

## Секція 4. МЕНЕДЖМЕНТ І МАРКЕТИНГ

УДК 339.5

### МОДЕЛЮВАННЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ ЗОВНІШНЬОЕКОНОМІЧНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА

**В.М. Селютін, Л.М. Яцун, С.В. Селютін**

*Запропоновано модель вибору стратегії зовнішньоекономічної діяльності підприємства, яка пов'язує етапи, методи і результати. Як системоутворюючий чинник розроблено «дерево цілей» удосконалення зовнішньоекономічної діяльності державного підприємства «Завод хімічних реактивів». Модель органічно поєднує систему методів і показників якісного і кількісного оцінювання.*

**Ключові слова:** моделювання стратегічного управління, зовнішньоекономічна діяльність, цілі підприємства.

### МОДЕЛИРОВАНИЕ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТЬЮ ПРЕДПРИЯТИЯ

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*Предложена модель выбора стратегии внешнеэкономической деятельности предприятия, которая объединяет этапы, методы и результаты. В качестве системообразующего фактора разработано «дерево целей» совершенствования внешнеэкономической деятельности государственного предприятия «Завод химических реактивов». Модель органично сочетает систему методов и показателей качественного и количественного оценивания.*

**Ключевые слова:** моделирование стратегического управления, внешнеэкономическая деятельность, цели предприятия.

### STRATEGIC MANAGEMENT MODELLING FOR FOREIGN ECONOMIC ACTIVITY OF AN ENTERPRISE

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*The model of choosing the strategy of foreign economic activity of an enterprise, which unites the stages, methods and results, is offered. As a system-forming factor, the "tree of aims" for the perfection of foreign economic activity of a*

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*state enterprise "Plant of chemical reagents" is developed. The model combines the system of methods and high-quality indexes and quantitative evaluation organically.*

**Keywords:** *strategic management modelling, foreign economic activity, aims of the enterprises.*

**Raising of problem is in a general view.** Today in the conditions of complication and intensification of political, economic, demographic and other factors, the formation and support of high level of domestic enterprises competitiveness and providing on this basis their effective functioning at the foreign market on a long-term prospect is becoming actual. Solution of this task is most effective upon condition of modelling strategic management of an enterprise foreign economic activity. Modelling allows both to reduce threats and possibilities of external environment, to diagnose strong parties and problems of enterprise and define clearer parameters for its strategic development based on the use of system principle.

Actuality of the research of theoretical and methodological aspects of modelling strategic management of foreign economic activity at the enterprise is stipulated by the problems related to the improvement of the existing and search of new approaches to managing the enterprise as a subject of foreign economic activity, which is the condition for its development on a long-term prospect.

**Analysis of the last researches and publications.** Theoretical and practical aspects of strategic management and the problems of modelling strategic management at the enterprises are considered in the works of such domestic and foreign scientists as I. Ansoff [1], O.S. Vihanskij [2], Ju.B. Ivanov [3], H.V. Poiasnyk [4], V.D. Niemtsov and L.Ye. Dovgan' [5], I.O. Piddubnyj and A.I. Piddubna [6], M. E. Porter [7], M.H. Saienko [8], A.A. Tompson and A.Dzh. Striklend [9], R.A. Fathutdinov [10], Z.Ye. Shershn'ova [11]. However, the increase of the level of instability, complication and dynamism of the factors of external environment, especially foreign markets, stipulate the necessity of further study, search and application of new approaches to modelling strategic management of foreign economic activity at the enterprise.

**The aim of the article** is a basis for modelling strategic management of foreign economic activity at the enterprise.

**Presentation of basic material of the research.** In the process of choosing the most effective strategies of foreign economic activity of the enterprise pass through the stages of analysis and research of external and internal factors of influence. Study of the conditions of operating a state enterprise «Plant of chemical reagents» allowed specify the model of strategic management of foreign economic activity (fig. 1):

1. Formulation of mission, aim and tasks of foreign economic activity of the enterprise allow defining the mission of the enterprise on a foreign market, to set the primary objective of foreign economic activity and current tasks by means of which an enterprise may get an opportunity to achieve the purpose. The analysis of economic activity of the enterprise, synthesis, deduction, and «objective tree» methods are among the basic ones used for the research. The formed «tree of purposes», the main task of which is the improvement of foreign economic activity of the state enterprise «Plant of chemical reagents», is presented in fig. 2. On the first stage, the researches resulted in the determination of special purpose reference-points of strategic development of the enterprise on the foreign market: optimization of volumes of export oriented products and improvement of international marketing activity for selling higher production volumes.

2. Analysis of the environment allows specify the most attractive foreign market for distribution. PEST analysis is one of the basic methods due to its use external factors of influence were divided into political, economic, social and technological.

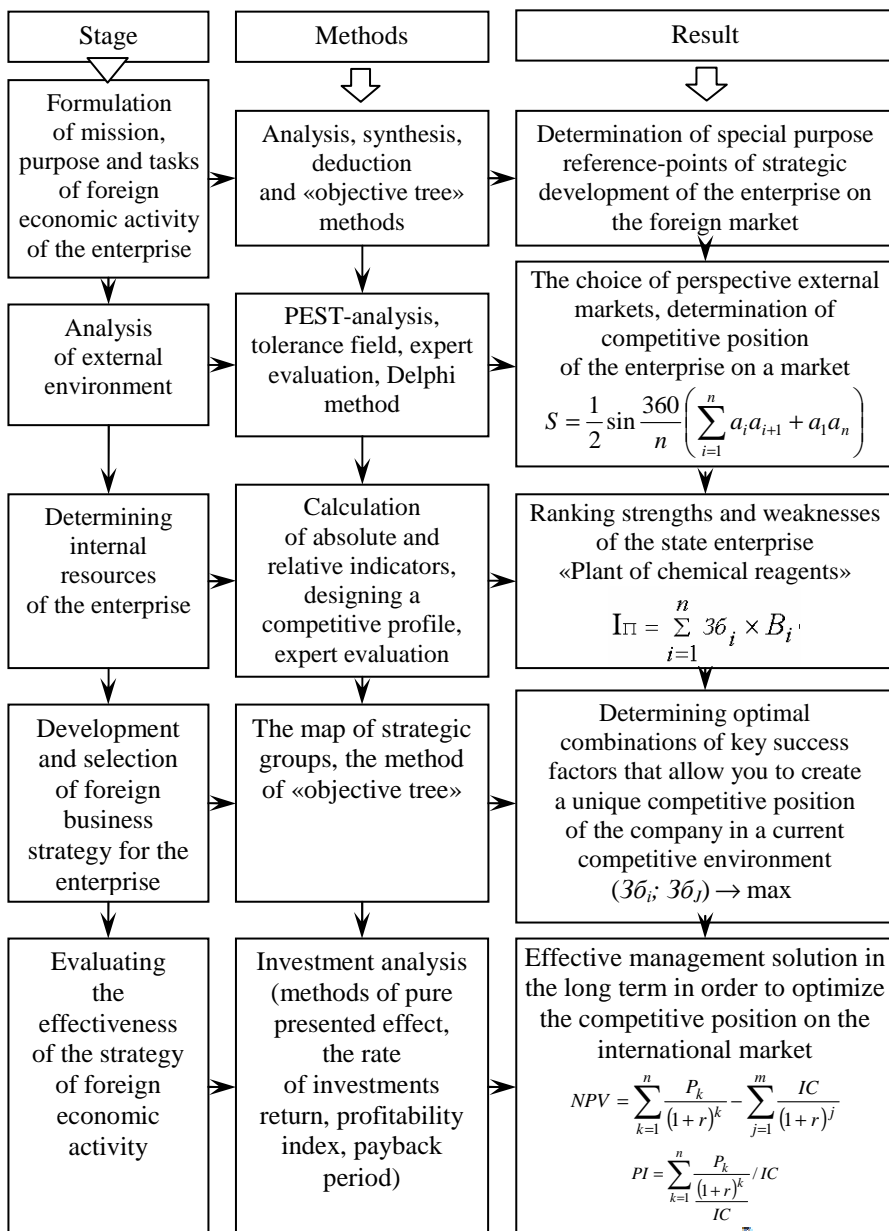
The level of governmental stability, taxation policy, legislation concerning environmental protection, antimonopoly and external economic laws and possible groups of pressure belong to political factors. To economic factors we take the tendencies of gross national product, business cycle stage, interest rates, the rate of exchange, rate of inflation, the level of employment (unemployment), wage level, closeness of raw material and materials, location in relation to the prospective partner countries and closeness to basic transport knots.

The system of values and hierarchy of consumers' needs, demographic tendencies, consumers' expectations, social activity of population, traditions and habits refer to social factors. The following are taken to technological factors: expenses for R&D, level of defense of intellectual property, public policy in the sphere of scientific and technological progress and market of new products.

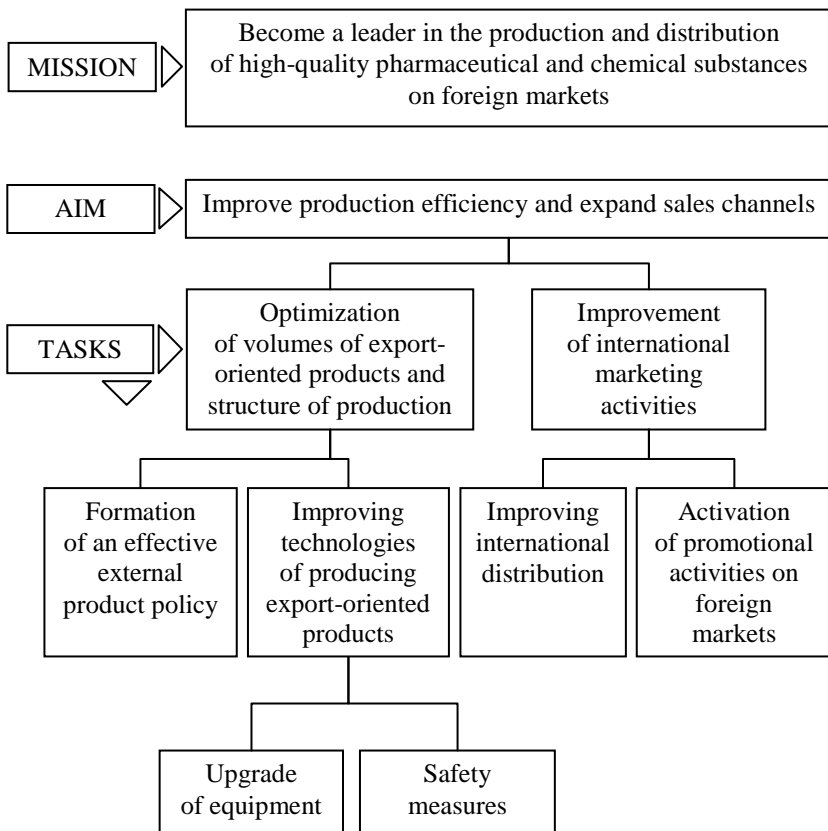
After grouping the factors by means of expert evaluation, the points (on a 10-point scale) were proposed on each of analyzable countries after every factor. The overall indicator was calculated by the following formula:

$$I_{\Pi} = \sum_{i=1}^n 3\delta_i \times B_i, \quad (1)$$

where  $I_{\Pi}$  is an integral index;  
 $3\delta$  is a general point;  
 $B$  is importance of factor.



**Fig. 1. A model of choice of foreign economic activity strategy for the state enterprise «Plant of chemical reagents»**



**Fig. 2. An «objective tree» of improving foreign economic activity at the state enterprise «Plant of chemical reagents»**

With the help of Delphi method the most perspective foreign market of Russia was chosen. For illustrative demonstration of calculations the field of tolerance was worked out in conducted PEST-analysis, and after every country the area of polygons was calculated after a formula:

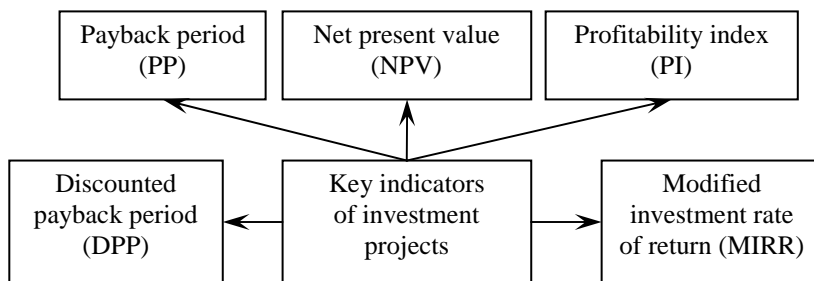
$$S = \frac{1}{2} \sin 360 \left( \sum_{i=1}^n a_i a_{i+1} + a_1 a_n \right). \quad (2)$$

The result of the second stage is a choice of perspective foreign market and determination of competitive position of enterprise at the analyzable market.

3. Determination of internal resources of the enterprise allows by means of calculation of absolute and relative indexes to distinguish strengths and weaknesses of the state enterprise «Plant of chemical reagents». At this stage, there was the used method of expert evaluation, which allowed construct the competition profile of the state enterprise «Plant of chemical reagents» and four competitors at the foreign market of Russia. Rankings of strengths and weaknesses of the enterprise became the result of this stage at the foreign market;

4. Development and choice of external economic strategy of the enterprise – at this stage, the map of strategic groups was created. This instrument allows creating the map of optimal connections of key factors of success for the enterprises of one industry. Such effective method of strategic management as objective tree was also used. It was offered to the state enterprise «Plant of chemical reagents» with a certain authenticity choice of alternative strategies of the development on the foreign market. An «objective tree» allows to choose a unique competition position of any enterprise in a present competition environment;

5. Estimation of the efficiency of foreign economic activity strategy – at this stage basic methods of estimation of the efficiency of investment projects were formed on the basis of indexes presented in fig. 3.



**Fig. 3. The system of basic indexes for estimating strategic decisions of the state enterprise «Plant of chemical reagents» in the field of foreign economic activity**

The methods of efficiency estimation of investment projects used in the process are considered below.

The method of calculating the net present value (NPV) is founded on the comparable sizes of initial investments with the overall sum of the discounted money receivables generated by the size of initial investments during the forecast term. If the project involves both investment and consistent investment funds within  $m$  years, the NPV formula is as follows:

$$NPV = \sum_{k=1}^n \frac{P_k}{(1+r)^k} - \sum_{j=1}^m \frac{IC}{(1+r)^j} \quad (3)$$

where  $P_k$  is prognostication of profits after years, UAH;  
 $r$  is a discount rate;  
 $IC$  is a size of initial investments, UAH.

The method of calculating profitability index (PI) of investments is, essentially, the consequence of NPV. An index (PI) is comfortable at the choice of one project from the row of alternative, that have an identical value of NPV approximately, or at completing a brief-case of investments with the maximal total value of NPV. Profitability Index is calculated by the formula:

$$PI = \sum_{k=1}^n \frac{\frac{P_k}{(1+r)^k}}{IC} \quad (4)$$

If  $PI > 1$ , a project should be accepted; if  $PI < 1$ , a project should be declined; if  $PI = 1$ , the project is neither profitable nor unprofitable. The index of profitability characterizes a profit per unit of charges (UAH/UAH).

The method of calculating modified investment rate of return (MIRR), as well as IRR, MIRR, characterizes the rate of discounting, at which the total present value of profits from the carried out investments equals the cost of these investments. As the method used for the calculation of IRR sometimes results in vagueness, the modified value of IRR is calculated by the formula:

$$(1 + MIRR)^n \times \sum_{k=0}^n \frac{IC_k}{(1+r)^k} = \sum_{k=0}^n P_k (1+r)^{n-k} \quad (5)$$

The method of determination of payback period (PP) of investments is the simplest and widespread in the world analytical practice. It shuts out temporal efficiency of money receivables. An index (PP) shows the amount of base periods, for what initial investments will be fully returned due to generating a project money streams. In the case when a profit is up-diffused unevenly, then (PP) settles accounts a direct subaccount amounts of years, during which investments will be liquidated by a cumulative profit. A general formula will look like:

$$PP - n, \quad \sum_{k=1}^n P_k > IC. \quad (6)$$

where  $PP$  index shows the amount of basic periods, for what initial investments will be fully returned due to project-generated money streams.

The method of discounted payback period (DPP) is the method of estimating the term of the smallest period, when the DFC accumulated by an accrual method will become inalienable. The discounted payback period (DPP) settles accounts like the period of recoupment (PP), but money stream is discounted in this case. The formula of calculation (DPP) looks this way:

$$IC = \sum_{k=1}^{DPP} \frac{P_k}{(1+r)^{k-1}} \quad (7)$$

This index more realistically estimate the payback period than (PP) in condition of correct choice of discounting rate.

Thus, after constructing the model of choice of foreign economic activity strategy of the state enterprise «Plant of chemical reagents» the mission, aim and strategic tasks were defined. At the second stage, the most perspective sales market of pharmaceutical substances was specified. The state enterprise was compared to direct competitors at the foreign market, which have similarities in an assortment row. Rankings of strengths and weaknesses of the enterprise was performed and optimal connection of key success factors allowing to form unique competition position of enterprise at the foreign market were defined.

The final stage of the model of the choice of foreign economic activity strategy for the state enterprise «Plant of chemical reagents» offered the realization of investment analysis for the acceptance of effective administrative decision on a long-term prospect by means of the following indexes calculation: the net profit value (NPV), profitability index of investments, modified investment rate of return, payback period and discounted payback period. This model allows making the conclusion to the acceptance of optimal administrative decision in relation to foreign economic activity of the enterprise in a long-term prospect.

**Conclusions.** In the conditions of increasing the complication, dynamism and vagueness of external environment, appears the necessity of implementing strategic management, which complicates general control system by an enterprise. Alongside with an operative management the system of strategic management, the primary objective of which is the development of enterprise in a long-term prospect, is created. For this purpose, every enterprise must realize the important elements of the activity: mission, aims, policy, competitive edges, features of organization of business, markets of sale, products (services), resources, structure, productive program, organizational culture.



The authors suggested the choice of the strategy of foreign economic activity of enterprise, which links the stages, methods and results for the investigated state enterprise «Plant of chemical reagents». A transition to the formation of a strategically oriented enterprise presupposes five stages.

As a system-forming factor, the «tree of aims» for the improvement of foreign economic activity of the state enterprise «Plant of chemical reagents» is worked out. The model organically combines the system of methods and indexes of qualitative and quantitative evaluation.

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## **МЕХАНІЗМ ФОРМУВАННЯ МАРКЕТИНГОВОГО ПОТЕНЦІАЛУ ТОРГОВЕЛЬНОГО ПІДПРИЄМСТВА**

**І.Г. Бубенець, В.О. Козуб, В.С. Артеменко, С.В. Артеменко**

*Визначено основні проблеми формування та розвитку маркетингового потенціалу торговельного підприємства. Розроблено концептуальну модель формування маркетингового потенціалу торговельного підприємства, яка формує цілісне бачення взаємозв'язку суті, мети, об'єкта, предмета, основних принципів та завдань у процесі реалізації можливостей торговельного підприємства.*

***Ключові слова:** маркетинговий потенціал, торговельне підприємство, концептуальна модель, базові концепції.*

## **МЕХАНИЗМ ФОРМИРОВАНИЯ МАРКЕТИНГОВОГО ПОТЕНЦИАЛА ТОРГОВОГО ПРЕДПРИЯТИЯ**

**И.Г. Бубенец, В.А. Козуб, В.С. Артеменко, С.В. Артеменко**

*Определены основные проблемы формирования и развития маркетингового потенциала предприятия. Разработана концептуальная модель формирования маркетингового потенциала торгового предприятия, которая формирует целостное видение взаимосвязи сущности, цели, объекта, предмета, основных принципов и задач в процессе реализации возможностей предприятия.*

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