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## STRATEGIC ASPECTS IN THE FUNCTIONAL SPHERES OF ENTERPRISE ACTIVITY

**Kryvenko K., Sierova M.,** students\*,  
State Biotechnological University, Kharkiv, Ukraine

Functional strategies are providing strategies that determine the strategic orientation of functional directions – subsystems of enterprise management (marketing, production, finance, research sector, personnel management, environmental and social spheres) and ensure the achievement of their goals, as well as management of the process of implementation of corporate and competitive strategies, while taking a significant part in the development and adjustment of the latter [1].

That is, functional strategies should be coordinated and work on corporate and competitive strategies. In turn, corporate and competitive strategies must be based on functional ones, without taking into account analytical data and their capabilities, it is impossible to develop a full-fledged and, most importantly, suitable for implementation general or business strategy.

The responsibility for the development of functional strategies rests with the heads and chief specialists of the relevant functional services. Thus, the purpose of functional strategies is to ensure the development and

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\* *Academic supervisor – Podolska O.V., Candidate of Economic Sciences, Associate Professor*

achievement of long-term goals by each functional department in line with the enterprise's corporate and competitive strategies, while at the same time [1-4]:

- one of the elements of the system of formation of corporate and competitive strategies;
- subjects of implementation of these main decomposed enterprise strategies.

Functional strategies interact with each other. But the fundamental among them in the market economy is the marketing strategy. It gives strategic settings to all other functional strategies with corresponding changes in the market environment.

Each functional service (management function) has its own specific and most general characteristics by which they are distinguished [1-4]:

- goal;
- information base;
- methods of decision-making, execution and proving;
- personnel of a certain qualification;
- special technical base and equipment;
- specifics of planning;
- organization of activities and management;
- activity motivation and control.

These characteristics are certainly at the same time specific factors influencing the development of a particular functional strategy. In addition, functional strategies are developed taking into account the following general factors [1-4]:

- the content of the enterprise's activities;
- interrelationship of the content and direction of influence of a specific service on the achievement of the mission and specific goals of the enterprise as a whole;
- the nature of the impact of the performance of work by each service on the development or decline of the enterprise as a whole;
- boundaries of functional services and areas of intersecting interests;
- strengths and weaknesses in the activities of individual functional services, in their interaction;
- the presence of narrowly specific interests and approaches and a conflict of interests in solving general problems of the enterprise;
- balance of the interests of the enterprise and functional services, between the directions of development of the company as a whole and the competence of specialists who perform individual functions, their professionalism, ethical standards, entrepreneurial spirit, etc.

Functional strategies are sometimes called substrategies. The structure of the functional strategy includes the following elements [1-4]:

- the goals of this functional service are aligned vertically and horizontally, that is, with the goals of the enterprise and other functional divisions;
- description of the existing and potential conditions of the service environment;
- parameters of corporate and competitive strategies, which the service should provide;
- the main directions of their solution, i.e., the directions of the service under various scenarios of the development of events;
- sequence and mutual coherence of task solving;
- a list of the main measures to ensure the goals and objectives.

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## ЗНАЧЕННЯ ХЛІБОПЕКАРСЬКОЇ ГАЛУЗІ У ЗАБЕЗПЕЧЕННІ ПРОДОВОЛЬЧОЇ БЕЗПЕКИ УКРАЇНИ

**Крушина М.О.**, здобувач першого (бакалаврського) рівня ВО\*,  
Державний біотехнологічний університет, м. Харків, Україна

Проблема забезпечення продовольчої безпеки була в усі часи і залишається наразі однією з першочергових для будь-якої країни світу. Швидкі кліматичні зміни, демографічні та економічні трансформації, а також світові кризи, такі як пандемія чи воєнні конфлікти актуалізують важливість розробки та реалізації ефективних стратегій забезпечення продовольчої безпеки. Продовольча безпека охоплює не лише доступність продуктів харчування, але й їхню якість, різноманітність

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\* Науковий керівник – Грідін О.В., к.е.н., доцент