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## **DEVELOPMENT OF BUSINESS PROMOTION STRATEGY AND MANAGEMENT METHODS IN THE FIELD OF IT SERVICES (ON THE EXAMPLE OF AN OUTSOURCING COMPANY)**

When developing strategic goals, some features of the enterprise should be taken into account, such as its specifics, company problems, strengths, and current needs. The problems most often encountered in outsourcing companies in the IT sector are the lack of active projects, payment methods, which often have a fixed price, but not a fixed amount of work, the absence of companies with certain technologies required in the market. Accordingly, goals can fluctuate in their content, taking into account the needs of the company, but they have to be achieved strictly according to the schedule. One of the most important planning rules is a clear setting of the time by which the plan must be completed. It is best to set global goals for 2-5 years, because in a few months it is difficult to evaluate the real outcome of strategic actions. It is worth mentioning that planning with appropriate techniques, such as Scrum, Agile, control, focus on the result are still the main criteria for successful business development. Such systems help to be responsible for projects, not to neglect time limits, not to disappoint clients, and thus to achieve and maintain a decent reputation of the enterprise.

Outlining the company's goals is directly related to the strategic vision and strategic priorities of the business. The strategic vision, in turn, reflects how the manager of the company, in view of his professional sense and experience, sees the achievement of the developed goal, predicts the development of the strategy, considers possible options for planning, indicates the risks that may be identified in the process of the plan implementation. It is not necessary that the final strategic plan be identical to that of the manager. A strategic vision is first and foremost a benchmark for the company to follow, the foundation that will form the basis for the final strategic plan. The IT company manager needs to have independent experience in the field, be aware of changes in it, follow the innovations to guide the staff and, if necessary, identify difficulties in their beginning. At the same time, it will help together with the team to develop strategic priorities for the company: working closely together with the resources of developers, sales, managers and management is able in all directions to explore all segments of the business and outline exactly those priorities, considering which strategy will work the most productively. Given the specificity of the IT company staff, the manager must balance between discipline and creating a freer atmosphere than that required in other areas of business. It is best to choose a partner management style, but not to go beyond the bounds of a friendly relationship. The company manager should even be a coach. Working in the IT field does not require a rigid work schedule from 9 am to 6 pm, the main focus is on the result and timely completion of the task, which will fully meet the needs of clients. Thus, by making concessions to employees, managers in the company

should as a rule arrange regular meetings with them, which will allow to check at what pace the project is being fulfilled or if it meets the set plan, to make certain conclusions and possible adjustments in the employees' schedules. In any case, the employee should have the support and ability to discuss the difficulties involved in the process. Everyone should understand that even recognizing personal incompetence cannot affect a company in the same way as termination of the contract with a client.

Understanding the goals and priorities of the company, it is advisable to move on to define the actions and their further implementation. Any plan should lead to increased competitiveness and position in its own sphere, the strategy can not be universal and it is designed according to the specific nature of the problem to be solved and the goals to be achieved. Strategies may include launching a company's products in a new market, securing positions on what has already been achieved, reducing staffing, the list of services provided, attracting loans and investments. You can move in any direction necessary for getting the result. For IT businesses, strategic ways to overcome a crisis or increase a company's revenue may be to expand the number of services provided which is called a diversification strategy. More specifically, employees can develop additional technologies that will provide even greater opportunities to win new customers, and start developing other products that are not typical of the business. This solution does not require a lot of costs, and developers with a certain level of motivation can improve their knowledge and skills even during non-working hours. In the future, or if the situation in the company has a stable status - overtime can be introduced to increase the speed of project implementation or increase the number of ongoing projects. Another strategy option is concentrated development as the company seeks to strengthen its position in the already well-researched market. A method that can help to achieve this is to attract more competent employees to the sales team. The use of third-party capital, such as credit, is not desirable before the critical stage of the enterprise. An important step is to pay attention to the development of marketing, social networking, creation of an informative site and its promotion in search engines. Sending advertisements to your target audience will also have a positive effect. Contacts can be gathered on appropriate platforms. In general, in any case, all companies should strive for the highest level of success - when they learn about it by the "spoiled phone" method. Such company popularity indicates a high level of trust in it and customer loyalty.

Every step in the implementation of the strategy plan must be monitored, and the complex must be monitored for the weaknesses of the enterprise in order to prevent their impact on the current work. The strategy has to be flexible, it has to take into account global trends and changes in the market. The unity of the entire enterprise hierarchy, when all divisions work towards one global goal, needs to improve organizational conditions and comply with them. The results of the strategy implementation should be evaluated at the end of each stage by comparing the desired with the received, this approach can also be the basis for correcting the actions already in the process. It is often a positive experience to monitor the business development of competitors and the feasibility of incorporating some of its components into a personal strategic plan. This approach is a sign of following a

copy strategy, but it should not be completely followed by the IT business. In the midst of the IT industry, there are some specific metaphors where employees at different levels openly share their experiences and give tips that make sense, especially for start-ups. Or there is an alternative approach to familiarize yourself with the concept of competitors' businesses - to make a completely different product, create a fundamentally new approach and strategy, create a trend rather than follow the existing one.

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