MECHANISM FOR ENSURING STRATEGIC MANAGEMENT AT AN ENTERPRISE

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Strategic management is a key element in ensuring the long-term development of an enterprise under the conditions of a turbulent external environment. The efficiency of the strategic management mechanism determines the organization's ability to anticipate changes, adapt to new challenges, maintain competitiveness, and achieve sustainable development.

Modern strategic management is a managerial activity aimed at forming the organization's long-term goals and objectives that ensure the rational distribution of resources and the effective use of opportunities within a dynamic external environment. Its essence lies in the ability of management to monitor, evaluate, and flexibly adjust strategic goals in accordance with current information and changing business conditions.

The task of strategic management at each hierarchical level is to ensure such interaction of the management object with the internal and external environment that allows maintaining its potential at a level necessary and sufficient to achieve strategic goals. This interaction enables the management object to survive and develop both in the short and long term [1].

The mechanism of strategic management at the enterprise is a holistic system of institutional, organizational, economic, informational, and motivational elements that ensure the formation, implementation, monitoring, and adjustment of the enterprise's development strategy. Its structure includes:

– Subjects of strategic management (executives, managers, owners, consultants);

– Objects of management (resources, processes, projects, markets, innovations);

– Instruments (SWOT analysis, Balanced Scorecard, PESTEL, GAP analysis, KPI);

– Feedback mechanisms (monitoring systems, evaluation and control of strategic goal implementation).

The main components of the mechanism for ensuring strategic management include:

– Analytical subsystem – identification of external and internal factors influencing the enterprise’s activity;

– Target subsystem – formation of strategic goals in accordance with the enterprise’s mission;

– Organizational subsystem – development of the management structure to implement the strategy;

– Information subsystem – use of digital technologies for data collection, analysis, and interpretation;

– Motivational subsystem – stimulation of personnel to implement strategic initiatives;

– Control subsystem – evaluation of results and adjustment of strategic actions.

In modern conditions, the mechanism of strategic management is increasingly based on digital technologies, which provide big data analytics, automation of strategic control processes, and risk forecasting. Business Intelligence systems, AI analytics, and ERP platforms form a new quality of management focused on flexibility and rapid response to environmental changes.

The formation of an effective mechanism for ensuring strategic management at an enterprise is grounded on a set of principles that define its content, logic, and effectiveness. These principles include openness, systematization, adaptability, creativity, result orientation, cooperation, and the use of situational and behavioral approaches, which together ensure the integrity and sustainability of the management system in a dynamic environment.

The principle of openness implies the perception of the world as a unified space for supply, production, and trade, that is, the globalization of organizational behavior. It is based on the recognition of the importance of direct, informal contacts and mutual trust between business entities. The principle of a comprehensive approach means focusing not only on performing separate functions but on solving problems as an integrated whole. The organization is viewed as a component of the external environment, which shapes the opportunities and threats to its development and determines the results achieved. The principle of future orientation reflects the need for management based on a vision of the enterprise’s long-term development prospects. Current management decisions must be made with regard to future trends and strategic goals. The principle of a creative approach emphasizes that the effective use of human knowledge and creative potential is much more important than the mere involvement of material resources. It envisages the development of employees' motivation for achievement, self-realization, and innovation in professional activity.

The principle of result orientation implies that the main criterion for evaluating managerial performance is the results achieved, not merely the functions performed. The principle of cooperative activity directs organizational forms and management methods toward partnership, collaboration, and joint achievement of goals rather than dominance or the defense of positions. The principle of systematization defines strategic management as an integrated system of interrelated elements that has an input (resources), output (goals), feedback with the external environment, and a coordinated structure of interactions.

The principle of functionality means that strategic management represents a set of interrelated managerial functions, the implementation of which ensures the achievement of the enterprise's strategic goals. The principle of reproduction and modernization is oriented toward the continuous improvement of production processes for goods and services in accordance with market needs, as well as the minimization of total costs per unit of useful effect. The principle of normativity and evaluativeness provides for the establishment of clear standards and quantitative assessment of managerial decisions within all subsystems of strategic management – in terms of quality, resource intensity, market parameters, and financing volumes. The principle of information integration ensures the unity of information flows among management subsystems, various stages of the object's life cycle, hierarchical levels of management, and management actors.

The principle of dynamism takes into account changes in the management object over time, as well as the degree of influence of external and internal factors on its behavior. The principle of administration consists in the regulation of functions, rights, responsibilities, quality standards, costs, deadlines, and other parameters in the enterprise's normative documents. The principle of a behavioral approach focuses on the effective use of the professional, intellectual, and creative potential of personnel to achieve the organization's strategic goals. The principle of a situational approach implies the selection of management methods and decision-making according to a specific situation, taking into account risks and unforeseen circumstances, which ensures the flexibility of strategic management.

The combination of the above principles forms the conceptual foundation of the mechanism for ensuring strategic management at the enterprise, which must be flexible, adaptive, result-oriented, and focused on innovative development under the conditions of the digital economy.

Thus, the effectiveness of strategic management is determined by the degree of consistency between its mechanisms, the level of digital integration, the competence of management personnel, and the adaptability of the organizational structure. Improving the mechanism of strategic management is a key condition for enhancing the enterprise’s competitiveness in the context of the global economy.

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