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**EKONOMICKÁ
FAKULTA**
UNIVERZITA MATEJ BELA
V BANSKÉJ BYSTRICI



**CURRENT STATE AND PERSPECTIVES
OF ENTERPRISES' DEVELOPMENT IN CONDITIONS
OF INTERNATIONAL ECONOMIC ACTIVITY**

MONOGRAPH

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This monograph is a result of the combined research conducted by the leading economic schools of Slovakia and Ukraine.

The purpose of the monograph is to present the major methodological and theoretical problems of the modern economy and suggest approaches to solve them.

This monograph is intended for a wide circle of scientists, practitioners, managers of sector agencies, post-graduate students, candidates for a master's degree, students.

The materials are presented as the author's version.

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2.3. THE DEVELOPMENT STRATEGY SELECTION PROCESS OF THE BAKERY ENTERPRISES

In the article the development strategies for the bakery enterprises is described. The flow-chart of the bakery enterprises strategy choice is offered.

Keywords: bakery enterprises, strategy.

The strategic potential of the bakery enterprises playing an important role in the selection of the effective strategies. They allow businesses can grow, changing from the inside due to the influence of environmental factors.

Problems of development of enterprises engaged in many domestic and foreign scholars, such as R. Akoff, I. Ansoff, V. Vasilenko, R. Kaplan, T. Copeland, T. Koller, J. Murrin, D. Norton, S. Gutkevych, G. Petukhov, M. Porter, A. Strickland, A. Thompson, T. Mostenska, Z. Shershneva, A. Rayevnyeva, I. Fedulova, Y. Pogorelov and others.

The strategy is a description of an integrated approach to the enterprise and is a combination of its resources and competencies, as well as opportunities and threats to the environment in which the company plans to achieve this goal. The goal of the article is to identify development strategies for bakeries and offer a tool for their choice.

Goal setting is necessary for the development of bakeries. Between the goals and development opportunities as a rule there is a mismatch. Interval between opportunities and preferred orientations needed to solve problems in the future growth of the company has a strategic gap. It is a field of strategic decisions that need to take the company directors to address the problems identified in order to approximate trends in travel [3]. Gaps compensating by development strategies of the enterprise.

Development of enterprise provides moving forward. Therefore, to ensure the development of bakeries we propose to use a strategy of concentrated or integrated growth.

Concentrated growth strategy used by bakeries to achieve these goals [2]:

- Joining the industry and markets with high prospects for long-term growth and profitability;
- Optimizing the balance between internal and external revenues;
- Balancing a range of goods and services with different cyclical demand.

With integrated growth strategy the company is growing by adding new structures:

- 1) through the acquisition of property;
- 2) expansion within. It is advisable to use a strategy of integration with the opportunity to increase profitability by controlling different parts of the production and sales.

To summarize and systematize the work on the formation of development strategy we proposed a flow-chart development of the bakery enterprises, which is shown in Fig. 1 and provides several steps.

On information stage it is important to collect information about the macro- and micro environment of enterprise and objective information about the activities of the enterprise, decide on the period for which the research will be conducted.

Based on the information gathered in the previous step to identify the main environmental factors affecting the operation of bakery industry. Effects of environmental factors prompted the enterprise to change by using the potential of the enterprise. External analysis includes an assessment of the overall market trends and market segment in particular. Use it to set the degree of uncertainty of the market, assess the opportunities and threats that accompany the enterprise in the future. It will formulate strategic alternatives.

Internal analysis is required to the detail determine the strategic directions bakeries. Its goal is to install the strengths and weaknesses of the enterprise, which will formulate the basic strategic problems and establish its key strategic assets and

core competencies. Impact factors of internal environment for enterprise development can be determined using correlation and regression analysis. It is important at this stage is to assess the strategic, market, credit, liquidity, operational, legal, information risks. Strategic risks are difficult to diagnose, but they can cause a crisis and bankruptcy. The most significant strategic risks are as follows [1]:

- Reduce the profitability of the industry;
- Technological change;
- Erosion or loss of brand;
- Business stagnation;
- The failure of the new project;
- The emergence of a unique competitor;
- Changing tastes of consumers.

In the end of the second analytical stage should be to establish the relationship between factors internal and external environment, that is to establish chains of relationships: between the strengths of the enterprise and the opportunities that exist for it in the environment, between the strengths and challenges that contains the external environment, between enterprise weaknesses and opportunities of the environment. Usually this method named SWOT.

The third stage is determined by the creation or adjustment of mission bakeries. The goals of the formation of the mission are:

- Formation of the company image in the representation business environment, providing the subjects of environmental overview of the company, its aspirations;
- Creation of corporate spirit: make clear to employees overall goal and purpose of the enterprise;
- The establishment of the main activities of the company;
- Creating opportunities for more effective management.

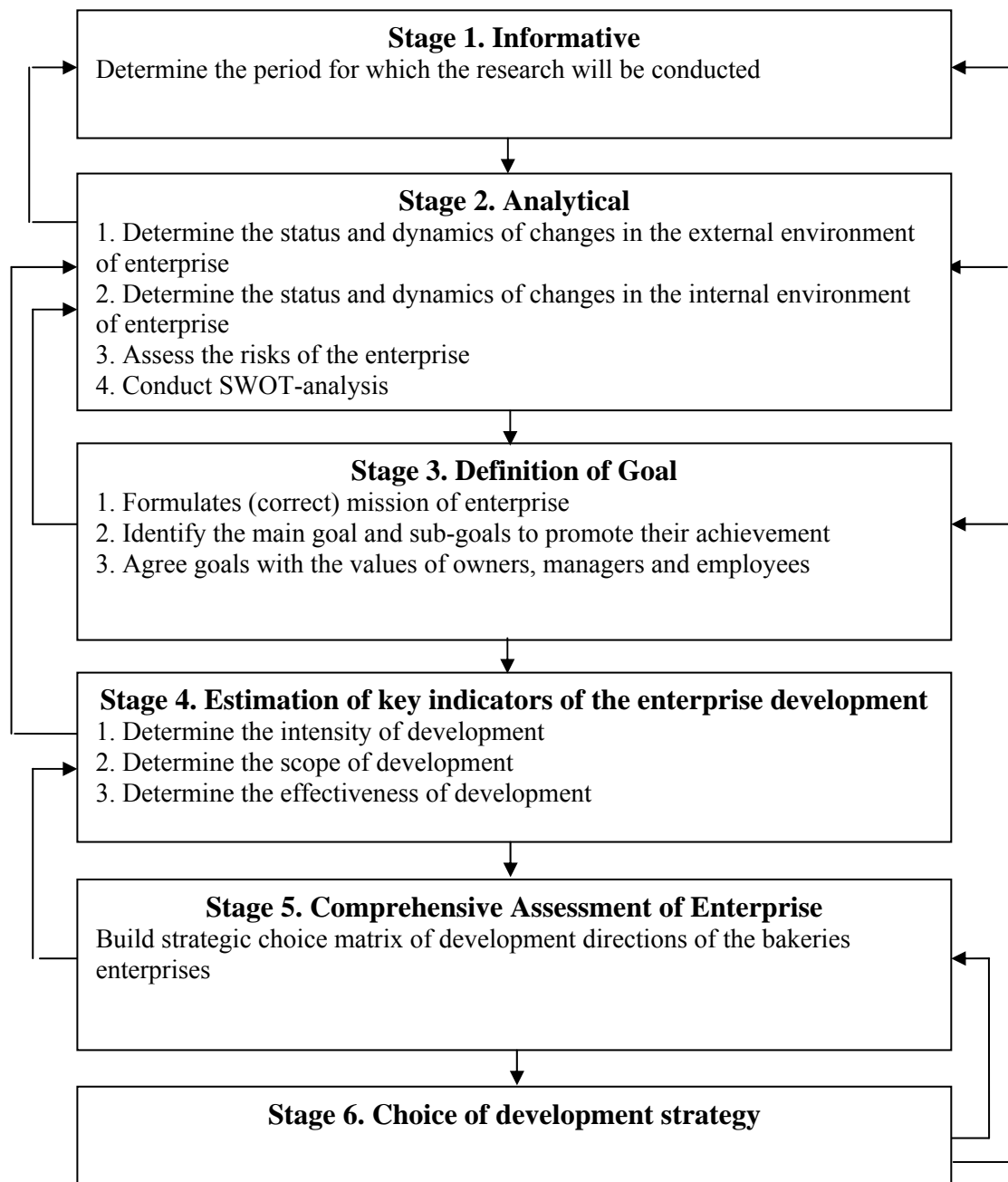


Fig. 1. Flow-chart of the selection strategy of the bakery enterprise

The mission sets the general guidelines of functioning enterprises that reflect the content of its existence, and specific final state which seeks company recorded in the form of its aims. Goals are set using the methods of decomposition, disaggregation, the necessary conditions. In the process of building "objectives tree" to comply with the objectives of:

- Reach, reality - unrealistic goal lead to demotivation of employees and the loss of their guide, which affects the activity;

- Flexibility - set goals so that the possibility remained for their adjustment to changes in the external and internal environment;

- Measurability - goals form so that they can be quantitatively measured or any other way to objectively determine whether the achieved goal;

- Correctness - to give a clear picture of the direction of motion of the enterprise;

- Compatibility - long-term goals conform to mission, and short-term goals conform to long-term, it is important to goals not contradict each other;

- Eligibility for the basic subjects of influence that define the business activity, and for top-management of enterprise.

Perspectives of development are determined primarily goals the owners, consistent with the objectives of managers and employees. The main groups of people who influence the activities of the company and whose interests must be taken into account when determining its mission and goals are the owners of bakeries, workers, consumers of the bakery enterprise, business partners and the local community.

After goals are defined, you need to estimate the results of the enterprise development. Therefore the fourth step estimate key indicators of the enterprise development.

The fifth step is a comprehensive estimate of bakery. Among the large numbers of strategically aimed matrices is no such capable comprehensively assess the degree of the enterprise development. The proposed the strategic choice directions of bakeries matrix focuses on three complex parameters: the intensity of development of the bakery enterprise; scale enterprise development of the bakery enterprise; enterprise development effectiveness (ability to achieve their goals).

At last sixth stage by the matrix chosen development strategy of bakery.

The proposed flow-chart of management of development of bakeries allow the leadership of the bakery enterprise consistently performing all steps to make effective

management decisions on the choice of optimal development strategy for your business.

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