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FINAL QUALIFYING PAPER

on the topic:

«Strategic planning of the activity at the trading enterprise»
(based on materials of «AUDI CENTER KYIV» LLC, Kyiv city)

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CONTENTS

INTRODUCTION.....	3
PART 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF STRATEGIC PLANNING AN ENTERPRISE ACTIVITY.....	6
1.1. The essence and stages of strategic planning an enterprise activity.....	6
1.2. Scientific approaches to the process of strategic planning and evaluation of its results.....	12
PART 2. INVESTIGATION OF THE PROCESS OF STRATEGIC PLANNING AN ENTERPRISE ACTIVITY IN «AUDI CENTER KYIV» LLC.....	17
2.1. Analysis of the main indicators of the enterprise' activity	17
2.2. Identification of strengths and weaknesses of the process of strategic planning an enterprise activity	24
PART 3. IMPROVEMENT OF THE PROCESS OF STRATEGIC PLANNING AN ENTERPRISE ACTIVITY IN «AUDI CENTER KYIV» LLC.....	31
3.1 Justification and developing measures for improvement of the process of strategic planning an enterprise activity.....	31
3.2 Predictive evaluation of the implementation of improvement measures for strategic planning an enterprise activity.....	52
CONCLUSIONS AND RECOMENDATIONS.....	57
REFERENCES.....	59
APPENDICES.....	65

INTRODUCTION

Relevance of research. Today the role of strategic planning has increased significantly. This is explained by the fact that strategic planning allows the company managers to take a balanced approach to solving their problems not only in the short, but also in the long term. At present, not all companies in Ukraine have an effective strategic planning system. Despite this, most executives understand the importance of strategic planning to ensure effective business in the long term. Today, strategic planning is one of the most important components of management. If we compare the strategic planning system with other management systems, we will see that this system helped make the company's activities more voluminous, and obliged managers to take into account the influence of external factors on the activities of the enterprise: the actions of competitors, customer needs, their tastes, social factors, etc.

Strategic planning allows the company to accurately evaluate its potential capabilities, develop production programs, coordinate the activities of all departments to form a set of specific actions for a long term.

The foreign and Ukrainian experience of the enterprises in the market proves that each entrepreneur who wants to succeed must have a strategic plan of action for future periods. Today, there is an urgent need to use strategic planning as one of the main management systems that helps to adapt the enterprise to changing market conditions in the future.

Analysis of recent research and publications. Today, the problem of strategic planning is widely covered in various scientific papers. This problem has been the subject of research by many foreign and domestic scientists, in particular: Protasova L., Ibrahimov E., Grabovetsky B., Kvasny L., Piatnytska G., Mishchyrikova A., Wolf, C., Phillips P., Moutinho L., John M. B. and others. It should be noted that there is no unity among scientists in determining strategic planning, approaches to evaluating its results.

The object of the study is the process of strategic planning of the enterprise activity.

The subject of the study is theoretical, methodical and practical aspects of the Audi Center Kyiv strategic planning activity.

The purpose of the study is to improve the process of strategic planning of Audi Center Kyiv.

To achieve this goal it is necessary to solve the following problems:

- determine the nature and stages of strategic planning of the enterprise;
- compare different scientific approaches to evaluating the results of the strategic planning process;
- analyze the key performance indicators of Audi-Center Kyiv;
- identify the strengths and weaknesses of the strategic planning process of Audi Center Kyiv;
- develop and substantiate measures to improve the strategic planning process of Audi Center Kyiv;
- carry out a predictive assessment of the implementation of measures to improve the strategic planning of the activities of Audi Center Kyiv.

The theoretical and methodological basis of the final qualifying paper are the publications of ukrainian and foreign scientists and experts on the problem, legislative acts of Ukraine, materials of scientific and practical conferences.

The study used expert, comparative, statistical and graphical methods of analysis with elements of the systematic approach.

Scientific novelty of the final qualifying paper. The scientific novelty of the research results is the development of recommendations for the formation of a strategic planning system at Audi Center Kyiv.

The practical importance of the final qualifying paper lies in the possibility of using its results in the formation of a strategic planning system in the Audi Center Kyiv.

Structure of final qualifying paper. The paper consists of an introduction, three main sections, conclusions, a list of references and conclusions.

Approbation of the results of the final qualifying paper was reflected in a scientific article on the topic: «Strategic planning an enterprise activity: the essence,

stages, scientific approaches to evaluating the results», which was published in the collection of scientific articles of KNUTE students (Appendix A).

Structure of the paper. The final qualifying paper consists of an introduction, 3 parts, conclusions and recommendations, references and appendices. The main text of the paper is 58 pages, including 14 tables and 6 figures. The list of references contains 64 items, set out on 6 pages. The paper contains 5 appendices, laid out on 25 pages.

PART 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF STRATEGIC PLANNING AN ENTERPRISE ACTIVITY

1.1. The essence and stages of strategic planning an enterprise activity

Dynamic influence of factors of internal and external environment of the enterprise on the development and implementation of its strategy of activity requires constant rethinking of this process, namely the definition of the most appropriate ways (methods, principles, rules) of strategic planning in modern conditions. That is why we see the heterogeneity of thinking in determining strategic planning among scientists.

Ukrainian researchers define strategic planning as a special type of planning activity, which consists in the development of strategies, and the implementation of these strategies ensures the effective operation of the enterprise in the long run and rapid adaptation to changing environmental conditions. Strategic planning is considered as the basis for the implementation of the whole system of management functions. It directs the efforts of both managers and executors to develop strategically important goals, a sound choice of strategy for their implementation, which will ensure the achievement of the expected level of activity efficiency and development of enterprises in the long run [7; 10; 11; 18; 24; 26].

Analyzing the latest sources of scientists in the world [32; 33; 37-39; 41; 44; 51-53; 63] strategic planning can be described as an art of formulating business strategies, implementing them and evaluating their impact based on organizational objectives. The concept focuses on integrating various business departments to achieve organizational goals. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

Based on the aforementioned views and taking into account current business practices, it can be stated that in the strategic planning process it is necessary to adhere to the fact that the future must necessarily be better than the past. Also it is

important that the development of the strategic plan should take into account both external and internal capabilities of the enterprise. A well-organized strategic planning process allows the entrepreneur to evaluate prospects, identify opportunities and threats to the environment, strengths and weaknesses of the internal environment and analyze changes in the company's competitive position in the market.

A strategic plan is a tool for identifying, documenting, and incorporating elements of an enterprise strategy into ongoing operations. The strategic plan is the basis for forming the business plan of the enterprise. It helps to solve problems of harmonization of production and reproduction processes in the enterprise. The value of a strategy is that it is a model of behavior, a set of principles and rules that a company adheres to in order to ensure competitive advantages and survival in the market [16, p. 45].

The basis of the strategic plan is to analyze the prospects for the development of an enterprise with certain assumptions about changing the external environment in which it operates, as well as taking into account the strategic changes in this enterprise.

The strategic plan may include: vision and mission; strategic goals of the enterprise; selected strategies; directions of activity of the enterprise; the general program of actions of the enterprise in the market. The strategic plan should include evidence and research. This is a matter of competition in the market. It should also be designed to be flexible (in case of need for change).

Managers of different levels of management are involved in the development of the strategic plan. Traditionally, the higher the level of management, the more time executives spend on strategic tasks. Senior management (vice president, CEO and his deputies) develop the concept of strategic planning. The middle level (heads of departments and services) is involved in the development of the strategic plan, mainly in the elaboration of its separate areas. The bottom line (employees who produce products and services directly) is mostly occupied with performing operational tasks. [3, p. 59].

An important theoretical question is to identify the main stages of the strategic planning process. The strategic planning process should be understood as a succession of distinct steps, each characterized by specific management actions and the use of specific methodological tools. In this process, depending on the approach taken, there are four to nine stages, the number of which is determined by the components of the strategic planning complex or their elements.

Typically, enterprise strategic planning consists of a series of successive steps:

- analysis and evaluation of internal and external environment;
- setting (or formulating) strategic goals;
- identifying strategic alternatives;
- choice of strategy;
- preparation of the final strategic plan;
- control over the implementation of the strategic plan and its evaluation

(Fig. 1.1)

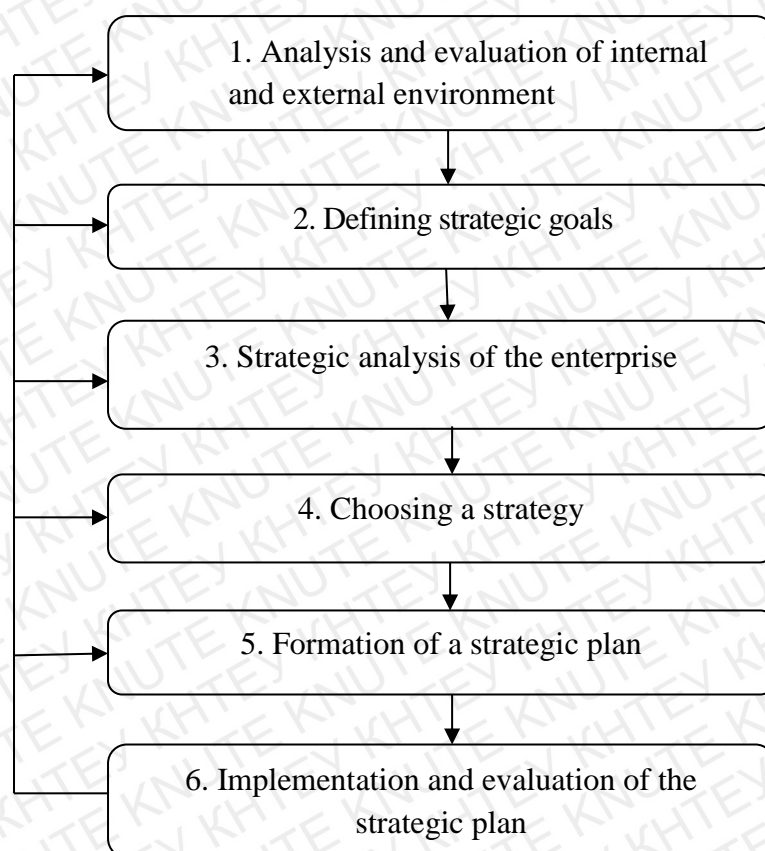


Fig. 1.1. Strategic Planning Stages [developed by author on the basis of [18; 21; 26].

For new and existing businesses facing the challenge of reviewing areas, areas of activity, and developing new strategies, the initial stage is to formulate strategic goals. In turn, for enterprises that are successfully operating in the market, the initial stage is to study the external and internal environment of the enterprise [13, p. 48].

At the stage of analysis and evaluation of the internal and external environment, organizations determine the main components of this environment, identifying those that are really important, assesses the real state of the enterprise on the market and makes predictions about the future state of the environment.

The second stage of strategic planning is determination the strategic goals of the company. At this stage the company sets the desired directions and directions for its activities. Entire businesses must be measured, clearly defining tasks for staff. The goals and objectives should be aimed at accomplishing the mission chosen by the company in order to achieve the desired level of its development. They are determined by the managers of the company or its owner. The sequence of goal setting is as follows: formulation of goals; analysis of the possibility of their implementation; adjustments and clarifications; final definition of goals and objectives.

Table 1.1

Methods of analysis of marketing environment

Method	Short description
SWOT-analysis	SWOT-analysis is a strategic planning method that identifies the internal and external factors of an organization and divides them into four categories: Strengths, Weaknesses, Opportunities, and Threats. Strengths (S) and weaknesses (W) are factors of the internal environment of the object of analysis, (that is, what the object itself is able to influence); opportunities (O) and threats (T) are environmental factors (that is, those that can affect the object from the outside without being controlled by the object).
PEST-analysis	Unlike SWOT analysis, which focuses mainly on the study of the internal processes of the object under study, PEST analysis is used to study the environment and its effect on the object of study. Unlike SWOT analysis, which focuses mainly on the study of the internal processes of the object under study, PEST analysis is used to study the environment and its effect on the object of study. It is conducted according to the following parameters: P - political factors (whether the political situation threatens the studied object or creates new opportunities for its development), E - economic factors (does the economic situation affect the activity of the research object), S - social -cultural features (which social and cultural features of the study situation affect the object of

End of the table 1.1

Method	Short description
PEST-analysis	study), T - scientific and technical environment (whether the activity of the object under study depends on scientific achievements, to what extent, whether the modernization of the object under study is required).
SNW-analysis	SNW analysis is an analysis of the strengths, neutrals and weaknesses of an organization. SNW analysis is used exclusively in the analysis of factors of the internal environment of the enterprise. the abbreviation SNW reflects the nature of the position of the company on the studied factor: S is strength position; N is a neutral position; W is a weak position.

Source: developed by author on the basis of [9; 38; 40].

On the third stage of strategic planning «analysis and identification of strategic alternatives» is a strategic analysis: a comparison of the goals of the enterprise (desired indicators) and the results of the study of environmental and environmental factors that impede the achievement of the desired indicators, and determine the gap between them.

The strategy selection phase involves comparing strategic alternatives that are acceptable to the organization and selecting one of them with further consideration.

Choosing a strategy is a key element of the strategic planning process. It is based on external and internal analysis of the enterprise environment [12, p. 44]. In the end, organization executives should choose one of the strategies that best:

- will affect the financial result;
- will not contradict the existing principles of organization;
- will be accepted by employees of the organization;
- will be supported by appropriate resources to the required extent [13, p. 48].

At the stage of strategic plan preparation, the final version of the strategic plan of the enterprise is prepared, which includes the future goals and ways of activity of the enterprise, defines the main stages of enterprise development, substantiates the enterprise policy, which is aimed at implementing strategies.

The last stage of monitoring the implementation of the strategic plan and its evaluation determines what the company has achieved by implementing its plans in

specific external and internal environment, which is the difference between the goals and their actual implementation.

This process provides consistent feedback between the process of achieving the goals and the actual goals set by the firm. The main tasks of control are:

- determining what and by what indicators to check;
- assessment of the condition of the controlled object in accordance with the adopted standards, standards or other benchmarks;
- finding out the reasons for the deviations, if any, as a result of the evaluation;
- making adjustments if necessary [33, p. 55].

Decision correction plays the role of a tool for detecting errors and deficiencies in their content. This is especially important when the means used do not justify expectations, there are unforeseen obstacles and counteraction, opportunities are lost and the risk of negative consequences increases, ie when the efforts of the performers do not produce the expected results. In the course of adjustment, the leader begins to more fully imagine the path remaining to achieve the goal, gaining new knowledge of the means and conditions of the situation, options for action and predictable results [16, p. 45].

In general, direct planning is a closed loop with direct (from strategy development to operational plans, their implementation and control) and feedback (from accounting of performance to plan adjustments) communication.

The evaluation of the strategy is the final stage in the development of a strategic plan, based on sufficiently comprehensive information and identifying the possible consequences of the implementation of the chosen strategy. A strategy cannot be evaluated with just one overall metric because it covers different types of organization activity. The strategy can be evaluated by the quality of the planned actions and the success of their implementation. In addition, the evaluation of the chosen strategy is mainly carried out in the form of an analysis of the fidelity and adequacy of the factors that determine the opportunities for implementation and implementation of the strategy.

1.2. Scientific approaches to the process of strategic planning and evaluation of its results

If we analyze the methods of economic evaluation of the effectiveness of the development strategy existing in science and practice, we can see that each method has specific features and areas of application, as well as shortcomings in terms of evaluating the effectiveness of the enterprise strategy in the market.

The closest to the development assessment will be the assessment groups, which are not directly related to the classical calculated indicators of profitability, ie groups of financial and economic and strategic methods of assessing the effectiveness of the development strategy. Each method meets a specific goal and is therefore based on different conditions. Therefore, let us first determine that the company is an indicator of strategic success, and further a key area of strategic development [26, p. 154].

Consider the approach proposed by G. Kindratskaya to evaluate strategies based on the definition of a number of regulatory and factual indicators and establish a correlation between them. This approach involves the implementation of certain steps [14, p. 190]:

- establishing a list of indicators of determining economic growth;
- establishing normative relationships between the growth rates of these indicators, that is, building a normative structure of indicators according to specific conditions;
- choice of the normative structure of indicators taking into account the specific situation;
- determining the actual structure of indicators that reflects the real state of the organization;
- assessment of compliance of the normative and actual structure of indicators;
- identification of external and internal factors that determine the actual structure of indicators and the degree of their impact;

- formulation conclusions on the effectiveness of existing strategies and the feasibility of developing a new strategy.

The basis of the strategy research and evaluation method is the type of economic growth at which higher rates of reduction in the cost of living labor are anticipated compared to the costs of labor employed and an increase in the share of profit in value, that is, the provision of expanded production. On this basis, the normative structure (normative series) of growth rates of the organization's development indicators is formed [22, p. 291]:

$$T_{3\Pi} < T_{C\Pi} < T_{MB} < T_{T\Pi} < T_P < T_{\Pi}, \quad (1.2)$$

where $T_{3\Pi}$ – rate of increase of labor costs (wages); $T_{C\Pi}$ – the rate of growth of total cost of commodity products; T_{MB} – rate of growth of material costs; $T_{T\Pi}$ – the rate of increase in the value of commodity products; T_P – growth rate of the calculated indicator (defined as $\Pi+MB$); T_{Π} – profit growth rate.

The degree of compliance of the normative and actual series of indicators is determined by the rank correlation coefficient (Spearman coefficient (K)) [22, p. 292]:

$$K = 1 - \frac{6 \cdot S(d)^2}{n^3 - n}, \quad (1.3)$$

where $S(d)^2$ – the sum of the squares of the differences in the ranks of the series; n - is the number of rank ranks.

The Spearman ratio is an aggregate characteristic of an organization's economic performance that allows it to track the overall trend of their change as a result of strategy implementation. However, factors that cause certain proportions of indicators are not taken into account. These factors include production technology, products, fixed assets, and more.

At the same time, it is also important to determine the level of risk at which the strategy is being implemented. To determine the level of risk with which the strategy

is implemented, we use the Tuffler model [8]. This allows you to determine the effectiveness of the strategy, taking into account the existing risk conditions:

$$Z = 0,53 * R_1 + 0,13 * R_2 + 0,18 * R_3 + 0,16 * R_4, \quad (1.4)$$

where R_1 – the ratio of operating profit to short-term liabilities; R_2 – ratio of current assets to total liabilities; R_3 – the ratio of short-term liabilities to total assets; R_4 – the ratio of income from the sale of goods, works, services to the total value of assets.

The values of the function are interpreted as follows: $Z \leq 0.2$ - high probability of bankruptcy risk; $Z \geq 0.3$ - low bankruptcy risk.

Applying dynamic performance metrics all the net benefits of project implementation are reduced to an equitable basis through discounts, thereby ensuring time and cost compatibility. The main criterion for strategic decision making in this concept is net discounted cost, NPV (net present value), which is defined as the difference between the present value of the future net benefit stream and the present value of the investment costs incurred in the course of the project. The NPV for a fixed discount rate and a one-time initial investment is determined by the following formula:

$$NPV = -I_0 + \sum_{t=1}^T CF (1 + i)^{-t}, \quad (1.5)$$

where I_0 – the value of the initial investment; CF - cash flow from realization of investments at time t; t – calculation step (year, quarter, month, etc.); i - discount rate; T – the length of the billing period.

The basis of this method is the passing of the main goal, which is determined by the investor - to maximize its end state or increase the value of the business. Therefore, the following three scenarios are possible:

If $NPV > 0$, then this means that during the project implementation the same amount of income will be obtained, which is higher than the considered alternative, due to which the value of the business is increased by this value.

If $NPV < 0$, then that means that such amount of revenue will be lost compared to alternative use, and the value of the firm will be reduced by this specific value.

If $NPV = 0$, it does not mean that the project is not profitable. This is an indication that it is no worse or better than its alternatives.

However, it should be noted that the use of such models has some limitations. First of all, these models were developed at the end of the last century, and so they may not always be able to correctly assess and predict the situation today. Secondly, there can be no universal models that would be ideally suited for organizations in different sectors of the economy, since the values of individual indicators differ significantly [26, p. 125].

The last stage concludes with the effectiveness of past strategies and the feasibility of developing a new strategy, taking into account existing risk conditions.

As a conclusion, we will perform a comparative analysis of approaches for evaluating strategies (Table 1.2).

Table 1.2

Comparative analysis of the main approaches to the evaluation of selected strategies

The name of the approach	Advantages	Disadvantages
Assessment based on the definition of a number of regulatory and actual indicators and correlation between them	<ul style="list-style-type: none"> - the nature of economic activity and state of enterprise; - the evaluation takes into account both the result indicators and the change of indicators that ensure the achievement of results 	<ul style="list-style-type: none"> - the nature of the strategy chosen; - risk factors are not fully taken into account when evaluating the strategy
Three-dimensional model of integral estimation	<ul style="list-style-type: none"> - financial efficiency is measured by short-term indicators, which helps to increase the efficiency of management 	The set of data on the basis of which strategic decisions are made implies a system of indicators that should evaluate the effectiveness of each mechanism of strategy formulation, implementation and implementation. Therefore, a comprehensive, balanced assessment is required, in which the available financial indicators complement each other.

End of the table 1.2

The name of the approach	Advantages	Disadvantages
net discounted income, NPV	<ul style="list-style-type: none"> - accounting for the time value of money; - widespread among experts worldwide; - ease of use; - an opportunity to determine the value of investments for the investor 	<ul style="list-style-type: none"> - the indicator may reduce the profitability of the project, ie NPV assumes that net income is reinvested at a lower rate, which for the business is equal to the cost of capital. In practice, the organization may have the opportunity to reinvest at a higher rate; - there is no possibility to compare alternatives; - shows the increase in business value, but does not estimate this increase

Note: grouped and systematized by author on the basis of [2; 31; 34; 50; 55].

By systematizing the advantages and disadvantages of the updated approaches to strategic planning assessment, we can conclude that each of them can be applied only under certain conditions and has a number of significant limitations. In our view, the most appropriate and meaningful approach to evaluating a strategy is an assessment based on identifying a number of regulatory and factual indicators and refining the relationship between them. This approach has greater advantages over others.

Thus, strategic planning is the process of defining the goals that a company intends to achieve over a period of time, as well as ways to achieve those goals. Strategic planning is a type of management activity that consists in the implementation of a set of measures related to the development of enterprise strategy. Strategic planning is a prerequisite for successful operation of the enterprise in today's market conditions. The section discusses the sequence of stages and scientific approaches to strategic planning assessment.

PART 2.

INVESTIGATION OF THE PROCESS OF STRATEGIC PLANNING

AN ENTERPRISE ACTIVITY IN «AUDI CENTER KYIV» LLC

2.1. Analysis of the main indicators of the enterprise' activity

«Audi Center Kyiv» LLC is an official dealer of Audi cars. «Audi Center Kyiv» is a modern complex selling Audi cars in Ukraine. The dealership center provides a full range of technical, warranty and repair services for all Audi vehicles.

The analysis was performed on the basis of reliable accounting reports of Audi Center Kyiv LLC. The method of analysis of financial and economic activity was chosen as a method of comparison, as it requires a qualitative assessment of indicators of financial and economic activity of the enterprise for the selected period.

The analysis of the financial and economic condition of Audi Center Kyiv LLC should start with the general characteristics of the composition and structure of the assets and liabilities of the balance sheet. For the overall assessment of the property potential of Audi Center Kyiv LLC, an analysis of the dynamics of the composition and structure of liabilities of the balance sheet is carried out. Comparative analysis of the assets of the company Audi Center Kyiv LLC in the period from 2016 to 2018 is presented in table 2.1.

Table 2.1

Comparative analytical balance of assets from 2016 to 2018

The name of the balance sheet	Value, thousand UAH			Average annual growth rate, %
	2016	2017	2018	
Assets				
Non-current assets	8350,5	7767	7399,5	-5,87
Intangible assets	77,5	35,5	149	39
Fixed assets	7932,5	7391,5	6911	6,66
Other financial investments	338	338	338	-
Current assets	78587	79012,5	69145,5	-4,36

End of the table 2.1

The name of the balance sheet	Value, thousand UAH			Average annual growth rate, %
	2016	2017	2018	
Stocks	34505	32520	29935	-6,86
Accounts Receivable (less than one year)	1658	1634,5	926	-25,27
Cash	21004,5	24804	21312,5	0,7
Other current assets	144,5	37	692	118,83
BALANCE	86937,5	86779,5	76545	-6,17

Note: made by author on the basis of «Audi Center Kyiv» LLC balance sheet

Analyzing the structure of the balance sheet asset, we can draw the following conclusions:

1) The item non-current assets decreased by 951 UAH. Changes were made by decreasing the amount of fixed assets. On the contrary, the balance sheet indicator intangible assets increased.

2) The item of current assets decreased by 9441,5 UAH, due to a decreasing of stocks by 4570 UAH and accounts receivable by 732 UAH. At the same time cash increased by 308 as well as other current assets by 547,5 UAH.

In total, the balance sheet currency decreased by 10392,5 UAH.

For the analysis of changes in the structure of liabilities of the enterprise for five years, we present the comparative balance of liabilities in table 2.2.

Table 2.2

Comparative analytical balance of liabilities from 2016 to 2018

The name of the balance sheet	Value, thousand UAH			Average annual growth rate, %
	2016	2017	2018	
Liabilities				
Capital and reserves	20600	27170	26002	12,3
Share capital	30	30	30	-
Retained earnings	6915,5	16485	16042,5	52,3
Long-term liabilities	33716,5	19798	16315	-30,44
Short-term liabilities	32621	39811,5	42385,5	14
BALANCE	86937,5	86779,5	76545	-6,17

Note: made by author on the basis of «Audi Center Kyiv» LLC balance sheet

Analyzing the structure of the liability balance sheet, we can draw the following conclusions:

1) The capital and reserves item increased by 5402 UAH, the changes were due to an increase in the company's retained earnings.

2) Long-term liabilities decreased by 17401,5 UAH. Short-term liabilities on contrary increased by 9764,5 UAH. In total, the balance sheet currency decreased by 10392,5 UAH from 2016 year.

Therefore, the liability structure of the company Audi Center Kyiv within three years has changed. Overall, the currency of the balance sheet decreased.

Now consider absolute indicators of financial stability of 2016 year:

1) Availability of own working capital (ES): LLC «Audi Center Kyiv»

$$E_s = S_{of} - F \quad (2.1)$$

where S_{of} - sources of own funds (section III "Capital and reserves");

F - fixed assets and investments (section I "Current assets");

$E_s = 12249,5$ UAH.

2) Availability of own working capital and long-term debt sources for the formation of inventories and expenses (E_t):

$$E_t = E_s + L_t, \quad (2.2)$$

where L_t - long-term loans and borrowings (Section IV "Long-term liabilities");

$E_t = 45966$ UAH.

3) The total value of the main sources of funds for the formation of inventories and expenses (E):

$$E = E_t + K_t, \quad (2.3)$$

where K_t - short-term loans:

$E = 78587$ UAH.

As can be seen from the calculations at the beginning and at the end of the reporting period, the enterprise has not a lot of its own funds, and it resorts to the use of long-term loans and borrowings. At the beginning and at the end of the reporting

period, an enterprise resorts to short-term loans and borrowings, thereby obtaining sufficient funds to form inventories and expenses.

Based on the three indicators that characterize the existence of sources that form inventories and costs for production activities, the values are calculated to estimate the size (sufficiency) of sources to cover inventories and costs:

1) Excess (+) or lack (-) of working capital:

$$\pm E_s = E_s - Z, \quad (2.4)$$

where Z - inventories and expenses.

$$\pm E_s = -22255,5 \text{ UAH.}$$

At the beginning and at the end of the reporting period, the enterprise lacks its own working capital.

2) Excess (+) or lack (-) of own current and long-term sources of formation of inventories and expenses:

$$\pm E_t = E_t - Z, \quad (2.5)$$

$$\pm E_t = 11461 \text{ thousand UAH.}$$

Throughout the reporting period, the company had to resort to the use of long-term loans and borrowings, thereby obtaining sufficient funds to form inventories and expenses.

3) Surplus (+) or lack (-) of total major sources for inventories and costs:

$$\pm E = E - Z, \quad (2.6)$$

$$\pm E = 44082 \text{ UAH.}$$

At the beginning and at the end of the reporting period, an enterprise resorts to short-term loans and borrowings, thereby obtaining sufficient funds to form inventories and expenses.

Indicators of the supply of supplies and costs of sources of their formation ($\pm E_s$, $\pm E_t$, $\pm E$) are the basis for the classification of the financial position of the enterprise by degree of stability.

There are four main types of financial stability of the enterprise:

1) Absolute financial sustainability ($\pm E_s > 0, \pm E_t > 0, \pm E > 0$): high solvency, inventories and expenses are fully covered by own working capital, the enterprise is independent of creditors.

2) Normal financial stability ($\pm E_s < 0, \pm E_t > 0, \pm E > 0$): normal solvency, efficient use of borrowed funds, high profitability of production activity;

3) Unstable financial condition ($\pm E_s < 0, \pm E_t < 0, \pm E > 0$): breach of solvency, necessity of attracting additional sources, there is an opportunity to improve the situation;

4) Crisis financial condition ($\pm E_s < 0, \pm E_t < 0, \pm E < 0$): insolvency of the enterprise, high probability of bankruptcy.

For the company Audi Center Kiev, the considered indicators will be equal to:

$$\pm E_s = -22255,5 < 0;$$

$$\pm E_t = 11461 < 0;$$

$$\pm E = 44082 > 0.$$

In 2016, the company had normal financial condition, which means that inventories and losses are covered by the sum of own sources of formation of current assets and long-term borrowed sources. In 2018, the financial situation remained normal as well.

The profitability of the used capital is calculated on the basis of the invested capital. The results of the calculation of the profitability of the company «Audi Center Kyiv» are presented in table 2.3.

Table 2.3

Profitability indicators of Audi Center Kyiv LLC

Indicators	2016, %	2017, %	2018, %	Changes, % 2018/2016
1. Profitability of sales on net profit	2,582	5,712	3,041	0,459
2. Return on assets	7,954	18,996	12,375	4,421
3. Return on equity	33,570	60,673	36,429	2,859

Note: made by author on the basis of «Audi Center Kyiv» LLC balance sheet

Table 2.3 shows that over 3 years profitability has increased by such criteria as: net profit, profitability of assets and profitability of used capital. But it is important to note a significant fall of indicators after 2017.

Business metrics are used to understand how effectively a business uses its funds. Business activity analysis consists of studying the dynamics of turnover ratios. These metrics are important to the organization. First, the amount of annual turnover depends on the speed of turnover. Secondly, the size of the turnover is related to the size of the turnover. Thirdly, the acceleration of the flow of funds at one of the stages leads to the acceleration of the turnover at the other stages. The financial position of an organization depends on how quickly the money invested in assets is converted into money [16].

During the analyzed period «Audi Center Kyiv» LLC decreased its current and quick liquidity indicators, but their value is higher than 1, this value indicates that the company has enough liquid working capital for timely settlement of liabilities. Financial stability ratio is less than the normative indicator, which indicates insufficient financial sustainability in the long term. The current asset turnover rate increased during this period, an increase during the study period is a good sign as it

Table 2.4

**Dynamics of Indicators of Operational, Medium-Term and Strategic
Financial Sustainability of Audi Center Kyiv LLC during 2015-2018**

Indicators	Years			Absolute deviation		Average annual growth rate / decrease, %
	2016	2017	2018	2017 / 2016	2018 / 2017	
Current Liquidity Ratio	2,864	2,131	1,833	-0,73	-0,30	-20
Quick Liquidity Ratio	1,480	1,272	1,060	-0,21	-0,21	-15,38
Absolute Liquidity Ratio	0,345	0,826	0,413	0,48	-0,41	9,41
Financial Autonomy Ratio	0,134	0,324	0,301	0,19	-0,02	49,87
Financial Stability Ratio	0,689	0,571	0,506	-0,12	-0,06	-14,31
Total Asset Turnover	2,891	3,755	3,881	0,86	0,13	15,86
Return on Capital (ROC)	31,680	44,086	42,992	12,41	-1,09	16,49
Current Asset Turnover	3,198	4,124	4,297	0,93	0,17	24,12

End of the table 2.4

Indicators	Years			Absolute deviation		Average annual growth rate / decrease, %
	2016	2017	2018	2017 / 2016	2018 / 2017	
Working capital turnover, days	113	87	84	-26,00	-3,00	-13,79
Inventory Turnover	5,563	8,589	9,068	3,03	0,48	27,67
One stock turnover period, days	65	42	40	-23,00	-2,00	-21,56
Receivable Accounts Turnover	10,962	15,055	17,267	4,09	2,21	25,5
Receivables repayment period, days	33	24	21	-9,00	-3,00	-20,23
Payable Accounts Turnover	7,848	8,456	6,539	0,61	-1,92	-8,72
Accounts payable repayment period, days	46	43	55	-3,00	12,00	9,34

Note: made by author on the basis of Audi Center Kyiv financial statement

indicates the company's continuous work to improve its inventory management policy, accounts receivable, cash and other current assets. We can see an increase in the return on assets compared to 2016, which demonstrates the effectiveness of the use of fixed assets of the enterprise. We also see an increase in inventory turnover, indicating that there is a steady improvement in inventory management policies.

By itself, the accounts payable turnover ratio is an indicator of the rate of repayment of an enterprise's debt to other organizations. An increase in the payback period indicates that the average maturity of an entity's debt has increased. The overall slowdown of the turnover period shows the effectiveness of the activity of Audi Center Kiev LLC and the increase of its business activity.

2.2. Identification of strengths and weaknesses of the process of strategic planning an enterprise activity

Strategic planning, marketing researches, advertising activity and studying of work of competitors carry out at the enterprise. All of this aimed at exploring consumer expectations for the company's products.

The strategic planning process is necessary to build an effective enterprise management system that ensures innovative development and implementation of strategic goals. This process is obligatory for executing directors of activity, heads of divisions.

To determine the strengths and weaknesses of the strategic planning process at Audi Center Kyiv I conducted a questionnaire survey of the company's management, as well as middle managers (Appendix E). The questionnaire consisted of five questions that helped to determine what was wrong with the enterprise strategic planning process and what made the process effective. The results of a questionnaire survey at Audi Center Kyiv are presented in table 2.5.

Table 2.5

The results of a questionnaire survey at Audi Center Kyiv

Question	Result
1. How often are strategic goals defined at the enterprise?	Every 3 months – 0% Every half year – 0% Once a year – 100% Other – 0%
2. What tools do you use in your work for strategic planning?	SWOT analysis – 100% PEST analysis – 100% Porter's 5 forces - 20% Balanced scorecard – 0% Other – 0%
3. Is a strategic plan being developed at the enterprise?	Yes – 100% No – 0%
4. How would you rate the level of strategic planning at the enterprise on a 5-point scale?	5 – 10% 4 – 60% 3 – 30% 2 – 0% 1 – 0%

End of the table 2.5

Question	Result
5. What do you think is not enough for more effective strategic planning process? at the enterprise?	New effective toolkit – 70% Knowledge in this area – 30%

Note: made by author on the basis of appendix E

After analyzing the results of a questionnaire survey of company managers we can highlight the weaknesses and strengths of the strategic planning process at Audi Center Kyiv.

The weakness of the strategic planning process at the enterprise is the stage of strategy implementation, and subsequently evaluation and control of the strategy implementation. The implementation of the strategy is a critical process, because in case of successful implementation it leads the company to achieving its goals. The strategy is implemented through the development of programs, budgets and procedures, which can be considered as medium and short-term plans for strategy implementation. The main components of successful strategy execution are:

- the goals of the strategy and plans are communicated to the employees so that they can understand what the organization is aiming for and involve them in the process of implementing the strategy;
- management in a timely manner ensures that all the resources necessary for the implementation of the strategy are received;
- in the course of strategy implementation, each level of management solves its tasks and carries out the assigned functions.

An evaluation of the chosen strategy is to answer the question: will the chosen strategy lead to the achievement of the firm's goals? If the strategy is consistent with the goals of the firm, then its further evaluation is carried out in the following areas:

- compliance of the chosen strategy with the state and requirements of the environment;
- compliance of the chosen strategy with the potential and capabilities of the company;

- the acceptability of the risk inherent in the strategy.

The results of strategy implementation are evaluated and the feedback system monitors the activities of the organization, during which the previous stages may be adjusted. The «Audi Center Kyiv» LLC company has problems with the implementation of the selected strategy and its further evaluation because the toolkits that they can use in the strategic planning process are not developed well.

Among the strengths of the strategic planning process at the enterprise can be identified:

- the company determines strategic goals. An objective function begins with the establishment of the mission of the enterprise, expressing the philosophy and the meaning of its existence.
- a strategic plan is being developed;
- analysis of the environment, including the collection of information, the analysis of the strengths and weaknesses of the company, as well as its potential capabilities based on available external and internal information.

Now let's consider an example of how SWOT-analysis is used at the Audi Center Kyiv enterprise. Taking into account the above factors, and in accordance with the data set out in Appendices B and C, an overall description of the environment of Audi Center Kyiv LLC was prepared (table 2.6).

Table 2.6

General view of the environment of «Audi Center Kyiv» LLC

Factors	The importance of the factor for the industry	Direction of influence of the factor	Importance for the enterprise	The integral indicator
1	MACRO ENVIRONMENT			
1.1 The nature of the political struggle in the region	3	2	2	-4
1.2 Compliance of legislation with the needs of entrepreneurship	3	1	2	6
1.3 Inflation rate	3	-1	2	8
1.4 Demographic environment in the region	2	-1	2	8
1.5 Cultural level of the population	1	1	1	1
1.6 The level of industrial pollution in the region	1	2	2	3

End of the table 2.6

Factors	The importance of the factor for the industry	Direction of influence of the factor	Importance for the enterprise	The integral indicator
1.7 The level of implementation of new technologies and equipment in the economy	2	1	2	7
1.8 Supporting the Government for the sale of economy cars	3	2	3	9
1.9 Expansion of Audi production in Ukraine	1	1	1	1
Total				
2	BUSINESS			
2.1 Intensity of competition	3	-2	3	-8
2.2 Consumer obligations	2	2	3	9
2.3 Market Power Suppliers	3	2	3	9
2.4 Great location	2	2	1	-5
2.5 Freedom / restriction on business	2	-1	2	-3
TOTAL				6
3.	INTERNAL ENVIRONMENT			
3.1 Knowledge and management skills	3	3	3	9
3.2 Competitor monitoring system	3	-1	2	-5
3.3 Marketing Knowledge and Skills	3	-1	3	-6
3.4 Financial Opportunities	3	2	2	9
3.5 Organizational structure of the management apparatus	2	2	2	4
3.6 The level of qualification of company employees	2	-1	2	-6
Total				4

Note: made by author on the basis of Appendix B; appendix C

Thus, we have identified which of the external factors have the most positive or negative impact on the company. For the convenience of conducting a SWOT analysis, we have limited the number of opportunities and threats to Audi Center Kyiv LLC from the external environment. For a complete analysis of the internal environment of the company Audi Center Kyiv it is necessary to explore four functional zones:

- Marketing.
- Sales and service.
- Finance.
- Organization and personnel.

Based on the analysis, we compile a list of strengths and weaknesses of the organization table. 2.7.

Table 2.7

SWOT-analysis of the strategic system of «Audi Center Kyiv» LLC

		<ol style="list-style-type: none"> 1. Consumer commitment (+9) 2. The level of implementation of new technologies and equipment in the economy (+9) 3. Availability and adherence to educational standards and norms in the country (+9) 	<ol style="list-style-type: none"> 1. Inflation development (-9) 2. Demographic environment in the region (-9) 3. Intensity of competition (-9)
		O	T
<ol style="list-style-type: none"> 1. Financial Opportunities (+9) 2. Management knowledge and skills (+9) 	S	<ol style="list-style-type: none"> 1.1 Improving the quality of service (78) 1.2 Expansion of integrated service system (78) 2.1 Implementation of new toolkit (78) 2.2 Implementation of new toolkit (78) 3.1 Expansion of integrated service system (78) 3.2 Development of personnel motivation system (78) 	<ol style="list-style-type: none"> 1.1 Carrying out promotions and loyalty programs for consumers (78) 1.2 Expansion of integrated service system (78) 2.1 Implementation of new toolkit (78) 2.2 Expansion of integrated service system (78) 3.1 Development of personnel motivation system (78) 3.2 Implementation of new toolkit (78)
<ol style="list-style-type: none"> 1. Competitor control system (-6) 2. Marketing knowledge and change (-6) 3. Level of professionalism (-6) 	W	<ol style="list-style-type: none"> 1. Improving the quality of service (54) 1.2 Expansion of integrated service system (54) 1.3 Development of personnel motivation system (54) 2.1 Implementation of new toolkit (54) 2.2 Expansion of integrated service system (54) 2.3 Finding competent staff, preferably qualified work with new technologies (54) 3.1 Expansion of integrated service system (54) 3.2 Implementation of new toolkit (54) 3.3 Staff training (54) 	<ol style="list-style-type: none"> 1.1 Improving the quality of service (54) 1.2 Development of personnel motivation system (54) 1.3 Expansion of integrated service system (54) 2.1 Implementation of new toolkit (54) 2.2 Improving the quality of service (54) 2.3 Staff training (54) 3.1 Development of personnel motivation system (54) 3.2 Development of personnel motivation system (54) 3.3 Staff training (54)

Made by author using the table 1.

As a result of the conducted SWOT analysis were taken measures to improve strategic planning process at «Audi Center Kyiv» LLC (table 2.8).

Table 2.8

Strategic Planning Improvement Activities at «Audi Center Kyiv» LLC

№	Characteristic of the event	Points
1	Expansion of integrated service system	528
2	Implementation of new toolkit	474
3	Development of personnel motivation system	294
4	Improving the quality of service	240
5	Staff training	162
6	Carrying out promotions and loyalty programs for consumers	78
7	Finding competent staff, preferably qualified to handle new technologies	54

Made by author using the table 2.

Also we can consider the formation of the strengths and weaknesses of the strategic planning process for an enterprise through the influence of economic factors.

Inflation. Despite the significant decline in inflation over the last year, there is still a rise in prices. In this case, the increase in the cost of production and sale of products leads to an increase in the price of products, and therefore to a decrease in demand for it. Thus, inflation can pose a serious threat to the achievement of the organization's goals.

The average increase in the value of Audi cars in 2018 was about 10%, which slightly affected their demand. But with a further increase in the cost of cars, a sharp decline in demand is possible, as the price of these cars will "cross" the threshold of the middle class.

Tax rate. The company does not have any tax benefits, so changing tax rates will either have a positive or negative impact on the organization.

Customs tariffs. Audi cars are collected outside Ukraine under customs control, that's why customs tariffs directly affect product prices and profits.

Political factors. The activities of the organization are constantly influenced by political events and decisions and the management of the organization should be

familiar with the decisions and laws. From this point of view, the management of Audi Center Kyiv LLC should keep abreast of changes in the current legislation in the field of government tax policy, customs tariffs and rules of customs services, credit policy, consumer protection legislation.

Market factors. The changing market environment is an area of constant concern for the organization. Market environment analysis includes factors that can directly influence an organization's successes and failures.

The level of competition in the industry. Today there are a large number of companies in Kyiv that sell different types of cars of foreign production. Most of them are official dealers.

Audi Center Kyiv LLC strives to provide its customers with the highest quality service possible. To assess satisfaction, each consumer of goods or services provided at a car dealership fills out a questionnaire that allows you always have information about the customer's opinion about the service.

Changing consumer income. Today Audi Center Kyiv LLC is focused on selling cars to middle- and high-income consumers. However, the ever-expanding field of auto lending allows the auto center to depend less and less on the level of household income. Because the availability of car loan allows a customer with an average level of wealth to buy a car of foreign production with not the simplest configuration.

Social factors. These factors are associated with changing expectations, attitudes and customs of society.

The following part develops strategic planning for the development of a comprehensive service system with the introduction of services, implementation of new toolkit and the development of a staff motivation system.

PART 3

IMPROVEMENT OF THE STRATEGIC PLANNING OF ENTERPRISE ACTIVITIES AT AUDI-CENTER KYIV LLC

3.1. Development and justification of measures to improve the process of strategic planning of the enterprise

The previous section identified the shortcomings of the strategic management process of Audi Center Kyiv LLC based on the analysis, it can be said that the organization has a weak strategic planning system, so it is necessary to give recommendations for the development and implementation of a new strategic planning system at the enterprise.

Strategic planning is the most complex type of planning, and each organization has to decide for itself whether it needs it. In particular, to ensure the effectiveness of the strategic plan developed, it is necessary to carefully develop the current plan and, based on it, to adjust the strategic plan annually.

A strategic plan can only qualitatively describe the state to which an organization should come in the future. Not only planning but the strategic management of Audi Center Kyiv LLC can have the greatest effect. Despite all the benefits of strategic planning, such as the ability to mitigate risk when making important management decisions, integrate the goals of all divisions, and the high degree of validity of all indicators, strategic plans are currently being developed by large organizations that are able to cover high time and resource costs needed for strategic planning.

To develop measures to improve the strategic planning process, Audi Center Kiev will consider the following special policies: property, marketing, personnel, and financial. We define two stages of implementation of special policies, each of which will last for two years. Specific enterprise policies are presented in Table 3.1.

Table 3.1

Special policies implemented in the strategic planning process at Audi Center Kyiv

Stages	Purpose	Period, years	Property policy	Marketing policy	Client policy	Personnel policy	Financial policy
1	Development of integrated service system, with implementation of services: <ul style="list-style-type: none"> - Car inspection, - Car for the time of repair (rent), - Car evacuations, - Car registration. 	2 years (2020-2021)	Obtaining a license for technical inspection. Organization of the inspection area. Purchase of new cars for the organization of car rental service.	Finding partners, and contracting for technical inspection services. Finding a Carrier Partner for Car Evacuation. Promotion of implemented services.	Control of the quality of service delivery and the degree of satisfaction and customers, at the expense of the opposite: survey, questionnaire, reception of feedback.	Certification of employees, diagnostics of their weaknesses and strengths. Training of maintenance specialists. Collection and analysis of applications for training of personnel from heads of divisions.	Financing the promotion of the services being introduced. Providing investment attractiveness of the enterprise. Attracting investors' funds
2	Development of personnel motivation system	2 years (2021-2022)	Ensuring high profitability of functioning of the objects of property	Study of the market of personnel development services and selection of the optimal training and personnel training program.	Increasing customer loyalty by supporting communication. Creating a customer-centric image of the dealership.	Organization of training and staff training. Analysis and improvement of the employee motivation system.	Redistribution of the budget towards the allocation of funds for the development of personnel policy. Financing of events.

From table 3.1 it follows that the four-year enterprise strategy will be implemented in two stages. In the first stage it is planned to expand the system of complex service by introducing new services:

Car inspection;

- Car rental for the time of repair (rent);
- Car evacuation and delivery to a service center;
- Registration of vehicles at the Ministry of Internal Affairs service center.

The second stage envisages the development of the personnel motivation system through measures: selection and implementation of an acceptable training program and training and analysis and improvement of the employee motivation system.

The first stage of strategic planning implementation at Audi Center Kyiv LLC is to adjust the existing mission and strategic goals of the company - these goals are missing. In this regard, first of all, it is necessary to develop the mission and strategic goals of the enterprise. Moreover, these types of plans should be developed directly by the CEO. The following mission of the enterprise is offered - it is a professional solution of tasks and qualitative satisfaction of needs of customers.

Next, you need to create the right circle of people who need to be engaged in strategic planning and implementation of strategic plans. The following officials are proposed to be included in this group:

- CEO;
- Deputy Director for Research and Design;
- Deputy Director of Finance;
- Deputy Director on Mechanization Base;
- Head of Human Resources Department;
- Chief Accountant;
- Chief Engineer;
- Marketing Specialist.
- VISION Enterprise Strategy

VISION – it is an image of a desirable future enterprise to which it will move in the chosen period of time. This is a quality image of the desired state for the long term.

In this paper we consider a period of 4 years (from 2020 to 2023). Developed by **VISION** in addition to strategic purpose will enhance the investment attractiveness of the company. Similarly, the prospects for enterprise development will undoubtedly have a positive effect on the working staff: the corporate spirit will be strengthened and this will serve as an incentive for career growth. Enterprise **VISION** is presented in Figure 3.1.

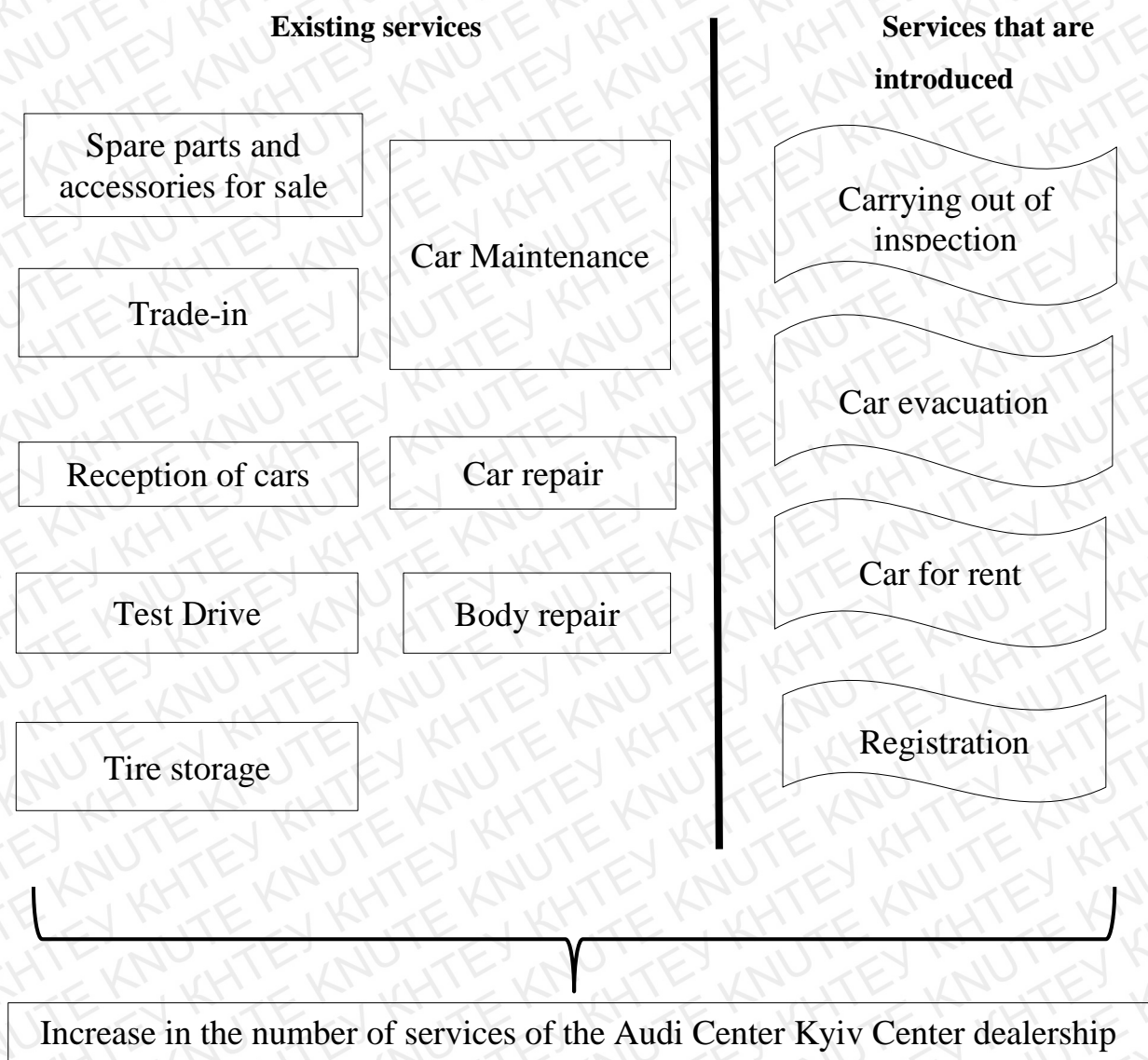


Figure 3.1. **VISION** of the enterprise

The movement to VISION Audi Center Kyiv will be based on the proposed special policies.

Introduction of inspection service. Checking the technical condition of vehicles (TK), including their parts and accessories, to ensure that they comply with the mandatory safety requirements of vehicles to allow vehicles to participate in road traffic in Ukraine and in cases provided for in international traffic treaties of Ukraine, and beyond its borders. According to the results of the test, a diagnostic card is issued [24].

The Diagnostic Map is a document consisting of 65 items, which assess the technical condition of the vehicle. The table contains the parameters of the vehicle units with the operator's marks on their compliance or non-compliance with their standards. In case of deviation from the norm, the car owner is given twenty days to eliminate the comments. In the future, a re-inspection of the vehicle is carried out, and if all inconsistencies are eliminated, then a mark is made on the suitability of the vehicle for traffic [21]. The availability of a diagnostic card is mandatory for the purchase of a compulsory third party vehicle liability insurance.

It is planned to organize a technical inspection post at the Audi Center Kyiv Service Center for carrying out the works.

Revenue from the service: the cost of technical inspection service in the Kyiv region should not exceed 500 UAH. Hence, the cost of the service Audi Center Kyiv will be 450 UAH. According to the statistics of the marketing department of Audi-Center Kyiv LLC, about 21 potential customers are contacted daily by phone requesting car insurance services.

On average, 60% of appeals result in the issuance of an SSMSC policy. And this is an average of 4500 UAH of revenue per day.

Costs: Purchase of inspection line and installation of 520 000 UAH, salary of two technical experts 50 000 UAH monthly. Costs for maintenance and diagnostics of the inspection line 1500 UAH per month, the cost of passage and certification and accreditation of activities 8 000 UAH.

We will calculate the budget of income and expenses in 2019, taking into account the number of working days in I quarter. (56 days), II quarter. (61 days), III quarter. (66 days), IV quarter. (64 days). Estimated income and expenses budget of Audi Center Kyiv LLC from the inspection service in 2020 are presented in Table 3.2.

Table 3.2

Estimated cost and revenue budget of Audi-Center Kiev LLC from technical inspection service in 2020, UAH.

	I quarter	II quarter	III quarter	IV quarter	Year
Income	234 584	321 677	341 251	340 142	1 237 524
Costs	553 600	28 800	28 800	28 800	640 000
Profit	-319 340	233 574	319 267	267 514	488 002

Marketing plan. The main objective of the marketing plan of the first stage of the strategy is the introduction of a new service through advertising and media. Measures to promote inspection services in Kyiv:

1. Advertising on the website of Audi Center Kyiv.
2. Placing banner ads on car websites.
3. Outdoor advertising.
4. Distribution of advertising booklets.

Advertising brochures are planned to be distributed in the offices of insurance companies. This service will be motivated by partner companies to provide a mutually beneficial contract. The cost of printing promotional booklets in 1000 copies is 5,000 UAH. [23]. The total cost of promoting the inspection service will be 113 651 UAH.

Car rental service. The car rental service is to provide the Audi Center Kyiv LLC with a rental car for the time of servicing or repairing their car in the service. The lease is issued under a contract with the dealership for a certain period of time.

According to forecasts of the sales department of Audi Center Kyiv, the maximum load of each car per month will be 10 days. The rental price depending on

the car model will be: for the Audi A6 - 700 UAH per day, and for the car Audi A3 - 600 UAH day.

Costs: Car insurance - 8 000 UAH, only 2 cars. Car diagnostics and tire wear for one car - 2 500 UAH, only 2 cars, car diagnostics is planned to be carried out 2 times a year. The budget of car rental income and expenses is presented in Table 3.3.

Table 3.3

Budget of revenues and expenses of car rental service, UAH

	I quarter	II quarter	III quarter	IV quarter	Year
Income	38 400	38 400	38 400	38 400	153 600
Costs	16 000	2 500		2500	21 000
Profit	22 400	36 400	38 400	36 400	133 600

Car evacuation service. Breakdowns of cars happen different, there are also those in which without the help of evacuation can not do. In average, about 440 vehicles are serviced at the Audi Center Kiev Service Center a month, of which about 15 vehicles are brought on the tow truck.

In average in Kyiv one evacuation of a car costs the client 2500 UAH. In order to provide the clients of Audi Center Kyiv LLC with the service of evacuation of a car, to repair it in a service center, it is planned to conclude an agreement with an organization that performs the evacuation and transportation of vehicles. The contract is intended to ensure cooperation with the partner organization on mutually beneficial terms. The benefit of Audi Center Kyiv LLC in increasing the number of service center customers by at least 15 cars per month.

According to the service center of Audi Center Kyiv LLC, the average cost of repairing a car delivered to a service center on a tow truck is 4,000 UAH. Then the estimated quarterly profit from the introduction of the service will be UAH 162,000. and 248,000 a year.

The responsibility for finding and selecting a partner organization will be the responsibility of the dealership's marketing department. The planned budget of

expenses and revenues from the car evacuation service to the service center of Audi Center Kyiv LLC is presented in Table 3.4.

Table 3.4

Planned budget for revenues and expenses from car evacuation service to Audi Center Kyiv Service Center

	I quarter	II quarter	III quarter	IV quarter	Year
Income	162 000	162 000	162 000	162 000	648 000
Costs	0	0	0	0	0
Profit	9000	9000	9000	9000	36 00

Registration activities. Registration services are offered to many car dealers in Kyiv. The demand for this type of service arose after the introduction of a new administrative regulation of the administrative service for the registration of vehicles on October 15, 2013, which defines the procedure for registration actions. In large cities, motorists have become an urgent problem in the loss of time and material resources when visiting departments of the Ministry of Internal Affairs.

The average market value of registration services is 3500 UAH, excluding the state duty. It is planned to establish the market value of the service 3500 UAH, of which 200 UAH. will be the motivation of the sales manager who works with the client, and 200 UAH. there will be a remuneration for the employee who will be subject to the registration obligations.

According to a survey of customers of Audi Center Kyiv LLC in February 2019, which was held to issue a new car, 34 customers wished to use this service. The cost of providing this service is not required. In connection with the introduction of this service, it is expected that the salaries of the employees who participated in its implementation will increase, which will serve as a motivation for work. The estimated budget of revenues and expenses from the car registration service is presented in Table 3.5.

Table 3.5

Estimated budget for revenues and expenses from registration services

	I quarter	II quarter	III quarter	IV quarter	Year
Income	122 400	122 400	122 400	122 40	489 600
Costs	42 000	42 000	42 000	42 000	168 000
Profit	42 000	42 000	42 000	42 000	1680

Personnel plan. The responsibility for carrying out the technical inspection work will be assigned to the masters of the Audi Center Kyiv Service Center. It will be the responsibility of the service center to co-ordinate with the evacuation partner. Additional functions for registration activities in the Ministry of Internal Affairs will be assigned to the car sales manager at the commission. Under the car rental service, the responsibilities will be vested in the senior car sales manager with mileage.

In order to ensure the implementation of the developed strategic planning system, it is recommended to train the staff of Audi Center Kyiv LLC on the technical details of strategic planning, strategic management and implementation of the strategy and strategic planning system. For this purpose, it is recommended that the personnel of the organization that will be part of the proposed strategic management group take part in distance-learning courses in strategic management.

The second recommendation to ensure the implementation of the strategic planning system is to improve the mechanism of material incentives with a link of bonuses to the implementation of the strategy of development of Audi Center Kyiv.

For mileage managers is recommended that you use a piece-rate form of remuneration. This means that an additional premium is paid for the fulfillment of certain conditions (the plan for the sale of cars per month, the number of services performed in the service, etc.).

The premium is set as a percentage of basic earnings. The bulk of wages are unchanged. The salary bonus depends on the performance of the work. We recommend that you use a paycheck for your sales manager.

Now we consider a new toolkit that an enterprise can use to improve its strategic planning process named BSC. When developing a balanced scorecard (BSC), an important step is to build a strategic map, which is an image of causal relationships between elements of the company's strategy. It provides an opportunity to see how the integrated and combined goals of the four components are combined into a single strategy. The map details the BSC, illustrating the dynamics of strategic development and focusing on primary areas. Strategic maps can be used both together with BSC and individually. This feature stems from the various possibilities for the formation and implementation of strategic maps. For example, when forming strategic maps separately from a balanced scorecard, they should be used separately from in the future.

To draw up a strategic map, it is necessary to compose all strategic goals and place them in the form of a map. An example of strategic goals within the framework of BSC and the corresponding set of key performance indicators for Audi Center Kyiv LLC are shown in the fig. 3.2 and presented in the table 3.6 respectively.

Table 3.6

Correlation of the strategic goals of Audi Center Kyiv LLC and key performance indicators as part of the implementation of the BSC concept

№	Strategic goal	Key performance indicators
1	Improving the efficiency of financial and economic activities	Result of financial and economic activities
2	Loyalty growth among strategically important customers	Purchase rate for key customers (%); Quantity demanded (turnover)
3	Improving the efficiency of innovative activities	Share of new products in the total goods structure (%)
4	Efficiency growth of sales policy and logistic channels	The proportion of sales expenses in the costs composition of output (%)
5	Loyalty growth among staff and improvement of its performance efficiency	Volume of expenses for staff educational and training; average monthly wage

Source: developed by the author on the basis of [9; 31; 55]

Based on a study of the activity features of Audi Center Kyiv LLC, a strategic map can be developed (fig. 3.2)

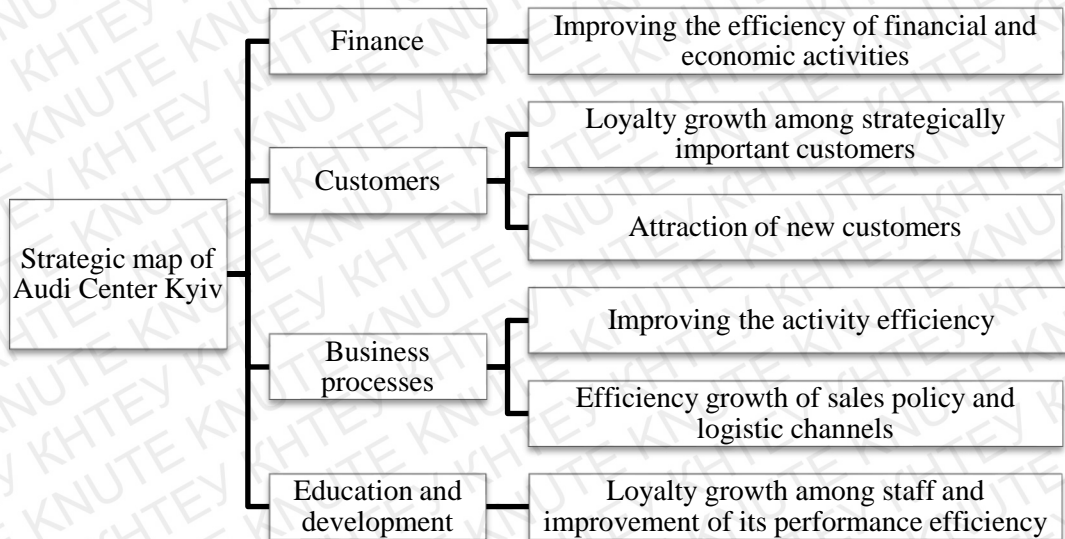


Figure 3.2 Strategic map of the enterprise Audi Center Kyiv LLC

Source: developed by the author [9; 56]

Based on the results of the identification of the strategy, the corporate management philosophy of Audi Center Kyiv is formalized in accordance with the requirements for formulating an effective mission, in accordance with global corporate governance trends and the results of strategic, financial and economic analysis (fig. 3.3).

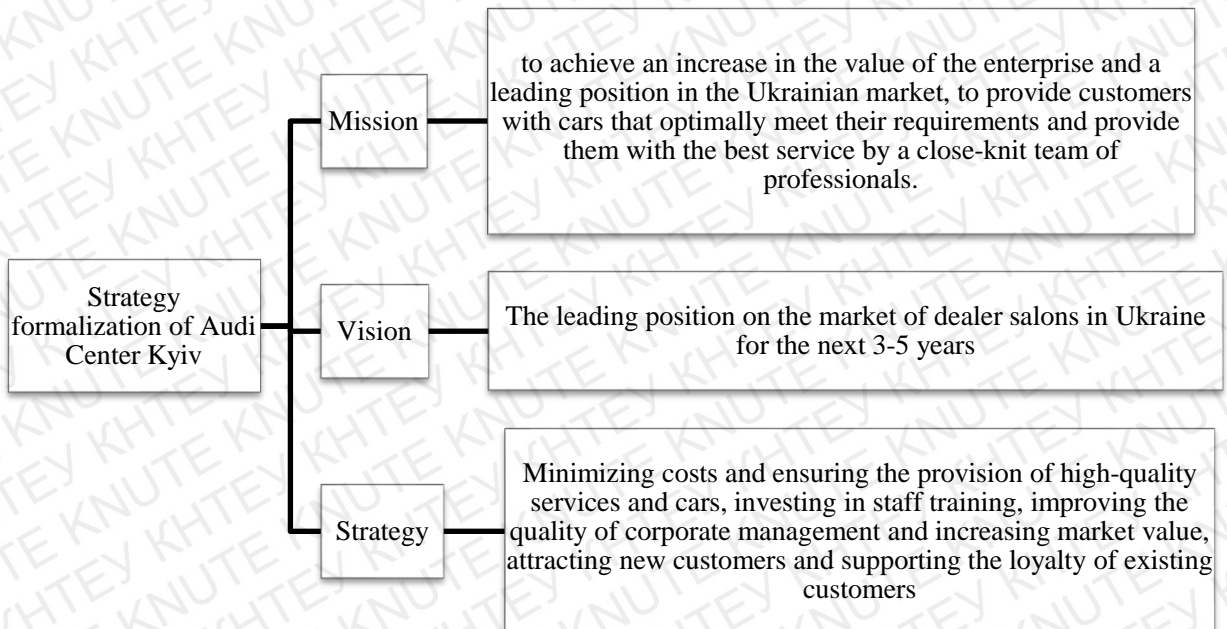


Figure 3.3. Strategy formalization of Audi Center Kyiv LLC

Source: developed by the author [9; 55; 56]

In accordance with this, Audi Center Kyiv LLC must implement a certain strategy within the framework of strategic projections: finance – investors, business – processes, logistics – sales, personnel – systems.

BSC gives the company's top management a completely new management tool, which is a set of interrelated balanced scorecard that allows to evaluate critical factors of not only its current but also future development. Using BSC, managers control such processes as translating the vision of a strategy, bringing it to all levels of the management system, business planning and resource allocation, feedback, training, and ongoing monitoring of strategy implementation. In addition, they receive answers to basic questions: how does the company create its value, what are key processes in its activities, what is the level of personnel qualification and the quality of the technologies used, what is their correspondence according to the chosen strategy, what investments should be made in the development of the company in order to achieve its long-term goals.

As a result of BSC usage, the activities of any organization become more transparent and manageable. There is another good reason that encourages companies to implement BSC. This is a growing interest in information that allows for evaluation of the company's future potential from the external creditors' and investors' point of view. The following is an examination of approximate (conditional) formation of the system at Audi Center Kyiv LLC.

Stage 1. Development of the basic strategic orientation of the company.

The company provides a full range of services related to the sale, warranty and after-sales service of Audi cars for Ukrainian consumers.

The core value of the company is the continuous expansion of the operation activities while constantly improving the quality of customer satisfaction rate. The SWOT analysis (analysis of strengths and weaknesses, opportunities and threats), conducted during the second stage, made it possible to formulate the main achievements and problems, as well as evaluate the existing directions of the company's development.

Stage 2. Definition of strategic goals, indicators and target values of indicators in the «Finance / Economics» measure.

Proposal: «Cost reduction» Proposal evaluation: In this business, costs are one of the decisive factors. In order to survive in the market, a company must make continuous efforts to manage costs. The problematic aspect of the wording «cost reduction» is the fact that the economical work of an enterprise at all times and with all strategies is one of the most important goals. In other words, cost reduction is an obvious factor in success. However, it may be more appropriate to propose a criterion for improving the revenue mix.

Proposal: «Adequate liquidity provision». Proposal evaluation: Adequate degree of liquidity is a necessary condition for the success of the enterprise's operational activities. In addition, this solvency indicator is set by the assignment to the contract, determined by Audi's parent company.

Proposal: «Increasing return on equity». Proposal evaluation: A company can measure the effectiveness of its business with indicators such as return on investment – ROI $\{(net\ profit + interest) / total\ capital\}$ or return on equity – ROE $\{net\ income / equity\}$. In addition, this indicator is set by the assignment to the contract, determined by Audi's parent company.

Proposal: «Increase of cash flow amount». Proposal evaluation: This goal is related to the «Adequate liquidity provision» proposal. However, liquidity ratios (1st, 2nd, and 3rd degree) characterize the company's solvency at a specific date but do not inform about cash flows for the period. In addition to the absolute value of cash flow, business performance efficiency is characterized by the CFROA (cash flow return on assets) indicator, which is calculated as the ratio of cash flow (receipts – payments for core activities) and assets. After discussing all formulations of strategic goals for the «Finance / Economics» perspective and setting priorities for the final version of strategic goals, the indicators are developed. Based on their values, management will evaluate the degree to which goals are achieved. Each strategic goal can be measured by one or more indicators.

Table 3.7

Strategic goal: «Finance / Economics»

Strategic goal	Indicator
Increasing return on equity	ROI, RI, ROE
Achieve a competitive revenue	The share of fixed and variable costs in revenue, profitability indicators. Change and comparison with benchmarking
Adequate liquidity provision	Liquidity indicators
Increase cash flow	CFROA

Source: developed by the author

Then, indicators are assigned target values (usually in dynamics). In this company, management analyzes the full package of indicators of the BSC system once every six months (weekly, monthly or quarterly for individual indicators).

Stage 3. Definition of strategic goals, indicators and target values of indicators in the «Market / Customers» measure.

Proposal: «Quality improvement». Proposal evaluation: This goal is one of those general goals that are very common in the created BSC. When discussing such kind of goal, it is important to achieve clear concretization: which aspects of quality should the company concentrate on in terms of achieving competitive advantages.

Proposal: «Increase of customer satisfaction rate». Proposal evaluation: Increase of customer satisfaction rate involves the provision of quality services related to the sale, warranty and service of cars for Ukrainian consumers (in reasonable terms and fairly priced, as well as targeting individual customers, taking into account the range of required materials and components for cars and the best services at the same time and place.

Proposal: «Increase of market share». Proposal evaluation: It can be assumed that this goal has already been taken into account in the «Finance / Economics» measure (within the framework of the goal «Increase of sales»). In many versions of BSC, goals related to revenue and market share are combined into a single goal (for example, «Sales growth continuation»). However, the fact that the company's sales growth can be associated both with «winning» market share from competitors, and with attracting new customers should be taken into account.

Proposal: «Increase of quantity of orders». Proposal evaluation: Developing a strategy means concentrating on certain aspects, rather than solving all problems at once. It is possible to develop a sales network and increase brand awareness, which, in turn, will contribute to attracting additional orders from customers. In addition, the «Commercialization of cars» and «Revenue from the maintenance services sales» indicators is set by the assignment to the contract, determined by Audi's parent company.

Table 3.8

Strategic goal: «Market / Customers»

Strategic goal	Indicator
Increase of quantity of orders	Revenue (some growth is planned). Growth rate of total revenue (%)
Increase of market share	Market share in Ukraine and in Kyiv particularly.
Improvement of service quality	Quantity of complaints
Increase of customer satisfaction rate	Customer satisfaction rate, repeat sales, resale volume

Source: developed by the author

Stage 4. Definition of strategic goals, indicators and target values of indicators in the «Business Processes» measure.

Proposal: «Acceleration of order processing time». Proposal evaluation: Increase of customer satisfaction will help to reduce the processing time of an order (coordination of technical and financial conditions, calculation of planned costing, formation of a contract).

Proposal: «Maintaining the flexibility of the service delivery process». Proposal evaluation: An increase in the number of branches in Kyiv and the region, an increase in the range of services provided, and an upgrade of the technological base. Proposal: «Minimization input defects» Proposal evaluation: Perhaps, the company occasionally encounters the problem of poor quality of purchased components.

Proposal: «Reduction of procurement cost of components». Proposal evaluation: Reduction of procurement cost of a resource is designed to increase the value of profitability indicators (profit share in revenue) and is possible due to

appropriate negotiations with suppliers and the search for alternative suppliers. However, such activities are among the «routine» tasks of the supply service. The achievement of this goal is necessary to maintain the normal activity of the company. These basic requirements, as a rule, should not depend on the strategy used by the company.

Proposal: «Improvement of the quality of services provided». Proposal evaluation: This goal has already been discussed in the framework of «Finance / Economics» and «Market / Customers» measures. It should be noted that product quality is currently regarded as a strong side of the company.

Proposal: «Improvement of management accounting and budgeting systems». Proposal evaluation: The main point is to increase the degree of automation of the management accounting and budgeting systems, to link the system of bonus gain / loss of cost centers to the results of their activities (which requires the development of an appropriate system of indicators), to change the distribution policy of indirect costs by type of manufactured products.

Table 3.9

Strategic goal: «Business processes»

Strategic goal	Indicator
Improvement of the quality of services provided	Defect rate, plan / fact deviation of production cost
Maintaining the flexibility of the service delivery process	The ability to meet individual customer requirements with the area differentiation
Reduction of procurement cost of components	Procurement cost, share in total costs
Acceleration of order processing time	Average order processing time
Minimization of input defects	Quantity of complaints concerning new components, quantity of deliveries of inadequate quality
Improvement of management accounting and budgeting systems	It is possible to use a scoring system according to a specially developed list of criteria (degree of automation, efficiency, reliability, the ability to obtain information on several segments at the same time, the availability of information in the context of cost centers)

Source: developed by the author

Stage 5. Definition of strategic goals, indicators and target values of indicators in the «Infrastructure / Innovation / Employees» measure.

Proposal: «Increase of employee qualification rate».

Proposal evaluation: «Increase of employee qualification rate» is one of the most common goals that enterprises can achieve using BSC. Increase of qualification rate is one of the most general goals of most enterprises. That is why when setting such a goal, it is important to think about how it fits into the strategy. Which employees' qualification rate should be increased? First of all, the company is going to pay special attention to the qualification rate of its auto mechanics and sales staff.

Proposal: «Increase of employee satisfaction rate». Proposal evaluation: Satisfaction of employees working at the company.

Proposal: «Putting the idea of continuous improvement into practice». Proposal evaluation: The company management believes that increasing of qualification rate of personnel should be continuous and consistent. One of the most important requirements for employees working at the company is willingness to change, the desire to constantly increase their qualification rate and soft skills (teamwork, sociability, flexibility, creativity). In particular, the achievement of this goal will be facilitated by the implementation of new ideas (projects), both within individual and cross-functional units (implementation of the ISO 9000 quality management system, increasing the degree of automation of the management accounting system, etc.).

Proposal: «Maintaining commitment to teamwork and management democracy». Proposal evaluation: The company's management system is based on the principles of teamwork (collegial problem solving, implementation of cross-functional projects, building a process-oriented organization, creating quality control circles) and management democracy (discussing goals with subordinates, issuing an intercompany newspaper, «flat» organizational structure). These principles are considered as fundamental (basic).

Stage 6. Building a cause-effect chain of strategic goals. After defining strategic goals for each measure, developing indicators for each goal and assigning target values to the rates, a cause-effect chain goals is built. At the lower level of the

Table 3.10

Strategic goal: «Infrastructure / Innovation / Employees»

Strategic goal	Indicator
Increase of employee satisfaction rate	Employee satisfaction rate (based on a specially designed checklist that includes a list of criteria important for the satisfaction of employees working at the enterprise, assigning importance to individual criteria and calculating the total score for each employee). The number of applicants for key positions
Increase of employee qualification rate	Personnel training costs, profit growth
Maintaining commitment to teamwork and management democracy	The number of general meetings per quarter (collegiality of work is measured by the number of meetings (company-wide, intra- and inter-functional) at which different problems are solved), employee satisfaction rate
Putting the idea of continuous improvement into practice	The number of improvement suggestion, the number of projects being implemented (the company seeks to ensure that each employee, in addition to solving current («routine») tasks, is involved in a particular project)

Source: developed by the author

goal system, there are goals of the «Infrastructure / Employees» measure, which serve as a means of achieving the goals of the «Business processes» and «Market / Customers» and «Finance / Economics» measures.

Stage 7. Development of measures necessary to achieve strategic goals, determination of budgets, timelines and individuals responsible for the implementation of measures.

The development of BSC ends with the development of measures, the implementation of which is necessary to achieve the strategic goals. As a rule, the budget, deadlines and individual responsible for the developed measures are determined. Thus, the BSC model paves the «bridge» from strategic planning to operational planning.

Software «INTALEV: Corporate navigator» should be introduced at Audi Center Kyiv LLC. This will significantly increase the efficiency of enterprise management on the basis of the BSC. The cost of implementing this system will include:

- buying an «INTALEV: Corporate navigator» license – 100 thousand UAH
- staff training – $6000 * 3 = 18000$ UAH
- purchasing 3 computers for 12 thousand UAH., that is 36 thousand UAH

- buying a printer – 4000 UAH
- purchasing other equipment for the users' needs (mouse, keyboard, etc.) – 4000 UAH.

Thus, the costs will amount to 144.0 thousand UAH.

According to independent news agencies, the main benefits, with the correct and carefully planned implementation and use of automated management systems, are the following:

- reduction of operating and management expenses by 15%;
- saving of working capital by 2%;
- reduction of the implementation cycle by 25%; reduction in commercial expenses by 35%;
- reduction in the insurance level of inventory by 20%;
- reduction of receivables by 12%;
- increase in turnover of funds in the calculations by 25%;
- increase of inventory turnover by 30%.

Table 3.11

Benefits from the introduction of automated control systems at «Audi Center Kyiv» LLC

Sphere	Best result, %	Average result, %
1. Reduction in provisions (products, materials, work in progress)	25	17
2. Improvement of customer service (increasing on-time shipments)	28	16
3. Productivity growth (in labor and equipment)	16	10
4. Reduction of purchase costs (materials and components)	11	7

Source: developed by the author

Table 3.12 presents the generalized decomposition of the enterprise's strategic goals according to certain projections.

Table 3.12

Strategic map of Audi Center Kyiv LLC

BSC component	Strategic goal	Indicator
Financial component	Increasing return on equity 10%	ROI, RI, ROE
	Achieve a competitive revenue	The share of fixed and variable costs in revenue, profitability indicators. Change and comparison with benchmarking
	Adequate liquidity provision	Liquidity indicators
	Increase cash flow	CFROA
	Ensuring growth by increasing the number of new customers	number of new customers greater volume of car sales; the number of sales of additional services, goods
	5% increase in productivity by working with existing customers	volume of sales to existing customers; volume of new goods sales to existing customers
	Ensuring the competitive price of cars	reduction in price of cars;
	An enterprise that provides a package solution for a customer buying cars	customer satisfaction rate; complaint rate
Customer component	Increase of quantity of orders	Revenue (some growth is planned). Growth rate of total revenue (%)
	Increase of market share	Market share in Ukraine and in Kyiv particularly.
	Quality improvement	Quantity of complaints
	Increase of customer satisfaction rate	Customer satisfaction rate, repeat sales, resale volume
	Providing customers with a wide variety of products	line of cars
	Ensuring a long-term relationship with customers of the enterprise	duration of work with a specific customer; the number of new customers who did not contact the company again; the number of existing customers who refused to work with the company
	Improving research conducting technology for satisfaction of company's customers	number of reclamations, claims settlement
	Internal business processes component	Improvement of the quality of services provided
Maintaining the flexibility of the service delivery process		The ability to meet individual customer requirements with the area differentiation
Reduction of procurement cost of components		Procurement cost, share in total costs
Acceleration of order processing time		Average order processing time

End of the table 3.12

Infrastructure / Innovation / Employees	Increase of employee satisfaction rate	Employee satisfaction rate (based on a specially designed checklist that includes a list of criteria important for the satisfaction of employees working at the enterprise, assigning importance to individual criteria and calculating the total score for each employee). The number of applicants for key positions
	Increase of employee qualification rate	Personnel training costs, profit growth rate
	Maintaining commitment to teamwork and management democracy	The number of general meetings per quarter (collegiality of work is measured by the number of meetings (company-wide, intra- and inter-functional) at which different problems are solved), employee satisfaction rate
	Putting the idea of continuous improvement into practice	The number of improvement suggestion, the number of projects being implemented (the company seeks to ensure that each employee, in addition to solving current («routine») tasks, is involved in a particular project)
	Organizational compliance of the enterprise with the general development strategy	the number of employees satisfied with the work; strategic compliance of personnel with the general strategy of the enterprise; the number of employees whose work is related to the strategic goals of the enterprise; the enterprise's ratio of employees in senior positions to ordinary employees
	Integration of information technology (automation of business processes) in the general strategy	the degree of information systems usage in the enterprise; completeness of customer database; the number of projects carried out using automated systems

Source: developed by the author

It should also be noted that for the successful implementation of the BSC at Audi Center Kyiv LLC, the following basic rules must be followed:

- The BSC should not be developed by the leader alone and secretly from company employees. BSC is a product of team work.

– The main difficulty in building a BSC is the selection of a suitable indicator(s) to measure a particular strategic goal. One or another problem can be difficult to measure at all (for example, the willingness of personnel to change, the mood in the team, the quality of the management accounting system, the image of the company). Additionally, gathering information to calculate the value of a particular indicator can be prohibitively expensive.

To effectively implement the strategy at Audi Center Kyiv LLC, the following is required:

- an achievable strategy of enterprise activity management;
- the relationship between long-term and short-term resource allocation and management strategy;
- the enterprise management strategy, closely linked to the strategies of individual units;
- existence of feedback to ensure control over the implementation of the strategy.

3.2. Predictive evaluation of the implementation of measures to improve the strategic planning of the enterprise

Audi Center Kyiv uses its own funds to carry out the activities. The situation in the dealership is now such that the profitability of new car sales is constantly falling: the manufacturer reduces margins at a fixed selling price, increasing marketing costs, maintenance of auto centers.

Search for additional sources of income. In addition to maintenance in this direction may well be a state technical inspection, evacuation of cars, as well as the rental of cars. Thus, the introduction of these services will not only increase the number of customers, but also bring additional revenue.

Types of income that Audi Center Kyiv can receive from the proposed activities:

- 1) Income from inspection service;
- 2) Agency fee from the insurance company;
- 3) Income from registration of cars;
- 4) Income from car evacuation service;
- 5) Income from car rental service.

When compiling the budget of revenues and expenses, we take the main revenues from the sale of new cars and the sale of cars with mileage. The estimated revenue and expenditure budget for 2020 is presented in Table 3.13.

Table 3.13

Budget and revenue budget of Audi Center Kyiv for 2020

The name of the budget article	I quarter	II quarter	III quarter	IV quarter	Year
1 Income					
- implementation of inspection service	234 584	321 677	341 251	340 142	1 237 524
- car rental service	38 400	38 400	38 400	38 400	153 600
- registration activity in the Ministry of Internal Affairs center	122 400	130 400	131 154	135 145	489 600
- car evacuation service to Audi Center Kyiv Service Center	162 000	172 00	174 600	175 000	648 000
Total income:	557 384	582 925	591 008	596 778	2 528 724
2 Costs					
- maintenance costs for equipment and vehicles	125 600	125 600	125 600	125 600	502 400
- salary	358 000	358 000	358 000	358 000	1 032 000
- Advertising	28 404	28 404	28 404	28 404	113 616
General economic expenses					
- Other expenses	2 000	2000	2000	2000	8000
- communication services, Internet	1600	1600	1600	1600	6400
Total cost:	510 214	510 214	510 214	510 214	2 250 215
Profit before tax	166 780	192 381	200 404	206 674	278 700
Income tax	30 200	34 628	36 154	37 201	50 166
Net profit	136 580	151 130	164 250	169 473	228 512

The calculations showed that the company will receive profit already in the first quarter of 2020 in the amount of 136 580 UAH. In the second quarter of 2020, the net profit will be already UAH 151 130, in the third quarter it will be UAH 164

250, and from the fourth quarter of 2020 it will be UAH 169 473. The net profit per year will be: 628 254 UAH. Depreciation is included in the prices of the services offered. Estimated income and expenditure budget for 2016-2019 are presented in Table 3.14.

Table 3.14

**Estimated budget of income and expenses of the enterprise Audi Center
Kyiv for 2020-2023**

The name of the budget article	2020	2021	2022	2023
1 Income				
- implementation of inspection service	1 237 524	1 310 021	1 451 251	1 499 584
- car rental service	153 600	160 214	168 677	170 021
- registration activity in the Ministry of Internal Affairs service center	489 600	501 251	560 203	580 214
- car evacuation service to Audi Center Kyiv Service Center	648 000	674 251	685 521	699 251
Total income:	2 528 724	2 645 625	2 865 522	2 919 070
2 Costs				
- maintenance costs for equipment and vehicles	502 400	502 400	502 400	502 400
- depreciation expense	588 000	588 000	588 000	588 000
- salary	1 032 000	1 102 214	1 158 514	1 188 567
- Advertising	113 616	113 616	113 616	113 616
General economic expenses				
- Other expenses	8000	8000	8000	8000
- communication services, Internet	6400	6400	6400	6400
Total cost:	2 250 215	2 275 467	2 369 730	2 399 277
Profit before tax	278 700	370 171	495 251	519 251
Income tax	50 166	66 725	89 145	93 452
Net profit	228 512	303 445	406 621	426 125

Let us illustrate the increase in the net profit of Audi Center Kyiv LLC in 2020-2023 in Figure 3.4.

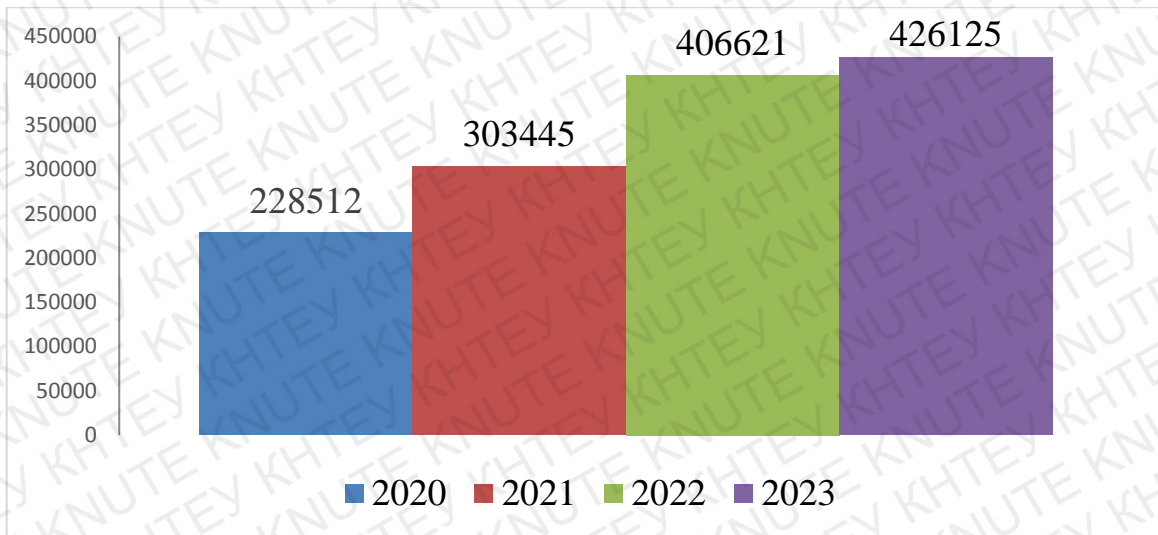


Figure 3.4. Value of net profit 2020-2023, thousand UAH

Such planning does not require external financing (volume of credits, investments), and also helps to define more precisely the amount of external financing. The purpose of the document is to ensure the balance of cash inflows) and their write-offs (in accordance with planned expenditures for budget periods). Net profit increased in 2021 compared to 2020 by UAH 74,933 and by 2022 compared to 2021 by UAH 103,176. We calculate the profitability of the proposed measures.

$$\text{Profitability} = (\text{Net Profit} / \text{Fixed Assets}) \times 100\% \quad (3.1)$$

- Calculation of profitability of fixed assets by the formula 3.1: Profitability = $1\ 364\ 703 / 1\ 564\ 458 \times 100\% = 87,23\%$
- The profitability of the proposed measures will be 87.23%.
- Thus, in this section, the special policies of Audi Center Kyiv LLC are developed and presented for a four-year period. Proposed activities:
 - technical inspection,
 - evacuation of the car,
 - rent a car for the time of repair,
 - registration of cars.

Due to the expansion of the range of services provided, it is expected that the number of clients of the enterprise will increase in the first 2 years.

Thus, more efforts are needed to implement the strategic planning system and to implement the strategic plans, but in this case not only senior management, but also every employee of the organization and participant in the strategy implementation. It is the achievement of the developed strategy and the successful implementation of the strategic planning system that should be directed at stimulating and motivating the personnel of the organization.

CONCLUSIONS AND RECOMANDATIONS

As a result of the study, a number of practical and theoretical conclusions can be drawn.

1) The methods of strategic management in a modern enterprise are studied. It is established that the choice of strategies is made on the basis of an assessment of compliance with the goals and mission of the firm, taking into account the state of its internal environment (potential) and external environment.

2) The essence, role and place of strategic planning in the strategic management system are considered. Strategic planning is a process aimed at formulating the image of the desired state of the system in the long run, determining the path and tools to achieve it, depending on the complex operating conditions of the system. The structure of strategic planning includes: the mission of the enterprise, goals and objectives of the enterprise, evaluation and analysis of the environment, evaluation and analysis of the internal structure, development and analysis of strategic alternatives, strategy selection, strategy implementation.

3) Methodical approaches to the study of the strategic planning system at the enterprise are developed. The methodology of research of the strategic planning process at the enterprise includes 3 stages of research:

- study of theoretical and methodological foundations of the strategic planning system at the enterprise;
- conducting an analysis of the strategic planning system at Audi Center Kyiv LLC;
- development of recommendations for the formation of the strategic planning system at Audi Center Kyiv LLC.

4) As a result of the analysis of the external environment of Audi Center Kyiv LLC, it was found that such factors as political, economic, technological and socio-cultural factors influence the enterprise. In particular, there is an unfavorable economic situation in the country, which has a negative impact on the activities of Audi Center Kyiv LLC, and the activity of the enterprise requires mandatory certification and compliance with laws.

5) The analysis of the internal environment of the company Audi Center Kyiv LLC showed that the company has such strengths, for development such as: huge scientific and industrial experience in the field of auto sales, highly qualified personnel, the company is well-known in the city and a high degree of compliance with contractual obligations as subcontractors.

6) The recommendations for the improving a strategic planning process at the management level by introduction into the enterprise a BSC method and strategic map.

7) The recommendations for the development of the strategic planning system in the enterprise, namely the introduction of new services:

- technical inspection,
- evacuation of the car,
- rent a car for the time of repair,
- registration of cars.

8) The effectiveness of the implementation of the strategic planning system is substantiated, as a result of the proposed measures there will be an increase in the efficiency of the enterprise, which will be reflected in the growth of profit indicators up to 406125 UAH. for four years. The profitability of the proposed measures will be 87,23%.

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APPENDICES

APPENDIX A



**КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ
ТОРГОВЕЛЬНО-ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ**

**УПРАВЛІННЯ
І АДМІНІСТРУВАННЯ**

**Збірник
наукових статей
студентів
Частина 1**

Київ 2019

**РОЗВИТОК ОРГАНІЗАЦІЇ: ОРГАНІЗАЦІЙНІ ПЕРЕТВОРЕННЯ,
ЕФЕКТИВНІСТЬ, КОНКУРЕНТОСПРОМОЖНІСТЬ**

АЛИМОВА О. Управління бізнес-процесами на підприємстві.....	158
ДЖУЛАЙ М. Формування комунікативної політики підприємства.....	162
ІСМАІЛОВА Х. Формування та розвиток іміджу підприємства.....	170
КИЇВСЬКИЙ І. Сучасні підходи до управління репутацією підприємства.....	176
КОСТЕНКО Ю. Нестабільність середовища підприємства: рівні та методи оцінювання.....	184
ЛАГОДНА О. Формування кадрової політики підприємства.....	189
РАЛІЕКНА А. Customer service strategy as an instrument of customer relationship management.....	196
ПЕТРЕНКО В. Адаптація конкурентної стратегії до особливостей динаміки ринку.....	202
SOLODOVNIK V. Strategic planning an enterprise activity: the essence, stages, scientific approaches to evaluating the results.....	210
STREMBITSKA T. Essence, concept, goals of supply chain management.....	216
СТУПАК В. Методи ранньої діагностики кризи на підприємстві.....	219
ТИЩЕНКО В. Система управління інноваційним розвитком підприємства.....	225
SHEVCHENKO D. Methods of evaluation and development of the enterprise' competitive advantages.....	231

STRATEGIC PLANNING AN ENTERPRISE ACTIVITY: THE ESSENCE, STAGES, SCIENTIFIC APPROACHES TO EVALUATING THE RESULTS

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У статті сформульовано визначення сутності стратегічного планування. Розглянуто проблематику відсутності єдності в підходах до визначення основних етапів процесу стратегічного планування. Наведені наукові підходи до оцінювання результатів стратегічного планування та визначено їх переваги і недоліки.

At the article the definition of the essence of strategic planning is formulated. The problems of lack of unity in the approaches to determining the main stages of the strategic planning process are considered. There are presented the scientific approaches to evaluating the results of strategic planning. The advantages and disadvantages of these approaches are determined.

Relevance of research. Foreign and Ukrainian experience of enterprises activity in the market proves that every entrepreneur, who seeks to be successful, must have a strategic plan for action in future time periods. Nowadays there is an urgent need to use strategic planning as one of the main managerial system that helps adapt the enterprise to changing of market conditions.

In a market economy, organizations will not be able to succeed if they do not clearly and efficiently plan their activities, constantly collect and systematize information about the status of target markets, the situation of competitors, and their own prospects and opportunities. Each company should clearly represent the need for the financial, material, intellectual and other resources, sources of their obtaining, as well as be able to accurately calculate the efficiency of using resources in enterprise activities. The tools of strategic planning helps businesses to anticipate changes in the environment and respond quickly to them, and always be prepared for unforeseen events and strategic changes.

A review of research publications and recent papers. Today, the problem of strategic planning is widely covered in various scientific papers. This problem was the subject of research by many foreign and domestic scientists, in particular: L. Protasova [5], E. Ibragimov [3], B. Hrabovetskyi [2], L. Kvasniy [4], G. Piatnytska [6], A. Mischirikova [7] and others. It should be noted that among scholars there is no unity in the definition of strategic planning, its stages and approaches to the evaluation of its results.

The purpose of the article is to reveal the essence of strategic planning, to define its stages and to analyze scientific approaches to evaluating the results of strategic planning.

The main results of the research. International experience of doing business shows that intensification of competition, the desire to capture as much of the market share as possible lead to the development and improvement of planning tools. In place of financial planning, which covers the short-term period (no more than 1 year), in the late 50's of the twentieth century, and then the long-term planning in the 60's of the twentieth century began the transition to strategic planning. This is due to the fact that the activity of an enterprise can become effective only if it will be based on the most rational and effective promising solutions.

The dynamic influence of factors of the internal and external environment of the enterprise on the development and implementation of its strategy of activity necessitates a constant rethinking of this process, namely the definition of the most appropriate ways (methods, principles, rules) of strategic planning in modern conditions. That is why we see the heterogeneity of thoughts in determining strategic planning among scholars.

E. Ibragimov [3] interprets strategic planning as a special type of planning activity, which is to develop strategies, and implementation of these strategies ensures the effective operation of the enterprise in the long run and rapid adaptation to changing environmental conditions.

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L. Protasova [5] considers strategic planning as the basis for the implementation of the entire system of management functions. It directs the efforts of both managers and executives to develop strategically important goals, based on the choice of strategy for their implementation, which will ensure the expected level of performance and enterprise development in the long run.

According to B. Hrabovetskyi [2] strategic planning is a central part of the system of strategic management, which forms the basis for the remaining functions of management, in particular, organization, accounting, control, economic analysis, coordination (regulation), motivation, and also, according to individual researchers, forecasting.

Based on the aforementioned views and taking into account modern business practices, we can declare that in the process of strategic planning it is necessary to observe the provision that the future must necessarily be better than the past. Also important is the fact that when we developing a strategic plan it should be taken into account both external and internal capabilities of the enterprise. A well-organized process of strategic planning allows an entrepreneur to estimate the prospects, identifies the opportunities and threats of the environment, the strengths and weaknesses of the internal environment, and analyzes the changes in the competitive position of the company in the market.

The strategic plan is a tool for establishing, documenting and implementing the elements of the enterprise strategy into the current activities. The strategic plan is the basis for the formation of the business plan of the enterprise. It helps to solve the problems of harmonizing production and reproduction processes at the enterprise. The value of the strategy lies in the fact that it is a model of behavior, a set of principles and rules, which the company adheres to, trying to provide competitive advantages and survival in the market [4].

The basis of the strategic plan is an analysis of the prospects of enterprise development, with certain assumptions about the change of the external environment in which it operates, and also taking into account the strategic changes in this enterprise [7].

The strategic plan may include:

- vision and mission;
- the strategic goals of an enterprise;
- selected strategies;
- directions of an enterprise activities;
- the general program of an enterprise actions in the market.

The structure and contents of the strategic plan are unique in every enterprise, because each company has its own development strategy. Managers of different levels of management take part in the development of the strategic plan. Traditionally, top-level managers spend more time on making strategic decisions. The top-level managers develop the concept of strategic planning. The middle level managers (heads of departments and services) are involved in the development of a strategic plan, mainly into the elaboration of its specific areas. Linear lower level (workers directly producing products and services) are mostly engaged in the implementation of operational tasks. But in recent years, some companies have also been involved in the strategic planning process middle and line level managers, making the strategy more viable. However, the issue of its updating remains relevant due to the constant changes in the competitive environment [3].

An important theoretical issue is the definition of the main stages of the strategic planning process. The process of strategic planning should be understood as the sequence of individual stages, each of which is characterized by certain managerial actions and the use of specific methodological tools. In this process, depending on the adopted approach, is distinguished from four to nine stages, the number of which is determined by the components of the strategic planning complex or their elements.

Usually strategic planning at an enterprise consists of a series of successive stages: analysis and evaluation of the internal and external environment; determine (or formulate) the strategic goals; strategic analysis, identification of strategic alternatives; the choice of strategy; preparation of the final strategic plan; control over the implementation of the strategic plan and its assessment (Fig. 1).

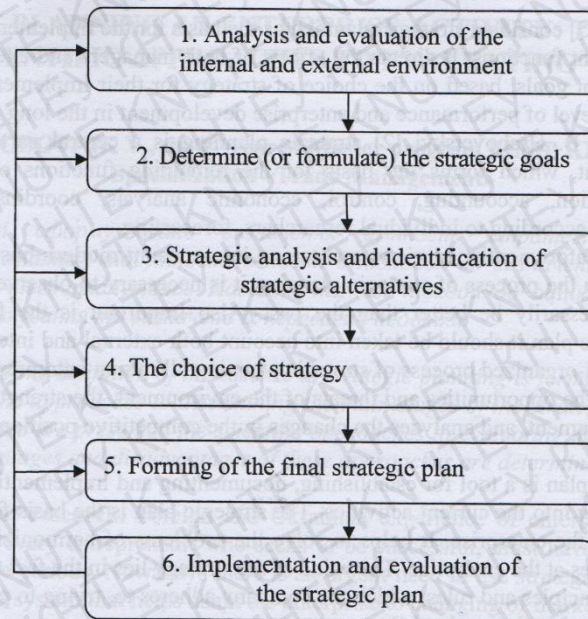


Fig. 1. Stages of strategic planning *

* Made by the author.

For new and existing enterprises, facing the problem of revising directions and areas of activity and developing new strategies, the initial stage is the formulation of strategic goals. In turn, for enterprises that successfully operate in the market, the initial stage is the study of the external and internal environment of the enterprise.

At the stage of *analysis and assessment of the impact of internal and external environment on an enterprise activities*, the enterprise conducts research of the external and internal environment, determines the main factors of influence on it, highlights those which are really important, evaluates the real state of the enterprise in the market and makes forecasts of the future state of the environment.

One of the key is the second stage of *determining the strategic objectives* of the enterprise, because at this step, the company sets the desired directions and guidelines for its activities. The objectives of the enterprise should be measured, precisely determine the tasks for the staff. Goals and tasks should be aimed at the implementation of the mission chosen by the company, to achieve the desired level of its development. They are determined by managers of the company or its owner. The sequence of goal formulation is as follows: the formulation of goals; analysis of the possibility of their implementation; adjustments and clarifications; the final definition of goals and objectives.

At the third stage of the *analysis and definition of strategic alternatives*, a strategic analysis is performed: comparing the goals of the firm (desired indicators) and the results of the research of the factors of the external and internal environment (which hinder the achievement of the desired indicators), the gap between them is determined.

The choice of strategy step means that the enterprise compares acceptable strategic alternatives, chooses one and processes it.

At the stage of *forming a strategic plan*, the final version of the strategic plan of the enterprise is prepared, which includes future goals and ways of the enterprise, defines the main stages of the company's development, justifies the policy of the enterprise, which is aimed at implementing strategies.

The last stage of *monitoring the implementation of the strategic plan and its assessment* determines what the enterprise has achieved, realizing its plans in the specific conditions of the external and internal environment, what is the difference between the targets and their actual implementation.

In general, direct planning is a closed loop with a direct (from strategy development to operational plans, their implementation and control) and reverse (from accounting for results of execution to adjusting the plan) communication.

The assessment is the final stage in the development of the strategic plan. It is based on rather comprehensive information and is to determine the possible consequences of implementing the chosen strategy. The strategy can't be estimated by only one general indicator, because it covers the various activities of the organization. The strategy can be estimated by the quality of the planned actions and the success of their implementation. In addition, the assessment of the chosen strategy is mainly carried out in the form of an analysis of the fidelity and adequacy of taking into account the factors that determine the possibilities for implementation and implementation of the strategy.

The main criterion for the quality of the chosen strategy is the economic results of the organization's development. According to A. Thompson and A. Strickland the main criteria for evaluating the strategy are [1]:

- the criterion of degree of conformity. An effective strategy exactly matches the situation in the enterprise from the point of view of internal and external factors and its own capabilities and aspirations. If there is no match, then the company's strategy is questionable;
- the criterion of competitive advantage in the competition. An effective strategy leads to a stable competitive advantage. The higher the competitive advantage created by the strategy, the more powerful and efficient it is;
- the criterion of intensity of work. An effective strategy increases the intensity of the work of people in the enterprise. Two types of improvement work are the most significant: the growth of profitability and growth of long-term business activity of the company and its competitiveness.

Strategic choices with low potential for one or more criteria do not require a detailed review, and the highest potential for all three criteria can be considered as the best or most attractive alternative. After some time (after making a strategic decision), you can use the same tests to determine how well the company's current strategy is working. The more facets the strategy meets all three criteria when it is checked on the market, the more it can be considered a winning strategy. Of course, there are additional criteria for assessing the benefits of a particular strategy: clarity, internal consistency of all components of the strategy, timeliness, compliance with the personal values and ambitions of leading executives, degree of risk and flexibility. They can be used as an add-on to the three criteria described above when it seems appropriate.

Now consider the approach proposed by G. Kindratska to assessing strategies based on the definition of a number of normative and factual indicators and establishing a correlation between them. This approach involves the implementation of certain stages [6, p. 190]:

- the establishment of a list of indicators for determining economic growth;
- the establishment of normative relations between the growth rates of these indicators, that is, the construction of a normative structure of indicators in accordance with specific conditions;
- choice of normative structure of indicators taking into account the specifics of the situation;
- determining the actual structure of indicators, which reflects the real state of the organization;
- an assessment of the correspondence between the normative and actual structure of the indicators;
- identification of external and internal factors that determine the actual structure of indicators and their degree of influence;
- formulation of conclusions about the effectiveness of existing strategies and the expediency of developing a new strategy.

The basis of the method of research and evaluation of the strategy is the type of economic growth, which provides for higher rates of reduction of labor costs compared with the cost of labor

and increase the share of profit in the value created that is providing advanced production. On the basis of this, the normative structure (normative series) of the growth rates of the organization's development is formed:

$$T_{3\Pi} < T_{\text{CII}} < T_{\text{MB}} < T_{\text{TII}} < T_{\text{P}} < T_{\text{II}}, \quad (1)$$

where $T_{3\Pi}$ – the growth rate of labor costs (wages); T_{CII} – the growth rate of full cost of commodity; T_{MB} – the growth rate of material costs; T_{TII} – the growth rate of the cost of commodity; T_{P} – the growth rate of the calculated indicator (determined as $\Pi + \text{MB}$); T_{II} – the rate of profit growth.

This normative series of indicators can't be declining. Therefore, the value of the indicator of the growth rate of labor costs is the lowest, and the rate of profit growth – the highest, that is the performance indicators should grow faster compared to indicators that reflect the growth rate of resources.

Normative series of indicators determine the conditions for developing and implementing a strategy, in which an organization can enhance its potential, realize the benefits. The actual number of indicators may have a different sequence. The order of the indicators displays a certain state of the organization, due to the characteristics of the chosen strategy.

The degree of compliance of the normative and actual series of indicators is determined by the coefficient of rank correlation (Spearman's coefficient (K)):

$$K = 1 - \frac{6 \cdot S(d)^2}{n^2 - n}, \quad (2)$$

where $S(d)^2$ – the sum of the squares of the variables of the ranks of the indicators of a row; n – the number of ranks in a row.

Spearman's coefficient is an aggregated characteristic of the economic performance of the organization, which allows monitoring the overall trend of their change as a result of the strategy implementation. However, this does not take into account the factors that determine certain proportions of indicators. These factors include production technology, products, core production funds, etc.

At the same time, it is also important to determine the level of risk in which the strategy is implemented. To determine the level of risk, under which the strategy is implemented, we use the Taffler Model [8]. It makes it possible to determine the effectiveness of the strategy, taking into account the existing risk conditions:

$$Z = 0,53 \cdot R_1 + 0,13 \cdot R_2 + 0,18 \cdot R_3 + 0,16 \cdot R_4, \quad (3)$$

where R_1 – the ratio of gross profit to current debts; R_2 – the ratio of current assets to total debts; R_3 – the ratio of current debts to total assets; R_4 – the ratio of income from sales to total assets.

Function values are interpreted as follows: $Z \leq 0,2$ – high probability of bankruptcy risk; $Z \geq 0,3$ – low bankruptcy risk.

However, it should be noted that the use of such models has certain limitations. First of all, these models were developed at the end of the last century, and therefore, they can't always correctly estimate and forecast the situation today. Secondly, there can be no universal models that would be ideally suited for organizations of different sectors of the economy, since the significance of individual indicators are significantly different.

At the last stage, conclusions are drawn on the effectiveness of past strategies and the feasibility of developing a new strategy, taking into account existing risk conditions.

Thus, the assessment of the organization's development strategy by the above method consists in a comparative analysis of the structure of the results of activities and a number of normative indicators. If the dynamics of the organization's performance indicates that it is approaching

normative, then the development strategy of the organization can be considered satisfactory. Otherwise, the feasibility of developing and implementing a strategy will be determined by non-economic criteria.

As a conclusion, compare scientific approaches to the evaluation of strategic planning (table 1).

Table 1

A comparative analysis of the main approaches to strategic planning assessment *

The name of the approach	Advantages	Disadvantages
The Thompson And Strickland Model by criteria	evaluation is carried out according to different criteria which give a chance to fully assess the success of the strategy	<ul style="list-style-type: none"> - only a qualitative assessment of the strategy is given; - these criteria should be used only in combination with other indicators; - the possibility of subjective evaluation of the strategy is not excluded
The assessment based on the determination of a number of normative and factual indicators and the correlation between them	<ul style="list-style-type: none"> - the approach allows a sufficiently complete implementation; - quantitative assessment of the chosen strategy; - allows to determine the nature of economic activity and state enterprises; - the assessment takes into account both the result indicators and the change in indicators that ensure the achievement of results 	<ul style="list-style-type: none"> - a number of indicators are not fully suitable for different enterprises; - a number of estimated indicators does not take into account the nature of the chosen strategy; - risk factors are not fully taken into account.

* Grouped and systematized by the author on the basis of [1; 6].

By systematizing the advantages and disadvantages of the underlying approaches to strategic planning assessment, we can conclude that each of them can only be applied under certain conditions and has a number of significant limitations. In our opinion, the most appropriate and complete approach to the strategy's evaluation is an assessment based on the determination of a number of normative and factual indicators and the correlation between them. Such assessment has the most significant advantages over others.

Conclusions. Thus, strategic planning is a process of identifying the goals that the company intends to achieve over a certain period, as well as ways to achieve such goals. Strategic planning is a kind of management activity, which consists in realization of a complex of measures connected with development of an enterprise strategy. Strategic planning is a prerequisite for the successful operation of the enterprise in the current market conditions. We reviewed the sequence of stages and scientific approaches to strategic planning assessment, which may be useful for practitioners.

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ESSENCE, CONCEPT, GOALS OF SUPPLY CHAIN MANAGEMENT

**STREMBITSKA T., 5 course FEMP KNUTE,
specialization «Trade management»**

В статті проаналізовано теоретичні основи управління ланцюгами поставок на підприємстві. Обґрунтовано доцільність та переваги запровадження управління ланцюгами поставок на підприємстві.

The theoretical bases of supply chain management at the enterprise are analyzed in the article. The expedience and advantages of introduction of supply chain management at the enterprise is proved.

The urgency of the chosen topic is that in modern world the supply chain management is really important. It becomes necessary to reduce costs, improve management efficiency, improve product quality and customer service throughout the supply chain, reduce the time to enter the market, increase social responsibility of the business etc.

The purpose of the article is to substantiate the features of supply chain management at the enterprise and the current trends in its functioning.

The object of research is the process of supply chain management at the enterprise.

The subject of research is the theoretical and methodological aspects of supply chain management at the enterprise.

Various aspects of supply chain management at the enterprise are covered in the works of such scientists as Ellram, Cooper, Szajda, Guo, Weber, Hiete, Lauer and others. [1, 2, 3, 4, 5]. The

APPENDIX B

Balance Sheet (Statement of Financial Position)

on December 31, 2018

Актив	Код рядка	На початок звітнього періоду	На кінець звітнього періоду
1	2	3	4
Нематеріальні активи:	1000	26	272
первісна вартість	1001	1320	1678
накопичена амортизація	1002	1294	1406
Незавершені капітальні інвестиції	1005	2	2
Основні засоби:	1010	7166	6655
первісна вартість	1011	11609	11487
знос	1012	4443	4832
інші фінансові інвестиції	1035	338	338
Усього за розділом I	1095	7532	7267
Запаси	1100	30269	29601
Виробничі запаси	1101	40	75
Товари	1104	30229	29526
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	1817	34
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	9247	1596
з бюджетом	1135	10003	7308
у тому числі з податку на прибуток	1136	8993	6787
з нарахованих доходів	1140	120	169

Інша поточна дебіторська заборгованість	1155	4093	24
Гроші та їх еквіваленти	1165	16150	26475
Рахунки в банках	1167	16149	26475
Інші оборотні активи	1190	47	1337
Усього за розділом II	1195	71747	66544
Баланс	1300	79279	73811

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
Зареєстрований (пайовий) капітал	1400	30	30
Додатковий капітал	1410	10655	9204
Нерозподілений прибуток (непокритий збиток)	1420	13140	18945
Усього за розділом I	1495	23825	28179
Інші довгострокові зобов'язання	1515	16315	
Усього за розділом II	1595	16315	
за товари, роботи, послуги	1615	936	331
за розрахунками зі страхування	1625	2	5
за розрахунками з оплати праці	1630	3	0
за одержаними авансами	1635	264	8012
за розрахунками з учасниками	1640	36738	36738
Поточні забезпечення	1660	597	541
Інші поточні зобов'язання	1690	599	5
Усього за розділом III	1695	39139	45632

Баланс	1900	79279	73811
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**Income Statement
for 2018**

I. FINANCIAL RESULTS

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	297093	325865
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(271456)	(279330)
Валовий: прибуток	2090	25637	46535
Інші операційні доходи	2120	1506	3329
Адміністративні витрати	2130	(14777)	(23066)
Витрати на збут	2150	(2612)	(2826)
Інші операційні витрати	2180	(1439)	(6463)
Фінансовий результат від операційної діяльності: прибуток	2190	8315	17509
Інші фінансові доходи	2220		934
Інші доходи	2240	722	
Фінансові витрати	2250	(1949)	(2384)
Фінансовий результат до оподаткування: прибуток	2290	7088	16059
Витрати (дохід) з податку на прибуток	2300	-1283	-2919
Чистий фінансовий результат: прибуток	2350	5805	13140

II. TOTAL INCOME

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	5805	13140

III. ELEMENTS OF OPERATING EXPENSES

Матеріальні затрати	2500	507	187
Витрати на оплату праці	2505	12514	20562
Відрахування на соціальні заходи	2510	809	697
Амортизація	2515	635	668
Інші операційні витрати	2520	4346	10240
Разом	2550	18811	32354

Balance Sheet (Statement of Financial Position)

on 12/31/2017

Актив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
Нематеріальні активи:	1000	45	26
первісна вартість	1001	1349	1320
накопичена амортизація	1002	1304	1294

Незавершені капітальні інвестиції	1005	2	2
Основні засоби:	1010	7617	7166
первісна вартість	1011	11494	11609
знос	1012	3877	4443
інші фінансові інвестиції	1035	338	338
Усього за розділом I	1095	8002	7532
Запаси	1100	34771	30269
Виробничі запаси	1101	35	40
Товари	1104	34736	30229
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	1452	1817
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	1193	9247
з бюджетом	1135	14870	10003
у тому числі з податку на прибуток	1136	12762	8993
з нарахованих доходів	1140	81	120
Інша поточна дебіторська заборгованість	1155	415	4093
Гроші та їх еквіваленти	1165	33458	16150
Готівка	1166	0	1
Рахунки в банках	1167	28499	16149
Витрати майбутніх періодів	1170	11	1
Інші оборотні активи	1190	27	47
Усього за розділом II	1195	86278	71747
Баланс	1300	94280	79279

Пасив	Код	На початок	На кінець
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	рядка	звітнього періоду	звітнього періоду
Зареєстрований (пайовий) капітал	1400	30	30
Резервний капітал	1415	10655	10655
Нерозподілений прибуток (непокритий збиток)	1420	19830	13140
Усього за розділом I	1495	30515	23825
Інші довгострокові зобов'язання	1515	23281	16315
Усього за розділом II	1595	23281	16315
Короткострокові кредити банків	1600	7500	0
Векселі видані	1605	0	0
Поточна кредиторська заборгованість: за довгостроковими зобов'язаннями	1610	0	0
за товари, роботи, послуги	1615	9766	936
за розрахунками з бюджетом	1620	37	0
за у тому числі з податку на прибуток	1621	0	0
за розрахунками зі страхування	1625	33	2
за розрахунками з оплати праці	1630	220	3
за одержаними авансами	1635	125	264
за розрахунками з учасниками	1640	17945	36738
Поточні забезпечення	1660	701	597
Інші поточні зобов'язання	1690	4157	599
Усього за розділом III	1695	40484	39139
Баланс	1900	94280	79279

Income Statement for 2017

I. FINANCIAL RESULTS

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	325865	251299
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(279330)	(191944)
Валовий: прибуток	2090	46535	59355
Інші операційні доходи	2120	3329	11078
Адміністративні витрати	2130	(23066)	(7779)
Витрати на збут	2150	(2826)	(6556)
Інші операційні витрати	2180	(6463)	(29116)
Фінансовий результат від операційної діяльності: прибуток	2190	17509	26982
Інші фінансові доходи	2220	934	1850
Фінансові витрати	2250	(2384)	(4649)
Фінансовий результат до оподаткування: прибуток	2290	16059	24183
Витрати (дохід) з податку на прибуток	2300	-2919	-4353
Чистий фінансовий результат: прибуток	2350	13140	19830

II. TOTAL INCOME

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	13140	19830

III. ELEMENTS OF OPERATING EXPENSES III. ELEMENTS OF OPERATING EXPENSES

Матеріальні затрати	2500	187	165
Витрати на оплату праці	2505	20562	5940
Відрахування на соціальні заходи	2510	697	831
Амортизація	2515	668	821
Інші операційні витрати	2520	10240	35734
Разом	2550	32354	43491

Balance Sheet (Statement of Financial Position) on 12/31/2016

Актив	Код рядка	На початок звітнього періоду	На кінець звітнього періоду
1	2	3	4
Нематеріальні активи:	1000	110	45
первісна вартість	1001	1273	1349
накопичена амортизація	1002	1163	1304
Незавершені капітальні інвестиції	1005	3	2
Основні засоби:	1010	8248	7617
первісна вартість	1011	11486	11494
знос	1012	3238	3877
інші фінансові інвестиції	1035	338	338
Усього за розділом I	1095	8699	8002

Запаси	1100	34239	34771
Виробничі запаси	1101	77	35
Товари	1104	34162	34736
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	1864	1452
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	6827	1193
з бюджетом	1135	18136	14870
у тому числі з податку на прибуток	1136	18121	12762
з нарахованих доходів	1140	4	81
Інша поточна дебіторська заборгованість	1155	1008	415
Поточні фінансові інвестиції	1160	0	0
Гроші та їх еквіваленти	1165	8551	33458
Готівка	1166	1	0
Рахунки в банках	1167	8550	28499
Витрати майбутніх періодів	1170	5	11
Інші оборотні активи	1190	262	27
Усього за розділом II	1195	70896	86278
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0	0
Баланс	1300	79595	94280

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
Зареєстрований (пайовий) капітал	1400	30	30

Резервний капітал	1415	16654	10655
Нерозподілений прибуток (непокритий збиток)	1420	-5999	19830
Усього за розділом I	1495	10685	30515
Інші довгострокові зобов'язання	1515	44152	23281
Усього за розділом II	1595	44152	23281
Короткострокові кредити банків	1600	0	7500
за товари, роботи, послуги	1615	500	9766
за розрахунками з бюджетом	1620	266	37
за розрахунками зі страхування	1625	0	33
за розрахунками з оплати праці	1630	0	220
за одержаними авансами	1635	1376	125
за розрахунками з учасниками	1640	17945	17945
із внутрішніх розрахунків	1645	0	701
Інші поточні зобов'язання	1690	4671	4157
Усього за розділом III	1695	24758	40484
Баланс	1900	79595	94280

Income Statement for 2016

I. FINANCIAL RESULTS

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	251299	284349
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(191944)	(244416)

Валовий: прибуток	2090	59355	39933
Інші операційні доходи	2120	11078	9744
Адміністративні витрати	2130	(7779)	(7647)
Витрати на збут	2150	(6556)	(9404)
Інші операційні витрати	2180	(29116)	(38753)
Фінансовий результат від операційної діяльності: прибуток	2190	26982	0
Фінансовий результат від операційної діяльності: збиток	2195	(0)	(6127)
Інші фінансові доходи	2220	1850	5671
Фінансові витрати	2250	(4649)	(5543)
Фінансовий результат до оподаткування: збиток	2295	(0)	(5999)
Витрати (дохід) з податку на прибуток	2300	-4353	0
Чистий фінансовий результат: прибуток	2350	19830	0
Чистий фінансовий результат: збиток	2355	(0)	(5999)

II. TOTAL INCOME

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	19830	-5999

III. ELEMENTS OF OPERATING EXPENSES

Матеріальні затрати	2500	165	437
Витрати на оплату праці	2505	5940	4489
Відрахування на соціальні заходи	2510	831	2103
Амортизація	2515	721	1008

Інші операційні витрати	2520	35734	47707
Разом	2550	43391	55744

APPENDIX C

Aggregate analysis of the components of the internal environment of «Audi
Center Kyiv» LLC

Constituents of the internal environment	The effectiveness of the components of the internal environment				Importance (value)
MARKETING:					
Company's popularity in the market	+				High
Market share		+			High
Reputation for quality and service		+			High
Advertising			+		High
Location			+		Average
Saloon area				+	Average
FINANCES:					
High profitability	+				High
Increase in working capital		+			High
Financial stability		+			Average
SALES, SERVICES:					
Modern equipment		+			Average
Customer satisfaction		+			High
Compliance with deadlines				+	High
Product range	+				High
The range of additional services		+			Average
High price level			+		High
An efficient logistics system	+				Average
ORGANIZATION AND STAFF:					
Qualification of employees		+			Average
Response to changing market situation				+	High
Commitment to the work of employees		+			Low
Effective decision making			+		Average

APPENDIX D

The most popular brands of new passenger cars in Ukraine in March 2019/2018

Place	Brand	March 2019	March 2018	+ %
1	RENAULT	1022	614	66,4
2	TOYOTA	835	898	-7,0
3	KIA	710	223	218,4
4	SKODA	589	431	36,7
5	NISSAN	567	442	28,3
6	VOLKSWAGEN	476	828	-42,5
7	HYUNDAI	422	420	0,5
8	MAZDA	268	227	18,1
9	BMW	259	176	47,2
10	SUZUKI	240	158	51,9
11	MITSUBISHI	198	131	51,1
12	MERCEDES-BENZ	184	252	-27,0
13	AUDI	146	122	18,2
14	PEUGEOT	144	138	4,3
15	FORD	117	266	-56,0

Questionnaire

Dear managers of Audi Center Kyiv enterprise, please answer the questions in order to improve the strategic planning process at the enterprise

1. How often are strategic goals defined at the enterprise?

- Every 3 months
- Every half year
- Once a year
- Other

2. What tools do you use in your work for strategic planning?

- SWOT analysis
- PEST analysis
- Porter's 5 forces
- Balanced scorecard
- Other

3. Is a strategic plan being developed at the enterprise?

- Yes
- No

4. How would you rate the level of strategic planning at the enterprise on a 5-point scale?

- 5
- 4
- 3
- 2
- 1

5. What do you think is not enough for more effective strategic planning process at the enterprise?
