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STRATEGIC INFLUENCE OF EXTERNAL SPHERE ON MACHINE-BUILDING ENTERPRISES ACTIVITY

Abstract. The article states that whatever the interpretation of the main purpose of adaptation and strategic changes by different parties would not be, the management thereof should promote the creation of market-related entities, which in turn can be ensured if here is strong competitive positions of the enterprise on the consumer the market and opportunities for their growth in the long run. It helps to determine the optimum ratio of financial resources of the enterprise, which enables the management of machine-building enterprises, having studied the nature of strategic tendencies, to choose the strategic and tactical financial management policy of enterprises, which will ensure the achievement of the adaptive purpose of operation of enterprises during the strategic period

Keywords: strategy, changes, factors of influence, priority areas, activity, and enterprise
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СТРАТЕГІЧНИЙ ВПЛИВ ЗОВНІШНЬОЇ СФЕРИ НА ДІЯЛЬНІСТЬ МАШИНОБУДІВНИХ ПІДПРИЄМСТВ

Анотація. У статті визначено, що, яким не було б трактування головної мети проведення адаптаційних й стратегічних змін різними сторонами, управління ними має сприяти створенню приналежних до ринкових умов суб'єктів господарювання, що в свою чергу може бути забезпечене при наявності міцних конкурентних позицій підприємства на споживчому ринку та можливостей їх зростання у довгостроковій перспективі. Це сприяє

визначенню оптимального співвідношення фінансових ресурсів підприємства, що дає змогу керівництву машинобудівних підприємств, вивчивши характер стратегічних тенденцій, вибрати стратегічну й тактичну фінансову політику управління підприємствами, яка забезпечить досягнення адаптивної мети функціонування підприємств впродовж стратегічного періоду.

Ключові слова: стратегія, зміни, фактори впливу, пріоритетні сфери, діяльність, підприємство.

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СТРАТЕГИЧЕСКОЕ ВЛИЯНИЕ ВНЕШНЕЙ СФЕРЫ НА ДЕЯТЕЛЬНОСТЬ МАШИНОСТРОИТЕЛЬНЫХ ПРЕДПРИЯТИЙ

Аннотация. В статье определено, что, каким бы не было трактовка главной цели проведения адаптационных и стратегических изменений различными сторонами, управление ими должно способствовать созданию принадлежащих к рыночным условиям субъектов хозяйствования, в свою очередь может быть обеспечено при наличии прочных конкурентных позиций предприятия на потребительском рынка и возможностей их роста в долгосрочной перспективе. Это способствует определению оптимального соотношения финансовых ресурсов предприятия, что позволяет руководству машиностроительных предприятий, изучив характер стратегических тенденций, выбрать стратегическую и тактическую финансовую политику управления предприятиями, которая обеспечит достижение адаптивной цели функционирования предприятий в течение стратегического периода.

Ключевые слова: стратегия, изменения, факторы влияния, приоритетные сферы, деятельность, предприятие.

Формул: 0; рис.: 1; табл.: 8; библ.: 10

Introduction. The modern stage of development of the Ukrainian economy is determined by the instability of strategic conditions for the functioning of machine-building enterprises, which is due to the increase in the tactical level of mobility of the priority external factors and an increase in their adaptive impact on the internal environment. Therefore, to ensure the stability of the financial and economic growth of machine-building enterprises, it is necessary to take a decision on the reduction of priority problems, among which one of the main factors is to determine the outgoing factors of the external sphere of activity of machine-building enterprises.

Research analysis and task setting. The questions of controlling the factors of influence on the priority areas of activity of the enterprises were studied by the scientists, among them there is R. Battrick [1], V. Vitlinsky [2], T. Kalinescu [3], L. Karpenko [4], O. Kugaenko [5], O. Kulinich [6], N. Lepa [7], Yu. Lukina [8], and others. Despite a large number of scientific works, the theoretical, methodological and applied aspects of this issue remain inadequately unstudied and require a more thorough study.

The purpose of the article is to determine the level of strategic influence of the external sphere on the activity of enterprises.

Research results. The theoretical situation of the development of machine-building enterprises on the basis of restructuring determines the place of the mechanism of radical transformations in the system of development management sets requirements to the parameters of change and creates the basis for the formation of a restructuring mechanism under the conditions of significant changes in the environment. The impact of external factors on the enterprise activity is largely strategic in nature, as the strategic influence is a combination of integration decisions and behavioral actions that are balanced, complementary or in such a way as to ensure the acquisition of a synergistic-adapted long-term effect for achieving the competitive priorities (are to be constantly confirmed and qualitatively updated or, if necessary, fundamentally change under the influence of any factors). That is why unfavorable changes in the external conditions of the functioning of machine-building enterprises have led to the destabilization of their strategic activities (Fig. 1).

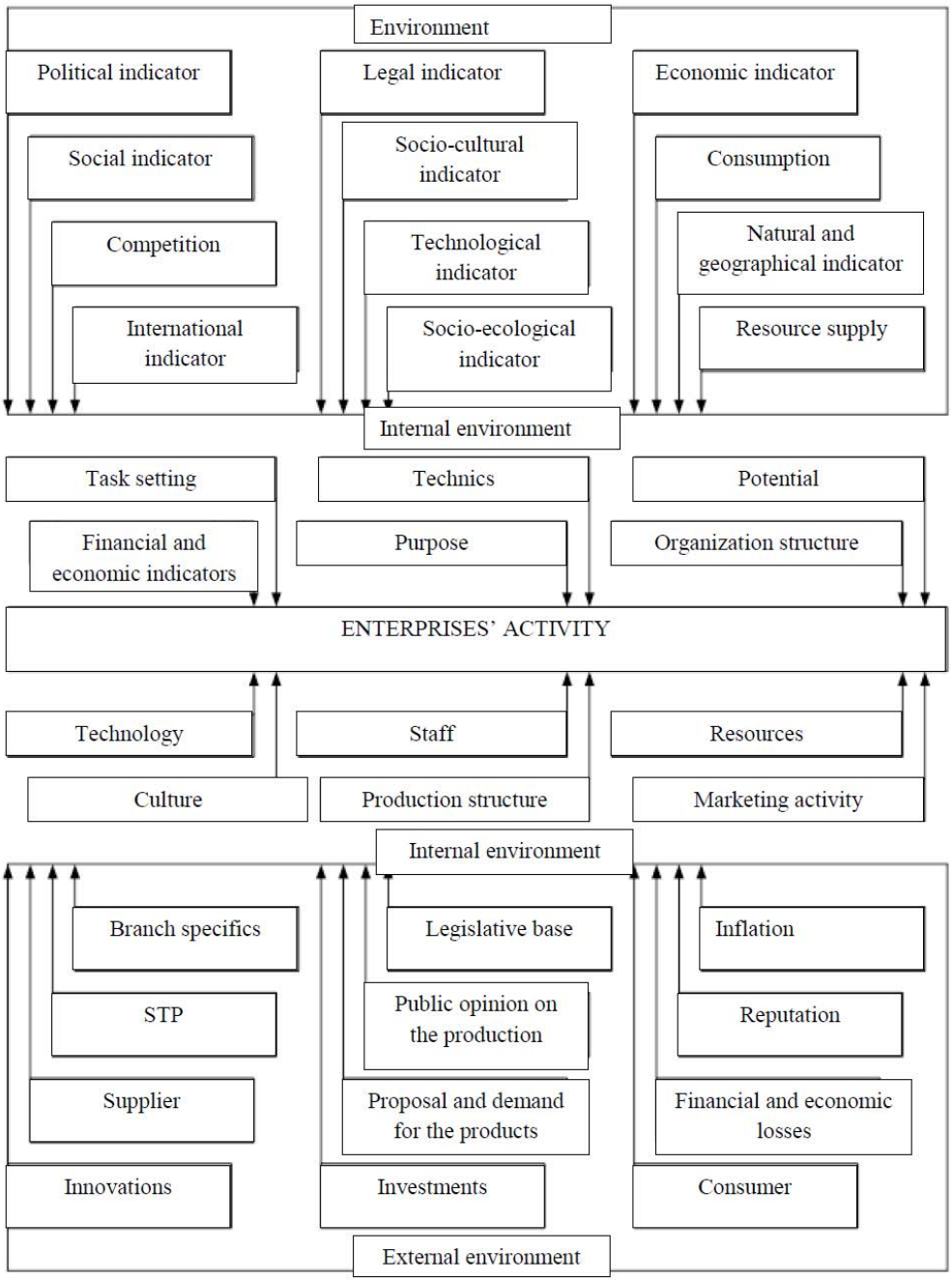

Fig. 1. Strategic factors of influence of external and internal environment on the enterprise activity *)
*) made by the authors

This is explained by the fact that the important feature of the adaptation of machine-building enterprises under crisis terms and conditions is the prevention of changes in the external environment by changing its own style of behavior.

In determining strategic changes of factors of influence on the priority areas of enterprises, the system of fuzzy output is used (fuzzy cognitive model of factors of the external sphere of activity of enterprises).

Upon completion of this stage, for all input variables, the specific values of belonging functions for each of the linguistic terms used in the basic rules of the fuzzy output system base should be determined.

A reflection of the set of states Y in the set of solutions D is the knowledge base, which consists of a set of rules. The optimality of the decision taken in this way depends on the accuracy of the membership functions of the quantities and knowledge base.

In most cases, the acceptable accuracy of the solutions is achieved by adjusting the parameters of the functions and weighting coefficients of the rules based on the sampling of the experimental data [7-8].

The process of phasing is to convert the input value into a fuzzy form by determining the degree of relevance of the value of the input value of its terms. At Stage 1, for the given values and based on the relevance functions A, B, C, there are truth measuresa(x_0), a(y_0) and a(z_0) for the prerequisites of each of the three rules given below. At Stage 2 there is a "cut" of the functions of the affiliation of the conclusions of the rules (i.e. D, E, F) at such levels a (x_0), a (y_0) i a (z_0).

At Stage 3 we consider the reference function truncated on the second stage and they are united, using the operation max, which results in a combined fuzzy subset, described by the relevance function and corresponds to the logical conclusion for the original variable w. Finally, at the 4th stage - if necessary, there is a clear value of the output variable [2, 5].

Ranges of changes in the factors of the external sphere of activity of enterprises are given in Table. 1, which determine the qualitative and quantitative parameters of the factors of influence on the formation of the financial state of enterprises, as well as determine the range of external parameters of change and influence on the activities of machine-building enterprises.

Table 1

Ranges of factors of the external sphere of activity of machine-building enterprises *)

Factor	Minimum value	Maximum value
Innovation level	0.165	55.5
Technological level	0.869	17.256
State policy in the field	0. 424	20.856
Income level of the population	0.121	58.8
Inflation rate	0.495	50.856
Income level of the population	2.005	12.756
Unemployment rate	1.041	16.2
Legislative base	0.051	6.6

*) authors' own calculations

To make a conclusion on the dynamics of changes in the external factors of machine building enterprises, we define the ranges of intervals of changes that correspond to the linguistic changes in the set of factors of strategic influence.

The value of the desirability function, equal to 1.00, corresponds to the fully acceptable level of the parameter, whereas the further improvement thereof is not rational or impossible.

To assess the strategic level of the environmental impact on the activities of enterprises, it is proposed to use the Harrington scale, which divides the value of the taxonomic indicator into 5 ranges, whereas the incidence thereof characterizes the quality of management of the spheres of enterprise activity, respectively, as high, sufficient, moderate, moderate and low [5].

Intermediate values of Harrington's desirability function are given in Table 2.

Table 2

Ranges of intervals of changes in factors of the external sphere of activity of enterprises under the Harrington scale *)

Level of the enterprise's activity	Value	Integral value meaning
High	A	0,8-1,0
Sufficient	B	0,63-0,8
Average	C	0,37-0,63
Moderate	D	0,2-0,37
Low	E	0,0-0,2

*) authors' own calculations

Relying on the linguistic variables for the environmental factors of machine-building enterprises, we are going to formulate the rules of the fuzzy logical conclusion of qualitative and quantitative dependencies of the sphere of activity on the influence of factors of external and internal environment (Tab. 3).

Table 3

Rules of the fuzzy logical conclusion, determined on the basis of the linguistic variables *)

Rule	Factors			
	Incoming		Outgoing	
1	2	3	4	5
1.	Sufficient level	Innovation level	Low level	Innovation level
2.	High level	Technological level	Average	Technological level
3.	Average	State policy in the field	High level	State policy in the field
4.	Low level	Income level of the population	Average	Income level of the population
5.	Average	Inflation rate	Sufficient level	Inflation rate
6.	Sufficient level	Income level of the population	Sufficient level	Income level of the population
7.	Moderate level	Unemployment rate	Sufficient level	Unemployment rate
8.	Sufficient level	Legislative base	Sufficient level	Legislative base

*) made by the authors

Having formulated the rules of the fuzzy logical conclusion, determined on the basis of the linguistic variables, we are going to develop the general rules of the fuzzy logical conclusion for machine-building enterprises (Tab. 4).

Table 4

General rules of fuzzy logic conclusion for machine-building enterprises *)

Incoming factors		Outgoing factors
f_1	f_2	f_3
Low level	Moderate level	Moderate level
Low level	Low level	Moderate level
Sufficient level	Moderate level	Sufficient level
Moderate level	Moderate level	Moderate level
High level	Sufficient level	Low level
Low level	Moderate level	Moderate level
High level	Moderate level	Sufficient level
Moderate level	Average	Moderate level

*) made by the authors

The rules of the fuzzy logical conclusion 1 and the rules of the fuzzy logical conclusion 2 of the qualitative and quantitative dependencies of the model of spheres of activity of machine-building enterprises are given in Table 5.

Table 5

Rules of the fuzzy logical conclusion *)

Incoming factors	Outgoing factors							
U	X1	X2	X3	X4	X5	X6	X7	X8
Innovation level	C	A	E	B	C	D	E	A
Technological level	E	E	C	E	E	D	A	C
State policy in the branch	C	E	B	B	B	D	D	D
Income level of the population	D	D	B	E	E	C	C	B
Inflation rate	D	D	C	B	E	E	B	E
Income level of the population	A	B	E	D	E	A	C	C
Unemployment rate	E	E	B	D	E	E	C	D
GNP value	B	C	D	D	D	E	B	D
Legislative base	C	C	E	E	B	D	D	D

Note: A - high effect; B - sufficient effect; C - average effect; D - moderate effect; E - low effect.

*) made by the authors

As a result of implementation of the stages of the scenario model, a set of element-standards, representing each of the selected groups, has been formed. The Euclidean matrix for machine-building enterprises with the maximum value of the factors of influence is given in Table 6.

Table 6

Euclidean matrix for machine-building enterprises with a minimum value of influence factors *)

1	2	3	4	5	6	7	8
0	5,83	2,99	4,485	11,67	6,785	7,705	33,12
4,83	0	3,91	2,53	5,865	7,59	6,325	34,155
2,99	3,91	0	2,415	4,945	4,6	5,405	33,81
4,485	2,53	2,415	0	4,485	5,865	4,485	33,695
6,67	5,865	4,945	4,485	0	6,095	5,175	34,845
6,785	7,59	4,6	5,865	6,095	0	5,06	35,305
7,705	6,325	5,405	4,485	5,175	5,06	0	35,075
33,12	34,155	33,81	33,695	34,845	35,305	35,075	0
66,585	65,205	58,075	57,96	68,08	71,3	69,23	10,005

*) authors' own calculations

Euclidean matrix for machine-building enterprises with a minimum value of influence factors is given in Table 7.

Table 7

Euclidean matrix for machine-building enterprises with a minimum value of influence factors *)

1	2	3	4	5	6	7	8
0,00	12,81	7,93	11,90	17,69	18,00	20,44	87,84
12,81	0,00	10,37	6,71	15,56	20,13	16,78	90,59
7,93	10,37	0,00	6,41	13,12	12,20	14,34	89,67
11,90	6,71	6,41	0,00	11,90	15,56	11,90	89,37
17,69	15,56	13,12	11,90	0,00	16,17	13,73	92,42
18,00	20,13	12,20	15,56	16,17	0,00	13,42	93,64
20,44	16,78	14,34	11,90	13,73	13,42	0,00	93,03
87,84	90,59	89,67	89,37	92,42	93,64	93,03	0,00
176,60	172,94	154,03	153,72	180,56	189,10	183,61	136,54

*) authors' own calculations

Partial indicators of evaluation of the components of the machine-building enterprises are included in the set of indicators that form the relevant integral indicators of the components estimation, first, let's calculate the deviation of the partial indicators Δx_{ij}^{s} (i – indicator,

j – enterprise, s – scenario), then the deviation of the integral estimates of the components of activity $\Delta IP_{kj}^{s}\left(\Delta x_{ij}^{s}\right)$ (k – components of activity), and deviation of the general integral assessment of components activity of the enterprises ΔIPR_{j}^{s}. Based on this criterion, the scenario for which the maximum value is reached is optimal (Tab. 8).

Table 8

Sets of external factors for scenarios of self-development of the situation at enterprises *)

Factor	Scenario of self-development of the situation									
	Optimistici				Realistic		Pessimistic			
	O_1	O_2	O_3	O_4	P_1	P_2	П_1	П_2	П_3	П_4
1	0,69	0,83	0,55	0,33	0,32	0,52	0,46	0,49	0,54	0,86
2	0,64	0,71	0,71	0,79	0,41	0,62	0,10	0,34	0,43	0,73
3	0,79	0,72	0,36	0,32	0,35	0,39	0,63	0,46	0,86	0,74
4	0,56	0,65	0,63	0,26	0,40	0,40	0,43	0,60	0,29	0,67
5	0,81	0,72	0,50	0,54	0,46	0,36	0,33	0,50	0,30	0,74
6	0,63	0,66	0,92	0,26	0,12	0,35	0,40	0,51	0,67	0,68
7	0,61	0,84	0,23	0,32	0,36	0,47	0,64	0,74	0,72	0,87
8	0,79	0,74	0,84	1,17	0,75	0,53	0,39	0,40	0,60	0,76
9	0,64	0,61	0,86	0,28	0,41	0,34	0,43	0,53	0,66	0,63
10	0,93	0,74	1,09	1,13	0,87	0,36	0,39	0,60	0,40	0,76
11	0,77	0,65	0,66	0,78	0,56	0,25	0,16	0,27	0,51	0,67
12	0,77	0,92	0,79	0,80	0,65	1,01	0,47	0,44	0,10	0,95
13	0,87	0,87	0,86	0,80	0,85	0,80	0,70	0,18	0,14	0,90
14	0,81	0,83	0,55	0,68	0,59	0,54	0,30	0,18	0,38	0,86
15	0,59	0,53	0,50	0,45	0,28	0,14	0,39	0,40	0,91	0,55

*) authors' own calculations

Having considered the modeling results among the scenarios of self-development, the best for enterprises is also scenario O_3; the maximum deviation of the total development rate thereof is equal to 0.5. The final stage of forming a strategy for managing the financial restructuring of machine-building enterprises is the development of measures to strengthen its financial status. Each company always has reserves for improving the financial and economic condition. Due to the fact that from the point of view of the company's managers and employees, the main thing is the further operation of the enterprise, therefore financial strategies belong to the resources and play the role of means in implementation of other strategies and development of the enterprise in general, determine the possibilities of self-investment, etc. Let's make the main functional dependencies of the dynamic model for selected machine-building enterprises:

1) $A_1(t) = \frac{1}{2}\left[a_i(13) + 0.542 \cdot k_1(t) + a_{0i}(24) + 0.325 \cdot m_6(t)\right] + \varepsilon_{it}$;

2) $A_2(t) = \frac{1}{2}\left[a_0(19) + 1.698 \cdot k_1(t) + 0.6 \cdot m_6(t)\right] + \varepsilon_{it}$;

3) $A_3(t) = \frac{1}{3}\left[a_{0i}(28) + 0.251 \cdot m_2(t) + 0.235 \cdot k_1(t) + 0.443 \cdot m_2(t)\right] + \varepsilon_{it}$;

4) $A_4(t) = a_{0i}(28) + 1.840 \cdot m_2(t) + 0.79 \cdot m_6(t) + \varepsilon_{it}$;

5) $A_5(t) = \frac{1}{2}\left[\begin{array}{l} a_{0i}(26) + 0.311 \cdot k_2(t) + a_{0i}(18) + 6.59 \cdot b_1(t) + 1.005 b_2(t) - \\ -17.03 \cdot b_4(t) + 0.16 \cdot b_5(t) \end{array}\right] + \varepsilon_{it}$,

wherein $a_{0i}(n)$ - influence factors included in (n)-th model

Based on the ranges defined in the work for external factors forming the qualitative model of dependencies, we can say that it enables for developing strategic management decisions to improve the activity of machine-building enterprises on the basis of the optimistic and pessimistic scenarios

of the influence of external factors on the values of the estimated development indicators and the strength of their impact on the economic position of enterprises and the direction of change to achieve the outcome target indicators.

In addition thereto, there is a common, uniting their interest - the growth of the efficiency of the machine-building enterprises in general, for the assessment of which it is necessary to form a holistic adaptive system of criteria of the financial and non-financial nature and the use of adequate renovation methods and methods of analysis. The combination of performance management (market outcomes) and efficiency (financial results) becomes the control and strategic mechanism that is necessary for making changes in the enterprise. The effectiveness of the activity reflects the subjective level of the relevant assessment by different parties based on the interpretation of the available amount of the financial and non-financial information. In contrast to the effectiveness of activities, the performance indicators are much wider and more varied [4, 6-7, 10].

Conclusions: The studies enabled for finding the fact that it is necessary to take into account the interests of all parties that can have a significant impact on the modeling of the initial factors of the external sphere of the enterprises' activity. It is for this reason that whatever the interpretation of the main purpose of adaptation changes by different parties would not be, the management thereof should promote the creation of market-related entities, which in turn can be ensured if here is strong competitive positions of the enterprise on the consumer the market and opportunities for their growth in the long run, and therefore, the financial resources of the studied enterprises are not used effectively enough. It helps to determine the optimal ratio of the financial resources of the enterprises, which enables the management of machine-building enterprises, having studied the nature of strategic tendencies, to choose the strategic and tactical financial management policy of enterprises, which is going to ensure the achievement of the adaptive purpose of the operation of enterprises during the strategic period. That is, on the one hand, an assessment and selection of the adequacy and sufficiency of the strategic financial resources (financial capacity) is made and, on the other hand, an acceptable level of risk (potential threats) that arises in the external and internal environment in the process of implementing the financial capabilities of the priority fields of activity of the machine-building enterprises.

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