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THE IMPORTANCE OF SETTING GOALS IN THE ORGANIZATION

At the present stage of economic development, the activities of Ukrainian enterprises are significantly complicated under the influence of external and internal factors. The most important problem of every enterprise operating in market conditions is survival and ensuring further development. The solution to this problem is to create and implement competitive advantages that can be largely achieved on the basis of a well-designed and effective development strategy of the enterprise. Practitioners claim that the era of intuitive, spontaneous, situational management is over. There is a growing need for management based on a scientifically sound approach. But in modern practice, the application of a strategic approach to enterprise management is still limited. In addition, the management of enterprises opposes the destruction of traditional relationships in the management process in the enterprise, there is no appropriate motivation, and information support is insufficient for effective strategic management. Thus, one of the main issues is the correct starting point for long-term planning – setting targets.

Setting goals in a generalized form involves the passage of four mandatory stages: identification and analysis of trends that can be observed in the environment; establishing the overall purpose of the organization; building a hierarchy of goals ("goal tree"); setting individual goals and objectives as a tool to ensure their implementation.

Moreover, when setting goals, the following main characteristics of the goals must be taken into account:

– conflict of goals: the relationship between goals is such that the achievement of one goal hinders the achievement of another. The conflicting pair is, for example, obtaining the maximum profit "today" and achieving the maximum market share "tomorrow";

– complementarity: achieving one goal makes it easier to achieve another. For example, the transformation of an enterprise into a "quality firm" helps to achieve maximum market share;

– indifference: goals do not affect each other. For example, the goal of "quality firm" and the goal of "enterprise of a wide range";

– hierarchy of goals: subordination of some goals to others. For example, the goal of "certain market share" is subordinate to the goal of "certain profitability of the enterprise."

Goals must be clearly articulated and quantified. For example, there should be financial goals that can be set, defined, evaluated, documented. These are market share, sales of products and services, level of profitability, profit, etc.

The target indicators of the organization are set based on its market position and financial results.

Strategic management is the process by which managers carry out long-term management of the organization, define specific goals, develop strategies to achieve these goals, taking into account all relevant external and internal conditions, and ensure the implementation of appropriate plans, constantly evolving and changing. Therefore, goal setting in the process of strategic management is a necessary condition for sustainable development of modern enterprises.

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