

FEATURES OF THE FORMATION AND IMPLEMENTATION OF THE ENTERPRISE BUSINESS STRATEGY

Svitlana Kulakova*, PhD in Economics

Vira Chevhanova**, PhD in Economics

Poltava National Technical Yuri Kondratyuk University

Olha Novikova***, Doctor of Economics

Institute of Industrial Economics of National Academy of Sciences of Ukraine, Kyiv

*ORCID 0000-0002-7149-0356

** ORCID 0000-0003-1428-430X

***ORCID 0000-0002-8263-1054

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Introduction. Today rapid and complex projected transformational changes are taking place in the internal and external environment of the enterprise. That's why the most important question is raised about the importance of a well-balanced implementation of the business strategy to achieve the most competitive positions in the market.

An overview of the latest sources of research and publications. The research of the aspects and specific business strategies of the enterprise has been reflected in the open cases by most foreign and domestic scholars, among them are the contributions by D. Aaker, I. Ansoff, P. Drucker, D. Cleland, G. Mintzberg, A. Mazaraki, A. Mishchenko, S. Oborska, M. Porter, A. Thompson, J. Streklenda, H. Tarasiuk, S. Shershniova and others. In this case only the mechanism of its realization in the national economy of Ukraine were studied by N. Briukhovetska, I. Bulieiev, O. Vikhanskyi, H. Guizhyna, M. Kyzyma, N. Klymova, N. Rylska. However, the breach of the questions in this article does not need to be disclosed, and therefore requires additional research with specific examples and suggestions.

Setting objectives. The aim of the research is to study the peculiarities of the mechanism of the formation and implementation of the business strategy of the company as a complex multidimensional process of strategic management, as well as the development of practical recommendations and proposals for the implementation of its effective directions in the investigated trading enterprise in order to strengthen and maintain its competitive positions in the market.

Main material and results. The strategy of the enterprise is formed depending on the chosen strategic goal, which lies within the overall mission of the enterprise, and, therefore, it is also within its strategic management. Moreover, the search for an appropriate strategy is initially carried out within the framework of the choice of the concrete level to which it will be influenced – corporate, business, functional or operational (fig. 1). Naturally, in their hierarchy they form a pyramid, each higher level of which includes the strategic measures of the previous one.

As we can see from Fig. 1, the highest level is the corporate strategy that is responsible for developing a general management plan for a diversified enterprise and extends to all its divisions, areas of activity, outlines the general direction of development. Consequently, we can say that this level or type of strategy is inherent only for large enterprises.

A business strategy is subject to corporate strategy. It focuses on managing a successful business in one particular area of its business (that is, a defined business unit) and is to achieve long-term business (competitive) benefits. It should be noted that for small and medium enterprises the level of corporate strategy is eliminated and therefore transfers its characteristics to a business strategy that in this case plays the role of a corporate strategy aimed at achieving and maintaining its competitive advantages and disclosure of competitive potential.

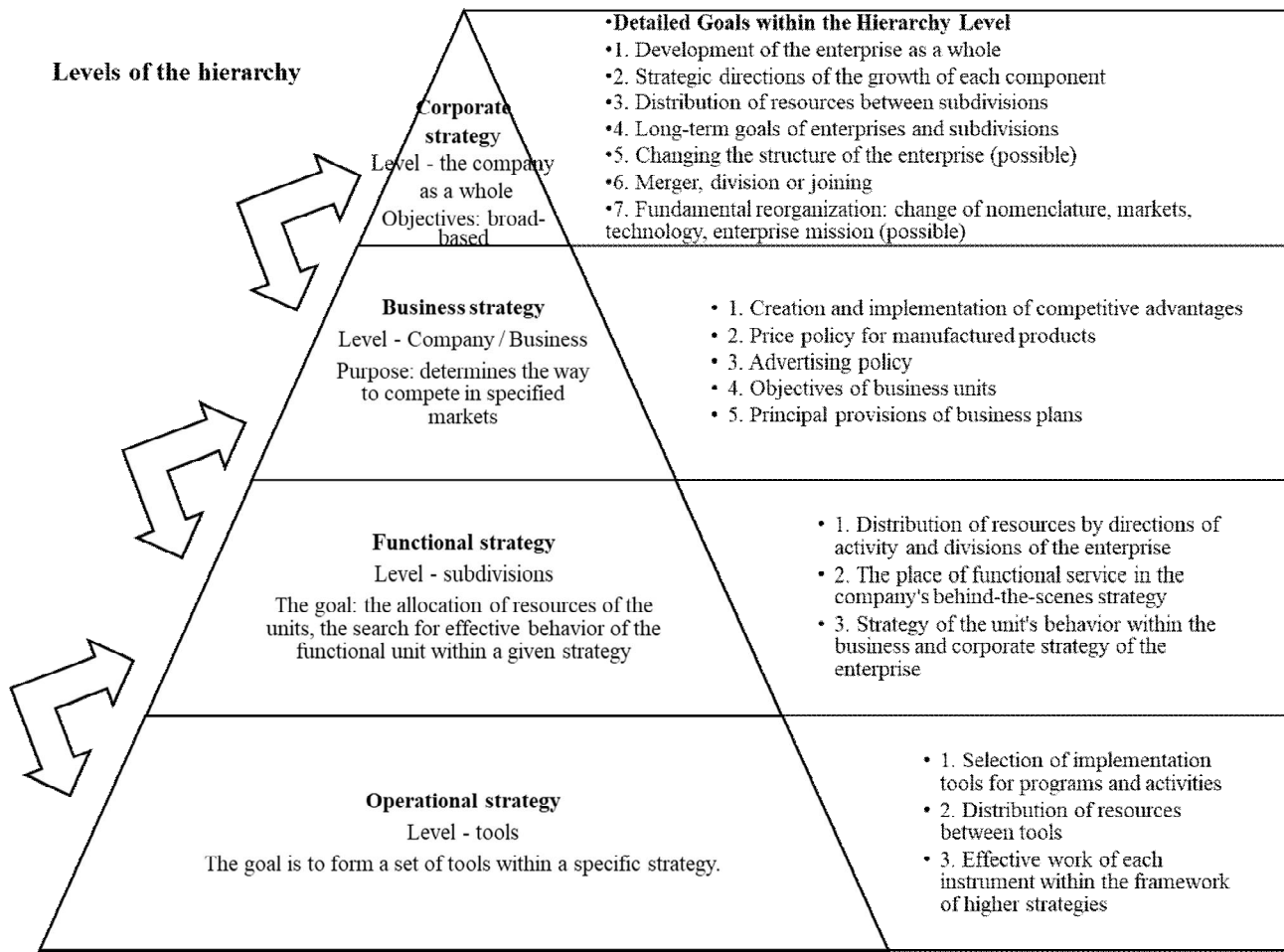


Fig.1 Pyramid of Strategic Levels of Decision Making

Source: developed by the authors by materials of scientific works [1, 2]

In turn, the business strategy includes measures of a functional strategy. A group of strategies for this level specifies details in the overall strategy of the enterprise (respectively, corporate or business) by defining approaches, actions in the management of the units and the functions assigned to them. That is, a functional strategy is aimed at the efficient use of enterprise resources that are at the disposal of its divisions, within the framework of the implementation of a common strategy.

The lowest level is an operational strategy that defines the principles of managing the links of the organizational structure and methods for solving strategically important operational tasks (procurement, inventory management, repair, transportation, advertising). Develop it, respectively, for functional areas in order to implement strategies of higher rank.

The choice of a specific strategy for the development of each particular business enterprise is the basis of strategic management, and the business strategy is the basis and the most important subsystem of the organization's strategy. So, let's focus on business strategy of the enterprise.

A business level strategy is a management plan for a separate business entity in order to enhance and maintain the achieved level of competitiveness, to ensure timely and adequate response to changes in the external environment and coordination between subdivisions. It includes a number of approaches and directions that are developed by the management to achieve the best performance indicators in a specific area of activity, and includes setting goals and targets that are disclosed in terms of "profit", "market share", product recovery, analysis of its own position in the market.

A business strategy determines how to win strong long-term competitive positions in a particular business. In a specific strategy for a separate business unit, it consists in the subordination of its main elements to the leading strategic directions of the enterprise as a whole and in the particular emphasis on the development of functional strategies of business units (an independent unit, a separate type of activity, a business enterprise division) [3].

Today, the concept of business strategy has not been fully explored, and therefore its interpretation by various scholars is often similar to each other. Therefore, we give the main ones, quite authentic in their interpretation, in tabular form (Table 1).

Table 1

Definition of the concept of business strategy of the enterprise

Definition of the concept	Author
A strategy that determines the approach of an enterprise or a defined strategic business unit to achieve and maintain competitive advantage in its strategic business area (business)	D. Aaker [1]
Strategy of business units, which determines the direction of action to ensure competitive advantages in a specific area of the enterprise	D. Gorelov, S. Bolshenko [4, p. 42]
The business concept of functioning and (or) development of this business for a given strategic perspective is presented in the form of a system of critical management decisions and a program of adequate actions that can realize this concept and provide for this business competitive advantages and acceptable efficiency	S. Popov [5, p. 119]
A top-level strategy for highly specialized enterprises or a second-tier level for diversified corporations (the level of individual business units of the corporation), which determines the development of measures aimed at enhancing competitiveness and maintaining competitive advantages in the long run; formation of a mechanism for responding to external changes; unification of strategic actions of the main functional units; solving specific problems associated with business	V. Dykan, V. Zubenko O. Makovoz [6, p. 65]
The general algorithm, the scenario of an alternative behavior of an enterprise in a changing environment, the realization of which should lead it to achieve the set of strategic concept objectives: a competitive advantage in selected segments,	N. Rylska [3]
The system of management decisions that determine the perspective directions of enterprise development, the sphere, forms and methods of its activity in the changing environment and the order of distribution of resources to achieve the goals	S Savchuk [7, p.46]
A plan for management of a separate business unit of an enterprise, based on actions and approaches aimed at ensuring successful activity in one particular business sphere	I. Sokirnyk [8, p. 219]
The plan of management of the sphere of activity of the enterprise, which consists of a number of approaches and areas, developed by management in order to achieve the best performance indicators in one particular area of activity	H. Strokovyich [1]

Source: generalized by the authors on the materials of scientific works [1, 3, 4, 5, 6, 7, 8]

Thus, the essence of the business strategy is to formulate a system of strategic measures that will allow the company in the future to conquer and hold strong long-term competitive positions. It is embodied in most cases in business plans, which defines the methods and forms of managing various types of business in order to balance the economic portfolio. On the basis of its analysis one can understand how the company will succeed in the competition [6, p. 61].

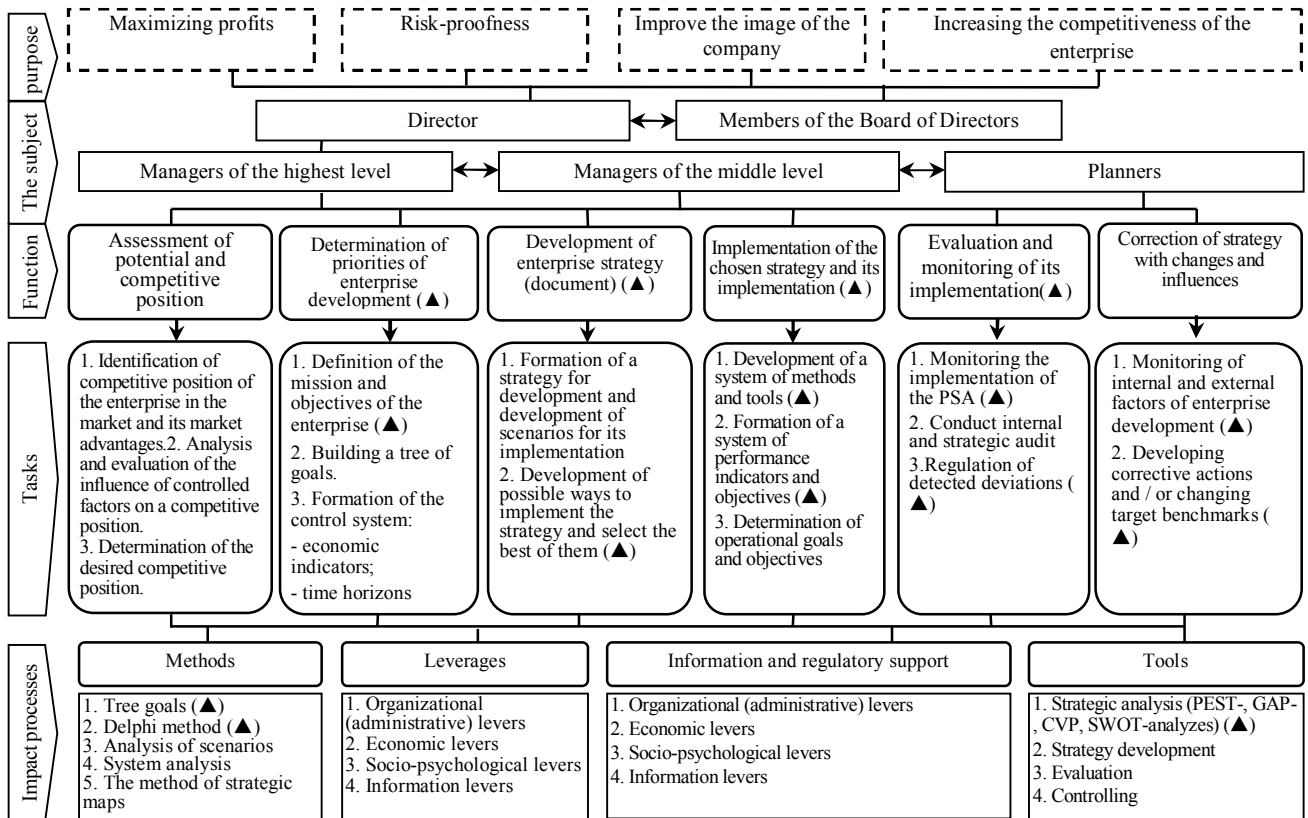
The enterprise strategy, including at the business level, must fulfill the following tasks:

- to synthesize technical, technological, ecological, economic, managerial and other aspects of the development of the object of management;
- to integrate different aspects of the managed object, for example, for the enterprise - the mission, potential, structure, corporate culture, management system, etc.;
- to orient the activity of the enterprise to achieve not immediate tasks, and strategic goals, ensuring the satisfaction of strategic social, corporate and personal interests;
- to embody scientific achievements in the field of economics, technology, management and other sciences;
- be flexible, take into account the multivariable strategic situations that arise in space and time;
- to concentrate strategic and tactical competitive advantages of subjects and objects of management, the external environment, knowledge, skills and experience of the whole collective. All the creative workers of the organization (systems) must participate in the development strategy, and the responsibility for the final strategic results (zero goal level tree) must be borne by the first manager, for the intermediate results (other levels of target trees) - relevant managers and responsible executives;
- be moderately risky, but do not understate the strategic advantages of competitors and not overestimate their advantages [9, p. 87].

In general, they are reduced to the creation of the necessary prerequisites for the formation of competitive advantages, the realization of which will enable a certain enterprise to take and hold more in the market of its management [17].

In general, the essence of strategic planning for enterprise development can be considered as a system set of planning (an organizational model that includes planning systems), planning functions (a functional model that contains detailed elements), and an information component (which includes input and output parameters) that combined into a single mechanism for strategic planning.

Schematically, the organizational and economic mechanism for the formation and implementation of business strategy for enterprise development is shown in Fig. 1.



▲ – not fully activated functional blocks of strategic management LLC "Hyundai Center Poltava"

Fig. 2 - Organizational and economic mechanism of formation and implementation of business strategy for enterprise development

Source: Improved by the author on the materials [10]

Thus, according to the developed mechanism and the logic of applying the reverse order method, the state of the current system of strategic management was analyzed, for example, LLC "Hyundai Center Poltava".

For clarity on the above pic. 1: triangles are assigned functional blocks of strategic management, which are not fully activated on "Hyundai Center of Poltava" Ltd, namely:

- at the level of functions: it is necessary to determine the mission of the enterprise and its strategic goals, to introduce a financially detailed business strategy with an increased level of reliability of strategic assumptions and calculations, to develop a system of ongoing control over its implementation;

- At the level of tasks: it is necessary to analyze the factors of influence on the competitive position of the company, to systematize the selected goals in a hierarchical order, to develop strategic alternatives, to allocate the most optimal ones and economically substantiate the choice, and also to introduce a system for monitoring the implementation and adjustment of the strategy;

- at the level of processes of influence: it is necessary to put into practice methods for constructing a goal tree, the Delphi method and strategic analysis (PEST, GAP, CVP, SWOT analyzes, etc. [18]).

Strategic management at the enterprise should be carried out on the basis of the analogy method, which consists in activating and using the associative thinking of man to generate new ideas and proposals by comparing the investigated phenomenon, process, object with other similar [11, c. 169]. At the same time we can take direct competitors as analogues of LLC "Hyundai Center Poltava". This approach allows us to establish the equivalence relation between the two systems based on the assumption of their similarity and, on the basis of this, transfer the properties of one system or their totality to another.

The main group of competitors in the Hyundai price segment in the Poltava region LLC Hyundai Center Poltava considers car dealers of brands Renault, Ford, Skoda, KIA, Toyota, Honda, Nissan, Mitsubishi and Mazda. At the same time, the Bosch-service station is currently open in Audi, Mitsubishi LADA, in Poltava. However, this group of competitors does not accurately reflect the real picture, because in fact, listed brands are in different areas of strategic management – certain segments of the environment, within which the enterprises carry out or intend to carry out activities. Such inaccuracies arose due to lack of substantiation from the positions of strategic management.

In this case, for Hyundai Center Poltava Ltd, in determining direct competitors, it would be advisable to conduct a more in-depth analysis, based not only on the rating statistics of car sales in the price segment and popularity among customers within each model line [12], but and on the map of strategic groups (Fig. 3), where enterprises of "one type" are united in large circles, which schematically indicate their own strategic areas of management.

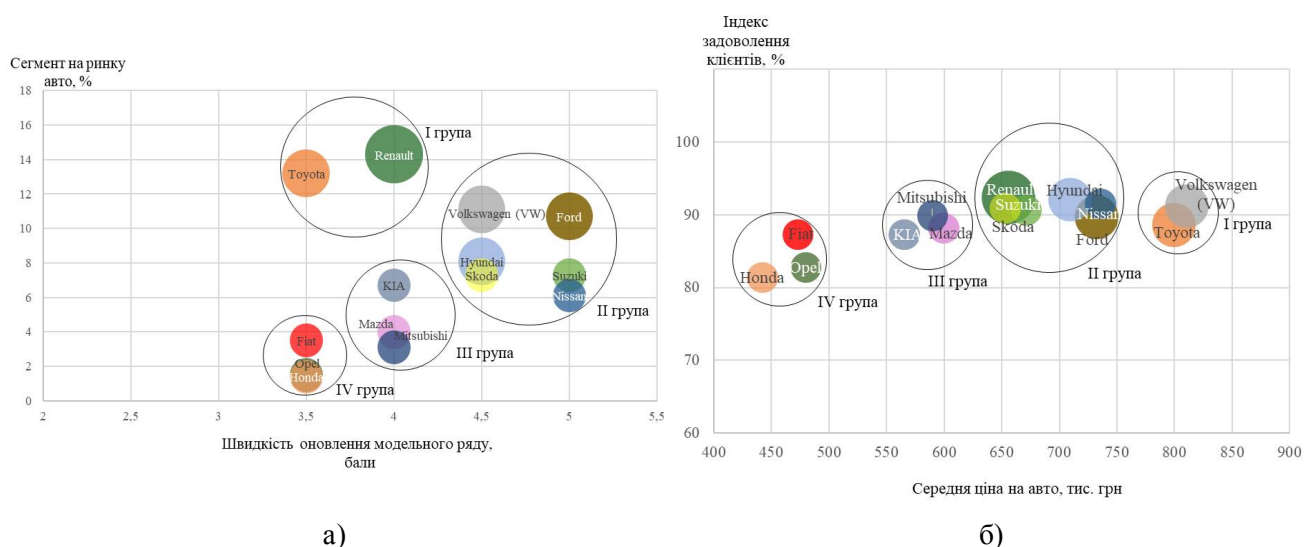


Fig. 3 - Map of strategic groups of competing enterprises of automotive market of Poltava region by parameters:

- a) "segment in the automotive market – the speed of updating the model range"**
- b) "customer satisfaction index – average price for cars"**

Source: compiled by the author

As we see from Fig. 3a, within the parameters of "segment in the automobile market – the speed of updating of the lineup" direct competitors of "Hyundai Center Poltava" LLC are car dealers in the Poltava region, representing the brands Volkswagen, Ford, Suzuki, Nissan and Skoda. But making a final conclusion based on only one map of strategic groups is not acceptable. Therefore, we will build a second card according to the parameters "customer satisfaction index - average price for cars" (Fig. 3b).

According to the developed map of strategic groups for parameters "Customer satisfaction index – average price for cars", LLC Hyundai Center Poltava is within the second group of competing enterprises, which also includes car dealers-representatives of such brands as Renault, Ford, Suzuki, Nissan and Skoda.

Let's turn to the third card of strategic groups, the basic parameters of which are "techno-technological equipment ASC – the attitude of staff ASC to customers" (Figure 4).

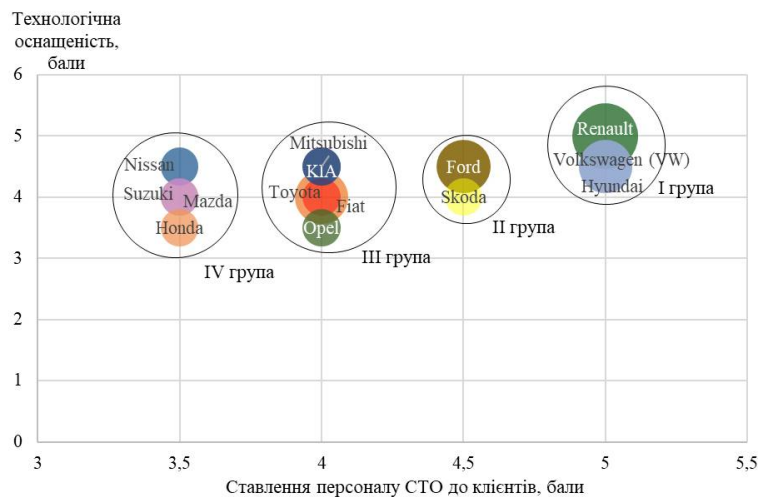


Fig. 4 - Map of strategic groups of competing enterprises the automotive market of the Poltava region for parameters "Techno-technological equipment STO - the attitude of staff to service customers"

Source: compiled by the author

As can be seen from Fig. 4, Direct competitors of Hyundai Center of Poltava Ltd, within the framework of this strategic group map, are competitors of the brands Renault and Volkswagen.

Therefore, taking into account the data of Fig. 3-4, we can conclude that the direct competitors of the investigated company are car dealers of the following automotive brands: Renault, Volkswagen, Ford, Suzuki, Skoda and Nissan.

As you can see, the above list is much shorter and more precise than the one defined at the enterprise. Therefore, due to such inaccuracies, the strategic management of "Hyundai Center of Poltava" Ltd. from the position of identifying its main competitors is not sufficiently precise and insufficiently substantiated.

However, in order not only to identify direct competitors, but also to know which parameters they are ahead of the investigated company, it would be advisable to carry out a more in-depth analysis and comparison of the goods and services provided by LLC "Hyundai Center Poltava" with similar proposals of its direct competitors. In this case, the analysis process would take place in four stages:

- collection, data compilation and construction of a comparative table for the automotive market (Table 2);

- general analysis according to the data of the previous table and summarization of the received information in the matrix of the competitive profile;

- construction and analysis of the profile of competitive advantages (Table 3);

- summing up the proposals and proposing promising strategic measures within the strategic management of the enterprise.

Therefore, in order to better understand the essence and advantages of this technique, we will conduct an appropriate study for the above sequence.

As can be seen from the profile of competitive advantages (see Table 3), the company should focus its efforts on strengthening its own market position. To do this, at first glance, it would be necessary to focus on more efficient implementation of the car through lowering existing prices, implementing more aggressive advertising policies and introducing know-how or other unique offers that this company will be able to attract new customers. However, according to the peculiarities of the car dealership, the price for each car is fixed (regardless of the location of the car dealership). And, consequently, it can not be lower than the level provided by LLC Hyundai Motor Ukraine, the corporate rules of which are subject to the investigated LLC "Hyundai Center Poltava". That is why the company should focus on reviewing the advertising policy and finding such key success factors, the realization of which allowed the company to form exclusive advantages over the main group of competitors.

Thus, on the basis of a comprehensive comparative analysis of "Hyundai Center Poltava" Ltd with the competitors of its strategic zone of management, the following conclusions can be drawn:

Table 2
Comparison of "Hyundai Center Poltava" Ltd. with the strategic group of competitors (GCS) in the auto market

		Parameters of comparison	Competitors of the strategic zone of management					Hyundai	
			Renault	VW	Ford	Suzuki	Skoda		Nissan
Functional areas	Sales	Sales volume 2016, pcs.	222	140	103	71	71	65	83
		Market share (in the oblast), %	14,3	11,1	10,7	7,3	7,3	6,8	8,1
	Product	Model line (classes)	A, B, C, D, E, J, L, M	A, B, C, D, F, H, L, M	A, B, C, D, E, J, L, M	A, B, C, D, L	A, B, C, D, J, L	A, B, C, D, E, J, M	A, B, C, D, E, F, J, H, L
		Update lineup	moderate	dynamic	very dynamic	moderate	moderate	very dynamic	dynamic
	Advertising	Advertising	Internet, TV, radio, billboards	Internet, TV, radio, billboards	Internet, TV, radio	Internet, TV, radio	Internet, TV, radio, billboards	Internet, TV, radio, billboards	
	Pricing policy	Average range of prices for cars, UAH	302584 ... 980637	342543 ... 1478956	304520 ... 1381196	377900 ... 917000	317055 ... 1382575	367750 ... 1103410	341300 ... 1237300
		Discount on KASKO	+	-	-	-	-	+	+
	Personnel	Attitude of personnel to clients	Individual approach to the client	Sociable and professional	Careful and professional	Professional	Professional	Professional but overly pathetic	Individual approach to the client
	Guarantee	Validity of guarantee on an automobile, years	5	2,5	3	3	3	2,5	5

Source: compiled by the author

Table 3
The matrix of the competitive profile of "Hyundai Center Poltava" Ltd. and competitors of its strategic area of management

Indicator (parameter) ranking	Weight factor	Hyundai		Renault		Vw		Ford		Nissan		Suzuki		Skoda	
		rating	weighted assessment	rating	weighted assessment	rating	weighted assessment	rating	weighted assessment	rating	weighted assessment	rating	weighted assessment	rating	weighted assessment
Market share	0,10	4	0,40	1	0,40	2	0,20	3	0,30	7	0,70	5	0,50	5	0,50
Sales volume for 2016, pcs.	0,15	4	0,60	1	0,15	2	0,30	3	0,45	7	1,05	5	0,75	5	0,75
Dynamics of sales volumes	0,10	5	0,50	1	0,10	2	0,20	6	0,60	7	0,70	4	0,40	3	0,30
Model line	0,10	1	0,10	2	0,20	2	0,20	2	0,20	5	0,50	7	0,70	6	0,60
Prices for cars	0,15	4	0,60	1	0,15	5	0,75	2	0,30	6	0,90	6	0,90	3	0,45
Warranty on cars	0,10	1	0,10	1	0,10	6	0,60	3	0,30	3	0,30	3	0,30	6	0,60
Safety of the car	0,10	1	0,10	4	0,40	1	0,10	4	0,40	2	0,20	6	0,60	6	0,60
Presentability of the car dealership	0,05	1	0,05	1	0,05	4	0,20	6	0,30	1	0,05	6	0,30	4	0,20
Advertising	0,05	1	0,05	1	0,05	4	0,20	4	0,20	1	0,05	6	0,30	7	0,35
Level of customer satisfaction	0,10	1	0,10	1	0,10	5	0,50	1	0,10	5	0,50	5	0,50	1	0,10
Sum	1	-	2,60	-	1,70	-	3,25	-	3,15	-	4,95	-	5,25	-	4,45

Source: compiled by the author

–Despite the short time of its existence, the company has a rather strong position in the primary market of cars and maintenance;

–the company offers cars to customers within the average price range (compared with competitors of the strategic group);

–The main leader of the strategic group, which includes the company, is the automobile brand Renault, which for the past 3 years has occupied leading positions in the Poltava region, far ahead of competitors in market share due to fairly low prices for products and successful marketing campaigns;

–in its activities, the company focuses on the maximum satisfaction of the needs of consumers and the achievement of their commitment, and therefore, in terms of the breadth of the range of represented cars and the range of services provided, availability and denomination of discounts, guarantees, interesting offers for customers is one of the most competitive;

–In order to strengthen its own competitive positions, the company needs to review its marketing campaigns, to position the Hyundai brand in its entirety more aggressively and, in fact, Hyundai Poltava Ltd. as the official representative of the cars of this brand in Poltava and Poltava region.

One of the ways to strengthen the position of the company on the market can be the introduction of the CRM-system (Customer Relationship Management - Customer Relationship Management) is aimed at reducing costs and increasing the profitability of the system by accumulating customer data, processes and interactions between them, and which collects in the only integral whole of the company's data [13].

The effectiveness of the CRM system is evidenced by the following statistics on its use in Western European enterprises:

–the cost of attracting a new client, on average, is 5 times higher than the maintenance of all existing;

–an increase in the percentage of customer retention by 5% will increase the company's profit by 50-100%;

–satisfied customer will tell about the company on the positive side - on average, 5-th familiar, and on the negative side - at least 10-th;

–About 50% of existing customers are not profitable precisely because of the ineffective interaction of enterprises with them [14].

The functionality of the CRM system includes market research, sales and service, product portfolio modeling, customer support, data analysis that meets all stages of the customer engagement process - from contracting to further maintenance. The feasibility of implementing the CRM strategy is substantiated in tabular form (Table 4).

The main factor in the effectiveness of the CRM-system is the presence of a strategy for developing relations with customers, consistent with the business strategy of the enterprise [15, p. 76].

Table 4

Comparative table of goals and priorities of enterprises in the absence / existence of the implementation of the CRM-system

In the absence of a CRM system	As a result of the introduction of the CRM-system
The need for constant construction, coordination, data analysis and processing, which may take a lot of time and effort.	Speed and ease of work due to the availability of a single information base, which all managers and managers have access to, automate the process of data mining and analysis, and the construction of corresponding schedules.
The need for complex accounting of the assessment of the measure and the quality of the tasks performed and the achievement of goals	Ability to formulate strategic goals within the CRM system that detail the strategy and define tasks for different levels and divisions.
Focus on finding and attracting new customers	Focus on retaining existing customers
Competition on the basis of product quality	Competition as a service
Territorial dependence of clients from the enterprise	Territorial independence of customers due to the development of Internet technologies
Limited ways to interact with your customers: phone calls, faxes, emails, WAP sessions, and direct customer referral to the company's specialists.	Enhanced customer and enterprise interaction: In addition to traditional forms, there is an interactive help system for voice menus (IVR), compatible browsing of web pages by agent and client through the server system.

Source: compiled by the author

Therefore, in our opinion, the implementation of the CRM-system at "Hyundai Center of Poltava" Ltd. will have a positive effect at the expense of consistency of the CRM-strategy with the overall strategy of the

enterprise through an effective mechanism for distributing strategic tasks by subdivisions based on the data of the CRM-system.

Advantages on the market of enterprises using CRM-systems are obvious: managers work in a single information space, marketers see the results of marketing actions (exhibitions, advertising campaigns, seminars) at the expense of automatic management of the system of accounting information on attracting customers, and management has the opportunity to analyze work with clients on incomes under concluded contracts, expenses for various marketing actions for attraction of clients, analysis of work of each specific manager (quantity of the concluded agreement in their monetary expression) [14, c. 29].

At the same time, the realization of the CRM system allows to significantly expand the sales funnel, that is, the volume of sales of cars, accessories, spare parts, fuel and lubricants and service services of LLC Hyundai Center Poltava (Figures 5, 6).

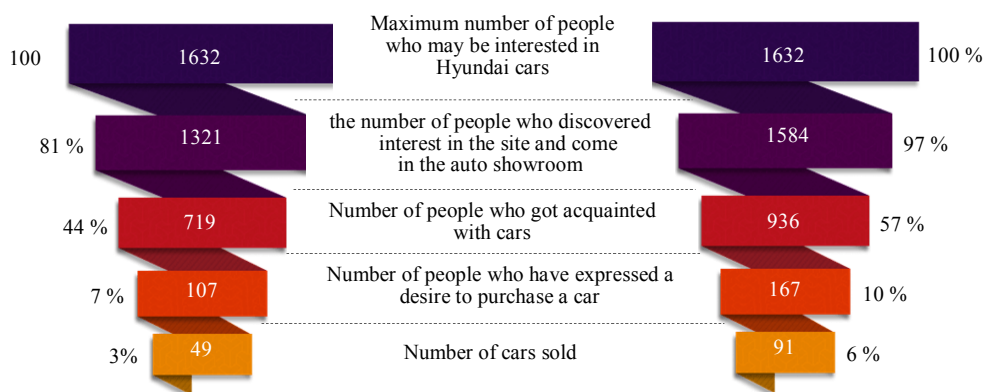


Fig. 5 - Expected change of crushers sale of cars under the condition of realization of CRM-system
 Source: compiled by the author

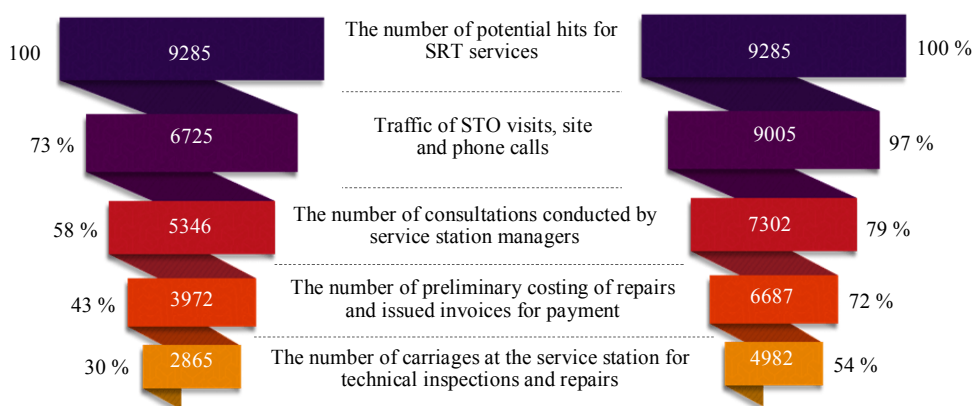


Fig. 6 - Expected change of machine funnel provided CRM-system is implemented
 Source: compiled by the author

That is, the implementation of CRM-system on the basis of LLC "Hyundai Center Poltava" will increase the degree of customer satisfaction by analyzing the accumulated information about the behavior of customers, regulation of tariff policy, the configuration of marketing tools, effectively and with the minimum participation of employees of the company take into account the individual needs of customers, and at the expense of processing efficiency - to make early identification of risks and potential opportunities for enterprise development and faster achievement of the strategic objectives lei.

Thus, CRM is a company's strategy of attracting new customers and retaining existing customers of its products, which aims to create long-term and profitable relationships with them through the understanding of their individual needs, in order to increase the profit of the enterprise. In practice, it is an application software designed to automate business interaction strategies with clients, in particular to increase sales, optimize marketing, and improve customer service by keeping customer information and history of relationships with them, establishing and improving business processes and further analysis of results.

Thus, LLC Hyundai Center Poltava will be able to increase its gross revenue from the sale of cars and provision of services from 28897.2 thousand UAH. to 52880,4 thousand UAH, that is, the increase in income will be almost 83%, with a planned increase of cars sold out of 49 pcs. up to 91 pcs and an increase in caravans from 2865 to 4982 times.

In the framework of the developed business strategy, another promising direction of "Hyundai Center of Poltava" LLC is expanding the range of sales at the expense of cars working on alternative fuels, namely, electric cars, which in recent years have become more and more popular among car drivers, and the opening of a post on the base of service stations, which will not require significant investment, since maintenance of an electric vehicle is even easier than servicing gasoline and gas cars.

According to analysts of the Oxygen Group, in 2017 there are about 3000 electric vehicles in Ukraine - almost twice as many as in 2016. Also, the number of electric power stations is increasing: in Ukraine they are more than 400. According to the forecasts of world experts, by 2030 the fleet of electric vehicles will be 100 million units (about 20% of the world fleet of cars) [15].

The Nissan Leaf model remains the leader on the Ukrainian market of e-cigarette lorries, but it's mostly cars with mileage. The second most popular among Ukrainians is the Ford Focus Electric. Lock the leader three at once two cars: Tesla Model S and Bmw i3 [16].

The Hyundai Ioniq model in the Hybrid and Electric version has just emerged in the Ukrainian automotive market and has every opportunity to push the top three leaders. According to the dealership agreement, Hyundai Poltava Ltd. has the opportunity to get Hyundai Ioniq in one version of Hybrid and Electric without paying on a responsible storage, and therefore, with the possibility of an auto show in the cabin. So, we propose to apply for the distributor for the exposition of the Hyundai Ioniq Hybrid car, since at present the discount is 50 thousand UAH. and any kind of equipment.

Thus, this will give an opportunity not to spend working capital to buy a car into a warehouse. Also, the transport of a car on an automobile will be paid by the distributor, therefore no additional transportation costs will be required. The main costs will be marketing costs for promotion of the Hyundai Ioniq model.

Consider the below total expenses for the start of the initiative in tabl. 5

Table 5

Total Costs for Starting a Sales Project of Hyundai Ioniq Hybrid / Electric

Total Costs	Amount, UAH	Comment
Getting a car to the warehouse for exposure	–	is carried out on a royalty-free basis on the basis of a contract of responsible custody
Transportation from a Distributor to an Autocentre	–	Carriage by car - at the expense of the distributor
Training staff training	1500,00	topic of the training: "Features and technical characteristics of electric vehicles"
Marketing activity, including	25000,00	
- radio advertising	5000,00	Audition: "Innovative Hyundai Ioniq"
- billboards - 2 pcs.	4800,00	Billboards: "Ioniq sets new standards for aerodynamics among hybrids and electric vehicles"
- banner advertising on the Internet	1000,00	Banner ad: "Connect to the future of the automotive world"
- calls - invite clients to the presentation	–	conducted by the managers of the car dealership
- Car presentation	10000,00	invitation of the driver, festive registration of the car
- advertising printed materials	4200,00	purpose: to tell about electric cars and advantages of Hyundai Ioniq
Total:	26500,00	

Source: compiled by the author

So, we propose to apply for the Ioniq car for the exposition in the Hybrid version of Premium. The price of Ioniq Hybrid Premium at a special discounted price for a customer is UAH 702,900. In case of interest and sale of the car from the exposure to the client, the dealer margin will be UAH 37,047. and will fully cover the total project start-up costs. If no car of this model is sold, the marketing activity of Hyundai Ioniq will support the innovative image of the company, enliven traffic in the car dealership. And this is an opportunity again to remind potential clients about themselves, to hold meetings, to familiarize them with all model range of cars Hyundai.

Electric vehicles and hybrids need not only to be sold, but also serviced at the service station. However, the list of special equipment for servicing and basic types of repair of electric cars is small: first of all, protective gloves, rubber glove with an insulated handle and a megger to determine the state of isolation. And diagnosing the parameters of the electronic equipment of an electric vehicle or a hybrid can be done using the universal KTS 590 scanner. Its ESI Tronic software contains all the data necessary for checking electric cars and hybrids. A diagnostic of some types of traction batteries may require a modern battery test of a standard specimen. All this equipment is available on the service station LLC "Hyundai Center Poltava".

So, analyzing the ecological state and global and Ukrainian trends, we can state: the sooner LLC "Hyundai Center Poltava" will start selling and servicing electric cars, the higher its chances are on strengthening its own competitive positions, capacity building, attracting new customers, improving image as well among consumers and among partners. After all, this will allow the company not only to survive in the period of modern instability, but also to take leading positions in the automotive market.

Conclusions. In today's economic conditions research of the theoretical and practical bases of strategic management, the formation of approaches to the diagnostics of existing business strategy development systems, which will optimize the process of strategic management and increase its efficiency, becomes especially important. An effective business strategy can become a multifactorial target formula for success, since it enables the company to direct the inertia response to the influence of external factors before decisive active action, which will allow to take a more competitive position in the market; to develop a plan of activity of a business entity of a specific quantitative and qualitative nature, which, although it will require detailed and correct adjustments, however, will steadily lead the enterprise to a specific purpose; to target the subject on developing and implementing the most promising strategic directions of activity, the realization of which will be able to "bring" him to a completely new, high-quality level of activity.

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Кулакова Світлана Юрїївна, кандидат економічних наук, доцент. **Чевганова Віра Яківна**, кандидат економічних наук, професор. Полтавський національний технічний університет імені Юрія Кондратюка. **Новікова Ольга Федорівна**, доктор економічних наук. Інститут економіки промисловості НАН України. **Особливості формування та реалізації бізнес-стратегії підприємства**. Проведений аналіз наукової літератури дозволив виділити такі стратегічні рівні прийняття рішень, як корпоративна стратегія, бізнес-стратегія, функціональна стратегія, операційна стратегія. Розглянуто існуючі теоретичні підходи до визначення категорії «бізнес-стратегія», розкрито її значення та роль у діяльності підприємства, сформульовано основні завдання, які вона має виконувати на рівні бізнесу. Удосконалено організаційно-економічний механізм формування й реалізації бізнес-стратегії підприємства шляхом уточнення функцій і завдань суб'єктів її реалізації, що дозволило виділити методи, важелі, інформаційне та нормативне забезпечення, а також інструменти стратегічного планування на підприємстві. Відповідно до розробленого механізму і логіки застосування методу зворотного порядку, було проаналізовано стан діючої системи стратегічного управління на прикладі ТОВ «Хюндай Центр Полтава». Виокремлено функціональні блоки стратегічного управління, які повною мірою не активовані на цьому підприємстві та відповідно стримують його розвиток. Запропоновано стратегічне управління на підприємстві варто здійснювати на основі методу аналогій. Відповідно до нього побудовано карти стратегічних груп конкуруючих підприємств автомобільного ринку Полтавської області, визначено прямих конкурентів досліджуваного підприємства й параметри, за котрими воно має конкурентне відставання. З огляду на отримані результати проведених процедур авторами статті надано підприємству практичні рекомендації щодо досягнення конкурентних переваг, зважаючи на які запропоновано впровадження CRM-системи управління відносинами з клієнтами та розширення спектра продажів за рахунок авто, котрі працюють на альтернативному паливі, зокрема електромобілів. Здійснено економічне обґрунтування запропонованих заходів і стратегічних ініціатив, що підтверджують ефективність запропонованих заходів. На базі вищевикладеного зроблено узагальнюючі висновки щодо важливості формування та реалізації бізнес-стратегії підприємства.

Ключові слова: стратегія, бізнес-стратегія, реалізація бізнес-стратегії підприємства, конкурентоспроможність, конкурентні переваги.

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Kulakova Svitlana, PhD (Economics), Associate Professor. **Chevhanova Vira**, PhD (Economics), Professor. Poltava National Technical Yuri Kondratyuk University. **Novikova Olha**, Doctor of Economics. Institute of Industrial Economics of National Academy of Sciences of Ukraine, Kyiv.

Features of the Formation and Implementation of the Enterprise Business Strategy. The conducted analysis of scientific literature allowed to highlight such strategic decision-making levels as "corporate strategy", "business strategy", "functional strategy", "operational strategy". The existing theoretical approaches to the definition of the category "business strategy" are considered, their importance and role in the activity of the enterprise are disclosed, the main tasks which it must perform at the level of business are formulated. The organizational and economic mechanism of the formation and implementation of the business strategy of the enterprise was improved by specifying the functions and tasks of the subjects of implementation of the business strategy of the enterprise, which allowed to allocate methods, levers, informational and normative support, as well as strategic planning tools at the enterprise. In accordance with the developed mechanism and the logic of applying the reverse order method, the state of the current system of strategic management was analyzed, for example, LLC "Hyundai Center Poltava". The functional blocks of strategic management are isolated, which are not fully activated in this enterprise and accordingly hinder its development. The proposed strategic management at an enterprise should be carried out on the basis of the analogy method. According to it, maps of strategic groups of competing car market enterprises of the Poltava region were constructed, direct competitors of the investigated enterprise and the parameters on which the company has a competitive backlog is determined. In view of the results of the procedures carried out, the author of the article provided the company with practical recommendations for achieving competitive advantages, taking into account the proposed introduction of CRM-system for managing customer relations and expanding the range of sales at the expense of cars working on alternative fuels, namely, electric vehicles. The economic substantiation of the proposed measures and strategic initiatives, which confirm the effectiveness of the proposed measures, has been carried out. On the basis of the foregoing general conclusions about the importance of the formation and implementation of business strategy of the enterprise are made.

Key words: strategy, business strategy, implementation of business strategy of the enterprise, competitiveness, competitive advantages.

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Кулакова Светлана Юрьевна, кандидат экономических наук, доцент. **Чевганова Вера Яковлевна**, кандидат экономических наук, профессор. Полтавский национальный технический университет имени Юрия Кондратюка. **Новикова Ольга Федоровна**, доктор экономических наук. Институт экономики промышленности НАН Украины.

Особенности формирования и реализации бизнес-стратегии предприятия. Проведенный анализ научной литературы позволил выделить такие стратегические уровни принятия решений, как корпоративная стратегия, бизнес-стратегия, функциональная стратегия, операционная стратегия. Рассмотрены существующие теоретические подходы к определению категории «бизнес-стратегия», раскрыты ее значение и роль в деятельности предприятия, сформулированы основные задачи, которые она должна выполнять на уровне бизнеса. Усовершенствован организационно-экономический механизм формирования и реализации бизнес-стратегии предприятия путем уточнения функций и задач субъектов её реализации, что позволило выделить методы, рычаги, информационное и нормативное обеспечение, а также инструменты стратегического планирования на предприятии. Согласно разработанному механизму и логике применения метода обратного порядка, было проанализировано состояние действующей системы стратегического управления на примере ООО «Хюндай Центр Полтава». Выделены функциональные блоки стратегического управления, которые в полной мере не активированы на данном предприятии и соответственно сдерживают его развитие. Предложенное стратегическое управление на предприятии следует осуществлять на основе метода аналогий. В соответствии с ним построены карты стратегических групп конкурирующих предприятий автомобильного рынка Полтавской области, определены прямые конкуренты исследуемого предприятия и параметры, по которым оно имеет конкурентное отставание. Исходя из полученных результатов проведенных процедур, авторами статьи предоставлены предприятию практические рекомендации по достижению конкурентных преимуществ, среди которых предложено внедрение CRM-системы управления взаимоотношениями с клиентами и расширение спектра продаж за счет авто, работающих на альтернативном топливе, в частности электромобилей. Проведено экономическое обоснование предложенных мероприятий и стратегических инициатив, подтверждающих эффективность предложенных мероприятий. На базе вышеизложенного сделаны обобщающие выводы относительно важности формирования и реализации бизнес-стратегии предприятия.

Ключевые слова: стратегия, бизнес-стратегия, реализация бизнес-стратегии предприятия, конкурентоспособность, конкурентные преимущества.