

THE METHODOLOGICAL ASPECTS OF STRATEGIC MANAGEMENT: ANALYTICAL SUPPORT

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Abstract. Enterprises competitive advantages achievement is possible only on condition of constant research of the external environment tendencies, and taking them into account in the enterprise economic policy construction and adjustment.

Enterprise strategic development management is made possible by the analytical information use that is relevant for obtaining competitive advantages. The methodological apparatus that determines the analytical support criteria for managing competitive strategies is currently not sufficiently aligned with the management entities information requests, and therefore needs to be improved. Their features and possibilities of effective use for the enterprises on which the strategic management system operates are determined. The strategic analysis principles have been harmonized with the methods and models used to inform the management of competition strategies. It is proved that the development and implementation of a qualitative competitive strategy in a market economy is possibly provided the use of methodologically sound analytical tools. It has been established that the most extensive analytical support is needed for differentiation and cost minimization strategies. It is determined that the drawback of the competition strategy at the present time is the minimum analytical service. Possibilities of benchmarking and VEM model for qualitative development and informational support of cost minimization, differentiation, focusing, time competition strategies have been identified.

The relationship between the analytical methods and the information needs of the entities managing the strategies for competitive advantage is identified. The directions of further scientific search are formulated.

Keywords: methodology, methods, analytical support, strategic management

Relevancy. Greater competition, strengthening of economy internationalization and globalization has caused some organizations to search for new ways of getting competitive advantages in order to increase the business efficiency. First, that's call for the studying the competitors working, evaluating the effectiveness of their

activities for the reference model formation, conducting internal benchmarking by individual structural units or types of functional activities.

The competitive strategy's implementation is impossible without a qualitative, methodologically revised environment analysis (political, social, environmental, economic principles). Although a number of strategic analysis techniques and models have been developed to date, they are not fully consistent with the information needs of users and there is no systematic use. Therefore, the existing methodological toolkit for strategic competitive analysis requires theoretical alignment.

Recent researches and publications analysis. For the issues of strategic analysis theoretical and methodological foundations and methodical tools improvement are devoted a number of domestic and foreign scientists researches, namely: Ansoff I.(1989) [1], Brukhansky R.F.(2018) [2], Golovko T.V., Sagova S.V.(2002) [3], Drucker P.F.(1992) [4], Porter M.(2016) [5], Redchenko K.I.(2003) [6], Sauh I.V.(2017) [7]. At the same time, scientists do not systematically examine the problems associated with the methodological apparatus and tools systematization for competition strategies analytical support.

Research goal. The goal of this research is to systematize the methodological tools of competitive enterprises business strategies analytical support.

According to the stated goal the main tasks of the article are:

- to summarize and to characterize modern strategic analysis methods and models that allow to identify the enterprises competitive advantages;
- to harmonize the strategic analysis methodological principles with appropriate methods and models;
- to identify analytical support methods in accordance with the strategies information needs that allow to get the competitive advantages.

Materials and methods of research. The realization of the set tasks is made possible through the use of such scientific research general and special methods: cognition dialectical method, induction, deduction, system analysis, abstract-logical method, generalization, grouping.

Research results and their discussion. There are many improvement systems of business quantitative and qualitative parameters which, if implemented effectively, make it possible to obtain competitive advantages: benchmarking, Business Excellent Model, BSC (Balanced Scorecard), BCG (Boston Consulting Group), CSF (Critical Success Factors), GE / McKinsey (General Electric / McKinsey), ROI (Return on Investment), Shell / DPM, minimum cost strategy, differentiation strategy, focus strategy, performance pyramid and more.

These systems have become widespread in the foreign practice of strategic management, and partly – especially ROI and BSC – in the activity of Ukrainian business structures.

Benchmarking is a strategic analysis method based on comparing the dynamics of an enterprise's position on the best key success factors (benchmarks) of competitors.

Model business balance – BEM (Business Excellent Model) – is a static assessment and interconnected areas: leadership and staff; policies and strategies; resources; business processes; results for staff, customers, society, business performance indicators; innovation and learning from a competitive advantages position.

Balanced Scorecard System- BSC (Balanced Scorecard) – is also a static assess the strategic objectives of the actual values of the financial indicators, customers, business processes, growth and learning which allows to coordinate the enterprise internal and external aspects in a competitive environment.

The BSG (Boston Consulting Group Model) is also a method of dynamically analysing growth / share matrices' indicators, as it is based on identifying market growth rates and comparing them with the business sector's share dynamics of the market, which allows clarifying strategic priorities for enterprises competitive advantages.

The GE / McKinsey matrix is a model of competitive business positions strategic analysis, based on many factors that, combined with different gross factors, allow: to form an integral assessment of the market attractiveness and the business

objective and subjective characteristics in the relevant market, and to formulate optimal strategic decisions.

A more modern method of strategic competitive analysis is CSF (Critical Success Factors), which takes into account the key quantitative and non-quantitative factors that, in interaction, maximize the entity competitive advantages, namely: planning, management, tools, communication skills, teamwork, processes in the future (to implement a business strategy). The peculiarity of these factors is that their influence can change over time, that is, they are in a state of dynamic equilibrium.

The application of the Shell / DPM matrix also allows to make multiple assessments of quantitative and non-quantitative factors and their integrated impact on strategic business positioning in long-term planning, that is in dynamics.

The Return on Investment (ROI) analytic method combines internal and external influences on the entity return on investment. The indirect influence and competitive environment positioning in the relevant market is reflected through the financial indicator “net income from sales of products (goods, works, services)”.

Each of these methods (models) finds application in competition strategies: minimum cost strategies, differentiation strategies, concentration strategies.

The minimum costs strategy is a priority for most entities, especially in conditions of acute competition and requires constant monitoring of operational, investment and financial costs. This conceptual approach allows adjusting pricing based enterprise policy considering the production costs trends in dynamic environment.

A differentiation strategy allows you to gain competitive advantages by promoting a product line that enjoys consumer commitment and maximizes firm profits through economies of scale.

The concentration strategy application on the contrary, necessitates focusing on specific groups of consumers, goods, regions, price positions. This targeting makes competitive advantages achieving through prudent pricing policy in the background of costs minimizing.

These systems have been considered in sufficient detail in the scientific literature and have become widespread in the foreign practice of strategic management, and partly - especially ROI and BSC – in the activity of Ukrainian business structures.

However, domestic scientists and practitioners do not pay enough attention to the other direction of possible continuous improvements in order to achieve competitive advantages – Time Based Competition (TBC). This system can be used as a stand-alone tool for the organization's competitiveness strategy by presenting the product to the buyer in the shortest possible time, and in conjunction with QFD (Quality Function Deployment) - a quality assurance system that focuses on the quality and sensitivity and timeliness of responding to consumer requests; TTM (Time to Market) - time for your organization before entering market and a number of others. There are some scientists, who are researched this strategy such as: G. Stalk and T. Hout(1990) [8], Robert M. Grant (1998)[9], B. Jaquier [10], Timothy Mwangi Nduru (2019) [11], A. Davis (1995)[12], Horngren, C. T., Datar, S. M., Foster G.(2006) [13], Kaplan , R. S., Anderson, S. R.(2004) [14], Daugherty, P. J., Pittman, P. H.(1999) [15].

As Bernard Jaquier, Professor in Economics and Finance (2018) says, there are many important benefits of Time Based Competition. He was identifying two kinds of its: direct and indirect

Direct benefits are :decreased cycle time and reduced costs : increased profits and accelerated growth.

The main indirect benefits are :

Increased value differentiation;

Increased variety and flexibility;

Strengthened relationships with customers;

Enhanced barriers to imitation [10].

Time in its various manifestations has played and continues to play an important role in the management systems of organizations operating in the market. Qualitative systems of working time, productivity systems and time organizing

methods of the manager or enterprise employee work lead, first , to increase the labour productivity, financial return, stocks decrease and more. The TBC system using has a significant impact on labour productivity and ultimately on the organization efficiency and competitiveness.

This kind of competition is widely used abroad, due to the significant positive effects of its application. The concept of "time-based competition" originated in the development of the Boston Consulting Group model. It signified a new strategy that, like many others, emerged in Japan and aroused great interest in academia and practitioners. TBC competition is different from other strategies in that time is identified as an extremely valuable tool used by the organization. In 1988, George Stalk of the Boston Consulting Group formulated the essence of this strategy as an element of strategic protection that is the equivalent of money, productivity, quality and even innovation.

Achieving long-term competitive advantages, thanks to TBC's competition strategy, requires a substantial and profound changes in the organization functioning. It is able to respond quickly to changes in relations with counterparties, technological changes and competitors' reactions. As a result, businesses are saving money. The peculiarity of this strategy is that it is based on a process approach.

The concept of a TBC strategy is to focus activity on time rather than productivity. Concepts such as "time-based production" and "rapid response production" have evolved into this concept.

When using this strategy, consider:

1. Time for market entering - that is, time from researching market needs, taking into account these needs for new products or services and launching these products on the market. The organizations success depends to a great extent on the speed of entry. If a new product is introduced to the market, the organization will gain an increase in market share, an opportunity to determine pricing policy. From this point of view, the cost of research and acceleration is one of the organization competitive position indicators.

2. Service time is the time from receipt of the order from the consumer to the moment of the new product delivery to him. Due to this problem, most organizations do not account ordering realization time.

3. Reaction time is the time for studying and responding to changing demand. In the aggregate this is called the "time loop."

There are other "loops" such as:

1. Product / Market Loop is the time for ordering, production and delivering a product to the consumer.

2. "Loop project / development" - is the time from the concept formulation, idea of the product, until it's payback.

3. The "strategy implementation loop" is the time from the moment when the need for a new strategy is identified to the moment when the strategy is realized to be profitable. Therefore, based on the above time must be interpreted as an element of the overall (corporate) and competitive strategy.

TBC Strategy formation stages:

1. Research - carried out by questioning the enterprise employees, the main evaluation indicators are: speed of new products development, order realization time.

2. Analysis. At this stage, the main research methods are process mapping method, process map, tools analysis, environmental analysis, scenario method. The main evaluation indicator is time.

3. Designing. At this stage, the research methods are time use analysis, process map updating.

4. Estimating. At this stage, the effects of project implementation are assessed.

5. Continuous improvement. Basic research methods: benchmarking, competitive time strategy analysis. Key valuation indicators: time for market entering, innovation, efficiency, order realization time, value-added activity, customer needs satisfaction, quality, new product development.

In our view, this strategy should be an important element in improving the organizations business strategy and ensure the following goals achievement:

- focus on cost savings;
- quality orientation;
- focus on innovation;
- consumer orientation;
- shortening of time.

A significant drawback of this system in Ukraine is that there is virtually no accounting and analytical support for this strategy, which can explain the lack of interest on the part of organizations managers to implement them. In addition, one of the most important factors that hinder the systematic implementation of this system in Ukraine is the small proportion of innovation, the absence of most departments and qualified personnel who could accelerate the project / development loop. It should also be borne in mind that there are few highly qualified professionals in strategic management but organizations owners are not interested in their employment.

The strategy of TBC emerged in the late eighties of the twentieth century as the organizations needs realization in improving their functioning in the conditions of shortening the products and information technologies life cycle, their moral ageing, the need for rapid response to changes in their activities. This strategy makes it possible to closely relate to the organization strategic goals, which greatly facilitates and provides elasticity in its relations with the environment.

Each of the strategies outlined above, which provides competitive advantages, is based on an appropriate theoretical and methodological basis. An important part of it is the principles on which analytical support should be formed. Sauh I.V.(2017) among the most important strategic analysis methodological principles defines the following: systematic, complex, scientific, dynamic, flexible and adaptive, purposeful, dialectical development [7, p.39].

In our opinion, a functional approach should be the basis for identifying the strategic analysis principles. Strategic analysis requires considerable resources and time to implement it. Moreover, its effectiveness will increase if it is carried out on a continuous basis. Therefore, it is advisable to clearly identify the most important functions (tasks) of analytical support - evaluation - diagnostic and search. After all,

in order to formulate the enterprise basic business strategy; one must first study the factors and tendencies of the enterprise external and internal environment. On the basis of continuous analytical monitoring, further adjustment of strategic plans is carried out, which allows to optimize the balance between resources and the effectiveness of the chosen strategy. The research conducted in accordance with such conceptual principles allowed to generalize the existing approaches and to distinguish the strategic analysis principles that are methodological. They should include the principles of: systematic, specific, scientific approach, relevance, comprehensiveness (representativeness), socio-economic approach, adaptability.

On the basis of these principles, the analytical methods necessary for their implementation should be chosen. The most detailed model of the methods used in the strategic analysis as a whole is proposed by Saukh I.V.(2017)[7]: a three-tier model of strategic analysis methodology by adaptability approach. It consists: I level(General philosophical methods), II level (General scientific methods), III level (Part-scientific (special) methods).

However, the proposed model does not sufficiently reflect the interplay between the strategies that provide competitive advantages and their analytical methods. Table 1 aligns competitive advantages strategic analysis methods and models (strategies) harmonization. It consists the main strategies: Cost minimization strategy, Differentiation strategy, Focusing strategy, Competition strategy in time to correlation with competitive strategies analytical support methods (models).

Therefore, according to the harmonization in Table 1, the cost minimization and differentiation strategies require practically all strategic analysis methods directly or indirectly related to the environmental assessment to be justified.

1. Competitive advantages strategic analysis methods and models (strategies) harmonization

Competitive strategies analytical support methods (models)	Cost minimization strategy	Differentiation strategy	Focusing strategy	Competition strategy in time
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Benchmarking	+	+	+	+
BEM (Business Excellent Model)	+	+	+	+
BSC (Balanced Scorecard)	+	+	+	
BCG (Boston Consulting Group)	+	+	+	
CSF (Critical Success Factors)	+	+	+	+
GE/McKinsey(General Electric/McKinsey)	+	+	+	
ROI (Return on Investment)	+	+		
Shell/DPM	+	+	+	
Scenario method				+
Process map				+
SWOT- analysis	+	+	+	+

Competition strategy in time is more complex from the information support standpoint and insufficiently developed methodological tools, and therefore may be based on the use of analytical tools benchmarking, VEM, CSF, scenario method, SWOT – analysis.

Conclusions and Prospects. Obtaining and increasing the competitive advantages scale in a market environment is possible under the condition of qualitative analytical support, which should be based on fundamental methodological principles: systematic, specific, scientific approach, relevance, comprehensiveness (representativeness), socio-economic approach, adaptability. In addition, the analytical information cost-effectiveness and efficiency for strategic decision-making will be maximized if the identified priority strategy and the appropriate analytical tools are harmonized.

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МЕТОДОЛОГІЧНІ АСПЕКТИ СТРАТЕГІЧНОГО УПРАВЛІННЯ: АНАЛІТИЧНА ПІДТРИМКА

І. Д. Лазаришина

Анотація. *Досягнення конкурентних переваг підприємств можливе лише за умови постійного дослідження тенденцій зовнішнього середовища і рахування їх під час побудови та коригування економічної політики підприємства.*

Управління стратегічним розвитком підприємства уможлиблюється завдяки використанню аналітичної інформації, яка є релевантною для отримання конкурентних переваг. Методологічний апарат, що визначає критеріальні основи аналітичного забезпечення управління конкурентними стратегіями на сьогодні є недостатньо узгодженим з інформаційними запитами суб'єктів управління, і, відповідно потребує удосконалення. У статті на основі систематизації методологічного інструментарію охарактеризовано сучасні методи і моделі стратегічного аналізу, що забезпечують отримання конкурентних переваг. Визначено їхні особливості та можливості ефективного використання для підприємств, на яких функціонує система стратегічного менеджменту. Здійснено гармонізацію принципів стратегічного аналізу з методами і моделями, які використовуються для

інформаційного забезпечення управління стратегіями конкуренції. Доведено, що розробка і реалізація якісної конкурентної стратегії у ринковій економіці можлива за умови використання методологічно обґрунтованого аналітичного інструментарію. Встановлено, що найбільш масштабного аналітичного забезпечення потребують стратегії диференціації та мінімізації витрат. Визначено, що недоліком щодо стратегії конкуренції в часі на сьогодні є мінімальний аналітичний сервіс. Ідентифіковано можливості бенчмаркінгу та моделі ВЕМ для якісної розробки та інформаційного супроводу стратегій мінімізації витрат, диференціації, фокусування, стратегії конкурування в часі.

Ідентифіковано взаємозв'язок методів аналітичного забезпечення з інформаційними потребами суб'єктами управління стратегіями, що забезпечують отримання конкурентних переваг. Сформульовано напрямки подальшого наукового пошуку.

Ключові слова: методологія, методи, аналітична підтримка, стратегічний менеджмент