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ISSUES OF STRATEGIC PLANNING INTRODUCTION AT DOMESTIC ENTERPRISES IN VOLATILE ENVIRONMENT

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Abstract. *The essence of “strategy” definition is investigated in the article. The approaches of domestic and foreign scholars to the interpretation of this term are considered and it is determined that there is no strictly conceptual definition of the category “strategy” so far. It is shown that the necessity of strategy development is caused by the volatile environment of enterprises. It is justified that one of the most important factors, which influence the efficient functioning of an economic entity, is understanding of the necessity of strategic planning process implementation, as it enables enterprises to come to the progressive advance and increase their market share. Despite the outstanding achievements in strategic planning research, the issues, which hinder successful strategic planning introduction at domestic enterprises, have not been considered thoroughly enough. It is analyzed that our state has a great industrial potential which can be realized only if there will be understanding of the necessity of action planning not only for the current period, but also in the long term. Nowadays, almost half of domestic enterprises have strategic planning experience; however, there are certain obstacles, which make it impossible to implement planning system effectively further. Strategic planning in domestic enterprises is conducted insufficiently due to the external factors, such as unstable state of environment, and internal factors associated with specific aspects of organizational nature. In our opinion, they step forward at implementing strategic planning system at enterprises. Among them, lack of readiness for strategic planning, ineffective system of corporate governance; low quality of current control, lack of feedback, limited theoretical knowledge in the field of strategic planning, incorrect organization of this process, administrative dependence of the strategic planning department, etc. The issues of strategic planning introduction at enterprises are discussed and possible solutions are suggested in the article.*

Keywords: *strategy; strategic management; strategic planning.*

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ПРОБЛЕМИ ВПРОВАДЖЕННЯ СТРАТЕГІЧНОГО ПЛАНУВАННЯ НА ВІТЧИЗНЯНИХ ПІДПРИЄМСТВАХ В УМОВАХ НЕСТАБІЛЬНОСТІ

Череп, А. В., Іванова, А. Г. Проблеми впровадження стратегічного планування на вітчизняних підприємствах в умовах нестабільності // Вісник соціально-економічних досліджень : зб. наук. праць (ISSN 2313-4569); за ред. М. І. Звєрякова (голов. ред.) та ін. Одеса : Одеський національний економічний університет. 2018. № 2 (66). С. 55–62.

Анотація. У статті досліджено сутність поняття «стратегія». Розглянуто підходи вітчизняних та зарубіжних науковців до трактування цього терміну та визначено, що на даний момент строгого понятійного визначення категорії «стратегія» поки немає. Показано, що необхідність розробки стратегії викликана нестабільністю умов функціонування підприємств. Обґрунтовано, що одним із вагомих факторів, що сприяють ефективній роботі суб'єктів господарювання, є розуміння важливості здійснення процесу стратегічного планування, адже воно дозволяє підприємствам досягати поступального розвитку та укріплювати свої позиції на ринку. Виявлено, що попри значні досягнення науковців у дослідженні стратегічного планування, недостатньо уваги приділено проблемам, які заважають успішному впровадженню системи стратегічного планування на вітчизняних підприємствах. Підкреслено, що наша держава має великий промисловий потенціал, однак він може бути реалізований лише за умови розуміння необхідності прорахунку дій не лише на поточний період, але й на віддалену перспективу. Визначено, що на сьогодні майже половина вітчизняних суб'єктів господарювання мають досвід використання стратегічного планування, однак існують перешкоди, які унеможливають подальше ефективне впровадження системи планування. Доведено, що на вітчизняних підприємствах стратегічне планування здійснюється в недостатньому обсязі через дію як зовнішніх, так і внутрішніх факторів, які пов'язані з особливостями організаційного характеру. Вважаємо, що саме вони виходять на перший план при впровадженні системи планування на підприємствах. Серед них: відсутність готовності до стратегічного планування, наявність неефективної системи корпоративного управління, низька якість поточного контролю, відсутність зворотного зв'язку, обмеженість теоретичних знань у сфері стратегічного планування, невірна організація цього процесу, адміністративна залежність відділу планування та ін. Розглянуто проблеми впровадження стратегічного планування на підприємствах та надано пропозиції щодо їх вирішення.

Ключові слова: стратегія; стратегічне управління; стратегічне планування.

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ПРОБЛЕМЫ ВНЕДРЕНИЯ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ НА ОТЕЧЕСТВЕННЫХ ПРЕДПРИЯТИЯХ В УСЛОВИЯХ НЕСТАБИЛЬНОСТИ

Череп, А. В., Иванова, А. Г. Проблемы внедрения стратегического планирования на отечественных предприятиях в условиях нестабильности // Вестник социально-экономических исследований : сб. науч. трудов (ISSN 2313-4569); под ред. М. И. Зверякова (глав. ред.) и др. Одесса : Одесский национальный экономический университет. 2018. № 2 (66). С. 55–62.

Аннотация. В статье исследована сущность понятия «стратегия». Рассмотрены подходы отечественных и зарубежных ученых к трактовке этого термина и определено, что на данный момент строгого понятийного определения категории «стратегия» пока нет. Показано, что необходимость разработки стратегии вызвана нестабильностью условий жизнедеятельности предприятий. Обосновано, что одним из важных факторов, способствующих эффективной работе субъектов хозяйствования, является понимание необходимости осуществления процесса стратегического планирования, поскольку оно позволяет предприятиям достигать поступательного развития и укреплять свои позиции на рынке. Выведено, что несмотря на значительные достижения ученых в исследовании стратегического планирования, недостаточно внимания уделено проблемам, которые мешают успешному внедрению системы стратегического планирования на отечественных предприятиях. Подчеркнуто, что наше государство имеет большой промышленный потенциал, однако он может быть реализован лишь при условии осознания необходимости просчета действий не только на текущий период, но и на отдаленную перспективу. Определено, что на сегодня почти половина отечественных субъектов хозяйствования имеют опыт использования стратегического планирования, однако существуют препятствия, которые делают невозможным дальнейшее эффективное внедрение системы планирования. Доказано, что на отечественных предприятиях стратегическое планирование осуществляется в недостаточном объеме, что связано с действием внешних, так и внутренних факторов, связанных с особенностями организационного характера. Считаем, что именно они выходят на первый план при внедрении системы стратегически ориентированных планов. Среди них: отсутствие готовности к стратегическому

планированию, наличие неэффективной системы корпоративного управления; низкое качество текущего контроля, отсутствие обратной связи, нехватка теоретических знаний в сфере стратегического планирования, неправильная организация этого процесса, административная зависимость отдела планирования и др. Рассмотрены проблемы внедрения стратегического планирования на предприятиях и даны предложения по их решению.

Ключевые слова: стратегия; стратегическое управление; стратегическое планирование.

JEL classification: G170; L620; M210

1. Introduction

Current economic situation in Ukraine is characterized by the deterioration of environments for most industrial enterprises. At the same time, the pace at which the environment of economic entities is changing is so fast that strategic planning is the only way to forecast the future. Research rationale shows that determining and dealing with current problems using strategic planning is a recipe for ensuring effective enterprise activity, which will help to survive in the environment of increased competition in the market.

The appearance of such approach as “strategic planning” in the economy is associated with the search of effective management styles. Nowadays one can state that strategic planning is spreading wider and wider. Enterprises operate in unstable environments, whereas success is possible only when there is an opportunity to foresee changes and to undertake reasonable efforts. Nowadays, almost half of domestic enterprises have strategic planning experience; however, there are certain obstacles which make it impossible to implement planning system effectively further. Therefore, we deem it advisable to investigate problems of strategic planning implementation at the enterprises of Ukraine and to make suggestions for their solutions.

2. Actual scientific researches and issues analysis

The theoretical background of strategic planning arose in the first scientific works on enterprise management by F. Taylor and H. Fayol. Formed in the 1960s and developed in the 1970s, intra-corporate systems were called “strategic planning”. Since then a number of scientists have been researching issues related to strategy development, strategic planning and management. Among them are V. Beloshapka [1], V. Blonska [2], S. Bolshenko [3], I. Borysenko [4], D. Gorielov [3], N. Dykan [4], V. Kolpakov [5], M. Saienko [6], T. Tsyba [7], Z. Shershnova [8] and others.

Despite a number of works in this area, there is no clear steady definition of “planning” category and no unified viewpoint of revealing the role of strategic planning in enterprise activity. And, taking into account the fact that the current environment for our economic entities is very complicated and hard to forecast, there is a need to pay attention to current problems arising during strategic planning implementation in order to make this process as efficient as possible.

3. The research objective

The objectives of the article are investigating the content of such categories as “strategy” and “strategic planning”, determining the existence of problems, which prevents effective implementation of strategic planning at an enterprise, making precise suggestions for their solutions.

4. The statement of basic materials

One of the characteristic features of the current social development is that closer attention is paid by scientists, politicians, entrepreneurs, and regular citizens to the formation of further development strategy and reaching strategic priorities. “Strategic planning” approach appearance is associated with the search for effective management styles. The definition of “strategic planning” includes the independent category – “strategy”, which is difficult to determine because of the variety of definitions for this category today formed by both domestic and foreign scientists.

Thus, according to I. Ansoff, strategy is a set of rules of decision making, by which an organization is guided [9, p.8]. He highlights a number of specific features of the strategy: firstly, the process of strategy development does not end with any immediate action: of course, it ends with the establishment of general directions, progression according to which the growth and consolidation of the firm's position will be ensured; secondly, a certain strategy should be used to design strategic projects by the search method (with the strategy assigned to the role of a particular filter: all possibilities, areas and directions that are incompatible with it are rejected); thirdly, a certain strategy ceases to be necessary as soon as the actual development of events becomes corresponding to the one desired by organization; fourthly, since in the development of strategies it is impossible to predict all the possibilities that will arise during goals specification and measures formation, generalized, incomplete and inaccurate information on various strategic alternatives is used; fifthly, with the presence of more accurate and more complete information, there may be doubts about the validity of the adopted strategy, therefore, there is a need for a feedback that allows the timely definition of a new strategy [9, p.9]. G. Mintzberg saw the content of strategy as a principle of behavior or following certain behavioral models. He defines strategy as a combination of five "P's": plan, principle, position, prospect, procedure [3, p.11]. According to the views of strategic planning classic A. Chandler, strategy is the definition of the main long-term goals and objectives of the enterprise, an adoption of a course of action and the allocation of resources, which are necessary to achieve the goals [10, p.10]. On the one hand, such an interpretation of strategy is based on a traditional approach to its definition as a special method for allocating resources between current and future activities (A. Chandler notes that a strategic alternative should be based on the comparison of opportunities and resources of corporations taking into account the adopted level of risk). On the other hand, in this definition, the main focus is on the achievement of goals [10, p.11].

In the work of domestic scientists T. Kalinesku, Y. Romanovska, O. Kyrylova, it is suggested to consider strategy as a set of activity directions (goals and ways of achieving them) to ensure renewed divergence and profitability of an enterprise [11, p.21]. V. Beloshapka and G. Zagorii characterized strategy as a long-term clearly determined approach of organization development [1, p.30]. In their turn, N. Dykan and I. Borysenko considered strategy as a model of activity generalization that is necessary for achieving set goals by means of coordination and distribution of firm's resources; that is, firm strategy development consists of goals achieving plans development, in which firm capabilities are foreseen [4, p.189]. M. Saienko gives the following definition: "strategy" is a systematic plan of potential behavior for an enterprise in the environment of information about future development of such environment and entrepreneurship development incompleteness, which includes formations of missions, long-term goals, and also ways and rules of decision making for the most effective use of strategic resources, strong points and opportunities, elimination of weak points and protection from environmental menaces, in order to get further profit [6, p.9].

Having considered given approaches of the economists, we have come to the conclusion, that at this stage, there is no precise real definition of the term "strategy". However, in this work we shall keep to the following rendering: strategy is a conception of an economic entity's activity, which is built on a complex of real actions focused on achieving desired goals.

It should be noted that diversity in the approaches to strategy definition does not create a significant contradiction with the procedures and actions associated with its development and implementation [3, c.12]. M. Saienko distinguishes 8 main stages of the enterprise strategy formation. Thus, initially, they carry out an analysis of the environment of the entity's functioning, predict its future development, identify opportunities and threats, strengths and weaknesses, assess competitiveness and predict its changes; during the second stage or in parallel (with the newly created enterprise – the first), they determine the mission, purpose and objectives of the enterprise; the third stage is a strategic analysis, which is to compare goals and objectives with the results of the analysis of the environment, identify and eliminate the gap between them and, most importantly, to develop alternative strategies – options for strategic development; at the fourth stage, variable scenarios of events development (optimistic, pessimistic and most probable) are modeled and

the influence of each on the formulated alternative strategies is explored, the competitiveness of the enterprise in case of strategy implementation in a certain scenario is determined at the fifth stage, the choice of the most acceptable alternative strategy is carried out; at the sixth, the final version of the company's strategy is being prepared; at the seventh stage, tactical mid-term plans are developed on the basis of the finally approved strategy; at the eighth stage, tactical plans and projects are developed; the next step is the process of strategic management [6, p.14]. It involves organization of the strategy implementation, as well as its practical assessment, control over execution and feedback if errors and deficiencies in the formation of the strategic plan at any of the stages are found. Such a connection is continuous, since the environment, and, hence, the conditions of the enterprise's activities are constantly changing, the strategic plan is regularly corrected [6, p.15].

Whereas any enterprise is an open system, and the main sources of its success are in its external surroundings, in the environment of tense competitive fighting strategic orientation of an economic entity's activity is one of the major factors of its survival and prosperity. And strategic planning, in its turn, let it adequately react to uncertainty and risk factors as a feature of external surroundings. In cases when management of a company is oriented towards long-term functioning in the market, it is natural for an economic entity planning system to acquire a strategic nature.

Strategic planning is an activity, which provides required sources, and ways of reaching set goals for the determination of enterprises development key points. That is why basic targets of strategic planning consist of determining long-term goals and business lines, efficient ways of reaching goals, and the formation of enterprise development model [7].

Strategic planning system evolution is characterized by change of four periods, namely [6, p.4]:

- ongoing planning and budgeting. This period is characterized by short-term planning oriented on current profitability, and control and management, which are implemented basing on the factual deviation from plan;
- extrapolative planning. Planning from achieved goals to growth, taking into account past factors, is characteristic for this stage long-term. Plans are focused on both current and future profitability;
- strategic planning. “Strategic thinking” is characteristic for this period, which is oriented towards menaces that cause the decrease of the enterprise activity;
- strategic management. This stage is characterized by consideration of management and planning as a whole [6, p.5].

As you can see, strategic planning has replaced long-term planning. At the same time in our country these concepts are sometimes confused. The main difference between long-term planning and strategic planning is the interpretation of the future. It should be noted that the long-term planning system assumes that the future can be predicted on the basis of extrapolation of historical growth trends. At the same time, top management believes that in the future, performance will improve compared to the past. At the same time, in the strategic planning system there is no idea that the future will necessarily be better than the past and is not considered to be possible for forecasting by extrapolation. Therefore, as we noted above, as a first step, a detailed analysis of the business environment is carried out.

Strategic planning at domestic enterprises is conducted in deficiency due to the external factors, such as unstable state of environment, and internal factors associated with specific aspects of organizational nature. In our opinion, they step forward at implementing strategic planning system in enterprises. The findings of the survey, which has been held among economic planners, top managers and heads of financial departments of JSC “Motor Sich”, JSC “Zaporizhstal”, LLC “Ukrainian Cable Company” and State-owned Enterprise “Scientific and Production Complex “Iskra”, are represented in the tab. 1.

Ukraine has a great industrial capacity, however, it may be unlocked only if only there will be understanding of the necessity of actions estimating not only for current period, but also for a remote prospect. Recently founded enterprises, even in the Independence period, in our opinion, are more adapted to today's world in the area of planning, due to the presence of completely new functioning fundamentals, opportunity to adopt the best practices of foreign countries, which successfully use advantages of strategic approach. However, many economic entities with more than 50-year functioning history still have not accepted modern management tendencies, they are not ready for strategic planning, the management does not realize the importance of this process. As a consequence there is lack of authoritative control; ineffective system of corporate management; limitedness of the theoretical knowledge of the management in the area of strategic planning. Indicated circumstances, in their turn, led to accurate management statements not forming and if statements do form, they have a lot of mistakes; what is more, managing staff has no skills to determine development problems, to create long-term plans, and to cooperate together in the process of solving planning problems. It has to be stated that in the current situation most managers do not know planning department tasks, how to cooperate with planning engineers, or how to determine their authority and liability. Planning department tasks do not come down only to strategy presentation to management. They must also make efforts for their realization, which is impossible without methodological support, knowledge and experience, the implementation of new progressive methods in planning work. Employees and management must understand the direction they should follow to achieve desired effect from strategy plan realization.

Table 1

Factors which prevent the implementation of strategic planning effective system
at domestic enterprises

Obstacle	Value, point
The unwillingness of management to bring changes into the existing system	10
Underestimating the importance of strategic planning be the management	9
Low awareness of new planning methods and ways	8
Large scope of "unnecessary" paper accounting	7
Insufficient qualifications of the planners	6
Failure to give credence to the opinion of lower-ranked employees (the opinion of production workers) while making decisions	5
High labor content of strategic planning	4
Lack of appropriate control	3
Methodological support deficit	2
Personal characteristics of the planners (flexibility, risks taking)	1

Source: created by the authors

Beyond that, an important obstacle to creating effective strategic planning system is incorrect organizational hierarchy. In some domestic enterprises, mostly large ones, planning departments are underneath the financial department managers, at others they report to operational unit managers. In both cases, management gets the impression that strategic planning is quite a remote and supportive process, and far from being essential. Therefore, the presence of such a department itself shows that there is some kind of work but it is so remote that it becomes irrelevant for top management. Correspondingly, strategic planning department subjection to the functional management is the reason of its low activity efficiency. It often happens that some intermediate managers blunt the cooperation efficiency of the department itself and the top management by making reproofs and corrections.

The analysis of trends of domestic enterprises points to the fact that the efficiency of short-term planning and control processes is frequently at a low rate; however, if an enterprise does not have a developed short-term planning system, the implementation of strategically oriented plans system becomes impossible.

The preference for external consultation services instead of the opinion of planning offices employees is still an important problem. In many enterprises there is a situation, when owners and chief executives neglect the opinions and suggestions of their employees as to the work process organization, however, they almost always give credence to the suggestions of external consultants. Due to it, specialists and functional executives lose their will to speak their mind, knowing in advance that the owners would not give credence to it. It does not matter how professional the external consultant is, this individual does not know all the subtle details of the enterprises functions as good as the employees themselves.

It is necessary to understand that effective strategic planning system makes it possible to improve the organizations' work quality, to have a clear idea of further lines of work, to get good proportions of categories such as "expenses" and "efficiency", and to take active positions concerning current problems and have opportunities to neutralize them.

For successful use of strategic approach in planning at domestic enterprises, first of all, hard work should be done on management philosophy change, as executives must realize the importance of strategic planning and extensively implement progressive changes taking into account permanent variations of functioning conditions. Also, there are good reasons to reorient enterprise management system from a passive to an active approach, which means to practice venture management, which makes systematized plan development necessary, which reduces the tendency for managers to formalize the strategic planning processes. An illustrative example is one of the world leading enterprises developing, producing, repairing and servicing aero engines, JSC "Motor Sich": apart from annual planning, each quarter, and sometimes each month, planning department carries out indicators corrections taking into account external and internal factors changes. It allows the enterprise, even after Russian market loss, to work consistently and to get positive financial results.

One of the most complicated prerequisites of creating the effective system of strategic planning is existence of set informational flows, which allows receiving data about the work of other departments on time and to use it in the planning process. The larger the enterprise the more difficult it is to get the required valid information on time. The implementation of internal electronic document management system, the accomplishment of set tasks on time and high qualification of the staff are the keys to successful and sound informing of the management, which is necessary for making management decisions. JSC "Zaporizhstal", JSC "Motor Sich", LLC "Ukrainian Cable Company" and many other enterprises today pay great attention to creating set information chains and it positively influences the results of their activities.

In our opinion, implementing strategic planning, it is important to report on work directly to the top managers, decreasing the number of intermediate functional managers, as such accounting would enable the management to increase attention to strategic planning and would increase cooperation efficiency between planners and top management.

Besides, it is important to pay attention to a selection of highly-skilled, enthusiastic staff with analytical thinking, without fear to show creativity, knowledges and erudition, because all of these things are the key to success in the hard work of creating strategic planning effective system.

5. Conclusions

Overall, it can be stated that strategic planning necessity is undoubtable. The results of one of the annual international surveys of senior executive managers, held by Bain & Company's, have shown that 81% of respondents consider strategic planning to be the main tool of high management, which must not only increase productivity in the long-term perspective, but also strengthen the internal structure of an organization. A certain background for strategic planning development has formed

in our country, which includes the necessity to react to environmental changes, competitive growth, and business internationalization; in other words, for enterprises the situation has arisen that “only the strongest survives” in the market. Here strategic planning helps economic entities to become those “strongest ones”.

The research we had undertaken in domestic industrial enterprises enabled us to distinguish the problematic issues of strategic planning implementation in the unstable environments. Among the main obstacles we can distinguish unwillingness of the management to bring changes into the system, lack of information about strategic approach advantages, incorrect organizational hierarchy, and insufficient qualifications of economic planners. Correspondingly, turning the attention of management to existing problems and the fulfillment of suggested recommendations may neutralize the negative effects on both strategic planning system and general activity of an enterprise.

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