MANAGEMENT

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ANALYSIS OF EXISTING ENTERPRISE DEVELOPMENT STRATEGIES

Enterprise development strategies are the main directions and approaches that the enterprise chooses to achieve its long-term goals and ensure sustainable growth and competitiveness. They include determining the priorities, resources and actions necessary for effective functioning and adaptation to changes in the external and internal environment. Development strategies form the basis for making management decisions and include comprehensive plans and action programs.

Classification of strategies is an important component of strategic enterprise management. It allows you to systematize different approaches to development, evaluate possible areas of activity and choose the most effective of them. Strategies are classified according to various criteria, which helps to better understand their nature and application in specific conditions. The general classification of enterprise development strategies is shown in Figure 1.

Scientist A. Thompson divides strategy by hierarchy in the management system into corporate, competitive, functional and operational.

Corporate strategy defines the general direction of development of the entire organization and covers various business units or subsidiaries. This strategy focuses on managing a portfolio of businesses, selecting markets and industries to invest in, and determining the balance between growth and stability.

Competitive strategy, or business strategy, defines how a particular business unit or division will compete in the market. It is focused on achieving competitive advantages in a certain industry or in a certain market.

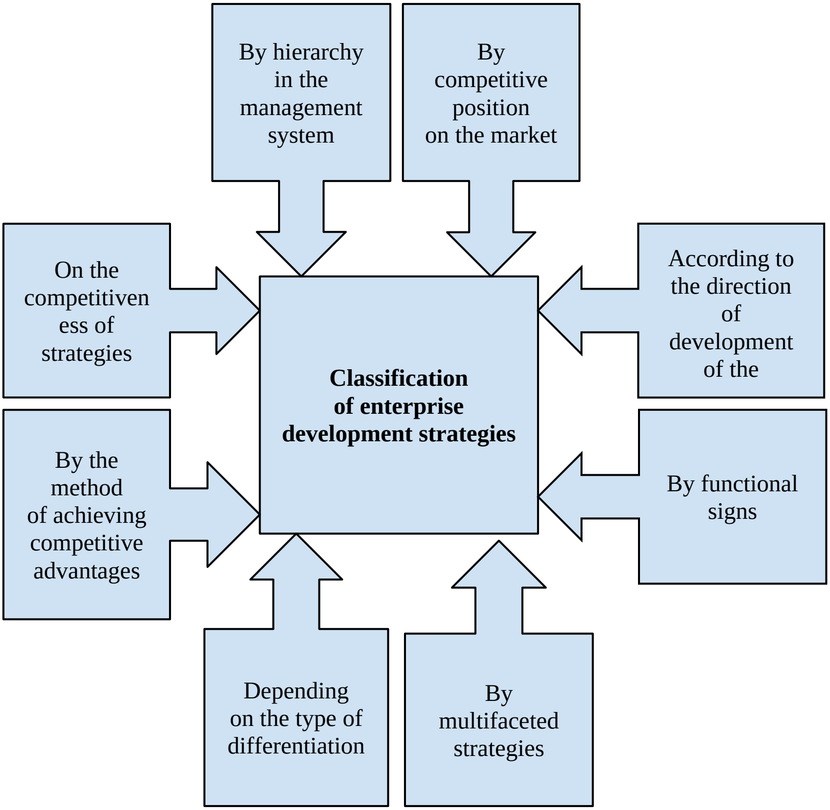

Figure 1. Classification of enterprise development strategies

Functional strategies are developed for specific functional divisions of the company, such as marketing, finance, production, and human resources. They support the implementation of competitive and corporate strategies, ensuring effective performance of functional tasks.

Operational strategy does not belong to functional strategies, but it plays an important role in ensuring the effective execution of the day-to-day operations of the enterprise. It determines how the enterprise will perform its daily tasks and processes to achieve its goals [1].

M. Meskon, M. Albert and F. Khedoury divide the strategy according to the direction of the company's development (basic strategic alternatives) into certain types, which are shown in table 1.

Table 1

Classification of strategy by direction of enterprise development [2]

Strategy	Characteristic
Growth strategy	aimed at increasing the volume of activity and strengthening the market position of the enterprise
Reduction strategy	are used when the enterprise is faced with the need to reduce the volume of its activities in order to maintain efficiency or survive
The strategy of combining basic alternatives	combine elements of different basic strategies to achieve optimal results. They allow the enterprise to adapt to changing market conditions
Liquidation strategy (bankruptcy)	are used when the enterprise cannot continue its activities due to financial difficulties. This strategy involves closing the business, selling off assets and settling with creditors
Survival strategy (avoidance of bankruptcy)	aimed at avoiding bankruptcy and ensuring the continued existence of the enterprise by taking immediate measures
Stabilization strategy	is used to maintain the current level of enterprise activity and ensure stability in conditions of uncertainty

According to the method of achieving competitive advantages, M. Porter singles out the following types of strategies:

– strategy of optimal costs (aimed at achieving a balance between low costs and high quality of products or services)

– cost leadership strategy (aimed at achieving the lowest costs of production and supply of products or services in the industry)

– differentiation strategy (presupposes the creation of unique products or services that differ from competitors' offers and have additional value for consumers)

– focusing strategy (presupposes targeting a narrow segment of the market or a certain group of consumers) [3].

According to the multifaceted nature of strategies, the American scientist Peter Drucker divides strategy into:

– strategies that ensure primacy in entering the market and dynamically capturing it

– strategies for unexpected and quick development of the market

– strategies for finding and capturing a market niche

– strategies for changing the economic characteristics of the product (market, industry) [4].

Choosing the appropriate strategy for the development of the enterprise is key to achieving its long-term goals and competitive advantages. The strategy of optimal costs provides a balance between price and quality, the strategy of leadership by costs allows you to reduce costs, the strategy of differentiation creates unique offers, and the strategy of focusing is focused on meeting the needs of a narrow segment of the market. Effective application of these strategies allows businesses to adapt to market conditions and achieve success.

Classifications of strategies by M. Mescon, M. Albert, F. Hedoura and Peter Drucker add multifacetedness to strategic planning, taking into account different directions of development, functional characteristics and competitive positions. In general, these methodical approaches allow enterprises to adapt to changes, achieve sustainable development and strengthen their competitive position in the market.

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