

The effectiveness of the implementation of the strategy of changing the location depends on the location of the enterprise, the contingent of consumers of services, etc. Most often, it involves either a complete change of their geographical location, depending on market needs and environmental factors, or is limited to the creation of operating branches, which differ significantly in the amount of capital investment required for implementation.

The effectiveness of the implementation of the re-profiling strategy depends on the level of competition and demand in the transport services market. Before its implementation it is necessary to conduct a thorough analysis of the market situation taking into account the threats of its change, determine the required volume of traffic, rational load capacity and number of cars, take into account the need for production and technical base and pay much attention to creating a reliable partner.

The strategy of creating production sites is typical for enterprises that do not have a production and technical base, or its capacity is insufficient to meet the needs of the enterprise in the maintenance and repair of their own cars.

The strategy of changing the level of organization of production processes is implemented in enterprises where the level of organization of work is quite low, in order to reduce the time of service.

Management strategies should be applied to enterprises in which the level of professionalism of management, management structure and applied management methods need to be improved. Today, almost all trucking companies do not have professionally trained management staff who have basic education related to road transport, which requires careful selection of personnel, internships to improve their skills.

In addition to the proposed measures, taking into account the specific features of road transport enterprises, promising may also be: the introduction of modern technologies for maintenance and repair, increasing the range and completeness of transport services, the use of modern logistics

Thus, methodological approaches and practical recommendations for determining the options for transformational changes in road transport enterprises have been developed, which will allow to form many options for changes, determine the effectiveness of their implementation and choose the best for a particular enterprise. When implementing options for transformational changes in road transport enterprises, the following restrictions must be taken into account: time, the degree of urgency of certain stages of change, the readiness (professional, psychological, etc.) of employees to accept these changes.

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SYSTEM OF DEVELOPMENT STRATEGIES FOR LEADING HIGHER EDUCATION INSTITUTIONS IN UKRAINE

Each higher education institution (HEI) in the context of the functioning of the European Education Area must form its own individual system of strategies for managing its development. In our opinion, for leading HEIs in Ukraine it should include the following strategies:

by *hierarchy in the management system* – corporate, business, functional, operational;

by *functional criteria* – marketing, service delivery, financial, organizational, social;

by *stages of the life cycle of activity* – retention;

by *in a competitive position in the market of educational services* – the leader;

by *way of achieving competitive advantages* – differentiation;

by *the level of globalization of activity* – diversification;

by *the nature of behavior in the market of educational services* – active.

Describe them in more detail.

Corporate strategy of HEI development:

– creation and management of a highly productive portfolio of faculties;

– achieving synergy among related faculties and turning it into a competitive advantage;

– definition of educational and scientific priorities and direction of corporate resources in the most attractive sectors of providing educational and scientific services.

Business strategy (for faculties):

– development of measures aimed at strengthening competitiveness and maintaining competitive advantages;

– formation of a mechanism for responding to external changes;

– unification of strategic actions of departments;

– addressing specific issues and problems related to the provision of educational and research services.

Functional strategy (for functional areas) includes:

marketing strategy – educational and scientific services, prices, distribution, communications;

service delivery strategy – quality of educational and scientific services;

financial strategy – income, expenses;

organizational strategy – management structure, personnel policy;

social strategy – social needs and problems of employees and students.

Operational strategy (for departments): solving specific problems related to the achievement of educational and scientific goals set by the departments.

Retention strategy: reducing costs and prices, finding new markets for educational and research services, selective investment, maintaining a balance between income and expenses.

Leader's strategy: the concept of continuous improvement and innovative development.

Differentiation strategy: bringing to market a unique educational or scientific service.

Diversification strategy: the development of activities in several areas or industries, related or unrelated to each other technologically.

Active strategy: diversification, technological orientation, aggressiveness.

All other types of strategies that can be used by non-leading HEIs are described in detail in [1].

REFERENCES

1. Totska, O. L. (2020). *Upravlinnia rozvytkom vyshchoi osvity Ukrainy v Yevropeiskomu osvithnomu prostori [Managing the Development of Higher Education of Ukraine in European Educational Area]*. Lutsk: Vezha-Druk [in Ukrainian].