**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**
**UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
*Department of International Economic Relations, Business & Management*

Bachelor's Qualification Work

# Strategic Planning In The Organization

(based on CAM & APF "AKTIV PLUS, LTD." case)

Bachelor's student of the 4th year study
Field of Study 07 – Management and Administration
Specialty 073 – Management
Educ. program – Management

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Research supervisor

Liubov Zharova
Ph.D. in Economics

Kyiv – 2023

**Abstract**

This bachelor's qualification work explores the crucial role of strategic planning in organizational success. The objective of this study is to examine the significance of strategic planning as a proactive approach to decision-making and resource allocation within an organization. The research focuses on analyzing various strategic planning models and their applicability in different organizational contexts.

The study begins by providing a comprehensive overview of strategic planning, including its definition, purpose, and key components. It highlights the importance of aligning organizational objectives with strategic planning initiatives to ensure long-term sustainability and competitive advantage. The research also investigates the relationship between strategic planning and organizational performance, examining how effective strategic planning can contribute to improved financial outcomes, market positioning, and overall operational efficiency.

Furthermore, the work delves into the process of strategic planning, exploring the sequential steps involved, such as environmental analysis, goal setting, strategy formulation, implementation, and evaluation. It emphasizes the need for organizational leaders to actively engage stakeholders at all stages of the strategic planning process, fostering a collaborative and inclusive approach to decision-making.

To illustrate the practical implications of strategic planning, several case studies are analyzed, drawing from diverse industries and organizational settings. These case studies provide valuable insights into real-world applications of strategic planning, showcasing both successful and unsuccessful strategic initiatives and their impact on organizational outcomes.

The research concludes by highlighting the challenges and limitations associated with strategic planning, such as environmental uncertainty, resource constraints, and resistance to change. It offers recommendations for organizations to overcome these obstacles and optimize the strategic planning process. Additionally, the study emphasizes the need for ongoing monitoring, evaluation, and adaptation of strategic plans to ensure their relevance and effectiveness in dynamic business environments.

In summary, this bachelor's qualification work underscores the critical role of strategic planning in organizational management. It offers a comprehensive analysis of strategic planning models, their implementation process, and the relationship between strategic planning and organizational performance. The findings and insights provided in this study can serve as a valuable resource for organizations seeking to enhance their strategic planning capabilities and drive sustainable success in today's competitive landscape.

**Анотація**

Ця бакалаврська кваліфікаційна робота досліджує вирішальну роль стратегічного планування в організаційному успіху. Метою цього дослідження є вивчення значення стратегічного планування як проактивного підходу до прийняття рішень та розподілу ресурсів в організації. Дослідження фокусується на аналізі різних моделей стратегічного планування та їх застосовності в різних організаційних контекстах.

Дослідження починається з всебічного огляду стратегічного планування, включаючи його визначення, мету та ключові компоненти. Воно підкреслює важливість узгодження організаційних цілей з ініціативами стратегічного планування для забезпечення довгострокової стійкості та конкурентних переваг. Дослідження також вивчає взаємозв'язок між стратегічним плануванням та організаційною ефективністю, досліджуючи, як ефективне стратегічне планування може сприяти покращенню фінансових результатів, позиціонуванню на ринку та загальній операційній ефективності.

Крім того, робота заглиблюється в процес стратегічного планування, досліджуючи послідовні кроки, такі як аналіз середовища, постановка цілей, формулювання стратегії, її реалізація та оцінка. У ній підкреслюється необхідність активного залучення зацікавлених сторін на всіх етапах процесу стратегічного планування, що сприятиме спільному та інклюзивному підходу до прийняття рішень.

Щоб проілюструвати практичні наслідки стратегічного планування, проаналізовано кілька конкретних прикладів з різних галузей та організаційних середовищ. Ці приклади дають цінну інформацію про застосування стратегічного планування в реальному світі, демонструючи як успішні, так і невдалі стратегічні ініціативи та їхній вплив на результати діяльності організації.

Наприкінці дослідження висвітлюються виклики та обмеження, пов'язані зі стратегічним плануванням, такі як невизначеність зовнішнього середовища, обмеженість ресурсів та опір змінам. Воно пропонує рекомендації для організацій щодо подолання цих перешкод та оптимізації процесу стратегічного планування. Крім того, дослідження підкреслює необхідність постійного моніторингу, оцінки та адаптації стратегічних планів для забезпечення їхньої актуальності та ефективності в динамічному бізнес-середовищі.

Таким чином, ця бакалаврська кваліфікаційна робота підкреслює критичну роль стратегічного планування в управлінні організацією. Вона пропонує комплексний аналіз моделей стратегічного планування, процесу їх впровадження та взаємозв'язку між стратегічним плануванням та результатами діяльності організації. Висновки та ідеї, представлені в цьому дослідженні, можуть слугувати цінним ресурсом для організацій, які прагнуть розширити свої можливості стратегічного планування та досягти стійкого успіху в сучасному конкурентному середовищі.

**PHEE-institute «Ukrainian-American Concordia University»**

**School of Management and Business**
**Department of International Economic Relations, Business and Management**

Educational level: **bachelor degree**
Specialty: 073 "Management"
Educational Program "Management"

**APPROVED**
**Head of Department** Prof. Liubov Zharova
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# TASK
## FOR BACHELOR'S QUALIFICATION WORK

Eugene Lipay
(Name, Surname )

**1.** Topic of the work: Strategic planning in the organization (based on CAM & APF "AKTIV PLUS, LTD." case)

**Supervisor of the work** Liubov Zharova, Dr of Sci in Economics.
(surname, name, degree, academic rank)
Which approved by Order of University from "22" September 2022 № 22-09/2022-3c –

2. Deadline for bachelor's qualification work submission "23" April 2023
3. Data-out to the bachelor's qualification work_
Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).
There are main topics a student should develop in this work:
- Theoretical and methodical bases of cultural differences in strategic planning in the organization
- Economic analysis of activity of the "GOOD CAPITAL", evaluation of strategic planning in the organization
- Ways of enhancement of cultural differences in strategic planning in "GOOD CAPITAL" throughout conducting foreign economic activity

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economic and statistical information on the company and its development, visualization of development mechanism, etc.

6. Consultants for parts of the work

| Part of the project | Surname, name, position | Signature | |
|---|---|---|---|
| | | Given | Accepted |
| **1** | Liubov Zharova, Dr. of Sci. in Economics | | |
| **2** | Liubov Zharova, Dr. of Sci. in Economics | | |
| **3** | Liubov Zharova, Dr. of Sci. in Economics | | |

7. Date of issue of the assignment

Time Schedule

| № | The title of the parts of the bachelor's qualification work | Deadlines | Notes |
|---|---|---|---|
| 1. | I Chapter | 31.12.2022 | In time |
| 2. | II Chapter | 20.02.2023 | In time |
| 3. | III Chapter | 11.04.2023 | In time |
| 4. | Introduction, conclusions, summary | 23.04.2023 | In time |
| 5. | Pre-defense | 27.04.2023 | In time |

Student_______________________
(signature)

Supervisor_____________
(signature)

Conclusions:
The bachelor's work was completed at a sufficient level, despite the student's lack of attention to the design and research. The analysis of theoretical approaches is focused on cross-cultural features of management development and implementation. The analytical part presents the specifics of the company's work in sufficient detail and allows to single out specific problems for which recommendations can be developed within the framework of the chosen topic. The practical part contains specific author recommendations. In general, the work meets the requirements and can be evaluated positively under the conditions of successful public protection.

Supervisor_____________
(signature)

# CONTENT

## Introduction

**Relevance of the topic.** Strategic planning is a critical process for any organization that wants to achieve long-term success. It involves setting goals and objectives, identifying the resources needed to achieve those goals, and developing a roadmap for how those resources will be utilized. The purpose of strategic planning is to align an organization's efforts with its vision and mission, and to create a clear path forward for achieving its objectives.

Effective strategic planning requires a thorough understanding of an organization's internal and external environment, including its strengths and weaknesses, as well as the opportunities and threats that exist in the marketplace. It also involves a deep understanding of the organization's customers, competitors, and industry trends.

With a solid strategic plan in place, an organization can make informed decisions, prioritize its resources effectively, and measure its progress towards its goals. This enables it to respond quickly to changing market conditions, take advantage of emerging opportunities, and stay ahead of its competitors.

Strategic planning in an organization is the process of defining the organization's long-term goals, objectives, and strategies, and developing a plan of action to achieve them. It involves analyzing the organization's internal and external environment, identifying its strengths and weaknesses, and assessing the opportunities and threats in the market. Strategic planning helps organizations to align their resources and capabilities with the external environment, and to create a roadmap for decision-making that enables them to adapt to changes in the market, customer needs, and emerging technologies.

The strategic planning process typically involves a series of steps, including conducting a SWOT analysis, defining the organization's vision and mission, setting objectives and goals, developing strategies and tactics, and implementing and monitoring the plan. It's important to involve key stakeholders in the planning process, including employees, customers, suppliers, and shareholders, to ensure that their needs and expectations are considered in the planning process.

The benefits of strategic planning in an organization are numerous. It helps to improve operational efficiency, increase profitability, expand market share, and maintain a competitive advantage. It also enables organizations to anticipate and respond to changes in the market and customer needs, and to take advantage of emerging technologies and opportunities. Additionally, strategic planning provides a framework for decision-making that is aligned with the organization's goals and objectives, and enables resources to be allocated effectively.

Strategic planning is a crucial process for any organization that wants to achieve sustainable success in today's fast-paced and rapidly-changing business environment. It helps organizations to adapt to changes, optimize their resources, and achieve their long-term objectives.

**Aim.** The aim is to develop a comprehensive and flexible plan that aligns the organization's resources, capabilities, and goals with the external environment. The aim is to create a roadmap that guides the organization's decision-making processes and enables it to adapt to changes in the market, customer needs, and emerging technologies.

**Tasks:**

1. The organization needs to assess its strengths, weaknesses, opportunities, and threats to identify its internal capabilities and external factors that may impact its success.
2. Identify objectives and goals: The organization needs to establish measurable objectives and goals that align with its mission and vision.

3. Develop a strategic plan: This involves identifying strategies and tactics to achieve the organization's objectives and goals. The plan should also include an implementation plan with timelines and responsibilities.

4. Monitor and evaluate progress: The organization should regularly monitor progress towards its objectives and goals and evaluate the effectiveness of its strategies. Adjustments should be made as needed.

**Object.** The object of strategic planning in an organization is to create a framework that helps the organization achieve its long-term goals and objectives. This includes improving operational efficiency, increasing profitability, expanding market share, and maintaining a competitive advantage.

**Subject.** The focus is on understanding the organization's capabilities, strengths, weaknesses, opportunities, and threats, and developing a plan to optimize its resources and achieve its objectives. The subject also includes the stakeholders of the organization, such as customers, employees, shareholders, and suppliers, and how their needs and expectations are integrated into the planning process.

# CHAPTER 1.

# THEORETICAL AND METHODICAL BASES OF CULTURAL DIFFERENCES IN STRATEGIC PLANNING IN THE ORGANIZATION

## 1.1. The essence and content of in strategic planning in the organization

Theoretical and methodological aspects of strategic planning during the last decades of the 20th century a lot of unique research are dedicated. A significant contribution to the formation and development of strategic planning was made by I. Ansoff[3], R. Akoff[5], M. Porter[2], G. Hamel[11], G. Mintzberg[15], A. A. Thompson[6], A. J. Strickland[4], W. King[8], D Cleland[2], whose scientific developments are the basis of the theory of strategic planning.

Strategic planning is planning from the future to the present based on global ideas and set enterprise goals. Strategy is not a function of time but a function of the set goal of development, a specific, spatially future-oriented direction of development. It is based, on the one hand, on the goals and objectives set during the development of the strategy and on the other - on forecasts in various areas of development. It should always be remembered that the application of strategic planning creates the essential advantages in the functioning of the enterprise: it prepares the enterprise for changes in the external environment, connects its resources with changes in the external environment, clarifies the problems that arise; coordinates the work of its various structural divisions; improves control at the enterprise. Also, it is imperative that strategic planning to solve cardinal problems must be supported by ongoing planning that ensures the achievement of strategic goals. Of course, at the same time, the continuity of the plans and their interrelation should be ensured, although the structure of planning decisions, planning methods, and implementation terms will differ. In the early 1990s, the crisis of strategic planning was caused by criticism of its methods, and especially by the aggravation of the problem of strategy implementation. The main problem of strategic planning, according to S. J. Wall[5], was not in the substantive aspect of the strategy but in its implementation. Criticism of strategic planning concept led to a surge of empirical research in this area during 1992- 1995. Research by foreign scientists made it possible to establish that the strategic planning system uses different approaches to its organization, and the main result of the evolution of strategic planning is the transformation of the traditional approach, which was based on the separation of strategy and tactics, the clear division of the functions of strategic planning and operational planning into a system based on the "strategy-tactics" chain. Such a transformation eliminated an essential problem of strategic planning — inconsistencies in the process of developing and implementing a strategic plan. Nowadays, as noted by H. Wissyema, analytical methods of strategic planning are widely used and they are no longer exclusive only to the planning department but have become a tool of analysis and reasoning for the entire company[16].

According to the definition of F. Kotler[5], strategic planning is a management process of creating and maintaining strategic correspondence between the company's goals, its potential opportunities and chances in the field of marketing.

Strategic planning consists in the development of strategic decisions (in the form of forecasts, draft programs and plans), which provide for the setting of such goals and strategies for the behavior of the relevant management objects, the implementation of which ensures the effective functioning of enterprises in the long term, quick adaptation to the changing conditions of the external environment. The main goal of strategic planning is to substantiate the possibilities and ways of effective functioning and development of the enterprise on the market in the long term.

Strategic planning can be considered as the process of determining the main goals of the organization, the resources needed to achieve them, and the policies aimed at acquiring and using these resources. This process has the following sequence of execution of individual operations.

An effective economy is, first and foremost, effective governance. The importance and application of the terms "direction" and "management" in the modern world are close in content but not precisely the same. Consequently, the concept of management applies to all types of systems - technical, biological, socio-economic, and so on. The modern idea of "management" applies only to socio-economic systems, that is, organizational structures in which the obligatory element is the person and his goal-oriented activities. Therefore, in modern times, the management of an organization or corporate structure is called "management."

Various theories in their approaches and content, as well as schools, have significantly expanded their understanding of management possibilities and use them as an independent field of knowledge. The effect of management on all spheres of public life has grown significantly. Therefore, the principles, forms, and methods of modern management are actively used in science, education, health, and cultural institutions, and until recently, it was difficult to imagine them. There is a growing recognition that management is a field of professionally trained people who have mastered the art of management. Therefore, the most important person in modern management is a person, his abilities, skills, knowledge, and skills.

The quality of management describes both the results of activities and the choice of ways and means to achieve them. A well-organized and well-coordinated team is needed to effectively address the organization's challenges, with each member knowing and doing their job, working smoothly, without interruptions, resolving most problems without conflict, and being interested in the end result.

The fundamental task of the management is to achieve the goals set before the organization at the lowest cost and in the shortest possible time. In solving this task, according to most authors, management theory and practice are based on four main functions: planning (setting goals of the organization); organization (optimal allocation of forces and resources); motivation (striving to ensure that all members of the organization work with maximum effort); constant monitoring and correction of current work (focused on the implementation of the goals of the organization, an apparent response to external and internal conditions);

Accordingly, most authors believe management is the effective and efficient achievement of organizational goals through planning, organization, motivation, and control over organizational resources. These functions are interrelated and have two common features: they all require decision-making, and communication and information exchange will be necessary for all of them in decision-making. The root of the information management process is the basis for making management decisions. These decisions can be made using a variety of ever-changing technologies.

Though the situational approach is now the leading one, the dissertation argues that the most preferred is the systemic approach, as it focuses on the organization's internal affairs and the long-term prospects of keeping pace with environmental changes. The strategy to be developed should also be put in place. In the context of the command-and-control system of the economy, many organizations could operate successfully, focusing on the internal problems associated with increasing the efficiency of resource use in the current activities. In the transition to market relations, the stability of the education system has been undermined by external influences, and it is no longer possible to return to the status quo. Therefore, the importance of strategic management, which allows operating in a competitive environment even in the long run, has increased significantly in recent decades.

Thus, the term "strategy" refers to the study of the future, the analysis of possible scenarios; an idea that prevails in competition; a system of management methods; a comprehensive plan designed to achieve the main goals of the enterprise and achieve its goals; is a multi-faceted concept in the form of improving the skills and abilities of employees. Concluding the atop, we can say that strategic management is the process of achieving the organization's goals through the efficient use of internal and external resources.

The inceptive starting point of strategic management is the rule that the person is the foundation of any organization, and the organization's success depends on it in the first place. The human being resource-oriented approach focuses on meeting the organization's intellectual capital needs. Human resources are considered one of the main sources of competitive advantage, which is particularly relevant for higher education institutions. During the dissertation research, it was found that most authors describe strategic management in five interrelated management processes - environment analysis; defining mission and goals; strategy selection; as a dynamic set of functions such as strategy implementation, monitoring and evaluation of strategy implementation. They believe that these processes are interrelated and have regular feedback.

The accomplishment of the strategic management process "Analysis and forecasting of the market environment of the organization" provides management with information, allows you to compile a list of problems associated with the organization's development, and provides a basis for developing goals, mission, and strategic decisions[17].

The fundamental subjects of interaction in the market of educational services are rational individuals (entrant-student-graduate / young specialist) who strive to maximize their income throughout the life cycle, higher education institutions that need quality training, employers in need of skilled labor (various legal organizations in the form and areas of activity), the state (as a central and local government) as a regulator of these interactions. On the other hand, the behavior of entities in the market of educational services cannot be fully defined as "rational," as a significant lag hampers the process of balancing supply and demand in the movement of market regulators and the market-specific economic responsibility of higher education institutions is significantly financed by the state is limited.

It is significant to note that the higher education institution can substantially impact the nature and content of such interactions and therefore be able to actively participate in the prevention of risks and additional opportunities to continue their activities in the future.

One of the primary external factors influencing the activities of higher education institutions is the Bologna process in Europe and the accession of countries reforming the higher education system, and adopting legislation to modernize the higher education system. The internal environment of the organization is the environment that constantly and most directly affects its activities. The research of the internal environment focuses on identifying what strengths and weaknesses an organization has. J. Pierce and R. Robinson determined a set of crucial internal factors that can be considered a source of both strengths and weaknesses of an organization. Analyzing these factors allows a comprehensive picture of the organization's internal environment and its strengths and weaknesses. To operate successfully in the market of educational services, a higher education institution will need to monitor and forecast all changes in the internal and external environment that are important to it. Timely measures will allow us to avoid several problems and effectively use the current situation.

### 1.2. Methods of strategic planning in the organization

Strategic planning is one of the main functions of strategic management. It is a process of making management decisions regarding strategic forecasting (strategy formation), resource allocation, company adaptation to the external environment, and internal organization.

Strategic planning occupies a central place in the strategic management system. Most Western and Eastern firms use strategic planning to change themselves to escape hopeless situations that have formed outside and inside the enterprise. The main prerequisites for the transition to strategic planning are as follows[18]:

- the need to react to changes in the operating conditions of enterprises;
- the need to combine various areas of the company's activity in the context of the development of decentralization and diversification processes;
- the presence of pronounced competitive advantages and the need to support them (for enterprises that have them) or create them (for outsiders), strengthening competition;
- internationalization of business, development of relations with enterprises that use the strategic planning system;
- availability of highly qualified managers capable of solving complex issues and applying the strategic management system;
- development of theory and practice, strategic planning, which help to move from the "trial and error" method to scientific methods of predicting and preparing for the future and the future;
- availability of available information (global information networks) for studying the strengths and weaknesses of the enterprise, the external environment, and competitive conditions;
- strengthening of innovative processes, generation and rapid development of new ideas by enterprises;
- the need to introduce a high management culture focused on preventing resistance to changes and stimulating the development of the enterprise [10].

Strategic planning is a systematized and more or less formalized enterprise-wide effort aimed at developing and organizing the implementation of strategic plans, projects, and programs. In turn, the development of plans as a specific type of activity is a sequential iterative process consisting of several interrelated stages:

- setting goals;
- definition of strategies ("strategic set") and measures for their implementation;
- predicting the sequence of actions within a reasonably long time and fixing it in plans, projects, and programs of various types, which are tools for achieving goals and implementing strategies;
- organization of execution of planned tasks;
- accounting, control, and analysis of their implementation.

The last two stages transition to implementing a holistic system of strategic management, as they require organizational-analytical and control-coordinating activities not only in strategic planning bodies, but also in the units where strategic plans and programs determine actions are performed [2].

The purpose of strategic planning is to establish a specific course of action to prepare for the effective functioning of a competitive enterprise.

When transitioning to market relations, enterprises are allowed to manage independently in market conditions. Therefore, the ability of these enterprises to plan their activities in such a way as not to become bankrupt and, even better — to make a profit, thereby increasing the population's welfare, acquires particular importance. Different approaches to the organization of the strategic management system in general and strategic planning, in particular, are possible based on the various characteristics of enterprises. World experience shows: based on general principles, each enterprise chooses one or another method and emphasizes certain aspects of the enterprise's activities, introducing this reference point as a basis for planning.

Strategic planning fundamentally differs from other types of planning that take placefundamentally from other management types, such as operational, tactical, and long-term. This difference lies in the direction of the planning vector. Traditionally, the planning vector is directed from the past (present) to the future. Strategic planning involves building a vector of analysis and making innovative managerial decisions from the end to the present. Features of strategic planning are as follows:

– oriented to the long-term perspective;

- determines the main directions of the enterprise's development;

- tactical and current planning measures should support the identified areas.

Within the framework of strategic planning, many company management tasks are solved, in particular: – development of a general corporate strategy;

- preparation of strategic decisions in certain economic spheres;

– analysis of the competitive environment;

- determination of the main goals of the company;

– management of strategically essential factors of activity on the market;

- formation of a marketing strategy on the market of individual products;

– studying the life cycle of products on the market;

– order portfolio management;

– identification of strategic prospects for financing capital investments;

- formulation of the general concept of enterprise development;

– analysis of perspectives;

- study of the cost structure, etc.

Strategy is a general comprehensive program of actions that define priority problems for the enterprise, its mission, main goals, and the allocation of resources for their achievement. Strategy development is preceded by an analysis of the external environment and trends in its dynamics. The strategy of the enterprise is developed for different periods of time depending on the degree of predictability of the future, the duration of the period of implementation of the idea, the industry affiliation of the enterprise and the level of technical equipment (from 3 to 10 years).

The economic strategy of the enterprise means the long-term, most fundamental, important settings, plans, intentions of the enterprise's management regarding production, income and expenses, capital investments, prices, and social development. There are several types of economic strategy: growth, stabilization, survival.

The growth strategy is chosen as a basic one when the enterprise or its strategic business unit tries to use the opportunities of the external environment and its strengths to expand the enterprise's activities - increasing sales volumes, mainly by penetrating new markets and capturing them, as well as increasing production efficiency indicators. This strategy is most effective in dynamic industries when the company products are at the stages of entering the market or developing in the product life cycle. Ways to implement the growth strategy:

- absorption of competing firms through the acquisition of a controlling stake;

– merger – the union of enterprises on an equal basis;

- creation of a joint venture - uniting part of enterprises' capital to implement a mutually beneficial project.

The strategy of stabilization (limited growth) is used by large enterprises that already dominate a particular market (have stable volumes of sales and profits), in order to preserve (maintain) the existing state in the long term. This strategy is used as a primary strategy by enterprises located in industries with stable technology, producing goods at the stage of maturity of life-cycle management, and owners and managers are generally satisfied with the state of their enterprise.

When developing a system of strategic planning, each enterprise chooses the most acceptable scheme for itself, which, on the one hand, is a list of necessary formal procedures, the implementation of which requires the knowledge of specialists. On the other hand, it involves combining elements of creativity with the common sense of managers who are not inclined to spend time on sophisticated planning procedures. The strategic planning system does not rely on the "natural flow" of circumstances to achieve success but is based on a system of plans that make it possible to turn goals and strategies into tangible achievements. The most challenging problem is understanding what a strategic plan should be and what it should consist of to meet the requirements that make it indispensable for the development of the enterprise. The general requirements for the content and structure of a strategic plan can be traced by analyzing the definition of a "strategic plan" by various authors who, depending on the accepted concept of strategic planning, emphasize certain aspects of this phenomenon [7].

The primary general purpose of the organization is a clearly expressed reason for its existence and mission.

The mission details the company's status and provides direction and guidelines for determining goals, strategies, tactics, and policies in achieving the planned result.

A well-formulated enterprise mission should include the following:

1. Tasks of the firm in terms of its primary services or goods, main markets, and technologies. Simply put, what kind of business activity does the firm engage in.

2. Description of the external environment in relation to the firm, which determines the firm's parameters.

3. Characteristics of the organization's culture. What is the working climate within the company? What type of people does this climate attract?

To make a profit, a firm must monitor the environment in which it operates. Profit can never be declared the organization's primary goal because profit is an entirely internal matter. On the other hand, the mission reflects the path along which the firm must move to earn a profit and ensure the conditions for its prosperity.

In the conditions of a market economy, the concept of mission should reflect the intention of one or another firm in the direction of maximally effective satisfaction of the needs of its customers and its own needs [8].

There is no standard wording for the mission. At the same time, the formulation of the mission should satisfy its main tasks and, as far as possible, include answers to the above questions. Achieving this in a short mission statement (one or two sentences) is no easy task.

There are two types of key goals and results: financial and strategic.

Financial goals reproduce the company's urgent needs to ensure its normal operation and effective return of results; that is, they determine the overall conditions for the company's survival. Financial goals, as a rule, are set for shorter terms than strategic goals and should reflect changes in the industry, the market, or the company itself.

Strategic goals - relate to a greater extent to strengthening the company's position in the industry, preserving and improving its long-term competitive positions on the market. These goals, as a rule, are set for more long-term than financial goals and are aimed at achieving an effect in a relatively distant future.

In an unstable external environment, strategic planning is gaining importance. At the current stage of the market economy, domestic enterprises of Ukraine must independently determine the goals of functioning for the future and choose ways to achieve the key results of their activities. When managers (owners) of enterprises aim at long-term functioning on the market, it is natural that the system of planning the enterprise's activities should acquire a strategic nature.

In enterprises of Ukraine, strategic planning is almost not carried out. Therefore specialists and managers of domestic enterprises, in particular commercial ones, do not have experience and knowledge and do not know the advantages of strategic planning. One of the reasons is that the strategic planning methods used in foreign practice are not adapted to the domestic market. As a result, their use results are not always satisfactory.

Another reason lies in the inconsistency of planning methods and tools used, which, in turn, is explained by an insufficiently complete understanding of the existing relationships between instruments and techniques of strategic planning. Many practitioners focus on particular popular methods and tools and ignore strategic planning as a whole [1].

A modern enterprise in conditions of international competition should have inherent leadership and high professionalism. Persistence in implementing the strategy implies the top management's conscious commitment to direct the organization's resources and energy to achieve a leading position in the market. Like athletes competing at the highest level, organizations have no chance of success without the right attitude and willingness to sacrifice for victory. Companies in which senior management has failed to motivate employees to achieve high goals will never reach the "top" because employees have no incentive to put in extra effort and develop their potential.

Striving for leadership does not necessarily mean global dominance in all significant markets. It makes sense for small businesses to initially become leaders in selected niches, specific channels, or distribution in a particular market segment. On the other hand, the concept of strategy persistence is a recognition of the fact that companies with a small market share are highly vulnerable.

During an economic downturn, consumers, mediators, and retailers are more likely to deal with their larger competitors. The sales volume of a small company will ultimately decrease and will not allow for maintaining the required level of service and investment in new products and markets.

Persistence in implementing the strategy is a general vision, an idea that lives not for one year but for a dozen or more years and goes into the distant future. The core business capabilities and infrastructure needed to improve cannot be acquired or created overnight. Once they are in place, they must constantly adapt to change and improve. The difficulty is that some people can maintain enthusiasm and loyalty to goals that will be achieved in ten or twenty years. Therefore, the company's top managers are developing a program that includes a sequence of stages designed for the short term and simultaneously conducive to achieving the ultimate goal. This program includes introducing new models, access to new markets, cost reduction, and quality improvement. Such programs allow employees to feel their relevance and be influenced by the urgency of the work being performed, develop the necessary qualities, establish milestones on the way to the implementation of plans, and conduct an analysis of what has been achieved.

Setting or developing short-term program tasks allows you to adapt the company's strategy constantly. Persistence in implementing the strategy is a broad vision of the company's horizons, not a detailed map indicating the route. The modern market environment is too unpredictable for accurate long-term forecasts of the market situation and the emergence of new products and technologies. However, by planning the passage of new and new stages, senior management can "fine-tune" the company's strategy to emerging opportunities and new technologies.

Strategic planning originated about 20 years ago in the private sector. Its roots are tied to the need for rapidly changing and growing corporations to plan effectively for and manage their future when it appears increasingly uncertain. By the end of the 1960s, Steiner estimated that three-quarters of the large industrial corporations in the United States had formal strategic planning in place. By the mid-1980s, more than half of the publicly traded companies were using some form of strategic planning.

As it developed, strategic planning began taking a variety of paths. Taylor (1984)identifies five main styles of corporate strategic planning that have emerged in recent years: central control, the framework for innovation, strategic management, political planning, and future research. Bryson, Freeman, and Roering (1986)also distinguish among five strategic planning models: the Harvard policy, portfolio, industrial economics, stakeholder, and decision process models.

The central features of the public-sector strategic planning are captured in the acronym ***SWOT,*** a derivative of the Harvard policy model. In general, a community assesses its strengths, weaknesses, opportunities, and threats as a basis for devising action strategies to achieve goals and objectives in certain key issue areas. Recognizing that variations are possible in the sequencing of, time spent in, and analytic depth devoted to each phase of the strategic planning process, Sorkin, Ferris, and Hudak identifiesify the following as the basic steps in strategic planning at the community level:

1. Scan the environment.
2. Select Key Issues.
3. Set mission statements or broad goals.
4. Undertake external and internal analyses.
5. Develop Goals,objectives,and strategies with respect to each issue.
6. Develop an implementation plan to carry out strategic actions.
7. Monitor, update, and scan.

In this conception of corporate strategic planning, opportunities and threats are assessed in step 1 and used as the basis for action in steps 2 and 3. Strengths and weaknesses are developed most pointedly in step 4, but they also serve as the basis for refining decisions in steps 2 and 3 and formulating strategies in steps 5 and6.Strengths,weaknesses,opportunities,and threats are used together in step 7 to evaluate a plan and de- termine its continued viability.

For our purpose, we use the above conception as the definition of strategic planning as it is applied in the public sector. Our concern is with the application of strategic planning to community wide planning, the traditional domain of public planners. Eadie and Steinbacher and Bryson, Freeman, and Roering note that strategic planning can be, and has been, ap- plied to both communitywide and line agency planning. The approach outlined above applies broadly to both. However, the strong history of strategic planning is as a management tool for organizations.The proposed application of strategic planning to communitywideis- sues is new and raises issues of theory and method for public planners.

### 1.3. Modern trends of Ukrainian market development of strategic planning in the organization

Domestic authors such as Z. Shershnyova and S. Oborska also contributed significantly to constructing a justified sequence of actions during the formation of the strategic management system[2].

Summarizing the positions of scientists regarding the concept of "strategic plan", we consider it expedient to use the principle of sequential display of the results of each stage of the strategic planning process to build a strategic plan.

In accordance with this, we will present an exemplary structure of the strategic plan of the enterprise:

Chapter 1. The state and prospects for the development of the enterprise's macro- and microenvironment. Characteristics of the macro- and microenvironment of the enterprise, trends in the development of the industry, characteristics of the competitive environment, strategic groups of industry competitors. A forecast of the development of the enterprise's market and a description of the enterprise's strategic problems according to their importance are given.

Chapter 2. Mission and strategic goals. The company establishes the desired directions and orientations of its activity: vision, mission, set of goals.

Chapter 3. Directions and measures for creating competitive advantages of the enterprise. Based on the results of the analysis, there are strengths of the company, assessment of competitiveness, competitive position of the company and strategic factors of success. A list of competitive advantages that must be provided for a long time is displayed.

Chapter 4. Enterprise development strategy. A general strategy is formulated. The possible potential of the enterprise, opportunities of the external environment, which are taken into account in the strategy, are reflected. The list of activities for the implementation of strategies, the corresponding actions, the amount and types of necessary resources, the time consumption of each event, the item of expenses, as well as the person responsible for the implementation of each event are determined.

Chapter 5. Functional strategies. The list of functional strategies of the enterprise is displayed, the measures for the implementation of each functional strategy, the corresponding actions, the amount and types of necessary resources and time spent, the items of expenses and the person responsible for the implementation of each measure are determined.

Chapter 6. Business strategies. The list of business strategies of the enterprise is displayed, measures for their implementation, actions for each measure, the amount and types of necessary resources, time spent, item of expenses and the person responsible for the implementation of measures are determined.

Chapter 7. Evaluation of strategies. The assessment of the company's strategies in the following directions is displayed:

• Assessing the compliance of the state strategy with the requirements of the external environment.

• Assessment of compliance with the strategy of the company's potential:

Complementarity of connections between strategies. — Correspondence to the resource potential.

Correspondence of the elements of the "7-S" model to the chosen one strategies.

• Assessment of the degree of risk acceptability, conditions strategy.

The conceptual scheme of strategic management of the enterprise, which they proposed, differs from previously proposed models by an extended, correct and precise description of the components of each stage. Among the latter, the following are distinguished [3]: concept, diagnosis of the company's strengths and weaknesses, formation of company goals, strategy selection, development of a system of plans, projects and programs for the development of the company, strategic control.

O. Vikhansky suggests considering the model of strategic management as a dynamic set of five interdependent management processes, which form one integral mechanism, within which there is a stable feedback loop and, accordingly, the reverse influence of each process on others and their entire set [9] (analysis of the environment, definition of the mission and goals, choice of strategy, implementation of the strategy, evaluation and control of implementation).

The first stage in the process of strategic management is the analysis of the environment, which provides a basis both for defining the mission and goals of the enterprise, and for developing a strategy. This analysis studies the internal and external environment of the enterprise, covering the macro environment and the immediate environment of the enterprise.

Analysis of the internal environment of the enterprise involves the study of such components as, in particular personnel, production, management organization, finance, marketing, and corporate culture. Analysis of the macro-environment is a study of the influence of the economy, political processes, legal regulation and management, social and cultural components of society, natural environment and resources, scientific, technical, and technological development, infrastructure, etc. Analysis of the environment takes place, as a rule, according to the following components: buyers, suppliers, competitors, labor market.

It is essential for the enterprise to maintain a balance not only between obtaining resources from the external environment and transferring the product to it, but also between the interests of various social institutions and groups of people who are interested in the functioning of the enterprise and influence it. The balance of interests determines the direction vector of the enterprise, which is formally presented in the form of a mission and strategic goals.

The second stage is the definition of the mission and strategic goals. The mission of the enterprise is a clearly defined reason for its existence. The mission details the status of the enterprise and provides direction and guidelines for determining goals, strategies, tactics, and policies in achieving the planned results. The mission motivates the company's employees and creates interest in it from the environment. A well-formulated mission facilitates the formulation of strategic goals of the enterprise, which should detail and specify the mission. After defining the enterprise's mission and goals, it is necessary to choose a strategy for its activity. Defining strategy as a process means deciding how to develop a business in general, its sectors in particular, how to oppose competitors, and what place to occupy in the market[14].

The implementation of the strategy, that is, the performance of strategic changes (improvements) at the enterprise, which bring it to a state of readiness for the transformation of the strategy into reality, is the next stage of realizing the goal of strategic management. Quite often, companies cannot implement the chosen strategy. This happens because either a strategic analysis was conducted incorrectly and conclusions were drawn, or unforeseen changes in the external environment occurred that were not timely identified and taken into account in the adaptive part of the strategy.

Therefore, the strategy implementation process requires exceptional attention and control. This function is carried out thanks to the process of evaluating and monitoring the implementation of the strategy, which ensures:

– determination of what and by what parameters it is necessary to control;

– assessment of the state of controlled objects following accepted standards or other reference indicators;

- clarification of the reasons for deviations (if any);

- making adjustments.

In the case of monitoring the implementation of strategies, these tasks are

are of a certain specificity because strategic control is aimed at finding out the degree of achievement of the enterprise'sbecause strategic control is aimed at finding out the degree of achievement of the enterprise's strategic goals with the help of the chosen strategy. Strategic management is focused on whether a certain strategy can be implemented in the future and whether the intended results will be achieved in its implementation. Adjustment for the consequences of strategic control can relate to both the strategy itself and the strategic goals of the enterprise.

S. Popov proposed a relatively simple model that to some extent, synthesizes previously proposed models [5]. The main components of strategic management, according to the scientist, are the analysis of the external environment of the organizationzations; internal diagnosis (assessment of strengths and weaknesses) of the organization; definition of the organization's mission and goals; development, evaluation and selection of alternative strategies for specific subsystems of the organization; development and detailed definition of corporate strategy as a program of specific actions; strategy implementation; evaluation of results and feedback.

Comparing the approaches of scientists to the definition of the meaningful aspect of strategic management, it can be concluded that the complexity and dynamic nature of enterprises make it difficult to develop one specific model of the strategic management process. That is, the following stages are common to all models: formation of the mission; definition of goals; environmental analysis; development, study of strategic alternatives and selection of the optimal strategy; formation of strategic plans, projects and programs; implementation of plans, projects and programs; performance control; evaluation of results and adjustments.

Investigating the essence of strategic management of the enterprise, we can conclude that it is aimed at creating competitive advantages of the enterprise and establishing its influential strategic position, which will ensure its future viability in changing conditions.

Despite the differences in approaches to strategic management modeling, three stages of the strategic management process can be distinguished in each model [12].

1) Stage of strategic planning (strategic analysis and choice). At this stage, the company's strategies are determined by establishing the mission, analyzing strategic positions based on the study of internal and external factors.

2) The stage of strategic organization or setting up the organizational system in accordance with the chosen strategy (strategy implementation, strategy implementation). At this stage, all resources and internal company relations, all goals, tasks and areas of responsibility of employees are brought into full compliance with the chosen strategy; the necessary organizational changes are carried out in the enterprise, as well as the policy of each of its structural units is developed.

3) The stage of strategic control and regulation (strategy assessment and control of the implementation of strategic measures).

An overview of the features of strategic planning and some of its elements made it possible to formulate a number of requirements, compliance with which will ensure the effectiveness of the strategic planning system at enterprises, namely[13]:

• high qualification of specialists in strategic planning;

• creation of a strategic information system;

• an effective system of personnel motivation regarding strategy development and implementation;

• availability of strategic thinking of enterprise managers;

• the presence of an effective system of monitoring and strategic control over the implementation of the strategy at the enterprise;

• implementation of strategic planning in combination with operational planning;

• continuity of the planning process;

• combination of formal and intuitive approaches in strategic planning in the process of developing strategies;

• use of modern methodology.

On the basis of the considered features of the elements of strategic planning, we note that strategic planning is not a panacea for enterprises, the concept of strategic planning is still in its infancy, and therefore, to ensure the success of the enterprise, it needs to be used skillfully, taking into account the specifics of external conditions.

# CHAPTER 2.
# ECONOMIC ANALYSIS OF ACTIVITY OF THE “ GOOD CAPITAL”, EVALUATION OF STRATEGIC PLANNING IN THE ORGANIZATION

## 2.1. General characteristics and analysis of economic activity of “Good Capital”

The globalization of the market environment The limited liability company Good capital investment company caused the intensification of the international movement of capital, which becomes a catalyst for the socio-economic development and growth of countries. Its defining form was foreign investment, which began to be considered as one of the main means of integrating the national economy into the world economy based on the transfer of production capacities, capital transfer, transfer of technologies, management experience and innovations to the host country [4].

The entry of foreign firms into the national market led to the replacement or displacement of less efficient domestic companies, which led to the redistribution of internal resources between more profitable companies and contributed to an increase in the average level of labor productivity and average income per capita in the host country. However, foreign investors do not receive economic benefits from increased labor productivity in the form of higher profits, unlike host country residents who have a higher average level of income due to the inflow of foreign direct investment. There are two main reasons for this phenomenon [9]:

1. Foreign companies have a higher level of capital investment per unit of labor, which directly affects the growth of labor productivity;

2. For the most part, foreign companies are larger structures (compared to national firms) and contribute to the growth of labor productivity due to the so-called scale effect. In addition, foreign companies have higher average wages,

given that some of the increase in average productivity associated with foreign direct investment flows through local factors of production. It is also important that foreign investments are associated with increased competition in local markets at the expense of foreign companies.

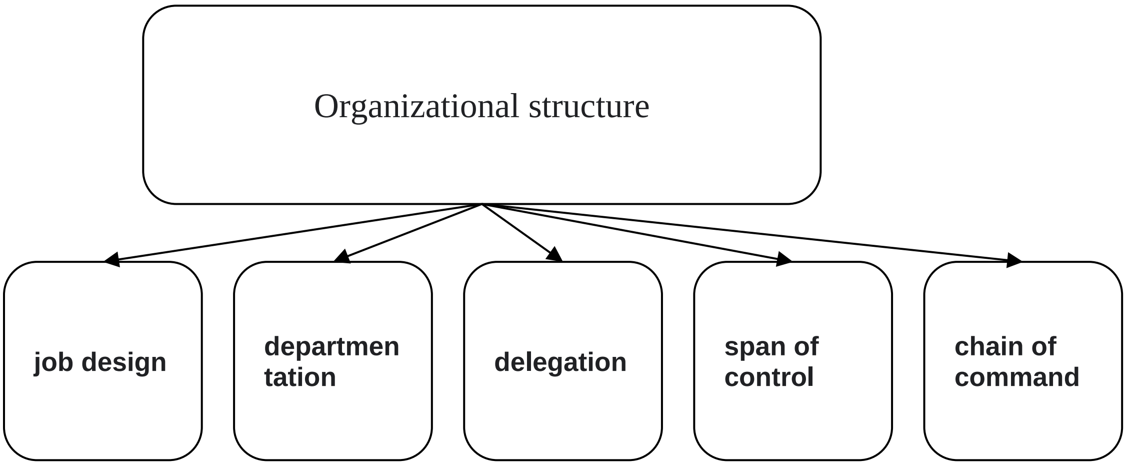


**Fig. 1. Five elements of an organizational structure**

Thus, the activities of foreign firms contribute to the rapid transfer of new and advanced technologies and improved management practices by local firms based on vertically integrated connections and the so-called demonstration effect [11]. At the same time, the creation of successfully operating enterprises with the help of foreign investments could expand the markets for goods, services, and labor force, and therefore contribute to the revival of the host country's economy. By buying shares and enterprises, foreign investors are able to provide start-up capital for production with idle capacities. And the creation of new jobs, in turn, will reduce the level of unemployment in the host country [2].

Foreign investments The limited liability company Good capital investment company directly affect the formation of investment funds of the host country. Foreign investments can become an additional source of replenishment of national capital, which will help to expand the resource base of the host country. TNCs provide the host country with their international channels of procurement, production and sales, which creates conditions for access to the world market of national firms and expansion or, conversely, reduction of their ties with local suppliers. As a rule, TNCs reinvest a large part of the profit received in subsidiaries and export a smaller part of the profit abroad. Unlike local businesses, they are more interested in keeping the profits they earn for reinvestment in the host country. It also contributes to a higher level of formation of capital funds in the national economy [3].

regarding foreign investments, there is proper regulation of the processes of their attraction and use. In the case of inefficient state regulation of the above-mentioned processes, the positive impact of foreign investments may become insignificant, and sometimes even disappear. So, the role of foreign direct investment is as follows [6]:

1. This is an additional source of financing for the expansion and renewal of fixed capital, the implementation of investment programs and projects that ensure the rise and activation of the economy, as well as the saturation of the domestic market with competitive services and goods;

2. Foreign investments allow the introduction of advanced technologies, modern methods of marketing and management, as well as know-how (as a rule, they are directed to specific goals and objects, accompanied by the improvement of the qualifications of personnel who effectively use new technologies, international contracts, market mechanisms, etc.);

3. Consolidate and master the experience of the functioning of enterprises operating in the conditions of a market economy, and also gives the foreign investor more confidence in the return of his invested funds with a good profit. It also allows to accelerate the formation of a high investment climate in the national economy, which is favorable for both domestic and foreign investors;

4. Makes the process of economic integration into the world economy faster, develops effective integration processes, improves the use of various advantages of international cooperation of labor and its division;

5. They allow to avoid an additional burden on foreign debt, in contrast to various loans and credits, and also contribute to obtaining new revenues for the repayment of foreign debt.

Therefore, the inflow of foreign direct investments into the economy of any country depends on its economic condition and forecasts of the stability of its economy in the medium term, therefore foreign investments are mainly directed to the development of production, in connection with which the income from such investments is not expected earlier, than after a few years, and for some projects, profitability and self-sufficiency can be achieved after 5-8 years, especially for large infrastructure projects or social and humanitarian ones, for example, such as the construction of waste processing plants, storage facilities for radioactive and toxic substances, bridges and crossings, etc. [13].

The low positions of Ukraine in the studied ratings indicate an unfavorable investment climate and are the result of worsening macroeconomic indicators. Therefore, the priority for the formation of a favorable investment climate in Ukraine should be large-scale comprehensive measures aimed at improving the conditions for the activity of investors, expanding the mechanisms and tools for making investments and implementing investment projects. In our opinion, the primary steps that will help activate the investment climate should be:

1. Reduction of administrative barriers by eliminating bureaucracy and transparency of the business regulation system;

2. Ensuring the stability of legislation in the field of investment;

3. Creation of a modern system of state guarantees for the protection of foreign investments and settlement of commercial disputes between subjects of the investment process;

4. Implementation of the economic mechanism of risk insurance for foreign investors;

5. Stabilization of the banking system, prevention of further bankruptcies of financial institutions;

Reforming the tax system in Ukraine;

Ensuring a competitive environment.

Thus, the implementation of these measures will contribute to the increase

the level of confidence of foreign investors in Ukraine, which can lead to an increase in the volume of attracting foreign investments and will ensure the formation of a positive investment image of Ukraine on the world stage.

The level of attracting foreign investments, and as a result, the availability of a sufficient amount of financial resources is a necessary condition for the successful development of the country's economy. Attracting foreign investments into the country's economy helps to improve the state and update the material and technical base of enterprises, increase the efficiency of production, ensure the competitiveness of goods, works and services, introduce innovative technologies and increase export potential [8].

The inflow of foreign direct investment into the economy of any country depends on its economic condition and macroeconomic forecasts regarding the stability of the country's economy in the medium term. In this regard, the presence of appropriate forecasts developed by competent state authorities, including regarding the volume of foreign investments planned to be attracted by the country in a certain period, significantly increases the attention of international partners, because the presence of a forecast indicates the intentions of the country or business entity take certain measures to achieve the indicators specified in the forecast.

Two methods are most often used for forecasting in economics: the simple exponential smoothing method and the extrapolated method. The term "extrapolation" has several interpretations.

In a broad sense, extrapolation is a method of scientific research, which consists in extending the conclusions obtained from observations of one part of the phenomenon to another part of it. In a narrow sense, it is a definition of a given range of a function of its other values outside this range. Extrapolation consists in the study of stable economic development trends formed in the past and present and their transfer to the future.

The purpose of such a forecast is to show what results can be achieved in the future if we move towards it with the same indicators or at the same pace as in the past.

The forecast determines the expected options for economic development based on the hypothesis that the main factors and trends of the past period will remain for the forecast period or that it is possible to justify and take into account the direction of their changes in the considered perspective. A similar hypothesis is put forward based on the inertia of economic phenomena and processes.

Exponential smoothing is a method of smoothing time series, the calculation procedure of which includes the processing of all previous observations, while taking into account the aging of information as it moves away from the forecast period. In other words, the older the observation, the less it should affect the value of the forecast estimate. The idea of exponential smoothing is that as the aging progresses, the relevant observations are given decreasing weights [9].

This forecasting method is considered quite effective and excellent. The main advantages of the method are the ability to account for the weight of the source information, the simplicity of computational operations, and the flexibility of describing various process dynamics.

Marketing communications is a two-way process that involves influencing the target audience as well as receiving feedback from consumers.

The structure of the marketing communications complex is influenced by the type of products, the degree of purchasing power of potential consumers, the promotion strategy, the state of competitors, financial capabilities and the goals of the enterprise.

## 2.2. Research and analysis of financial state of “Good Capital”

Investments are recognized as all property and intellectual values that are invested in the object of business and other types of activity, as a result of which the investor receives a profit (income) or a social effect is achieved. The economic essence of foreign investments consists in the investment of capital in an enterprise abroad, which ensures the receipt of profit (income) or the achievement of social, innovative and other types of effects. The described and proposed classifications and features do not cover all the variety of types of foreign investment, but only help to form their essence and understand their purpose. Foreign investments play an important role in the country's development, as it is an additional source of funds that allows the introduction of advanced technologies and accelerates the process of economic integration into the world economy. Foreign direct investment has a positive impact on

economies of developing countries, but their effectiveness depends on the initial conditions: the available material and technical base, production capacities, qualified personnel, developed connections, as well as the macroeconomic situation in the country.

The legal regulation of The limited liability company Good capital investment company in Ukraine is based on international law and a number of international legal documents, the national legislative base, which contains more than 100 regulatory and legal documents. The Law of Ukraine "On Investment Activity", which establishes the general legal, economic and social conditions for investment activity on the territory of Ukraine, particularly for foreign investors, is of particular importance for foreign investments. The specificity of investment activity is a number of financial and economic prerequisites that ensure the possibility and efficiency of doing business in a specific region or country. The following factors are taken into account: political, geographical, historical, cultural, legal, socio-economic, organizational, financial, the dynamics of macroeconomic indicators, the presence or absence of natural resources, the demographic situation, the level of development of the legislative framework, currency and fiscal policy, transparency and stability economic system.

The low level of profit utilization is explained by the great competition in the sales market.

Equipment downtime for 2021 is 3,348 hours.

including:

for technical reasons296 hours;

for carrying out planned and preventive repairs and reconstruction of equipment - 3052 hours.

*Table 2.1.*

**The structure of the company's fixed assets in 2021 compared to 2020**

| Characteristic | 2020 year | 2021 year | Deviation | | | |
|---|---|---|---|---|---|---|
| | thousand hryvnias | Structure of fixed assets, % | thousand hryvnias. | Structure of fixed assets, % | absolute, thousand hryvnias | relatively % |
| buildings, structures and transmission devices | 14554,60 | 47,05 | 15448,90 | 45,85 | 894,30 | 6,14 |
| machinery and equipment | 12906,10 | 41,72 | 14210,10 | 42,17 | 1304,00 | 10,10 |
| vehicles | 884,70 | 2,86 | 1232,60 | 3,66 | 347,90 | 39,32 |
| tools, devices, inventory | 1168,10 | 3,78 | 1242,90 | 3,69 | 74,80 | 6,40 |
| Other fixed assets | 1418,80 | 4,59 | 1562,80 | 4,64 | 144,00 | 10,15 |
| In total | 30932,30 | 100,00 | 33697,30 | 100,00 | 2765,00 | 8,94 |

*Source: compiled by the author*

The initial cost of fixed assets increased by 2,765 thousand hryvnias, their wear during operation increased by 1,901.5 thousand hryvnias, which is 14,103.3 thousand hryvnias. The residual value of the main production assets at the end of 2021 is UAH 19,594 thousand.

There is an improvement in the rate of return on capital from UAH 2.5 in 2006 to UAH 2.0 in 2021, due to the increase in the volume of services (by UAH 18,008.8 thousand), with a simultaneous increase in the cost of fixed assets (by UAH 2,765 thousand).

The globalization of the market environment caused the intensification of the international movement of capital, which becomes a catalyst for the socio-economic development and growth of countries. Recently, foreign investments have become the defining form of globalization, which began to be considered as one of the main means of integrating national economies into the world economy. Today, a vivid example of the successful role of foreign investments in the economies of host countries are the new post-industrial economies of East Asia and Latin America. In four ASEAN member countries - Malaysia, the Philippines, Indonesia and Thailand - the influx of foreign investments in some industries (electronics and automotive) contributed to the transformation of the structure of national economies and their specialization from exporters of agricultural products and mineral raw materials to large manufacturers and exporters of industrial products from high added value.

At the current stage of development of Ukraine's economy, one of the priority tasks is to create favorable conditions for investors and provide them with special competitive advantages compared to other countries of the world. Just as Ukraine is not able to fully satisfy the state's investment needs only at the expense of domestic investment resources, in order to find and attract potential investors, it is necessary to take measures to improve the main factors that influence the volume of investment attraction.

Today, the vast majority of investors assess the possibility of making investments in the economy of a particular country or region based on a combination of various investment conditions, which are defined in economic theory as "investment climate". However, a favorable investment climate does not always guarantee a stable attraction of investments, capital and technologies, since potential investors, when making a choice, also pay considerable attention to a subjective, but very important economic category - "investment image", which, along with the investment climate, plays an important role one of the key roles in the investment attraction process.

The organizational structure of the company is characterized by the absence of middle management, employees are responsible, autonomous and flexible. There is no hierarchy in the company, employees work in departments that constantly interact with each other. When developing projects, a project-target structure is created, project groups are formed.

General economic trends, such as: expanding market boundaries, shortening product life cycles, complicating the organization of business processes, lead to increased competition and the need for enterprises to adapt their activities to rapidly changing economic conditions and take into account world trends that point to innovation as a decisive factor ensuring economic growth. At the same time, the active processes of integration into the world economy, the increasing openness of the Ukrainian economy, as well as the related increase in competition from foreign companies create new barriers for domestic enterprises.

Ensuring the efficiency of an innovation-oriented enterprise in such conditions becomes especially relevant, due to the increased risk of introducing innovative products to the market. The efficiency of the enterprise must be considered from different angles. This is not only economic efficiency, but also organizational and social. N. Savenko defines economic efficiency as the result of production activity, which is expressed in the form of a ratio between the results of economic activity and resource costs [25]. Organizational efficiency, in turn, characterizes the quality of the management system, the speed of management decision-making processes. Social efficiency is the compliance of the company's activities with the social needs of society and the compliance of the goals of employees with the goals of the organization.

When assessing the investment image of a country or region, potential investors rely on investment ratings, which play a key role in the decision-making process, as they allow quantitative and qualitative assessment of possible political, commercial, investment and reputational risks, the degree of reliability of investment, payback period, etc.

It should be noted that Ukraine's adoption of the mentioned laws and taking on the relevant obligations significantly improved the country's attractiveness among potential international investors and made it possible to create stable and reliable foundations and mechanisms for attracting foreign investment to Ukraine for the development of certain sectors of the economy, however, there are a number of significant shortcomings. among which one of the most important is that, in the vast majority, all these mechanisms concern large industrial enterprises or investment projects that are implemented under state guarantees, and the implementation of investment projects and investments in small and medium-sized enterprises practically does not take place or is at a very low level. At the same time, the attraction of foreign investments in small and medium-sized enterprises is an extremely important task that requires urgent implementation, since small and medium-sized enterprises contribute to the diversification of the economy and, therefore, its resistance to crises.

As emphasized in the latest OECD report, due to the difficulty of attracting foreign investment to Ukraine, especially in non-traditional export-oriented sectors, the country cannot integrate its economy into the GLDV, in which multinational companies play a decisive role. The OECD also notes that foreign investment in production is largely concentrated in large industrial enterprises in such fields as metallurgy, energy, chemical industry, etc., and the share of investment in the production of small and medium-sized enterprises as a whole is relatively small, and is about 5%. while in other developing countries, the share of such enterprises is almost 37% on average.

## 2.3. Analysis of foreign economic activity of "Good Capital"

The forecast determines the expected options for economic development based on the hypothesis that the main factors and trends of the past period will remain for the forecast period or that it is possible to justify and take into account the direction of their changes in the considered perspective. A similar hypothesis is put forward based on the inertia of economic phenomena and processes.

Exponential smoothing is a method of smoothing time series, the calculation procedure of which includes the processing of all previous observations, while taking into account the aging of information as it moves away from the forecast period. In other words, the "older" the observation, the less it should affect the value of the forecast estimate. The idea of exponential smoothing is that as the "aging" progresses, the relevant observations are given decreasing weights [5].

This forecasting method is considered quite effective and excellent. The main advantages of the method are the ability to account for the weight of the source information, the simplicity of computational operations, and the flexibility of describing various process dynamics.

The method of exponential smoothing makes it possible to obtain an estimate of trend parameters that characterize not the average level of the process, but the trend that developed at the time of the last observation. The method was most widely used for the implementation of medium-term forecasts. For the exponential smoothing method, the main point is the selection of the smoothing parameter (smooths constants) and initial conditions.

The forecast determines the expected options for economic development based on the hypothesis that the main factors and trends of the past period will remain for the forecast period or that it is possible to justify and take into account the direction of their changes in the considered perspective. A similar hypothesis is put forward based on the inertia of economic phenomena and processes.

Exponential smoothing is a method of smoothing time series, the calculation procedure of which includes the processing of all previous observations, while taking into account the aging of information as it moves away from the forecast period. In other words, the "older" the observation, the less it should affect the value of the forecast estimate. The idea of exponential smoothing is that as the "aging" progresses, the relevant observations are given decreasing weights [8].

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Investment risks represent the probability of not receiving the planned profit or receiving monetary losses at all. You need to be able to assess and calculate investment risks, you also need to always describe and plan, develop various investment projects (IP).

The sources of risk are divided into three groups [10]:

1) most of the processes related to the economy are usually indeterminate, which are directly related to the essence of market relations, which, in turn, are already uncertain in advance;

2) incompleteness or invalidity of information and any information sources;

3) "organizational" uncertainty or asymmetry of information is primarily related to the subjectivity of the opinions of the heads of organizations.

The following formulations cover the following approaches to risk determination [5]:

• methodical approach to assessment:

- risk is danger, action and risk are understood as an event that can cause

some measurable consequence. That is, it is not the magnitude of the risk itself that is measured, but the magnitude of the consequence (positive or negative);

– risk is a probability, uncertainty (the number and probability of events that lead to a consequence are measured);

• quantitative limits of risk realization:

– risk is a negative phenomenon that leads to losses;

• main risk factors:

– unsatisfactory quality of information;

- the choice of only one solution from the alternatives, which leads to the emergence of a complex of risky events.

*Table 2.2*

**Dynamics of the cost price of the implemented services by elements of operating costs, thousand hryvnias. and %**

| **Characteristic** | **2020** | **2021** | **Deviation** | |
|---|---|---|---|---|
| | | | **Absolute, thousand UAH** | **Relative, %** |
| Material costs | 74451,30 | 105413,60 | 30962,30 | 41,59 |
| Salary expenses | 25213,20 | 32854,90 | 7641,70 | 30,31 |
| Deductions for social events | 9204,20 | 12134,20 | 2930,00 | 31,83 |
| Amortization | 2655,00 | 3316,80 | 661,80 | 24,93 |
| Other operating expenses | 28024,20 | 26811,90 | -1212,30 | -4,33 |
| Total | 139547,90 | 180531,40 | 40983,50 | 29,37 |

*Source: compiled by the author*

From the table above, it can be seen that at the end of the operating year 2021 compared to its beginning, only other operating costs decreased, and all other costs (material costs, labor costs, deductions for social activities and depreciation) increased, which is connected with the growth of production volumes and inflation.

We will analyze in detail the types of investment risks. Inflation risk has the character of a systematic risk that reduces the real return due to a decrease in the purchasing power of earnings. In most cases, inflation has a negative effect on most profitable investments, but in some cases, inflation can give a higher return. The risk of changes in interest rates can reduce profitability due to changes in interest rates [11]. Interest rate risk affects different securities in different ways. The price of bonds on the secondary market changes inversely proportional to the change in interest rates: if the value of bonds falls, then interest rates rise and vice versa. A business risk that can lead to a decrease in Good capital investment company net assets and profits can, in turn, reduce the profitability of any securities based on it.

"There are business risks that affect all companies, for example, sector risk and business risks that affect only a specific company" [12]. That is, higher mortgage rates increase business risks for construction firms and real estate. However, even similar companies may have very different investment risks. As a rule, it depends on the quality of the company's resources and its management, which are available to this company. The financial risk is that the company is unable to make payments due to the debt burden on it. The interest and principal amount must be paid with the company's own funds, that is, it cannot be paid with borrowed funds, because this can lead to the bankruptcy of Good capital investment company. A business that has a large number of debts, according to income and does not have reserve funds for such unforeseen expenses or has a very low level of income, then there is a high probability (risk) that such a business will not work. If he encounters any factor that will reduce income or increase expenses, such as a deterioration of the economy. Operational risk is the probability that the enterprise will not work as it should work, or will not be able to prevent risks that arise in the company, as a rule, due to the fact that Good capital investment company does not have enough internal checks and balances. Tax risk consists in the possibility of changes in tax laws that may affect investments negatively. For example, high taxes on investment gains will reduce real returns and may reduce investment prices. An increase in business taxes will reduce its net income, which is generally lower than stock prices, and may also lower secondary market bond prices if they have a lower credit rating due to reduced revenues. Market risk is the probability that market conditions may change and negatively affect investment returns. For example, the prices of securities may change depending on the general demand and supply, which usually fluctuate. Market risk always depends on economic conditions, for example: consumer sentiment, credit availability or inflation.

Event risk is the risk that can affect the potential return on investment. In general, this is a risk that usually affects Good capital investment company in general and its securities, the factors of this risk can be the loss of a court process or an accounting scandal. Exchange rate risk is the probability that the volume of foreign investment is negatively affected by changes in the exchange rate. There is also liquidity risk. This risk means that the investment cannot be sold quickly at a reasonable price [6]. For example, one of the illiquid investments is real estate, as its sale will take a very long time. Financial risks can be addressed using a variety of methods. Ways to solve investment risks can be: risk avoidance; abstinence from risk; transfer of risk; reducing the level of risk. Risk avoidance refers to the avoidance of the event itself, which is directly related to a certain risk. However, risk aversion for an investor most often means a refusal to receive income.

Keeping the investment risk means leaving it with the entrepreneur, that is, on his responsibility. That is why, when raising venture capital, an entrepreneur will be sure in advance that he will be able to cover the probable loss of venture capital at the expense of his own capital (funds).

Among the ways to neutralize or reduce the risk, several recommendations can be highlighted:

1) avoidance of investment risk consists in the use of internal measures that completely exclude a certain type of investment risk. Such measures should primarily include the refusal to carry out actions with a very high level of risk;

2) insurance of financial risks is a common way of reducing its level. Insurance is a special economic relationship. For which it is mandatory to have two parties, namely the insured and the insurer. The insurer forms a monetary fund, namely an insurance or reserve fund, at the expense of the policyholder's payments. The essence of the insurance method is that the investor is ready to partially give up income in order to avoid or reduce risk.

3) internal insurance consists in the formation of insurance reserves to cover risk capital in the form of a reserve fund;

4) ensuring a high level of investment liquidity. It is necessary that the assets of the investment project have market demand not only from the side of the project. This will guarantee the possibility of their sale in case of termination of the investment project and reduce losses from exiting the project. As a rule, it is necessary to think in advance about the liquidity of the assets of investment projects;

5) diversification — the process of allocating capital, which is invested between different investment objects, which in turn are not directly related to each other. Diversification allows you to avoid part of the investment risk when allocating funds between types of investment activities; 6) limitation is the establishment of limit amounts, namely: expenses, sales, credit, etc. Limiting is an important way to reduce the level of investment risk and is carried out by

establishing appropriate financial standards, i.e. limits. The list of limits depends on the type and specificity of the risk that is limited;

7) hedging — involves reducing the probability of investment risk with the help of derivatives. The essence of the hedging tool is to carry out reverse financial operations with futures contracts and options on the stock exchange. In the case of hedging with the help of an option, the volume of probable financial losses is limited to the level of the option price. Payment of the premium, that is, at the price of the option, gives the right to choose: to carry out the operation on pre-established conditions or to avoid the risk by refusing it. Hedging is also the purchase or sale of derivative securities in order to reduce the investment risk of possible losses from future stock transactions. A contract used to insure against exchange rate risks is called a hedge. A business entity that carries out hedging is called a hedger. Investors are often forced to make decisions when the final results are uncertain and based on incomplete information. But if investors had more appropriate and correct information, they would be able to make better forecasts and reduce their investment risks. This makes any information a commodity.

Among other ways of reducing risks, it is necessary to determine the professional drafting of agreements and contracts between investors, the timely drafting of the rights and obligations of the parties in the conditions of possible negative events and conflict cases; use of modern systems and means of direct protection of investment project property; full-fledged information provision of investment plans, constant monitoring of the situation and various financial cases in the market, with partners and consumers or in the country's economy in general, etc.

Investment risks always threaten a decrease in the income of enterprises or probable losses. Therefore, when making decisions and measures regarding investment activities, the company's management must take into account and analyze the impact of all types of investment risks.

Since the research found that all investors are interested in eliminating the possibility of losing their funds, as well as in the success of their investments, in general, choosing an investment project is a compromise between trying to get income and taking into account its realism. The conditions of economic uncertainty in which investors are forced to act cause the impact of various risk indicators on their future returns. Investment risks are the threat of reduced profits or probable losses.

Therefore, investment risk is one of the central problems that requires an immediate and well-considered solution when carrying out investment activities of the enterprise. Effective management of investment risks provides an opportunity to find all the weak points even before the start of the implementation of the investment project.

Investment risks are objective for all economic entities engaged in investment activities. In order for investment activity to be effective, it is necessary that all possible types of investment risks are carefully and thoroughly studied by the economic entity, since unjustified risk can lead to losses and even bankruptcy of Good capital investment company, and reinsurance - to lost profit and even to the loss of the market .

Summarizing different methods for identifying the level of risk and the criteria for its evaluation, we can say that almost all authors identify the optimal level of risk of an investment project within thirty percent, and from seventy percent to seventy-five percent are defined as unacceptable. The level of risk between thirty and seventy percent is considered high, and the decision to accept an investment project for implementation is made based on the calculation of probable income.

### 2.4. Analysis of the strategic planning in “Good Capital”

Investment attractiveness is the ability of The limited liability company Good capital investment company to realize a set of investment opportunities to generate additional capital flows thanks to the mobilization of available resources in order to increase the value of the investment object.

The main goal of increasing the investment attractiveness of the enterprise is the financial provision of the enterprise's needs in the necessary investment assets and their optimization according to the criterion of the efficiency of the results of investment activities, but the excessive accumulation of investment capital leads to an increase in the possible return on investment.

The increase in the investment attractiveness of the enterprise reflects not only its current state, but also the prospects of the enterprise's development, taking into account the impact on it of the opportunities of the external environment, risk and the threat of inflation. Thus, it can be said that the main incentive for the continuous development of the enterprise is the variability of the external environment, in accordance with the needs of which the priorities of the enterprise's development change. That is, the investment attractiveness of the enterprise is a reserve for its development.

9. Enterprise innovative activity management

Investment attractiveness is the ability to invest capital with the aim of further increasing it or investment opportunities to maintain, maintain or preserve something. The generalization of scientific approaches to the assessment of the investment attractiveness of the enterprise allows to formulate it as a complex of investment resources in combination with the possibilities, means and conditions of their attraction and use in the investment activity of the enterprise. In our opinion, the investment attractiveness of an agricultural enterprise is the ability of a business entity to realize a set of investment opportunities to generate additional capital flows thanks to the mobilization of available resources in order to increase the value of the investment object.

The study of the essence of the risks of the enterprise's investment project and their grouping allows for a comprehensive investigation of the investment project, identification of risks and decision-making to reduce the probability of their occurrence.

When carrying out investment activity, the form of investment acquires special importance, which depends on the legal regime of subjects of investment activity, taxation, customs regime, dividend policy, etc. [3]. According to Article 1 of the current Law of Ukraine "On Investment Activity", according to material and intellectual values, investments are divided into:

funds, targeted bank deposits, units, shares and other securities (except promissory notes);

movable and immovable property (houses, buildings, equipment, etc

tangibles);

property rights of intellectual property;

a set of technical, technological, commercial and other knowledge,

formalized in the form of technical documentation, skills and production experience necessary for the organization of one or another type of production, but not patented ("know-how");

rights to use land, water, resources, houses, structures,

equipment, as well as other property rights, etc. [2]

Thus, "investment attractiveness is the ability to invest

capital for the purpose of its further increase or investment opportunities for the management, maintenance or preservation of something.

The economic literature presents studies of the investment attractiveness of the enterprise as an element of its production and economic potential. In the process of economic activity, the normal process of reproduction of all elements of the enterprise's production structure and the accumulation of resources, its investment attractiveness is formed. On the one hand, it is the result of effective use of the company's capabilities, and on the other - a factor in its further development.

In the conditions of the transition to a market economy, the orientation of the investment attractiveness of the enterprise to market demand is strengthened. In this connection, the issues of investment demand will be studied further. In practice, two types of investment demand are distinguished: potential demand and specific demand (capital supply).

Potential demand arises in the absence of the intention of a legal entity or individual to use the available profit to direct it to accumulation. This type of demand is also called investment attractiveness - a source for future investment. According to the authors, such a definition can be considered legitimate, because under appropriate conditions, investment attractiveness can become a real demand.

Such demand appears in the market of investment goods in the form of capital supply. The investment proposal includes new and improved investment objects, working capital, securities, other property. Objects of investment activity appear on the market as a demand for capital. Subjects of investment activity (property owners, buyers, contractors, etc.) implement "investment demand and supply, entering into relationships determined by the economy with the help of the investment market" [7].

The investment attractiveness of an enterprise as an economic category is a set of separate elements, the result of their interaction determines its essence. The process of its formation takes place under the influence of both exogenous and endogenous factors, which is evidence of its interconnection with all elements of the economic system.

Exogenous factors can be all constituent elements of the economic potential of the object under study. Endogenous factors should include available own and available borrowed investment resources that can be used.

The investment process represents the interrelated stages of formation, distribution and consumption of investment resources for the purpose of obtaining additional profit or social effect. Continuity of the investment process is a basic condition for ensuring extended reproduction.

The need to make investments arises when the investment object has a set of investment opportunities, the implementation of which will allow solving the set tasks. For any organization, there is a potential set of investment opportunities that are similar in their content to the developed goals and strategy of Good capital investment company.

Investment attractiveness represents the ability of the enterprise to realize a set of investment opportunities for the emergence of additional capital flows thanks to the mobilization of existing resources in order to increase the value of the investment object.

The formation of an effective mechanism for managing the investment attractiveness of any business entity requires a certain system of principles, which include:

the impossibility of directive formation of investment attractiveness in the presence of high variability of exogenous and endogenous factors influencing entrepreneurial activity;

the systemic nature of investment attractiveness, as a relationship between all the factors that form it;

proximity of the main indicators of investment attractiveness to the nature of the investment object as a whole, i.e. the impossibility of independent formation and realization of investment attractiveness and the nature of the results of the activity of this object;

responsiveness to changes in internal and external factors influencing the state of investment attractiveness;

the dynamism of the characteristics of the elements of the investment attractiveness system, which is associated with the permanent movement of the enterprise in the plane of the life cycle;

the unity of goals and criteria for the effectiveness of the functioning of the investment attractiveness as a whole and its individual elements;

flexibility of investment attractiveness to "changes in the external and internal environment of the enterprise;

alternative elements of investment attractiveness, and the degree of interchangeability itself will be significantly correlated with the foreign economic situation" [11].

Thus, the essence of the investment attractiveness of the enterprise

completely depends on the results of the interaction of the elements included in its system. An important component of the study of investment attractiveness are the factors of its formation and implementation, the study of which should be carried out in two aspects: by the direction of influence and by the sources of occurrence.

It is worth noting that "after Ukraine signed the association with the European Union, the question of determining the necessary and sufficient conditions for attracting foreign (European) investments to the development of Ukraine's economy became acute. Important in this regard is the procedure for assessing the potential opportunities of sectors of the Ukrainian economy and individual business entities in terms of generating and attracting investment resources.

A potential investor should have a relatively simple but reliable toolkit for assessing the investment attractiveness of Ukrainian enterprises. Accordingly, the purpose of the study is to improve the scientific and methodical approaches to the economic assessment of the investment attractiveness of the enterprise and its use in the formation of the enterprise's development strategy" [8].

There are the following methods of assessing the investment attractiveness of integrated enterprises in conditions of certainty and uncertainty of the environment:

net present value method - discounting cash flows at a rate that corresponds to the expected average level of loan interest on the financial market;

the method of assessing the internal rate of return on investments - determining the discount rate at which the net present value of the investment project is zero;

method of evaluating the profitability index - determining the proportion of the ratio of reduced net income to initial investments;

method of investment efficiency ratio - determination of the share of the ratio of average annual profit to the average value of investments.

Thus, it can be noted that "the formation of investment attractiveness occurs under the influence of internal and external factors, which, in turn, can positively or negatively affect its development. In making management decisions regarding the strategy of investment activity, it is important to assess the investment attractiveness of the enterprise" [15].

Therefore, it can be concluded that the majority of methodical approaches to assessing the investment attractiveness of an enterprise are based on a set of indicators that differ quantitatively and qualitatively, which does not allow obtaining an unequivocal result. Therefore, we propose to evaluate the investment attractiveness of the enterprise on the basis of the integral indicator and its comparison with the reference value. At the same time, we suggest using groups of financial indicators in the calculations of the integral index of investment attractiveness.

The organization is built by means of organizational design, which is carried out by top management, based on the developed strategic plans, the mission of the enterprise and the set goals. Organizational design includes the following stages: 1. Dividing the organization horizontally into broad blocks, in accordance with the most important areas of strategy implementation. Deciding which activities should be performed by line units and which by headquarters; 2. Determining the relationship between the powers of different positions. At the same time, management determines the sequence of teams, and, if necessary, further divides them into smaller organizational units in order to use specialization more effectively and prevent management overload; 3. Define job responsibilities as a set of specific tasks and assign them to specific individuals who are responsible for their effective use. As a result of organizational design, an organizational management structure is formed, which characterizes its structure and internal form of the system, the relationship of elements that ensure the functioning and development of the organization as a whole. Organizational structure is a set of production links and ordered flows of resources in the production system, as well as management bodies and their certain interconnection, which ensure the achievement of the strategic goals of the enterprise. The structure has close ties with its elements: management units at each level, goals, functions, management process, number and professional qualifications of employees, degree of centralization and decentralization of management functions, information connections. Within the organizational structure, information flows and management decisions are made, involving managers of all levels, categories and professional specializations. Organizational structures are built in stages. At the first stage - initiation - the organization's tasks are set, ways to solve them are determined and a communication system is designed. At the second stage - coordination - the necessary types of activities are identified, the composition of executives is determined, and motivation systems are created. At the third stage - management - delegation of authority is carried out and their implementation is ensured.

When developing an organizational structure, the following basic requirements must be met:

1. Adaptability, i.e. the ability of the organizational structure to adapt to changes in the external environment;

2. Prospects, namely, solving strategic tasks related to the future development of production and management, not just operational ones;

3. Specialization, i.e. functional closeness of structural units, specification of the scope of activity of each management unit;

4. Coherence of interests between all levels of management;

5. Efficiency. Through the organizational structure, management processes should be improved, the productivity of administrative staff should be increased, and the costs of maintaining management bodies should correspond to the organization's capabilities.

# CHAPTER 3.
# WAYS OF ENHANCEMENT CULTURAL DIFFERENCES IN STRATEGIC PLANNING IN "GOOD CAPITAL" THROUGHOUT CONDUCTING FOREIGN ECONOMIC ACTIVITY

## 3.1. Analysis of the strategic planning of “Good Capital”

The main factors affecting investment attractiveness: internal positive, internal negative, external positive and external

negative Since the investment value assumes the calculation of the value of the enterprise for a specific investor depending on his individual investment requirements, inclinations and preferences, the relationship between investment potential, investment value and factors influencing the external and internal environment has been revealed.

Ukraine can potentially be one of the leading countries for attracting foreign investments, both direct and portfolio. This is facilitated by its huge domestic market, relatively qualified and at the same time cheap labor force, significant scientific and technical potential, large natural resources and the presence of infrastructure, although not particularly developed.

However, the influx of foreign and private national capital into the investment sphere is hindered by political instability, imperfect legislation, underdevelopment of industrial and social infrastructure, insufficient information provision, and another very important reason for corruption. It is because of corruption and bureaucracy that the world has formed a negative opinion about our state, add to this our taxation system and here we have the result - Ukraine was included in the group of countries with the greatest investment risk.[11]

Today, foreign investors who dare to invest in our economy demand legislative guarantees, large corporations and Good capital investment company demand government guarantees and benefits. However, the mechanism for the implementation of legal guarantees is still insufficiently developed. In addition, there are no sufficient judicial means to ensure compliance with the legal rights of investors and to settle disputes. In addition, foreign investors are more attracted to a dispute resolution body that is independent of the host country's government. In connection with this, great importance is attached to the accession of Ukraine to the multilateral convention on the settlement of investment disputes between the state and natural and legal entities of other countries.

An important prerequisite for private capital investment (both foreign and domestic) is a permanent and well-known set of rules and regulations formulated in such a way that potential investors can understand and anticipate that these rules will apply to their activities. In Ukraine, which is in a state of continuous government reform, the legal regime is unstable.

In the future, laws and regulations are in force at different levels of government, often contradicting each other. An additional source of instability is the retroactive effect of laws and regulations. This practice seriously worries foreign investors, especially when the legislation affects already existing capital investments.

The inability of mechanisms to ensure market rights and freedoms of investors, as well as a low level of investor protection. According to these indicators, Ukraine lags significantly behind the OECD "benchmark countries", with developed corporate legislation and management. In particular, the greatest lag is observed in the criterion of information disclosure, which makes it difficult for foreign investors to enter the Ukrainian market, and also increases the risks of acquiring non-controlling stakes due to the increase in costs for studying potential partners and the threat of losing operational investment management.

Despite the presence of important prerequisites, in particular macroeconomic stability, a significant breakthrough in the liberalization of business activity, liberalization of foreign trade, international capital movement and improvement of the financial sector, such systemic threats to investors remain in Ukraine as: political instability, unstable and unpredictable legal field, defects of the state system legal proceedings (in particular, in the spheres of protection of the rights of owners and the threatening spread of "raiding", the discipline of the implementation of legislative acts), a high level of corruption, the tinification of the economy. A negative role is played by the state's passivity in providing an institutional framework for improving the investment climate through monitoring and control over compliance with adopted legislation. According to the rating of protection of property rights, compiled

Property Rights Alliance, Ukraine ranked 58th among the 70 largest countries in the world and is inferior to all the countries of Central and Eastern Europe, in particular, according to such criteria as independence of courts, public trust in courts, corruption, protection of intellectual property rights, copyrights, etc. Imperfections of the judicial system Ukraine is de facto used by individual businessmen as an additional competitive advantage, which leads to a decrease in the level of competition and its transfer to the non-economic sphere.

6. The low level of effectiveness of legislation on corporate governance, which causes the emergence of conflicts and confrontations with the involvement of law enforcement agencies, blocking the activities of enterprises, inciting social tensions. In particular, the most acute problems are the lack of transparency of the registration system and the possibility of falsification of information about shareholders, dilution of capital due to additional share issues, blocking of shareholder meetings, etc. The issue of the rights of minority shareholders remains unsettled, which reduces the guarantees of protection of owners' rights and significantly increases the risks of investments in the economy of Ukraine.

7. The negative international image of Ukraine, which was formed as a result of the lack of mass "successful" investment stories that could serve as a means of advertising the national investment climate; low level of preparation of subjects of the national economy for the formation of investment proposals; significant disparities in regional and industry development, which lead to the concentration of investments in narrow segments of markets and territories; obsolescence of infrastructure, etc.

Based on the above, the necessary tasks of the state policy are a qualitative revision of the existing system of formation and maintenance of the investment climate of Ukraine, a strategic analysis of the priorities of the development of the national economy, as well as the identification of factors that determine the ineffectiveness of regulatory and legal acts adopted with the aim of maintaining a favorable investment climate of Ukraine.

Taking into account these circumstances and realizing the importance of improving the investment climate in Ukraine, the main task for the short term is to prepare the necessary legal and organizational framework to increase the effectiveness of mechanisms for ensuring the investment climate and to form the basis for preserving and increasing the competitiveness of the domestic economy. For this, it is necessary to carry out a number of priority measures for the consistent depoliticization of the economy, the formation of unified strategic goals and the sequence of economic reforms, unchanged when any political teams come to power, ensuring the immutability and guaranteed protection of investor's market rights and freedoms. In particular:

Prepare an action plan to ensure a favorable investment climate within the declared priorities of socio-economic development, involve a wide range of experts, scientists, representatives of state authorities and business in its development and discussion.

Develop regional plans to increase the investment attractiveness of regions, taking into account the peculiarities of their current investment attractiveness ratings, ensure state monitoring of their implementation as one of the criteria for the success of local state administrations.

To spread the implementation by regional state administrations of training programs among businessmen on preparation of investment proposals, drawing up of investment business plans, legal support of investment projects, management of investment projects. Provide mechanisms for the provision of services by the state regarding professional development and certification of specialists in the field of investment activity.

Prepare a list of measures to strengthen the responsibility of representatives of executive authorities and local self-government bodies for committing corrupt and other discriminatory actions against investors.

Spread the practice of concluding transparent agreements between investors and the authorities regarding mutual obligations in the field of competitive business behavior and competitive state policy in certain markets for a specified medium and long-term period of time.

To form a long-term program of state and mixed investment in the development of telecommunications, transport and energy infrastructure on the basis of the joint development of the Ministry of Finance, the Ministry of Economy, the Ministry of Transport and Communications, the Ministry of Industrial Policy, the Ministry of Fuel and Energy, as well as industry associations of entrepreneurs.

3 types of assessment are used to assess investment attractiveness: financial (commercial), budgetary, economic. A review of scientific sources makes it possible to identify two directions in which it is recommended to conduct an assessment of the economic efficiency of investment attractiveness: a) static methods based on accounting assessment and do not take into account the time factor; b) new dynamic methods based on cash flow discounting.

### 3.2. Appraisement of the process of implementation of priority proposals

The choice of the Good capital investment company strategy is carried out by the management based on the analysis of the external and internal environment (SWOT-analysis), as well as the nature and essence of the implemented strategies.

When analyzing the external environment, first of all, attention is paid to changes that can have an impact on the organization's strategy, as well as factors that, on the one hand, can continue to pose a serious threat to the organization's activities, and on the other hand, open up additional opportunities for it . Economic, technological, competitive, market, social, political, international factors are usually considered.

Having conducted an analysis of the external environment, the management proceeds to the analysis of the internal environment. This analysis allows you to assess: whether the firm has internal strengths to take advantage of opportunities, and what internal weaknesses may complicate future problems related to external threats. The analysis is based on a management survey of the following functional areas:

marketing;

finance (accounting);

production;

personnel;

organizational culture and image of the organization.

As a result, the management identifies those areas that require immediate intervention and those that can be relied upon when developing and implementing the organization's strategy.

Industry strengths and organizational strengths can often play a decisive role in choosing a growth strategy. Leading strong predpiyatiya should strive to make the most of the opportunities generated by their leading position and to strengthen this position. At the same time, it is important to look for opportunities to expand business in new industries for Good capital investment company, which have great potential for growth.

Weak businesses must behave differently. They should choose those strategies that can lead to an increase in their strength. If there are no such strategies, then they should leave this industry. For example, if attempts to strengthen in a fast-growing industry with the help of concentrated growth strategies do not lead to the desired state, Good capital investment company should implement one of the reduction strategies.

The evaluation of the chosen strategy is mainly carried out in the form of an analysis of the correctness and adequacy of accounting when choosing a strategy of the main factors that determine the possibilities of implementing the strategy. The entire procedure for evaluating the chosen strategy is ultimately subject to one thing: whether the chosen strategy will lead Good capital investment company to achieve its goals. And this is the main criterion for evaluating the chosen strategy.

### 3.3. Analysis of the effectiveness of the proposed improvements

The results of the analysis of external and internal factors of the organization's activity allow us to identify several main problems at the current stage: 1) improvement of the quality of services based on the results of the analysis of customer requirements; 2) continuous development of innovative technologies; 3) systematic collection and analysis of information about the dynamics of the needs of actual and potential customers of the enterprise; 4) increase in the volume of services; 5) development and implementation of a new type of services with the aim of updating the assortment and further differentiation of services and, corresponding to the results of competitor analysis, activation of advertising activities based on the development of a holistic concept of an advertising campaign, definition of its main goals, measures, means.

Implementation of the strategy is aimed at solving the following three tasks. First, it is the setting of priorities among administrative tasks so that their relative importance corresponds to the strategy that the organization will implement. Secondly, it is the establishment of correspondence between the chosen strategy and intra-organizational processes in order to orient the organization's activities to the implementation of the chosen strategy. Compliance should be achieved according to such characteristics of the organization as its structure, system of motivation and stimulation, norms and rules of conduct, qualifications of employees and managers, and the like. . All three tasks are solved with the help of a change. That is why change is at the heart of strategy execution. And that is why the change made in the process of strategy implementation is called a strategic change.

Making changes in the organization leads to the fact that the conditions necessary for the implementation of the strategy are created in it. Depending on the state of the main factors that determine the necessity and degree of change, such as the state of the industry, the state of the organization, the state of the product and the state of the market, it is possible to distinguish four fairly stable and those that differ in a certain completeness of the type of change.

Reorganization of the organization involves a fundamental change of the organization that affects its mission. Such changes can occur when Good capital investment company changes its industry and, accordingly, changes its product and place in the market.

The radical transformation of the enterprise is carried out at the stage of strategy implementation in the event that the enterprise does not change its industry, but at the same time radical changes occur in it, caused, for example, by its merger with a similar organization.

A moderate transformation is carried out when Good capital investment company enters the market with a new product and tries to attract buyers to it.

Common changes are associated with transformations in the marketing field in order to maintain interest in the product.

The constant functioning of the enterprise occurs when it consistently implements the same strategy. In this case, there is no need to make any changes, because under certain circumstances, Good capital investment company can get good results, relying on the accumulated experience.

Strategic changes, if they are carried out correctly, are of a systemic nature. Because of this, they affect all aspects of the organization, but the main ones are the organizational structure and organizational culture.

# CONCLUSIONS

The choice of strategy and its implementation are the main parts of strategic management. Strategy in strategic management is understood as a long-term, qualitatively determined direction of enterprise development, which refers to such aspects of its activity as scope, means and form.

The choice of strategy depends on the situation in which the enterprise is located. However, there are certain frameworks within which strategies fit.

The choice of strategy is connected with a decision regarding one of the following three moments of the organization's functioning: 1) termination of a certain business; 2) continuation of a certain business; 3) transition to a certain business. At the same time, Good capital investment company develops a strategy in the following areas: 1) leadership in minimizing production costs; 2) specialization in product production; 3) fixation of a certain segment of the market.

Firstly, strategic planning is essential for the success of any organization, including Good capital investment company. It helps to define the company's mission and vision, set specific goals and objectives, and identify the resources required to achieve them. Without a well-defined strategic plan, Good capital investment company may struggle to make informed decisions and allocate resources effectively.

Secondly, the process of strategic planning involves various steps, including analyzing the company's internal and external environment, defining its core values and mission, setting objectives and goals, and developing an action plan. These steps require input from all levels of the organization and should involve a collaborative effort to ensure that the plan reflects the company's overall vision and objectives.

Thirdly, Good capital investment company strategic plan should be flexible and adaptable to changing market conditions and business needs. This requires regular monitoring and evaluation of the plan's effectiveness and making necessary adjustments as needed to ensure that it remains relevant and aligned with the company's goals.

There are several groups of basic business development strategies. The first group includes concentrated growth strategies, the second - integrated growth strategies, the third - diversified growth strategies, and the fourth - reduction strategies.

The development of the strategy involves clarifying the current strategy and analyzing the product portfolio. The choice of strategy is based on the analysis of the external and internal environment of the enterprise.

The implementation of the strategy is related to the implementation of strategic changes, which should lead to the solution of three tasks: 1) establishing the priority of administrative tasks in accordance with the adopted strategy; 2) establishing correspondence between the chosen strategy and internal organizational processes; 3) bringing the style of leadership and management in accordance with the chosen strategy. The main areas of strategic changes are organizational structure and organizational culture.

Strategic planning is a critical process that plays a crucial role in the success of Good capital investment company. A well-defined and flexible strategic plan can help the company navigate the ever-changing business landscape and achieve its long-term objectives while staying true to its core values and mission.

Additionally, it is important for Good capital investment company to involve its employees, stakeholders, and customers in the strategic planning process. This helps to ensure that all perspectives are considered, and the resulting plan reflects the needs and expectations of all parties involved.

Furthermore, communication is a vital aspect of successful strategic planning. Good capital investment company must ensure that the plan is communicated effectively to all stakeholders, both internally and externally. This helps to create a shared understanding of the company's goals and objectives, and fosters a sense of ownership and commitment among employees and other stakeholders.

Moreover, Good capital investment company strategic plan should also address potential risks and challenges, and outline contingency plans to mitigate them. This can help the company to be better prepared for unexpected events and to respond quickly and effectively when necessary.

Another important aspect of strategic planning is the allocation of resources. Good capital investment company must ensure that its resources, including financial, human, and technological, are aligned with its strategic goals and objectives. This requires a careful balancing of short-term and long-term needs, as well as an understanding of the trade-offs and opportunity costs involved.

Strategic planning should be integrated with other key business processes, such as budgeting, performance management, and talent development. This helps to ensure that the company's resources are aligned with its strategic objectives and that progress towards those objectives is regularly monitored and evaluated.Strategic planning is a complex and multi-faceted process that requires careful consideration and planning. Good capital investment company must approach this process with a strategic mindset, involving all stakeholders in the process and ensuring effective communication and collaboration. By doing so, the company can create a strategic plan that enables it to achieve its goals and objectives, respond to challenges, and thrive in a rapidly changing business environment.

Finally, it is worth noting that strategic planning is an ongoing process, rather than a one-time event. Good capital investment company must be prepared to revisit and revise its strategic plan as needed to keep pace with changes in the business environment and to maintain its competitive edge. Strategic planning is a critical process for Good capital investment company, and the company must approach it with a collaborative, flexible, and communicative mindset. By doing so, Good capital investment company can create a strategic plan that reflects its core values and mission, sets achievable goals and objectives, and enables the company to thrive in a constantly evolving business landscape.

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