

PROBLEMS OF ELABORATION OF A COMPANY'S STRATEGY IN THE MODERN UKRAINIAN REALITIES

Many theoretical and applied researches are devoted to the problems of effective enterprise strategy developing. The colossal experience of successful world companies was analysed as well. Nevertheless, such issues remain unresolved for the vast majority of Ukrainian enterprises. The goal of the article is to study the main problems of formation and implementation of the enterprise strategy in the current conditions of the Ukrainian economy in order to identify solutions to address these concerns. During the study the problems were divided into two main blocks - problems of development and problems of strategy implementation. Whereas unresolved problems of the first block automatically neutralize the rest, programming the activity of the enterprise to a consciously unsuccessful result. The process of strategy formation is described as a set of eight consecutive stages. Passage each of them requires certain actions, and the implementation of these actions in modern Ukrainian realities is often complicated. The problems of strategy formation are related to the complexity, uncertainty, variability and multivariate development of the environment, many factors determining its state, and many combinations in which these factors can be combined. In addition, lack of experience, low level of knowledge, lack of skills in modelling and mathematical scripting transform the process of enterprise development strategy creating into declaring intentions. The last part often lacks scientific and practical justification. A key problem for many businesses is the strategy implementation process itself, that is, the strategic management process. It involves not only organizing the implementation of the strategy, but also its practical evaluation, monitoring and feedback in case errors or deficiencies in the formation of the strategic plan at any of the stages are found. The main conclusion of the study is that the foundation and the very essence of the process of strategy development and implementation is a special type of thinking. It is characterized by a high proportion of creativity within and a small amount of routine. Creativity and the ability to abstract from everyday life, the gift of vision of the enterprise's future and its modelling, the ability to present it through the quantitative and qualitative indicators – these are qualities of the strategist. It is they that make strategic management possible or impossible. And they cannot be replaced by the use of separate elements of strategic approach. Selection, training and "testing" in practice is the way to future strategic breakthroughs, because strategy is essentially a process of thinking, it is the strategist himself, his perception and vision of the company's future, based on knowledge, experience, intuition, flexibility of thinking and even fantasy.

Keywords: company's strategy; problem; external environment; strategic potential of the enterprise; key success factors; analysis; modeling.

References

1. Pocheptsov, G. G. (2005). *Strategiia [Strategy]*. Kyiv: Vakler; Moscow: Refl-buk [in Russian].
2. Chugreev, V. *Iskusstvo strategii i stalkinga. Vvedenie v strategiiu [The art of strategy and stalking. Strategy Introduction]*. Retrieved from <http://chugreev.ru/st-article/intro.html>.
3. Saienko, M. H. (2006). *Stratehiia pidpriemstva [Enterprise strategy]*. Ternopil: Ekonomichna dumka [in Ukrainian].
4. Muliar, T. S. (2013). Formuvannia i realizatsiia stratehii pidpriemstv [Formation and implementation of enterprise strategy]. *Zbirnyk naukovykh prats Tavriiskoho derzhavnogo ahrotekhnolohichnoho universytetu (ekonomichni nauky) – Proceedings of the Tavrida State Agrotechnological University (Economic Sciences)*, 2 (6), 289–300 [in Ukrainian].
5. Martynov, A.V. *Razrabotka strategii predpriatiia [Enterprise strategy development]*. Retrieved from <http://www.management.com.ua/strategy/str032.html>.
6. Ofitsiyni sait Derzhavnoi sluzhby statystyky Ukrainy [The State Statistics Service of Ukraine]. Retrieved from <http://www.ukrstat.gov.ua>.
7. Ofitsiyni sait Natsionalnoho banku Ukrainy [Official site of the National Bank of Ukraine]. Retrieved from <https://www.bank.gov.ua>.
8. Putsenteilo, P. R., Humeniuk O. O. (2016). Stratehichniy analiz yak vazhlyvyi element upravlinnia pidpriemstvom [Strategic analysis as an important element of enterprise management]. *Innovatsiina ekonomika – Innovative economy*, 3-4, 196–205 [in Ukrainian].
9. Ansoff, I. (1999). *Novaia korporativnaia strategiia [New corporate strategy]*. St. Petersburg: Piter [in Russian].
10. Oriekhova, A. I. (2018). Ekonomichniy potentsial pidpriemstva: sutnisni kharakterystyky ta strukturyzatsiia [Economic potential of the enterprise: essential characteristics and structuring]. *Ekonomika ta suspilstvo – Economy and society*, 17, 308–113 [in Ukrainian].
11. Bohatska, N.M., Kovalchuk D. (2010) Stratehichniy potentsial pidpriemstva [Strategic potential of the enterprise]. *Publishing house Education and Science*. Retrieved from http://www.rusnauka.com/33_DWS_2010/33_DWS_2010/Economics/73229.doc.htm.
12. Moroz, Iu. (1997). *Biznes. Posobie dlia geniev [Business. Genius Handbook]*. Rostov-on-Don: Feniks. Retrieved from <http://www.ukrtest.com/relax/moroz.pdf>.