enterprises, international cooperation; motivational activities, productivity, interest in technology development. The opposite is the case with the factors that impede IA: the ineffectiveness of the legislative framework; lack of proper working conditions; deterioration of the country's innovation potential, insufficient financial resources, lack of information; short-term nature of the activity, lack of relationships with partners, centralization of power. Note that the development of enterprise IA depends on the policy of the state, which will contribute to the development of an effective strategy of IA, improvement of innovative development, indicators of financial activity.

Krush N.P. [10, p. 63] adhered to a similar opinion and suggested factors of influence on the development of the innovative strategy of the enterprise, to which he referred (Fig. 2): demand for products (political, social, environmental, climate); state regulation (control of activity of enterprises, regulation of IA, legal basis); factors that depend on the functioning of the enterprise (production organization, financial support, technological). It should be noted that every enterprise has peculiarities of functioning for it, and when developing an IAE strategy it is necessary to take into account the factors of influence, which will allow improving the process of planning, regulation, control and adjustment of the strategy.



**Fig. 2.** Factors influencing the development of innovation

Note: Created by the author on the basis of [10, p. 63; 11, p. 84-86; 12, p. 49-50; 8, p. 194; 9, p. 122-124].

Conclusions. According to the results of the analysis, it can be noted that the set of analyzed factors should be taken into account in the development of improved IEIS, which is appropriate for the correct formation of stages of the strategy, justification of its feasibility, exploring the capabilities of the enterprise, reducing the number of risks for the implementation of innovation strategy, , diagnostics of prospects for its further use.

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