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EXTERNAL ENVIRONMENT ANALYSIS ROLE IN THE INDUSTRIAL ENTERPRISES' ADAPTATION SYSTEM

In today's global transformation processes domestic enterprises are faced with an alternative choice: adapting to modern systems and principles of management or a gradual decline in profitability and, consequently, the path to bankruptcy. This situation is caused by the fact that the variability of environmental factors can lead to a certain imbalance between environment and the company and require correction of the organization's activity according to new challenges.

Thus, there is an objective need for precise and coordinated interaction of the entity as a whole as well as its individual components with factors of environment. Adaptive processes, we believe and transition to new ways of development measures. While functioning in variable environment and having economic independence, a company must create an adaptation system, which would ensure it a high level of competitiveness and therefore the strategic stability.

Considering the fact that adaptation, in our opinion, is the process of adapting the enterprise to changing external conditions, which is aimed on ensuring the sustainability of the organization in the long term period, we believe that the absolute prerequisite for its substantiation is a thorough analysis of the environment. Therefore, adequate and reliable analysis of the environment is the source of the most important and relevant information in the adaptation system.

The problems of the nature and methodological foundations of environment analysis are revealed in scientific works of such scholars as L.Bossidi, R.Charan, F.Frei, M.Meskon, F.Hedouri, T.Bateman, A.Hvostenko, A.Mishchenko, Z.Shershneva, T.Haydayenko, G.Osovska and others. Despite the presence of significant scientific researches on the subject, some aspects are still controversial. In particular, the questions connected with the environment structuration and its analysis methodological basis still remain.

Special importance for the analysis of any socio-economic phenomena, including the external environment, lies in the sphere of clear understanding of its essence. The importance of this sphere of entities' functioning caused considerable diversity of approaches to the interpretation of this concept. Thus, in the American Encyclopedia of Management, edited by Marilyn Helms, it is stated that the environment is a combination of non-specific aspects of the entourage that have the potential to impact on business strategy. Strategic management researcher J.Daniels under external environment realizes a set of conditions that are outside the organization and influence its success.

According to the above we can conclude that in general the views of scholars on the nature of the environment are the same. We agree with the considered approaches and suggest the author's interpretation of the environment essence as a set of entities, conditions and factors of direct and indirect actions which affect the enterprise's functioning and determine the characteristics of its interaction with the environment.

The role of the environment influence on the formation of business entities operating conditions necessitates the analysis and incorporation of its results in the development strategies.

We believe that the main purpose of the environment analysis is the diagnostics of opportunities and threats offered by the enterprise's environment and identification of strategic alternatives for its development. Hence, the main objectives of the analysis are: identification of the key environment factors influencing the enterprise's activity of and the nature of their influence; analysis of the environment changes and their trends prediction.

According to the main objectives we can define the functions of the environment analysis:

- descriptive function – consists in building a model of the environment showing the most significant and influential of its components;
- explanatory function – involves the study of causal relationships between environmental factors and the enterprise, taking into account their mutual interdependence;
- prognostic function – lies in identification of the most likely trends in the environment and to build on this base predictions.

During the external environment analysis it is obligatory to consider its features. Firstly, all of the components and factors of enterprise's macroenvironment are in a state of strong relationship and interdependence. Secondly, the extent and the character of environment individual components impact on different entities may vary.

Environment analysis is a complex process that has the appropriate logic of implementation, and includes the following steps:

1. Definition of the analysis object – consists in identification of the nature and symptoms of non-compliance in the enterprise's management system.
2. Determination of the analysis purpose – formulation of the analysis expected results.
3. Establishment of an analysis plan – determination of the analysis sequence, phases of works, the terms of their execution, personal executors and resources.
4. Development of information collection and processing schedules – definition of the schedules structure and content, selection of information collecting methods and identifying methods of its reliability estimation.
5. Data processing, its systematization – selection of the research objects, questionnaires processing, studying of the statistical, planning, accounting and other documentation.
6. Analysis of the collected data – processing of quantitative and qualitative parameters characterizing the object of study.
7. Factor analysis conducting – the study of causal external factors interactions, organization and identification of opportunities and threats for enterprise that come from the external environment.
8. Conclusions and recommendations development – evaluation of the analysis object, detection of negative and positive perspectives of its activities and decisions, determination of the measures which are to be applied.

Analysis efficiency and effectiveness largely depends the degree of compliance with procedures considered.

One of the main questions which is raised by the need for proper organization of the analysis process concerns the correct choice of research methods. The modern theory and practice of management identified the following methods of analysis of the environment: PEST-analysis; SWOT-analysis; ETOM-analysis; QUEST-analysis. Let us consider the methods in more details.

1. PEST-analysis – a method of the external environment analysis, based on expert opinion and conducted in order to identify and measure the impact of key factors of the environment. PEST – is the abbreviation for the four words that define the factors which are reviewed in the analysis: P – Policy, E – Economy, S – Society, T – Technology.

2. SWOT-analysis – strategic analysis tool which provides analysis of both internal and external environment of the enterprise's functioning. The factors analyzed are grouped into four blocks: S – strengths of the enterprise; W – weaknesses of the enterprise; O – strategic and tactical opportunities offered by the environment; T – the environment threats that can carry a negative impact on the company.

3. ETOM-analysis – is the acronym of Environmental Threats and Opportunities Matrix. The methodology of the ETOM-analysis is similar to PEST-analysis.

4. QUEST-analysis is the acronym for Quick Environmental Scanning Technique. The first stages of QUEST-analysis are similar to those which are already discussed, but after determining the factors heir ranking is done based on the degree of significance and selection of the most important. Selection takes place with regard to quantitative restrictions – generally no more than five factors are considered. After that experts evaluate the factor probability and analyze the relationships between selected factors.

Thus, we can conclude that the analysis of the environment is a complex process that must comply with the requirements of targeting, relevance, reliability, efficiency. In its turn, the information obtained from the environment analysis, serves as the basis for the development of adaptive measures.