

## **STRATEGIC DIAGNOSTICS OF PRODUCTIVE POTENTIAL IN ENTERPRISE'S ACTIVITY MANAGEMENT SYSTEM**

The alternatives of strategic development and the dynamics of transformational situations at the enterprise depend on its functioning environment. Modern scientists distinguish between external environment (environment of indirect influence) and internal environment of the organization. To manage the enterprise effectively, it is significant to have the information which characterizes the functioning environment and which can be used for solving economic problems.

High speed of external environment changes is closely connected with the economic situation in the country; with the level of state regulation and control; with the competitive environment; with the development of science and technology, and information technologies. Stated elements of external environment of the enterprise are considered to be the given functioning conditions which should be taken into account in order to determine the conditions and further development of internal environment. Thus, an important task for successful performance of the enterprise under modern managing conditions is determination of its state and further options for its development.

To obtain the desired result of performance and stable growth of the enterprise is possible due to the system of strategic management. Using the instruments of strategic management process it is possible to determine the general state of the enterprise in the whole system, to detect discrepancies, and also to define the possibilities and methods for their elimination.

Famous foreign and Ukrainian scientists, such as A.A. Thompson, A.J. Strickland, I.H. Ansoff, T.V. Holovko, P.H. Klivets, H.I. Kindratska, S.V. Oborska, Z.S. Shershniova and others, made a major contribution to the development of strategic management conception. To date, considerable set of instruments for implementation of strategic management process has been devised; phases and procedures providing with estimation and informational support for successful fulfillment of enterprise's strategies have been accurately determined. But, unfortunately, the mechanism of conformance evaluation of internal environment to the conditions of external environment, the determination of deviations from predesigned results and methods for their elimination are still undefined.

Most researches investigate strategic management in the context of process approach. According to this approach, the process of strategic management consists of the following stages: strategic analysis, strategic prognostics and strategic planning. Thus, the first stage of strategic management process is strategic analysis. It provides with the information needed for building-up strategic goals of the enterprise and methods of their achievement. However, in the process of achieving these goals some deviations from the predesigned result can emerge. To detect these deviations, determine the factors which cause them and methods for their elimination is possible using diagnostics approach. That is why in modern professional literature, along with the term "strategic analysis", the term "strategic diagnostics" is used. Strategic diagnostics is the process of determining the state of the enterprise in connection with its functioning environment, and the result of this process is detecting real and potential possibilities and threats.

Nowadays a very important condition for effective performance of enterprises is establishing the output of products in accordance with consumers' requirements. Using the system approach in the process of examination of internal environment of the organization, it is reasonable to interpret it as productive potential, that is the system of interconnected elements which fulfill different functions in the process of product output and achieving the organization goals. One of the main problems in studying the productive potential lies in the fact, that its structural elements function simultaneously. In the process of transformation of manufacturing resources and their conversion into final product, manufacturing constituent of general potential of the enterprise gains properties of ensuring the implementation of manufacturing function of the enterprise, satisfaction of consumers demand, and profit making.

For successful implementation of the strategic management process it is necessary not only to evaluate the state of the enterprise on current term, but it is also important to determine the trends of the development of its main components. To date, those companies are successful which use their resources effectively to satisfy both market and their own requirements. If we consider short-term objectives of the enterprise, we can see that in most cases they concern profit making. As for long terms, the performance of the enterprise must be analyzed in dynamics, determining the development tempo and the effectiveness of resources usage.

To estimate the successful productive potential management, taking into account strategic aspect of performance, we suggest using the process of strategic diagnostics on the basis of main goals of its use. The goals of productive potential usage for ensuring long-term performance are following: forming of the potential on the level with STP, manufacturing of qualitative and competitive products, reaching high efficiency of resources, development of the potential on the basis of external conditions of performance.

Accordingly, productive potential of the enterprise should be studied as a system, and its diagnostics must be grounded on the evaluating of its constituents, determining of their interrelations and influence on the effectiveness of its economic activity.

Modern methods of diagnostics of productive potential have the following disadvantages: subjective evaluation, lack of complex approach, shortage of consideration of external environment factors. Besides, the goals of using productive potential do not correlate with the general strategic goals of enterprise development.

Summarizing scientific experience in the sphere of strategic management and diagnostics of productive potential of the enterprise we define that **strategic diagnostics of productive potential of the enterprise is the process of evaluating its state and effectiveness of its use with the purpose of detecting strategic ruptures and seeking the ways of their eliminating.**

The process of strategic diagnostics of productive potential has such main stages: to determine the goals of the enterprise; to determine the factors which influence the performance of the enterprise; to determine the state and efficiency of the use of

productive potential; to analyze the appropriateness of the use of potential to the goals of the enterprise; to draw a conclusion and to develop recommendations as for increase of effectiveness of the use of productive potential of the enterprise.

Thus, the process of strategic diagnostics is a part of every stage of management. It should be used to determine the goals of activity and their achievement. It should be also mentioned that the process of strategic diagnostics is connected with the controlling function, as far as comparison is one of the main methods of control and is a part of diagnostics approach.

An important task of conducting of strategic diagnostics of productive potential is forming the system of estimated figures and characteristics which could give the possibility not only to determine the state and the conformity with desired level of effective usage, but also to organize the information base for seeking the opportunities to raise the economic activity to a much higher level of development. To sum up, strategic diagnostics of productive potential is a constituent of the management process. The purpose of strategic diagnostics of productive potential concerns the determination of appropriateness of the use of potential to the goals and the conditions of the activity of the enterprise, and identifying the possibilities for increasing the effectiveness of the use of productive potential.