

Evtukhova S.M.  
 PhD, assistant professor of management and administration  
 Kherson State University

## QUANTITATIVE PARAMETERS OF STRATEGIC PLANNING IN ENTERPRISE MANAGEMENT SYSTEM KHERSON REGION

**Statement of the problem.** With the development of economic relations in the domestic business environment businesses increasingly seek to explore in their work own strengths and weaknesses that allow them to function effectively in the environment. Enterprise planning system, which is based on the implementation of the main strategies for their development, enabling detailed study of all quantitative elements that reflect the positive financial performance of companies. The parameters of each element in this system are the representation of relations, attributes, properties and characteristics. An important condition for the use of a systematic approach to management should be considered the ability of the system to adapt to external perturbations and internal changes.

**Analysis of recent research and publications.** Research options in the management of enterprises justified by such experts as: E.A. Beltyukova [1], R. Kaplan [4], A. Redkin, N.A. Khrushch [7], J. S. Zipkin [8]. Thus, in our view, it is necessary to focus on the quantitative parameters that reflect the most commercial, financial and economic situation of domestic enterprises and suggest their effective development in the business environment.

**Problem.** Based on the above we formulate the research problem, which consists in identifying and disclosing quantitative parameters strategic planning management system that enables their use in the construction and implementation of specific strategies of enterprises Kherson region.

**The main material of the study.** Exploring scientific approaches to selecting options tendency of their distribution into two groups: economic and technical, which in our opinion does not reflect the richness of systemic signs. Complementing the systemic approach in management should focus on our proposed differentiation parameters strategic planning, which is a crucial attribute in constructing strategies for the effective functioning of domestic enterprises, the distribution parameters on quantitative and qualitative. At this stage we will consider is quantitative companies.

The classification of quantitative parameters of strategic planning (Figure 1) provides for the separation of groups based on their reflection components, the nature and structure of [2, p.187]. Separation parameters strategic planning carried out by the method through which the separation of quantitative, allowing the group to identify and show the structural elements of the strategic planning options.

Figure 1 shows the indicators, indices and indicators that appear in the form of quantitative parameters and their division into industrial, economic and financial group settings and are able to conduct quantitative analysis of corporate enterprises on the use of human resources, fixed assets, material costs, ensuring financial balance and break-even activity, count the number of working capital, investments, return on securities, insurance risk, the rate of profit, cost and so on.

Under the selection below quantification component will assess some of them.

Quantitative parameters of strategic planning we distributed in the following classification:

1. Production parameters are: the use of human resources, the use of fixed assets, the use of material inputs, ensuring financial balance and break-even operations.

Thus, the analysis of human resources in enterprises of Kherson region showed that most of the disabled population figures in 2012 were employed in the business areas such as agriculture, hunting and forestry, trade, repair of cars, domestic wares and articles of the personal consumption, industry, which are the most attractive to the population (Table 1) [5].

Parts of parameters  
 Character options  
 Groups of parameter  
 The structure parameters

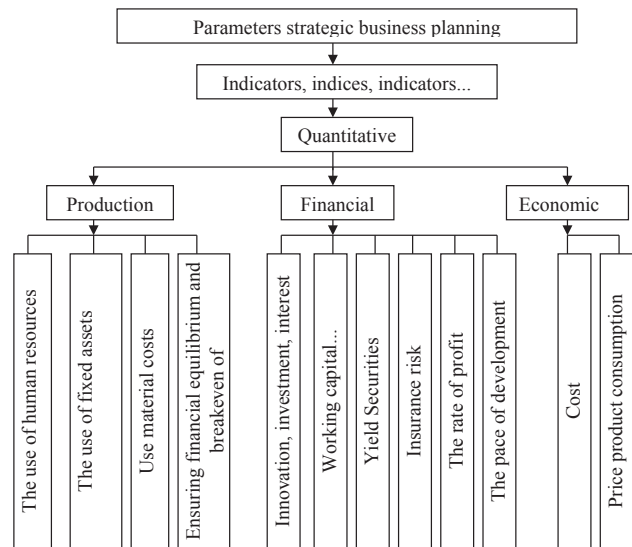


Figure 1. Classification of quantitative parameters strategic planning businesses.

Source: Developed by the author according to [2, p. 187].

By studying the restructuring of assets in terms of value, find out how much worn out in the business buildings, structures, machinery, equipment and other of fixed assets, and in what sequence should be updated. Here we present data that indicate the degree of depreciation of fixed assets in enterprises of Kherson region (Table 2) [5].

Table 1  
 The dynamics of employment not employed, by type of economic activity (people)

Economic activity	Years				
	2008	2009	2010	2011	2012
Agriculture, hunting and forestry	9215	5494	5348	5313	5937
Industry, with its	7097	2742	3119	3007	2521
- mining and quarrying	96	123	116	4	22

- manufacturing	6180	2113	2457	2357	1846
- production and distribution of electricity, gas and water	821	506	546	646	653
Construction	1486	448	497	496	351
Trade, repair of motor vehicles, household goods and personal use	6305	2454	3303	3639	3886
Hotels and restaurants	956	525	496	454	670
Transport and communication	1390	678	732	849	918
Finance	355	96	122	98	99
Real estate, renting and business activities	1146	336	348	429	439
Governance	1217	794	717	720	923
Education	1082	687	725	999	1133
Health care and social assistance...	1915	1275	1230	1263	1252
Other economic activities	1059	511	592	711	585
Total employed	33223	16040	17229	17978	18714

Source: [5].

Table 2

**The cost of fixed assets in 2000-2010**

	At current prices at year-end, million UAH		The degree of wear, in %
	Initial (revalued) cost	Residual value	
2000	17362	9034	48,0
2001	17056	9056	46,9
2002	17628	8733	50,7
2003	22006	8328	62,5
2004	18219	8417	54,5
2005	19234	9032	54,2
2006	24067	10090	59,3
2007	29851	13728	55,9
2008	42452	15239	65,5
2009	49369	17129	66,8
2010	58080	24189	67,3

Source: [5].

Analysis of the composition and structure of the fixed assets management company will provide information on the composition of assets and the ratio between their groups, allow identification of trends in the structure of assets by group.

The main factors that affect the structure of the fixed assets of enterprises are: the level of automation and mechanization, the level of specialization and cooperation, climate and geographical location businesses. Improve the structure of fixed assets may be due to: update and modernize equipment, more efficient use of production facilities installation of additional equipment on the free space, eliminate unnecessary and inefficient equipment.

The main elements of financial balance in enterprises of Kherson region are receiving and capitalization of profit conservation values of the company, ensuring sustainable growth and value companies reduce the cost of capital. It is based on the positive results achieved, financial stability of enterprises, the implementation of management tasks of financial stabilization and adjustment decisions on financial stability and the process of their implementation.

The financial results of enterprises of Kherson region in January- September 2012 amounted to 161,9 million UAH loss (in January-September 2011 - 237,3 million UAH loss). Losses of loss-making enterprises decreased by 19 % and the corresponding figure in 2011 and amounted to 500,2 million UAH. On the negative financial result triggered by industrial enterprises (104,9 million UAH Loss), trade (27,1 million UAH), Transport and communications (14,3 million UAH), Construction (11, 8 million UAH) [3].

2. Financial parameters: growth rates, rates of return, insurance risk, yield securities, working capital, innovation, investment interest.

Based on the report of the Head of Kherson Regional State Administration will determine the most capital investments are in the construction industry (28,9% of the total), agriculture (26,4 %), industry (19,9 %). A significant proportion (54,5 %) of capital investments covered by own funds of enterprises and organizations. Total foreign direct investments in the region on October 1, 2012, amounted to 262,2 million USD, which is 27 % higher than at the beginning of 2012. Growth of FDI in January- September 2012 amounted to 55,8 million USD [3].

Profitable companies in the region, whose share in the total number of firms that report, is 57,9% re-

Table 3

**Implementation of innovations in industrial**

Year	The share of enterprises that implemented innovations, %	Implemented new processes	including low-waste, resource	Mastered innovative products, names	of these new types of technology	The share of sales of innovative products in industrial, %
2000	18,8	20	5	280	15	20,0
2001	16,9	116	4	262	22	8,5
2002	16,8	16	2	282	8	21,5
2003	13,3	16	6	114	12	7,5
2004	9,6	12	2	72	9	6,4
2005	8,7	10	2	62	6	4,9
2006	10,8	5	5	27	4	4,7
2007	10,8	22	3	33	6	4,5
2008	9,1	61	18	95	30	4,2
2009	8,7	18	9	112	13	3,6
2010	11,3	17	5	71	22	6,2
2011	11,9	78	1	146	49	4,9

Source: [5].

ceived 338,4 million UAH profits. Income received financial results in agriculture (7,1 million UAH) and scope and hotels and restaurants (1,3 million UAH) [6].

Regarding the implementation of investments in enterprises of Kherson region, it must be said, this figure is a gradual decrease during the period from 2000 to 2011 respectively from 18,8% to 11,9% (Table 3) [5].

3. Economic parameters: the price of product consumption, cost.

In the consumer market, Kherson region in December 2012 prices for food and non-alcoholic beverages increased by 0,1%. The largest (3,2%) went eggs. Vegetables increased in price by 2,4%, namely beet - by 2,4 %, onions - 1,9%, cabbage - by 1,1 % and potatoes - by 0,9 %, while with the carrots fell by 2,9%. 2,1% were more expensive milk, fish and fish products, cream, soft drinks, pasta, vegetable oil and milk products. However, this was a 4% decrease in the price of sugar, fruits, processed cereals, pork, rice, poultry, beef and butter. Alcoholic beverages and tobacco prices increased by 0,4% due to rise in alcoholic beverages and tobacco (0,5% and 0,3 %, respectively) [5].

Prices (tariffs) for housing, water, electricity, gas and other fuels increased by 0,3% due to the rise in liquefied natural gas by 4,3%. Prices (tariffs) in the health sector increased by 0,3% due to increased cost of diagnostic services by 2%. Prices (tariffs) in the transport sector decreased by 0,1% due to less expensive fuels and lubricants 0,3%. 1,6% were more expensive variety of goods and services, household items, appliances and routine maintenance of housing, services, restaurants and hotels. However, this is 0,3% cheaper communication services, and recreation and culture [5].

**Findings from the study.** Our analysis of quantitative parameters of the components of strategic planning to let you use strategic management decisions in the planned enterprise. That is the basic strategy is the

deliberate decision about the direction of the company, which is revealed through the identification of the main parameters and the means of its implementation. The use of a specific set of parameters allows their use in the construction and implementation of specific policies of the company, and that will determine its effectiveness in the future.

#### BIBLIOGRAPHIC LIST:

1. Бельтюков Е. А. Выбор стратегии развития предприятия /
2. Е. А. Бельтюков, Л. А. Некрасова. – Одесса : НОПУ, 2002. – 279 с.
3. Євтухова С. М. Економічний простір : [зб. наук. праць / гол. редактор Орловська Ю. В.]. – Дніпропетровськ : ПДАБА, 2010. – № 39. – С. 186–193.
4. Звіт голови обласної державної адміністрації про роботу обласної державної адміністрації щодо виконання у 2012 році програми економічного, соціального та культурного розвитку Херсонської області та прогностичних макропоказників економічного і соціального розвитку області до 2014 року [Електронний ресурс]. – Режим доступу : [www.oblrada.ks.ua](http://www.oblrada.ks.ua).
5. Каплан Р. Сбалансированная система показателей. От стратегии к действию / Каплан Р., Нортон Д. : пер. с англ. – М. : ЗАО «Олимп-Бизнес», 2004. – 320 с.
6. Офіційний сайт Головного управління статистики у Херсонській області [Електронний ресурс]. – Режим доступу : <http://www.ks.ukrstat.gov.ua>.
7. Про виконання програми економічного, соціального та культурного розвитку Херсонської області на 2012 рік та прогностичних макропоказників економічного і соціального розвитку області до 2014 року за підсумками року [Електронний ресурс]. – Режим доступу : [www.oda.kherson.ua](http://www.oda.kherson.ua).
8. Редькін О. С. Сучасні стратегії та технології корпоративного управління: монографія / О. С. Редькін, В. Реген, Н. А. Хрущ ; Одес. Нац. Академія зв'язку ім. О. С. Попова. – Одеса : «Евен», 2004. – 216 с. – ISBN 966-8169-05-0.
9. Цыпкин Я. З. Основы теории автоматических систем / Я. З. Цыпкин. – М. : Главная редакция физико-математической литературы изд-ва «Наука», 1977 – 560 с.