Ministry of Education and Science of Ukraine

Ukrainian-American Concordia University

Faculty of Management and Business

Department of International Economic Relations, Business & Management

MASTER'S QUALIFICATION WORK

STRATEGIC PLANNING OF AN ENTERPRISE
(based on PE "TECHEXPERT" case)

Master student of the 2nd year of study

Field of study 07 – Management and
Administration

Specialty 073 – Management

Educational program – Business
Administration

Oleksandr Shtompel

Research supervisor

Liudmyla Serova

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Abstract

The work focuses on strategic enterprise planning in business and also provides a fundamental theoretical basis and overview of strategic planning in general. It is shown that strategic planning had a positive impact on management, accelerating the development of enterprises, increased the efficiency of people management, created many opportunities for work, making the business simple and fast. At the same time, modern know-how in this area is considered: the probability of new and non-standard approaches for enterprise management, positive and negative impact on business due to novelty and non-standardized planning strategies - and how various strategic theories of company management prevent this.

When writing the work, the materials of PE "TECHEXPERT" were used, namely, the information system, the management of sales via the Internet and the attraction of customers through social networks were investigated. The paper draws conclusions about the overall positive impact of strategic planning on business, and provides recommendations for more effective use in modern international and Ukrainian businesses.

Keywords: strategy of planning in business, strategic planning, information technology, business development.

Анотація

Робота зосереджується на стратегічному плануванні підприємства в бізнесі, а також надає фундаментальну теоретичну базу та огляд стратегічного планування загалом. Показано, що стратегічне планування мала позитивний вплив на управління, прискоривши розвиток підприємств, підвищила ефективність управління людьми, створила багато можливостей для роботи, зробивши бізнес простим і швидким. Водночас розглянуто сучасні ноу-хау у цій сфері: ймовірність нових та нестандартних підходів для управління підприємством, позитивний та негативний вплив на бізнес внаслідок новизни та нестандартизованих стратегій планування – і як різні стратегічні теорії управління компанією запобігають цьому.

При написанні роботи було використано матеріали ПП «ТЕХЕКСПЕРТ», а саме досліджено information system, strategic enterprise planning and analysis of company actions. У роботі зроблено висновки про в цілому позитивний вплив стратегічного планування на бізнес, а також наведено рекомендації щодо більш ефективного використання у сучасних міжнародних та українських бізнесах.

Ключові слова: стратегія планування в бізнесі, стратегічне планування, інформаційні технології, розвиток бізнесу.

APPROVED

Head of Department _____

__**Prof. Zharova L.V.**_____
"____" _____20_____

TASK
FOR MASTER'S QUALIFICATION WORK OF STUDENT

Oleksandr Shtompel

(Name, Surname)

1. Topic of the master's qualification work
Strategic planning of an enterprise (based on PE «TECHEXPERT» case)_____
Consultant of the master's qualification work _____,
(surname, name, degree, academic rank)
Which approved by Order of University from **"10" February 2024 № № 10-02/2024-1к**
2. Deadline for master thesis submission **"25" April 2024.**
3. Data-out to the master thesis _____
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 three main topics/tasks for the thesis: theoretical and methodical bases of the process of management; research of the organizational and economic mechanism of management of the enterprise; development of measures to improve the management of the enterprise.*

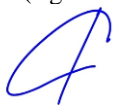5. List of graphic material (with exact indication of any mandatory drawings)
Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the organization management system of the company.

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of master thesis	*01.03.2024*	*In time*
2.	II part of master thesis	*20.03.2024*	*In time*
3.	III part of master thesis	*20.04.2024*	*In time*
4.	Introduction, conclusions, summary	*25.04.2024*	*In time*
5.	Pre-defense of the thesis	*30.04.2024*	*In time*

Student_____ _____
(signature)

Consultant_____ ____
(signature)

Conclusions:

The master thesis of Oleksandr Shtompel is relevant and devoted to the strategic planning of an enterprise. The reviewed master thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the master thesis. The content and structure of the work meet the requirements and current standards for obtaining an educational master's degree. Illustrative materials facilitate the perception of presented information and indicate persistence in the collection and processing (analyzing) of statistical data. The practical significance of this master thesis is proved by the opportunity of using of a proposed improving set of measures on the company. Proposed recommendations will increase the efficiency of the management system of the company. The master thesis is a completely independent study of current theoretical and practical aspects of management. The master thesis of Oleksandr Shtompel is recommended for defense.

Consultant_____ ____
(signature)

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INTRODUCTION

One of the cornerstones of modern life is planning. We all engage in it, either more or less. In our personal lives, we plan vacations, careers, and the acquisition of assets (such as cars, consumer goods, and houses); occasionally, we do this formally with budgets, but other times, we merely "work things out in our heads." Planning is essentially the "association of an arrangement of activities to realize an indicated result," regardless of how we go about it. In professional settings, we commonly refer to it as "business or strategic planning", and we generally take a much more organized, disciplined approach. Projects, new initiatives, programs, and products are planned as well as their development. Additionally, we create plans for modification, for doing things differently, doing things better.

Young people study the discipline of strategic planning. Its roots can be traced back to the 1960s, especially in the seminal works by Chandler (1962), Ansoff (1965), and Andrews (1971). In an industrial age mindset, it was all about control and efficiency, but by the 1980s and 1990s, another viewpoint was starting to take hold. People frequently mistakenly believed that the goal of strategic planning was to create a document known as a Plan. Since then, it has undergone a significant evolution, maturing and consolidating into a distinct field within the management industry.

This composed work will, to begin with of all, see into ways of commerce advancement and upgrade within the system of strategic planning through doing theoretical research into planning and business development within strategic planning. The hypothetical and analyzed information are at that point connected to a particular subject of think about to get it how strategic planning can impact a global business. Secondly, this work will study a Ukrainian business PE "TECHEXERT" through completing an internship and analyzing its environment, budgetary and financial components, universal administration capabilities and seeing through the competitiveness of the company by Ukrainian and universal benchmarks. At long last, this work will apply all of that investigate

fabric and consider ways of trade advancement and improvement within the system of vital arranging by conducting a point by point investigation and making a survey of open conclusion to get it people's supposition on strategic planning and give recommendations.

In total, the following work will discuss business planning as a whole and strategic planning, its advantages and disadvantages, its impact on international business development and address the issue of how it has affected a specific international business, analyze company competitiveness and suggest ways of improving and enhancing business development in the framework of strategic planning.

The master thesis consists of an introduction, three chapters, conclusion, list of references and annexes. The thesis has been outlined in the chapters in the following order: outline of the concept of strategic planning as a framework for international business development, the study of PE "TECHEXPERT" and its competitiveness on the market, and consideration of ways of business development and enhancement in the framework of strategic planning. The first section provides the necessary theoretical framework for understanding strategic planning and analyzes business development as well as international trade within its scope to demonstrate the extensiveness of strategic planning. The second section provides a recollection of the internship experience at PE "TECHEXPERT" and offers a detailed analysis of the company's economic state and competitiveness on the market. The third section gathers all the previous data and analysis in order to establish ways of business development and enhancement in the framework of strategic planning as well as establishes the understanding of strategic planning.

The **relevance** of this work is characterized by the broad and fast advance of key arranging that's taking put within the world right presently as well as the impacts that it has had on different ranges of life, among which lies commerce advancement.

The **aim of the masters's qualification work** is to study and analyze how strategic planning has ended up a system for worldwide trade advancement and its impacts on it as well as set up ways of trade improvement and improvement within the

system of strategic planning.

In arrange to attain this point, the following **tasks** were set:

- create an understanding of strategic planning and planning;
- learn to get it how strategic planning influences universal commerce
- advancement as well as the world in common;
- consider distinctive affect of strategic planning of enterprises;
- give understanding of present-day business development by completing an
- internship at a Ukrainian company (PE "TECHEXPERT") and analyzing its
- procedures and competitiveness;
- conduct inquire about into understanding how strategic planning can offer assistance to encourage progress business advancement;
- discover out the see of the common open on planning, establish ways of business development and enhancement.

The **methodological basis** for this work is comprised of peer-review diary articles, acclaimed web distributions, and individual information examination and calculations.

The **research objects** are strategic planning and business development within its context.

The **research subject** could be a set of theoretical, methodological and commonsense approachesto set up the ways ofbusiness development enhancement and characterize company competitiveness for PE "TECHEXPERT".

Master thesis consists of an introduction, 3 chapters, conclusion, list of references and 6 annexes. Work is carried out on 107 sheets, containing 5 tables, and 13 figures. References include 75 literature sources.

Chapter 1. ESSENCE OF STRATEGIC PLANNING OF THE ENTERPRISE

1.1. Theoretical approaches to the essence and main features of strategic planning of an enterprise

The 1950s and 1960s were influenced by the works of earlier theorists like Joseph Schumpeter, whose theories on the creation of new value through technological change and innovation had a significant impact on numerous new products, markets, and sources of supply as well as the restructuring of industries. However, industrial economics and industrial organization form the true foundation of strategic management from the 1950s and 1960s.

The modern concept of corporate strategic planning has its roots in budgeting in the United States in the 1950s. The father of strategic planning is Harry Igor Ansoff, a Russian-American applied mathematician and business executive. In the mid-1960s and 1970s, most large companies engaged in strategic planning.

During this period, the US government introduced the creation of budget lines to record detailed information about the costs associated with specific activities covered by the budget. Open and nonprofit organizations recognized the value of technique improvement within the 1980s when open and nonprofit promoting concepts picked up conspicuousness. Most of the well-known open and non-profit vital arranging models are determined from the Harvard Arrangement Demonstrate created by the Harvard Trade School at Harvard College within the US. An efficient analysis of strengths, shortcomings, openings and dangers (SWOT) may be a key quality of the Harvard show and a step within the vital arranging demonstrate.

In the 1970s, strategic management moved away from planning and toward a strategy to identify ways to improve performance and profitability. A large portion of this strategy dealt with size, growth, and portfolio theory. When determining the relationship between profitability and strategy, organizations started to favor the PIMS approach. The

PIMS (Profit Impact of Marketing Strategies) study, a lengthy investigation that spanned 19 years and was initiated in the 1960s, sought to comprehend the Profit Impact of Marketing Strategies, particularly the impact of market share. It was created at Common Electric, moved to Harvard within the early 1970s, and after, that within the late 1970s, moved to the Strategic Planning Institute. It now has decades of data on the connection between profitability and strategy. Their initial finding was clear-cut: A company's rate of profit will increase with its market share. Volume and scale economies are made possible by the high market share. Aside from that, it offers benefits related to experience and learning curve. Profits are up because of the overall effect. Academics and businesses are still using the study's findings nowadays: "PIMS gives compelling quantitative prove as to which commerce methodologies work and do not work". (Evolution of Strategic Management from the 1950's to the modern day, 2016).

The 1980s approach strategy expanded on many of the concepts and theories from the preceding five decades. The think tank that included the work of many of the top strategists at the time was the Harvard School. Porter, Andrews, Ghemawat, and advisors from McKinsey and the Boston Consultancy group. SWOT, the initial output, inspected inside and outside variables and built concepts from mechanical financial matters, but Porter's (1980) competitive forces approach was a dominant model in the field of strategy. This strategy, which is based on SWOT analysis and the structure-conduct-performance (SCP) accepted point of view of an industrial organization, emphasizes the steps a firm can take to forge defendable positions against competitive forces. According to the competitive forces approach, relating a company to its environment is the essence of developing a competitive strategy. (Evolution of Strategic Management from the 1950's to the modern day, 2016).

The industry or industries in which the firm competes are the most important component of the firm's environment. The competitive game's rules and the strategies that firms may employ are both significantly influenced by industry structure. The inherent benefit potential of an industry or sub-segment of an industry is decided by five industry

level powers, counting passage boundaries, the risk of substitution, haggling control of buyers, bartering control of providers, and competition among industry incumbents. The strategy aids the company in determining where in the market it can best protect itself from competitive forces or exert influence over them in its favor.

The Five-Forces Model is not helpful for comprehending each firm's strategy. We examine the Value Chain Model in order to implement that. The value chain model examines the value-adding primary or supporting internal business activities. It follows that a company can maintain a competitive advantage, which was a major theme of the Resourced-Based View (RBV). (Evolution of Strategic Management from the 1950's to the modern day, 2016).

Positioning theory was widely embraced in the 1980s as well. The fundamental tenet is that a strategy should not be evaluated based on internal company factors but rather on how customers perceive it in comparison to the competition. Al Ries and Jack Trout clarify the showcasing adage that the primary thing, individual, or trade to possess a position in a consumer's intellect will hold it there for the close future.

We look at the Resource-Based See, which got to be well known within the late 1980s, and the Energetic Capabilities approach, which became well known within the center of the 1990s, from that time to the show. The resource-based see (RBV) bases a company's competitive advantage essentially on a collection of invaluable substantial or intangible assets at its transfer. It appears the course of action of the most approaches and speculations included instrategic management (Figure 1.1). (Evolution of Strategic Management from the 1950'sto the modern day, 2016)
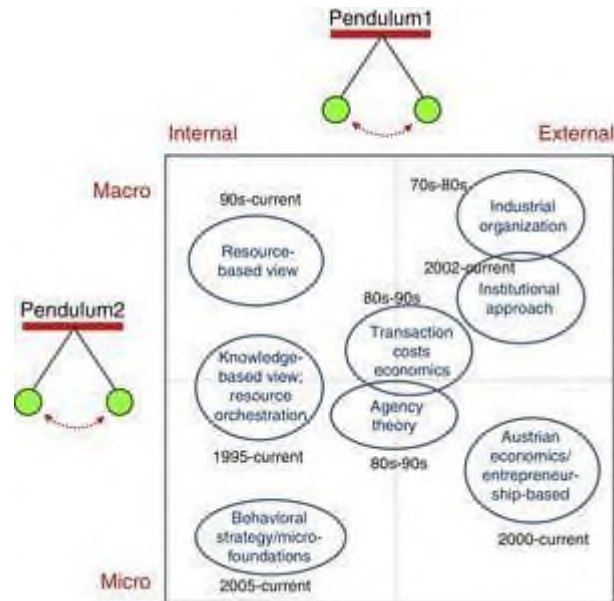
Figure 1.1 Evolution of strategic management research.

Source: based on https://www.elsevier.es/en-revista-brq-business-research-quarterly-424-articulo-the-evolution-strategic-management-research-S2340943614000188

These cases of investigate utilizing scientometric instruments don't supplant the work that audits and reflects teach, but complement it in like manner. By presenting quantitative strategies, they permit to distinguish and degree particular factors related to the teach and its improvement, in this way encouraging an objective approach to the examination of such factors. In addition, they permit you to find the relationship between analysts and subjects that are not self-evident at to begin with look, such as mental structure or key terms that contain incalculable definitions of the concept.

Let's take a closer look at essence how an enterprise plans its future.

Planning strategies and putting them into action to accomplish organizational objectives is known as strategic planning.

Some basic questions we need to ask are: what are we doing and should we do things differently. How do social, political, and technological factors affect our work. Are we ready for these changes etc. are a good place to start.

Strategic planning helps us figure out what we are good at and what we need to work on. This way, we can figure out where we want to go and make the most of any opportunities or challenges we might face.

Strategic planning is «when a company carefully looks at its goals and how to achieve them, so it knows where it's going and works together well».

Strategic planning is a methodical, formally documented process for identifying the handful of crucial choices that an organization, viewed as a corporate whole, must make in order to succeed over the coming years. (Roshina C).

Additionally, different schools of thought with various interpretations as well as the elements used in its execution can all be used to express strategic planning. Design school involves the conception process, according to (Berzins, 2010), which aims to balance the advantages, disadvantages, opportunities, and threats. The planning school is based on the idea of breaking down strategic planning into actionable steps. The analytical approach to ideas like the value chain and strategic groups, among others, is what gives the positioning school of thought its perception, whereas the entrepreneurial school refers to the strategic plan's future projection. (Nabil Tarifi, 2021).

The strategic planning process is an intellectual one that deals with research and strategic concepts to develop a useful strategy, and it is from this process that the cognitive school of thought emerged. The unpredictable performance of the developed strategies has a learning curve, just like any other process. The environment school is a result of the reactive orientation to fit in with market changes, whereas the configuration school is due to the dynamic transformation process (Berzins, 2010). The school of thought emphasizes the value of strategic planning for organizations while also giving the idea that a firm should be guided by an effective strategic plan. Critical elements should be included in the strategic plan to effectively satisfy each school of thought mentioned. (Nabil Tarifi, 2021).

We can ask why is strategic planning important?

Businesses require direction and organizational targets to work toward. That kind of advice is provided by strategic planning. In essence, a strategic plan is a road map for achieving business objectives. Without such direction, it is impossible to determine whether a company is on track to meet its objectives.

The following seven elements of developing a strategy merit attention: (Roshina C).

1. The objective. A mission provides a company with a sense of direction and a starting point for strategic planning. The mission statement of the organization outlines: who is it, what does it do, and where does it want to go. Missions are tasks or goals that need to be accomplished both broad and doable. A company in the education sector, for instance, might aim to be a pioneer in virtual educational tools and services offered online.

2. The aims. Choosing goals is a part of strategic planning. The majority of planning employs SMART goals - specific, measurable, achievable, realistic, and time-bound or other objectively measurable objectives. The ability for business leaders to assess how well the organization is doing in relation to its goals and overall mission is made possible by measurable goals. The fictional educational company might set goals expanding deals of an existing device by 30% within the upcoming year or releasing the first version of a virtual classroom platform in two years.

3. Compliance with short-term objectives. Business leaders can use strategic planning to make daily decisions that are more in line with their long-term objectives and short-term objectives. Leaders in the hypothetical educational company might decide to forego opportunities to establish physical classroom facilities in favor of strategic speculations in communication and collaboration advances, such as virtual classroom program and administrations.

4. Review and revision. Business leaders can make changes or adjustments in response to shifting conditions by periodically evaluating their progress against the plan thanks to strategic planning. For instance, a company might want to be present everywhere, but it might face legal or regulatory obstacles that make it

impossible for it to operate in some areas. Business leaders may therefore need to change the strategic plan's objectives or progress metrics.

5. Risk is reduced by using information from strategic planning to assess risk, develop strategies to reduce risk, and invest in safe business opportunities. As a result, there are fewer opportunities to choose the incorrect goals and tactics.

6. Innovation and motivation are encouraged by strategic planning, which involves senior managers. In addition to being dedicated to their goals and strategies, they moreover come up with new thoughts fortheir execution. This encourages inspiration and creativity.

7. Resource Optimization: Strategic planning makes the best use of available resources to produce the greatest amount of output. Robert E. the general. Wood says, "In one way, business is like war. Any number of tactical mistakes can be made and the enterprise will still succeed if the grand strategy is correct. Successful strategic planning depends on a number of factors, including efficient resource allocation, rational thought, efficient organizational structure, coordination and integration of functional activities, and efficient control systems.

As well, there are following the salient features of strategic planning: (Roshina C).

- Interviewing Process:

It provides answers to issues like where we are and where we need to be, as well as what we are and what we ought to be.

- Horizontal Time:

It aims to plan long-term while taking advantage of current and upcoming environmental opportunities. In order to adapt to the environment, it aids organizations in analyzing their strengths and weaknesses. To create strategic planning valuable, directors must have a long-term viewpoint.

- Pervasive process:

It is carried out for all organizations and at all levels, but beat officials are more intensely included than center or lower-level directors because they have a better sense of the future than others.

- Point of Focus:

Instead of focusing on routine and everyday tasks, it directs an organization's resources and strengths toward critical and high-priority tasks. Resource allocation from non-priority to priority sectors is changed.

- Continual Process:

Organizations can adapt to the dynamic, ever-changing environment by using strategic planning, which is a continuous process.

- Co-Ordination:

It synchronizes an organization's inside and outside situations, budgetary and nonfinancial assets, and brief- and long-term plans.

1.2 Specifics of strategic planning of an enterprise

One of the fundamental questions underlying the evolution of the discipline, according to many academics who have studied it, is whether internal or external factors should receive priority when attempting to explain firm success. Hoskisson and others. To illustrate how strategic management has always tended to look for the factors of success either inside or outside of a firm, (1999) popularized the metaphor of the pendulum and its swings. The pendulum swing for these authors began in the 1960s, a time when internal strengths and weaknesses were analyzed and successful firms were sought after for the factors that had influenced and underpinned their success.

However, in our opinion, it is not entirely clear that the so-called founders of strategy were only interested in internal factors. Instead, we would argue that during the 1960s and 1970s, more all-encompassing strategies or frameworks were taken into consideration, which set the stage for later theories. As a result, strategy was viewed as a means of connecting a firm to its environment, where both internal and external factors played a significant role. This was reflected in the SWOT analysis, which looked at a firm's internal dynamics (strengths and weaknesses) as well as its external dynamics (openings and dangers), or within the key lattices (BCG growth-share framework or McKinsey showcase attractiveness-business quality), which combined the two elements—the firm and the industry environment—into a single analytical tool. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

The search for the secrets to success shifted toward the external environment toward the end of the 1970s and into the 1980s, with research on the industry structure taking center stage (Porter, 1980). Through the contributions of agency theory (Jensen and Meckling, 1976) and transactions cost theory (Williamson, 1975, 1985), the economics of organizations shifted the pendulum in favor of a more moderate position that addressed both the internal and external aspects of success. Finally, the emergence and ascent of the resource-based view (RBV), sparked by the writings of Wernerfelt (1984) and Barney (1991), swung the pendulum back toward the interior of firms, somewhat returning to the start. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

With its accentuation on specific bunches of components that clarify the victory of firms, the pendulum allegory could be a capable outline of the advancement of vital administration; be that as it may, its strict application would be excessively direct. For purposes of technique or reason, it is one thing to decrease a inquire about examination to inner or outside components; it is quite another to assume that only one or the other applies to reality. It is obvious that both factors are significant. Choosing the right industry is crucial, and its appeal is unquestionably a predictor of success. However, it is equally important for

a firm to have access to valuable resources that set it apart from its rivals and that it can use to create a long-term competitive advantage.

Although internal rather than external factors have received more attention recently in strategy research, the latter's significance has not diminished in any way. Furrer et al. (2008) show how the resource-related research stream has grown gradually but steadily over the course of 26 years of strategy research (1980–2005). In contrast to the 1980–1985 period, when it made up only 9% of the papers published, the 2001–2005 period saw a significant increase to 38%, placing it second among the 26 lines examined, just behind the field of performance. The analysis of the industry as a whole maintains stability, accounting for about 11-point 4 percent of the papers published on strategy, even though the analysis of environment as a entirety and its affect on strategy declines from 33 percent to 22-point 7 percent over the times examined. However, when the two are combined, they make up a sizable 34.1 percent of the papers; in other words, the topic is still important. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

The aforementioned data show that, despite an increase in the presence and importance of internal factors and the RBV, the emphasis on external factors has remained a significant component of strategic management research, despite a slight decline. Many strategy researchers have been debating for some time whether the resource-based paradigm has peaked and whether the internal firm-to-internal firm pendulum will ever swing back to the outside or how long it will remain on the internal side. We predict that future research will continue to emphasize both internal and external factors based on the information mentioned above and other pertinent data. What may be happening is that strategy research is examining novel problems and concepts from both the outside world and within businesses.

The fact that strategies that emphasize the significance of external considerations have become more popular recently despite the fact that the more traditional strategy of industrial organization has been losing ground is proof of this. This is the case when using the institutional approach, which considers specific explanatory variables related to the

institutional environment of a firm when analyzing the factors of success (Peng, 2002; Peng et al., 2009). This strategy broadens the industry's conventional analysis and aids in understanding how environment and strategy interact by including new environmental factors, such as the laws, customs, or culture of a region or country. Additionally, some recent RBV trends (Priem et al., 2006; Adner and Zemsky, 2006) seek to enlarge this strategy by including environmental factors, or "the demand side."., 2012). We can also spot a kind of pendulum between a large scale or firm level of examination and a small-scale level of investigation that's more closely related to gather and/or person behavior inside the firm, despite the fact that it has been less developed in the literature. Although it is widely acknowledged that the object of analysis in strategic management is the firm as a whole, whether it be multi-business, multi-market, or multinational (Rumelt et al., 1994), it is possible that both micro and macroeconomic factors contribute to success. But in terms of research to date, it would be accurate to say that the latter have won out. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

Similar to the internal-external pendulum, significant contributions to both the macro and micro domains were made in the early 1960s and 1970s. The field's pioneers approached the firm as the main unit of analysis and examined a firm's success as a whole. Ansoff (1965) and Chandler (1962) are two examples of works where this is the case. In addition, the work of Burns and Stalker (1961), Lawrence, and Lorsch (1967), among others, who had a stronger organizational theory foundation, made important contributions at a more macro level. Simultaneously, significant contributions from the field of organizational theory and behavior, such as the work of Cyert and March (1963) and March and Simon (1958), clearly at the micro level, already stand out in this early period and emerged as highly influential at the dawn of the discipline. Equally important is the focus placed on firm management as a result of seminal works by individuals like Barnard (1938) and Selznick (1957), who had a significant impact during these formative years. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

As a result, we could argue that at this early stage, methodologies or frameworks that analyze both the macro and micro levels coexisted. Because of the enormous impact that industrial economics research has had, attention has shifted to macroeconomic factors, particularly the structure of industries, starting in the 1980s. According to Ramos-Rodrguez and Ruiz-Navarro (2004) in their study on the evolution of the discipline, this dominance of external and macro aspects led to a steady decline in the influence of both micro and macro organizational approaches.

The 1980s saw the rise of organizational financial matters, counting office hypothesis and exchange taken a toll financial matters, much just like the internal-external pendulum. As they opened the corporate dark box to look at the contractual relationship between on-screen characters within the case of agency theory or the connections between firms and markets within the case of exchange fetched financial matters, these perspectives were more centered toward the middle of the macro-micro pendulum. (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

Early in the 1990s, the RBV made a strong appearance, which helped swing the pendulum back in favor of a more macro approach to strategic management. The core factor determining a firm's competitive advantage is its possession of strategically important assets and competencies. However, despite the fact that this strategy is still in use, it is now regarded as being insufficient for advantage because understanding how to do so is more crucial than simply knowing that strategic resources allow for the creation and maintenance of a competitive advantage.

As a result, starting in the middle of the 1990s, techniques closely related to the RBV began to emerge, albeit at a lower level of analysis. This is the case with the knowledge-based view, which emphasizes the creation of intangible knowledge in a firm based on people and the relationships between them (Nonaka, 1994; Grant, 1996), or with dynamic capabilities, which deals with how to continuously renew and improve resources to enable a firm to adapt to its environment (Teece et al. Wang and Ahmed (2007); in 1997; Taking a different route but still moving in the same general direction, the "resource orchestration"

approach tackles the problem of how to develop valuable capabilities and resources through the actions taken by a firm's management. This approach aims to analyze the "black box" of the mere possession of resources and emphasize the significance of their creation and management (Sirmon et al., 2007, 2011). (Luis Ángel Guerras-Martín, Anoop Madhok, Ángeles Montoro-Sánchez, 2014)

It is also insufficient to merely state that managers must take action in order for strategic planning to be successful; they must also be aware of the specific steps that can be taken in this direction. Effective planning depends on the factors listed below: (Roshina C.)

A. A strategy based on open systems:

Planning issues should be solved using an open systems approach. It implies that managers should consider interactions with their entire environment when planning in every way. The managers must take into account environmental factors like technological, social, cultural, legal, political, and economic factors when using the open systems approach.

Additionally, they need to consider how their planning process affects others and is affected by others, or the internal interaction pattern. Others are impacted when managers consider all of these factors. Managers are in a good position to make plans and do them their actions when they consider all of these factors.

B. Planned Activity Participation:

The advancement of the plan should be mutual. The best planning is probably accomplished when managers are given the chance to participate in plans that have an impact on the domain over which they have authority. Planning that involves managers' areas of authority at any level results in better planning commitment, loyalty, and managerial effectiveness because managers are informed, encouraged to offer suggestions, and consulted.

Depending on their needs and the understanding of the people, organizations may use a variety of methods to involve people in the planning process.

C. Combining long-term and short-term planning:

Despite planning, managers frequently pay attention only to very short-term plans. Including both long-term and short-term plans in the planning process is a good practice. In order to accomplish the long-term plan, a short-term plan is necessary. Consequently, a manager must consider his long-term plans even if he is making plans for a very short time. His short-term and long-term plans must be coordinated, which requires constant monitoring and review. If this is not the case, he must alter his course of action, which might involve changing both his long- and short-term plans.

D. Planning communication:

Many planning initiatives fall short because managers fail to emphasize the importance of communicating different planning components, such as goals, strategies, policies, and planning premises. The managers are inspired and given the go-ahead to start the planning process if these are communicated clearly, sufficiently, and promptly. which could be essential for them. Understanding the different facets of planning puts a manager in a better position to anticipate his future course of action and may lead to the manager making it a habit to plan every future course of action.

E. Initiative:

Effective planning requires top-level management's initiative and backing. Any organizational process, including planning, depends on the top level to be successful or unsuccessful. The fundamental goals that are established at the highest level must be a two-way process that includes people at lower levels as well.

Additionally, it naturally increases planning interest across the organization when top management carefully examines programs under its control. The planning process should be collaborative rather than implying that top management will do everything and that everyone else will do nothing.

F. Creating an Environment:

The managers should work to create an environment where everyone in the company engages in planning activities. Every superior manager should remove barriers to planning and provide facilities for their own planning. This can be accomplished by establishing clear goals, establishing and publishing pertinent noteworthy arranging premises, including all supervisors within the arranging handle, looking into subordinate plans and their execution, and ensuring that the right staff is available and that all levels of management have access to the information they need.

1.3 International practice of strategic planning and modern know-how in the sphere of strategic planning in Ukrainian companies

Intergovernmental organizations' use of various strategic planning approaches is not adequately discussed in the literature on international relations and strategic management. In commercial, administrative, and nonprofit organizations, senior administration is ordinarily in charge of the vital arranging strategy. This level is comparable to the official authority of an IGO secretariat. Strategic planning is ordinarily begun by the secretariat after meeting with the individual official sheets in numerous IGOs with a three-tiered administration structure. The business sector has a wide range of strategic planning methods at its disposal. We chose six methods that have been used in public organizations (Boyne and Walker, 2004; Bryson and Roering, 1987; Pablo et al. IGOs are most similar to IGOs in 2007). (Ryan Federo, Angel Saz-Carranza, 2015)

Strategic negotiations and stakeholder management are most helpful when decision-making by members is relevant to the formulation of a strategic plan, as in member-led strategies; and; strategic planning framework and coherent incrementalism are most appropriate when execution estimation is a vital component of strategic planning, as in result-based strategies; and dynamic capability is most useful, when it is a key element of the strategic planning process. In reality, organizations frequently don't have a single strategy and continuously adapt their approach to strategic planning as well as their strategy to suit their needs. IGOs

are anticipated to follow suit. To demonstrate how these approaches, work together, we give instances from the IMO's creation of policies and promotion of treaties at various points in time, where it has shown the application of strategic planning methods. This demonstrates that these approach combinations are frequently used in practice.

The IMO makes its strategic plans and the meeting agendas used for planning available to the public. The examples demonstrate how the IMO implicitly used the combination of these approaches (and parts thereof) during its strategic planning, despite the fact that the IMO does not expressly allude to these strategic planning approaches.

Member-driven strategies An IGO's principal stakeholders are its member states, who give the organization the resources and access to resources it needs to function and survive. As a result of politics and internal power struggles being a natural part of IGO decision-making (Koremenos et al. , 2001), stakeholder management and strategic negotiations are crucial components of IGO member-driven strategic planning. Both strategies rely on locating the key players, attending to their individual needs, and forging agreements. In groups where everyone has to agree or come to a common decision, and/or when the topic is very political problems or difficulties, these approaches appear to be among the most obvious ones for strategic planning. (Ryan Federo, Angel Saz-Carranza, 2015)

According to Fisher and Ury (1981), strategic negotiation is an approach that enables the parties to reach a wise and effective agreement while also enhancing their relationship. According to Fisher and Ury (1981), parties can negotiate more successfully when they are able to separate people from the issue at hand, concentrate on interests rather than positions, generate options prior to reaching an agreement, and make sure that the agreement is founded on objective standards. The goals and potential courses of action that members propose are frequently at odds with one another and serve their own self-interests. Stakeholder management, on the other hand, is depicted as the systematic identification and analysis of stakeholders in order to involve them in the planning process. Any group or person that is impacted by a corporation's future or has the potential to do so is considered a stakeholder (Freeman, 1984). Strategic planners must control the organization's key

stakeholders for decisionmaking to be successful. The members of IGOs have a big impact on the decisions that are made. (Ryan Federo, Angel Saz-Carranza, 2015)

Individuals ordinarily have their claim self-interests and desires, which frequently clash with those of other members. The goal of stakeholder management is to align these member expectations. Identification of various stakeholders who have conflict-prone differing expectations of the organization is the main focus of stakeholder management. This strategy is complemented by strategic negotiations, which make it easier to negotiate and resolve strategic issues that might arise from competing stakeholder interests. The key stakeholders and their respective interests are determined by the membership and control features of the IGO organizational design. Since admitting a member implies agreement to a shared objective, there is less conflict for IGOs with restricted membership. As an illustration, joining the North Atlantic Treaty Organization (NATO) necessitates ratifying every provision of the North Atlantic Treaty, including Article 5 (which mandates member states' mutual assistance). (Ryan Federo, Angel Saz-Carranza, 2015)

But in IGOs with less clear requirements, like the IMO and the ILO, various members may have conflicting interests, which could stymie any decision-making. In order to manage these stakeholders, the secretariats typically gather and evaluate their needs. Negotiation and facilitation are needed in IGOs with open membership restrictions and supermajority consensus rules. In order to encourage, the IMO set up the Member States Audit Scheme (MSAS), which is an example of a member-driven strategy. IGOs' typical governance structure.

Board Committees 19 members (out of 170) put a model for the audit scheme forth in 2002. The IMO has a voting rule that stipulates that a minimum portion of the world's total registered deadweights must be met in order for a treaty to be enforceable in the case of mandatory all-member policies. In order to scale the MSAS up to the common enrollment, the IMO secretariat utilized partner administration by planning various special sessions through its committees to gather information and conflicting issues from all members. The IMO decided to pilot a voluntary audit program in 2005 after the problems

were finally resolved through ongoing negotiations. This program eventually gave way to the current mandatory audit program. (Ryan Federo, Angel Saz-Carranza, 2015)

IGOs that are goal-directed and include teleological actions are results-driven strategies. Strategic planning systems and logical incrementalism are two methods of strategic planning that are suitable for plans that are results-oriented. And IGOs with more constrained and definable scopes that are organized in robust hierarchical and decentralized (multi-dimensional) structures benefit the most from results-oriented strategic planning. According to Lorange and Vancil (1976), a strategic planning system is a structured method for organizing and coordinating planning activities. It is made up of organizational frameworks that help people know where they are going, how to get there, what to do, and how to know which way to go (Lorange, 1980). They are designed to manage the organization's multiple levels and functions through coordination and control. By giving the strategic planners the pertinent information and strategy suggestions, each division or function can address its own unique concerns. The latter should evaluate the information at hand and develop an organizational-wide strategic plan that covers the entire system and is geared toward a common objective. Similar to logical incrementalism, which sets goals in line with an organization's mission or directives through a large number of lower-level focal points (Lindblom, 1959; Quinn, 1980). According to Quinn (1980), logical incrementalism is a method for combining loosely connected group decisions that are handled incrementally. (Ryan Federo, Angel Saz-Carranza, 2015)

A common organizational goal should be the focus of each strategy, which aids in ensuring this. Goal alignment helps to achieve coordination. Its strength lies in an organization's capacity to pinpoint a focal point's needs, develop the proper strategies, and put those strategies into action for quick evaluation. Scope and centralization have an impact on the applicability of strategic planning systems and logical incrementalism when developing results-driven strategies. When it comes to planning and decision-making, IGOs with strong hierarchical authority benefit from using strategic planning systems because they are logical and anticipatory ways of formulating strategies. The rigidity of the system for strategic

planning is one of its drawbacks, though. Several IGO governing bodies typically convene once or twice a year to discuss major organizational decisions. Additionally, organizational strategies are frequently long-term in nature, lasting typically five years or more. Environment changes are a constant problem for IGOs and necessitate regular attention. When organizational-wide strategic planning systems are in place, IGOs might find it challenging to make necessary adjustments. This drawback of strategic planning systems is overcome by logical incrementalism.

Additionally, it works well for IGOs that have a multi-dimensional (or matrix) design, which combines solid level dimensions such as division divisions or geographic units with solid progressive utilitarian lines. The World Nourishment Program (WFP) and the Worldwide Finance for Agrarian Improvement (IFAD) are two cases of these IGOs that have solid nation workplaces in expansion to utilitarian divisions to address critical natural needs. The opportunity to recognize natural needs and create arrangements has a place to each unit. Whereas coherent incrementalism can include fitting littler methodologies to the framework that are effectively versatile for current needs, key arranging frameworks can offer a generally system for IGOs to take after. The improvement of IMO serves as a case of how these two techniques can be combined. Since its initiation, the IMO has centered basically on advancing and empowering sea security hones.

However, it has broadened the scope of its responsibilities beyond maritime safety to cover effective navigation, the mitigation and control of ship-related pollution, and the welfare of seafarers. When it comes to overall organizational strategies, the IMO is very centralized. It created a framework where members could institutionalize some broad organizational-wide objectives in arrange to carry out its commands. A number of strategic directions are outlined in the organization's strategic plan for the years 2016 to 2021 with regard to organizational effectiveness, the creation and upkeep of a thorough framework for shipping-related activities, and the encouragement of environmental consciousness among its stakeholders. However, the IMO is set up in its operations with numerous committees (and subcommittees) that can direct actions intended for these strategic goals, demonstrating

a strong strategic planning system in place. Similar to this, each committee is free to design its own microstrategies to achieve the overall organizational goals, which is an example of logical incrementalism. For instance, the Maritime Environment Protection Committee meets frequently to discuss issues related to marine pollution, such as the implementation of a Ballast Water Management System to guard against exposure to dangerous aquatic organisms. To efficiently and effectively achieve particular organizational results, a comprehensive strategic planning system and logical incrementalism work in tandem. Global Policy (2016) is a publication of the University of Durham and John Wiley and Sons, Ltd. Intergovernmental Organizations' Internal Performance 7. (Ryan Federo, Angel Saz-Carranza, 2015)

IGOs function in tumultuous environments both internally and externally thanks to environment-driven strategies. Demands and expectations placed on the organization change over time because the environment is typically dynamic. IGOs adjust in order to survive by changing their mandates, missions, values, and organizational structures (Schemeil, 2013). Another way for IGOs to gain legitimacy and ultimately survive is to create the systems to accommodate these changes. The Miles and Snow framework and dynamic capabilities both explicitly address environmental uncertainty in their strategic planning methods. According to Teece et al., a firm's dynamic capabilities are defined as its capacity to combine, develop, and reorganize internal and external competencies to address rapidly changing environments (Teece et al., 1997). In order to maximize organizational performance, the dynamic capabilities approach places internal resources at the center of value creation.

To create, integrate, and reconfigure resources for increased effectiveness, organizations rely on their distinct processes, routines, and learning to adapt to changes in their environment (Eisenhardt and Martin, 2000). Dynamic capabilities are a process-specific approaches that focus on the necessary changes to organizational practices as a way to achieve the desired results (Eisenhardt and Martin, 2000; Teece et al., 1997). The survival of organizations in environments that are constantly changing, both internally and

externally, depends on their capacity to adapt (DiMaggio and Powell, 1983). The Miles and Snow system, on the other hand, contends that strategy is a tool for determining how well an organization fits into its environment; as a result, over time, strategy and organizational structure reinforce one another. In relation to their environment, it suggests a typology of strategy content1 that organizations can use to address their entrepreneurial (choice of strategy), designing, and regulatory (organizational structure for the procedures) issues. (Ryan Federo, Angel Saz-Carranza, 2015)

We contend that in IGOs, the typology is comparable to that of public organizations, as put forth by Boyne and Walker (2004). They adjusted the Miles and Snow system to open organizations and delivered three categories of accessible vital substance alternatives: miners, which seek for advancement and advanced responses to natural weights; guards, which search for proficient forms for their authoritative functions; and reactors, which stay stable unless incited. Adaptability and autonomy ought to be taken under consideration when utilizing these two vital arranging strategies. The capacity of an IGO to adjust independently or to act with less confinements is illustrated by autonomy, while adaptability bargains particularly with changing organizational structures to oblige natural changes. When it comes to adapting with natural instability, these two organizational plan components are complementary. Adaptability guarantees provoke alteration and reconfiguration of organizational forms and schedules for productive and viable fit to continuous natural changes from the point of view of energetic capabilities. It is supported by both internal and external engagement (Teece et al., 1997) as a connection to help organizations and environmental changes work together (Pablo et al. 2007). (Ryan Federo, Angel Saz-Carranza, 2015)

Strategic planning, however, requires a predetermined course of action because it is a rational activity. Being process-specific, the dynamic capabilities approach, i. e. Although it suggests that the organization should respond to environmental changes, it does not specify which strategy should be used. An approach that suggests specific strategy content for the organization can overcome this limitation. The framework developed by Miles and

Snow (1978) can point an IGO (e. g. While it adjusts its internal dynamics to match the environment, it may adopt defender or prospector strategies. The organization's alignment with its intended purpose is ensured by the strategic content. The Miles and Snow framework depends on an organization's capacity to select the kind of strategic behavior that is appropriate for its environment. Independence is key in this situation because it determines whether an IGO should be proactive in seeking new technologies to lessen uncertainty, defensive in changing its internal structure to accommodate outside pressures, or reactor in waiting until called upon to act. The IMO's creation of the 1974 Safety of Life at Sea (SOLAS) Convention is one instance of this combination in action. This agreement was the result of the environmental catastrophe caused by the 1967 Torrey Canyon oil spill.

The International Monetary Organization (IMO), sometimes referred to as a "sleeping beauty" (Schemeil, 2013), adopts a reactive stance, meaning that its strategies do not alter unless strongly prompted by external pressures. In this case, the IMO adopted a new method of incorporating provisions to the earlier SOLAS Convention of 1960 due to the intense public scrutiny brought on by the disaster. International agreements typically take effect once a certain quota of parties explicitly declares their acceptance as contracting parties. This time, the IMO implemented a tacit agreement to streamline the treaty, which permits an amendment to take effect on a specific date unless members object to the amendment. The ability to impose a new process of goal convergence while remaining sufficiently flexible to alter a routine or process demonstrates the IMO's degree of independence in this instance. As a result, the SOLAS Convention of 1974 is still in effect, and any subsequent amendments are successfully carried out using the newly adopted procedure.

Reinvesting stores in other zones, re-profiling or combining with more grounded businesses, creating undertaking development procedures, defense methodologies, export-oriented procedures, and greening methodologies (so that it isn't as well late to alter something in peacetime) are all strategic moves that should be made in these trying times. The creation and implementation of Ukraine's sectoral export strategies, including those for the information technology, mechanical engineering, creative industries, and aircraft

maintenance and repair sectors, was a significant accomplishment and step that, regrettably, was halted by the war. In other words, business reconstruction today is essential to corporate, social, and environmental governance (Sokolenko, 2022). (Horiashchenko Yu.,2022)

Shockingly, due to devastation within the metallurgy, chemical, petrochemical, and numerous other industries, Ukraine is losing the correct vector of key advancement of the mechanical complex. But the military-industrial complex, as well as the social complex, will unavoidably be reestablished through vital arranging (technique - from the military vocabulary - the craftsmanship of fighting).

In the current business environment, strategic business planning should be based on the following ideas: (Horiashchenko Yu.,2022)

- the propensity for strategic orientation;
- expedience;
- generativity;
- concentrate on the demands of the market;
- complexity;
- flexibility;
- openness;
- preparing;
- data security;
- equality in the opportunities for innovation;
- support for analysis;
- continuity

The creation of a conceptual model in the form of a strategic map with a balanced system of indicators for controlling the innovative development of businesses can be suggested as a proposal for a qualitative strategic change in the business environment. Its fundamental sectors—financial, client, business, and education—should be supplemented by marketing, organizational, IT, and environmental aspects. The main outcome, as

expressed in the perspective's parameters—a balanced position in the strategic economic zone—must line up with the marketing perspective. Determine the company's competitive position, analyze the company's strengths in relation to operating in related industries, examine global innovation hubs, evaluate market niches expected to experience rapid growth in the near future, and conduct benchmarking are the main goals. Organizational perspective: the management of innovative development through the creation of added value, and the organization of multicultural innovative entrepreneurship. (Horiashchenko Yu.,2022)

As a result, organizational destinations ought to be to assess advancement potential, optimize development forms, create (or change) modern (organizational) trade models, center on intangible resource administration, cultivate an advancement culture, organize advancement visits, create joint ventures between businesses and researchers, and adjust the enterprise's development procedure to other methodologies of advancement of the circle of development action of Ukraine and the EU. The advancement of the setting of the enterprise's engineering practice's arrangement on the premise of developments, as well as a subjective alter in its metamodel, will be the most results of the data and innovative point of view of undertakings.

The taking after objectives will be sought after: specialized and mechanical assessment of advancement potential; collaboration with college innovation centers; innovation scouting; enhancement of IT framework; competitive insights and comparative investigation of advances; investigation of benefits (licenses or exclusive innovation); advancement of a guide for the advanced change; improvement of the integrated information system; and development of software and hardware complex for innovation-related activities. The creation (or improvement) of a business model based on elements or a circular conceptual plan will have the effect of aligning innovation opportunities with the Sustainable Development Goals from an environmental perspective. (Horiashchenko Yu.,2022)

It is important to note that all operational, useful, trade, and corporate methodologies can be put into action only after the primary issues that plague every enterprise, including the lack of workers, fuel, and working capital, have been resolved.

Relevance in terms of usage. It is crucial to maintain strategic development orientations for both business and the general public in times when socio-economic life has become unstable due to the war.

Fortunately, we are already witnessing the integration of digital technologies in high-intensity manufacturing and domestic processes, as well as in Fintech, RegTech, SupTech and other industry development strategies. The main objectives of business in the post-war era ought to be: coordination of open development methodologies; creation of profile development bunches mindful for the advancement of development methodologies; control of process organization; monitoring and parity of level management; and; concluding state research agreements; and setting innovative priorities in supplier-business relationships.

Following the State of Israel's lead, it is crucial to develop sizable projects and persuade investors that Ukrainian businesses are viable even during times of war.

All those who research the challenging issues of strategic business development in intricate socio-economic contexts will find the findings of our study to be helpful.

Chapter 2. ANALYSIS OF THE STRATEGIC PLANNING OF THE ENTERPRISE ON THE EXAMPLE OF PRIVATE ENTERPRISE «TECHEXPERT»

2.1. Analysis of the state and results in particular spheres of the company activities - the base of practice

"TechExpert" has been providing a wide range of IT services since 1997. It is a private Ukrainian systems integrator with professional experience in the implementation of integrated IT projects, from software and hardware delivery to complex IT and business process automation consulting projects., as well as the supply of IT solutions and their support and additional support. (Figure 2.1)
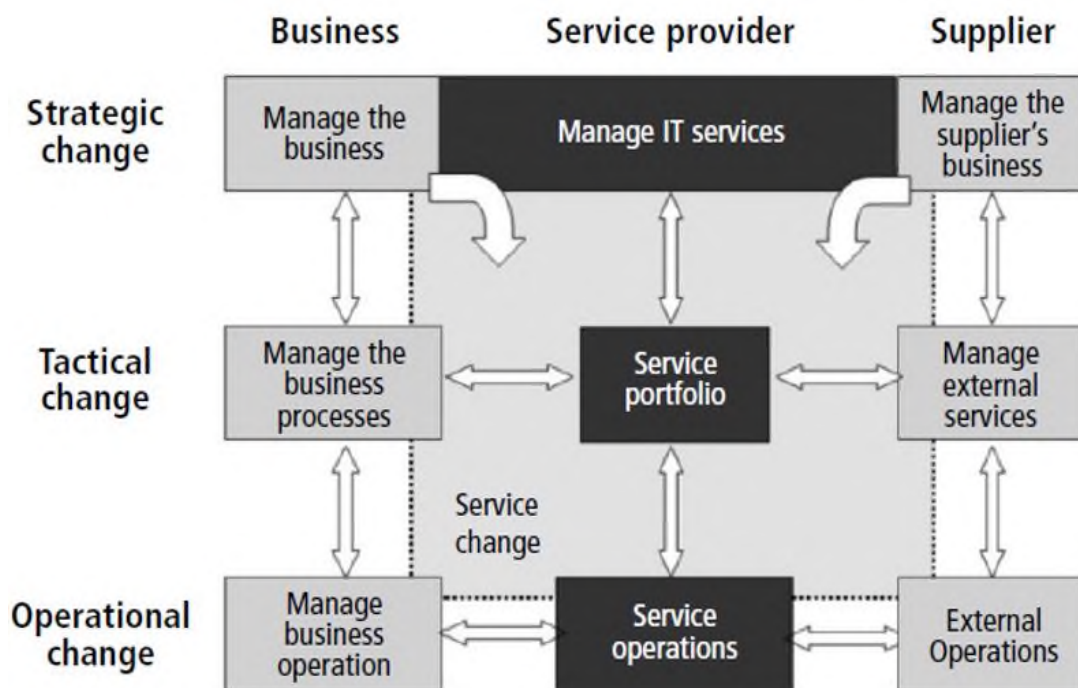

Figure 2.1: Scope of change and release management of service

Source: based on: ITIL Version 3 Chapters (hci-itil.com)

According to the CMMI (Capability Maturity Model Integration) model, the maturity level of TechExpert group companies can be assigned level 4. In short, this definition can be characterized by several factors:

1. A unified operating model with relevant regulatory documents has been created in the group.

2. The gather features a computerized change division, which incorporates qualified trade investigators who specialize in modeling, analyzing and optimizing the group's business processes.

3. Quantitative control using appropriate measurements.

4. The BPM (Business Productivity Management) system, which is part of the CRM (Customer Relationship Management) system running Microsoft Dynamics 365, is used for immediate control and analysis of business processes.

5. The operational management of the main departments of the company is based on systematic control implemented by KPI (Key Performance Indicators) CRM system helps to control and store records of deals and interaction with clients.

The advanced world is always changing, so compelling administration of trade forms is outlandish without mechanization. The group's company data framework is based on the Microsoft Windows stage. The center structure that contains information and metadata almost all clients, their get to rights and commerce frameworks is the Dynamic Catalog database. It could be a exceptionally vital portion of theinformation system, it is not only the basis for the productivity of other systems, but also for ensuring the security of the network. The implementation of Active Directory and a single enterprise domain enables the automation and management of processes such as user administration (access rights), computer administration and application administration. To implement business communication processes in teams, Microsoft Exchange Server applications are hybridlike deployed with Microsoft 365 cloud applications and Microsoft Teams. In addition to automating the email exchange process, Microsoft Exchange Server also automates the

meeting process within the organization and with external clients. In addition, personal and general time planning processes (task calendars, meetings) are automated in the group of companies.

Equally important is the automation of the management process of a set of common company resources: conference rooms, training rooms, cars, special equipment. Microsoft Teams is a modern enterprise messaging tool that also helps automate the management of webinars, meeting hosting processes, and project workgroups through connections between enterprise team members and external customers. The systems described above are used to automate processes that involve all employees of the company group without exception. Microsoft Dynamics 365 occupies a special place in the automation of business processes of companies. The application is CRM (Customer Relationship Management), which the company has been using since 2004. In the standard delivery, the application consists of three modules: sales management, administration and showcasing administration.

Based on these modules, more than 10 forms have been robotized. Based on the deal's administration module, the taking after forms are:

• Long-term sales management

• Screen the execution of deals supervisors,

• Extend administration,

• Issuance of solicitations,

• Receipt of installment,

• Stream of charging reports with outside clients through the Vchasno framework,

• Administration of counterparty signatories.

• Service-based management:

• Fulfillment of internal requirements of employees (incident management, change management,

• According to the ITIL Service Level Agreement),

• Processing of requests from external customers (technical support and maintenance processes of customer information systems);

• Regular maintenance and management,

• Service quality control (surveys and questionnaires),

• Communication management using personal offices of external clients,

• Attendance management of employees (recording of working hours, overtime);

• Processing of employee absences (holidays, sick days, vacations);

• Management of personnel selection,

• The administration handle is actualized on the premise of showcasing administration:

• Promoting exercises,

• Manage mailing list subscriptions,

• Advertising management,

• Manage the lead generation process,

• Task master planning process for marketing department employees.

The website of the Group's Corporate Training Center implements automated management. Microsoft Dynamics 365 may be a centralized coordinates application that communicates with: Microsoft Share Point (record administration, company entrance), BAS (1C - bookkeeping framework), Vchasno (outside electronic record trade), Microsoft Exchange Server (mail framework), cabinet (individual).)) outside client accounts), SendPuls (manage email marketing campaigns and generate leads on group company websites), LinkedIn (recruit and generate leads).

In addition, an authorized training center "Network Technology" has been established on the basis of the TechExpert company, which offers comprehensive services within the field of preparing and certification of IT specialists. Constant cooperation with leading hardware and software manufacturers allows to create and implement integrated solutions that combine infrastructure parts with business process automation and employee regulatory and process directives. (Annexes A, B)

Computerized frameworks of the company:

1. Financial administration framework (charging)
2. HR administration framework
3. Marketing administration framework
4. Project Administration Framework
5. Sales administration subsystem of the Preparing Center
6. Sales administration framework
7. 7Services administration framework

Robotized forms of the company:

1. Billing in CRM
2. Customer care administration
3. Integration of CRM and 1C
4. Management of computing assets
5. Management of worker benefit
6. Management of representative studies
7. Management of staff nonappearance
8. Marketing administration
9. Project Administration
10. Resource Administration
11. Sales administration
12. Site Visit Administration
13. Synchronization CRM - Viewpoint
14. Thematic classifier preparer

15. Time administration

Therefore, the analysis of the documents created by TechExpert reveals 14 rules and 46 different work instructions to organize the continuous work of employees, minimize errors in the execution of direct tasks and facilitate the work of experts. This shows a high degree of maturity and concern for the company's employees and customers. In addition, the documents confirm the processes implemented in the company and the use of modern heterogeneous technologies and software environments, which in turn confirm the position of the IT company with a focus on digital transformation (Annex C).

In addition, the "Network Technology" training center provides high-quality training and certification for IT experts within the taking after regions: Microsoft, Cisco Frameworks, Linux/FreeBSD, HP, ITIL/Cobit, Prophet, Mark, VMWare. In expansion to preparing, the center moreover offers a few preparing courses for IT directors, venture directors and clients: ITIL, extend administration strategy, MS Venture, MS Office (special creator strategy).

Several certification centers operate on the basis of the training center, which allow the following certifications: - IT specialists (Pearson VUE Select Test Center); - Project managers (together with UPMA); - MS Office users (Test Center Certiport). TechExpert has extensive experience in the successful implementation of complex projects in the information technology sector, which allows us to use advanced technologies to provide high-quality services according to world best practices.

Its financial donor is Shtompel Vyacheslav Mihailovich, Ukraine, 02140, Kyiv, Vishnakivska Street, Budynok 13-B, Apartment 177. The service type is direct virtual intake.

The share of the share capital of a legal entity or the share of voting rights of a legal entity is 100%. Their solution portfolio is designed for small and medium businesses as well as large organizations. Thanks to flexibility, availability, understanding of client needs, information of trade forms, development and change of administrations and

arrangements, TechExpert will be a solid and steady accomplice in accomplishing the company's vital objectives. Regardless of size and industry, TechExpert offers the most cost-effective and functional solutions (Annex D).

Experienced engineers and constantly trained staff enable them to provide high-level services in accordance with the world's best practices and using the latest advanced technologies.

Constant cooperation with leading hardware and software manufacturers allows to create and implement integrated solutions that combine infrastructure with business process automation (Annex E).

Their accomplices incorporate Microsoft, HP, Cisco, Check Point, Symantec, Citrix, Veeam, Pearson VUE, GFI, and their client list incorporates driving Ukrainian and remote companies and government offices. The company's mission is the preparing and viable usage of IT arrangements from the world's driving providers.

2.2. Study of factors affecting strategic planning of Techexpert

The strategic objectives are:

• Quality development and maintenance of existing areas
• "Leading" development of new promising areas: already recognized worldwide
• Greater expansion due to changes in consulting and training services
• Ability to confirm the capacities of all possible suppliers

"TechExpert" company performs:

- consulting (expertise, diagnostics of network performance, audit, risk analysis, provision of recommendations, creation of policies);
- design of information systems and security systems (selection of technologies, hardware and software);

- organize arrangements based on Brand-Rex, AESP, Nexans, R&M, Signamax, Panduit;
- equipment arrangements based on Intel, Supermicro, HP, Compaq, Asus, Cisco, 3Com,
- D-Link, etc.;
- program arrangements based on Microsoft, Unix, Linux, BSD, McAfee, Symantec, etc.;
- -rrangements for corporate phone systems based on Ericsson, Siemens, Avaya,
- Nortel, Panasonic, Samsung, LG;
- arrangements for organization of multiservice systems with voice and information integration,
- remote systems; solutions for IP-telephony based on Cisco, Avaya, 3Com, Samsung equipment;
- solutions for secure remote access to corporate information resources;
- solutions for video surveillance, security alarm and access control systems on the basis of NISS «Inspector+», «Fortetsya» etc.;
- solutions for automation of management of engineering systems of commercial and residential buildings (system "Smart House", information and control network of main components of building life support systems).
- introduction of information systems and security systems (equipment, software, installation, installation, adjustment);

Training and certification of specialists in UCC "Network Technologies":

- Microsoft
- Cisco Systems
- Linux
- FreeBSD
- ITIL
- Project Management

- Microsoft Project
- Trainings for MS Office users.
- Technical and warranty support of the system (hardware warranty, hardware and software technical support, outsourcing)

Company Certification:

- Microsoft Gold Certified Partner, Microsoft Certified Technical Education Center (MCP Learning Solution);
- Pearson VUE Authorized Test Center
- 3Com Bronze Partner, Cisco Registered Partner, D Link Authorized Reseller, Planet Authorized Reseller;
- Nexans Cabling Arrangements Certified Installer, Certified Installer SIGNAMAX (AESP), MillenniuMTM SCC Certified Installer (Brand-Rex);
- Rise above Authorization Accomplice;
- Symantec Program Accomplice, Computer Partners Associate Accomplice, Select Accomplice Veritas, Corel Accomplice, Novell Authorized Merchant.

What do you get out of cooperating with us?

- individual approach;
- short terms of delivery of ready solutions;
- flexible pricing based on project size;
- professionalism of employees (in the staff of the company - Certified specialists of Microsoft, SCO, Cisco, trained in European centers);
- time and cost savings: all necessary equipment and services are provided from a single source

TechExpert has been working in the Ukrainian IT market for more than twenty years. Their long-term strategy is to improve the business efficiency of their clients by improving the efficiency of their information systems. They provide a full range of solutions necessary for creating an organization's business environment and sustainable

operation. Considering all the above factors, the Techexpert bunch of companies could be a advanced company with operational process models for implementation and development. In groups, most of the business processes are already automated using information systems, and their improvement and automation continues, because the processes are dynamic units and constantly change under the influence of pressure from external factors and changes in internal improvement processes. This successful group of companies can serve as an example of how well management processes can be implemented and automated.

The fundamental standards of bookkeeping in Ukraine are decided by the Law of Ukraine on bookkeeping and bookkeeping No. 996-XIV of July 16, 1999, concurring to which financial substances - legitimate substances freely select the organizational shape of company bookkeeping. Concurring to Article 8 of the Law of Ukraine "On Bookkeeping and Budgetary Detailing in Ukraine", issues of bookkeeping organization of companies are inside the competence of their proprietors (proprietors) or authorized educate (authorities) in understanding with the law and the circle of competence of the originator. records. . One of the shapes of bookkeeping for companies, institutions and organizations is to make an bookkeeping office (auxiliary unit: administration level, office, office, etc.), which is headed by an bookkeeping supervisor or an worker who enters the company (institution, organization). as an bookkeeper.

Considering the over, the proficient title of the bookkeeping division (in agreement with the Ukrainian state classification law SC 003: 2010 "Calling Classification Law", affirmed by the Arrange of Ukraine dated July 28, 2010 D N 327):

"Common bookkeeper" with code 1231 (word related bunch "Directors of monetary, bookkeeping, monetary, legitimate and regulatory auxiliary units and other directors") - 1 full-time unit. "Bookkeeper (with pro recognition)", code 2411.2 (proficient bunch "Bookkeepers and qualified bookkeepers", area "Experts") - 2 full-time units.

The rights and commitments of the bookkeeping division are defined within the statutes of the work force division (each position contains a work depiction, counting the

bookkeeping division). Among them, the bookkeeping supervisor is the head of the department and is under supervision of the director.

In general, the accounting department has the following areas of responsibility:

- According to orders or other administrative documents (written on the form), the general manager performs financial, material, production, financial calculations and balances using tools and computer tools and systems (professional programs: BAS, CRM, MEdoc, SharePoint). ...).
- The main document of the accounting department is the order on the company's accounting policy, which complies with the current Ukrainian legislation.
- Funds, funds, products, goods, materials account, listing the costs of production or service provision.
- Reconcile accounts and bookkeeping units, plan introductory and pilot forms of adjust sheet calculations, enroll them within the bookkeeping records of generation, regulatory, organizational, budgetary and other costs for arranging and current purposes.
- Submit the enrollment extend within the settlement report to the Executive Common for survey and endorsement.
- Calculate and plan data and record groups for settlements with monetary educate.
- Check the convenient collection and opportune installment of obligatory expenses and charges to the state budget
- Vchasno, in agreement with the arrangements of the laws of Ukraine, submits explanations and reports to the supervisory specialists, which explanations and reports are made based on the information of the bookkeeping enlist.
- Inventory records, authorizations, solicitations, obligation records, securities, etc.
- Improvement of laws and controls for materials and other administrations.
- Work with traditions, charge, budgetary, exchange, mediator organizations and other clients.

• Accumulation of compensation, exchange of stores for the work performed, other settlements with workers, citizens and lawful substances, in understanding with the current financial enactment and in understanding with the current administrative establishments.

The accounting manager performs certain official tasks for his immediate superior (day-to-day manager):

a. Within the term specified in the company's articles of association, the company's owners are provided with an overview of the company's status in accordance with the established procedures.

b. Create the essential reports based on bookkeeping information to figure the company's money related position (e.g. to pull in extra reserves - credits, overdrafts, etc...)

c. Plan vital reports of genuine net deals benefit for administration examination.

d. Take part within the handle of drawing up the contract (endorse the money related portion of the contract).

TEK document flow is the movement of formal documents within a company from creation or receipt to completion of execution or dispatch. In expansion, the record can be in paper frame, with a damp seal and marked with the signature of the significant individual authorized to sign, or in electronic frame with a certified (VK acknowledged) signature of the individual dependable for the temporary worker.

The documentation of the fuel and energy complex is divided into three main streams:

• Incoming documents received from other organizations (in printed form and in the form of electronic mail, using specialized procedures ("Vchasno", "M.E.doc", VMD Electronic Office, etc.);

• Original documents sent to other organizations ("Vchasno", "M.E.doc", VMD Electronic Office, etc.);

• Internal documents (e-mails, commands, etc.) created in the company and used by employees of this company in administrative processes.

File traffic is the total number of incoming files created by an organization in a given period of time (monthly, quarterly, annually). The entire process of a file, from creation to transfer to storage, determines the file's timeline. This graph does not have a uniform shape. TEK is continuously improving its systems to facilitate the gradual transition to electronic document management in the future. Design it with its specific activities in mind. This ensures the optimal number of sectors and performers that each document has passed through, as well as the minimum time period it is in that sector (for example, when negotiating a fuel and energy contract with a business partner in SharePoint, each of 5 documents took 24 hours (participants are sponsor-lawyer-chief accountant-day manager).

When developing a document flow diagram, determine:

- List of documents created by the company or received from other companies (agencies, organizations);
- List of responsible persons who are authorized to prepare certain documents, process them and check their correctness and timeliness;
- Interaction programs between different company departments (contractors);
- Procedure for transferring each type of documentation from one manager (or department) to another;
- Deadlines for preparation and processing of documents, considering deadlines for providing information to end consumers. All documents related to the fuel and energy complex have an automatic registration form in the relevant professional system (BAS, CPM...), and to ensure timely and correct execution of these documents, the execution of these documents is monitored by internal instructions:
- Defining control forms and methods;
- Check the advance of convenient conveyance of archives to the agent;
- Implementation status check;

- Remove control over files;
- Send completed documents to the case;
- Accounting, compilation and analysis of documented results;
- Inform management about document progress and results.

Report for October-November 2021 Networking Technologies Training Center

Amid the detailing period, 3,391 clients gone to the site of the Preparing Center, which is 56.71% more than within the past period. The disappointment rate diminished by a record 92.55%: there were 27.94% of disappointments, it got to be 2.08%. (Figure 2.2)
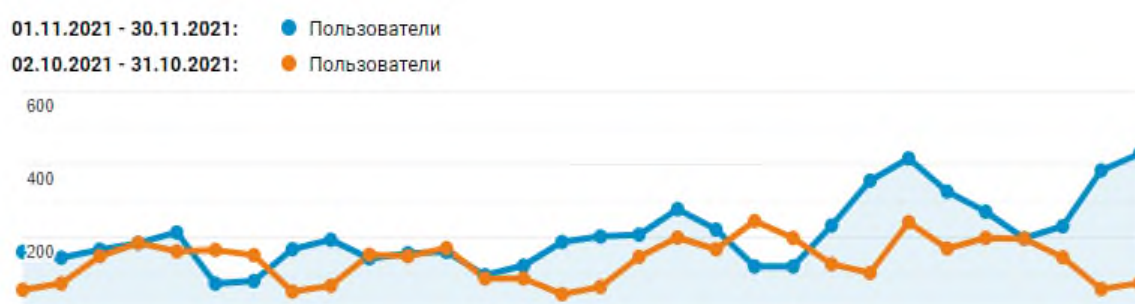
Figure 2.2: Traffic of Networking Technologies Training Center

Source: compiled by the author based on company's data analysis.

Natural look activity (59.65%), paid activity (389.02%) and social media activity (208.24%) developed the foremost. (Figure 2.3)
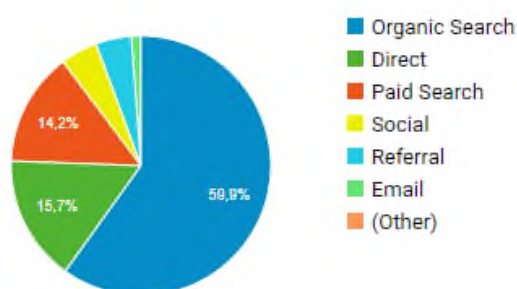
Figure 2.3: Traffic channels of Networking Technologies Training Center

Source: compiled by the author based on company's data analysis.

Amid the announcing period, the site's position on catchphrases has essentially progressed in Google's natural look (Figure 2.4, 2.5)
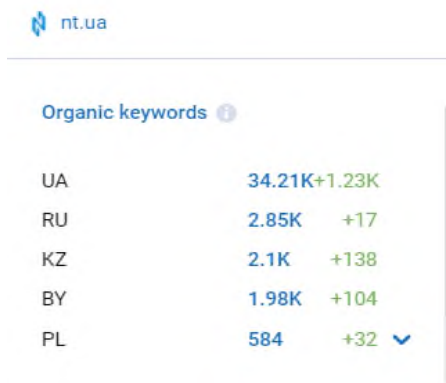
Figure 2.4: Organic keywords of Networking Technologies Training Center

Source: compiled by the author based on company's data analysis.
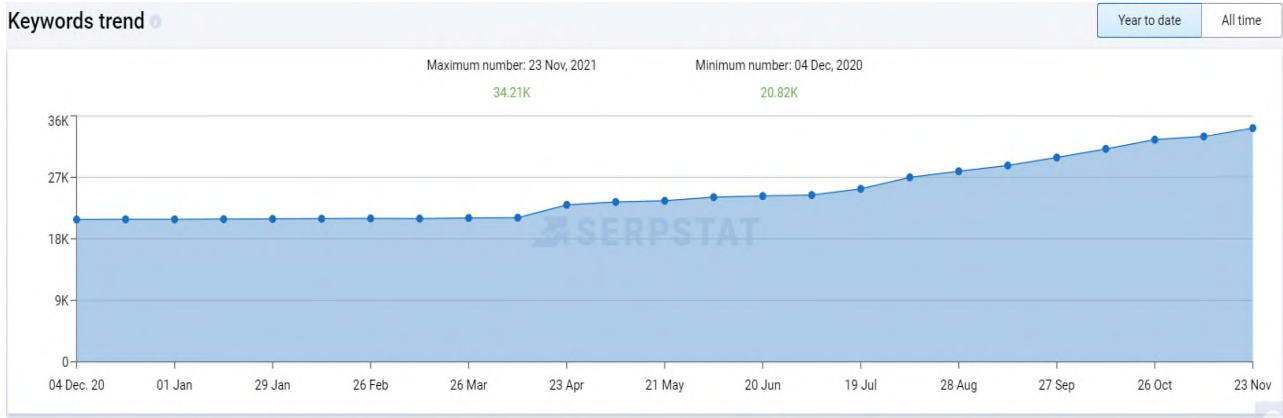
Figure 2.5: Search engine rankings Networking Technologies Training Center

Source: compiled by the author based on company's data analysis.

There's an increment within the perceivability of the site in look motors (Perceivability drift). The full number of watchwords by which the location is positioned in look too proceeds to develop (Figure 2.6)
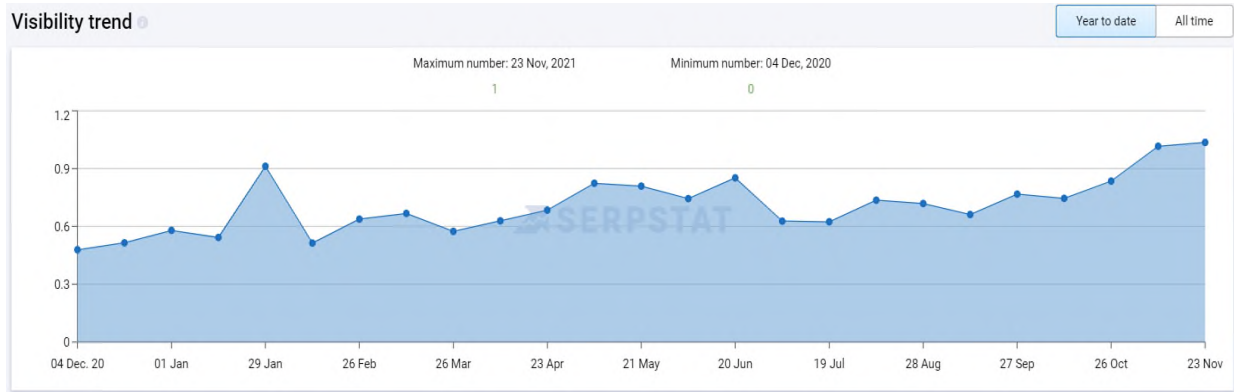
Figure 2.6: Visibility trend of Networking Technologies Training Center

Source: compiled by the author based on company's data analysis.

Conversions

So distant, Google Analytics has recorded 14 leads since November, but the following setup was not done instantly, in reality, as it were live chats made 88 calls, not checking the completion of the ask shape on the location.

TechExpert

Amid the detailing period, 4,948 clients gone by the TechExpert site, which is 10.18% more than within the past period. The normal term of the session expanded by 7.30%. (Figure 2.7)
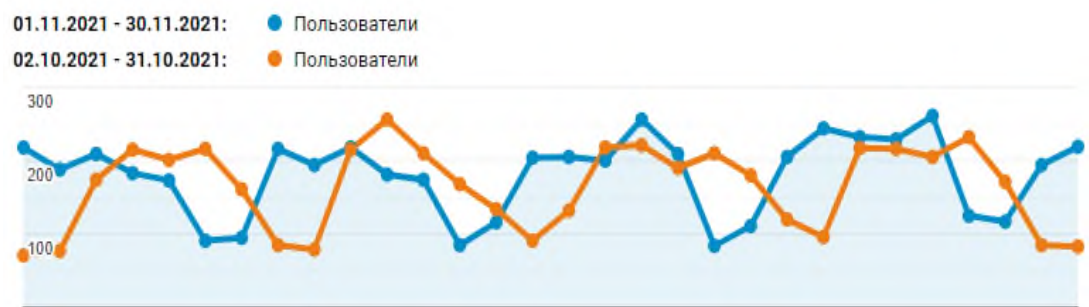
**Figure 2.7: Traffic of TechExpert**

Source: compiled by the author based on company's data analysis.

Natural look activity (17.17%), social activity (96.49%) and mail client activity (133.33%) developed the foremost. (Figure 2.8)
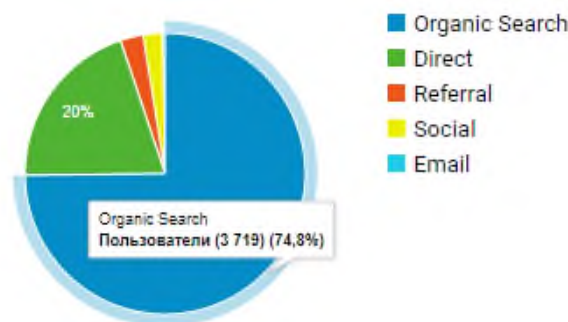
Figure 2.8: Traffic channels of TechExpert

Source: compiled by the author based on company's data analysis.

Cloud technologies "onbiz.biz"

Amid the detailing period, the Onbiz site gotten clients, which is 2.22% less than within the past period. At the same time, natural activity expanded by 28.76% (Figure 2.9, 2.10)
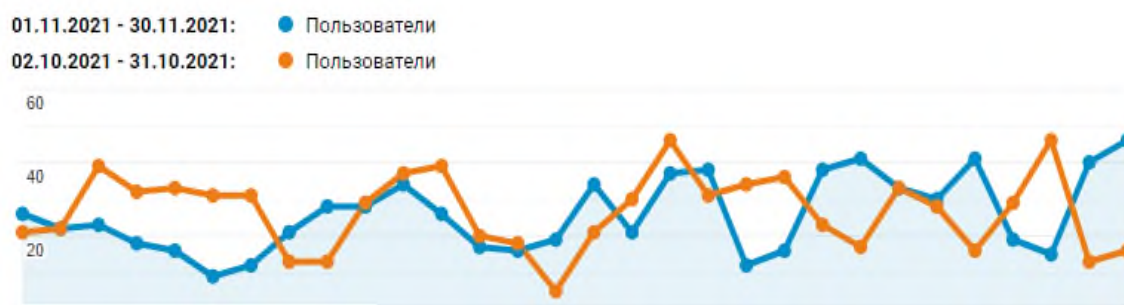
Figure 2.9: Traffic of "onbiz.biz"

Source: compiled by the author based on company's data analysis.
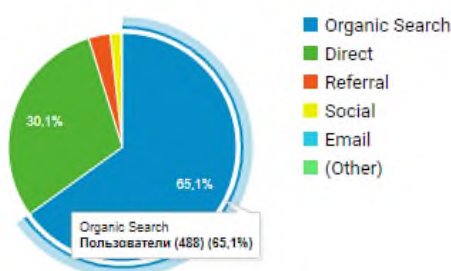
Figure 2.10: Traffic channels of "onbiz.biz"

Source: compiled by the author based on company's data analysis.

As you ready to see, the bookkeeping office has distinctive duties, as well the chief bookkeeper performs certain official assignments. All archives on the fuel and vitality complex have a computerized enlistment frame within the important specialized program (BAS, CPM...), where in arrange to guarantee convenient and appropriate execution of records screen the execution of such records in agreement with inside informational. From report October-November 2021, ready to see for most of Techexpert gather companies has expanded number of guests and activity.

The company's personnel recruitment process and the operation of personnel management services are focused on the adaptation of employees and their additional methodical support in successive phases that make up the personnel strategy, with the aim of increasing the company's market value with the help of personnel management instruments.

When evaluating the effectiveness of personnel management services, since each company has its own unique personnel management system, the relevant indicators should be selected based on the specific circumstances of each particular company. Although there are no "mandatory" KPIs for HR services, the following KPIs are most commonly used for HR services:

• frequency and number of workplace closures;

• To observe the conditions of candidate selection;

• Compliance of new employees with selection standards and quality of work;

• Employee turnover;

• Talk about employee metrics.

In modest ways, staff turnover is normal: retirees are replaced by older workers. Refreshing teams can improve the work of the organization and stimulate the introduction and implementation of new ideas.

However, uncontrolled turnover in a short period of time is dangerous - it can deprive the company of people, while simple turnover can cause losses. The departure of rare experts especially affects the work of the company - the search for a replacement takes longer.

In recent years, a lot of attention has been paid to the many HR decisions that organizations make in the area of HR management. Making such decisions is closely related to information processing processes. The more effective HR information is used, the more objective managers can make decisions on various HR issues. Ensuring the timeliness, interchangeability, storage, quantity and accuracy of information input, transformation and transmission are the operational tasks of information technology.

The strategic goal is to support the company's competitiveness by increasing its operational efficiency, based on the preservation and growth of knowledge, the company's core competencies and the professional skills of employees, ensuring effective organizational communication and increasing individual and collective productivity. to work. The company uses modern information technologies under the management of personnel and has achieved significant organizational, economic and social benefits:

1. Reduce decision-making time for management at all levels of the company;

2. Improve the quality of personnel decision-making;

3. Efficiency in preparing reports for state agencies in accordance with the requirements of legislation and regulatory acts;

4. Reduce personnel management costs;

5. Improve staff productivity;

6. Optimizing the use of specific employees' professional qualities in the company;

7. Personal records of pension savings of the company's employees;

8. Maintain a complete personal work history of company personnel;

9. Preparation of management reserve and promotion of the company's most promising employees.

All personal information technologies can be divided into three groups:

a. Internet technologies (software, e-mail, websites, instant messaging programs);

b. Technical hardware (all physical parts of computers, telephone communications, etc.);

c. Professional software (person approval procedures, information and legal systems, ERP systems.

Information technology plays an important role in improving company management standards. Tasks under the management of the company's personnel are solved using the following technologies:

- Create special instructions and schedules for the staff;
- Registration of personal data about company employees;
- Look for new employees and their movements;
- Use of work resources, planning and accounting;
- Salary, payment of various benefits, control of payments;
- Check the report amounts;
- Management systems and documents of the organization;
- Pension and tax accounting.

The software plays an important role in the protection of confidential information related to the management of the company's personnel.

Human resources software:

- Business automation systems
- 1C
- CRM HURMA
- CRM Bitrix24

In the HR department TechExpert is the responsible person who is responsible for the personnel department. Since the company has a small number of employees, it is enough to perform the assigned functions. Services are both a means and a tool to implement an organization's HR policy. TechExpert carefully formulates HR policies that cover all areas of HR work in the organization and strictly implements them. In all important areas related to personnel work (company policies for hiring and promotion of employees, as well as compensation and incentive issues), not only paper, but also proactive "work" rules and management procedures are established., etc.). Following a uniform employment policy can not only avoid many labor disputes and save a lot of money, but more importantly, achieve higher employee turnover. The main directions of personnel policy:

1. Develop unified principles of industrial strategic management and talent development;

2. Research and implementation of new methods and systems for talent training and retraining;

3. Organize strategic planning and accounting of personnel work at all levels;

4. implement an agreed tariff policy and wages;

5. Development and application of financial incentives and social security;

6. Cooperate with trade union representatives in the development of rate agreements;

7. To carry out scientific research and the development of standard methods and materials for personnel management.

The HR department of TechExpert performs the following functions:

1. Personnel selection;

2. organize professional training;

3. Consider employee changes (marital status, job change, etc.) and select employees from different levels;

4. dismissal;

5. Registration of advertising activity;

6. Social problems.

Cooperation with external organizations (labor inspection, legal institutions and lawyers, parents' organizations, trade unions, educational institutions, municipalities). Recruitment and placement is one of the most important management cycle functions performed by organizational leaders. When selecting staff, they are also placed on the basis of their professional qualities. The effectiveness of the organization's work largely depends on the quality of personnel selection and placement.

Optimization in recruitment can significantly reduce the cost of this work and make recruitment timely, efficient, reliable, economical, simple and convenient. It should be

emphasized that the personnel requirements of TechExpert are standard and comprehensive, regardless of where they are found and selected.

When hiring employees, you should use the following recruitment methods:

1. Use external sources of information to advertise in the media and online.

2. Experts are selected from graduates or students of various professional courses or specialized educational institutions.

According to TechExpert, internal recruitment sources account for only 17% of the total. Recruiting, vetting and selection is done by 30-40-year old with little initiative and a dynamic staff that demonstrates that the best labor resources are fully available (i.e. already have the skills, experience, qualifications, etc.). (Annex F)

As we can see, the process of staffing the company and the activities of the personnel management service aimed at the adaptation of employees, as well as their further methodological support of the successive stages that make up the personnel strategy aimed at increasing the market value of the company with the help of personnel management tools. Techexpert carefully formulates its personnel policy, covering all areas of work with personnel within the organization, and is strictly enforced.

2.3. Economic planning and activity of the business entity

Table 2.1

Private enterprise «TECHEXPERT», Income Statement (For the Year Ended December 31, 2022)

Category	Amount (in $)
Revenues	
- Sales of IT Services	50,000
- Software Licensing	50,000

Category	Amount (in $)
- Maintenance Contracts	75,000
Total Revenues	**175,000**
Expenses	
- Cost of Goods Sold	20,000
- Employee Salaries	25,000
- Research & Development	25,000
- Marketing & Sales	15,000
- General & Administrative	15,000
- Depreciation	5,000
Total Expenses	**105,000**
Operating Income	**25,000**
Other Gains and Losses	-
- Investment Gains	10,000
- Asset Sale (Loss)	(5,000)
Total Gains and Losses	**5,000**

Category	Amount (in $)
Net Income	**75,000**

Source: compiled by the author based on financial reporting data of the company.

The income streams are well-diversified, with a noteworthy parcel coming from support contracts (42.86%), taken after by rise to commitments from IT administrations and program authorizing (28.57% each).

The major cost categories are worker pay rates and inquire about & advancement, each constituting roughly 23.81% of the entire costs. Showcasing & Deals and Common & Authoritative costs are equal, each making up 14.29% of the whole costs.

The net income is significantly higher due to substantial investment gains, despite a loss from asset sales.

Table 2.2

Indicators of income, expenses and financial results of Private enterprise «TECHEXPERT» for 2016-2020.

Incomes, costs and profits of the enterprise	Years					Absolute deviation				Relative diviation., %			
	2016	2017	2018	2019	2020	2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020
Net income from sales of products (goods, works, services)	50315	55123	61432	63457	70890	6231	1171	5437	8901	4	-3	0	8
Cost of goods sold (goods, works, services)	31456	36798	38542	40561	43670	4761	-112	2231	5674	9	-7	5	8
Gross profit	18859	18325	22890	22896	27220	1470	1059	3206	3227	-1	16	-2	10
Other operating income	1255	1426	1798	1657	1623	89	314	-16	-10	8	25	-2	-2
Administrative expenses	5502	4912	7537	6062	6911	-590	2625	-1475	1015	-11	53	-20	18
Selling expenses	4324	3341	5923	4124	5241	-984	2582	-1799	1117	-23	77	-30	37
Other operating expenses	717	612	981	841	934	-35	280	-100	53	-5	44	-14	11

Financial result from operating activities: profit	12264	12687	14223	15024	16613	324	1237	401	1189	3	10	5	9
Other income	180	213	246	262	234	34	32	16	-28	16	15	7	-10
Financial expenses	1084	1026	1485	1266	1415	-58	459	-219	149	-8	45	-7	12
Losses from equity participation	14	16	18	19	16	3	1	1	-3	20	8	8	-14
Other expenses	760	483	1041	597	991	-277	558	-444	394	-36	115	-43	66
Pre-tax financial result: profit	10586	11374	11925	13404	16424	700	467	1278	829	6	4	11	8
Expenses (income) from income tax	1036	1072	1419	1324	1352	36	347	-95	28	3	28	-9	3
Net financial result: profit	9550	10302	12506	10506	15072	*664*	*204*	*1574*	*992*	7	1	11	8

Source: compiled by the author based on financial reporting data of the company.

The net pay from deals has appeared a reliable upward slant, with noteworthy development between 2016 and 2020. The most noteworthy increment was watched between 2019 and 2020 (8%), showing a solid deals execution in later a long time.

The taken a toll of products sold has expanded consistently from $31,456 in 2016 to $43,670 in 2020, demonstrating rising generation costs.

Authoritative costs have varied, cresting in 2018 ($7,537) and appearing a noteworthy increment from 2017 to 2018 (53%).

Offering costs have too shifted, with striking crests and troughs, appearing the most noteworthy increment from 2017 to 2018 (77%).

The net benefit has expanded from $18,859 in 2016 to $27,220 in 2020, reflecting an advancement within the company's productivity some time recently considering working costs.

The pre-tax benefit has appeared steady development, from $10,586 in 2016 to $16,424 in 2020, illustrating the company's capacity to create benefits some time recently charge.

The net budgetary result has appeared a common upward drift, with a transitory plunge in 2019. The biggest increment was from 2019 to 2020 (8%), demonstrating a recuperation and development in net productivity.

Table 2.3

Indicators of the volume of assets of Private enterprise «TECHEXPERT» for 2016-2020.

Assets	Date:						Absolute deviation				Relative diviation., %			
	31.12. 2016	31.12. 2017	31.12. 2018	31.01. 2019	31.12. 2020		2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020
I. Non-current assets														
Intangible assets	4	5	5	4	4		0	0	0	12	-6	-8	-7	300
initial value	181	242	226	205	190		-16	-21	-15	14	-7	-9	-7	7
accumulated depreciation	174	233	219	200	186		-14	-19	-14	2	-6	-9	-7	1
Incomplete capital investments	101	133	124	113	104		-9	-12	-9	74	-7	-9	-8	71
Fixed assets	4000	5392	5077	4650	4338		-314	-427	-312	178	-6	-8	-7	4
initial value	6440	8245	7488	6620	5958		-757	-868	-662	391	-9	-12	-10	7
wear and tear	1552	2066	1929	1752	1620		-137	-177	-132	213	-7	-9	-8	13
Investment Property	6987	9175	8484	7633	6993		-691	-851	-640	783	-8	-10	-8	11
Deferred tax assets	340	450	419	380	350		-31	-40	-30	-153	-7	-9	-8	-44
Total for section I	4444	5980	5625	5146	4796		-355	-479	-350	111	-6	-9	-7	2
II. Current assets	0	0	0	0	0		0	0	0	0	0	0	0	0
Stocks	33	45	42	39	0		-3	-4	-39	0	-6	-8	-100	0
Accounts receivable for products, goods, works, services	2509	3379	3180	2911	2714		-199	-269	-197	-614	-6	-8	-7	-23
Accounts receivable:														
with a budget	54	72	68	62	58		-4	-6	-4	12	-6	-9	-7	21
Other current receivables	240	321	302	275	256		-20	-26	-19	-22	-6	-9	-7	-9
Money and their equivalents	538	720	675	616	572		-45	-59	-44	-94	-6	-9	-7	-16
Deferred expenses	151	202	189	172	160		-13	-17	-12	-84	-6	-9	-7	-53
Other current assets	2332	113	2912	2650	2456		2799	-262	-194	538	2477	-9	-7	22

Total for section II	5856	4852	7369	6725	6216		2516	-643	-509	-264	52	-9	-8	-4
TOTALS	21629	22749	27288	24931	23125		*4539*	*-2357*	*-1806*	*-320*	20	-9	-7	-1

Source: compiled by the author based on financial reporting data of the company.

Table 2.4

Indicators of the volume of liabilities (capital) of the company Private enterprise «TECHEXPERT» for 2016-2020.

Liabilities	On the Date:						Absolute deviation				Relative diviation., %			
	01.01. 2016	01.01. 2017	01.01. 2018	01.01. 2019	01.01. 2020		2016- 2017	2017- 2018	2018- 2019	2019- 2020	2016- 2017	2017- 2018	2018- 2019	2019- 2020
I. Equity														
Registered (share) capital	2120	2120	2120	2120	75		0	0	-1615	0	0	0	-26	0
Capital in revaluations	16	16	16	16	11		0	0	-6	4	0	0	-5	37
Additional capital	140	140	140	206	206		0	37	0	0	0	23	0	0
Retained earnings (uncovered loss)	15285	15494	21064	18788	19746		5570	-2276	958	-1208	33	-11	10	-6
Total for section I	17561	17770	23340	21124	20033		5570	-2239	-1662	-1204	27	-9	5	-6
III. Current liabilities and collateral														
Short-term bank loans	1017	1287	1160	1017	908		-128	-142	-109	-16	-10	-12	-11	-2
Current accounts payable for:														
goods, works, services	2171	2743	1873	1934	1928		-870	61	-6	807	-32	3	0	42
calculations with the budget	90	114	102	90	80		-11	-13	-10	30	-10	-12	-11	38
insurance calculations	45	57	51	45	40		-6	-6	-5	15	-10	-12	-11	38
payroll calculations	17	21	19	17	15		-2	-2	-2	6	-10	-12	-11	38
Other current commitments	109	137	123	108	96		-14	-15	-12	40	-10	-12	-11	42
Total for section III	3448	4359	3329	3210	3067		-1031	-118	-143	883	-24	-4	-4	29
TOTALS	21629	22749	27288	24931	23125		4539	-2357	-1806	-320	20	-9	-7	-1

Source: compiled by the author based on financial reporting data of the company.

Table 2.5

Indicators that characterize the financial condition, solvency and business activity of the company Private enterprise «TECHEXPERT» for 2016-2020.

#	Indicators	Normative values	31. 12					Absolute deviation	
			2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019
1	2	3	4	5	6	7	8	9	10
1. Liquidity ratios									
1.1.	Coverage ratio	> 1	2,51	4,34	4,56	4,16	3,06	0,86	-1,01
1.2.	Rapid liquidity ratio	0,6 – 0,8	2,51	4,34	4,56	4,16	3,06	0,86	-1,01
1.3.	Absolute liquidity ratio	> 0 ()	0,23	0,33	0,25	0,21	0,14	-0,03	-0,07
1.4.	Net working capital	> 0)	5365	10245	8953	8123	6789	1234	-789
2. Indicators of financial stability									
2.1.	Coefficient of financial autonomy	> 0,5	0,65	0,81	0,75	0,90	0,91	0,36	0,07
2.2.	Funding ratio	< 1	0,28	0,09	0,13	0,04	0,01	-0,23	-0,01
2.3.	Ratio of own working capital	> 0,1	0,51	0,73	0,70	0,70	0,63	0,09	-0,03
2.4.	Equity maneuverability ratio	Magnification	0,31	0,52	0,45	0,45	0,40	0,10	-0,06
3. Indicators of business activity (a year)									
3.1.	Asset turnover ratio	Magnification	3,3	3,3	3,2	3,5	4,2	0,9	0,7
3.2.	Accounts payable turnover ratio	Magnification	27,1	31,6	39,6	40,2	39,9	9,7	-1,5
3.3.	Receivables turnover ratio	Magnification	10,0	10,0	11,0	12,5	16,3	6,1	3,7

3.4.	Receivables repayment period (days)	Magnification	27,1	28,0	23,2	20,9	15,5	-7,9	-4,7
3.5.	Accounts payable repayment period (days)	Magnification	27,1	31,6	39,6	40,2	39,9	9,7	-1,5

Source: compiled by the author based on financial reporting data of the company.

Overall, "TECHEXPERT" has made a lot of money from different sources and has been careful with their spending. The information from the past shows that profits kept going up, even though some expenses went up and down. The company is doing well financially because it has made a lot of money from its investments, which has increased its profits. Overall, the company did a good job of planning its money and managing its income and expenses.

Chapter 3. WAYS OF IMPROVING THE STRATEGIC PLANNING OF TECHEXPERT

3.1.International practice of strategic planning

The international practice of strategic planning varies across different countries and organizations, but there are several common approaches and trends that have emerged:

Future goals. Many countries and organizations plan for the future and set big goals for several years or even decades. This long-term plan will help us make decisions and allocate resources. People involved in a company or organization. Successful planning needs input from many different groups, like government, businesses, and the public. To get opinions from different people, we talk to the people involved and use ways to get their feedback, like meetings and surveys. Using evidence to make decisions is the best way to plan for the future. This is important on a global scale. It involves studying and thinking about current conditions, finding trends and challenges, and considering different political choices. Information collected from data, like measuring how well something is doing and comparing it to others, is often used to help make decisions.

Adapting. Change is important because the world changes quickly. So, plans need to be flexible and able to change too. The organizations are changing their way of planning and working. Instead of sticking to a strict plan from the top leaders, they are now being more flexible and adapting to new situations as they come up. Incorporate sustainability: More and more, companies are including sustainability in their planning and are aware of the challenges related to the environment, society, and economy. This means making a plan to reduce pollution, use more clean energy, and make sure everyone is treated fairly.

Working with others from different countries. Important to solve difficult problems that affect more than one country. Planning together with governments, organizations, and businesses can help us use our knowledge and resources in a better way.

Checking and assessing. Good planning needs good ways to check how things are going, see how well things are working, and find ways to make things better. We often use

KPIs, performance dashboards, and regular reviews to keep an eye on how well we are doing with our strategic plans and see what kind of impact they are having.

Learning and sharing what you know. It's really important for organizations to learn and share knowledge when they're planning for the future. This means keeping track of work, sharing what works well, and creating a culture where we always try to do better.

Growing a business all around the world is a great and profitable way to expand in today's global market. But it can also be scary. A good plan is needed to expand into new markets in other countries. The plan should consider the challenges and opportunities in those markets. Before going global, it's important to study the markets to make a plan. This research will help you find potential markets and see if they are right for your company. When doing research on markets around the world, there are some important things to think about.

- Market Size and Growth Potential: Find out how big the market could be andhow much it could grow in the future. Think about who is buying your product, how much money they have, how often they buy, and what's popular in the market.

Find out who else is selling similar things in the market and take a close look at the industry. This will help you understand how the competition works and what challenges you might face to get in. Understand the cultural differences and rules in the market you want to enter. This will help you customize your products and services for the local market and avoid any legal or cultural problems.

- Find good partners: Find companies or suppliers in the area to help you understand the local market.

Expanding to other countries has risks like following rules, dealing with different cultures, and dealing with changes in the market. Managing these dangers is extremely important for the success of a worldwide expansion plan. Here are some important things to think about when taking your business to other countries to avoid problems.

Follow the local laws and rules, like customs and taxes, to make sure everything is done right. To make sure you follow the rules, talk to a lawyer in your area. Understanding and

valuing the unique cultural traits of the people we are trying to reach. Tailor your marketing and messaging to fit the culture and be respectful of it.

- Financial Risks: Minimize money-related dangers such as changes in currency value and problems with payment processing. Work with money experts to make a plan to manage and reduce risk.

Check the stability of the politics and economy in the market you want to target. Think about possible risks and come up with backup plans in case there is political trouble.

Now that you have done a lot of research and made a plan to manage risks, it's time to make your strategy for entering the global market. To enter the global market, it's important to think about these things:

- Entry Mode: Choose the best way to enter a new market, like investing directly, partnering with another company, or forming an alliance. Think about the possible dangers and benefits of each way of getting in.

Make your products and services fit in with the local market. This might include creating the product, finding the best way to deliver it to customers, and the messages about what you are selling. Create a plan to sell and advertise that fits with what people in the area like and want. Advertising, spreading the word, and using social media could all be part of it.

- Local Partnership Development: Work together with local suppliers, distributors, and other important partners to help you understand and succeed in the local market.

Expanding a company worldwide can be hard, but if it's done right, it can bring big rewards. A plan to expand globally needs to look carefully at the market, competition, and resources. It should be designed to fit each organization's unique needs and goals. The plan should make the organization stand out from other companies, provide good things for customers, and help the organization grow for a long time. Due to the always changing world of business, the plan needs to be checked and changed regularly. Strong leadership is important for a company's success in other countries. It requires having a clear idea of where the company is headed, being good at talking to others, and being able to handle difficult situations. Companies can reach their long-term goals by expanding internationally with the right plan and leadership.

3.2. Modern know-how in the sphere of the strategic planning

In today's time, planning for the future has changed a lot because of new technologies and ways of doing things. Some important things to know about strategic planning are:

Using advanced tools for data analytics and business intelligence helps organizations collect, analyze, and understand large amounts of data from both inside and outside the company. This helps them see patterns and trends, which helps them make important decisions and improve performance.

Using predictive modeling and forecasting, organizations can predict future situations and evaluate how different choices might affect them. This helps them to make better decisions, reducing risks and increasing opportunities.

Planning for different potential future situations: Scenario planning involves making up a few different possible future situations based on different ideas and things we're not sure about. It helps businesses think about what could happen in the future, understand what those changes might mean, and come up with strong plans that can handle different possibilities.

Special software helps plan strategies using tools like strategy mapping, balanced scorecard, and OKR frameworks. These tools help companies set goals, measure how well they are doing, and make sure everyone is working together.

Manufactured Insights and Machine Learning are progressed advances thatare advanced technologies that help with things like understanding language, analyzing people's feelings, and making predictions. These technologies can assist in making plans for the future. These technologies help companies to do tasks automatically, find important information from messy data, and make better decisions.

Collaborative planning platforms help different teams work together and involve everyone involved in making plans for the future. These platforms help teams work together better. They have tools like working on documents together, sharing files, and managing how work gets done.

Agile and adaptive planning methods are becoming more popular because the market is changing a lot and there is a lot of uncertainty. These methods focus on being flexible, learning by trying things out over and over, and testing new ideas quickly. This helps organizations to change their plans as things around them change and new opportunities come up.

Strategic foresight and innovation help organizations see what might happen in the future, so they can make plans and changes now. This helps them to be ready for what might come next and decide how to run their business. Innovation methods like design thinking and lean startup help companies to try new things, be creative, and focus on what customers want when making plans for the future.

Every company plans for the future, but how they do it can be very different. Simply put, the process is straightforward: managers at all levels of a hierarchy need to come up with a detailed plan of action for the next year. They do this by following steps that start with setting corporate goals and end with creating a one- or two-year profit plan that everyone agrees on. Yet, figuring out who does what and when can be complicated, but it is very important for the planning to succeed.

A strategic planning system is just a structured process that helps managers organize and coordinate their planning activities. There is no one-size-fits-all planning system because every company is different in terms of size, operations, organization, and management style. A good planning system needs to be designed to fit the specific situation of a company, considering its size and diversity.

In this article, we give advice on how to design strategic planning systems. But it's important to remember that these guidelines may not always work for every situation. We don't want to tell you how to plan for your organization. You have to decide how to do it yourself.

There are some helpful ideas we can talk about, especially when comparing big companies to small ones and very diverse companies to less diverse ones. The size and variety of businesses often go together, but there are also many exceptions to this. Many big airlines are in the same industry, while some small companies with sales under $100 million

have divisions completely different businesses. For comfort here, we might conversation approximately companies as "small" or "large" characterizing those names in terms of the ordinary characteristics appeared in Figure 3.1.

Exhibit I	Characteristics of "Small" and "Large" Companies	
	"Small" companies	"Large" companies
Annual sales	Less than $100 million	More than $100 million
Diversity of operations	In a single industry	In two or more different industries
Organization structure	Functional departments	Product divisions
Top executives' expertise in industries in which company operates	Greater than that of functional subordinates	Less than that of divisional subordinates

Figure 3.1. Characteristics of "Small" and "Large" Companies.

Source: based on https://hbr.org/1976/09/how-to-design-a-strategic-planning-system

Even if your company doesn't fit exactly into either category, knowing why strategic planning is different for these two types of companies can help you create a system that works for you. The things that make small companies unique are often the same as those that make a certain department stand out in a big company. So, managers in these companies can listen to our discussion in two ways: (1) as part of the company's planning, and (2) in planning for their own smaller businesses.

When creating a strategic plan, there are six important decisions that need to be made. Big companies and small companies will need to make different choices for each problem they face. The problems are: talking about how well the company is doing, setting goals, understanding the company's surroundings, what lower-level managers are concentrating on, the role of the company planner, and connecting planning and budgeting. We will talk about each of these problems one by one and quickly explain why the design choices are different in the two companies.

Second-level managers often face challenges when they ask their bosses for guidance on how to make their strategic plans. These managers are not sure how to handle the task, so they might ask, directly or indirectly, "Can you tell us what you want from us and we will make a plan to do it. " These questions are not bad, but saying yes to them might go against

the reason for doing strategic planning. Deciding how to share goals and how detailed they should be is a big deal when designing a planning system.

When the boss of a small company (or the manager of a department in a big company) starts to plan for the future, he tells his team what he wants to achieve and how the business will get there. Most of the time, he does not tell people what he wants to achieve. Instead, he tells his managers to come up with a plan of actions that will carry out the business strategy in line with its goals. At a drug company we watched, the research, production, and sales teams presented some ideas for creating new medicines and improving ones already on the market. However, usually, this "programming" process only involves one department.

Normally, the managers understand that they should not set goals before creating and assessing the programs. This would take a lot of time and effort, and could also make the functional managers expect things that won't happen.

The programming process focuses more on looking at different options than on setting company goals. This is mainly because the managers involved in programming usually have a narrow point of view. They have less time to plan than the president and pay attention to their own parts of the business. The president chooses what needs to be done to reach the business goals. The managers don't need to know the president's goals, they just need to recommend the best programs.

Due to its focus on acting, the programming process often does not continue from one year to the next. The business should continue to have the same goals and plans, but every year it's important to review all the current programs and come up with new ones if needed. Because of this, even though the programming activity usually plans for three to five years, management doesn't really focus on the goals set the year before. Instead, we are concentrating on what's happening now, the best plans for right now, and setting a goal that we can actually reach for next year.

Large companies have a lot of different businesses. Because there are so many, the top managers might not be able to fully understand and know each one very well. So, the management has to depend on the unrestricted input from the different parts of the company.

Division managers do follow the overall goals set by the company, but usually top management should wait to set specific performance goals for the company. Normally, the manager of a division can better understands the potential of his own business if he doesn't let the company's expectations affect his judgement. Delay also allows the leaders to change how they do the task. If there's no formal plan, top managers may have their own goals, but they can't be sure if these goals are right when compared to the goals of other divisions. Suggestions from different departments help the company set better goals.

Whether the manager or management of the company decides on the goals of the department. This is often seen as a choice between setting goals from the top or bottom. Leadership at both levels must agree on the objectives of the division. An important question still needs to be answered: who should start the process in the hierarchy. The same question also applies to the general manager and functional managers of a company where everyone is the same. How you configure your planning system can have a big impact on how you solve this problem.

The small company's goals are connected to a set of approved action plans that come from the programming process. The managers can't set goals for their work until the president has chosen the programs. Choosing a group of action plans decides the goals for each part of the team. In a lot of small companies, like the pharmaceutical company we talked about, a set of action plans outlines the goals for each department because they all depend on each other.

Functional goal setting is like starting from the top and working downwards. The managers suggest what to do, but the president decides the plans and goals for all the managers.

In a big company with many different types of businesses, the company's limits on how much work it can handle influence how they approach things from the bottom up. The different groups within the company start a lot of the goal setting because they need to know a lot about the specific business conditions in their industry.

Creating clear goals in a big company is hard. In the beginning of a formal planning process, it's usually best to let the division manager come up with divisional goals for the

first year or two. This method helps him with his business and encourages him to think strategically within his division.

After the managers have worked together to decide on divisional goals, the division manager's yearly goals will become more restricted. In a company that makes things people buy, the first few years of planning were a learning experience for the managers in each part of the company and for the top bosses. They had to figure out how to make plans work and understand the big problems each part of the company was facing.

The more we negotiate and set goals over the years, the better we get at it. This makes the process work better. Business leaders can support this growth by establishing a system that keeps a good balance between top-level and lower-level employees. One way to discover the proper adjust is to not state the company's goals right away, but to ask the division manager to suggest goals for their division.

A strategic planning system does two big things: it makes a long-term plan for what to do and helps the company adjust to changes in the environment. When companies create a new system, they usually focus on how all the parts work together. The system's design should also check the environment to make sure the planning can adapt to changes.

The managers give their employees information about what they think will happen in the future for the business. Each manager makes plans for their own area without talking to the others, so they all need the same information about the economy and environment.

Small companies need to look at their surroundings to make plans. They don't just gather information about markets, competitors, and technology. They use this information to come up with strategies for the future. A company that sells a product to rich teenagers and young adults might spend a lot of time studying trends in population and how much money people are making. It is possible to make a pretty good guess about how big the market will be in five years, and this would be helpful in seeing how much the company could grow.

Large companies have a hard time keeping track of all the changes in the environment. It's too much for the top bosses to handle on their own. Division managers need to study the

outside world that could affect their companies. In these situations, the main office usually gives only a few guesses about the environment, mostly about the economy.

Big companies that want to grow by buying other companies might also find environmental scanning very useful. A company that makes different types of electronics and advanced technology wanted to reduce its dependence on defense contracts. The bad habit president in charge of arranging went through a lot of time looking for other companies to buy. He made friends with investors and consultants and told them about his company's plans.

In a strategic plan, where should middle managers focus. What is the role of division managers, functional managers, and top management. We will look at whether plans should focus more on numbers or ideas, and on money or long-term plans.

Creating a plan for a small company might need a lot of talking between different teams. A lot of this trade is best understood in terms of money or numbers, like how many people work, how much product is made, and how big the buildings are. Financial or quantitative data is important for two reasons: 1. It helps managers understand the size of a proposed program and think about the results of carrying it out. 2 It helps the president confidently choose which programs to put into action. The drug company we talked about earlier looks at how money moves around from different programs suggested by the different departments.

In real life, the money and numbers in planning become more and more detailed as the process goes on, ending in very specific plans that make up the operating budget.

In a big company with many different parts, the bosses want each part to have a plan for the future and for the managers of each part to work hard to make that plan happen. In the beginning of the arranging program, division directors ought to be allowed to create as many financial details as they want for their proposals. This means they might give too much financial information that isn't needed for planning the business. After a year or two, the company needs to clearly state the financial details needed to support division proposals, and they should ask for only the most necessary information.

Division managers need to change their focus to finding and studying different strategic options and using their knowledge to quickly figure out how these options will affect finances. This has been our goal from the start, but it's hard to do at first. Not changing the focus is an even bigger problem. Planning just becomes about numbers and doesn't achieve its goal.

Since the division manager may not have experience with making long-term financial plans for the business, creating them would be helpful. These projections help him think further into the future. They make him explain his business model more clearly and allow him to predict changes in how well the business is doing financially. Therefore, the manager first plans based on money, similar to making a long-term budget. Management of the company needs to make sure the system requirements are designed to help ease the pressure that comes with starting formal planning for a division manager.

One big thing to remember for the head of a big company: don't get too involved in making business plans that you start doing the managers' job. We looked into a situation where a new president was chosen for a big company that sells things to people, even though they had mostly worked in advertising before. He wanted to help one of his teams make a better marketing plan. This can stop the group from making a practical plan that they can really commit to. In this situation, people silently disagreed with the president's ideas and put them aside.

One big problem in designing the planning system is figuring out where the corporate planner belongs. Strategic planning is something that managers do to make sure the business is going in the right direction. It's not a good idea to have people who aren't managers make the plans and then give them to the managers to follow. It will probably cause problems. Strategic planning involves people working together, and the planner is just one of the people involved. For the process to work well, he needs to know his job clearly. The job of a corporate planner is different in small and big companies.

In a little company (or a part of a big company that makes products), the planner helps the president (or the general manager) with planning the staff. He helps the managers plan and also helps the president choose the best action programs. The president and his assistant

are the only ones who have a big picture of the company's decisions. The assistant needs to do most of the analysis.

In this job, the planner can become a very important member of the president's or general manager's team. If he uses his power carefully, he can still be effective while leading the departments. They understand the need to look at different program options from different parts of the organization. The assistant's main job is to organize the planning process by putting together the analysis that helps create action plans.

In a big company, the position of corporate planners can show division managers how important formal strategic planning is compared to regular budgeting. At first, the planner's job is to encourage managers to think strategically. He helps company leaders manage resources better and assists division managers in planning for their departments. However, he should not give in to the desire to get more involved in creating the plans, or he might not be as effective.

The planner's main job is to keep the system running smoothly and make sure everything is working together properly as the plan develops. He watches how things are changing and makes sure everything stays on track. His work is exceptionally diverse from the basically considering part of the organizer within the little company.

The steps in arranging are a deliberate handle of making commitments to distinctive methodologies. Each step is associated to the steps some time recently it, in hypothesis.

In monetary terms, this connect may be very clear; for illustration, a department profit estimate arranged within the first arranging cycle may ended up a commitment to form a benefit in following year's working budget. In spite of the fact that few companies anticipate to realize this money related connect in narrowing down the choices, all parties included within the handle ought to get it the expecting relationship between the cycles.

How quick this narrowing ought to be may be a matter of situational plan, which depends on the particular corporate environment. The near interface between arranging and budgeting shows that more key commitments were made at an prior arrange. On the other hand, free authoritative implies that the narrowing prepare is slower and will happen mainly late, at the organize of budgeting the method.

Figure 3.2 appears illustrations of moderate and quick decreasing profiles. Note that a company that does not contract much within the early stages faces the errand of considering a expansive number of vital issues at the budgeting arrange. This means that either the company is equipped with the right organization to process a huge and " peaky " budget burden, or completely neglects some choices, with the likely result of quality loss of the allocation decision.
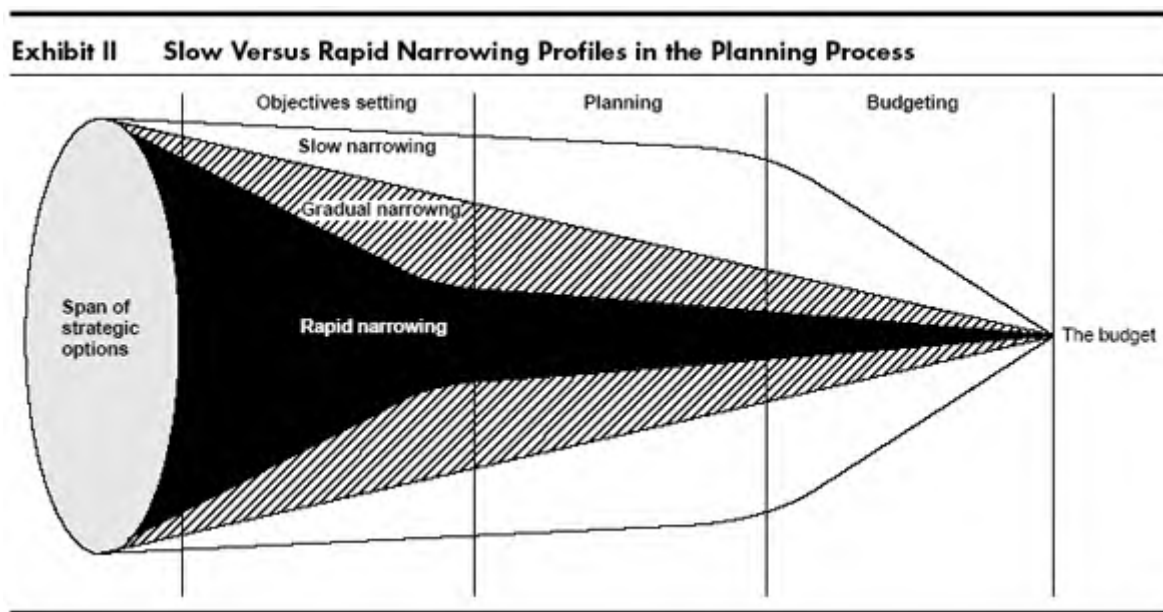

Figure 3.2. Slow Versus Rapid Narrowing Profiles in the Planning Process.

Source: based on https://hbr.org/1976/09/how-to-design-a-strategic-planning-system

In cash terms, this association may be clear; for case, a department's anticipated benefit within the to begin with arranging cycle may ended up the benefit goal for next year's budget. Although not many companies think they will be able to link their finances and narrow down their options, everyone involved in the process should understand how the cycles are supposed to be connected.

How quickly things should get smaller depends on the specific company. Close coordination between planning and budgeting implies that important decisions have been made early on. On the other hand, a loose linkage means that the narrowing process will happen more slowly and will mainly happen later, during the budgeting stage.

A small company that doesn't do a lot of different things might want to make decisions quickly, because the people in charge already know a lot about the few things the company does. After that, managers who are in charge of specific tasks can start making plans to keep carrying out the strategy. It is possible to connect the chosen programs to the budgets using numbers, and this type of connection is commonly done.

In a big company, connections between different parts are not as strong and changes happen slowly. In the beginning, the top managers should let division managers focus on coming up with good plans for their businesses. But the lower-level executives need to remember that this is different from making long-term budgets and meeting performance goals.

As the system grows, management can slowly speed up the process of making it more focused, without risking the creative side of planning. As things improve, we can better understand how planning and budgeting are connected. One big company that makes heavy equipment has made the connection between planning and budgeting stronger. The pioneers think that this advance may be a result of their shared key thoughts getting more grounded.

Fundamentally, the companies we looked at utilize distinctive arranging methods.

The issues that administration must address, and our endeavor to portray what is sweet hone in little and huge companies, are summarized in Figure 3.3.

Exhibit III   Approaches to Planning System Design Issues

Issues	"Small" companies	"Large" companies New planning system	Mature planning system
Communication of corporate goals	Not explicit	Not explicit	Explicit
Goal-setting process	Top-down	Bottom-up	"Negotiated"
Corporate-level environmental scanning	Strategic	Statistical	Statistical
Subordinate managers' focus	Financial	Financial	Strategic
Corporate planner's role	Analyst	Catalyst	Coordinator
Linkage of planning and budgeting	Tight	Loose	Tight

(Situational settings)

Figure 3.3. Approaches to Planning System Design Issues.

Source: based on https://hbr.org/1976/09/how-to-design-a-strategic-planning-system

In simple companies and product units of bigger companies, the top leaders think about the future of the business. In these companies, there is often no need for a formal process to help organize the reflective activity because there are only a few managers involved. Instead, formal strategic planning focuses on creating and reviewing new action plans to put the strategy into action. The planning system shows that the goals are set by people in charge, there is a strong connection to the budget, and the staff planning officer has an important role in analyzing programs and scanning the environment.

In companies that work in different types of industries and are split into different product sections, starting a formal plan for the future is a big job. The first year or two of this effort is like an investment to help division managers become better at planning. The benefits of this will not be seen until later when the system gets better.

If the planning system wants to stay alive and be more than just putting numbers on forms, it needs to change quickly in many ways. An older system can be very useful because it helps company leaders make good decisions together.

Any business or organization is always changing and can be affected by its surroundings. To stay good at planning, the way we plan things needs to be a constant job that needs careful attention and good understanding from the managers.

3.3. Substantiation of improvement of strategic planning of TECHEXPERT

Improving how a company plans for the future can lead to many advantages, supported by many reasons:

Better planning makes sure that the goals and objectives of the organization are in line with its mission and vision. This alignment helps everyone in the organization understand their goals and work together to achieve them.

Making better choices: A better way to plan helps organizations make smarter and more effective decisions. By looking carefully at the environment, studying the market, and

thinking about what the organization can do, companies can make plans to take advantage of opportunities and reduce potential risks.

Resource optimization means making the best use of your resources. By planning strategically, organizations can use their resources more efficiently. They can focus on the most important initiatives and those that will have the biggest impact. This makes sure that money, employees, and time are used well to help achieve important goals.

Improved agility: Getting better at making plans helps companies to adjust quickly to changes in the business world. By regularly checking and changing plans, companies can quickly respond to new opportunities and challenges, staying ahead in fast-changing markets.

Better Tracking of Performance: Better planning includes strong ways to measure how well a company is doing, so they can see how close they are to their goals. This helps to quickly find any problems with the plan and fix them, making sure the organization stays on track to reach its goals.

Involving stakeholders in planning: A better planning process helps to get more people at all levels of the organization involved and agreeing with the plan. By including important people in the planning, organizations can use different views and knowledge to make better strategies.

Cultural Alignment: Good planning helps create a work environment where people take responsibility, are open and work well together. By clearly sharing the main goals of a company and keeping everyone on the same page, businesses can make sure that every employee is working towards the same big goals. This can help employees feel like they are part of the team and are committed to the company's success.

Improving how a company plans helps it do better and grow over time. Organizations can do better by setting clear goals, using resources well, and always trying to improve. This helps them make more money for their stakeholders in the long run.

Today, strategic planning has changed, becoming more visionary and collaborative, including DEI and focusing on implementation and action. Below, we examine four main trends for changing strategic planning or developing a strategic framework

for TECHEXPERT.

- Moving from programming to envisioning

Strategic planning is when a company decides on its goals and how to use its resources like people, money, and programs to achieve those goals. According to an important article by Henry Mintzberg in Harvard Business Review, strategic planning has gone through many changes. Since the mid-1960s, the process has changed from just identifying what already exists, to planning without acting, to now thinking strategically which involves putting ideas together, using intuition, and being creative. Mintzberg says that when you think strategically, you should have a clear vision of where you want the company to go.

Thinking strategically is an important skill for nonprofit leaders. We believe that envisioning a strategy is also really important. Today, lots of companies are using different ways to plan for the future, like studying the competition or thinking about big ideas. Woven into these tools is appreciative inquiry, which is a team-based way of making positive changes in organizations. It focuses on building on what's going well, instead of only looking for problems to solve.

- Prioritizing collaboration and inclusion

In 2008, many nonprofit organizations did their strategic planning without getting input from others. They went on leadership trips or held regular meetings where their top leaders planned for how the organization could improve and stay ahead of its competitors for the next three years. They took all the detailed information and made it into complicated messages for the rest of the company, funders, and community to understand. And many times, after the plan was made, it was put on a shelf in an office or in a computer folder and not looked at until it was time to plan again.

In 2023, a lot of nonprofit organizations have improved their strategic planning by working together and including more people in the process. Today, more people are included in the discussions, like all staff, community members, supporters, and families. The approach isn't run anymore. Organizations ask for ideas and opinions from many different people to make sure their plan matches the hopes and needs of the people it

helps. They do this through meetings, surveys, talking groups, and online. Working together like this makes everyone feel like they are a part of the team and that they are responsible for its success.

Working together could also mean teaming up with another charity for a common goal. We suggest that it's a good idea to work with other organizations to achieve your goals as you figure out your organization's main priorities. Think about teaming up with another organization to make your mission work faster and find new ways to make a difference.

- Integrating with DEI Initiatives

Listening to a lot of different people and working together can make a bigger difference in society. It also fits with the newest way of planning, which includes making sure everyone is treated fairly and included. Today, companies work hard to make sure their plans not only help them achieve their goals but also reflect their commitment to diversity, fairness, and including everyone.

This change has been happening slowly over the past 15 years. Fifteen years ago, not many organizations thought that DEI was important for their strategy. Ten years ago, many leaders of nonprofit organizations decided to make diversity, equity, and inclusion (DEI) a top priority in their business plans because they knew it would have a good impact. Today, they are working to make things fair for everyone in and outside of the organization by including diversity, equity, and inclusion practices in all of their planning. For instance, lots of non-profit organizations check to see if their plans include diversity, equity, and inclusion. They do this before making any big plans to make sure they are being fair and inclusive. Some people link their internal diversity, equity, and inclusion needs to the impact that non-profit organizations are trying to have in the community.

- Combining DEI with strategic planning

Non-profit organizations can combine DEI with the strategic planning process by:
  - Linking the DEI business case with the organisational strategy
  - Integration of DEI stakeholders and the strategic planning team

- Creative transmission of goals

- Measuring progress and results

- Promoting implementation

Many problems with traditional strategic planning happen when the process stops after the plan is made. The plan is supposed to help us accomplish something. The goal is to use it to change what will happen in the future. Nonprofits have found that putting a plan into action is where the real success of strategic planning happens.

"Plan-based action is when people turn big goals into specific tasks and actions. " Measuring how well we are doing is really important during this change. Companies can keep an eye on these numbers to see if they are reaching their goals. Also, checking the money outcomes of different projects in the plan makes sure the organization meets its goals. Lots of companies today use special software called business intelligence to show important information and financial results in a visual way. This helps them change their plans quickly if needed, so they can reach their business goals.

New technology has changed how nonprofit teams work together to plan for the future. In 2008, nonprofits mostly used old information and stories from people to plan their actions. Today, data tools help nonprofits understand how donors give, how well programs work, and what the community needs. This method uses data to help organizations make better decisions, use resources well, and adjust their plans to meet the changing needs of their customers.

Planning is important for nonprofit organizations to reach their goals. However, the ways and ideas about this important process have changed a lot. The nonprofit industry is determined to make changes because it's important to be able to adapt and change quickly. Many companies are no longer using the three-to-five-year planning term and are instead using a more flexible approach.

With this new focus on continuous learning, monitoring, and adjusting strategies in real-time, TECHEXPERT partner with outside experts to refine their approaches while staying true to their mission in an ever-changing world.

As well, we can notify three rules of substantiation of improvement of STRATEGIC PLANNING:

Rule 1: Simplify the strategic statement.

Center your vitality on the key choices that influence wage choice creators, that's, clients. They will select to spend cash in your trade on the off chance that your esteem recommendation is superior than your competitors'. Victory depends on two choices: the choice on the put of play (to which particular clients ought to be coordinated) and the choice to win (how to form an appealing value offer for these clients). In the event that the client isn't within the portion or region in which the company chooses to play, they will likely not indeed know approximately the accessibility and nature of their offer. If the company interfaces with this client, the choice of winning strategy will decide whether it'll be attractive for the target offered esteem condition.

In case the procedure as it were applying to these two choices, it'll not got to include the creation of long and dull arranging reports. There's no reason why a company's vital choices cannot be summarized on a single page utilizing simple words and ideas. Characterizing key choices, where to play and how to win, keeps the discourse on track and increments the probability that directors will lock in within the key challenges the company faces, rather than withdrawing to the consolation zone of arranging.

Rule 2: Recognize that strategy is not about excellence.

As specified, directors unwittingly accept that the technique ought to accomplish the precision and prescient control of fetched arranging in other words, it ought to be nearly idealize. But given that methodology is essentially almost income, not fetched, fabulousness is an inconceivable standard. Subsequently, at its best, the methodology abbreviates the chances of the company's wagers. Directors must internalize this reality in the event that they are not to be scared by the method of making techniques.

For this to happen, sheets of directors and controllers have to be fortified instead of challenge the thought that the procedure includes a wagered. At whatever point administration inquires supervisors on the off chance that they are certain in their procedure, or controllers tell them to certify the precision of methodology decision-making, it

debilitates the genuine creation of the procedure. Whereas sheets and controllers may need the world to be knowable and controlled, that's fair not how it works. Until they acknowledge this, they will get arranging rather than a methodology and numerous pardons almost why incomes did not show up.

Rule 3: Express logic.

The as it were beyond any doubt way to move forward your hit rate in key choices is to test the rationale of your considering: to create your choices make sense of what you wish to accept almost clients, around the advancement of the industry, almost the competition, and more, around your conceivable outcomes? It is exceptionally vital to compose down the answers to these questions, since the human intellect normally modifies history and will announce that the world has created to a great extent concurring to arrange, instead of recalling, it said, how vital wagers were really put and why. In the event that the rationale is recorded and after that compared with genuine occasions, directors will be able to rapidly see when and how the technique does not bring the required result, and will be able to form the fundamental alterations as Henry Mintzberg anticipated. In expansion, by watching with a certain level of teach what works and what does not, supervisors will be able to make strides methodology choice making.

When managers apply these rules, their fear of making key choices will decrease. It's great, but as it were up to a certain point. In case a company is totally fulfilled with its choices, there's a chance of losing vital changes in its environment. I contended that arranging, cost management, and center on opportunity are perilous pitfalls for a technique maker. In any case, these activities are essential; no company can neglect them. Since in case it could be a technique that powers clients to supply the company with income, arranging, fetched control, and opportunities determine whether incomes can be gotten at a cost that's productive for the company. Human nature is what it is, arranging and other activities will continuously rule the methodology, not serve it unless cognizant endeavors are made to avoid it. In the event that you are feeling comfortable with the technique of the company, you likely don't make such an exertion.

CONCLUSIONS AND SUGGESTIONS

Through this course project, we considered:

1. Theoretical aspect of the essence of strategic planning of the enterprise
2. Practice of strategic planning of the enterprise
3. Define opportunities for improvement of strategic planning of the enterprise

At last, effective strategic planning has numerous focal points. It powers organizations to be mindful of long-term state of openings and challenges. It moreover powers you to expect dangers and get it what assets will be required to seize openings and overcome key issues.

Strategic planning gives people a sense of course and guides them around a shared mission. It creates standards and responsibility. Strategic planning can improve operational plans and performance. It also helps organizations reduce time spent on crisis management, where they respond to unexpected changes that they did not anticipate and prepare.

Suggestion 1: Intergovernmental organizations should develop member-led strategies, combining stakeholder management and strategic negotiation techniques when enrollment is huge and decision-making is consensus-based.

Suggestion 2: Intergovernmental organizations should develop results-based strategies, combining a strategic planning system and a logical incremental approach when the scope is broad but concrete and definable, there is a strong vertical hierarchy and multidimensional structure.

Suggestion 3: Intergovernmental organisations should develop environmental strategies when independence and flexibility are high, combining the Miles and Snow framework with a dynamic capability approach.

As well, there are some conclusions about Private Enterprise «TECHEXPERT»:

- Strong Financial Performance: The IT company has demonstrated strong financial performance over the last fiscal year, with significant revenues from a diversified portfolio of IT services, software licensing, and maintenance contracts.

- Operational Efficiency: The company's cost management strategy has been effective, leading to a healthy operating income. Employee salaries, while substantial, are commensurate with industry standards and market rates.

- Investment Opportunities: The company has realized gains from investments, indicating a proactive approach to capital deployment. However, there was a minor loss from asset sales, which may require further evaluation.

- Room for Growth: With consistent revenues and a sound operational foundation, the company is well-positioned for expansion and future growth in the IT sector.

- Market Competitiveness: The IT company competes effectively in a highly competitive market, but ongoing investment in research and development is essential to stay competitive and innovative.

My suggestions for the Private Enterprise «TECHEXPERT»:

- Diversify Revenue Streams: Continue to explore new revenue streams and opportunities within the IT sector, including emerging technologies and niche markets. This could involve expanding the product and service portfolio.

- Optimize Cost Management: While cost management has been effective, periodically review expenses to identify potential areas for optimization. Ensure that any cost-cutting measures do not compromise product or service quality.

- Increase R&D Investment: Invest more significantly in research and development to maintain competitiveness and stay at the forefront of technological advancements. Innovation will be key in the ever-evolving IT industry.

- Asset Sale Evaluation: When considering asset sales, conduct thorough evaluations to minimize losses and maximize returns. Seek expert advice when necessary to make informed decisions.

- Market Expansion: Consider opportunities for geographic or market expansion, both nationally and internationally. Entering new markets and diversifying the customer base can mitigate risk and drive growth.

- Employee Development: Focus on employee improvement and maintenance to guarantee a talented and persuaded workforce. Offering competitive salaries and benefits, along with a nurturing work environment, can enhance productivity.

- Risk Mitigation: Continue to identify potential risks to the business, such as cybersecurity threats, and develop comprehensive risk mitigation plans. Staying proactive in this area is essential for long-term stability.

- Regular Financial Review: Implement regular financial reviews, perhaps on a quarterly or bi-annual basis, to monitor progress, align strategic objectives, and adapt the business strategy as needed.

- Stakeholder Communication: Keep up open and straightforward communication with partners, counting representatives, financial specialists, and clients. This cultivates believe and guarantees everybody is adjusted with the company's vision and objectives.

- Sustainability Initiatives: Explore sustainability initiatives within the IT company. Green IT practices not only reduce environmental impact but can also be attractive to environmentally-conscious client

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ANNEXES

<div align="right">Annex A</div>

The automation of business processes

System	Process	Tasks to be performed	Process Managers
HR management system	Time management	Accounting for time in/out of the office, accounting for remote work	Heads of departments/divisions
HR management system	Management of staff absence	Recording vacations, sicknesses, time off	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Management vacations	Heads of departments/divisions
Services management system	Customer care management	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and the possibility of billing for services rendered	Heads of departments/divisions
Services management system	Management of employee service	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and	Heads of departments/divisions

		the possibility of billing for services rendered	
Services management system	Resource Management	Resource employment planning: planned work to support the functioning of systems, migrations, self-training	Heads of departments/divisions

System	Process	Tasks to be performed	Process Managers
Services management system	Customer care management	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and the possibility of billing for services rendered	Heads of departments/divisions
Services management system	Customer care management	Interaction with customers through the portal	Heads of departments/divisions
Financial management system (billing)	Billing in CRM	Starting the process in case of an error	DIS service managers
Financial management system (billing)	Billing in CRM	Billing in the Cabinet, Hosting section	DIS service managers
Financial management system (billing)	Billing in CRM	ElDocExch	
Financial management	Billing in CRM	SharePoint, CRM	

System	Process	Tasks to be performed	Process Managers
system (billing)			
Financial management system (billing)	Integration of CRM and 1C	Creating invoice	
Sales management system	Management of computing resources	Accounting for the resources used by the company's customers, billing	Head of Cloud Services Department
Sales management system	Sales management	How do I get started with Accounts? Procedure	

Continued Annex A

System	Process	Tasks to be performed	Process Managers
Sales management system	Sales management	How to work with calls. Working with the report Interaction history" (ACCOUNT SUMMARY)	
Sales management system	Sales management	Creating responses to marketing campaigns. Converting feedback into possible deals.	
Sales management system	Sales management	Working with objects in MS CRM Opportunity and Product	
Sales management system	Sales management	How to create and process possible deals when selling courses	

Sales management system	Synchronization CRM - Outlook	Tracking emails by contacts in CRM	Heads of departments/divisions
Sales management subsystem of the Training Center	Thematic classifier process		
Sales management subsystem of the Training Center	Sales management		
Project Management System	Project Management		
Marketing management system	Site Visit Management		
Marketing management system	Marketing management	Notifications to managers	

Source: compiled by the author based on company's data analysis.

Annex B

Regulations and process instructions

#	Process	Regulations	Instructions of the manager or his representative
1	Time management	EMPLOYEE TIME MANAGEMENT SYSTEM	
2	Management of staff absence	Managing staff absence	

3	Management of employee surveys		Instruction Questionnaire for employees - for direct supervisorsx
4	Management of employee surveys		Instruction Employee Questionnaire - for HRx
5	Management of employee surveys		Instruction Employee Questionnaire - for employeesx
6	Management of employee surveys		Instructions for coordinating vacation applications_manager
7	Management of employee surveys		Instructions for applying for leave_user
8	Customer care management	Service management ITSM_R_A_2008_v1_0	INCIDENT MANAGEMENT PROCESS AND ROLE INSTRUCTION of the Executor and Senior Working Group
9	Customer care management		Instructions for working with external enquiries in CRM
10	Management of employee service	ITSM_R_U_2008_v12	INCIDENT MANAGEMENT PROCESS WORKING INSTRUCTIONS Users
11	Resource Management	ITSM_IM_DP_2008_v10	IT SERVICES MANAGEMENT SYSTEM, PROCEDURE Incident Management
12	Customer care management		Instructions for the Service section in the Cabinet
13	Customer care management		Registering and logging into Cabinet

14	Billing in CRM		Instructions on how to start billing in CRM

№	Process	Regulations	Instructions of the manager or his representative
15	Billing in CRM		Service Manager Instruction (billing in Cabinet)x
16	Billing in CRM		Instructions on Hosting (Billing) in the Cabinetx
17	Billing in CRM		Development and automation of electronic document management system (EDMS)
18	Billing in CRM		Creating workspaces User manual
19	Integration of CRM and 1C		Instructions for managers to issue invoices in CRMx
20	Management of computing resources		User manual
21	Sales management		Instructions for CRM 2016 usersx
22	Sales management		Instructions for meetingsx
23	Sales management		How to get started with Accountx
24	Sales management		User manual (FollowUp)
25	Sales management		Instructions (feedback)
26	Sales management		Rules of work in MS CRM

№	Process	Regulations	Instructions of the manager or his representative
27	Sales management		Sales_guide_v1
28	Sales management		Manual_Import listeners from Excel
29	Sales management		Instructions to update the basex
30	Sales management	Sales BPM Instructions for Sales Managers TechExpert CRM 2016	

<div align="right">Continued Annex B</div>

№	Process	Regulations	Instructions of the manager or his representative
31	Sales management	CRM 2016 Possible Transaction Management Instructions	
32	Synchronization CRM - Outlook		Dynamics 365 Connector Installationx
33	Thematic classifier process		User Manual
34	Sales management		User's Guide_Schedule_v2
35	Sales management		Instructions for accessing the version of the schedule for instructorsx
36	Sales management		Instructor's Guide_v1
37	Sales management	Rules for EC certificates	
38	Sales management	User Instructions (Schedule Distribution)	

№	Process	Regulations	Instructions of the manager or his representative
39	Sales management		User manual - filling and processing questionnaires in CRM - v.08.04.2020
40	Project Management	SM R CRM - Instruction Working Areas - for managers, project participantsx	
41	Project Management	SM R CRM - Instruction Work Areas - for accountant and lawyerx	
42	Project Management	SM R CRM - Working areas - for managers	
43	Project Management	Instructions for working with the portal and sites on SharePoint	
44	Site Visit Management	Regulations_Site Visit Management Processes (SMPP) - 2017	Instructions for processing visits to the site nt.ua

Continued Annex B

№	Process	Regulations	Instructions of the manager or his representative
45	Site Visit Management		The Magic of Webview in Examples and Slides v.2.0
46	Marketing management		Questionnaire Editor Instructionsx
47	Marketing management		Instructions for adding a new coursex
48	Marketing management		Instructions for creating and hacking questionnaires in Word
49	Marketing management		Instructions for assigning responsible managers in the CRM

50	Marketing management		Instruction for a quick transfer.
51	Marketing management		Instructions for working with social networksx
52	Marketing management		Mailing instructions (adding pictures to the template)x
53	Marketing management		Instructions for sending e-mail newsletters via mergex
54	Marketing management		The magic of rotators
55	Marketing management		Instruction_Module_Activities2012x
56	Marketing management		Instructions Registration for the course from the sitex
57	Marketing management		Instruction process Birthdays

Source: compiled by the author based on company's data analysis.

Annex C

Analysis of the documents

System/Process	Amount of Instructions of the manager or his representative	Aamount of Regulations
Financial management system (billing)	**6**	
Billing in CRM	5	
Integration of CRM and 1C	1	
HR management system	**5**	**2**
Management of employee surveys	5	
Management of staff absence		1

Time management		1
Marketing management system	**14**	**1**
Marketing management	12	
Site Visit Management	2	1
Project Management System		**4**
Project Management		4
Sales management subsystem of the Training Center	**5**	**2**
Sales management	4	2
Thematic classifier process	1	
Sales management system	**10**	**2**
Management of computing resources		
Sales management	9	2
Synchronization CRM - Outlook	1	
Services management system	**6**	**3**
Customer care management	4	1
Management of employee service	1	1
Resource Management	1	1
Total	46	14

Source: compiled by the author based on company's data analysis.

Annex D

SWOT - analysis

Evaluation parameters	**S – strengths**	**W – weaknesses**
Organization	− High level of qualification of technical staff	− Low interest of staff in the development of the company as a whole

	− Clear division of functional responsibilities	− Weak interaction between departments and employees
Production	− Existence of higher statuses from existing partners High quality of trainings	− Lack of official Cisco status − A large share of fixed costs
Finance	− Profitability − Financial stability	− Lack of additional source of funding
Innovation	− High speed of updating training programs − Fast enough payback of new products	−
Marketing	− Competitive price level − A wide range of trainings − A wide range of additional services − Positive image of the training center − High level of qualification of service personnel	− Sluggish marketing support − Inefficiency of the method of direct sales as the only means of sale − A small number of cross-sales − Unknown brand in a wide range of consumers

Continued Annex D

Evaluation parameters	**O - opportunities**	**T – threats**
Demand factors	− Growth of market capacity	− Low growth of market capacity − Falling demand for training in "pure" form
Factors of competition	− Absence (in principle) of substitute goods − A significant share	− - The presence of strong competitors
Economic factors	− Increasing the level of income of the population − Increasing the profitability of enterprises	− High inflation − Unpredictable state policy, including tax

Political and legal factors	–	– Political instability in the country – Insecurity of the supplier
Scientific and technical factors	–	–
Socio-demographic factors	– Lack of highly qualified specialists (=> training available) – Improving the social policy of enterprises, including training	– Weak social programs of employers - risks of serious training costs
Socio-cultural factors	– Increasing the interest of specialists in consultations / training	–
Natural and environmental factors	–	–
International factors	–	–

Source: compiled by the author based on company's data analysis.

Annex E

Matrix of SWOT-analysis

	Opportunities	Threats
Strengths	*How to take advantage of opportunities* Maximally "exploit" the achieved level of quality and earned reputation. Hold sales. Actively develop and promote existing areas, remain a leader. Hold sales.	*At the expense of what it is possible to reduce threats* Expand the range of trainings offered not only through the range. But also due to the format: actively promote areas that are closely integrated with training: just technical advice (F2F format) and management advice Also, maximize cross-selling.

	Actively develop and promote existing areas, remain a leader.	
Weaknesses	*That can prevent you from taking advantage of opportunities* Aggressive competition policy	*The biggest dangers for the company* Strong competitors can intercept most of the market due to aggressive policies and high levels of cross-selling

Source: compiled by the author based on company's data analysis.

List Of "Techexpert" Employees, By Generation

Full Name	Job Title	Year of birth	Generation
Employee 12	Junior .NET Developer	1996	Z
Employee 16	System Analyst	1996	Z
Employee 33	2nd Line Support Engineer	1996	Z
Employee 1	Junior network engineer	1999	Z
Employee 9	Engineer 1st Line	2000	Z
Employee 5	Sales Manager	2001	Z

Full Name	Job Title	Year of birth	Generation
Shtompel Oleksandr	Service Manager	2001	Z
Employee 2	Service manager	2002	Z
Employee 44	Junior engineer	2002	Z
		Z quantity	9

Employee 36	Human Resources Manager	1982	Y
Employee 35	Personnel inspector	1983	Y
Employee 14	Legal Counsel	1985	Y
Employee 8	IT Solutions Sales Manager	1985	Y
Employee 20	Deputy technical manager	1986	Y
Employee 27	PHP programmer	1986	Y
Employee 23	Test Center Administrator	1988	Y
Employee 19	Infrastructure Department Business Development Manager	1991	Y
Employee 28	Associate Technology Engineer	1991	Y
Employee 17	Training Center Manager	1992	Y
Employee 34	Sales Manager	1992	Y
Employee 41	Digital Transformation Analyst	1992	Y
Employee 11	Cyber Security Engineer	1993	Y
Employee 21	IT recruiter	1993	Y
Employee 26	Junior 1st Line Engineer	1993	Y
Employee 30	Sales Manager	1993	Y
Employee 38	Technology Manager/Architect of Network Solutions Technology Department	1993	Y
Employee 4	Project Manager	1993	Y
Employee 7	System Analyst	1993	Y

Continued Annex F

Full Name	Job Title	Year of birth	Generation
Employee 24	Business Development Manager of Automation DepartmentBusiness Development Manager	1994	Y

Employee 43	Manager	1994	Y
Employee 25	.NET programmer	1995	Y
Employee 31	Training Center Systems Administrator	1995	Y
		Y quantity	23
Employee 15	Consulting Engineer	1969	X
Employee 32	Manager of administrative activities	1970	X
Employee 39	CEO	1970	X
Employee 42	Director of the training center	1970	X
Employee 6	Accountant	1975	X
Employee 29	Deputy Director of the TC	1976	X
Employee 45	Director of Infrastructure Solutions	1977	X
Employee 46	System Analyst	1977	X
Employee 18	SharePoint Developer	1979	X
Employee 3	Chief Accountant	1979	X
Employee 40	Head of technical support and maintenance of the Infrastructure Solutions Department	1979	X
Employee 10	Commercial Director	1980	X
		X quantity	12
Employee 22	Deputy General Director for General Affairs	1947	BB
Employee 13	Accountant	1962	BB
		BB quantity	2
		Total number	**46**

Source: compiled by the author based on company's data analysis.