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STRATEGIC APPROACHES TO THE FORMATION AND USE OF ENTERPRISE POTENTIAL

In today's economic conditions, the problems of planning and optimizing the capabilities of long-term and current businesses are of particular relevance. The experience of foreign countries testifies to the necessity of creating flexible production and organizational systems that would be able to respond instantly to changes in the environment. Against this background, attention should be paid to rethinking conceptual approaches to the creation and development of domestic enterprises, and above all to the processes of purposeful formation of their potentials.

The concept of potential has naturally occupied an important place in the categorical apparatus of economic science. This was facilitated by the transformation of the strategic priorities of modern companies: instead of "profit today" – "capacity building today", which guarantees "profit tomorrow". Such an entrepreneurial philosophy is perhaps the only way possible to ensure sustainable economic growth in a rapidly changing market environment. The dynamism of the potential of industrial enterprises is conditioned by the influence of innovations, instability of external factors of economic activity, conditions of production. Due to the influence of these factors, certain structural shifts within the potential are constantly occurring, as well as qualitative and quantitative changes in the indicators that characterize it.

Modern business conditions determine the increasing attention of scientists to such a concept as a strategic potential that provides opportunities for the enterprise to develop in a dynamic business environment. The main features of the strategic potential are: long-term future orientation; reflecting the basic capabilities and competences that emerged in the process of formation and development of the enterprise and those that underlie its competitive advantages; awareness of dynamic capabilities, such as the ability of an enterprise to transform resources and capabilities to constantly changing environmental requirements [1]; increasing the role of staff competence and their creative approach to solving problems and completing tasks.

In the practice of strategic management, as a direction of management, the strategic approach to the potential of modern companies is substantiated. Today, the strategic approach in scientific sources is considered as an approach to strategy in order to ensure the competitiveness of the enterprise's potential. Generalization of scientific publications allowed us to distinguish the following strategic approaches to the formation of enterprise potential:

1. Systematic approach is one of the key in the process of building enterprise capacity. When it is applied on the basis of market research, the parameters of output – the product or service are first formed: what to do, what are the quality indicators, what are the costs, for whom, at what time, at what price? It is important that the exit options are competitive. The following are the parameters of the "login": what resources and information are needed to implement internal business processes? The need for resources and information is predicted after research and analysis of requirements for organizational and technical potential of the enterprise (level of technology, technology, organization of production, management, etc.) and parameters of the external environment (economic, technological, political, socio-demographic, cultural environment and the infrastructure of a particular country or region). Feedback communication between input (suppliers), output (customers), external environment and enterprise potential is necessary to adapt the potential to changing customer requirements for products, the volatility of market parameters, and the emergence of organizational and technical innovations. To obtain the high quality of the end result of potential realization (system output) from the beginning it is necessary to ensure high quality of resources and information at the input, and then high quality of process realization and interaction with the external environment. First, the requirements for the "exit" of the system are formulated, then – for the "entrance" and the external environment, and only then – for the implementation of internal business processes.

2. The marketing approach involves the formation of the capabilities of a consumer-oriented enterprise. This means that the formation of any element of potential should be based on the analysis and forecasting of market needs competitiveness and competitive advantages, etc. When applying a marketing approach, the priority criteria for the formation of the enterprise potential are: improving the quality of the end result of the system ("exit" of the system) according to the needs of consumers; saving consumers' resources by improving the quality of all elements of the potential and, consequently, improving the quality of the final product or service.

3. Functional approach involves finding completely new, original, non-trivial technical solutions to meet or potential needs or existing ones. The need in this case is seen as a set of functions that must be fulfilled to satisfy it. After the separation of functions (these can be marketing, research, production, financing, supply, etc.), several alternative options for capacity building are identified. They are selected from the list to ensure maximum cost effectiveness. The use of this approach, in contrast to the focus on obsolete world standards, allows, on the one hand, to meet the new needs most fully, and to provide a lasting competitive advantage on the other.

4. Reproductive approach is focused on continuous updating of production of products with less resource intensity and higher quality compared to similar products in the same market in order to satisfy the needs of customers. This means that the essential element of this approach is the compulsory use of the comparison method (indicators of best analogous

products to date adjusted before the development of new products or advance) in the planning of reproduction.

5. The innovation approach is focused on the activation of innovative activities, which should be the means of production and investment.

6. The regulatory approach is to set standards for the most important elements of the potential: quality and resource intensity of products, market parameters, use of technical facilities, etc.; efficiency of use of resource potential; development and adoption of management decisions. It should be noted that the standards must be substantiated, as well as comply with the principles of complexity, efficiency and prospect of application.

7. A comprehensive approach involves the need to take into account all (e.g., technical, environmental, economic, organizational, social, psychological, etc.) aspects of the enterprise. If at least one aspect is left out, the problem will not be fully covered and resolved.

8. The integration approach in the process of building the enterprise's potential is aimed at studying the strengthening of interconnections, combining its individual components and enhancing the interaction between them.

9. A dynamic approach is to establish causality and subordination, based on a retrospective analysis (that is, reproduction by simulation) of the existence of similar systems over a period of time.

9. An optimization approach is implemented through quantification and the study of the relationship between individual elements of potential through various (for example, economic-mathematical or statistical) methods of information processing.

10. The administrative approach involves regulating the rights, functions, responsibilities, quality standards and costs associated with the realization of the elements of capacity in regulations through coercive methods.

11. The behavioral approach is based on enhancing the effectiveness of the HR component, which increases the aggregate potential.

12. The situational approach is based on the alternative of achieving the goals and ensuring maximum adaptation to the conditions of a particular situation in the process of building the potential of the enterprise.

14. Structural approach in the process of capacity building is based on its structuring, as well as on prioritization among the elements of the potential in order to establish rationality of the relation and increase the validity of the allocation of resources between them.

Achieving strategic alignment with targets and targets is based on a strategic approach based on a potential strategy that determines the long-term course of enterprise development, which is necessary, first and foremost, to increase competitiveness. In the knowledge economy, the growth of enterprise potential is characterized by the influence of innovative factors. Intellectual resources and knowledge are the most important resources, and the ability to receive, integrate, accumulate, store and use them is the most important way to create competitive advantages.

References:

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