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«The current state of the organization of  
scientific activity in the world»

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# **THE CURRENT STATE OF THE ORGANIZATION OF SCIENTIFIC ACTIVITY IN THE WORLD**

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## **METHODICAL APPROACHES TO THE MANAGEMENT OF STRATEGIC DEVELOPMENT OF THE ENTERPRISE: ASSESSMENT AND IMPROVEMENT**

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Management of strategic development is a key aspect in the effective functioning of modern enterprises, especially in the conditions of constant changes in the market, rapid technological progress and globalization of the economy. Development and implementation of strategic plans allow enterprises to adapt to new conditions, increase competitiveness and ensure stable development. Ukrainian enterprises actively use the global experience of strategic development management. However, it should be noted that the adaptation of foreign strategies and methods does not always lead to the expected results due to the specificity of the Ukrainian business environment, which includes political, economic and socio-cultural aspects.

Strategy can be defined as a comprehensive program of actions that includes defining the organization's mission, identifying key issues, formulating primary and secondary goals, and allocating resources to achieve them.

There are three conceptually different approaches to the interpretation of the concept of "enterprise strategy":

- process approach - in the framework of this approach, strategy is considered a process that includes coordination between the goals and resources of the enterprise through systematic decision-making based on pre-established rules;
- an effective approach, in which the strategy is considered as a result, defining specific strategic directions that ensure the effective operation of the enterprise;
- a model approach, in the application of which the strategy is evaluated as a model of the operational functioning of the enterprise, designed to ensure its effective operation as an open system in a dynamic external environment in order to achieve the specified goals.

There is a significant connection between the concepts of "strategy" and "enterprise development". The company's strategy outlines a system for establishing and implementing long-term goals that ensure its stable functioning and progress. The development of the enterprise is defined as the achievement of these goals and the

growth of the organization, which is a consequence of the effective implementation of the strategy.

In the context of "strategic development", both terms - "strategy" and "development" - are interrelated. Development acts as a result of the implementation of strategy, while strategy is a key tool that contributes to the development of the economic system of the organization. The structure of the concept of "strategic development" can be understood through the diagram presented in Figure 1.

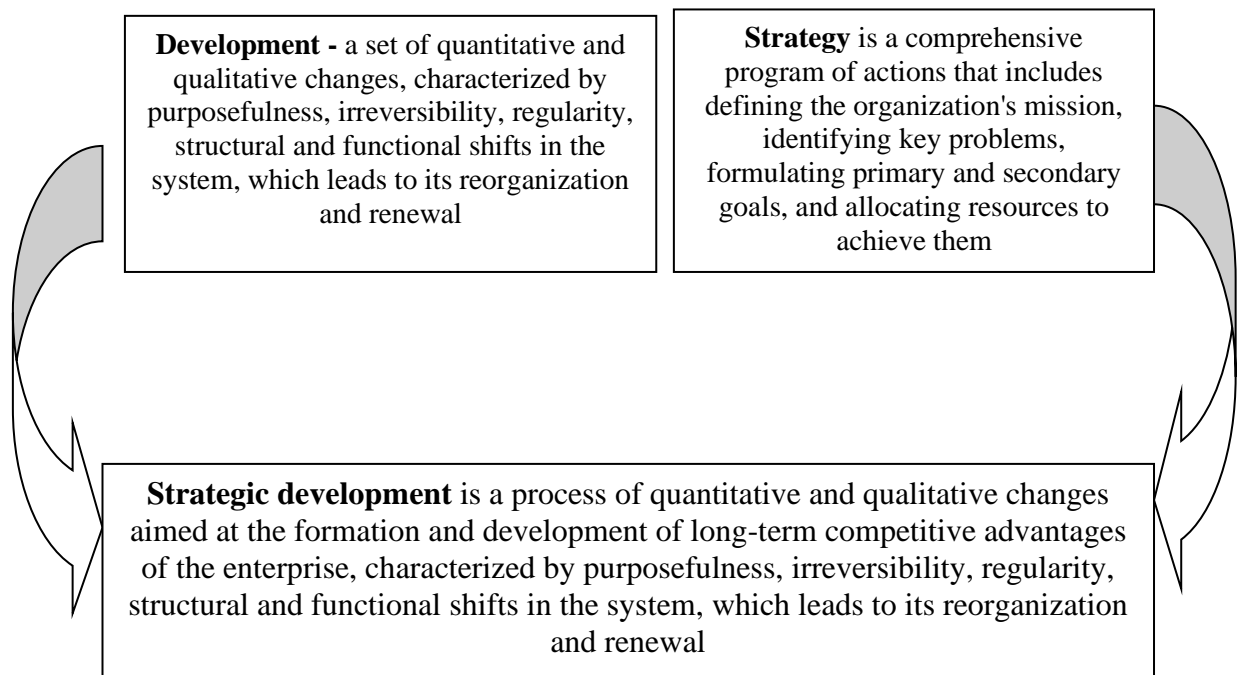


Рисунок 1 – Композиція поняття «стратегічний розвиток»

Therefore, strategic development can be defined as a process involving quantitative and qualitative changes aimed at creating and maintaining long-term competitive advantages in an economic system (such as an enterprise, region, industry or country). This process is characterized by purposefulness, irreversibility and regular structural and functional shifts leading to the reorganization and modernization of the system, increasing its functional level.

Taking into account the existing theoretical concepts regarding the types of development and the essence of strategic development, it is possible to classify the types of strategic development of economic systems (Table 1).

Table 1 – Classification of types of strategic development of the enterprise [1]

Classification sign	Varieties of strategic development
By form	Evolutionary; revolutionary
By type	Extensive; intensive; mixed; progressive
According to the achieved effect	Progressive; regressive
According to the source	Exogenous; endogenous
By strategic orientation	Offensive; defensive
According to the type of behavior during strategic development	Adaptive; transformational; preventive
Point	scale; local; complex
By level of the economic system	International; macroeconomic; mesoeconomic; microeconomic
By direction of changes	Quantitative; structural; quality
According to the availability of the vector	Vector; chaotic
By object of changes	Economic; technical; organizational; social
Depending on change management capabilities	Managed; spontaneous
By implementing innovations	Innovative; traditional
According to the nature of implementation	Active; gradual
According to the trajectory of changes	Linear; cyclic; spiral
According to the presentation of the development model	Modeled; unmodeled
Depending on changes in structural elements	Reorganizational; neutral; elimination
By the number of selected vectors	Single-vector; multi-vector, complex

The classification of the strategic development of the economic system is given:

- determines the essence of strategic development through the disclosure of its types and level of influence on the economic system;
- provides management of all processes of strategic development;
- creates opportunities to control strategic development at different levels of the economic system;
- serves as a basis for building a strategic development management system;
- is the basis for understanding and developing influence tools in the event of deviations in the course of strategic development;
- is universal and can be applied at any level of the economic system.

The main mechanism for implementing the concept of strategic development at the enterprise is its development strategy. It seems expedient to consider the existing types of enterprise development strategies.

According to [2], the division of enterprise development strategies into three groups is proposed: survival, stabilization, and growth strategies. Each of these groups is aimed at achieving the respective goals and has its own characteristics.

The first group, survival strategies, is used by enterprises in difficult situations, such as a crisis or a decrease in demand for their products. The purpose of these strategies is to preserve the enterprise, its resources and opportunities for future development. This may include reducing costs, restructuring the business, finding new markets or expanding cooperation with other enterprises.

The second group, stabilization strategies, is aimed at restoring a stable state of the enterprise after a crisis or instability. The purpose of these strategies is to restore financial stability, optimize processes and improve management. These may include retaining customers, improving the quality of products or services, expanding the assortment, and improving marketing strategies.

The third group, growth strategies, are aimed at actively expanding the enterprise and reaching new markets, customers or products. The purpose of these strategies is to increase sales volumes, expand the geography of activity and increase market share.

The main strategies of enterprise development, specified in [3], include:

- concentrated growth: this strategy involves changing the range of products or the market in order to strengthen market positions. For example, expanding the product line or entering new markets to increase sales and competitiveness;

- integrated growth: this strategy is aimed at strengthening control over vertical structures of production or supply. It includes vertical integration, when a company acquires or controls companies that are its suppliers or distributors to reduce dependence on external suppliers and increase control over the supply chain;

- diversified growth: this strategy involves the search for new development opportunities based on the introduction of innovations. A business can expand into new markets, launch new products or services, or use new technologies and approaches. Diversification allows you to expand sources of income and reduce the risk associated with concentration in one market or product.

The essence of managing the strategic development of an enterprise is that enterprises clearly define their strategic directions of development, develop appropriate strategies, plans and measures to achieve the planned goals. In addition, an appropriate management structure is formed, resources, interaction mechanisms, tools, technologies and levers aimed at supporting strategies, increasing competitiveness and obtaining competitive advantages are defined.

Management of the strategic development of the enterprise is complex, has a formal and behavioral nature, and helps in the formulation and implementation of effective strategies. It contributes to the balancing of relations between the enterprise, its constituent parts and the external environment, as well as the achievement of defined goals [4].

In modern conditions of development, many methods have emerged for the strategic analysis of the external environment of the enterprise. Among them, the most common in domestic conditions are SWOT analysis, REST analysis, economic-

statistical methods, economic-mathematical modeling methods, and optimization methods.

A common approach to evaluating the effectiveness of strategic development management is the use of matrix methods. The use of this group of methods is justified by the fact that they provide basic recommendations for strategic choices based on the analysis of input data. Among the most common matrix methods, the following can be distinguished: Boston Consulting Group (BCG) matrix; McKinsey matrix; ADL matrix.

The BCG (Boston Consulting Group) matrix method is a strategic analysis tool that helps classify a company's product portfolio or business units based on two main indicators: market growth rate and company market share

The BKG matrix consists of four categories [5]:

- Stars: products or business units that have a high market share in a fast-growing market. They require large investments for further growth, but at the same time have a high potential for profitability in the future;
- cash cows (Cash Cows): products or business units with a high market share in a slowly growing market. They generate a large amount of profit, but do not require significant investment, as the market is stable;
- Question Marks: products or business units with a small market share in a fast-growing market. These are potential stars that require significant investment to grow and increase market share;
- Dogs: products or business units with a low market share in a slow-growing market. They do not generate much profit and have no prospects for growth.

The BKG method helps enterprises make strategic decisions regarding the allocation of resources, investments and product portfolio management aimed at increasing market share and maximizing profits.

The McKinsey matrix method allows for a more detailed assessment of the company's competitive position and strategic direction.

In the 9-quadrant method, each of the four strategies (leader, challenger, follower, specialist) is divided into additional threes, forming 9 quadrants. In addition to competitive advantage and market share, additional factors are the stability and meaningfulness of the enterprise. This is what the division looks like [5]:

- Leader's strategy: Leader by Substance: high competitive advantage, stable position; Leader by Inertia: high competitive advantage, unstable position; Leader by Default: low competitive advantage, stable position;
- Challenger strategy: Challenger by Advantage: high competitive advantage, unstable position; challenger by default: low competitive advantage, stable position; Challenger by Inertia: low competitive advantage, unstable position;
- follower strategy: follower by default: high market share, stable position; Follower by Inertia: High market share, unstable position; Follower by Dynamics: low market share;
- Specialist strategy: specialist by specialization (Specialist by Focus): high concentration on a niche, stable position; Specialist by Accident: low niche concentration.



This method allows enterprises to consider their strategies and market position in more detail in order to choose the most effective strategic course of action.

The ADL matrix method, or the Advocate, Dobb, Lawrence (ADL) matrix, is a strategic analysis tool that allows you to classify business units according to the level of market attractiveness and competitive forces.

The ADL matrix consists of four categories:

- growth: business units in this category are located in markets with a high level of attractiveness and weak competitive forces. This means that these markets are growing quickly and competitors are not too aggressive. Conditions in these markets create favorable conditions for business development;

- benefit (Prosperity): this category reflects business units that are in attractive markets but have strong competitors. This may mean a moderate level of profitability due to intense competition;

- retreat (Stalemate): business units in this category operate in markets with low attractiveness and weak competitive forces. Conditions in these markets may lead to stable but limited growth;

- retreat (Retreat): this category describes business units that operate in markets with low attractiveness, but with strong competitive forces. Such markets are often characterized by declining demand or low profitability due to intense competition.

The ADL matrix method helps enterprises to analyze their business units in the context of their location in the market and competitive conditions. This allows you to make strategic decisions regarding the allocation of resources and business development in accordance with real market conditions.

A quantitative approach based on determining the necessary financial and economic indicators is used to assess the level of strategic development of the enterprise. This analytical process serves as the basis for making strategic decisions regarding the direction of further development of the enterprise. Usually, during the quantitative assessment, an integral indicator is determined, which is used for the final selection of the development strategy.

Integral assessment allows analyzing various factors and reflects the general state of the enterprise's development, may include the following groups of indicators: indicators of product characteristics; financial indicators; indicators characterizing production; indicators of technical and technological development; profitability indicators; indicators of the social sphere; indicators of information provision [6].

The main elements of managing the strategic development of an enterprise using an innovative approach include the following components: innovative culture, strategic planning with a focus on innovation, investment in research and development, risk and change management, partnership and relationships with the innovation ecosystem. These components contribute to the enterprise in the effective implementation of an innovative approach to strategic activity, which allows to achieve competitive advantages and ensure stable development in the conditions of rapid changes in the market.

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**MATERIALS**

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