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## Modernization Aspects of Strategic Management in Industrial Companies

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**Abstract.** In the scientific work, the author investigates the issue of modernisation of strategic management at industrial enterprises, as well as analyses a number of theoretical and methodological aspects in this area. The topic analysed in the article is important because today the creation and application of more advanced management technologies is a particularly important issue, as the development of new and existing industrial enterprises depends on management, in particular. Successful industrial management is one of the most significant issues affecting the social and material well-being of the population, as well as the development of the country's economy. Therefore, there is a need to develop theoretical and practical foundations of strategic management at industrial enterprises, successful implementation of startup projects, strategic development programs for expansion and development of production. To achieve this, the article provides proposals and recommendations for improving the process of strategic management, development of management technology and defines the principles of their application in management. The article considers the issue of the modernisation of strategic management in order to accelerate the process of industrialisation. The article considers the formation of industrial parks and the use of modern technologies in management. To this end, the concept of strategic management at industrial enterprises and the issue of its improvement have been scientifically clarified. The article considers strategic combinations of management at industrial enterprises. The issue of harmonisation and coordination of their implementation with the organisational structure is also substantiated. The article explains the necessity and scientifically practical issues of the strategic management subconcepts application

**Keywords:** industry, industrial parks, management system, organizational structure



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## INTRODUCTION

In the world practice, state support for the activities of industrial enterprises is widespread, and the main goal is to increase their competitiveness and facilitate access to international markets. Among the measures of state support for industry are the promotion of investment, international trade and exports, the construction of infrastructure, the creation of industrial parks and clusters, support for technology transfer and the widespread application of innovations.

Today, the industrial revolution is entering a new phase in the world. The industry is developing rapidly. Industrial areas are expanding, enterprises are being merged in industrial parks, as well as technoparks are being created, and these sectors are trying to strengthen their position in international markets. All this requires the creation of new management models. The development of new and existing industrial enterprises depends on the management [1; 2]. To put it in another way, they argue that it is not because of the fact that the economic system has reached its limits. On the contrary, the managerial knowledge could be used to help deciding democratically on how to manage strategically the use of the economic resources. By doing so, you reconnect with a classical Marxist idea: compared to previous economic systems, capitalism indeed represented progress in many regards – including managerial knowhow – but it is time now to replace capitalism with socialism in order to move on to a new phase of human progress [3].

Research in strategic management is very important to identify problems in the macro and micro spheres, to eliminate them, to ensure the sustainability of industrial enterprises [4; 5]. Today, there is strong competition between industrial enterprises in the world. Nowadays, competition has become a struggle for survival between enterprises. One of the main conditions for the competitive operation of enterprises is the implementation of proper strategic management [6]. To this end, the author has put forward their proposals in the field of strategic planning to expand the competitiveness of enterprises, strengthen financial capacity, improve market positions, and present more advanced principles of strategic management.

One of the main issues in the development of industry is the modernization of management systems and adaptation to modern needs in this sphere. The modernization of management technologies and applies them in industrial enterprises affects the development of individual industries and serves the development of the country's economy as a whole. *The main purpose of this research is to study the management mechanisms to achieve modern technologies for strategic management of enterprises.* In this regard, the author presents the system of *objectives of the study* as follows:

- approach the development of the industrialization process from the micro-environmental aspect;

- to study the conceptual basis of strategic management in industrial enterprises;
- to identify modern technologies of strategic management in industry;
- to increase the functionality of management in ensuring the joint activities of the participants of industrial parks;
- to determine the model of the organizational structure of industrial unions.

## STRATEGIC ASPECTS OF MANAGEMENT IN INDUSTRIAL ENTERPRISES

Industry is the main sector of the national economy. The development of production is the basis of the country's economic development [7; 8]. From this point of view, industrial management is one of the most pressing issues of the time. Improvement of the industrial enterprise creates conditions for the implementation of its structure, new infrastructure-related projects and the creation of new jobs. The creation of new jobs occurs as a result of the formation and development of industrial enterprises, which affects the improvement of the social and material well-being of the population. From this point of view, it should be noted that the successful management of industry is considered to be one of the most important issues affecting the development of the country's economy [9].

In the context of the tendencies of modernization of industrial enterprises, different theories have been formed from time to time and explained in different ways. These theories can be classified in the context of economic modernization as follows: preventive development theory; dependent development theory; contrast theory to modernization [10]. Each of these theories serves the expansion and dynamic development of industries. The development of industry requires its comprehensive modernization. Such modernization targets all aspects of the industrial enterprises. Complex modernization in the processing industry can be effective in the following areas:

- significant improvement of the management structure and transition to mobile management;
- full automation of management;
- to use the necessary opportunities of digital marketing;
- increasing the productivity of marketing research and advertising activities;
- improving the system and forms of organization of the production process within the managed system;
- attracting innovations;
- automate the chain of technological processes as much as possible;
- improvement of existing technologies and modernization of production accordingly;
- application of improved sales forms;
- increase the sales efforts by using online sales programs;
- analysis of sales channels, etc.

The main purpose of this research is to modernize strategic management. It should be noted that the modernization of management is primarily due to its high level of implementation. The effective application of strategic management in the enterprise is primarily due to the application of its attributes in a related qualitative form [11]. The main attributes of management are its functions, methods, principles and subsystems. The author has studied the quality matrix of the coherent

application of the functions and methods of strategic management. Table 1 shows the quality matrix for the implementation of any management functions during the strategic period. This matrix determines the effect of the application of different functions together with the relevant methods. However, only three management functions are classified in this matrix. Because it is possible to approach the functions mentioned in the matrix from a strategic point of view.

**Table 1.** Quality matrix of execution of various functions by related methods

	Planning	Marketing	Controlling
Economic method	Product volume planning. Determining the full cost. Income planning. Economic efficiency design	Market research. Pricing. Income	Rewarding, Sanctions, Fines
Administrative method	Formation of the normative base. Formation of organizational structure, Defining the management mechanism	Regulation of trade relations	Control mechanisms. Administrative measures. Disciplinary measures
Socio-psychological method	Determining the social needs of employees. Planning of social events	Interests of society. Customer satisfaction	Regulation of social relations

**Source:** prepared by the author

The Table 1 is a roadmap that characterizes the guiding, executive and final state of the application of methods in management activities. By applying the matrix, managers have the opportunity to predict the results of the implementation of economic, administrative and socio-psychological methods in management at the planning, marketing and control stages [12]. The quality matrix of management characterizes the results of the application of any function by appropriate methods. This description is a beacon for the successful implementation of the management function of managers to make management more productive.

The Fourth Industrial Revolution differs from previous revolutions in its pace of development. The current revolution has the potential to improve the quality of global life and increase incomes for the population. The Industrial Revolution is based on the development of the digital economy and its contribution to society. In modern times, technology is growing rapidly, industries serve to increase the level of people's shyness, produce new products for people, meet their needs with new types of services. The digital economy allows people to place orders, make purchases, make payments, hold meetings, and so on. Such a pace of development gives a reason to say that in the near future people will not be surprised by high-level scientific and technological innovations [13]. These innovations will further increase efficiency and productivity, and reduce communication and transportation costs. Such conditions will facilitate trade, reduce trade costs, increase the effectiveness of supply chains, open new markets and grow the world economically.

In the Fourth Revolution, the United States played an important role in its successful industrialization policy.

The basis of the US industrial revolution was the close connection of industrial enterprises with scientific research. Universities in Louisiana have created a consortium to support advanced manufacturing and education. Meanwhile the Massachusetts Institute of Technology has developed a number of programs to bolster next generation manufacturing. There are numerous other programs nationwide many with a regional focus, but all aimed at empowering the nation's collective capabilities [14].

In recent years, the industrial structure in Azerbaijan has been gradually optimized, the share of the mining sector has decreased, the share of the processing sector has increased and favorable conditions have been created for the development of the non-oil sector [15]. One of the main reasons for the development is the proper economic policy pursued in the country and the strengthening of state care for economic infrastructure. Today it can be said that Azerbaijan achieves its economic development by pursuing an industrial policy. Recently, the enrichment of the competitive environment of the national economy in the field of industry, increasing the share of the non-oil sector in industrial production is the result of successful economic policy pursued in the country. In this regard, the modernization of the material and technical base of production, the transformation of scientific and technological progress into a productive force and the improvement of management systems in industry is one of the important issues. At present, the process of industrialization is progressing rapidly in Azerbaijan. The course of this process attracts attention from two main aspects: 1. State regulation of the development of the industrialization process; 2. Achieving a modern management system in the industry [16].

The first aspect of the issue is an integral part of the economic policy of the state. Today, ensuring the comprehensive development of the national economy, as well as the formation, diversification and dynamic development of high-tech industries are the main economic priorities in the country. As a successful result of this policy, many industrial enterprises have been built and put into operation in recent years within the framework of state programs on socio-economic development of the country's regions. As mentioned above, improving corporate management is a prerequisite for successful industrialization. Management in industry is a system of economic and administrative measures related to the organization and implementation of production activities. In industry, management plans production and ensures its implementation using the team's capabilities [17; 18].

The management system covers the efficient use of production, procurement, finance, information, personnel and other sources in enterprises, ensures the achievement of goals and acts as an optimal mechanism for their interaction. Improving the management of industrial enterprises is associated with the formation of an improved strategic management mechanism. R.A. Fathuddinov [19] considers the strategic management of the organization as the basis of modern management in the context of sustainable environmental change and increasing competition. It assesses the role of the organization's innovation strategy in management and presents its responsibilities as follows:

- investigate the impact of innovation management on organizational development;
- formation of habits of different organizations to classify competitive innovative behaviors;
- development of the ability to form innovative strategies in the field of mass, serial and individual production;
- providing methodological recommendations on innovations in innovative enterprises and organizations.

It is difficult to imagine the process of modernization without innovative development. Because it contains

a wide range of the latest innovations. It is difficult to produce a high-quality product at a lower price without technical and technological modernization of the existing production process [20]. Therefore, attention to this important issue continues in all countries of the world. According to this research, there is a constant need to improve the management system of industrial enterprises. The measures needed in this area are as follows:

- A new strategic managerial mechanism must be established for the company's existing management system.
- Management in industrial enterprises should be carried out in accordance with the strategic development plan.
- The organizational structure of the enterprise should be organized in accordance with the strategic development plan and scope of activities.
- In order to increase the professionalism of human resources in industrial enterprises, constant management care should be provided.
- Modern industrial management models and mechanisms should be applied according to the current situation.

Modernization of management systems of industrial enterprises requires the formation of a new management mechanism or improvement of the existing mechanism. The classification of these mechanisms is reflected in Table 2. The creation of a new management mechanism is based on setting strategic development plan. The company's strategic development plan is a set of strategic goals [21]. Therefore, setting the strategic plans begins with the definition of the right strategic goals. The strategic goals of large industrial enterprises reflect all aspects of the enterprise's activities and become richer [22]. The strategic goals in transnational corporations, technoparks, industrial parks are wide and multifaceted. In this regard, for such structures the author proposes to form subsystems of the strategy and present the classification of the strategy in Table 2.

**Table 2. Classification of strategies**

No.	Classification of strategies	Purpose of the strategy
1	Base strategy	Overall strategy and mission
2	Diversification strategy	Strategies for different areas of activity of the enterprise
3	Differential strategy	Strategic goals for each area of activity
4	Functional strategy	Combinations to achieve strategic goals.
5	Controlling strategy	Monitoring the implementation of activities during the strategic period

**Source:** prepared by the author

As it can be seen from the Table 2, such concepts, being functional subsystems of the basic management strategy, participate in various phases of the strategic development of the company, play an important role in achieving the overall mission and purpose of the

organization. The different forms of strategy outlined in the table above serve to achieve a common strategy. however, in the table below, the strategy is classified into different subsystems (Table 3).

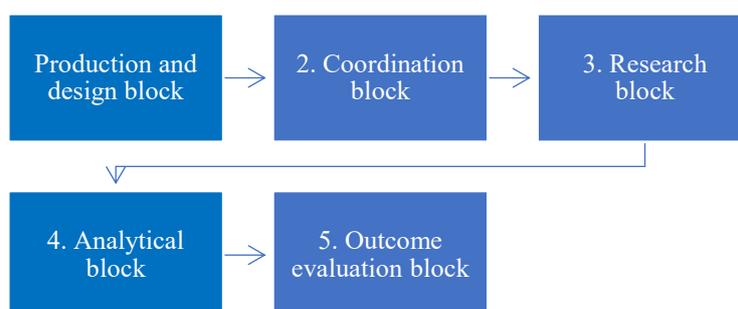
**Table 3.** Hierarchical structure of strategy

No.	Levels of strategy	Subsystems of strategies
1	General firm strategy	Base strategy; corporate strategy; functional strategy
2	Management strategy	Strategic planning; strategic controlling
3	Field strategy	Production strategy; financial strategy; marketing strategy
4	Applied strategy	Investment strategy; product strategy; price strategy; sales strategy; competitive strategy
5	Target combination of strategy	Economic efficiency; development prospects

**Source:** prepared by the author

The application of such concepts is very important in terms of creating large-scale production areas and forms of industrial associations. Consumer application of these concepts is important for industrial enterprises, as well as industrial parks, technoparks and clusters and processing enterprises producing other competitive products. One of the main conditions of the management system is to improve the organizational structure of

industrial enterprises. The organizational structure should be organized in such an optimal way as to achieve the goal of increasing the efficiency of management in industrial enterprises. Therefore, a purposeful management model must be established while designing or overhauling the organizational structure of an enterprise. This model should consist of the following four blocks that are organically connected to each other (Fig. 1).



**Figure 1.** An organic model of strategic management

The model of organizational structure will allow to target the development of all areas of financial and economic activity of the enterprise. The above-mentioned blocks allow to define the right strategy and achieve it at the required level. An effective model of strategic management modernization must meet the requirements of efficient production organization [23; 24]. In other words, the following requirements must be kept in focus for the development of the mechanism of sustainable development of production in industrial enterprises:

- use of the latest management tools;
- ensuring a high level of profitability of enterprises with minimal costs;
- analysis of external and internal factors affecting sustainable development;
- prepare an immediate and adequate response to changes in the external and internal environment;
- minimization of waste to the environment, their processing and utilization;
- development and implementation of targeted projects to neutralize production;
- achieving the set goals.

Summarizing the above, the author can emphasize that according to international experience, the modernization of industrial enterprises can be carried out on the basis of different scenarios: preparation of the general scenario; application of different modernization scenarios; take into account the effects of uncertainty; preference for concessions in the process of script development. But the choice of scenario depends on the strategic goals, the direction of the enterprise, the breadth of the plan, the size of the organizational structure, the number of employees and so on. These complex measures will allow the industrial companies to develop a concept that includes new production, optimal allocation of supplies, minimization of downtime, production cycle, modernization of the entire technological chain.

### MODERNIZATION OF COORDINATED MANAGEMENT IN THE INDUSTRIAL UNIONS

Modern management must respond to today's economic systems. Thus, modern management should provide for the systematic management of the activities of enterprises and organizations in accordance with modern forms. At

present, the organizational forms of enterprises in the world economy, their regional structural forms, economic relations between these structures, the formation of economic unions between individual enterprises, enterprises with divisional structures formed from the organizational unity of various fields are the object of modern management. The effective management of such organizations and unions still requires the search for new mechanisms of modern management. In the previous section, the possibility of using different scenarios in determining the management mechanism was discussed. In the implementation of modernization, industrial enterprises have the following goals;

- ensuring sustainable development and optimal production structure;
- ensuring the production of new types of products;
- ensuring the production of new types of environmentally friendly products;
- extensive use of natural resources;
- ensuring environmental safety of production;
- significantly accelerate turnover and increase profits.

All of the above targets are related to factors of production. Factors of production are directly related to the formation, development, improvement and expansion of production, as well as increasing the pace of production and play a leading role as an internal factor. The existing production strategy as a subsystem of strategic management includes the following:

- improvement of existing equipment and technologies;
- increasing the supply of quality, progressive and improved raw materials and supplies;
- achieve the application of innovations in production;
- successfully use the principle of economy by reducing the cost of production;
- strengthening market positions by improving product quality;
- improving the quality of research, development of new commodity projects related to new types of products.

Improvement of modern management should be carried out from 3 organizational aspects: in a union of enterprises (in industrial associations); in large companies that combine different areas; in a network of enterprises incorporating regional structures. The first aspect is the union of industrial enterprises. The union of industrial enterprises is based on the activities of enterprises in both spatial and related forms. In recent years, many industrial parks, industrial zones and technoparks have been created around the world. The formation and expansion of production facilities in this area, the acceleration of innovation are considered serious steps taken in the world.

The author can show industrial zones, industrial parks, technoparks and industrial districts in the world as industrial associations. Today, technoparks are important as a leading form of industrial unions. Technopark combines universities and research centers to constantly

improve industrial production and innovate, and prefers knowledge and research in its activities. Technoparks are a complex that combines industrial enterprises, educational institutions, research centers, shopping malls, business centers, exhibitions, service facilities, vehicles, settlements, securities and so on. Such complexes play a important role in the business world. But among them, research institutions play a leading role. Because it is the responsibility of research institutes or universities to create a scientific and theoretical basis for the application of high technologies in the activities of techno parks. But the leading role of economic development in this union belongs to manufacturing enterprises. Because the basis of the development of the national economy is production. The main purpose of technology parks is to integrate certain aspects of industrial production, increase the welfare of society, increase the competitiveness of organizations and, as a result, contribute to the country's economy [25; 26].

There are big and leading technoparks in the world. For example, Silicon Valley in the United States, Adlershof in Germany, Tsukuba in Japan, Biopolis in Singapore and other Technoparks can be shown in these aspects. Already there are more than 60 technoparks in Russia. Technoparks established in Azerbaijan, Belarus, Ukraine, Moldova, Kazakhstan and other similar countries organize the production of high technologies in their countries. The management of such complexes requires further improvement of the strategic management system. Among the innovative infrastructure of strategic management, attention is drawn to industrial areas, industrial parks, and technology parks. The main goal of work in this direction is to create more favorable conditions for the development of industrial enterprises, including small and medium-sized entrepreneurs, support the development of the non-oil sector, provide employment, develop local production, reduce the dependence of the Azerbaijani economy on external imports.

Other goals of creating industrial unions or parks are the renewal of existing production facilities, the production of competitive products and their introduction to the local and foreign markets. According to Strategic Roadmap for the Production of consumer Goods in Azerbaijan at the Level of Small and Medium Entrepreneurship [27] in order to accelerate the process of industrialization in the country and to achieve dynamic development in this area, the Azerbaijani state exempted the residents of industrial unions from property taxes, profit tax, land tax and customs duties for 7 years from the date of registration. It has taken incentive steps to exempt imported technological equipment and machinery for production purposes from value added tax. Such steps encourage entrepreneurs to become residents of industrial parks. The introduction of incentives for entrepreneurs working in industrial parks is an impetus for the development of industry in the country.

As it was mentioned above, the main aspect of the successful implementation of the industrialization process is the achievement of better and modern strategic management in the industry. In the company's strategy, it is important to make management decisions aimed at long-term development, study the environment and evaluate internal factors. In this case, one should study, investigate external environmental factors and determine the degree of their impact. It can be said with confidence that the ongoing industrial revolutions are taking industrial policy to a new level. This policy ensures the development of industry in terms of increasing economic efficiency. However, in most traditional industries of the country, the technical and technological level of production, the management system does not meet the requirements of innovative economic development. Therefore, the author considers it expedient to carry out modernization in the relevant areas in the context of strategic management. From this point of view, in the article, the author has presented a modern model of the strategic management mechanism of industrial parks. Such models can be applied not only in industrial parks, technoparks, but also in other business associations [28].

The author wants explain that research centers or universities are the central figures of technoparks. Thus, residents of technoparks receive innovations, ideas, as well as the results of research or research materials, innovation projects, business projects, proposals from research centers or universities. From this point of view, these research centers or universities will also determine the basis for the coordinated activities of companies that are members of industrial unions or parks. They can identify areas for coordinated development and regulate those relationships. From this point of view, the author can say that coordinated management can be important in the development of residents entering industrial and techno parks. The source of this management is research centers or universities. When such industrial unions are established, first of all, its investment and information environment, as well as the activities of the union members must be closely linked. Technoparks and clusters mainly include the following enterprises: production facilities, innovation infrastructures, universities or research institutes, service enterprises, consumers, other necessary structures. (audit, insurance company, bank, etc.). Industrial parks with such a structure have very favorable conditions for the systematic operation. International experience shows that the creation of innovation-oriented industrial associations ultimately guarantees the following:

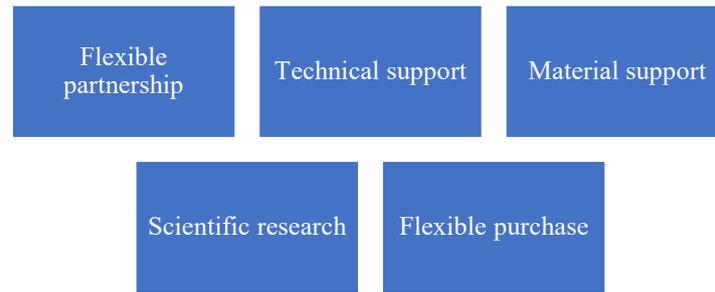
- creation of new production capacities and modernization of existing ones for the development of production enterprises in the conditions of transition to the new technological system;

- production of export-oriented products that allow to obtain high value;
- implementation of organizational and technological measures that can create a synergistic effect;
- strengthening the position of competitive processing industry products in domestic and foreign markets.

By managing internal coordination, an industrial union can operate sustainably, expand its financial capabilities, and strengthen its competitiveness. The management of such parks is not based on administrative methods, but mainly on liberal and coordinated management methods. What does liberal method mean? The word liberal means freedom in Latin. Liberal style gives freedom to lower structures in management. Liberal leaders share much of the power with inferior leaders. In other words, lower leaders have power in their sphere of activity, having most of the managerial powers [29]. In a liberal style of management, the leaders of the enterprise prefer the socio-psychological method of management. Because they trust the leaders working at the lower levels of government, they provide them with social care. They provide them with social care. Liberal leaders place more emphasis on the principles of independence and the rule of law in their activities.

However, the liberal approach to coordinated management in the field the author is researching is completely different from the form used in management. Thus, liberalism in coordinated management gives full freedom to the members of the union. It should even be noted that the employees of this union are not functionally dependent on each other at all. Thus, the maximum provision of liberalism does not make the residents of the union dependent on each other.

According to this research, the proposed coordinated management in the industrial union can be applied in a liberal style. Because liberal methods give independence and freedom to all resident enterprises that join the union. The coordination function plays a key role in the management of such associations. Residents have no functional dependence on the union apparatus. It means that as the industrial environment expands, their need for administrative management decreases. In this case, the administration is replaced by liberalism. It replacement increases the coordinated activity of union residents within the industrial parks. As it has been mentioned, Techno Park is an industrial union based on the related activities of resident enterprises in one place or region. Such cooperation encourages the enterprises financial and economic unity. Such regional associations allow residents to get closer to each other, provide them with scientific, technical and material support, increase employment in the area, and create conditions for a flexible division of labor (Fig. 2).



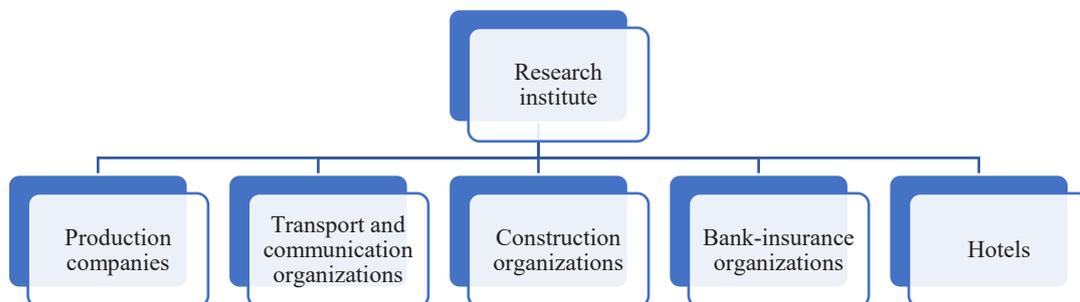
**Figure 2.** Benefits of the corporation in industrial unions

As can be seen from Figure 2, cooperation creates a number of opportunities for the industrial union. The effective use of these opportunities creates conditions for the development of the union [30]. Having such opportunities and using them effectively requires the application of effective strategic coordinated-management. Effective management activities that serve the formation and development of new industrial unions require the existence of modern management principles. The purpose of modern management in this context is: activate joint financial and economic activities of enterprises; increase their support for each other; commercialization of research centers; achieve the joint development of each of them. As can be seen, the coordinated management of union members must serve the interests of all union members. Such management should focus on the joint, organized activities of the members of the park. Modern

coordinated-management of industrial parks involves the implementation of the following measures:

- coordinated-management of economic and financial relations between enterprises;
- regulation of economic relations between them, elimination of problematic situations;
- ensuring their access to funding from a single source;
- coordinating the activities of enterprises with research centers;
- protection of economic rights of enterprises included in the Union.

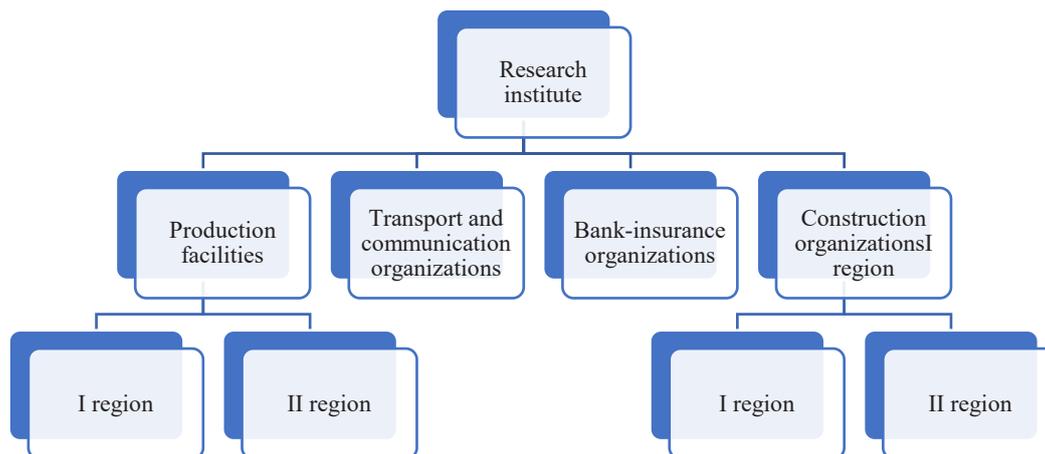
For effective management, it can be divided into sectoral and regional networks. Depending on the type of activity, these areas may include manufacturing, construction, hotels, restaurants and so on. But in all cases, the research center or institute is the central figure in management (Fig. 3).



**Figure 3.** Sectoral structure of techno parks management

But the coordinated-management of the parks may be focused by different region divisions. Such a classification synthesizes cross-sectoral coordination with territorial coordination. A research institute or university examines each area of the park, identifies problems, and identifies areas for development. The well-coordinated management structure also delegates the work to specialized groups. The economic entities included in the structure may vary depending on the type of activity, the volume of products produced, and the number of employees. These systems do not arise from the random organizational and administrative combination of different

enterprises, but from the need for economic, organizational and technological processes to complement each other in chronological order. Also, companies, cooperatives, joint stock companies, associations, which are included in the system and operate in various fields, and other entities themselves have an independent management structure (production areas, workshops, departments, farms, service areas, etc.). Although these structures are not managed from a single center, they become the goal of coordinated management for joint activities, production, processing, logistics and sales of quality products (Fig. 4).



**Figure 4.** Sectoral and regional structure of the technopark

If the park is very large from a regional point of view, for example, if it covers any part or area of the city (such as Silicon Valley in the US or Biopolis in Singapore), coordinated management targets can be set for different regions. Regional structures are formed independently of the sectoral structure, so regulation of economic relations between them are based on decentralization [31]. The main purpose of creating a regional structure is to classify the number of enterprises in different sections for research and explore. There is no administrative dependence in this division either. Such a management mechanism allows the application of the principles of sectoral and regional research of technoparks coordinatively.

The management mechanism, the principles of coordination should be carried out by the Research Institute or the university, which is the central figure of the technopark. Such a management mechanism coordinates, regulates and supports economic entities independently of each other. As a result, the organizations entering the park support each other, act in a coordinated manner, and act as an active subject in the implementation of the plans. Because such a division of labor encompasses a particular region or union in an organization, the scope of economic benefits is also wide.

## CONCLUSIONS

By conducting research, the author has achieved the following contributions in order to form and improve strategically important coordinated management in the process of modernization of industrial enterprises:

- formation of the main strategic concept of modernization;
- formation of the content of highly changing strategic decisions on modernization of the enterprise;
- establishment of integrated scenarios related to strategic coordinated management;
- defining the criteria of efficiency of modernization;
- selection of an improved version of the modernization strategy;
- development of mechanisms to achieve the strategy.

The author believes that these contributions will be important in the management of industrial enterprises and will lead to effective results in coordinated management.

The research paper presents a new model of strategic planning for the analysis of environmental factors in order to increase the competitiveness of enterprises. For this purpose, the explores the conceptual foundations of strategic planning, the issues of potential analysis of its capabilities in order to develop the competitiveness of the enterprise. This is because the ability to compete and sustain operations makes it necessary to target most components of an enterprise's economic activity. This allows the existing and future capabilities of the enterprise on these components to be compared with competing enterprises. The author comes to the conclusion that the role of strategic management in expanding the activities and ensuring the development of industrial enterprises is great. In accordance with the process of industrialization, strategic management issues are important in the formation and development of industrial enterprises. The author assesses the importance of strategic management in industrial enterprises as follows:

- successful implementation of strategic management requires the creation of an improved management apparatus, consisting of various organizational and structural forms.
- It is important to have an organizational structure analysis and evaluation block to assess the effectiveness of management and to further improve it in the future.
- The participation of research institutions and universities in innovation-oriented industrial unions is mandatory.
- It is necessary to apply differential strategies in enterprises with a wide range of activities.
- It is possible to achieve strategic development of the activity in terms of effective application of management. Such structures, reflecting the essence, content, management mechanisms of the organization's management, ensure the interaction of individual structural units and achieve a systematic application of management.

Research shows that strategic coordination is formed, developed and ensures a successful outcome under the influence of management relationships between the subjects and structures of management. In other words, the application of improved management mechanisms is the basis of the sustainable operation of the enterprise. The issue of comprehensive modernization of strategic management in the country consists primarily of the implementation of state modernization policy in this area, the application of a comprehensive and systematic modernization strategy of industries and capital modernization of processing enterprises.

Examining the regulatory role of coordinated management of industrial parks, the author came to the following conclusion. The coordinator of the industrial parks must ensure the implementation of the following measures:

- elimination of problematic situations between enterprises, regulation of economic relations;
- regulation of financial and economic relations between enterprises;
- to assist in increasing the financing opportunities of enterprises;
- coordinate the activities of enterprises with research centers;
- protection of economic rights of enterprises included in the Union.

The strategic management process in industrial

enterprises should target all aspects of the strategy in the implementation of the modernization process, including organizational strategy, marketing strategy, competition strategy, investment, innovation strategies and control strategy as a subsystem of management activities. Modernization of strategic management is associated with the application of new methods in this area, updating technologies for the application of management principles, the formation of modern management structural units, improving strategic management subsystems and further strengthening coordination between them.

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The research was carried out at the expense of the researcher. Expenditures related to the collection of research materials and the application of scientific provisions in practice were also carried out by the researcher.

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## Модернізаційні аспекти стратегічного управління в промислових компаніях

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**Анотація.** У науковій роботі автором досліджено питання модернізації стратегічного управління на промислових підприємствах, а також проаналізовано ряд теоретико-методологічних аспектів у цій сфері. Проаналізована в статті тема є важливою, оскільки на сьогодні особливо актуальним питанням є створення і застосування більш досконалих технологій управління, оскільки від менеджменту, зокрема, залежить розвиток нових і діючих промислових підприємств. Успішне управління промисловістю є одним із найважливіших питань, що впливають на підвищення соціального та матеріального добробуту населення, а також розвиток економіки країни. Відтак виникає потреба в розробці теоретичних і практичних основ стратегічного управління на промислових підприємствах, успішній реалізації стартап-проектів, програм стратегічного розвитку для розширення та розвитку виробництва. Для цього в статті надано пропозиції та рекомендації щодо вдосконалення процесу стратегічного управління, розвитку технології управління та визначено принципи їх застосування в управлінській діяльності. У статті розглядається питання модернізації стратегічного управління з метою прискорення процесу індустріалізації. У статті розглядається формування індустріальних парків і застосування сучасних технологій в управлінні. Для цього науково роз'яснено поняття стратегічного менеджменту на промислових підприємствах та питання його вдосконалення. У статті розглядаються стратегічні комбінації менеджменту на промислових підприємствах. Також обґрунтовано питання гармонізації та узгодження їх виконання з організаційною структурою. У статті пояснюється необхідність і науково-практичні питання застосування підконцепцій стратегічного управління

**Ключові слова:** промисловість, індустріальні парки, система управління, організаційна структура

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