

JEL CLASSIFICATION: M21, M38

FINANCIAL STRATEGIES OF ENTERPRISE COMPETITIVENESS

Olena Ye. HUDZ

Doctor of Science in Economics, Head of the Department of Management, European University (Kyiv) professor

Summary. The article dwells on main theoretical principles of formation financial strategies to ensure the enterprises competitiveness and on mechanisms of their implementation. The author's approach to

the formation of financial strategies portfolio to ensure the competitiveness of enterprises on the basis of multi-modular method was proposed.

Key words: *strategic management, enterprise competitiveness, financial policy.*

A characteristic feature of modern economic space of Ukraine is a high dynamics of economic processes accompanied by enterprises scope and activities fluctuations, complication of their economic ties, changes in production demand and prices, needs in fixed and current capital, emergence of new markets, weakening of state regulating influence and social orientation.

Enterprise competitiveness is one of market economy major categories that characterizes the possibility and efficiency of business adaptation to the conditions of external environment.

Knowledge of competition economic nature, basic economic laws of market relations functioning, scientific approaches, principles and methods, understanding of competitive market situations, development of enterprise competitiveness assessment methods is a necessary scientific basis for the system of enterprise competitiveness.

Formation of financial strategy to ensure enterprise competitiveness is difficult and time-consuming process, because it requires a considerable investment of time, labour and complex calculations.

The choice of financial strategies to ensure enterprise competitiveness in accordance with the market situation is connected with its benefits and risks assessment, market situation compliance analysis and the level of production organization and management.

To make a choice of financial strategy scientists suggest using a methodological platform of "experience curve". It characterizes empirically obtained or predicted dependence of enterprise development key parameters (level of profitability, profit, cost price, etc.) from various factors affecting it. Practically this approach is narrower from the previous one.

The usage of multi modular method of financial strategies portfolio formation on the basis of matrix approach might be interesting. It requires the determination of the sequence of corresponding matrices formation stages. Multi modular method can be used to create a portfolio of financial strategies that take into account: type of enterprise main financial strategy; nature of enterprise financial behavior; vector of enterprise financial activity dynamics for the strategic period; expected rate of enterprise financial trends for the strategic period; nature of enterprise key competences in the sphere of financial activity; results of the diagnosis of internal and external financial environment factors; stage of enterprise life cycle and its products.

Each company has its own characteristics and peculiarities, so to define a common platform of financial strategies portfolio formation on the basis of multi modular method is not possible. Every enterprise should use such factors of financial strategies portfolio formation that minimize risks and contribute to the growth of its profitability, competitiveness and financial stability at the market.

Well-designed, properly formulated financial strategies of enterprise competitiveness indicate the most effective ways and the most productive means to achieve goals. They provide an enterprise with selection of promising and profitable activities, high demand on its products, unique position in the market among competitors. Each company should develop its own portfolio of financial strategies to ensure competitiveness according to its purpose and market peculiarities.

References

1. Akmaeva R. I. (2006) *Stratehicheskoe planirovanie i stratehicheskij menedzhment [Strategic Planning and Strategic Management]*. M.: Finansy i statistika.
2. Ansoff Y. (1999) *Novaja korporativnaja strategija [New Corporate Strategy]*. SPb.: Pyter.
3. Barinov V. A., Kharchenko V. L. (2006) *Stratehicheskij menedzhment [Strategic Management]*. M.: INFRA-M.
4. Blank I. A. (2007) *Finansovaja strategija predpriyatija [Enterprise Financial Strategy]*. K.: Eh'ha, Nika-Tsentr (3rd Ed.) M.: TK Velby, Izd-vo Prospekt, 2007.
5. Blank I. A. (2009) *Finansovyj menedzhment [Financial Management]*. K.: Nika-Tsentr.
6. Bocharov V. V., Leont'ev V. E. (2008) *Korporativnye finansy [Corporate Finance]*. SPb.: Pyter.
7. Vesnin V. R. (2007) *Menedzhment [Management]*. (3rd Ed.). M.: TK Velbi, Izd-vo Prospekt.
8. Dehjj D. (2003) *Stratehicheskij marketinh [Strategic Marketing]*. M.: EHKSMO-Press.
9. Zajitsev L. H., Sokolova M. Y. (2007) *Stratehicheskij menedzhment [Strategic Management]*. M.: *Ehkonomist*, 2007.
10. Klejner H. B., Tambovtsev V. L., Kachalov R. M. (1997) *Predpriyatje v nestabil'noj ehkonomicheskoj srede: risk, strategii, bezopasnost' [Company in Unstable Economic Environment: Risk, Strategy, Security]*. M.: *Ehkonomika*.
11. Krutik A. B., Khajkin M. M. (2003) *Osnovy finansovoj dejatel'nosti predpriyatija [The Basics of Enterprise Financial Activity]*. SPb.: Biznes-pressa.
12. Koretskyi M. Kh., Diehtiar A. O., Datsii O. I. (2007) *Stratehichne upravlinnia [Strategic Management]*. K.: Tsentr uchbovoi l-ry.
13. Lukicheva L. I. (2006) *Upravlenie orhizatsiej [Organization Management]*. M.: Omeha-L.
14. Nalyvaiko A. P. (2001) *Teoriia strategii pidpriemstva. Suchasnyi stan ta napriamky rozvytku [Theory of Business Strategy. Current State and Ways of Development]*. K.: KNEU.
15. Neudachyn V. V. (2006) *Realizatsija strategii kompanii: finansovyj analiz i modelirovanie [Implementation Strategy: Financial Analysis and Modeling]*. M.: Vershyna.
16. Nefedova O. H. (2007) *Konkurentospromozhnist v umovakh zovnishnikh zmin [Competitiveness in the Conditions of External Changes]*. Visnyk Khmelnytskoho natsionalnogo universytetu. *Ekonomiczni nauky*. 212–215.
17. Popov S. A. (2000) *Stratehicheskoe upravlenie [Strategic Management]*. M.: INFRA-M.
18. Porter M. (2005) *Konkurentnaja strategija: metodika analiza otraslejj i konkurentov [Competitive Strategy: Methodology for Industries and Competitors Analyzes]*. M.: Al'pina Biznes Buks.
19. Putjatin Ju. A., Pushkar' A. I., Trided A. N. (2000) *Finansovyje mekhanizmy stratehicheskoho upravlenija razvitiem predpriyatija [Financial Mechanisms of Strategic Enterprise Development Management]*. Kh.: Osnova.
20. Radova L. D., Cherep A. V. (2005) *Finansova strategiiia v systemi upravlinnia pidpriemstvom [Financial Strategy of the Enterprise Management System]*. *Derzhava ta rehiony*. Vol. 2. 130–135.
21. Smyrnov Eh. A. (2002) *Razrabotka upravlencheskikh reshenij [Managerial Decisions Development]*. M.: JuNITI-DANA.
22. Stanislavchik E. N. (2001) *Osnovy finansovoho menedzhmenta [Basis of Financial Management]*. M.: Os'-89.
23. Starovojtov M. K., Fomin P. A. (2002) *Prakticheskij instrumentarij orhizatsij upravlenija promyshlennym predpriyatjem [Practical Tools of Industrial Enterprise Management]*. M.: Vysshaja shkola.
24. Klejner R. B. (Ed.) (2002) *Strategija razvitija predprinimatel'stva v real'nom sektore ehkonomiki [Strategy of Entrepreneurship Development in Real Sector of Economy]*. RAN, Tsentr.
25. Tompson A., Striklend A. (2008) *Stratehicheskij menedzhment: kontseptsii i situatsii dlja analiza [Strategic Management: Concepts and Case Studies]*. M.: Izd. dom «Vil'jams».
26. Trefilova I. N. (2012) *Razvitie potentsiala maloho predprinimatel'stva v uslovijakh modernizatsii khozjajstvennoj sistemy [Development of Small Entrepreneurship Under the Conditions of Economic System Modernization]*. *Extended abstract of candidate's thesis*. SPb.
27. Fatkhutdinov R. A. (2004) *Upravlenie konkurentosposobnost'ju orhizatsii. [Management of Organization Competitiveness]*. M.: Izdatel'stvo «Ehksmo», 2004. 201–202.
28. Poddierohina A. M. (Ed.) (2008) *Finansovyj menedzhment [Financial management]*. K.: KNEU.
29. Fomchenkova L. V., Dli M. I. (2005) *Konkurentnyj potentsial – osnova povyshenija konkurentosposobnosti promyshlennogo predpriyatija [Competitive Potential is a Basis for Increasing Industrial Enterprises Competitiveness]*. *Rossijskoe predprinimatel'stvo*. M.: KEH.

30. Khanher Dzh., Uilen T. (2008) Osnovy stratehicheskoho menedzhmenta [Basis of Strategic Management]. M.: JuNITI-DANA.
31. Tsyba T. S., Sokur M. I., Bajura V. I. (2007) Marketynhove planuvannja [Marketing Planning]. K.: Tsentru uchb. lit.
32. Tsihanjuk O. O. (2010) Sistema konkurentnykh stratehij predprijatija i perspektivy vnedrenija stratehicheskoy kul'tury na predprijatijakh Ukrainy [System of Enterprise Competitive Strategies and Prospects of Implementation of Strategic Culture at Enterprises Of Ukraine] *Ekonomichnyj visnyk Donbasu*. Vol. 3. 108–111.
33. Shevchenko L. S. (2004) Konkurentnoe upravlenie [Competitive Management]. Kh.: Ehspada, 2004.
34. Shershnova Z. E., Oborska S. V. (2002) Stratehichne upravlinnia [Strategic Management]. K.: KNEU.
35. Strategic financial management / [Clarke R. G., Wilson B. D., Daines R. H., et al.]. Homewood, Ill. : Irwin, 1988.
36. Finansove planuvannia na pidpriemstvi [Enterprise Financial Planning]. Retrieved from <http://wo-lovets.narod.ru/finans9.htm>.