

ЗАГАЛЬНІ ПРОБЛЕМИ ЕКОНОМІКИ

UDC 658:622.0112

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THE INVESTMENT'S STRATEGY MANAGEMENT FORMATION OF THE SERVICES SECTOR ENTERPRISES

The article considers the role of profit as a key indicator of the enterprises' activity in the sphere of services, was proposed a structural and logical model of profit management from the raising level position of enterprise's profitability, was developed a strategy for the enterprises development based on the choice of effective sources of income generation and rationale rational directions of its use.

Keywords: income; profitability; revenues; costs; revenue management strategy; the formation of profit; profit sharing; a system of profit management.

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ФОРМУВАННЯ СТРАТЕГІЇ УПРАВЛІННЯ ПРИБУТКОМ ПІДПРИЄМСТВ СФЕРИ ПОСЛУГ

У статті розглянуто роль прибутку як ключового показника діяльності підприємств сфери послуг, запропоновано структурно-логічну модель управління прибутком з позиції підвищення рівня прибутковості підприємства, розроблено стратегію розвитку підприємств на основі вибору ефективних джерел формування доходу й обґрунтування раціональних напрямів його використання.

Ключові слова: прибуток, рентабельність, доходи, собівартість, стратегія управління прибутком, формування прибутку, розподіл прибутку, система управління прибутком.

Problem formulation. The domestic enterprises of the Ukrainian services sector, in conditions of integration into the world market economy, faced new problems in the organization of accounting and analytical information. This is due primarily to all new forms of economic activity and close interconnection with an external high-speed environment. Meanwhile, the impact of the financial crisis has led to a decrease not only in production, but also in the solvency deterioration of economic agents.

Therefore, today, the profits increase by enterprises in the Ukraine sphere of services is a complex issue that prompts managers to seek more efficient ways of using resources, invent products that may be in demand, apply organizational and technical innovations that promise to improve the efficiency of the enterprise, etc. By profitably operating, each enterprise contributes to the economic development of society, contributes to the creation and increase of social wealth and the growth of welfare of the population, therefore this topic is extremely relevant and requires further research.

Recent research and publications' analysis. Considerable attention to the investment's strategy management formation of the services sector enterprises is paid in the works of I.O. Blanc [1], M.M. Berdar [2], N.B. Bead [4], I.Y. Yepifanova [5], N. Lyapina [6], B. Sitting [7], E.A. Sokolova [9], V.V. Hoody [12], N.M. Shmigol [13] and other scholars. In the scientific works of mentioned scientists, certain profit management provisions of the enterprise are highlighted, which need to be deepened and improved. At the same time, it remains necessary to conduct a study on the search and analysis of factors that shape the company's profits in today's environment.

The purpose of this article is to study the influencing factors of the enterprises profits increase of the Ukrainian services sphere in the modern conditions of management and in developing appropriate proposals for increasing the economic efficiency activity of domestic enterprises.

The main material presentation. One of the key components of any enterprise's management system is the profit management strategy. Thanks to it is forming preconditions for the successful company functioning of the on the market, the stability achievement and its development stability, the provision of an increase in the capitalization level, and consequently, the value growth of the enterprise itself [2].

Economists are paying constant attention to the theoretical and practical aspects of the enterprise profit management (Table 1).

Thus, formulating the essence of profit management, I.O. Blank and V.V. Hooda pay attention to the process of developing and adopting managerial decisions during the formation, distribution and use of profits, that is, for the current purposes of achieving the maximum end-result of the enterprise in the short-term period [3, 12].

Concept's definition of "profit management" in modern national economic literature

Author	Concept's definition of "profit management"
I.O. Blank [1, c. 48]	The process of developing and making managerial decisions on all major aspects of its formation, distribution and use
V.V. Hoody [12, c. 15]	Is a purposeful, systematic process of preparation, evaluation, selection and implementation of alternative management decisions on all issues of its formation, distribution and use at a particular enterprise
V. I. Blonska [3, c. 171]	Understand the construction of a management system that takes into account the tactical and strategic aspects of management, is aimed at increasing the final results of the business entity, which is considered as a set of interrelated elements, each of which performs a certain work, the joint action of which ensures achievement of the mechanism for generating the profit of a given value

We agree with V.I. Blonska's opinion and believe that the main objective of an enterprise profit managing is to maximize and optimize the absolute value of net profit and ensure the stability of its formation in time. It is also obvious that in the conditions of negative tendencies of the Ukrainian economy, the use of elements of forecasting and taking into account tactical and strategic approaches to management is fully justified. However, profit is usually considered as a short-term indicator, therefore, along with the profit, it's worth considering the value of an enterprise as a criterion for the effectiveness of economic activity and to speak about capitalization of the enterprise (strategic management) [6].

We believe that the study of this problem in the current conditions of management remains relevant, since obtaining a positive result depends on a well-organized and well-established profit management system.

The enterprise's analysis of income and expenses is of great importance in the system of general assessment of an entity's business. This is due to the fact that incomes and expenses have a direct impact on the overall financial result of the enterprise, which can be both positive and negative [13, p. 234].

According to the analysis of the enterprises' economic activity efficiency in the sphere of services over the past 5 years, the following factors have been identified which lead to a change in the amount of profit: 1) the sales growth of the enterprise products; 2) price increases; 3) reduction of the cost, 4) update of the range and nomenclature of services; 5) competent construction of contractual relations; 6) improvement of the marketing system at the enterprise; 7) constant conducting of scientific researches of market analysis [5].

Consequently, the proposed measures can be used by domestic enterprises to increase the profitability of their activities in the current conditions in Ukraine.

The profit managing problem of an enterprise becomes of increasing importance, since it is in profit that the effect of the whole economic activity of the enterprise is concentrated. Net profit is the main personal financial source of intensive and innovative development of the enterprise, modernization of its material and technical base, raising social standards. However, the process of profit planning management of many enterprises in the service sector does not pay enough attention [10].

The purpose of economic management of profits is to develop an effective strategy and policy for generating company profits, justify rational directions of its use and identify the optimal level of profitability of financial investments in the long run [11].

It should be noted that more and more place in strategic management is put on in-corporational planning. In order to improve the efficiency of profit management, the structural and logical scheme of profit management is proposed (Fig. 1).

A prerequisite for improving the mechanism for the formation and use of company profits is the calculation of profit needs [7]. In order to improve the formation of the company's profit and economic substantiation of its needs, we propose to plan distribution in the following order:

1. Determination of the need for profit in the directions of its use.
2. The target structure's formation of profit distribution.
3. Determine the priority of using profits in specific areas of use.

4. Balancing the profit needs in the areas of its use with the possibility of profit in the implementation of economic and financial activities of the enterprise.

The problem of incomes increasing is particularly acute in the conditions of low profitability and loss-making in the services sector. To solve this problem requires the development of a strategy for the enterprises' development based on the choice of effective sources of income generation and rationale rational directions of its use. A prominent place in such a strategy is prediction of the optimal level and volume of income. The ultimate goal of forecasting is to determine the effective sources of obtaining and appropriate directions of income distribution in the enterprise. Therefore, the income strategy covers the entrepreneurs' action plan, aimed at finding sustainable and effective sources of its formation and the development of a rational system of use [11].

Development strategy of revenue service industries requires knowledge of general management strategy in business, by which is understood the formation of a system of long-term goals of the selection and effective ways to achieve them [16].

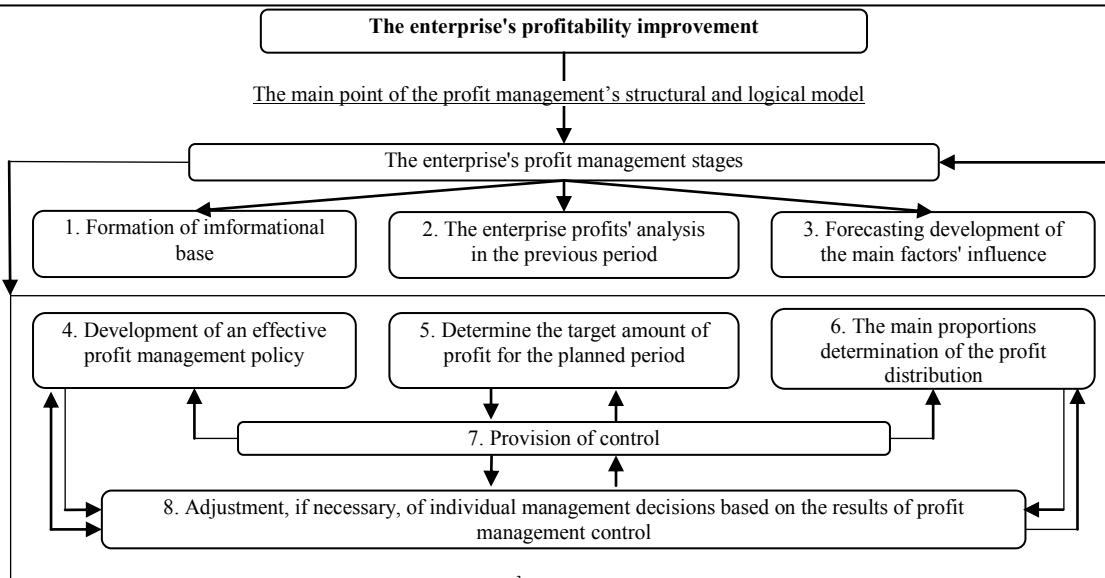


Fig. 1. The proposed structural and logical model of profit from the position of the profitability raising

The mechanism of the strategy development company revenue is not possible without complete, accurate, systematic information on the practice of its formation, distribution and use. Such information is monitored [4]. The income monitoring system includes three stages (Fig. 2).

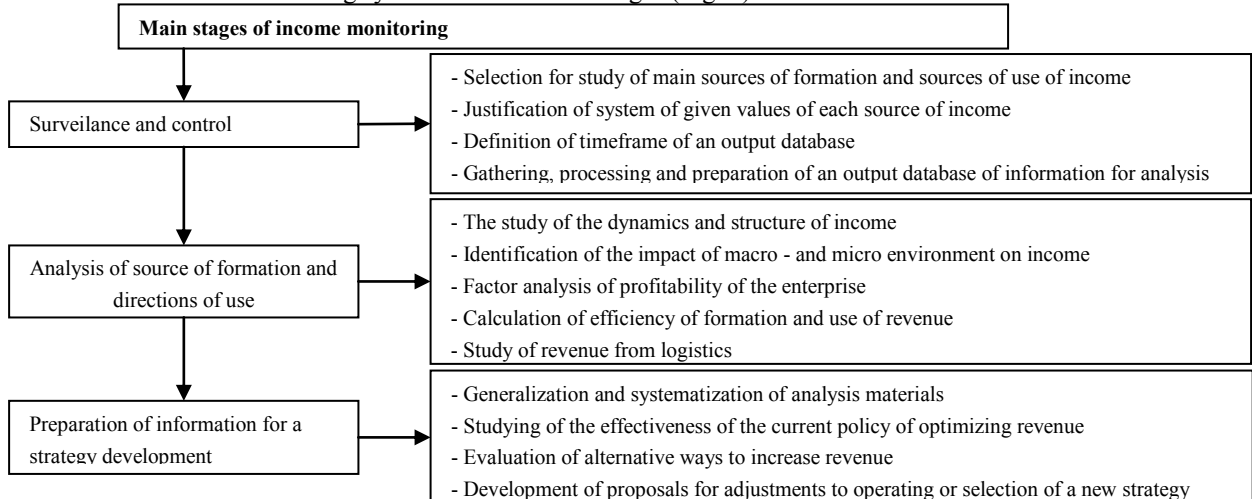


Fig. 2. The income monitoring model of service enterprises

From the above mentioned picture, it can be seen that observation is the starting point, the analysis is a central stage, and the preparation of data for evaluating the development prospects is the final stage of the process of monitoring of services sector enterprises.

The results of income analysis are the information base for adjusting the current or choosing a new strategy for the formation and use of income. Without comprehensive monitoring, it is impossible to substantiate the strategy and tactics of the formation and distribution of income of enterprises [15].

To make the final decision and to approve the developed strategy for the formation and distribution of income, it is necessary to evaluate its capacity to exclude unrealizable options in advance. In assessing the effectiveness of the strategy it is necessary to establish how much it is able to ensure the implementation of the basic strategy and whether it fits into the market situation, whether it takes commercial risk and ways to minimize it [9].

The scheme of enterprises' income strategic planning is presented in Fig. 3.

In order to ensure the efficiency of the income strategy of enterprises in the field of services, it is necessary to continuously solve the problems of macro- and micro-level [4].

The problems of the macro level include: stabilization of the of the country's (region's) economic development rate, strengthening of the national monetary unit, reduction of tax pressure [14].

The intra-economic problems of the enterprises' income strategic planning services may be attributed to:

- firstly, take into account the problem of external economic environment of the company;
- secondly, choice of study strategies for sustainable development and increase revenue on their investment base;
- thirdly, the development of measures to ensure the development strategy.

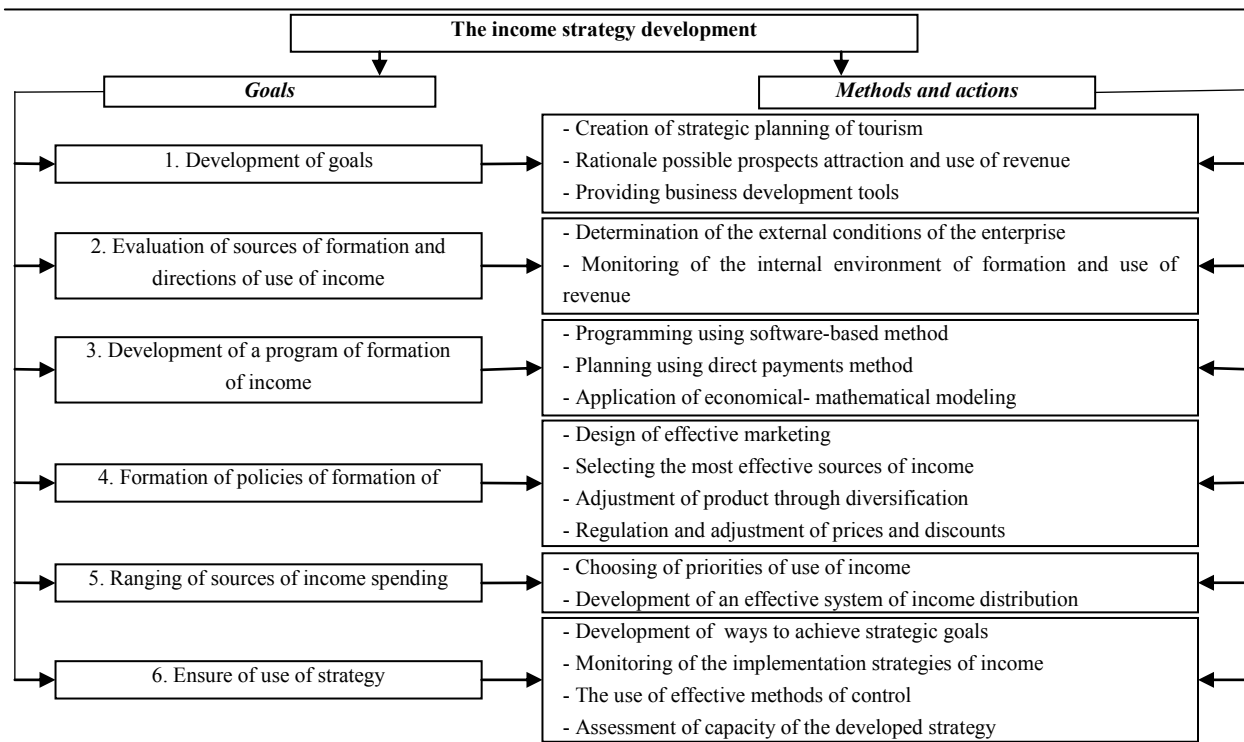


Fig. 3. Essence and main stages of profitability strategic planning and main stages of enterprise's income strategic planning

Conclusions. Strategic planning involves analyzing and planning future perspectives of the organization, its task is to identify threats, opportunities, as well as individual emergencies that are able to change the existing development trends.

Therefore, the strategy of profit service industries is the process of developing and making decisions regarding the formation, distribution and use of profits at the company in order to maximize the welfare of the owners of businesses in the current and future period.

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Peer review : 05.03.2018

Printed : 02.04.2018

Reviewer: Doctor of Economics, Professor Skasko O. I.