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**THE CONNECTION OF STRATEGIC AND OPERATION ACTIVITY IN
ACHIEVING OF ENTERPRISE'S EFFECTIVENESS**

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In the article the relation between strategic enterprise efficiency and its operating activity is investigated. It is proposed to carry out the evaluation of the enterprise's effectiveness on the basis of consideration as the enterprise's strategic activity criteria which deal with creating of competitive advantages, achieving of sustainability and enterprise's development potential in future periods, as well as the criteria of operating effectiveness evaluation. The methodical approach for evaluation of the strategic activities effectiveness on the base of calculating the resulting integral indicator with using of fuzzy logic method is proposed.

Keywords: *efficiency, enterprise's strategic and operative activity, competitiveness, integral indicator, sustainability, development.*

Introduction

The new economic conditions in the world, that are manifested through the processes of globalization, the strengthening of intellectual and informational components of economic activity as well as the transformation of the forms and ways of doing business, forces to pay attention to the current problems of domestic enterprises development. One of the enterprise's activity weaknesses is non-conformity of the selected strategic orientations to the existing capacity for their implementation.

In our opinion, the problem of the current practices of domestic enterprises strategic management is the insufficient connection (link) of strategy and operations activity. The strategic position, which is determined by the traditional enterprise's

development strategy is considered as a formula for success, but the results of its implementation to individual enterprises can significantly differ. Therefore, it should be considered that the strategic and operating activities are the most important components of management to achieve efficiency. However, these components work differently and have different effects on the efficiency of the company. Thus, today the question of strategic and operational management interconnection is actual in the achieving of the enterprise's effectiveness.

Analysis of recent researches and publications

The question of strategic and operational management and their effectiveness is widely reviewed in many scientific researches. In academic articles the general provisions of strategic activities are considered through such conceptions: the diagnostic of strategic management results [1, 2]; the directions of effectiveness management [3, 4]; the development of the enterprise's effectiveness evaluating methodology [5, 6, 7].

Previously unsettled problem constituent

The analysis of efficiency becomes the main lever in enterprise's strategy forming [6]. The effectiveness of the company as the ability to bring effect, as well as the effectiveness of the process, the project [8] is the determining criterion for the evaluating of the strategic planning. The operating activity, in its turn, provides the potential (ability) to achieve the target goals and mission implementation of the enterprise with optimal costs that correspond to the effectiveness requirements.

Thus, the main attention of scientists is directed on the separate terms of strategic and operational management. However, the question of strategy and operation activities connection in the achieving of the enterprise efficiency has been studied insufficiently.

Main purpose of the article

According to the noted above, the objective of this article is to investigate the relationship between strategic and operational activities in the conditions of the market relations development through the system of effectiveness indicators.

Results and discussions

Operation activity of the enterprises include production of goods and services. Today the situation on the domestic industry has the stagnation symptoms that influences on the forming of the net profit by the small and middle industrial enterprises (fig. 1).

Low level of profit characterizes the low effectiveness of operative activity which has stable tendency to fall down during 2011–2014 years. This situation restricts the possibilities to achieve strategic goals and needs to determine key indicators which connecting strategic goals and tactic tasks and operative activity. The main conditions of enterprise's development involve such requirements: the viability of the enterprise that means its ability to work in real time regime; the flexibility as

the enterprise's ability rapidly respond to competitors actions; the adaptability as the enterprise's ability to use effective management mechanisms of modern market activity, a step ahead of its competitors; the effectiveness as the enterprise's ability to achieve goals with minimal cost and losses. Just on achieving of these requirements the activity of all structural divisions are directed.

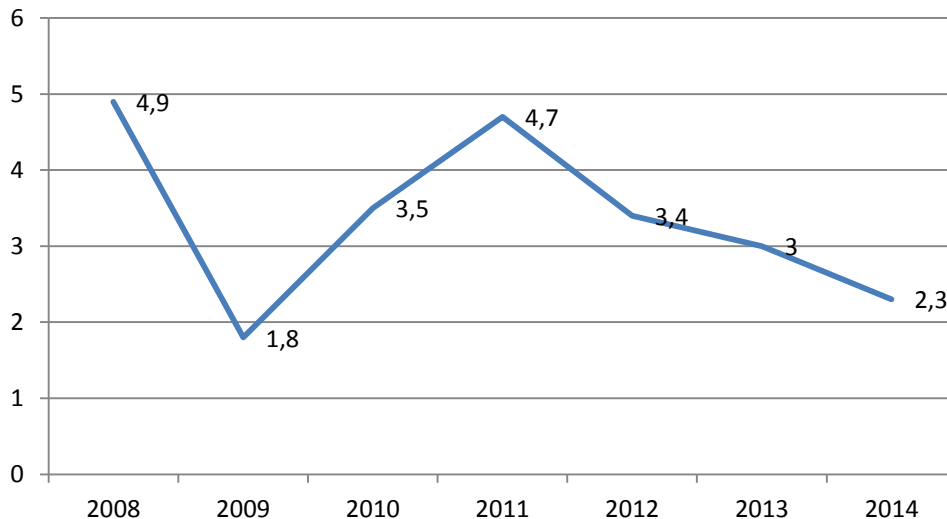


Fig. 1. The forming of the profitability by the small and middle industrial enterprise's (Ukraine), %
Source [9]

The strategic and operating enterprises activity has some peculiarities which demand the attention for determination the level of interaction and dependence of these kind of activities. Strategic activity includes the strategic planning and enterprise's strategy implementation. The strategy development requires the definition of specific enterprise's competences, particular sustainable competitive advantages that determines its strategic position and necessary resources for target tasks fulfillment. The selected strategic alternative provides the doing of business, oriented on demand, and formed strategy creates the competitive position on the market of the enterprises, on the base of accounting the industrial and commercial activities peculiarities. The operating activity creates different advantages from competitors through the using of modern production technologies, developing of unique characteristics and properties of products, maintaining of the production and products quality.

It is advisable to note that in the practice of market economy are allocated four hierarchical levels of strategy for a diversified company such as: corporate, business, functional, operational. The last level is defined as specific strategic approach in the management of individual departments at solving of daily operational tasks, which are strategically important for the company. That is, in the context of strategy levels

hierarchy, the fourth (the lowest) strategy level is presented by the operational level of strategy implementation. In this investigation the attention is paid to the strategy of the implementation of the enterprise operating function, so we use the term operating (production) strategy, which belong to a functional level of strategies.

Under the operating activities we consider a set of actions in order to transform resources received from the external environment, and to bring the results of activity to the consumers. It is realized through the well-established work of sub-system of enterprise's operating system, such as: processing subsystem; support subsystem, and subsystem of planning and control. The processing subsystem provides the productive activities related to the conversion of input variables to the output results. The support subsystem isn't directly related to the production of products, but performs the necessary functions of supporting of processing subsystem (assisted and service activities). The subsystem of planning and control plans the organization activities for the next period and provides the control under the implementation of decisions. Specific questions that are to be solved include: the capacity planning, the operational management, inventory management, quality control and others.

Thus, depending on the enterprise's place and role on the market and accepted corporate strategy, as well as on the basis of the business strategy, the strategic decisions of operation activity are made in the context of the general operation of the enterprise. Operating strategy is not implemented in isolation; it is connected with the consumer (by vertical) and with other elements of the enterprise structure (by horizontal). This is a structure of relationships between the consumers' demand, their priorities regarding the technical specifications and requirements to production operations.

The particular importance needs the study of the strategic and operational management interaction system of the enterprise. Its foundation provides the formed economic potential of the company, that coordinate the mutually activities of all structural units to achieve production program and signed contracts. This approach allows to organize production activities according to the demands of consumers, to fulfill the flexible regulation of ongoing activities and to implement the organizational changes. The functioning of such system is based on a clear allocation of the object and the subject of management.

The object of agreed management is the enterprise's potential which includes labor, material, financial and informational resources involved in the enterprise business activity. And as a subject are the managers of all levels of government within their functional competencies and target tasks. The managers' understanding of the enterprise mission and their awareness of the importance of the objectives achieving allows to link the main stages of strategic management at the enterprise (strategic planning and strategy implementation) through the usage of tactics, the system of management procedures and economic indexes achieving.

The implementation of the strategic management requires the consideration of the interaction between the business strategy and the corresponding activity organization. This relationship could be explained by the fact that only the effectively working enterprise has internal means for formulating and implementing of long-term development goals [10].

Such approach allows to find out how existing potential of the company allows to realize the strategic intentions. Here, an important criterion for establishing of such correspondence is effectiveness. The effective activity that is displayed on the partial indicators of effectiveness (for example, productive activity through indicators of capital productivity, the level of equipment wear, marketing through indicators of market size, profitability of sales, staff through indicators of labor performance) ultimately allows to achieve efficiency of the enterprise as general activity result as well as the degree of target goals achievement.

An important precondition of enterprise's activity effectiveness providing is the choice of relevant effectiveness and their proper evaluation. In modern conditions of enterprise's the decision-making is complicated by uncertainty and lack of necessary data which are received from reporting, enterprise plans, technical and technological documentation, results of market research and others.

The traditional methods not always allow to receive the necessary information and to give them a quantitative assessment. So, it is often used the qualitative evaluation criteria which are, going down to the lower level, is gradually turning into quantitative criteria and conversely. Such transition is possible by using of scaling, expert assessments, theory of fuzzy sets.

In evaluating of the strategic activities effectiveness in conditions of an uncertain enterprise's environment deserves attention the theory of fuzzy sets and fuzzy logic, the essence of which is that the different tasks are reduced to the object's identification with one output and many inputs [11].

Using of this method allows to determine how the strategic effectiveness reflects (displays) the degree of enterprises' activity correspondence to the requirements of the enterprise environment on the base of using the following components: competitiveness, strategic stability of enterprises and enterprise development (1):

$$P = f(x_1, x_2, x_3) \quad (1)$$

where P – the effectiveness of the strategic activities; x_1 – indicators characterizing the enterprise's competitiveness; x_2 – indicators characterizing the strategic stability of enterprises; x_3 – indicators characterizing the development of the company (innovation and investment component of activity).

The competitiveness of enterprise presents its competitive status. For its assessment are used the following group of methods:

– methods, based on the comparative advantage or based on assessment of production competitiveness (methods of comparative advantage, the assessment of

effective competition; profile of requirements; profile of polarities; the assessment of financial and economic activities indicators of companies; the assessment products competitiveness)

– matrix evaluation methods (BCG matrix; matrix "McKinsey – General Electric");

– integral methods (based on expert method, the radar method, taxonomic analysis) [12].

As criteria of strategic efficiency evaluation should be considered the components which form the competitive advantages of the company. They include advantages arising as a result of valuable resources ownership, as well as advantages arising from the usage of innovative techniques and technologies and advantages as a result of the existing potential of effective sales [13]. To investigate the enterprise's strategic activity effectiveness on the base of its competitiveness consideration it is used a method of effective competitiveness theory. This method calculates four groups of indicators: the effectiveness of operation management; effectiveness of circulating means; the effectiveness of sales management and promotion of the product on the market through advertising and stimulation; indicators of goods competitiveness and its price.

On base of the getting analysis estimates it is suggested to classify enterprise's competitiveness level as follows:

– if the evaluation is conducted among the branch enterprises, then the analyzed company is competitive at a value of the corresponding indicator above the market average level of branch competitiveness, in other cases (if equal to or below) – the company is uncompetitive;

– if the evaluation is carried out with the selected one competitor, then the analyzed company is competitive at a value of corresponding indicator higher than the competitor's value, and in other cases the company is uncompetitive.

The investigation of enterprise's strategic activity effectiveness considering its strategic sustainability will allow to assess the ability of the entity to support changes of strategies according to changes in the external environment and thus to identify the timeliness of strategy renewal [14]. There are several methods for evaluating the sustainability of the company: using the integral index of economic sustainability (based on components, including administrative, industrial, technical, economic and financial) [15]; methods based on application of performance division into groups that enhance or reduce the enterprise's economic stability [16]; methods based on the usage of coefficient for organization sustainability assessment due to external fluctuations [17]; grade and expert methods and also multi-level fuzzy model [18]; taxonomic methods [7].

To study the enterprise's strategic sustainability within this article we will use the coefficient method of the organization sustainability assessment to external

fluctuations, which characterizes the change of market conjuncture (a measure of the market adequacy), the change of resource prices (a measure of price freedom), the change of interest rates (debt coverage), the change of branch innovation potential (innovation activity), the change of the branch production state of basic means (process ability of production), change of the investment flows (capital ability of corporations).

Below are proposed the following states of enterprises' sustainability according to the coefficients of the enterprises' sustainability assessment to external fluctuations [17]:

1) the system is considered to be absolute sustainable if the value of all sustainability indicators are more than or equal to 1;

2) the system is considered to be temporarily sustainable if a value of other indicators which are equal to one or more than one, the indicators of process ability of production, innovation activity and capital ability of corporations are smaller than one;

3) the system is considered to be unsustainable if it does not adapt to changes in market conditions, cooperation with suppliers and has a significant amount of debt. Thereby indicators of market adequate, pricing freedom and debt covering are less than one.

The development of enterprise is multi aspect notion and it can be considered from different approaches: as a process, as a result, as a property, as pattern, as dynamic. O.G Melnic has developed a method of complex diagnostics of enterprise's development, which is based on the definition of integral development level taking into account the two parameters: the level of enterprise's development scale and level of the enterprise's development quality [19].

Based on current views on category development, under this notions is understood the way to ensure efficiency, that lies in investing of the innovative activity to meet the future demand of external environment. This component of strategy effectiveness assessment provides the assessment of actual investment and innovation in the enterprise. The main indicators for assessing of such activity directions include: the growth rate of investments (index investment); the share of long-term financial investment in assets; share of progressive equipment; the real rate of capital renewal; return on investment; profitability of equity capital; the number of scientific works; revenue from the use of innovations, inventions; the share of expenditure on innovation and informatization in investment.

The approach to sustainability assessment based on consideration of indicators that provide enterprise's development in modern conditions in terms of economic, environmental and social components [20], deserves attention. In particular, the indicators of these components could be used by the above noted methods for investigation of the enterprise's strategic sustainability.

As the indicator of innovative products is taken into account in determining of strategic sustainability, we do not consider it in investigation of innovative and investment enterprise development.

The evaluation of enterprise development through investment and innovation activities is offered by allotment of four levels: dynamic, stable, acceptable, and crisis. The dynamic level of the enterprise development is characterized by continuous expansion or modernization of production, introduction of innovative development strategies. Stable level is connected with the presence of certain restricted factors at the enterprise which constraints the continuous production modernization, production of new products. Acceptable level is expressed by average statistical branch indexes for evaluation of investment and innovation development components. Crisis level means that there are not any practical measures at the enterprise concerning providing of investment and innovation development.

According to the given classification of development levels it is proposed to determine the thresholds values of development evaluation indexes. From the amount of input data (evaluation indexes of investment and innovation branch activity) it is necessary to determine the maximum a_i^{\max} and minimum a_i^{\min} values of the i indicator by the chosen totality of m data ($i=1, m$). As proposed indicators of enterprise's development evaluation (investment and innovation) are indicators-stimulants so their values increasing indicates an increase of the development level. The interval ranges that correspond to the enterprises' development levels will be as follow:

- Dynamic level $A_i^{\text{dun}} > a_i^{\max}$; (2)

- Sustainable level $A_i^{\text{cm}} = \left[a_i^{\max} - \frac{a_i^{\max} - a_i^{\min}}{2}; a_i^{\max} \right]$; (3)

- Acceptable level $A_i^{\text{np}} = \left[a_i^{\min}; a_i^{\max} - \frac{a_i^{\max} - a_i^{\min}}{2} \right]$; (4)

- Crisis level $A_i^{\text{kp}} < a_i^{\min}$; (5)

The comparison of actual values of enterprise's indicator, which characterize the level of investment and innovation activity, with the thresholds values allows to make conclusions about the level of the enterprise development.

The considered approach to the choice of indicators to measure the effectiveness of the strategic activities (Fig. 1) covers the most important criteria of the enterprise's activity effectiveness evaluation, eliminates duplication of certain indicators and allows quickly and effectively get the picture of the enterprise's state of the industry market. The final stage of enterprises strategic activity efficient evaluation is the

determination of strategic efficient total level (Table 1) on the base of the theory of fuzzy sets and fuzzy logic.

Table 1

Set of linguistic variables for fuzzy system of strategic activity efficiency evaluation

Kind of variable	The name of linguistic variable	Therm-set (name)			
Internal	Competitiveness (C)	Competitive (C1)		Uncompetitive (C1)	
	Sustainability (S)	Absolutely sustainability (S1)	Timely sustainability (S2)	Unsustainability (S3)	
	Development (D)	Dynamic (D1)	Stable (D2)	Acceptable (D3)	Crisis (D4)
External	Strategic activity efficiency (E)	High effective (E)	Low effective (E)		Ineffective (E)

Remark: compiled by authors

According to Table 1 it is proposed the system of rules for enterprise's strategic activity efficient determination (Tab. 2).

Table 2

The basic rules for determination of enterprise's strategic activity efficiency

Rule No	If			Then
	PThe level of basic indicators			The level of enterprises strategic activity efficient level (E)
	competitiveness (C)	sustainable (S)	development (D)	
1	C1	S1	D1 or D2 or D3	E1
2	C1	S2	D1 or D2 or D3	E2
3	C2	S1 or S2 or S3	D1 or D2 or D3 or D4	E3
4	C1	S3	D1 or D2 or D3 or D4	E3
5	C1	S1 or S2 or S3	D4	E3

Remark: compiled by authors

To evaluate the effectiveness of strategic activity is advisable to allocate the internal and the external efficiency. Under the internal efficiency of enterprise we mean effectiveness in terms of its internal capabilities usage (management of the internal resources) and under the external efficiency we mean efficiency in terms of the usage of the external opportunities and confrontation to enterprise external threats. In both cases enterprise forms its ability to create and maintain a competitive advantage. Thus, the basic indicators of enterprise strategic activity effectiveness

evaluation (Fig. 1) are presented by external efficiency, which in its turn is calculated with using of internal efficiency indicators.

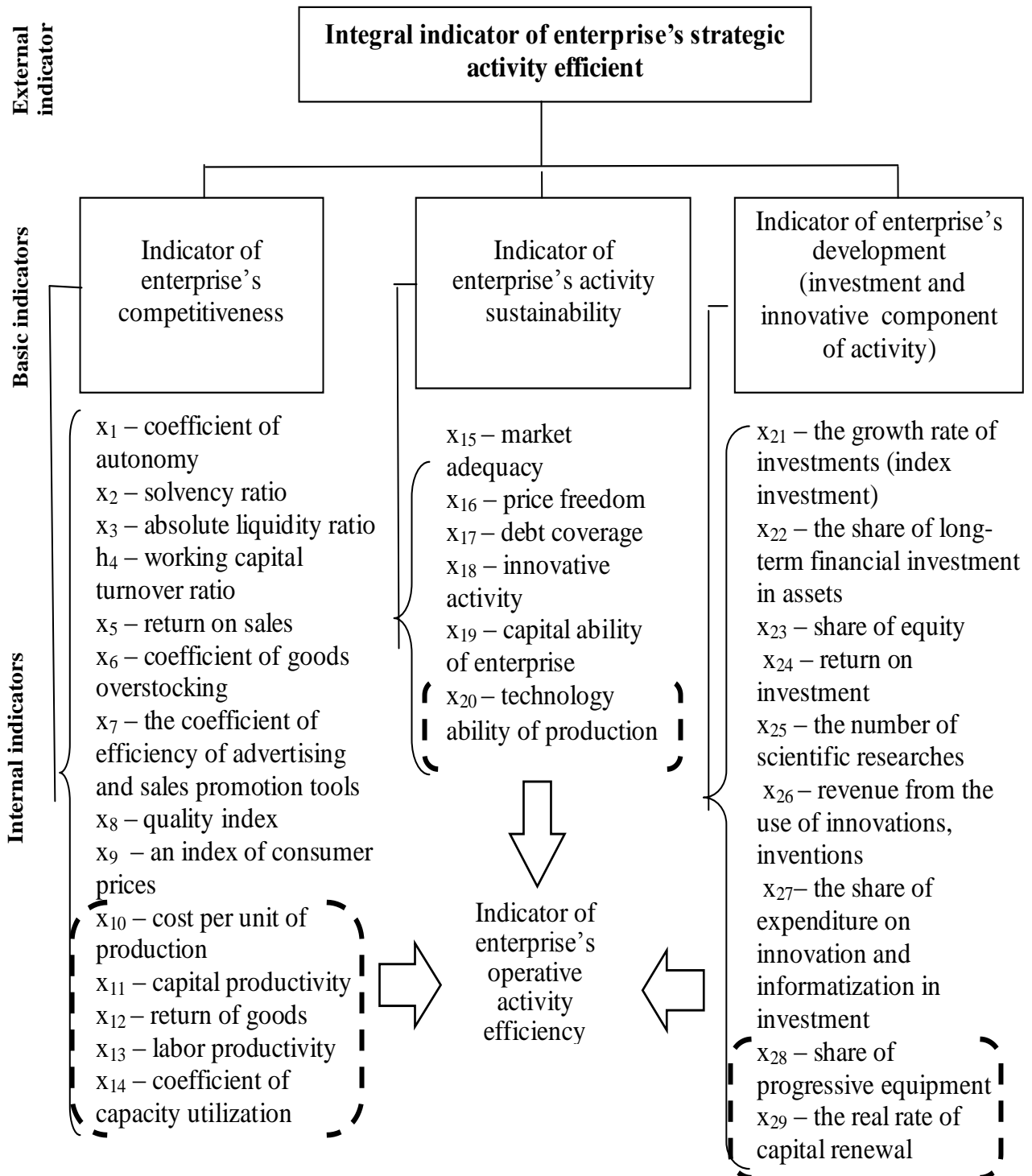


Fig. 1. The scheme of indicators structuring for enterprise's strategic activity efficiency evaluation

Source: developed by authors

The last indicators are evaluated in terms of rational usage of enterprise internal capacity in the process of transformation of the resources to the results and are grounded on the totality efficiency evaluation for some indicators, creating the integrated system of management at the enterprise. Thus, the internal efficiency of enterprise's activity is determined by efficiency of operative, financial, marketing, innovative activity and by the efficient of personal management. It should be noted, that for realization of strategic goals is worked out the complex of functional strategies of noted above spheres of activity.

Relationships between these efficiencies demonstrate the Fig. 1, on which is allocated basic indicators in the calculation of enterprises strategic efficiency.

It should be noted that the impact of noted indicators is significant as they are included in the group of competitiveness evaluation criteria as a component of the strategic effectiveness evaluation. And according to the proposed method and the series of rules for determination of the effectiveness of the strategic activities, in the case, if competitiveness is equal to term-set "uncompetitive", then the effectiveness of strategic activities is always equal to the term-set "ineffective", even at the highest estimates of other basic indicators. This evidences about a direct link of the enterprise's operational and strategic activities and denies their identification.

Conclusions and further researches directions

To investigate the relationship between strategic and operating activities of the enterprise at strategic effectiveness determination is important to aware that the general corporate strategy determines the general direction of enterprise's development and the role of each of the strategic business centers in the implementation of the chosen strategy. The level and nature of organization investment, the size of investment in each strategic business centers are detailed in business strategy. Functional strategies determine the strategic orientation of certain functional management subsystem, which provides goals achievement as well as manageability of strategies and business strategies process implementation. Among functional strategies is separately allocated the operating strategy.

The graphical representation of the relationship of strategic and operating activity in the enterprise activity is presented in Fig. 3, on the base of Table 3.

Thus, let's summarize that operating efficiency can be considered as a positive effectiveness of the production activities implementation according to the business strategy. To achieve the operating efficiency it is necessary to maintain such activity:

- an appropriate level of productivity,
- enterprise resource efficiency,
- reducing the rate of defect,
- the production of new products or improve existing ones.

And increasing of operational efficiency is possible by improving of business processes and management mechanisms, optimizing the operating model and costs

reducing. In case of the inefficient operation activity the success of strategic activity is impossible, even if the strategic priorities of the development vector (general corporate strategy and business strategy) is developed progressively or adequately to the external environment.

Table 3

Indicators of enterprises strategic activity efficiency

Indicators	Indicator amount
Limits of competitiveness indicator in branches enterprises	[5,05 – 8,56]
The medium level of competitiveness indicator in branches enterprises	6,805
Indicator of enterprise competitiveness	7,03
Indicator of enterprise competitiveness	Competitive
Indicator of market adequacy	0,95
Indicator of price freedom	1,02
Indicator of debt coverage	1,11
Indicator of technology ability of production	0,95
Indicator of enterprises activity sustainability	Temporary sustainable
Indicator of enterprises development (investment and innovative component of activity)	Acceptable development
Integral indicator of enterprise's strategic activity efficiency	1,08
indicator of enterprise's strategic activity efficiency	Low efficient

Remark: calculated for industrial enterprise in 2014

Then the usage of proposed model to measure the effectiveness of the enterprise strategy efficiency helps managers of enterprises to build a development strategy and to determine which operating indicators ensure its achievement. This allows management subjects to monitor the relevance information about operating system work to ensure quality decision-making both at the operational and strategic levels.

So, modern enterprises are challenged to maximize business efficiency - not only to survive in nowadays stage, but also to get advantages from the new opportunities usage in the future. And these advantages are achieved through high potential of enterprise efficiency.

The enterprise effectiveness depends on the level of the customer satisfaction and profitability. These criteria are achieved through maximum realization of the enterprise strategic objectives and the fulfillment of the operating system purposes with the lowest costs. In this way the effectiveness of operational tasks ultimately creates preconditions for achieving of the strategic effectiveness.

The relationship between business strategy and operations activity allows to ensure the efficient activity of the enterprise. And this connection is transformed in the creating of competitive advantages, the ability to support changes in strategy, and accordingly changes in the operating system respectively to changes of the external

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ЗВ'ЯЗОК СТРАТЕГІЧНОЇ Й ОПЕРАТИВНОЇ ДІЯЛЬНОСТІ В ДОСЯГНЕННІ ЕФЕКТИВНОСТІ ФУНКЦІОНУВАННЯ ПІДПРИЄМСТВА

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У статті досліджено зв'язок між стратегічною ефективністю підприємства та його операційною діяльністю. Звернено увагу на те, що сьогодні головним чином вивчаються окремі питання стратегічного і операційного управління, а зв'язок стратегії та операційної діяльності в досягненні ефективності підприємства вивчено недостатньо.

Метою даної статті є дослідження зв'язку між стратегічною та операційною діяльністю підприємства в умовах розвитку ринкових відносин через систему показників зовнішньої на внутрішньої ефективності.

Проведено аналіз загальних положень стратегічної діяльності підприємства через критерії результативності стратегічного управління. Визначено операційну діяльність підприємства як потенціал досягнення поставлених цілей та реалізації місії підприємства з оптимальними витратами, що відповідає вимогам ефективності.

Пропонується здійснювати оцінювання ефективності підприємства на основі врахування як критеріїв стратегічної активності підприємства, які торкаються формування конкурентних переваг, досягнення стійкості розвитку та потенціалу розвитку підприємства в майбутніх періодах, так і критеріїв оцінювання результативності операційної діяльності.

Запропоновано методичний підхід до оцінювання ефективності стратегічної діяльності підприємства на основі розрахунку інтегрального результуючого показника з використанням методу нечіткої логіки.

***Ключові слова:** ефективність, стратегічна й оперативна діяльність підприємства, стійкість, конкурентоспроможність, інтегральний показник, розвиток.*

СВЯЗЬ СТРАТЕГИЧЕСКОЙ И ОПЕРАТИВНОЙ ДЕЯТЕЛЬНОСТИ В ДОСТИЖЕНИИ ЭФФЕКТИВНОСТИ ФУНКЦИОНИРОВАНИЯ ПРЕДПРИЯТИЯ

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В статье исследована связь между стратегической эффективностью предприятия и его операционной деятельностью. Обращено внимание на то, что сегодня главным образом изучаются отдельные вопросы стратегического и операционного управления, а связь

стратегии и операционной деятельности в достижении эффективности предприятия изучено недостаточно.

Целью данной статьи является исследование связи между стратегической и операционной деятельностью предприятия в условиях развития рыночных отношений через систему показателей внешней на внутренней эффективности.

Проведен анализ общих положений стратегической деятельности предприятия через критерии результативности стратегического управления. Определена операционная деятельность предприятия как потенциал достижения поставленных целей и реализации миссии предприятия с оптимальными затратами, что соответствует требованиям эффективности.

Предлагается осуществлять оценку эффективности предприятия на основе учета как критериев стратегической активности предприятия, касающиеся формирования конкурентных преимуществ, достижения устойчивости развития и потенциала развития предприятия в будущих периодах, так и критериев оценки результативности операционной деятельности.

Предложен методический подход к оценке эффективности стратегической деятельности предприятия на основе расчета интегрального результирующего показателя с использованием метода нечеткой логики.

Ключевые слова: *эффективность, стратегическая и оперативная деятельность предприятия, стойкость, конкурентоспособность, интегральный показатель, развитие.*