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COMPONENT STRATEGIES OF FOREIGN ECONOMIC DEVELOPMENT

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СКЛАДОВІ СТРАТЕГІЇ ЗОВНІШНЬОЕКОНОМІЧНОГО РОЗВИТКУ

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The main components of the foreign economic development strategy are considered in the article.

The success of the enterprise's foreign economic activity depends on a large number of internal reserves and external factors, among which the choice of the enterprise's foreign economic development strategy plays a significant role.

The foreign economic development strategy of the enterprise is one of the components of the general strategy of the enterprise and is an action plan of the enterprise, which is directly related to entering the foreign market and winning the desired market share, expanding and maintaining the desired competitive position on it. And it is also a set of management decisions regarding the narrowing of the entire set of possible foreign economic actions of the enterprise to the set of the most effective from the point of view of the long-term goals formulated in the general strategy of the enterprise.

Strategic development of the enterprise is a mandatory provision in the formation of increasing the competitiveness of the enterprise on the market and optimization of its activities.

Understanding strategy as a plan of actions allows enterprises to decide on the main types of actions to enter foreign economic markets and to consolidate their position on these markets. On the other hand, the understanding of strategy as a general direction of development in foreign economic activity requires coordination of this type of strategy with the general choice of all existing directions, therefore it is important to determine its economic essence.

Thus, it is possible to draw conclusions regarding the disclosure of the essence of the concept of foreign economic development strategy"- a clearly defined sequence of actions in the process, which is based on a functional approach in interaction with systemic, situational and process approaches to the management of the enterprise's foreign economic activities, aimed at the development and implementation of the foreign economic strategy activities as part of the general strategy of the enterprise based on its respective capabilities and taking into account the changes occurring in the external and internal environment for effective functioning, increasing the level of competitiveness and development in general.

Keywords: globalization, market, enterprise strategies, market strategies, development strategies.

Introduction. In today's world of intensive growth of world trade, the development of globalization processes and other processes of international exchange, thanks to which the world economy becomes more open and integrated, a large number of domestic enterprises pay special attention to the development of foreign markets for goods, labor and capital.

In order to activate the development of international business, it is necessary to form a strategy for the development of foreign economic activity, since its implementation will allow to respond flexibly to unstable conditions of the external environment and strengthen competitiveness. Currently, the problem of developing the foreign economic strategy of the enterprise is relevant, because the modern commercial world needs radically new standards, stages of organizing international cooperation and management methods.

Due to globalization and the international division of labor, which unify and integrate the activities of economic entities, the development of enterprises is taking place all over the world. As a result, economic integration and transformation is taking place on regional, state and world markets, i.e. there is a division of labor between business entities, the movement of material, financial and labor resources, the convergence of countries and the penetration of information technologies.

Analysis of basic research and publications. The problems of enterprise strategy formation were reflected in the works of such scientists as I. Ansoff, A. Galchynskyi, V. Geets, B. Karlof, V. Kopytko, J. Quinn, O. Kuzmin, G. Mintzberg, O. Moroz, A. Nalivayko, A. Slivotskyi, A. J. Strickland, A. Thompson, J. Petrovych, M. Porter, A. Chandler, N. Chukhrai, and others.

Such domestic and foreign scientists as I. Bagrova, L. Batchenko, V. Vlasyuk, V. Hrynyova, A. Gradov, M. Didkivskyi, O. Kireev, O. Kyrychenko dealt with issues of the development of the enterprise's foreign economic activity and the peculiarities of its strategic

planning. Yu. Kozak, V. Kozik, A. Kredisov, L. Lypych, Yu. Makogon, O. Melnyk, A. Mokii, V. Novytskyi, L. Strovskyi, I. Faminskyi, T. Tsygankova, O. Chugai, I. School, etc.

At the same time, it should be noted that due to the rapid development of globalization processes today, the issue of existence, formation and trends of strategic development of enterprises is relevant.

Goal. The purpose of the work is to study the strategic components of the enterprise's development in the global economic environment.

Research materials and results. Analyzing this problem of strategic management, the effectiveness of foreign economic activity depends on how correctly planned and organized the process of entering the world market is in the long term. To solve the problems of strategic management of the subject's foreign economic activity, it is necessary to take into account the type and stage of development of the enterprise, as well as the features of the region in which it is located.

For organizations operating in the foreign market, it is necessary to correctly assess the environment in which it will work and find the necessary ways to increase competitiveness that would correspond, first, to the given market situation and trends in its development, and, second, to the characteristics of one's own production

There are advantages of using strategic management of foreign economic development for an enterprise in the conditions of globalization processes of the world economy [3-7]:

- minimizing the risks of negative factors of the dynamic international environment;

- quick reaction to unpredictable changes that correspond to the conditions of the external environment;

- promotion of professional development of managers and specialists;

- rational use of resource potential;

- responsibility of employees;

- encouraging employees to actually implement the management decisions made in the long term;

- increasing the coordination of actions.

The success of the organization's foreign economic activity depends on many internal (organization of the management of the enterprise's foreign economic activity; information support; planning of export production; accounting and analysis of foreign trade supplies; personnel potential) and external factors (economic, political, legal, demographic, socio-cultural and scientific and technical), which, in turn, form the export potential, which is the basis for developing a strategy.

All the factors listed above make up the foreign economic potential of the enterprise, which serves as the basis for developing a strategy for the development of foreign economic activity.

Foreign economic activity as a process is a complex chain of actions - from the search (origin) of a business idea to its implementation in a specific project

of an enterprise, organization, firm, which will make it possible to manufacture the necessary goods, perform work and provide services that will be competitive on international markets. The positive result of this process depends on the goal that the company sets for itself. It is this process that should be reflected in the strategy for the development of foreign economic activity.

Before the implementation of any action plan, which is provided for by the development strategy, it is necessary to analyze and evaluate the real situation today. This is necessary because you cannot plan for the future without having a clear idea of what state the organization is in and what strategies it is implementing. As for foreign economic activity, this stage involves the calculation of a list of economic indicators, which will allow to determine the export potential of the enterprise and, after analyzing the actions carried out by the enterprise, to classify them as one of the existing strategies. This will help to find out whether further actions in the direction of the existing strategy will lead to development; is it possible to achieve development by changing target orientations; whether it is necessary to completely change the set of actions.

The list of Ukrainian enterprises that already operate in foreign markets is facing a dilemma: whether to expand their own foreign economic activity or, on the contrary, to reduce it. The answer to this question depends on what goals the enterprise set for itself at the stage of the release of its products to international markets, and what strategy was chosen as the primary one.

Therefore, it is necessary to start with the analysis of existing strategies. That is, it is necessary to determine what strategy the company used at the stage of entering foreign markets.

To find out the current strategy, according to the theory of A. A. Thompson and A. J. Strickland, there are five external and internal factors that must be evaluated in order to understand the strategy being implemented [8-10,13-14].

The external factors include: the size of the enterprise and the degree of diversity of the products produced, the diversification of the firm; the general character and nature of the firm's latest acquisitions and its sale of its part of the property; the structure and focus of the company's activity over the last period; the opportunities that the firm has recently focused on; relation to external threats.

The internal factors include: whole firms; resource allocation criteria, formed structure of capital investments from manufactured products; relation to financial risk both on the part of the management and to the actual practice and implementation of financial policy; the level and degree of concentration of efforts in the field of R&D; strategies of individual functional areas (marketing, personnel, production, finance, scientific research and development).

If the strategy meets the company's goals, then the compliance of the chosen strategy with the requirements of the environment is determined; potential and

capabilities of the company; acceptability of the risk embedded in the strategy.

The above methodology does not sufficiently provide analysis of the strategy of foreign economic development. In order to analyze the relevant strategies, it is necessary to take into account a number of factors that will definitely have an impact on both the current state of foreign economic activity and its development.

O. A. Kyrychenko claims that the management of the enterprise's foreign economic activity depends not only on influencing factors, but also on the methods of entering the foreign market, namely the department of foreign economic relations; subsidiary sales enterprise; intermediary [9]. In addition, it is necessary to take into account the method of entering foreign markets: export; joint business activity; direct investment strategy.

Applying the export strategy, the company manufactures its goods in its own country, offering them for export. The advantages of this method are as follows: minimal changes in the company's product range, its structure; minimization of investment costs and current financial obligations; reducing the risk of market entry and exit.

The company's strategy of entering foreign markets through the creation of joint ventures is based on combining its efforts with the resources of commercial enterprises of the partner country in order to create production and marketing capacities. International marketing distinguishes four types of SPD: licensing; contract manufacturing; contract management; jointly owned enterprises.

The strategy of direct investment consists in the fact that in the process of conducting foreign trade, over time, the enterprise establishes its own production branches abroad for the production of goods of foreign economic activity [1,5,8,9,11]. This strategy cannot be considered as a strategy of entering foreign markets, since it has broader strategic goals, and the transfer of production facilities outside the state can become the ultimate goal of the foreign economic development strategy.

In most works, the question of the strategy of entering foreign markets is reduced to one of the marketing strategies, which consist in the fact that the promotion of goods is carried out at the expense of low prices, which in practice caused anti-dumping investigations against Ukrainian exporters in European markets.

On the basis of the general goal of the enterprise, unit goals are formed, which specify and detail the tasks of structural units.

According to Ansoff's matrix, the following can be attributed to the strategic goals of the development of foreign economic activity: promotion of the company's existing goods to new markets; increase in sales volume and market share of the enterprise; development of a new product for existing market segments; access to new foreign markets with existing products (diversification of sales markets); transfer of production capacities to foreign sales markets [6, 3].

At the third stage, the external environment is analyzed. Dynamic processes of change are constantly taking place in the external environment, something disappears, something appears. One part of these processes opens up new opportunities for the enterprise, creates favorable conditions for them. The other part, on the contrary, creates additional difficulties and limitations. Therefore, during strategic planning, studying the external environment, it is necessary to find out what threats and what opportunities the external environment and the firm's strengths and weaknesses hide, in addition, the connections between them are investigated, which in the future can be used to determine company strategies. To solve these problems, methods of environmental analysis have been developed, for example, the SWOT method, which allows you to study the external and internal environment.

Assessing the company's opportunities in foreign markets is of particular importance with Ukraine's entry into the World Trade Organization. This is due to the growth of competition in the domestic market and new opportunities for domestic IT products to go beyond the national market.

The best situation for the enterprise will be when the favorable opportunities of the external environment coincide with the strengths of the enterprise. Conversely, threats from the surrounding environment, imposed on the company's weaknesses, create prerequisites for a crisis situation and the impossibility of continuing business. The business entity, taking into account various ratios of external and internal factors, forms the main strategic directions of the enterprise and adjusts all the enterprise's activities accordingly. The advantages that the company has should play a decisive role in the formation of the strategy. Depending on the available competitive advantages, all enterprises can be divided into two groups: strong and weak. Their approach to strategy formation is different.

The policy of strong enterprises boils down to the following: maximum use of the advantages of their leadership position, strengthening of positions; deployment of business in new types of activities for the company, in case of decline of which, it is necessary to bet on diversification. The weak must choose strategies that lead to their growth.

In general, external analysis includes: analysis of the supplier market; analysis of the sales market; analysis of the market of financial resources; analysis of the purchasing power of the product market; industry analysis; analysis of the technological sphere; analysis of the socio-political situation; definition and analysis of competitors.

At the stage of evaluating the organization's capabilities in foreign markets, the subject of analysis is the enterprise's export potential. In turn, the following are the objects of such analysis: the expected dynamics of the volume of foreign economic activity; expediency of reorientation to new sales markets; operating

conditions in the new environment and the expediency of reducing it in traditional areas and market segments.

A. I. Ilyin notes that the process of analyzing strategic alternatives can be considered the "heart of strategic planning", since it is used to make decisions about how the firm will achieve its goals and implement the corporate strategy. To make an effective strategic choice, it is necessary to have a clear concept that will be shared by all employees. The strategic choice must be unambiguous [10,12].

The strategy of foreign economic activity is part of the corporate strategy of the company's development, so there are not many alternatives for achieving goals. Alternatives to achieving the company's mission in foreign markets may be the omission of one of the goals or a change in the execution of a certain sequence of goal achievement.

Only the implementation of a real plan will lead the enterprise to success. Very often, companies are unable to implement the chosen strategy. The reasons for this are as follows: incorrectly performed analysis and erroneous conclusions; unpredictable changes in the external environment; inability of the enterprise to involve its internal potential in the implementation of the strategy

After the formation of the company's strategy, its implementation or as a result of the decision to change strategic directions and goals, it is necessary to evaluate it. It is carried out in the form of an analysis of how decisive factors are taken into account during its formation. The results of the assessment make it possible to determine whether the chosen strategy will lead the firm to achieve its goals.

Conclusion. Without goals, priorities, plans and assessments, the company is unlikely to understand what is the ultimate goal of development and the global mission as a whole. In a complex, chaotic environment, the number of favorable opportunities is limitless. Without having established goals and objectives, it is difficult to evaluate existing alternatives. Without defined priorities, it is impossible to predict how available resources will be distributed among new areas of activity. In the absence of plans, it will be difficult to manage the actions of those working in different directions. Without analysis and evaluation, it will be impossible to establish which areas are developing successfully and which will lead to collapse.

On the other hand, today there is a need for constant operational intervention in the adopted strategic plan, which should be reflected in marketing programs; renewal of information about the actions of competitors, consumer demand, changes in the global situation; analysis of financial and material flows; study and analysis of changes and prospects for market development within the national economy and beyond.

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Імнадзе І.Н. Складові стратегії зовнішньоекономічного розвитку

У статті розглянуто основні складові стратегії зовнішньоекономічного розвитку.

Успішність зовнішньоекономічної діяльності підприємства залежить від великої кількості внутрішніх резервів та зовнішніх чинників, серед яких визначну роль відіграє вибір стратегії зовнішньоекономічного розвитку підприємства.

Стратегія зовнішньоекономічного розвитку підприємства є однією зі складових загальної стратегії підприємства та являє собою план дій підприємства, який безпосередньо пов'язаний з виходом на зовнішній ринок та завоюванням бажаної частки ринку, розширенням і підтриманням бажаної конкурентної позиції на ньому. А також – це комплекс управлінських рішень щодо звуження всієї множини можливих зовнішньоекономічних дій підприємства до сукупності найбільш ефективних з точки зору довгострокових цілей, сформульованих у загальній стратегії підприємства.

Стратегічний розвиток підприємства це обов'язкове положення при формуванні підвищення конкурентоспроможності підприємства на ринку та оптимізації його діяльності.

Розуміння стратегії як плану заходів дозволяє підприємствам визначитися з основними видами дій щодо виходу на зовнішньоекономічні ринки і по закріпленню своєї позиції на цих ринках. З іншого боку розуміння стратегії як загального напрямку розвитку у зовнішньоекономічній діяльності вимагає узгодження даного виду стратегії із загальним вибором всіх існуючих напрямків, тому важливо визначитися з її економічною сутністю.

Таким чином, можна зробити висновки щодо розкриття сутності поняття «стратегія»

зовнішньоекономічного розвитку» – чітко визначена послідовність дій в процесі, яка базується на функціональному підході у взаємодії з системним, ситуаційним та процесним підходами до управління зовнішньоекономічною діяльністю підприємства, спрямована на розробку та реалізацію стратегії зовнішньоекономічної діяльності у складі загальної стратегії підприємства виходячи з його відповідних можливостей та з урахуванням змін, що відбуваються у зовнішньому та внутрішньому середовищі для ефективного функціонування, підвищення рівня конкурентоспроможності та розвитку в цілому.

Ключові слова: глобалізація, ринок, стратегії підприємства, ринкові стратегії, стратегії розвитку

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