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POTENTIAL OF STRATEGIC CORPORATE ENTERPRISES IN AN ECONOMIC DEVELOPMENT

Statement of the problem. With the economic development, which is characterized by high dynamism and instability processes, defining the conditions necessary to improve the situation at the present stage of economic development is the need for a more stable and favorable conditions that ensure corporate businesses achieve their long-term goals identified in its development. Managers, analyzing the impact of environmental factors can predict potential threats and opportunities to address them. Therefore, it is particularly important to explore new approaches to corporate governance.

Analysis of recent research and publications. Studies related to the mechanism of formation of the strategic potential of corporate enterprises has recently received increasing attention. Among the foreign and domestic scholars who have made a significant contribution to solving this problem is to provide U.M. Mohylov [4], I. Repin [6], A. Fedonin [7], B.G. Shelegeda [8], I.P. Otenko [5], B.M. Mizyuk [3], L.S. Golovkova [2], V.N. Gavva [1] and so on.

Problem. It is not reasonable principles of forming strategic potential of the corporate enterprise.

The main material of the study. The formation of the strategic potential of corporate enterprises, in general terms, is the process of identifying and creating a range of business opportunities, its structure and construction of certain organizational forms for sustainable development and good reproduction [8, p. 37].

The strategic potential of corporate enterprise characterized by properties typical of any socio-economic system [5, p. 24]: integrity, relationship and interaction elements, complexity, communicative, hierarchy, plurality description, skill development, alternative forms of operation and development, the priority interests of the global level, the priority of quality power.

These properties allow the formation of economic systems general tenets that should be taken into account when forming strategic potential of corporate enterprise [3, p. 142]:

- the potential of the company - a complex system of overlapping characteristics of its elements, the latter can to some extent substitute for each other, then there is an alternative;
- potential of the company cannot generate on a mechanical adding items because it is a dynamic group;
- when forming potential of the company, the law of synergy of its elements;
- potential of enterprise in higher forms it can identify themselves evolve with new components ;
- elements of building businesses have to operate both together for patterns of business opportunities can not be disclosed separately, but only their combination that needs to achieve sustainable optimal balance between the elements;
- all potential elements objectively related to the operation and development of the enterprise, that is, on the one hand, they are subject to physical and feasibility aging, and the other - they are susceptible to scientific and technical progress;
- components of the potential of the company should be adequate to the characteristics of products and services produced by the company.

Based on these postulates, we can construct a conceptual model of the strategic potential of corporate enterprise [8, p. 39].

Each of the items shown in this model is subject to the achievement of the overall objectives of the strategic potential of the corporate enterprise, that is, if there are means of production, personnel, facilities with particular characteristics and other resources, the potential of the enterprise as a socio-economic system is able to meet the ever changing needs of potential consumers.

It should be remembered about one of the most important general laws of organization - the law of synergy [6, p. 261] which states that for any system (companies, organizations, firms) there is a set of elements, which it will always be potential or significantly greater than the sum of potential elements that it includes, or significantly less.

Synergy can provide the following benefits [6, p. 262]:

1. Direct benefits - increase in net cash flows from the fullest the potential of the company. This is the case for operational, managerial and financial synergies:

- operating synergies - saving on operating costs due to the interaction of marketing, finance and logistics capabilities;
- synergy management - saving the expense of optimal organizational capacity building control system;
- financial synergy - economies of approach to the financial capacity of the company.

2. Indirect benefits - increasing the value potential of the company, or change the multiplier value of the enterprise.

Given the synergy, the process of optimizing the structure of the strategic potential of corporate enterprise in our opinion should be conducted in the following stages:

Step 1 - Formation of company goals for the entire company, its departments and individual activities (strategic, tactical, current);

Stage 2 - identification required for each goal set strategic resources, this step must be agreed with the first;

Step 3 - as to meet the same needs may be several options for sets of resources, it is advisable to evaluate alternative combinations thereof;

Step 4 - based on the fact that the company is not equally has all kinds of resources, it is necessary to conduct a rational allocation of scarce resources to determine which is most advantageous to them direct to ensure a high level of competitiveness of the strategic potential of corporate enterprise;

Step 5 - after the previous 4 stages to evaluate the result.

The formation of the strategic potential of corporate enterprise is one of the directions of its development strategy and provides for the establishment and organization of resources and competencies so that the result of their interaction was a key success factor in achieving strategic, tactical and operational objectives of the corporate enterprise [2, p. 141].

It uses basic scientific approaches [7, p. 34]:



1. The systems approach is a key element in the formation of the strategic potential of the corporate enterprise. In this method, based on market research initially formed the parameters of output - goods or services: what to do with what indicators the quality, at what cost to whom, at what time, at what price? Parameter is to be competitive. Then the determined input parameters: required resources and information to implement internal business processes of the corporation? Resource requirements and projected information after studying the requirements for technical and technological potential of the company (the art technology, production, labor and management) and the parameters of the environment (political, economic, technological, socio-demographic and cultural environment of the country and the infrastructure of the region).

Reverse communication link between suppliers (input), clients (output), external environment and strategic potential of corporate enterprises need to adapt the building as a socio-economic system to the changing requirements of customers for products, options market, the emergence of organizational and technological innovations.

To ensure the quality of the final result of potential (output system) must first provide high quality resources and information at the input, then the high quality of the process and interaction with the environment. It should be noted that the assessment of the quality of "exit" is a lower evaluation of the preliminary items.

2. Marketing approach involves the formation of a corporate focus on the consumer. This means that the formation of any element of the strategic potential of corporate enterprise should be based on the analysis and prediction of market requirements, analysis and forecasting of competitiveness and competitive advantage and so on. When applying marketing approach priority selection criteria forming strategic potential of corporate enterprise is [1, p. 81]:

- improving the quality of the final result of the strategic potential (output system) to meet the needs of consumers;

- saving of resources from consumers by improving the quality of all elements of the strategic potential and, consequently, improve the quality of the final product or service.

3. Functional approach involves finding brand new, original technical solutions to meet current and potential needs. The need in this case as a set of functions to be performed for her pleasure. After defining functions (eg, marketing, research, procurement, production, financing, etc). Defined several alternatives forming strategic potential of their implementation and selects one of them to maximize the effectiveness of the total cost. Applying this approach, as opposed to obsolete targeting global standards, allows to satisfy new needs, on the one hand, and provide a sustainable competitive advantage on the other.

4. Reproductive approach focuses on continuous updating manufacturing resource intensity smaller and higher quality compared to similar products on the market to meet customer needs. This means that a key element of this approach is the use of mandatory comparison base (better performance of similar products at the moment, corrected to the development of new products or advancing) in planning the reproduction process.

5. An innovative approach aimed at enhancing innovation, by means of which must be factors of production and investment.

6. Regulatory approach is to establish standards for the most important elements of the strategic potential:

- the quality and capacity resources production, uti-

lization of technical objects, parameters, market and so on;

- the efficiency of resource potential (the set of resources available to the company and the ability of employees and managers wool resources used to produce goods (services) and profit maximization);

- development and management decisions.

We emphasize that the established standards must comply with the validity, comprehensiveness, efficiency and availability of the application.

7. An integrated approach is the need of taking into account technical, environmental, economic, institutional, social, psychological and other aspects of the corporate enterprise. If even one aspect left unattended, the problem is completely solved.

8. Integration approach in shaping the strategic potential of corporate enterprise aims to strengthen research linkages, integration and strengthening cooperation between its individual elements.

9. The dynamic approach is connected with the need to consider the strategic potential of dialectical development in establishing causation and subordination on the basis of a retrospective analysis of the behavior of similar systems in some time warp.

10. Optimization approach is implemented by defining quantitative estimates and establishing the relationship between the individual elements of the strategic potential of using economic-mathematical and statistical methods of processing information.

11. The administrative approach involves regulation functions, rights, duties, standards of quality, costs associated with the implementation of elements of the potential in the regulations by forcing techniques.

12. The behavioral approach is based on increasing the efficiency of the total capacity by improving the efficiency of its human resources component.

13. The situational approach is based on alternative achievement and maintenance of maximum adaptation to the specific situation in the formation of the strategic potential of the corporate enterprise.

14. Structural approach in the process of forming strategic potential based on its structure and determining the importance and priorities among the elements of the strategic potential to establish rational ratio and increase the validity of the allocation of resources between them.

Findings from the study. In summary, we can conclude that the formation of the strategic potential of corporate enterprise involves the creation and organization of resources and competencies so that the result of their interaction was a key success factor in achieving strategic, tactical and operational objectives of the corporate enterprise.

It should use the following main research approaches as systematic, marketing, functional, reproduction, regulation, innovative, integrated, integration, dynamic optimization, administrative, behavioral, situational and structural approaches.

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