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IMPROVEMENT OF THE DEFINITION OF STRATEGIC PLANNING OF ENTERPRISE DEVELOPMENT

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УДОСКОНАЛЕННЯ ДЕФІНІЦІЇ СТРАТЕГІЧНОГО ПЛАНУВАННЯ РОЗВИТКУ ПІДПРИЄМСТВА

In the conditions of dynamic development of the environment it is expedient to pay special attention at the enterprises to strategic management which basis is strategic planning as it will allow the enterprises to consider all system of factors both external and internal environment influencing enterprise activity, and identify the most effective ways to achieve these longXterm goals. The authors consider the definitions of "strategy", "enterprise development" and "strategic planning of enterprise development"; basic principles of management that should be used to increase the efficiency of innovation. Features of innovation strategies, and also advantages of strategic planning of development of the enterprises are considered.

The purpose of the study is to generalize the theoretical approaches to the definition of "strategy", "enterprise development" and "strategic planning of enterprise development", as well as the analysis of the features of the implementation of strategic management in the enterprise. This goal necessitated the solution of the following tasks: to generalize theoretical approaches to the concept of "strategy", "enterprise development" and "strategic planning of enterprise development"; analyze the basic principles of management that should be used to increase the effectiveness of innovation; identify the features of innovation strategies, as well as the benefits of strategic planning for enterprise development.

Scientific novelty is to improve the definition of strategic planning of enterprise development, which, in contrast to the known, comprehensively takes into account the need to comply with the components of enterprise development to ensure the desired changes and components of the innovation process; and, in contrast to the known, allows you to identify individual steps in the strategic planning of enterprise development, taking into account the stages of the life cycle in which it is.

The practical significance of the results is that this definition of strategic planning of enterprise development will allow to analyze in detail the scheme of stages of the process of strategic planning of enterprise development to assess the risks of innovation at each stage depending on the life cycle of the enterprise and its development. efficient use of resources and capabilities of a particular enterprise, make effective management decisions and achieve longXterm goals, as well as consider the process of strategic planning in the enterprise as a sequence of possible innovative projects to ensure enterprise development in the strategic perspective.

В умовах динамічного розвитку середовища особливу увагу на підприємствах доцільно приділити стратегічному управлінню, основою якого є стратегічне планування, оскільки це дасть змогу підприємствам врахувати всю систему факторів як зовнішнього, так і внутрішнього середовища, що впливає на діяльність підприємства, а також визначати найбільш ефективні шляхи досягнення зазначених довгострокових цілей. У роботі авторами розглянуто визначення понять "стратегія", "розвиток підприємства" та "стратегічне планування розвитку підприємства"; основні принципи менеджменту, які варто використовувати для підвищення ефективності впровадження інновацій. Розглянуто особливості інноваційних стратегій, а також переваги стратегічного планування розвитку підприємств.

Мета дослідження полягає в узагальненні теоретичних підходів щодо визначення понять "стратегія", "розвиток підприємства" та "стратегічне планування розвитку підприємства", а також аналізі особливостей впровадження стратегічного управління на підприємстві. Поставлена мета зумовила необхідність розв'язання таких завдань: узагальнити теоретичні підходи щодо поняття "стратегія", "розвиток підприємства" та "стратегічне планування розвитку підприємства"; проаналізувати основні принципи менеджменту, які варто використувати для підвищення ефективності впровадження інновацій; визначити особливості інноваційних стратегій, а також переваги стратегічного планування розвитку підприємств.

Наукова новизна полягає в удосконаленні дефініції стратегічного планування розвитку підприємства, яка, на відміну від відомих, комплексно враховує необхідність дотримання складових розвитку підприємств для забезпечення бажаних змін та складових інноваційного процесу; та, на відміну від відомих, дає змогу визначати окремі кроки у стратегічному плануванні розвитку підприємства з урахуванням стадій життєвого циклу, в якому воно перебуває.

Практичне значення отриманих результатів полягає у тому, що таке визначення стратегічного планування розвитку підприємства надасть змогу детально проаналізувати схему етапів процесу стратегічного планування розвитку підприємства для оцінювання ризиків інноваційної діяльності на кожному етапі в залежності від стадії життєвого циклу підприємства та особливостей його розвитку, що дасть змогу підвищити ефективність використання ресурсів і можливостей конкретного підприємства, приймати ефективні управлінські рішення та досягати поставлених довгострокових цілей, а також розглядати процес стратегічного планування на підприємстві як послідовність реалізації можливих інноваційних проєктів з метою забезпечення розвитку підприємства у стратегічній перспективі.

Key words: strategy, strategic planning, enterprise development.

Ключові слова: стратегія, стратегічне планування, розвиток підприємства.

FORMULATION OF THE PROBLEM

Modern enterprises operate in conditions of uncertainty, the external environment is changing rapidly, which significantly affects the activities of enterprises. To ensure their competitive advantages, companies must quickly adapt to changes in the macro and micro environment, as well as constantly consider their internal opportunities for further development. Strategic planning

allows the company to consider possible ways to achieve its goals, which is based on the analysis of the impact of external and internal factors of the enterprise and is aimed at choosing the optimal strategy of the enterprise and the process of its formation. The development of a strategic plan for enterprise development will provide an opportunity to make effective management decisions and achieve long-term goals. Among the main conditions that cause the transition

Table 1. Approaches to the definition of "strategy"

| № | Author | Definition |
|----|---|---|
| 1 | 2 | 3 |
| 1 | I. Ansoff [7, p. 28] | strategy is a set of rules for decisions that guide the organization in its activities. |
| 2 | M. Mescon, M. Albert, F. Hedoury [19, p. 181] | a detailed comprehensive plan designed to ensure the mission of the organization and the achievement of its goals |
| 3 | A. Strickland, A. Thompson [27, p. 11] | enterprise management plan aimed at strengthening its position, meeting consumer needs and achieving goals |
| 4 | M. Porter [23, p. 51] | offensive or defensive actions aimed at creating a stable position in the industry, in order to successfully overcome the five factors of competition and, therefore, to ensure maximum return on investment of the firm |
| 5 | R. Fatkhutdinov [28, p. 7] | program, plan, general course of the subject of management to achieve its strategic goals |
| 6 | Z. Shershneva, S. Oborska [29, p. 118] | long-term course of development of the firm, a way of achievement of the purposes which it defines for itself, being guided by own considerations within the limits of the policy |
| 7 | A. Naliwayko [21, p. 23] | established and revised set of activities (goals and ways to achieve it) to ensure a renewable distinctiveness and profitability |
| 8 | V. Gerasimchuk [11, p. 29] | business concept of the organization for a certain strategic perspective, which is presented in the form of a long-term program of action that can implement this concept and provide the organization with competitive advantages in achieving goals. |
| 9 | P. Drucker [12, p. 20] | a combination of planned actions and speed of decisions regarding adaptation to new achievements and new disposition in the field of competition. |
| 10 | L. Shekhovtseva [30, p. 24] | irection, trajectory, method of development of the company, aimed at achieving its goals. |
| 11 | K. Andrews [21, p. 18] | establishing an ideal analytical goal, to achieve which the components are identified: market opportunities of the enterprise, its general competence and resources, own values and aspirations, confirmation of the company's obligations to society and its members. |
| 12 | D. Schendel, K. Hatten [22, p. 21] | the process of defining and (establishing) communication, the organization with its environment, which consists in the implementation of selected goals and in attempts to achieve the desired state of relations with the environment through the allocation of resources, which allows effective and efficient action of the organization and its units |
| 13 | J. Higgens [10, p. 61] | management process in order to carry out the mission of the organization by managing the interaction of the organization with its environment |

Table 2. Morphological classification of the essence of the concept of "strategy"

| Keyword | Definition within the keyword | Concretization of the definition | Ability, condition, purpose within the concept | Author |
|-------------|---|---|---|---|
| Set | Rules for decisions | | which the organization is guided in its activities | I. Ansoff [7, p. 28] |
| | areas of activity | installed | to ensure a renewable distinctiveness and profitability | A. Nalivayko [21, p. 23] |
| Plan | detailed comprehensive complex | designed | to ensure the mission of the organization and the achievement of its goals | M. Mescon, M. Albert, F. Hedoury [19, p. 181] |
| | enterprise management | directional | to strengthen its position, meet consumer needs and achieve goals | A. Strickland, A. Thompson [27, p. 11] |
| | program, general course of the subject of management | | to achieve strategic goals | R. Fatkhutdinov [28, p. 7] |
| Actions | offensive or defensive | directed | to create a stable position in the industry, in order to successfully overcome the five factors of competition and, consequently, to ensure maximum return on investment of the firm | M. Porter [23, p. 51] |
| Course | development of the firm, long-term, way to achieve goals | defined | guided by their own considerations within their policy | Z. Shershneva, S. Oborska [29, p. 118] |
| Concept | organizations for a certain strategic perspective | presented as a long-term action program | able to implement this concept and provide organizations with competitive advantages in achieving goals | V. Gerasimchuk [11, p. 29] |
| Combination | planned actions | | adaptation to new achievements and a new disposition in the field of competition | P. Drucker [12, p. 20] |
| Direction | trajectory, method of company development | directional | to achieve its goals | L. Shekhovtseva [30, p. 24] |
| Process | establishing an ideal analytical goal | to achieve which is carried out | identification of components: market opportunities of the enterprise, its general competence and resources, own values and aspirations, confirmation of obligations of the enterprise before the society and its members | K. Andrews [21, p. 18] |
| | definition and (establishment) of communication organization with its environment | is | in realization of the chosen purposes and in attempts to reach a desirable condition of relations with environment by means of distribution of resources that allows to operate effectively and effectively to the organization and its divisions | D. Schendel, K. Hatten [22, p. 21] |
| | management | | in order to carry out the mission of the organization by managing the interaction of the organization with its environment | J. Higgins [10, p. 61] |

to strategic planning in the company, it should be noted enterprise adaptability to changes in operating conditions, the need to maintain existing competitive advantages in the long term and create new competitive advantages, strengthening competition, internationalization of business, development of theoretical approaches and practical recommendations for strategic planning, which allows more efficient use of strategic planning in the enterprise, strengthening of innovation processes in enterprises, which requires development of stages of long-term projects for efficient use of resources and capabilities. All this determines the relevance of this topic.

The purpose of the study is to generalize the theoretical approaches to the definition of "strategy", "enterprise development" and "strategic planning of enterprise development", as well as the analysis of the features of the implementation of strategic management in the enterprise. This goal necessitated the solution of the following tasks: to

generalize theoretical approaches to the concept of "strategy", "enterprise development" and "strategic planning of enterprise development"; analyze the basic principles of management that should be used to increase the effectiveness of innovation; identify the features of innovation strategies, as well as the benefits of strategic planning for enterprise development.

To achieve this goal and solve the tasks will be used theoretical methods of scientific knowledge such as: system functional approach to the study of the essence of the category "strategy", "enterprise development" and "strategic planning of enterprise development".

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Significant contribution to the study of the concept of strategy to make domestic and foreign scientists, in particular I. Ansoff, M. Mescon, M. Albert, F. Hedoury,

A. Strickland, A. Thompson, M. Porter, R. Fatkhutdinov, Z. Shershneva, S. Oborska, A. Nalyvayko, V. Gera\$ symchuk, P. Drucker, L. Shekhovtseva, K. Andrews, D. Shendel, K. Hatten, J. Higgins and others. In their works, they considered the definition of the concept of "strategy", various approaches to the classification of strategies, the definition of the hierarchy of strategies.

The problem of the role of planning in the management of the enterprise was dealt with by domestic and foreign scientists, namely: R. Akoff, I. Ansoff, O. Vik\$ hansky, V. Gerasymchuk, P. Drucker, O. Kuzmin, L. Mel\$ nyk, V. Ponomarenko, S. Popov, Z. Shershneva, O. Ias\$ tremska.

Korotkov E., Afanasyev M., Rogozhin V., Rudy\$ ka V., Averyanova A., Rapoport V., Yakovenko E., Ku\$ chin B., Yeremeychuk R., Evdokimova D., make a sig\$ nificant contribution to the study of the concept of enter\$ prise development. Akoff R., Mocherny S., Busel V., Zabrodsky V., Kyzym M. and others.

However, the scientific literature does not pay enough attention to the definition of "strategic planning of enterprise development" in the context of identifying the main components of enterprise development and taking into account the stage of the enterprise life cycle.

PRESENTING MAIN MATERIAL

The current state of Ukraine's economy is characterized by deteriorating economic activity of most enterprises. For further development and use of competitive advantages it is expedient for the enterprise to improve processes of planning of their activity and to form new strategies of their development. Strategic planning will allow the company to take into account internal and external factors that provide favorable conditions for effective operation and are the basis for management decisions in the enterprise.

Today, improving innovation management for most companies is an important means of supporting their activity in the developed areas and expansion in new areas. Of great importance for improving the efficiency of innovation is the integrated use of new management principles, the main of which are:

- creating an atmosphere that stimulates the search and development of innovations;
- the focus of all innovation on consumer needs;
- determination of priority tasks of innovative work proceeding from the purposes and tasks of firm;
- reducing the number of levels in management in order to accelerate the process of "research—production—sales";
- maximum reduction of terms of development and implementation of innovations, organization of works not on the "relay" principle, but on the basis of simultaneous parallel solution of innovative problems.

According to theory and practice, innovation strategies due to their features are, on the one hand, an effective management tool, and on the other — create a number of complex conditions in the management of the organization, in particular:

- increased level of uncertainty of final results in terms of time, costs, quality and efficiency, which requires the development of such a specific function as innovation risk management;

Table 3. The essential components of the concept of "strategy"

| № definition | Components that are part of the definition | Contents of the component | Load on each component |
|--------------|--|---|------------------------|
| 1 | 1.1 | set of rules for decisions | 1 |
| 2 | 2.1 | comprehensive plan | 0,33 |
| | 2.2 | to ensure the implementation of the mission of the organization | 0,33 |
| | 2.3 | ensure the achievement of the goals of the organization | 0,33 |
| 3 | 3.1 | enterprise management plan | 0,33 |
| | 3.2 | strengthening the position of the enterprise | 0,33 |
| | 3.3 | achieving the set goals | 0,33 |
| 4 | 4.1 | guaranteeing the maximum return on investment of the firm | 0,5 |
| | 4.2 | overcoming five factors of competition | 0,5 |
| 5 | 5.1 | plan | 0,5 |
| | 5.2 | achieving strategic goals | 0,5 |
| 6 | 6.1 | the course of development of the firm | 0,5 |
| | 6.2 | way to achieve goals | 0,5 |
| 7 | 7.1 | set of activities | 0,5 |
| | 7.2 | ensuring profitability | 0,5 |
| 8 | 8.1 | the concept of organization for a certain strategic perspective | 0,5 |
| | 8.2 | ensuring competitive advantage in achieving goals | 0,5 |
| 9 | 9.1 | a combination of planned actions to adapt to new achievements | 1 |
| 10 | 10.1 | the way the company develops, aimed at achieving its goals.. | 1 |
| 11 | 11.4 | establishing an ideal analytical goal to achieve the identification of components | 1 |
| 12 | 12.1 | realization of the chosen purposes | 0,5 |
| | 12.2 | allocation of resources to effectively and efficiently operate the organization and its units | 0,5 |
| 13 | 13.1 | management process | 0,5 |
| | 13.2 | implementation of the mission of the organization | 0,5 |

increasing investment risks of projects and especially long\$ term ones, which requires finding more risky investors; increase the flow of changes in the organization, the implementation of any innovation strategy is associated with the inevitability of restructuring (restructuring) of the organization, as a change in the system of any element leads to changes in the state of all others.

The transition to a market economy has exacerbated the need to intensify innovation processes in Ukraine's economy. Progressive functioning of domestic enterprises is impossible without strengthening innovation activity and a new approach to innovations that combine knowledge and technology with the market. Innovations determine the main indicators of production and economic activity of the enterprise, the direction of changes in the long run, ensure the competitiveness of the enterprise in the future.

The strategy of innovative development of enterprises operating in a market economy has its own characteristics

Table 4. The total load on the key characteristics of the concept of "strategy"

| № | Key feature | Key feature | Key feature |
|---|---|--------------------------------------|----------------------------------|
| 1 | a comprehensive enterprise management plan for a certain strategic perspective | 2.1, 3.1, 5.1, 7.1, 8.1, 9.1, 13.1 | $0,33+0,33+0,5+0,5+1+0,5 = 3,66$ |
| 2 | ensuring the achievement of long-term goals | 2.3, 3.3, 5.2, 6.2, 10.1, 11.1, 12.1 | $0,33+0,33+0,5+0,5+1+0,5 = 4,16$ |
| 3 | ensuring the implementation of the mission of the organization | 2.2, 13.2 | $0,33+0,5 = 0,83$ |
| 4 | ensuring the development of the enterprise, strengthening its position and achieving competitive advantages | 3.2, 4.2, 6.1, 8.2 | $0,33+0,5+0,5+0,5 = 1,83$ |
| 5 | making effective management decisions | 1.1, 4.1, 7.2, 12.2 | $1+0,5+0,5+0,5 = 2,5$ |

Table 5. Approaches to the definition of "planning"

| № | Автор | Визначення |
|----|----------------------------|--|
| 1. | F. Denison [3, p. 56] | "Almost any job, so it all done, it should be plan, at least for information and a few minutes in advance" |
| 2. | H. Fayol [2, p. 43] | gaining control over the future; not only thinking about the prospects, but active, focused on his actions |
| 3. | R. Ackoff [1, p. 1] | developing the desired future as well way, that it could have been used to implement |
| 4. | N. Snyder [4, p. 73] | activities, which relates to prior determination of that action and / or human and physical resources needed to achieve objectives; it covers definitions alternatives, analysis of each of them and selection of the best |
| 5. | G. Mintzberg [20, p. 9-11] | formalized procedure aimed at obtaining a clearly defined result, which takes the form of an integrated decision systems |

and therefore its choice depends on a large number of factors (market position of enterprises, the dynamics of research and production potential, new products, etc.). This requires a strategic focus of innovation activities of enterprises and determining the content of innovations adequate to the interests of consumers. Among the objective limitations of the strategy of innovative development are the following: the level of existing financial resources, the amount of acceptable risk, the relationship within the production links of enterprises, the opposition of competitors, the potential capabilities of the company's staff.

The main advantages of strategic planning for enterprise development include [24; 26]: distribution of responsibilities not only between activities, but also between current and future activities; connection of current decisions with future results, organized comprehension of decisions (contrary to

spontaneous acceptance) with forecasting of their consequences; conscious preparation for the future and for the future; focus on finding alternatives to achieve the goals, ie acceptable goals within the defined goals and existing constraints; identification of opportunities and threats, strengths and weaknesses of the enterprise, taking them into account when setting goals and formulating strategies to ensure the impact on these aspects today; the ability to eliminate problems with achieving the goal both in the future and today.

In order to clarify the definition of strategic planning of enterprise development, it is necessary to analyze the main components of this concept, namely "strategy", "planning" and "enterprise development".

To analyze the content of the concept of "strategy" in Table 1, scientific approaches to its definition are considered.

Table 6. Approaches to the definition of "enterprise development"

| № | Author | Definition |
|-----|---|--|
| 1. | E. Korotkov [17, p. 296] | a set of changes, which lead to the emergence of a new quality and strengthen the vitality of the system, its ability resist the destructive forces of the environment |
| 2. | M. Afanasyev, V. Rogozhin, V. Rudyka [8, p. 27] | objective change only in the qualitative characteristics of the system, due to both fundamental laws nature (unity and struggle of opposites , the transition from quantity to quality, the development of society by spirals and upwards), and regularities of functioning of concrete systems (aging of the equipment, accumulation of experience and knowledge by employees , depletion of natural resources), for which new properties of the system are formed |
| 3. | A. Averyanova [5, p. 47] | Movement from one qualitative state to another, dictated by quantitative savings in the facility, which lead to qualitative changes |
| 4. | V. Rapoport [25, p. 131] | qualitative and quantitative changes of the object of development in the direction that provides the fullest satisfaction of own interests and external requirements |
| 5. | E. Yakovenko [31, p. 114] | extended in time the process of changing the qualitative and quantitative parameters in the economically best results |
| 6. | B. Kuchin [18, p.87] | these are interrelated changes of qualitative, quantitative and structural categories in the system |
| 7. | R. Yeremeychuk [15, p.75] | balanced quantitative, structural and qualitative changes, which correspond to the objectives of the enterprise and consider restrictions, which are imposed external environment and potential businesses |
| 8. | D. Evdokimova [14, p. 8] | dynamic multivariate cyclical process, which has a spiral shape and turns through quantitative and qualitative changes in the structure of the system while maintaining its integrity and stability is ensured only by the terms of his handling of the system |
| 9. | R. Akoff [6, p. 225] | Development is characterized primarily by qualitative changes: improving the technological equipment of production, professional development of employees, change of principles and mechanisms of management, etc. |
| 10. | S. Mocherny [13, c. 247] | targeted and regular changes of material and immaterial objects, which are irreversible in nature, due to which there is a transition from less advanced forms of objects to more developed |
| 11. | V. Busel [9, p. 1043] | process, due to which there is a change as anything, the transition from one qualitative state to anothe |
| 12. | V. Zabrodsky, M. Kyzym [16] | development of economic and production systems represents a process of transition economic and production system in a new, more qualitative status by accumulating quantitative capacity, change and complexity of structure and composition, the result of which is improving its ability to act resisting the destructive influence of the external environment and the effectiveness of the operation |

Table 7. Morphological classification of the essence of the concept of "enterprise development"

| Keyword | Definition within the keyword | Concretization of the definition | Ability, condition, purpose within the concept | Author |
|----------|--|----------------------------------|--|---|
| Change | set of changes | leading to | emergence of a new quality and strengthening of the vitality of the system, its ability resist the destructive forces of the environment | E. Korotkov [17, p. 296] |
| | objective change of only qualitative characteristics of the system | due to both | Fundamental laws and patterns of operation of specific systems, according to which new properties of the system are formed | M. Afanasyev, V. Rogozhin, V. Rudyka [8, p. 27] |
| | qualitative and quantitative changes in the object of development in the direction | provides | the fullest satisfaction of own interests and external requirements | V. Rapoport [25, p. 131] |
| | extended in time the process of changing qualitative and quantitative parameters | | with economically best results | E. Yakovenko [31, p. 114] |
| | these are interrelated changes qualitative, quantitative and structural categories | | in the system | B. Kuchin [18, p. 87] |
| | balanced quantitative, structural and qualitative changes | meet take into account | the purposes of the enterprise restrictions, which are imposed external environment and potential businesses | R. Yeremeychuk [15, p.75] |
| | characterized first of all qualitative changes | | technological improvement production equipment, advanced training employees, changing principles and management mechanisms, etc. | R. Akoff [6, p. 225] |
| | directed and natural changes material and intangible assets | have | irreversible, resulting in occurs transition from less developed forms of such objects to more developed | S. Mocherny [13, c. 247] |
| Movement | movement from one qualitative state to another | called | quantitative accumulations in the object, leading to qualitative changes | A. Averyanova [5, p. 47] |
| Process | dynamic multivariate cyclic process | has | spiral shape and is manifested through quantitative and qualitative changes in the structure of the system while maintaining its integrity, and the stability of which is ensured only if it is controlled by the system | D. Evdokimova [14, p. 8] |
| | process, as a result whose | happens | there is a change quality of something, transition from one quality condition to another | V. Busel [9, p. 1043] |
| | process of transition economic and production system in a new, more qualitative status | by | Accumulation of quantitative potential, change and complication of the structure and composition, resulting in an increase in its ability to resist the destructive effects of the environment and the efficiency of functioning | V. Zabrodsk, M. Kyzym [16] |

The study of views on the definition of "strategy" showed that scientists consider the concept of "strategy" in terms of choosing the direction of development, development of planned actions for decision-making and a comprehensive action plan. Due to the need to clarify the content of this concept should be a morphological analysis of the essence of the concept of "strategy", which is given in Table. 2.

Based on the Table 2, we can conclude that most scientists determine the key characteristics of this concept plan and process. You can also select a set, action, course, concept, combination and direction.

The conducted morphological analysis makes it possible to identify the key characteristics of the definition of "strategy", which include:

- a comprehensive enterprise management plan for a certain strategic perspective;
- ensuring the achievement of long-term goals;
- ensuring the implementation of the mission of the organization;
- ensuring the development of the enterprise, strengthening its position and achieving competitive advantages;
- making effective management decisions.

In order to clarify the content of the category "strategy" on the basis of selected key characteristics, it is proposed to use the method of content analysis, which will translate textual information into quantitative indicators. To do this, from each definition given in table. 1, it is necessary to identify several essential components that most meaningfully

Table 8. The essential components of the concept of "enterprise development"

| № definition | Components that are part of the definition | Contents of the component | Load on each component |
|--------------|--|--|------------------------|
| 1 | 1.1 | set of changes | 0,25 |
| | 1.2 | emergence of a new quality | 0,25 |
| | 1.3 | strengthening the vitality of the system | 0,25 |
| | 1.4 | the ability to resist the destructive forces of the environment | 0,25 |
| 2 | 2.1 | change only the qualitative characteristics of the system | 0,5 |
| | 2.2 | new properties of the system are formed | 0,5 |
| 3. | 3.1 | movement from one qualitative state to another | 0,5 |
| | 3.2 | quantitative accumulation in the object | 0,5 |
| 4 | 4.1 | qualitative and quantitative changes in the object of development | 0,5 |
| | 4.2 | the fullest satisfaction of own interests and external requirements | 0,5 |
| 5 | 5.1 | the process of changing qualitative and quantitative parameters | 0,5 |
| | 5.2 | economically best results | 0,5 |
| 6 | 6.1 | interconnected changes qualitative, quantitative and structural categories | 0,5 |
| | 6.2 | system | 0,5 |
| 7 | 7.1 | quantitative, structural and qualitative changes | 0,33 |
| | 7.2 | meet the goals of the enterprise | 0,33 |
| | 7.3 | restrictions, which are imposed external environment and potential businesses | 0,33 |
| 8 | 8.1 | dynamic multivariate cyclic process | 0,5 |
| | 8.2 | due to quantitative and qualitative changes in the structure of the system while maintaining its integrity | 0,5 |
| 9 | 9.1 | qualitative changes | 1 |
| 10 | 10.1 | natural changes in material and intangible assets | 0,5 |
| | 10.2 | transition from less developed forms of such objects to more developed | 0,5 |
| 11 | 11.1 | process | 0,33 |
| | 11.2 | changing the quality of something | 0,33 |
| | 11.3 | transition from one qualitative state to another | 0,33 |
| 12 | 12.1 | the process of transition of the economic and production system to a new, better state | 0,25 |
| | 12.2 | accumulation of quantitative potential | 0,25 |
| | 12.3 | changes and complications of structure and composition | 0,25 |
| | 12.4 | increasing the ability to resist the destructive effects of the environment | 0,25 |

reflect the key aspects of the concept of "strategy". The next step is to calculate the load on each component, the sum of which within one definition is 1 (Table 3).

Thus, in Table 3 from each concept were identified meaningful components and calculated the load on them. To draw a conclusion about the frequency of their use and importance, we group the components considered in relation to the above key characteristics and calculate the total load on them (Table 4).

It can be concluded that most often in the definition of "strategy" is used such a key characteristic as "ensuring the achievement of long-term goals."

Thus, as a result of the morphological and content analysis it can be concluded that the strategy is a comprehensive management plan for a certain strategic perspective (3,66), which is aimed at making effective management decisions (2,5) in order to achieve long-term goals (4,16), ensuring the implementation of the mission of the organization (0,83),

enterprise development, strengthening its position and achieving competitive advantage (1,83). The complexity of the strategy involves covering all areas of the enterprise at different levels of their organization.

To analyze the content of the concept of "planning" in Table 5 scientific approaches to its definition are considered.

To analyze the content of the concept of "enterprise development" in Table 6 scientific approaches to its definition are considered.

In connection with the need to clarify the content of the concept should be a morphological analysis of the essence of the concept of "strategy", which is given in Table 7.

Based on the Table 7, we can conclude that most scientists determine the key characteristics of this concept of change and process.

The conducted morphological analysis makes it possible to identify the key characteristics of the definition of "enterprise development", which include:

Table 9. The total load on the key characteristics of the concept of "enterprise development"

| Key feature | List of essential components | Total load | Key feature |
|-------------|---|---|--|
| 1 | the process of cumulative qualitative, quantitative and structural changes of the system while maintaining its integrity, due to the movement from one qualitative state to another, by quantitative accumulation in the object | 1.1; 1.2; 2.1; 3.1; 3.2; 4.1; 5.1; 6.1; 6.2; 7.1; 8.1; 8.2; 9.1; 10.1; 10.2; 11.1; 11.2; 11.3; 12.1; 12.2; 12.3 | 0,25+0,25+0,5+0,5+0,5+0,5+0,5+0,5+0,5+0,33+0,33+0,5+0,5+1+0,5+0,5+0,33+0,33+0,33+0,25+0,25+0,25=9,07 |
| 2 | meet the objectives of the enterprise and take into account restrictions imposed by the external environment and the potential of the enterprise | 4.2; 7.2; 7.3 | 0,5+0,33+0,33=1,16 |
| 3 | resulting in an increase in the company's ability to counteract the negative effects of the external environment, increase the level of adaptation of the enterprise to the external environment, increase viability and increase the potential of the enterprise | 1.3; 1.4; 2.2; 5.2; 12.4 | 0,25+0,25+0,5+0,5+0,25= 1,75 |

the process of cumulative qualitative, quantitative and structural changes of the system while maintaining its integrity, due to the movement from one qualitative state to another, by quantitative accumulation in the object;

meet the goals of the enterprise and take into account the constraints imposed by the external environment and the potential of the enterprise;

the consequence is to increase the company's ability to counteract the negative effects of the external environment, increase the level of adaptation of the enterprise to the external environment, increase viability and increase the potential of the enterprise.

In order to clarify the content of the category "enterprise development" on the basis of the selected key characteristics, it is proposed to use the method of content analysis, which will translate textual information into quantitative indicators. To do this, from each definition given in Table 6, it is necessary to identify several essential components that most meaningfully reflect the key aspects of the concept of "enterprise development". The next step is to calculate the load on each component, the sum of which within one definition is 1 (Table 8).

Thus, in Table 9 of each concept were identified meaningful components and calculated the load on them. To draw a conclusion about the frequency of their use and importance, we group the considered components in relation to the above key characteristics and calculate the total load on them (Table 9).

As a result of morphological and content analysis, we can conclude that the development of the enterprise is the process of cumulative qualitative, quantitative and structural changes in the system while maintaining its integrity, due to movement from one qualitative state to another, by quantitative accumulation in the object (9,07) that meet the objectives of the enterprise and take into account the constraints imposed by the external environment and the potential of the enterprise (1,16) resulting in increasing the ability of the enterprise to counteract negative environmental influences, increasing the level of adaptation (1,75).

Thus, the analysis of the components of the concept of "strategic planning of enterprise development" makes it possible to define it as determining the sequence of projects in a certain strategic perspective in order to aggregate qualitative, quantitative and structural changes in the system while maintaining its integrity (by quantitative accumulation in the object), as well as achieving long-term goals, ensuring the mission of the enterprise, strengthening its position and achieving competitive advantage; which meet the goals of the enterprise, take into account the stage of the life cycle of the enterprise and the constraints imposed by the external environment and the potential of the enterprise aimed at effective management decisions, resulting in increasing the company's ability to counteract negative environmental influences and increasing the potential of the enterprise.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS AREA

Thus, the article analyzes the main approaches to the definition of "strategy" and "enterprise development", as well as clarifies their essence using the methods of morphological and content analysis. The basic principles of management which should be used for increase of efficiency of introduction of innovations are analyzed; features of innovation strategies, and also advantages of strategic planning of development of the enterprises are considered.

Scientific novelty is to improve the definition of strategic planning of enterprise development, which, in contrast to the known, comprehensively takes into account the need to comply with the components of enterprise development to ensure the desired changes and components of the innovation process; and, in contrast to the known, allows

you to identify individual steps in the strategic planning of enterprise development, taking into account the stages of the life cycle in which it is.

The practical significance of the results is that this definition of strategic planning of enterprise development will allow to analyze in detail the schemes in the stages of strategic planning of enterprise development to assess the risks of innovation at each stage depending on the stage of the enterprise life cycle and features of its development. make more efficient use of resources and capabilities of a particular enterprise, make effective management decisions and achieve long-term goals, as well as consider the process of strategic planning in the enterprise as a sequence of possible innovative projects to ensure enterprise development in the strategic perspective.

In further research it is planned to pay attention to the study of the stages of the process of strategic planning of enterprise development and the feasibility of their use depending on the size of the enterprise, industry and stage of the life cycle of the enterprise. It is also planned to consider the risk assessment process innovation activities on a separate stage s strategic planning process of the enterprise depending on its stage life cycle to further optimize risk management and strategic planning of the company.

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