

DOI: <https://doi.org/10.30525/978-9934-26-159-6-31>

**PROBLEMS OF THE STRATEGIC MONITORING  
OF THE FORMATION OF THE FOOD ENTERPRISE  
INVESTMENT POLICY**

**Artur Khutak**

*Ph.D. student*

*Department of Digital Technology and Financial Operations  
Odesa National Technological University  
Odesa, Ukraine*

At the present stage of development of the food industry, an important role in its improvement is played by strategic management, as one of the methods of managing the activities of enterprises. Strategic management is an activity

that ensures the achievement of all goals of the food enterprise in the conditions of sharp and dynamic development of the external environment.

In the conditions of modern management, there are certain problems of strategic management at the enterprises connected with the food industry, namely [3, p. 149]:

- food products usually have a limited expiry date;
- in the agricultural sectors there is a significant seasonality, which affects the workforce, unequal use of labor and is especially noticeable in the dairy, fish processing and sugar industries;
- products of food industry enterprises are often designed to meet the needs of end users, respectively, the volume of sales is affected by the level of welfare of the population;
- companies must constantly improve their products to maintain their market share in conditions of strong competition from importers to maintain demand at the required level;
- workers involved into the food industry must have a high level of qualification achieved by training in the industry in modern conditions;
- the production process for the food industry is characterized by high levels of consumption of raw materials and other material resources.

It should be borne in mind that for the proper functioning of the enterprise, the quality of agricultural raw materials and finished products should be continually improved.

The choice of strategy of the food enterprise depends on its position in the industry, which is determined primarily by the size of market share [2, p. 19].

To overcome the above mentioned problems, a system of strategic management of the food industry can be implemented. This system consists of the following blocks [3, p. 149]:

1. Formation of the purpose and vision of strategic plans of the enterprises.
2. Development of internal goals of enterprises and creation of a strategic map.
3. Defining a list of strategic targets:
  - group 1 – indicators that characterize the result of the enterprise;
  - group 2 – indicators that describe the state of all types of resources in the enterprise (technical, material, human, financial);
  - group 3 – indicators that describe the effectiveness of the organizational structure of the enterprise;
  - group 4 – indicators describing the raw material base of the enterprise.
4. Formation of appropriate indicators.
5. Introduction of strategic planning based on a system of indicators, including plans for investment, innovation and financial activities.

6. Creation of a food enterprise management system, which will include control over the quality of raw materials at the entrance and control over the quality of products at the exit, motivation and incentives for staff.

Strategic planning of food industry enterprises involves the use of a special model, which includes the following parameters: the level of competitiveness of the enterprise, its suppliers and partners, the level of socio-economic development of the region where the enterprise operates [5, p. 400].

The relevance of the above-mentioned model is that the existing main strategy creates the appropriate conditions to ensure the competitiveness of food enterprises in economic life.

This model has its own algorithm, which consists of certain stages [4, p. 106]:

1. The first stage – “Strategic monitoring and forecasting”.

This stage determines the types of strategy that depend on changes in the internal and external environments of the food industry, forming the models of “ideal enterprise” and “ideal product”.

2. The second stage – “Formation of a set of alternative strategies”.

This stage involves achieving the goals of food industry enterprises, studying the advantages of competitiveness and stopping their choice of competitive positions on the strategic plane of enterprises.

3. The third stage – “Strategy development and implementation”.

This process is the stage of combining all the elements of the strategy, allocating resource arsenals and formulating possible problems and threats.

For the efficient functioning of the food industry, one of the necessary prerequisites is also investment activity. Investment activity is achieved by increasing the amount of received investment resources and their most optimal use in priority areas.

If investment activity is low, it creates internal problems that stimulate inefficiency in the manufacturing sector. Attracting financial resources of food enterprises, ensuring their intended use, creating an appropriate legal and institutional framework for a market economy, the stage of state protectionism aimed at maintaining and developing at a high level are the leading measures to ensure investment activity and output of food enterprises on the world agricultural market [1, p. 125].

Therefore, summarizing the above mentioned, it should be noted that the use of strategic management in food enterprises reflects the economic, organizational, technical capabilities of food products and their maximum use, which coordinates the development of business plans for enterprise development. It is worth mentioning the model of strategic planning of the food industry. This model is a very effective tool for analyzing the internal and external environment, helps to expand the strategic vision of the food

industry and helps to attract additional arsenals for the full operation of the food industry. In addition, based on the abovementioned, it should be noted that the benefit of the food industry is determined by investment activity, namely on the basis of assessing the effectiveness of the investment process, the terms of its payment and profit and the possible organization of investment activity in the enterprise and its management.

### **References:**

1. Deyneko L. V. The mechanism of introduction of innovative technologies in the food sphere: essence, functions, tasks and regional features. L. V. Deyneko, I. O. Irtysheva. *The mechanism of economic regulation*. 2019. № 2 (40). P. 123–131.
2. Donets L. I., Davydiuk I. V. Strategic planning as a basic component of strategic management of small business structures. *Bulletin of Zaporizhzhia National University*. 2020. № 4 (8). P. 19. (Economic science series).
3. Kvasniy L. G. Theoretical aspects of strategic management of enterprises in a market economy. Scientific Bulletin of the National Forestry University of Ukraine: Collection of scientific and technical works / L. G. Kvasniy, Lviv: NFU of Ukraine, 2018. P. 149.
4. Orlov V. M., Novytska S. S. Strategic planning in the process of enterprise management. *Foreign trade: economics, finance, law: academic journal*. 2015. № 1 (78). P. 106. (Economic science series).
5. Podolchak N. Yu. Strategic management: textbook. / N. Yu. Podolchak. Lviv: Lviv Polytechnic Publishing House, 2018. 400 p.