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ДИПЛОМНА РОБОТА

на тему: “Удосконалення технології прийняття стратегічних рішень на підприємстві”

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АНОТАЦІЯ

бакалаврської дипломної роботи на тему

“Удосконалення технології прийняття стратегічних рішень на підприємстві”

Робота містить 73 сторінок, 14 таблиць, 13 рисунків, список літератури з 32 найменувань (на 3 сторінках), 2 додатки (на 10 сторінках).

Метою дипломної роботи є узагальнення теоретико-методичних положень щодо технології прийняття стратегічних рішень на підприємстві, а також розробка практичних рекомендацій щодо її вдосконалення.

У роботі розкрито сутність стратегічних рішень підприємства. Визначені особливості технології прийняття рішень, які притаманні стратегічним рішенням підприємства. Проведено комплексний аналіз діяльності Cocoa Processing Company, підприємства, яке займається переробкою какао-бобів та виробництвом кондитерських виробів. Техніко-економічний аналіз діяльності підприємства показав погіршення значення основних показників його діяльності, обумовлене пандемією COVID-19, зміною споживчих пріоритетів та відповідним зменшенням виробництва. Аналіз стратегічних рішень та технології їх прийняття, що наразі використовується на підприємстві, дозволили визначити основні недоліки, які призводять до низької ефективності стратегічних рішень. Рекомендації щодо вдосконалення технології прийняття стратегічних рішень Cocoa Processing Company включають в себе деталізацію та заміну деяких інструментів, які наразі застосовуються при прийнятті рішень на підприємстві.

Ключові слова: рішення, стратегічне рішення, прийняття рішень, технологія прийняття рішень, стратегія, технологія.

Рік виконання роботи – 2022, **рік захисту** – 2022.

ABSTRACT

bachelor's thesis

"Improvement of strategic decision-making technology at an enterprise"

The thesis consists of 73 pages, 14 tables, 13 figures, 32 references (on 3 pages) and 2 appendices (on 10 pages).

The purpose of the thesis is to generalize theoretical and methodical provisions on the strategic decision-making technology at an enterprise, as well as to develop practical recommendations on its improvement.

The essence of strategic decisions of the enterprise is revealed in the work. The peculiarities of decision-making technologies, which are inherent in the strategic decisions of the enterprise, are determined. A comprehensive analysis of the activities of Cocoa Processing Company, an enterprise engaged in the processing of cocoa beans and confectionery production, is conducted. The technical and economic analysis of the enterprise's activity showed a deterioration in the value of key indicators of its activities caused by the COVID-19 pandemic, change in consumer priorities and a corresponding reduction in production. The analysis of strategic decisions and the technology of their making, which is currently used at the enterprise, allowed to identify the main shortcomings that lead to low efficiency of strategic decisions. Recommendations for improving Cocoa Processing Company's strategic decision-making technology include refining and replacing some of the tools currently used in enterprise decision-making.

Keywords: decision, strategic decision, decision-making, decision-making technology, strategy, technology.

Year of performance – 2022**, year of defense** – 2022.

CONTENT

INTRODUCTION

The future of any business is uncertain and beyond the control without a decision. If organizations cannot anticipate or prepare for critical change, they can increase the time and energy needed to deal with this when it happens. Lack of or the type of management processes impacts productivity as well as sustainability. Decisions are one of the tasks that managers must perform in their daily work, it is safe to say that strategic decisions are one of the most important social tasks, if not the most important of all. Management theorists and researchers agree that decisions represent one of the most common and important functions of action. Strategic decision-making is considered one of the most important factors important for running a business.

There are a lot of scholars who devoted their researches to the strategy issues, namely: D. Aaker, R. Akoff, I. Ansoff, A. Chandler, M. Kyzym, T. Lepeyko, M. Maskon, H. Mintzberg, M. Porter, A. Strickland, A. Thompson O. Tyschenko, S. Vasylyk, O. Yastremska and many others. The problems of decision-making are considered in works of C. Reading, D. McDonald, J. Bryson, C. W. Churchman and others.

The purpose of this work is to generalize theoretical and methodical provisions regarding strategic decision-making technology and develop practical recommendations on its improvement.

In order to achieve this aim, the following tasks are completed:

– to identify an essence and main components of strategic decisions at an enterprise;

– to investigate tools and techniques used for strategic decision-making at an enterprise;

– to study world experience in strategic decision-making at an enterprise;

– to provide general characteristics of the enterprise and conduct technical and economic analysis of its activity;

– to analyse an existing strategic decision-making technology at the enterprise;

– to provide recommendations for improving the strategic decision-making technology at the enterprise;

– to develop a plan on implementation of measures aimed on improving the strategic decision-making technology at the enterprise.

The object of the thesis is the strategic decision-making process at an enterprise.

The subject of the study includes techniques, methods and tools used in the strategic decision-making process at an enterprise.

In the thesis the following methods research methods are used: morphological analysis, logical generalization, graphical method, horizontal and vertical analysis, SWOT analysis, project evaluation and review technique.

Informational base of the thesis consists of the works of scholars on the problems of strategic development and decision-making, official statistics as well as annual statements of Cocoa Processing Company as well as other analytical reports of the research enterprise.

Base of research is the Cocoa Processing Company.

The practical significance of the work is that the implementation of the given recommendations for the improvement of the strategic decision-making technology at the enterprise can improve quality and efficiency of the strategic decisions made, which correspondingly could lead to increase in profits of the enterprise.

Thesis consists of introduction, three chapters, conclusion, list of references and appendices.

1. THEORETICAL ASPECTS OF STRATEGIC DECISION-MAKING TECHNOLOGY AT AN ENTERPRISE

1.1. The essence and main components of strategic decision-making

Scale studies [1] conducted on the subject of strategic management showed that companies that apply strategic management are significantly better than those for which this form of management has no interest and that employees from the first category are higher motivated. But again, there are a number of criteria for the use of professional management, which show that this approach to management and, like others, is not universal for any situations and problems.

Strategic decisions have significant resource propositions for an organization. These decisions may be related to the possession of new resources, the organization or the reallocation of others. These are concerned with matching the capabilities of the organization's resources to threats and opportunities, as well as to the organization's range of activities. It's about how you want your organization to be seen and treated. Strategic decisions imply a change of important type since an organization operates in a constantly changing environment. They are complex in nature. These decisions are made at the highest level, however uncertain for the future, and involve a lot of risk. These decisions are different from administrative and operational decisions. Management decisions are routine decisions that help or rather facilitate strategic decisions or operational decisions. Operational decisions are technical decisions that help in the execution of strategic decisions. Cost reduction is a strategic decision that is achieved through the operational decision to reduce the number of employees and how we carry out these reductions will be a management decision.

Although the concept of strategic decision has been in the literature for more than a quarter of a century, the term is often used interchangeably with other aspects related to the development of organizational management, such as "strategy", "strategic direction" and "direction", "strategic planning".

Therefore, strategic decision-making has different definitions, relevant in its understanding. Different strategic scholars have different definitions of what a strategic decision is, definitions that relate not only to business but to all spheres of an organization. There have been various attempts to define such a classification in the field of strategic management.

Clive Reading in his book [2], “Strategic Business Decision Making: A Dynamic System for Improving Performance and Competitive Advantage” defines strategic decision making as the key to developing a business to function effectively and efficiently. He continues that “it is about developing different products, services or markets. It also acquires compatible companies or changes the whole nature of the business, like when Richard Branson, the founder of the Virgin Group, decided he wanted to diversify from the music business into the airline business [2]”.

Dennis D. McDonald, an Alexandria Virginia consultant whose services have included writing, business research, marketing, and project management, presents a definition of strategic decision making as a process that provides a set of defined initiatives (projects) that ensure the success of the desired set of business objectives [3]. The decision-making process includes the identification of these corporate objectives, the assessment of the resources available to achieve these objectives and the identification of specific decisions (initiatives) aimed at achieving the objectives. The process generally includes the ranking, which identifies the initiatives with the highest priority.

John M. Bryson [19], states: “Strategic decision making as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does and why it does it” . He further explains that: “At best, strategic decision making requires large-scale but effective information gathering, clarification of the mission to be pursued and issues to be addressed along the way, development and exploration of strategic alternatives and emphasis on the future implications of present decisions. Strategic decision-making can facilitate communication and participation, accommodate diverging interests and values, encourage wise and reasonably analytical decision making, and promote successful implementation and accountability.

The main definitions of the concept of strategic decision are given in tab. 1.1.

Table 1.1

Morphological analysis of the term "strategic decision-making"

Author	Definition	Keywords
Clive Reading [2]	The key to developing a business so that it runs effectively and efficiently.	Developing business, effective
John M. Bryson [6]	A disciplined effort to make fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it.	Objectives, goals, decisions
Kenneth Andrews [7]	It is a decision-making scheme in a company that defines and discloses its goals, objectives or goals, develops basic policies and decisions to achieve these goals.	Business, goals, decisions
Dennis D. McDonald [3]	A process that provides a set of identified initiatives (projects) that achieve the desired set of business goals. The decision-making process includes identifying these business goals, assessing the resources available to achieve those goals, and identifying specific decisions (initiatives) designed to achieve the goals. The process typically involves ranking, which identifies the initiatives with the highest priority.	Decisions, organization, entity
Lidell Hart [8]	The art of distributing and using military means to achieve policy goals.	Military policy

Summarizing the above definitions, we can say that a strategic decision is a well-planned long-term system of management that guides or direct realization of the goal and objectives of an organization.

Liddell Hart in his book [8], The "Strategy" examines the wars and battles of the ancient Greeks before World War II. He concludes that Clausewitz's definition of strategy as the art of using combat as a means of achieving the object of war is a serious shortcoming, because such a view of strategy interferes in politics and makes combat the only means of achieving strategic goals.

Concluding his review, Liddell Hart arrives at this brief definition of strategy: the art of proliferation and the use of military means to achieve policy goals. Removing the word military from Liddell Hart's definition makes it easier to export the concept of strategy to the business world. This brings us to one of the people that many consider the father of strategic decision-making in the business world.

There are different approaches to determination of stages in the strategic decision-making process. Many criteria influence on a manager's decision. For instance, it can depend on whether it is a traditional strategic decision-making process or dynamic.

These steps are illustrated in fig. 1.1.

Fig. 1.1. Basic strategic decision-making process model

This model of strategic decision-making is best suited for organizations that have never done a project before, small or busy companies. Preparation is required first. Because strategic decisions take a lot of time and energy, it is cut into several parts. 2 or more senior executives must be actively involved, and there are always a lot of requirements for the time. It is inevitable that some costs will be involved - the estimate must be made in advance. Deciding who and how to draw is essential. The steps are [9]:

– identify the purpose;

– identify specific approaches and strategies;

– identify actions decisions to achieve the strategy;

– monitor and update decision.

1. Analyze the organization's external competitive environment to identify opportunities and threats.

Question-based strategic decision modeling. This is a development of the basic decision, and is used by companies who want to scrutinize strategic decisions in more depth. It has the following steps:

– review the company's mission, vision and values;

– SWOT analysis: strengths, weaknesses, opportunities and threats;

– stakeholders identify key issues and goals;

– develop action decisions (annually, mainly);

– set a budget;

– execute and control.

2. Developing a vision and mission is a key point in setting the policy of the enterprise - vision and mission are often twisted around, but the best way is to think of the vision as "what we want to look like in the future" and the mission as "what we need do what we can to achieve the vision".

3. While making a gap analysis the gaps between the vision-mission statements (we hope to achieve) and the environmental analysis (current realities) are identified.

4. Select strategies that build on the organization's strengths and correct its weaknesses in order to take advantage of external opportunities and counter external threats. These strategies should be consistent with the mission and priorities of the organization. They should be similar and be a working business model. Strategies and goals are sometimes subdivided into goals (specific achievements decided for

the next 12 months) and strategies (specific decisions to achieve the goals). Implement the strategies. The strategic decision is implemented as decisioned, as closely as possible. Objective forms of measurement track progress and help people stay up to date. Progress is checked periodically.

5. Monitor and Updates – strategic decisions are usually created with great effort every five years and are updated with a review process every 12 months etc.

The task is to analyze the external and internal environment of the organization, and then select appropriate strategies to devise a strategy. In contrast, as previously mentioned, strategy implementation involves the implementation (or decision) of a strategy. These include activities that are consistent with the company’s chosen strategies at corporate, business and operational levels; redistribution of roles and responsibilities between managers (usually by designing an organizational structure); allocation of resources (including capital and cash); setting short-term goals; and designing a system of control and reward for the organization.

Management strategies are, first, divided according to management standards into corporate, business and operational strategies. The intensive development of decentralization and self-organization in modern organizations should also take into account the development strategies of teams, organizations and staff, which depend on success in development and implementation strategic decisions.

We propose to consider in more detail the strategies in relation to the life cycle stage, which includes the formulation of the long-term goals of the campaign, the means to implement them. action in changing the outdoor and indoor environment at all stages of development (fig. 1.2).

Therefore, the growth strategy is typical for those companies whose business is just starting out or developing. This strategy includes target segment selection, increased investment, research and development and innovation. There are three main types of strategy:

– the dense growth strategy includes strengthening market conditions or finding new markets;

– the integrated growth strategy includes vertical structure construction or horizontal integration;

– diversification strategy involves the development of new products in existing markets or the promotion of existing products in new markets [11].

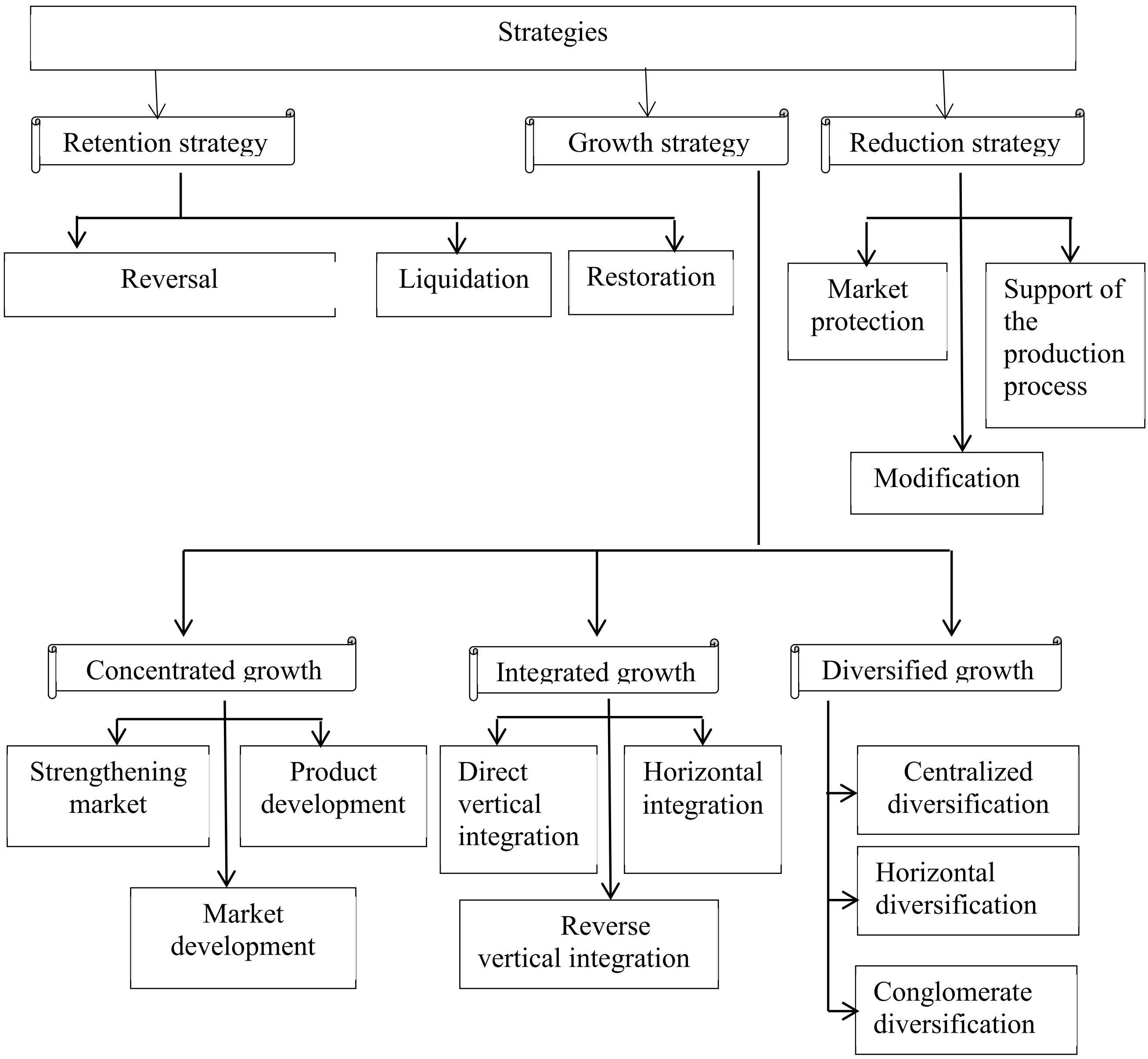

Fig. 1.2. Classification of enterprise strategies by stage of the life cycle [10]

The retention strategy is the strategy of enterprises whose business has reached maturity. Businesses in this state are trying to protect their positions from competitors, reduce costs and prices, look for new markets.

The retention strategy involves discretionary investment and maintaining a balance between cost and income. There are three main types of strategy:

– market protection includes the protection of the existing market share and the gradual change of yield;

– support for productivity strengthens individual lines of business, supports state of property;

– modification involves a change in the product range of the enterprise and the strong market support [12].

The reduction strategy envisages complete actions to phase out the industry, which has entered the final stage of its life cycle. In this state, different behaviors are possible - lower prices and intense marketing efforts to extend the life cycle or stop any investment and implement a "harvest" strategy (increasing profits from sales products and assets). In general, the scientific literature identifies the following types of reduction strategies:

– turnaround strategy includes abandoning non-profit production, reducing labor, finding efficient use of resources;

– the department's strategy provides for the sale of inefficient business units, the sale of part of the enterprise's assets;

– a liquidation strategy provides for the sale of the enterprise in the event of bankruptcy;

– a recovery strategy includes cost reform, finding new products and technologies, attracting investment [10].

As explained earlier, the creation of an operational strategy and the development of the initiative is a complex and multi-faceted process in which each level has a specific set of actions.

Strategy development and selection is a complex, creative process that cannot be integrated into ready-made templates and sets of suggestions. This process cannot be coordinated to create technical results. It is only an unconventional creative strategy that allows you to achieve market leadership.

Different combinations of market environment factors and organizational factors of the company create a large number of possible options for strategic development. The management function of the company is to develop a product development strategy based on innovation, to create and maintain sustainable competitive advantages that will ensure the company's success.

1.2. Tools and techniques used for strategic decision-making

Strategic decisions are a distinct part of business activity and should not be confused with other planning processes. For the strategic plan to have real value in the long run, it must be treated as an ongoing business process. It must reflect the mission and vision of the owners. It needs to evolve and adapt to reflect market change and [14]. Following these steps, the strategic plan will establish a culture of continuous improvement and disciplinary change. The sequence of steps involved in the strategic decision-making technology process is shown below:

1. Determine position.
2. Develop strategy.
3. Build plan.
4. Manage project.

Despite of identifying organizational priorities, aims and strategic objectives, strategic plans are used to outline the implementation of various strategies such as budget, staffing, funding sources and evaluation activities.

Strategic decision technology is the process of creating a multi-year strategy. Every business and industry do it differently so there is probably no wrong way to create a strategic plan without making a plan. The classic view of technology is to strategically align strategic decisions – with a company's resources so that a day-today action or decision to move the company closer on the vision of the company [15].

1. Work out your strategic position.

This preparatory step is the basis for all the following work. You need to know where you are to decide where you need to go and how to get there. Engage the right stakeholders from the outset, taking into account internal and external sources.

Identify key strategic issues by talking to your company executives, using messenger information, and collecting business and market data to gain a clear view of your market situation and the mindset of a customer. It may also be helpful to review or create if you do not already have your company's mission statements and vision to give you and your team a clear image of what your business's success looks like.

To begin with, we use business and market data, including consumer statistics and current or future needs, to identify issues that need to be addressed. Write down strengths and weaknesses within your organization, as well as its external capabilities (ways in which your organization can grow to meet needs that the market is not currently meeting), and threats (your competition).

Use the SWOT table as the basis for your first analysis. With the inclusion of external managers, customers and market data, you can quickly categorize your products into strong, weak, difficult and risky (SWOT) scenarios to explain your current position. An example of a SWOT card is shown in fig. 1.3.

To easily complete the matrix below it is best to explain the problem and then answer the existing questions. They can be as follows:

For strengths:

– what are the benefits of an organization?
– what does one group do better than others?
– what unique resources or at the lowest cost can an organization draw?
– what do people in the group market see as your strengths?
– what does it mean for an organization to "sell"?

– what is the organization's Special Sales Proposal?

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (Attributes of the organization)	Strengths	Weaknesses
External origin (Attributes of the environment)	Opportunities	Threats

Fig. 1.3. SWOT matrix [3]

It is essential to consider strengths from both an internal and external perspective, and from the perspective of all stakeholders.

For weaknesses:

– what could an organization do?

– what should the group avoid?

– what are people in the group market likely to see as weaknesses?

– what factors are the losers in selling?

For opportunities:

– what good opportunities can be spotted?

– what interesting trends are you aware of?

Useful opportunities can come from such things as:

– changes in technology and markets on both a broad and narrow scale.

– changes in government policy related to your field.

– changes in social patterns, population profiles, lifestyle changes, and so on.

– local events.

For threats:

– what obstacles does an organization face?

– what are the competitors doing?

– are quality standards or specifications for job in organization, products or services changing?

– is changing technology threatening organization’s position?

– does an organization have bad debt or cash-flow problems?

– could any of organization’s weaknesses seriously threaten the business activity [16].

SWOT tool has 5 key benefits:

– simple to do and practical to use;

– clear to understand;

– focuses on the key internal and external factors affecting the company;

– helps to identify future goals;

– initiates further analysis.

An alternative to SWOT is PEST analysis. Using political, economic, socio-cultural and technological policies, PEST is a strategic tool used to identify threats and opportunities for your business.

PEST analysis is a study of four groups of macro-environmental factors. PEST is an abbreviation of four English words: P – politics, E – economy, S – society, T – technology. Using this method, these groups of factors are analyzed. An example of PEST analysis is presented in fig. 1.4.

As this information is combined, specific strategic market position becomes clearer, and can begin to strengthen a number of key strategic objectives. These goals are often set with a horizon of three to five years.

Political factors	Economic factors	Sociological factors	Technological factors
Global influences; Potential changes to legislation; Stability of government.	Economic growth; Employments rates; Inflation rates; Monetary policy; Consumer confidence	Income distribution; Population growth; Health & Education; Social welfare; Digital disparity.	R&D activity; Impact of emerging technologies; Impact of technology transfer; Technology diffusion; Technology disruption.

Fig. 1.4. PEST matrix [16]

First, we need to prioritize your goals.

Once you have determined your current market position, it's time to identify goals that will help you achieve your goals. Your goals must be in line with your company's mission and vision.

Set priority goals by asking important questions such as:

Which of these initiatives has the greatest impact when it comes to fulfilling our company's mission / vision and improving our market position?

What kind of influence is more important (for example, attracting customers versus revenue)?

How will the competition react?

What initiatives are most urgent?

What will we need to do to achieve our goals?

How will we measure our progress and determine if we have achieved our goals?

Goals need to be clear and measurable to help you achieve your long-term strategic goals and initiatives outlined in the first step.

SMART goals are useful for setting deadlines and identifying the resources needed to achieve goals, as well as key performance indicators (KPIs), to make your success measurable (tab. 1.2).

Table 1.2

Most commonly used Strategic decision-making methods [2; 18; 21]

Method	Summary	Strength/weakness	Studies
ANP, AHP	This method is based in the hierarchic identification of weights of importance for selection criteria and alternatives. Each element is assumed to be independent and known. In its simplest form, it can act as a balanced scorecard	Loss of information can occur due to potential compensation between good scores on some criteria and bad scores on other criteria. Complex and time-consuming computation is required.	A. Goffin and R. Mitchell, R. Kabir, P. Kolios
MACBETH	This interactive method allows the evaluation of alternatives by making qualitative comparisons based on differences and attractiveness.	Applicable even when there is missing information. Simple and easy to use. Problems arise when the group cannot agree on alternatives and weights.	W. Dodgson, M. Ferreira, O. Kahraman
TOPSIS	This is a value-based compensatory method, which attempts to choose alternative solutions based on the shortest distance from the ideal solution. The ideal solution maximizes benefit and minimizes cost.	Does not require attributes to be independent. Cardinal ranking of alternatives. Easy to implement. Only applicable when exact and total information is collected. Vector normalization is required.	S. Behzadian, A. Dehe and J. Bamford

The cycle of the KPI composition is presented in fig. 1.5.

Point “A” indicates where the organization is now.

This diagram is just an example, so the line can be shorter or vice versa, depending on the situation. To clarify this issue, a lot of data, both external and internal, needs to be examined. This analysis should include any factors that may affect the organization in the future, as well as information that may help the organization to achieve its goal. to achieve. After collecting this information, it is best to do a SWOT analysis [17].

This information is the basis for understanding where point B is, which indicates where the organization wants to be in the future.

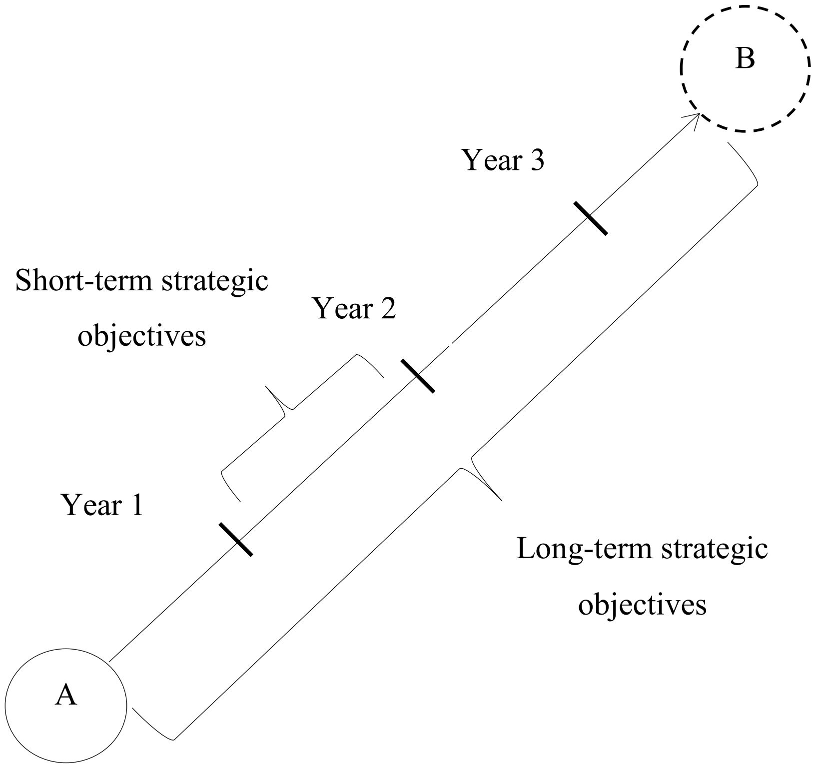

Fig. 1.5. The cycle of the KPI composition

Point "B" can also be called "vision". This position should be clear to everyone in the organization, if it is not possible to create a strategic plan. The line between points "A" and "B" is a strategic plan of the organization. Long-term strategic goals are shown in the diagram. They formulate those things that provide an overview of the high level between the current and future positions of the organization.

The line "plan" is separated by three strokes.

These are the years during which the plan must be implemented.

Next step is identifying the short-term goals or short-term strategic objectives. In this process the SMART tool is often used. SMART is a mnemonic acronym, giving criteria to guide in the setting of objectives, for example in project management, employee-performance management and personal development [5].

Ideally speaking, each corporate, department, and section objective should be:

– specific – target a specific area for improvement;

– measurable – quantify or at least suggest an indicator of progress;

– assignable – specify who will do it;

– realistic – state what results can realistically be achieved, given available resources;

– time-related – specify when the result(s) can be achieved [18].

The short-term strategic objectives are milestones in the path to the vision. For the first or first year it is best to set a specific set of objectives at an operational or departmental level and then at an individual level. The corporate objectives should be shared within the whole organization, from the top to departments and then to individual partners. Everyone in the organization needs to have a clear action plan that sets out who an employee will be responsible for in the coming year. It is also very important to arrange some meetings to discuss the strategy, make changes if necessary and make changes. At such a meeting a team can choose a system to monitor progress. So, when an employee enters the meeting with his or her goals, everyone has the same documents and language to discuss how he or she is going against the plan.

3. Develop a plan.

Now is the time to create a strategic plan to successfully achieve your goals. This step must explain the tactics needed to achieve your goals, as well as clearly set deadlines and responsibilities. Creating strategies is an effective tool for seeing your overall plan. Working from the top down, it’s easier to see strategic business process maps and identify gaps for improvement.

4. In fact, strategic choices are usually about risking opportunity costs. For example, your company may choose not to invest as much customer support as possible to invest more to create an intuitive user interface. Be prepared to use your values, mission statement, and priorities to reject initiatives that will not improve your long-term strategic position.

5. Follow the plan and manage it.

Once you have a plan, you are ready to implement it. First, communicate the organization's plan by submitting the relevant documents. Then the actual work begins.

Make a concrete plan for a broader strategy by mapping your processes. Use PTF tool to clearly articulate staff responsibilities. This detailed approach illustrates the completion process and ownership at each stage.

Create regular reviews with individual participants and their leaders and identify checkpoints to make sure you are on track.

6. Review and revise the plan.

The final stage of the plan – review and revision – allows you to reassess your priorities and adjust the course based on past successes or failures.

Decide on a quarterly basis which key performance indicators match your team and how you can continue to meet them, adapting your plan as needed. It is important to review your priorities and strategic position annually to ensure stability on the path to long-term success.

Track your progress with balanced scorecards to ensure a comprehensive understanding of your business results and the achievement of strategic goals.

Over time, you may find that your mission and vision need to change - an annual assessment - a good time to consider those changes, prepare a new plan, and implement them again.

Strategic decision-making technology is a specific part of business activity and should not be confused with other planning processes. For strategic plans to be a true long - term value, they must be treated as an ongoing business process. It must be in line with the owner's mission and vision. It needs evolution and change to reflect a changing market.

1.3. World experience in strategic decision-making at an enterprise

The four steps listed in the previous part of the work are not the only approach to the development and implementation of the strategic plan. The format of the strategic plan can vary according to various factors, for example an external strategic plan is larger and more detailed than the internal plan.

In global practice, strategic decision-making technology is a process for making regulatory decisions regarding the formulation of strategies, the allocation of resources, and the adaptation of the enterprise to the external environment. Foreign experience shows that the process of developing a strategic plan [19]:

1. Encourage managers to always think ahead.
2. This will lead to clearer co-ordination of campaign efforts.
3. Establish and control performance indicators.
4. The company sets out its objectives more clearly.
5. It makes the company more prepared for immediate change.

Most companies use strategic decision-making technology as a tool to achieve high economic performance in their activities: income, profit, profitability and more. But the direct application of methodological tools used abroad, without its adaptation to modern conditions of economic activity is considered impractical, due primarily to the different degree of development of enterprises [4].

If we evaluate the evolution of strategic thinking in foreign enterprises, we will see a distinct line of development. It can be divided into four stages, which often have to go through one after the other before reaching the most perfect form of strategic decision-making technology [8]. The development of strategic thinking in foreign enterprises is shown in fig. 1.6.

The first level is focused on financial planning. Formal planning is limited to the annual budget process, which gives little idea of future revenue and expenditure plans.

Second, financial planning is underpinned by long-term planning. Financial results are expected for several years to come. The disadvantage of this approach is that the products available with the company give a certain sense of confidence and security [8].

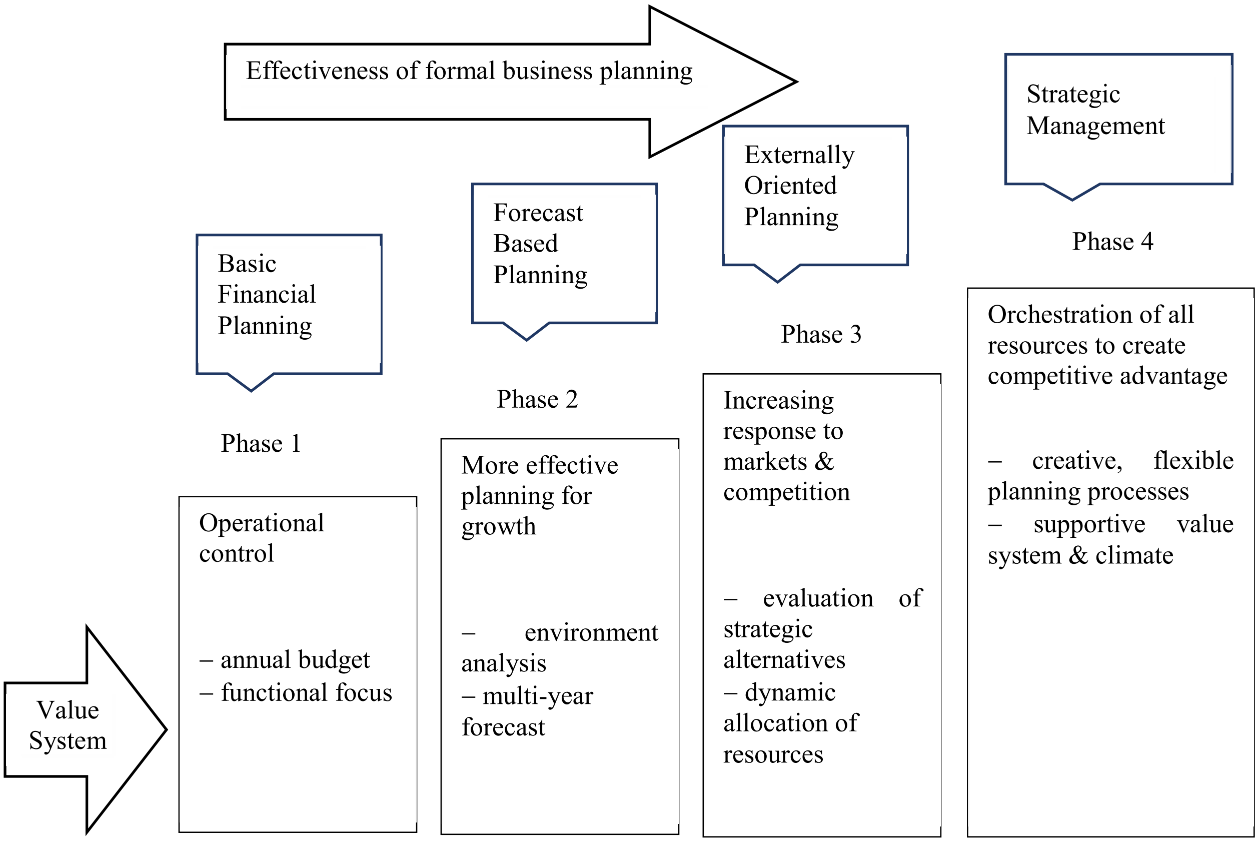

Fig. 1.6. Evolution of strategic decision-making technology

Companies that have experience in long-term planning, reach the third level: planning, taking into account external factors. In this case, in the strategic decision of the technology of the enterprise must take into account the development of events outside its walls. Here the characteristics of macroeconomic development, socio-demographic factors and the latest technological developments are taken into account. Then an in-depth study of the state of competition and competitiveness. Based on such data, other comparable strategies are developed before the company makes a choice [8].

The fourth level is the level of strategic decision-making technology. Not only are long-term design and design that takes into account exterior conditions applied here, but also constant attention is paid to preserving the benefits of competition, consolidating your own careers.

The company's clear strategic objectives enable it to develop in times of growth, to withstand times of crisis, to maximize company resources and to work as a team.

The strategy is usually developed in the future for several years, specified in various projects, programs, practical actions and implemented in the implementation process.

The key task of strategic decision-making technology is to develop strategies that ensure that business development missions and objectives are implemented within the capabilities of the enterprise with an appropriate level of risk. In practice, business is not without risk. Therefore, at every stage of strategic decision-making technology it is necessary to identify ways of creating a strategy (fig. 1.7).

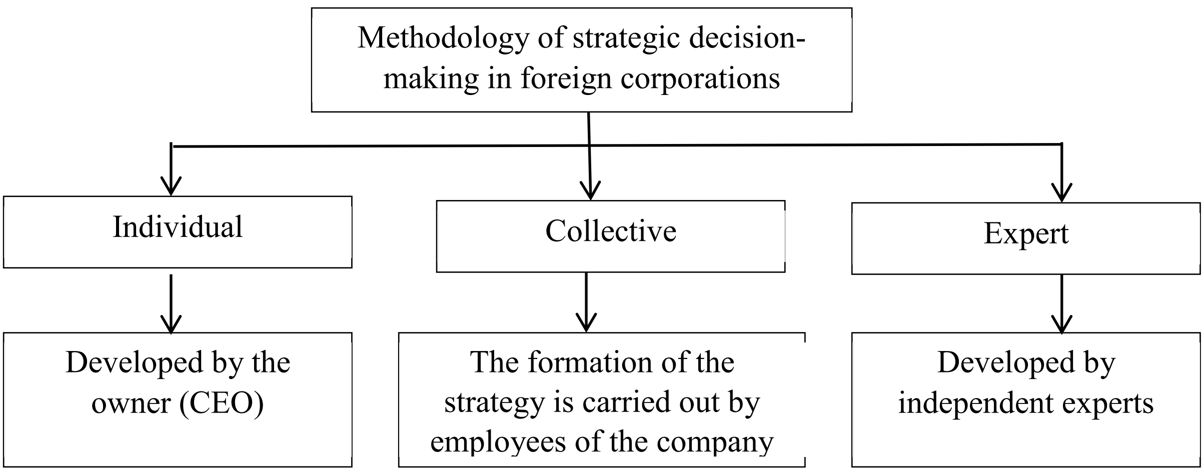

Fig. 1.7. Methods of strategic decision-making in foreign corporations

The first approach is individual. The motto – "Create and lead!" This is a standard approach for companies with an authoritative director. In the divisions of that group there is a clear sub-command and an undoubted sub-order. The owner or CEO independently determines the company's idea: the formation of the vision (the goal we will pursue), the mission (the way we leave), a corporate culture (a set of rules of conduct) and a strategic plan.

The study of individual method choice

A strategy can be created when the company is just being created or reorganized. In this case, the director can gather everyone and name the idea.

The second method is assembly. It is worth noting that only at the stage of creating a business can you make decisions for yourself. Then, when the company is already operating, you need to pay attention to the views of the employees. When all the ideas have been said, the principles must be accepted by a majority of votes, all of which adhere to them. Those who remain in the minority must decide whether to accept these changes or leave the body.

The process of building an effective strategic development plan should be informed by key foreign experts in the following way [9]:

1. Development of an initial agreement on strategic decision-making technology.

2. Identification and clarification of the main postulates.

3. Development and definition of mission and values.

4. Assessment of the external environment.

5. Assessment of the internal environment.

6. Clarification of strategic issues.

7. Strategy development.

8. Defining the question of what should be the organization (enterprise) in case of effective achievement of the results specified in the strategic development plan.

The third way to create a strategy is to develop independent advisors. They come to the company, analyze the business and offer a smooth, ready - made corporate strategy solution. This option is very easy in terms of development, but very difficult to implement and adapt.

To date, according to the analysis of the demand for senior management abroad, strategic decision - making technology has taken the first position as a consultation tool in change management and has been previously benchmarked [20].

The purpose of the strategic decision-making technology of foreign enterprises is to establish a certain procedure for preparing the effective operation of a competitive enterprise. The purpose of strategic decision - making technology can be achieved by responding to the basic principles [21]:

1. Goal setting and implementation – all measures and ways of implementing them are focused on goal setting and implementation.

2. Systematic inclusive – encompasses certain strategic choices other than all aspects of the enterprise; within the framework of strategic decision - making technology, a system of management decisions is prepared, not individual decisions; readiness to change the internal and external environment of the enterprise.

3. Alternate and multivariate – appropriate response to changes in the external environment, by moving to predefined options.

4. Consistency – strategic changes need to be implemented in a certain order, taking into account the results achieved and the specificities of the processes and phenomena.

5. Continuity – strategic action is a complex process, a stop that brings the company back to its original state.

6. Scientific and methodological validity – a common scientific and methodological approach helps to develop realistic plans that are consistent with the parameters of the external and internal environment.

7. Realism – taking into account the characteristics of the operation of the object for which strategic plans are developed, and the possibility of achieving certain results.

8. Flexibility, responsiveness – taking into account the time characteristics and nature of the changes occurring in the enterprise in accordance with the «lifecycle” stages; this is facilitated by the availability of reliable feedback.

9. Quantitative and qualitative certainty – planning should provide certain guidelines that will play the role of checkpoints.

10. Long-term measures – focus on solving complex long-term problems; Reasonable, consistent, complex measures are encouraged because they cannot be eliminated by a one - off measure.

The development of a strategic plan is the key to the success of any business, this is clearly seen in the example of modern companies, among which will be considered here “Cargill” and “Nestle” companies.

Cargill, Incorporation, is a private American global food corporation founded in 1865, it is the largest privately held corporation in the United States in terms of revenue [22]. Cargill is a producer and distributor of agricultural products such as sugar, refined oil, cotton, chocolate, salt, with over 160,000 employees in more than 125 countries. This company has ranked consistently amongst the top ‘Forbes list of private companies”. Cargill Cocoa and chocolate industry operates along the entire cocoa supply chain, from Ghana, Ivory coast, Cameroon, Indonesia etc. They produce a wide variety of cocoa and chocolates products in Europe, north America, and Brazil.

Here we will concentrate more on the success of Cargill cocoa and chocolate industry, their goals and strategies.

Cargill’s strategic plan consisted of the following provisions [22]:

1. Championing professional cocoa farming practices, to strengthen the socioeconomic resilience of cocoa farmers and their communities. Cargill takes its individual farming practices professionally with equipped technological advancement.

2. Enhancing the safety and well-being of children and families in cocoa farming areas. Employees wellbeing in relation to their families are considered. In this case, employee turnover is less and they feel specially obliged to this company.

3. Promoting environmental best practices in business and across supply chain.

4. Helping consumers around the world choose sustainable cocoa and chocolate products with confidence. Cargill’s wide range of products gives

customers opportunity to try and choose products of choice, which gratifies customers diversity and satisfaction.

5. The use of partnerships to accelerate and magnify efforts to achieve a level of sector transformation that cannot be accomplished alone.

Thus, Cargill's strategic priorities are: championing professional cocoa farming practice, enhancing safety and well-being of children and families in cocoa farming areas, promoting environmental best practices, variability of products and partnerships

Another striking example of successful strategic decision-making technology is Nestle's value creation strategy. Between 2017 and 2021, Nestle made a growth of 7.1% in affordable nutrition products, 12% growth in premium products, 8.2% organic growth in high-growth categories and 18.2% growth from recent acquisitions.

2. Making strategic decisions, Nestle focuses its energies and resources where unlocking the power of food can have the greatest positive impact on human and pet life, the environment, and our shareholders and other stakeholders. Products that are healthy for consumers and the planet are good business. For this reason, Nestle takes on the following measures [23]:

1. Applying nutrition, health and wellness expertise, developed over 150 years, to help individuals, families and pets lead happier, healthier lives.

2. Bringing distinctive premium innovations to the market fueled by creative exploration and consumer insights, pioneering nutritional science and culinary excellence.

3. Meeting the needs of the modern consumer with healthy, delicious and convenient products for a time-conscious and time-constrained lifestyle.

4. Offering more plant-based food and beverage options to be the first choice for consumers when it comes to diversifying their diets.

5. Producing affordable, safe, high-quality nutrition for everyone, regardless of income level, and benefit from long-standing presence around the world.

6. Doing everything possible to pack and deliver products in a safe and environmentally friendly manner.

7. Commit to ambitious sustainability goals to promote the health of the planet, advance social progress, and support healthy and sustainable food systems.

The value creation strategy allowed the company to achieve competitive advantages. It has been able to create exceptional value for consumers and offer quality goods at an average price.

Foreign companies developing strategic plans in their activities use a unique management tool, known as the “Balance Scorecard”. The aim of this tool is to develop a clearer formulation of strategic plans and their implementation based on the following principles [3].

Based on the variety of characteristics of enterprises, different approaches to the organization of strategic decision-making technology in the enterprise are possible. Foreign experience shows that, on the basis of general principles, each company selects a planning system and emphasizes certain aspects of its activities.

Therefore, it can be argued that the strategic plan is a long - term system of management decisions that ensures the implementation of the organization’s mission and the achievement of its long - term goals.

Strategic decision-making technology in the enterprise is a systematic effort of the whole enterprise, focused on the development and organization of the implementation of strategic plans. Subsequently, the development of strategic plans is a consistent process consisting of five interrelated steps: analysis of the enterprise’s external environment and its production and technical capabilities, definition of enterprise goals and key problems, development of enterprise development alternatives, evaluation and selection strategic choices, drawing up an action program and monitoring their implementation.

2. COMPREHENSIVE ANALYSIS OF THE COCOA PROCESSING COMPANY ACTIVITY

2.1. General characteristics of the enterprise, technical and economic analysis of its activity

The base of the pre-diploma internship was LLC "Business Center INGEK". This company provides business and management consulting services to individuals and enterprises. On behalf of this company, a study of the activities of the The Cocoa Processing Company Limited [2] was conducted.

The Cocoa Processing Company Limited (CPC) is a Ghanaian cocoa processing company incorporated in November 1981 in Ghana as a Limited Liability Company. The Company comprises two factories, namely:

– the Cocoa Factory;

– the Confectionery Factory.

The CPC organizes only Ghana's best cocoa beans. In 2002, the Monde Selection Contest in Paris, France, reaffirmed the CPC status as one of the best chocolate manufacturers in the world. In this competition, seven types of chocolate and regular chocolate powder won a gold medal. The company's shares are listed on the Ghana Stock Exchange.

The company currently has a production capacity of 64,500 cocoa beans, compared to the original capacity of 25,000 tons of Ghana's best cocoa beans, which it makes into cocoa juice, cocoa butter, cocoa bread among others. These semi-finished products are the mainstay of making chocolate and other foods made from cocoa. The finished product is sold under the brand name Portem, while confectionery products are sold under the GoldenTree brand name.

The Cocoa Factory processes raw cocoa beans into semi-finished products:

- cocoa liquor;
- butter;
- natural/alkalized cake or powder.

Whilst the Confectionery Factory manufactures the following:

– Golden Tree chocolate bars;

– couverture;

– pebbles (chocolate coated peanut);

– VITACO;

– ALLTIME drinking chocolate Powder;

– Choco Delight (Chocolate spread);

– Choco Bake;

– Royale natural cocoa powder.

CPC only produces the best Ghanaian cocoa beans without preservatives, perhaps only the company in the world that can say such a thing. Currently, CPC exports about 95 percent of its finished products to Europe and America, approximately 550,000 of Ghana's total exports. Cocoa accounts for 20% of Ghana's total exports. According to the International Cocoa Organization (ICCO), the international trade harvest in 2005/2006 reached a record 646,000 tons. Ghana's cocoa harvest for the 2007/08 cropping season was 758,908 tons, an estimate of over 650,000. CPC produces 21,810 MT per year.

The CPC had revenue of 59.3 million cedi ($42.5) for the 2007/08 fiscal year from September to September and said high prices were holding back its business due to rising inflation. In 2007/08, the company's value reached 1.27 million cedis, up from 647,193 cedis last year. Non-hazardous fires also contributed to a 22% wage increase. His earnings for 2008/09 were $208 million. With 430 employees, the company's goal is to develop cocoa beans to maximize profits.

Previously owned by the state, CPC is private sector as the government divested its 25% stake and listed it on the Ghana stock exchange in February 2003.

The government owns about 48% of CPC's shares, with the Ghana State Cocoa Board controlled by about 22%.

In Ghana, cocoa has been the backbone of the economy for a century and plays an important role in employment, foreign exchange earnings, government revenues, infrastructure development, and much more (Amoah, 2008). The cocoa industry alone accounts for about 60% of the country's farmers.

CPC, despite being a well-known cocoa processing company, has many strong competitors in local and overseas markets. Today there are not only companies that manufacture and sell cocoa products, but different customers importing and selling them in various forms. There are also several foreign companies and companies competing for a large market. This does not make CPC discussions easy.

Some of CPC's strongest competitors in the industry are;

- Cargill Company;
- Plot Enterprise;
- Neat foods;
- Armajaro Company.

Ghanaian cocoa companies operate in an export zone [9] called the Ghana Free Zones, which offers incentives to companies that export at least 70% of their products. They are also responsible for taxes and importation of equipment and machinery. Therefore, there is support for home remodeling if the products are exported and not if they are produced for the domestic market. The tax rate is almost 60% on the sale of chocolate and cocoa products, which ultimately discouraged the production of chocolate for home buyers. For example, cocoa butter is currently sold at an export price of around US $ 4,600 per ton, but is sold locally at US $ 7,300 per ton.

The main government job is in the cocoa factory in Ghana. Starting from important public companies such as COCOBOD, the hub for the services of the cocoa value chain has been developed. Over the past two decades, there has been a huge new wave of industry and product segment. The reforms of the 1990s and 2000s allowed the public sector to function more efficiently and paved the way for the development of the private sector and the cocoa industry. PBC, which is now a major player in the competition with some 26 consumer electronics companies, and the cocoa market landscape has changed dramatically. Other motivations for emerging markets include positive business ideas, social work, and human rights (9 children). This type of outdoor marketing stimulus creates opportunities for innovation.

In order to describe the current performance and the state of CPC, a technical and economic analysis were conducted. The bases of this analysis were the annual financial reports of the company which are represented in the appendix A.

The technical and economic analysis of an enterprise is a systematic examination of the enterprise's production and economic activities with the goal of objectively evaluating its performance and determining its future growth and progress. In other words, using technical and economic analysis on the company we are using help us to know more about the company's income. The profit and loss of the company, the breakdown of all financial activities involves their self with a proven record.

The subject of technical and economic analysis is the production, economic and financial activities of the enterprise, which is reflected in the system of economic information provided by statistical, accounting and operational accounting.

Technical and economic analysis can reveal the dependence of the results of production and financial activities of the enterprise from the operational, technical and organizational factors that determine the degree of influence of each of them on the implementation of the plan, to identify existing reserves production, reveal shortcomings in the work.

The technical and economic analysis is aimed at achieving the final results of the enterprise's activity for a specific period, as well as studying the factors that formed them.

The general economic indicators have been analysed based on 2019s and 2020s balance sheets and financial statements, which are attached to this thesis as Appendix A.

Business activity in the financial aspect is manifested primarily in the rate of turnover of its funds. Business activity analysis is to study the dynamics of various levels and turnover rates.

The business activity of an enterprise in the financial aspect is manifested primarily in the rate of turnover of its funds. The analysis of business activity consists in the study of the levels and dynamics of various turnover ratios.

Business activity is a complex characteristic that reflects the efforts of enterprises aimed at ensuring the dynamics of development and achievement of goals in various areas of activity. The main objectives of the assessment and analysis of business activity of enterprises are the implementation of effective management decisions to ensure sustainable development and increase competitiveness in a market environment.

Business cycles include periodic fluctuations in economic activity, such as production and employment. A typical cycle assumes an increase in activity that reaches its highest point, or peak, followed by a decline in production and employment until the economy reaches a low point.

The analysis of general indicators allows us to draw conclusions about the development trends of the enterprise: the higher the growth rate of income from sales and profits, the more promising to invest additional capital in the assets of the enterprise.

The dynamics of indicators of business activity, output and sales is shown in the tab. 2.1.

Table 2.1

Analysis of business activity (turnover) of CPC

Indicator	**Period**		**Dynamics**	
	2019	**2020**	**Absolute, million. USD**	**Relative, %**
1	**2**	**3**	**4**	**5**
Sales Revenue	84 691	75 040	-9 651	88.6
Asset turnover ratio	1.67	1.32	-0.35	79.04

Ending of tab. 2.1

1	2	3	4	5
Current assets turnover ratio	2.54	1.94	-0.6	76.38
Accounts receivable turnover ratio	4.94	3.35	-1.59	74.61
Accounts payable turnover ratio	12.41	12.10	-0.31	97.50
Inventory turnover ratio	12.99	10.85	-2.14	83.53

In the tab. 2.1 asset turnover ratio reflects the turnover rate of the total capital of the company, that is, shows how many times during the reporting period the full cycle of production and circulation passes, bringing the corresponding effect in the form of profit, or how many monetary units of sales brought each unit of assets. In 2019, asset turnover ratio is 1.67 and in 2020 it is 1.32. Nevertheless, there is a tendency for decrease of this index, which indicates the decrease of business activity of the enterprise.

Current assets turnover ratio is the ratio of revenue (gross revenue) from sales of products, excluding value added tax and excise duty to the amount of working capital. The decrease in this ratio indicates slowdown in the turnover of working capital. At CPC, current assets turnover ratio made 2.54 in 2019, and 1.94 in 2020. There is a tendency for decrease of this ratio, which again indicates decrease in business activity of the enterprise.

Account receivable turnover ratio is an accounting measure used to measure how effective a company is in extending credit as well as collecting debts. So, in 2019 account receivable turnover made the estimate ratio of 4.94 and for the same period at 2020 it decreases to 3.35, which shows the negative tendency.

Account payable turnover ratio measures how quickly a business makes payments to creditors and suppliers that extend lines of credit. In 2019 it made 12.41 and in 2020 – 12.1, which again indicates decrease in business activity of the enterprise.

Inventory turnover ratio is a measure of the number of times inventory is sold or used in a time period such as a year. It shows in the decrease between the year 2019 and 2020 to 10.85 and indicates decrease in business activity of the enterprise.

The next group of indicators is profit and profitability indicators of the company. Profitability is the company's ability to use its resources to generate revenue that exceeds its costs. In other words, it is the company's ability to profit from its activities [24].

Profitability is one of the main elements for the analysis of financial statements and performance of the company as a whole.

The efficiency of the enterprise is a category that expresses the compliance of the results and costs of the enterprise to the objectives and interests of the owners. The concept of "efficiency" involves comparing the results obtained with the amount of resources spent.

The results of calculating of profitability ratios are given in the tab. 2.2.

Table 2.2

Indicators of profit and profitability of CPC

Indicator	**Period**		**Dynamics**	
	2019	**2020**	**Absolute, million. USD**	**Relative, %**
Gross profit	14 513	11 314	-3 199	77.96
Operational profit	999	-870	-1 869	-87.09
Profit before tax	2 896	1 934	-962	66.78
Net profit	2 107	1 702	-405	80.78
Product profitability	1.18	-1.16	-2.34	-98.31
Return on Total Assets	4.16	3.00	-1.16	72.12
Return on equity	13.90	11.26	-2.64	81.01
Return on investment	5.43	3.91	-1.39	72.01

According to the tab. 2.2 there is the decrease trend in Gross profit for years 2019 and 2020, with 3 199 million. USD in absolute value and 77.96%. Like Gross profit, there is a negative trend in profit from sales for years 2019 and 2020, resulting in 1 869 million. USD. Net profit in 2019-2020 decreased from 2 107 million. USD to 1 702 million. USD respectively. Product profitability decreased from 18% in 2019 to 16% in 2020.

Product profitability the amount of profit that a particular product or service makes in a particular period. A product profitability analysis will identify which products are the most profitable and therefore critical to your company.

Return on Total Assets is an indicator of how profitable a company is relative to its total assets. Return on total assets for years 2019-2020, resulting in decrease of 116% in absolute value.

Return on equity is a measure of financial performance calculated by dividing net income by shareholders' equity. Finally, return on equity index decreased from 13.90% to 11.26. Hence, in general, the profitability of CPC is low in 2020, and equity is used ineffectively.

Next group of indicators are labor resources efficiency indicators of the company.

With the help of the company's personnel, the material elements of the production process are set in motion, resulting in a finished product. Thus, the final result of the functioning of a particular enterprise often depends on the efficiency of the use of labor resources.

Labor productivity is an important economic indicator that is closely related to economic growth, competitiveness and living standards. Labor productivity is the total output (measured in units of gross domestic product, GDP) produced per unit of labor (measured in units of the number of employees) during a given reference period of time. The indicator allows data users to assess labor input levels and GDP growth rates over time, thereby providing general information on the efficiency and quality of human capital in the production process for a given economic and social context [25].

Labor intensity is the relative proportion of labor (versus capital) used in any given process. Its opposite is capital intensity [26].

A labor-intensive industry requires a lot of manual labor to produce goods or services. In such industries, labor costs are more of a concern than capital costs. Labor intensity is measured in proportion to the amount of capital required to produce goods or services. The higher the labor cost, the more labor intensive the business. Labor costs can vary because companies can add or remove employees depending on the needs of the business.

When it comes to cost control, labor-intensive businesses have an advantage over capital-intensive businesses and require large investments in capital equipment. When it comes to economies of scale, labor-intensive industries face many challenges: they cannot pay individual workers less by hiring more workers.

The results of calculating indicators of labor resources efficiency of CPC are given in the tab. 2.3.

Table 2.3

Indicators of labor resources efficiency of CPC

Indicator	Period		Dynamics	
	2019	2020	Absolute, million. USD	Relative, %
Number of employee, person	160	134	-26	83.75
Labor productivity	0.67	0.622	-0.048	92.84
Labor intensity	1.488	1.609	0.121	108.13
Operational profit for employee	0.008	-0.007	-0.015	-87.5

According to the calculations in the tab. 2.3, it can be concluded that global number of CPC employees decrease in 2020 by 5 290 persons comparing to the 2019 year. The same situation is with labor productivity decreased in 2020 comparing to 2018 by 48 th. USD, and labor intensity increase respectively in 2020 by 121 th. USD in absolute value and 8,13% in relative value. And operational profile for employee also decreases in the current year by 15 000 USD.

As can be seen from the analysis, the situation in the company has deteriorated significantly over the past year. The pandemic itself (COVID-19) led to the closure of enterprises in countries with a high percentage of cases, a sharp increase in demand for everyday products, speculation in the market for certain goods: antiviral drugs, sanitary masks, disinfectants.

The prolonged quarantine changed the priorities of consumption: demand for a number of goods, such as cars and clothing, fell, but at the same time, demand for household goods increased, both for household goods, such as bread makers and bidets, and for home sports for home entertainment.

CPC, like other major manufacturers, were forced indirectly to significantly reduce production or even completely stop it, which affected the financial condition of the companies. This happened on the one hand in connection with the desire to protect their employees from the spread of the coronavirus, which led to the closure of factories.

2.2. Analysis of an existing strategic decision-making technology at the enterprise

Using the Mission Evaluation Matrix, let us look at the mission elements of CPC.

The vision and mission goals of the Cocoa Processing company is stated as follow:

Vision – to Be a First-Class Food Factory of International Repute.

Mission – To Process Cocoa and Delight Our Customers with The Full Health Benefits of World Class Cocoa/Chocolate Products.

The Mission Evaluation Matrix a tool is used to define what an organization is or aspires to be, specifying its values and opportunities for growth that distinguishes it from others and serves as framework for evaluating activities. In this assessment some components are compared to the company's mission statement. The components that were compared to CPC mission statement and its answers are as follows:

Customers – this defines concern for the company's customers in its mission statement. CPC made mention of customers and the roles owed to them in their mission statement.

Products – this states the company's products or services. CPC products as mentioned, cocoa processed products/chocolates.

Markets – this defines where the organization geographically competes. This as stated by CPC, is competing across the globe in cocoa products.

Concern for survival, growth, profitability – to what extent or how is this organization going to grow or be financially sound? This was lacking in CPC mission statement.

Technology – by how or what means the company is staying in production. This also was undefined by CPC.

Philosophy – These are the basic beliefs, values, aspirations, and ethical priorities of the firm. We saw also none of this in CPC mission statement.

Self-concept – this is the company's competitive advantage. CPC will produce products of Full Health Benefits, thus products quality.

Concern for public image – this is the firm's responsiveness to social, community, and environmental concerns. We see none of such concerns in CPC mission statement.

Concern for Employees – the value of employees to the company, here is absent.

Analyzing the Vision and Mission statement of CPC, we realize that the strategic intent or mental projection of CPC is to be a world class quality producer of cocoa products and confectionery. This is illustrated below in tab. 2.4.

Table 2.4

Mission Evaluation Matrix of CPC

Components	CPC
Customers	yes
Products	yes
Markets	yes
Concern for survival, growth, profitability	no
Technology	no
Philosophy	no
Self-concept	yes
Concern for public image	no
Concern for employees	no

In conclusion from Tab.2.1, to achieve CPC’S vision of becoming First-Class Food Factory of International Repute, there is some aspects in the mission statement that are also crucial and should be developed. Such as, technology, Concern for survival, growth, profitability (how the firm is going to grow and sustain profitability), fulfillment of social responsibility and the valuable asset of the firm; employees.

Environmental analysis is a tool used in determining the various environmental factors; industry, political, economic, technical, cultural etc. and their potential impact on a accompany. On the basis of this analysis, companies access future market opportunities and risks. The influence of such environmental factors can be positive or negative.

Internal Factors Evaluation Matrix (IFE).

Internal Factor Evaluation (IFE) [4] matrix is a strategic management tool for evaluating major strengths and weaknesses in functional areas of the organization.

This matrix is created by conducting internal audit and identify both strengths and weaknesses in all areas of business.

Having identified strengths and weaknesses, the core of the IFE matrix, we assign a weight that ranges from 0.00 to 1.00 to each factor. The weight assigned to a given factor indicates the relative importance of the factor. Zero means not important. One indicates very important. Regardless of whether a key factor is an internal strength or weakness, factors with the greatest importance in your organizational performance should be assigned the highest weights.

Weights are industry based. Rating scale is on the scale from 1 to 4. Rating shows whether the factor represents a major weakness (rating = 1), a minor weakness (rating = 2), a minor strength (rating = 3), or a major strength (rating = 4).

Note, the weights determined in the previous step are industry based. Ratings are company based.

Now we can get to the IFE matrix math by multiplying each factor’s weight by its rating. This will give you a weighted score for each factor. The last step in constructing the IFE matrix is to sum the weighted scores for each factor. This provides the total weighted score of the business.

Let us perform IFE matrix for CPC, shown in tab. 2.5.

Table 2.5

Internal Factors Evaluation Matrix for CPC

Internal Factor	**Weight (Importance)**	**Rating**	**Weighted Score**
Strengths			
Product diversification	0.1	3	0.3
Free extension and technical services by COCOBOD subsidiaries.	0.05	4	0.2
Free on Board (F.O.B) prices of cocoa for farmers	0.1	3	0.3
World class quality cocoa production (Product Quality)	0.05	3	0.15
Good Will/ Brand name	0.05	3	0.15
Good market share	0.05	3	0.15
Easy access to production materials	0.05	3	0.15
Excellent Customer Service	0.1	4	0.4
Available vast land and resources for cocoa production.	0.05	4	0.2
Weaknesses			
The CPC's return on assets (ROA) which is an indicator of how profitable the company is relative to its total assets is very low.	0.1	1	0.1
Low level of technology adoption in the cocoa production sector of Ghana	0.1	1	0.1
Little capital and high cost of production input	0.1	1	0.1
Relatively low annual production of cocoa beans	0.05	2	0.1
Farmers complain of low farm gate buying price of cocoa	0.05	2	0.1
Total	1		2.5

Some strengths Of CPC are the ability to product diversification. CPC can make innovative diverse products from cocoa. Also, they have a free extension and technical services from COCOBOD. This is a government initiative to help and manage cocoa supplies services. Little additional costs on obtaining raw materials could be covered for free. Buyers of cocoa such as CPC have direct contacts with suppliers and could bargain prices; free on-board prices. CPC has access to the world class quality cocoa, thus, produce chocolate products of the best quality. By this they have a Good will or solid brand name, thus a good share of the market. CPC has easy access to their production materials and have or provide good customer service. In case CPC would like to produce its own cocoa, there is availability of vast land and resources.

CPC has very poor returns on its Assets, which is an indicator of how profitable the company is, relative to its total assets. This condition is bad and needs to be improved. Also, CPC has low level of technology used in its processes. Little capital is used in production with a high cost, this is a major weakness to CPC despite the relatively low volume of cocoa productions. There are sometimes relatively unstable prices of cocoa due to different prices and bargain.

Considering the Weight and ratings of CPC strengths and weaknesses, its weighted score was 2.5. This is an average score which means the company is neither too bad nor good. CPC can do a lot of improvements on its strengths to minimize their weaknesses. Very crucial areas are that of technology and innovative products to improve marketing thus, sales and also the development of its management systems.

An External Factor Evaluation (EFE) Matrix presents a comprehensive review and evaluation of economic, social, cultural, political, relevant, legal etc. The EFE Matrix just like IFE can be developed in five steps:

1. We List the key functions in terms of external environment. It includes a total of factors, including threats, that affect the firm and the industry. Opportunities first, then threats. We Match with possible proportions and comparative numbers.

2. Then assign a variety to each factor from 0.0 (not important) to 1.0 (very important). Weight show products from this factor to be successful in terms of products in the industry. Opportunities are heavily weighted more than threats, but threats are also particularly severe or threatening have higher weight. Appropriate weights can be determined by comparing with the successful and unsuccessful competitors or by discussing the factor and reaching a group consensus. The sum of all weights assigned to the factors must equal 1.0.

3. We assign ratings from 1 to 4 to each key external factor to indicate how effectively the firm's current strategies are responding to the factor; where 4 = stronger, 3 = response above average, 2 = response average, and 1 = response poor: Ratings are based on the effectiveness of the firm's strategies. The ratings are therefore by company, and the weights in Step 2 are by industry. It is important to note that both threats and opportunities can take 1, 2, 3 or 4.

4. We multiply the weight of each factor by its rating to determine a weighted score.

5. Weighted scores are added for each variable to determine the overall weighted score for the organization.

Regardless of the number of significant opportunities and threats included in an EFE Matrix, the highest possible overall weighted score for an organization is 4.0 and the lowest possible overall weighted score is 1.0. The average total weighted score is 2.5. An overall weighted score of 4.0 indicates that an organization is exceptionally responsive to current opportunities and threats in its industry. In other words, the firm's strategies take advantage of available opportunities and minimize the potential negative effects of external threats. A total score of 1.0 indicates that the firm's strategies do not capitalize on opportunities or avoid external threats.
Below is a table of CPC external factors evaluation matrix in tab. 2.6.

Table 2.6

External Factors Evaluation Matrix for CPC

External Factor	**Weight (Importance)**	**Rating**	**Weighted Score**
1	**2**	**3**	**4**
Opportunities			
Increasing Demand of Products	0.1	3	0.3
New customers from online channel	0.05	4	0.2
Organizations' core competencies can lead to success in similar products field	0.1	3	0.3
Free Market for diverse products	0.05	4	0.2
Room for company expansion	0.05	3	0.15

Ending of tab. 2.6

1	2	3	4
Expand product line to meet broader range of customer needs.	0.05	4	0.2
Diversify into related products.	0.05	4	0.2
Good customer service	0.1	4	0.4
Good Environment	0.05	4	0.2
Threats			
Imitation products and price	0.02	1	0.02
Growing strengths of foreign distributors	0.1	1	0.1
Seasonal Demand	0.05	1	0.05
Other popular ecommerce websites offering the same brands at discounts leads to reduced number of consumers visiting online websites	0.05	2	0.1
Stock Delivery Problems	0.05	2	0.1
Slower market growth	0.03	2	0.06
Availability of close substitute	0.05	2	0.1
The bargaining power of buyers	0.05	1	0.05
Total	1		2.73

From tab. 3.2, the weighted score upon analysis is, 2.73- which is a little above average. There is more room for improvement on these opportunities.

The main threat to CPC is the desire among foreign and international companies to gain a sustainable share of the developing Ghanaian retail sector among others. This threat of rivalry is compounded by the potential problems of sourcing products that consumers want in a sustainable cost-effective way. More so, the competition in the Ghanaian cocoa products industry is becoming fierce. This is due to the intense rivalry from both local and foreign competitors such as Plot, Cargin, and Olam etc. which are gaining market share.

SWOT is an abbreviation for Strengths, Weaknesses, Opportunities, and Threats. The SWOT approach, according to experts, is an attempt to shape commercial predictions.

As analyzed above, main purpose of SWOT analysis is to identify key characteristics of a company’s strengths and weaknesses, opportunities and threats. As a result, a business must maximize its strengths while minimizing its weaknesses.

Meanwhile, improvements and future developments are predicted using opportunities and threats (tab. 2.7).

Table 2.7

SWOT Analysis of CPC

Strengths	**Opportunities**
Product diversification	Increasing Demand of Products
Free extension and technical services by COCOBOD subsidiaries.	New customers from online channel
Free on Board (F.O.B) prices of cocoa for farmers	Organizations' core competencies can lead to success in similar products field
World class quality cocoa production (Product Quality)	Free Market for diverse product
Good Will/ Brand name	Room for company expansion
Good market share	Expand product line to meet broader range of customer need
Easy access to production materials	Diversify into related products.
Excellent Customer Service	Good customer service
Available vast land and resources for cocoa production.	Good Environment
Weaknesses	**Threats**
The CPC's return on assets (ROA) which is an indicator of how profitable the company is relative to its total assets is very low.	Imitation products and price
Low level of technology adoption in the cocoa production sector of Ghana	Growing strengths of foreign distributors
Little capital and high cost of production input	Seasonal Demand
Relatively low annual production of cocoa beans	Other popular ecommerce websites offering the similar products at discounts leads to reduced number of consumers visiting online websites
Farmers complain of low farm gate buying price of cocoa	Stock Delivery Problems Slower market growth
	Availability of close substitute

The external environment is analyzed in terms of opportunities and threats. Internal – in terms of strengths and weaknesses. We form this in four areas created in the SWOT matrix.

1. SO – (Strengths and Opportunities) this determines which opportunities can be realized through strengths.

2. ST – (strengths and threats) - which strengths can be used to eliminate or reduce the impact of the threat.

3. WO – (Weaknesses and Opportunities) - What weaknesses you can get rid of if the opportunity arises.

4. WT – (weaknesses and threats) - Which weaknesses must be eliminated first to reduce the effects of threats.

The SWOT matrix of CPC is formed below in tab. 2.8.

Table 2.8

SWOT Matrix of CPC

Areas	Value
SO	137.8
ST	115.6
WO	-49.2
WT	-41.3

Analyzing Strengths, Weaknesses, Opportunities and Threats respectively, we have the results above.

Strengths with Opportunities having the greatest value; 137.8 means that, there is opportunity for CPC to increase its abilities. Following strengths and Threats, CPC could maximize its strengths to overcome its threats. This value is great, 115.6 and is possible. As we see, CPC weakness to Opportunity is negative. This means that, CPC weakness out ways its opportunities. Likewise, CPC weakness to threats is also negative, meaning the weaknesses out ways threats.

Strategic Decision-making Technology in CPC.

CPC has used design thinking in its marketing strategy to help drive sales through invention and creativity, reward customer satisfaction through design thinking, and differentiate products from the competition. Primary and secondary data were used to collect the data.

The data was analyzed using matching patterns, also known as analytical methods. The study found that organizations use design thinking in their marketing strategies to differentiate their products from competitors. The integration of various departments in the organization also contributes to the dissemination of the company's products.

It was recommended that CPC use a design thinking process to assess current design capabilities and identify gaps in the design process. It is also recommended that the CPC connect with students with a background in design, business and technology in a multidisciplinary team to help improve the marketing performance of the organization.

CPC's tolling agreement with Touton to provide cocoa beans has had problems lately, basically because it has been very difficult for Touton to secure adequate quantities of the light crop cocoa beans for CPC to process. Several meetings to explore options failed to resolve the matter; accordingly, Touton wrote to CPC requesting for an abrogation of the agreement and CPC has obliged. Below are the total processing figures that was secured from the beans supplied for the years (tab. 2.9).

Table 2.9

Beans processed from total at CPC

Year	Beans Processed	% of Total Output
2017/2018	25,085mt	39%
2018/2019	28,449mt	44%

The main objective of the research is to develop a strategic decision-making process adopted by the CPC. It is clear from the respondents that the processes are almost known and established. The type of decision determines the process to apply in terms of complexity, urgency, amount of cost, time frame and risk involved.

The most outstanding approach entail five steps namely:

1) identification of problems/opportunities/threats/need;
2) clarification of the problem;

3) identification and analysis of available alternatives of addressing the problem;

4) choice of the best and implementation of the derived decision (the process may not be as systematic as it appears).

Sometimes some steps in the cycle can be repeated or skipped due to the time element, especially when decisions need to be speeded up. In such cases, a three-stage cycle is adopted, that is:

1) identification of a need;

2) decision making;

3) implementation of the decisions.

In a nut shell, decisions at the CPC follow the pattern highlighted in the fig. 2.1.

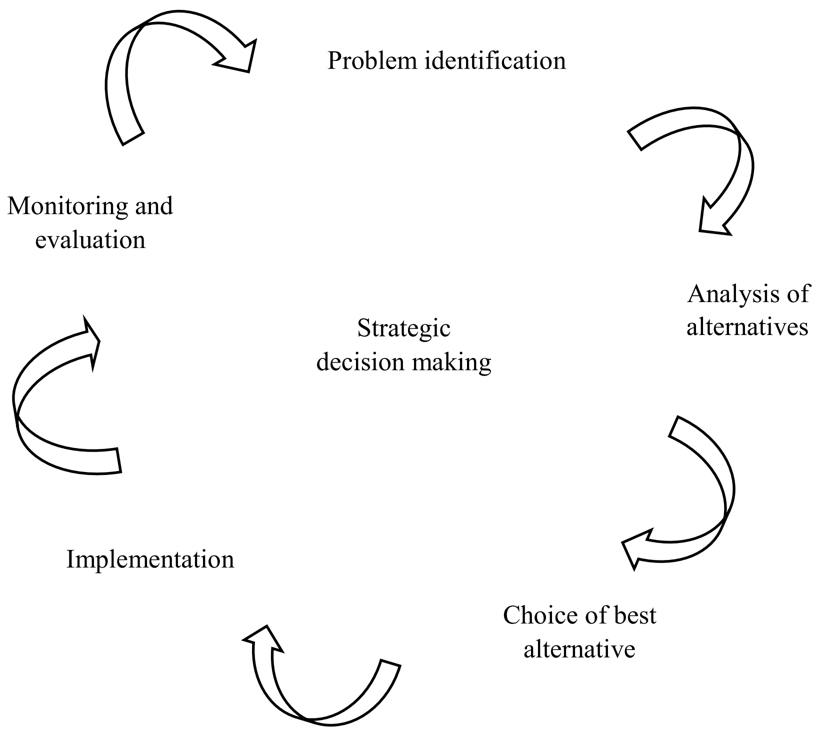

Fig. 2.1. Strategic decision-making process at CPC

Factors influencing the strategic decision making.

There are several factors that influence strategic decision making in the CPC. It was found out that the organizational structure is the key factor (30%) that influences decision making process. Policies influence decision making by 27%.

They set boundaries, constraints and limits of making strategic decisions. They also clarify what can (not) be done in pursuit of the global organizational objectives. Resources in terms of funds and labor ranked third with 20% as a factor influencing strategic decision making. In most cases strategic decision making is undertaken only on availability of funds to finance implementation of resultant decisions. All respondents came out clearly that rarely are funds sufficient to implement all decisions and this led to delayed implementation and in some cases, decisions are never implemented.

The chart below indicates the proportional influence of each factor (fig. 2.2).

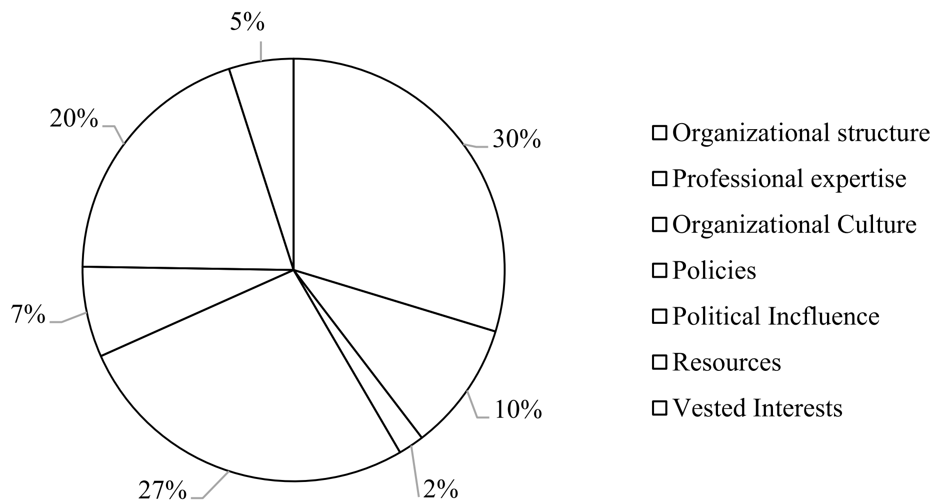

Fig. 2.2. Factors influencing decision making at CPC

Other factors included professional expertise with a 10% influence on strategic decision making. While addressing issues skewed to a certain profession, like technicians, decision makers in that particular field dominate because of their expertise power and therefore end up influencing the process. Other factors included political influence with 7%, vested interests with 5% and organizational culture with 2%.

We can conclude that organizational structure, policies, and resources stand the main factors in the strategic decision-making process in CPC.

Challenges faced in strategic decision making.

Despite the gains brought about by the effective way in which strategic decisions are made in the CPC, various challenges are faced. The major challenge that came out strongly from respondents was insufficient allocation of resources which included lack of sufficient funds to finance the implementation, monitoring and evaluation of decisions. The reason cited as causing this hiccup was limited budgetary allocation and the general scarcity of resources which fall way below demand.

These challenges are presented in the form problem map below, fig .2.3.

Other serious challenge faced was bureaucratic leadership style dictated by the organizational structure. The structure in place is hierarchical and bureaucratic. It dictates on who has what authority and responsibility and only those bestowed with authority can make strategic decisions. This leads to lengthy consultations leading to delayed and/or obsolete decisions.

Technologically, CPC is challenged. There are no technological decision-making systems in place. Decision making and communication of decisions are carried out in archaic and outdated ways which include lengthy committee/staff meetings. Manual channels are still in use in this time and era, for example, some it was indicated that emails are hardly used for official communication.

It came out clearly that some policies, rules and regulations against which decisions must be made, make it very difficult to be proactive in decision making. A case cited as an example was procurement of goods works and services where rules stipulated by the Public Procurement and Disposal Act 2005 are excessively long and must be adhered to. It was highlighted that interdependency of government bodies poses a big challenge in terms of making decisions.

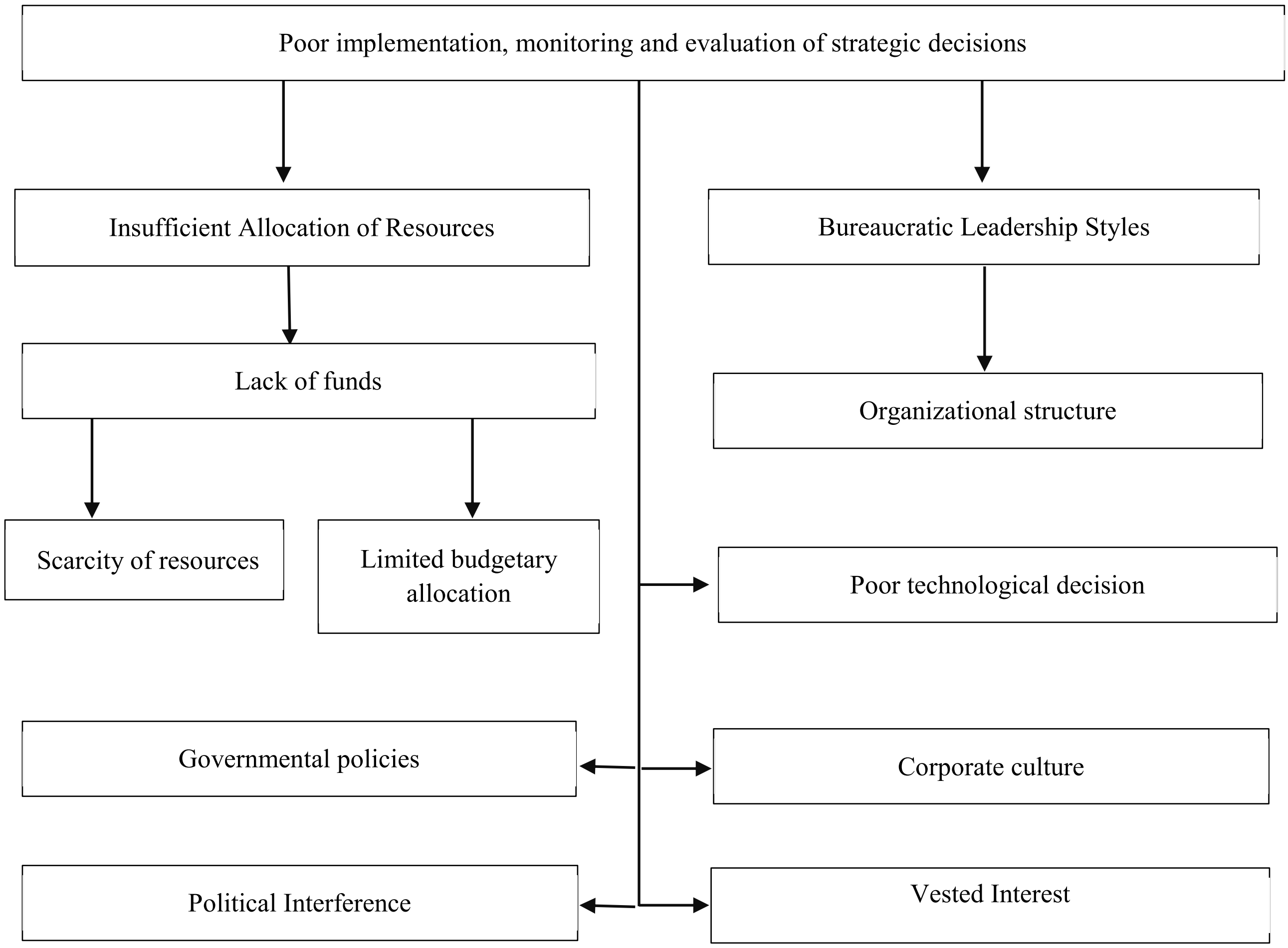

Fig .2.3. Problem map of the challenges faced in CPC strategic decision-making technology

Corporate culture also made it difficult to make strategic decision especially in totally unfamiliar areas. Decision makers are comfortable in addressing issues in their usual way. To this regard the enterprise outsources consultants to handle critical new areas despite having qualified decision makers.

Equally political interference and vested interests are mentioned as posing challenges in strategic decision making. This is through stakeholders and political appointees who work closely with the organization.

Therefore, now the CPC have some problems caused primarily by the external factors. Its strategic decision making has some problems at the moment. Their solution is important for the company’s growth.

3. IMPROVEMENT OF STRATEGIC DECISION-MAKING TECHNOLOGY OF THE COCOA PROCESSING COMPANY

3.1. Recommendations for improving the strategic decision-making technology at the enterprise

The analysis of strategic decision-making technology development process on CPC revealed a number of deficiencies that is made by the management responsible for the development and planning of the company.

So, taking into account the potential of the enterprise it is appropriate to offer some suggestions for improving the strategic decision-making process in the company. Improving the quality of results of planning department will lead to the improvement of the financial performance of the organization. Followed are some theoretical adjustments that CPC can do and some practical steps to improving and successfully implementing strategic decision making in the organization.

1. Fighting bureaucracy.

Today's highly dynamic markets require businesses to be more flexible and decisive. Unfortunately, the cocoa processing company, CPC have been victim to excessive bureaucracy. While most leaders are aware of the problem, there's a struggle to understand where it stems from and coming up with sustained improvements. These are important challenges that need to be addressed to ensure smooth delivering of timely information. How?

The involvement of employees and their networks in the organizational culture should be increased. Exploiting these employee networks (using the "positively connected" culture) and co-opting and listening to those who behave positively towards the organization will gradually eliminate bureaucracy in the organization.

Encouraging employees to show increased interest in how new technologies can impact customers through prepared management focused on helping and supporting employees to adapt and make improvements.

2. Organizational Structure Issues.

CPC should have well defined roles and organization with improved communication style. Communication should not only be strictly hierarchical but should involve both upward and downward style. Teamwork means employees working together to achieve a common goal. Effective teamwork increases productivity, generates revenue and simplifies individual work. Working together can be frustrating when:

– members of the group have a mixed character;

– some people contribute more to the work than others;

– managers show favoritism among employees.

This way, the organization has an unsatisfactory communication channel.

To solve this organizational problem, it can be arranged a group meeting so that everyone can express their concerns and come up with a solution. Managers should avoid loving others more than others so that everyone feels valued and encouraged.

3. Lack of Funds.

Productivity is about the sound of employees working perfectly efficiently, as well as about scheduling. High productivity means that companies meet their production requirements, ongoing business activities, and companies fulfil all orders on time. A company may experience a decrease in productivity because:

– teams are understaffed;

– lack of technology;

– employees lose interest in work or become distracted;

– setting unrealistic goals;

– poor guidelines and updates.

To overcome this problem, CPC needs to improve its technology. Introduction of new technologies and regular brief to team members on upcoming changes to support this and set a realistic deadline.

4. Improving internal trust.

There is a real concern about the level of trust and collaboration, both between managers and employees as well as between managers.

Trust is crucial to undermining and promoting internal media. The complexity of modern times suggests that not just one person will make a decision. Making effective decisions requires the participation of people with unique experience and strengths from different careers.

However, it is not easy for lower-level employees and bosses to have their voices heard in the decision-making process. And there are both cultural aspects and design and solutions.

Teams should strive for a level of openness and understanding that supports engagement with staff and two-way communication between leaders and staff.

Recognizing that achieving strategic objectives requires large-scale multi-tasking collaboration, CPC should strengthen their core business - finance, HR, R&D, etc. Decentralization is also a possible consideration.

5. Governmental policies and political Interference.

The government has the power to make broad changes to fiscal and fiscal policy, including raising or lowering interest rates, which have a significant impact on business.

They can increase costs, temporarily increase corporate profits and stock prices, and ultimately lower regulation and increase interest rates.

The government may intervene when an institution or any segment of the economy, or the base of the whole economic system is threatened by investment.

The government can create subsidies, levy taxes and provide the money to companies, or tariffs, by imposing taxes on foreign goods to raise prices and make domestic products more attractive.

High taxes and prices and increased regulations can hurt a company or an entire company.

Here are some owned powers over which the company has little or no control. To keep these interactions under control, CPC can:

– invest in relationships with partners;

– building a strong organization;

– being transparent.

6. Investing in decision-making skills and Experts.

Decision makers in CPC can no longer rely only on their gut feelings to make key decisions. It is necessary to develop a unique skill set. Developing decision-making skills must be a prerequisite or a form of expert knowledge

There are a number of measures organisations can take. Curriculum and assessments should be introduced. Senior decision-makers should be more open-minded and open-minded so that they can learn better from the results.

In conclusion, CPC should develop an integrated thinking. This can lead to high-level decisions that drive business performance. Integrated Thinking that is: “Joining the dots” is built upon 4 key principles:

– influence;

– relevance;

– analysis;

– trust.

Influential insight breaks down bureaucracy. Relevant information is made available to decision makers in a timely manner. Trust promotes transparency and accountability. And analysis helps connect strategies to business models.

It’s needed to create a perfect scheme which describes all the steps of strategic decision-making. After the analysis of existing strategic decision-making process can be improved and used more detailed scheme developed by Robert S. Kaplan and David P. Norton represented in fig. 3.1 [20].

The reporter scheme is in fig. 3.1 can be described as a development to assist the strategic plan. The map divides the process of creating a strategic plan into four simple steps. Each stage is characterized by certain activities, tasks, and achievements. The map is used to help stay organized, focused and productive.

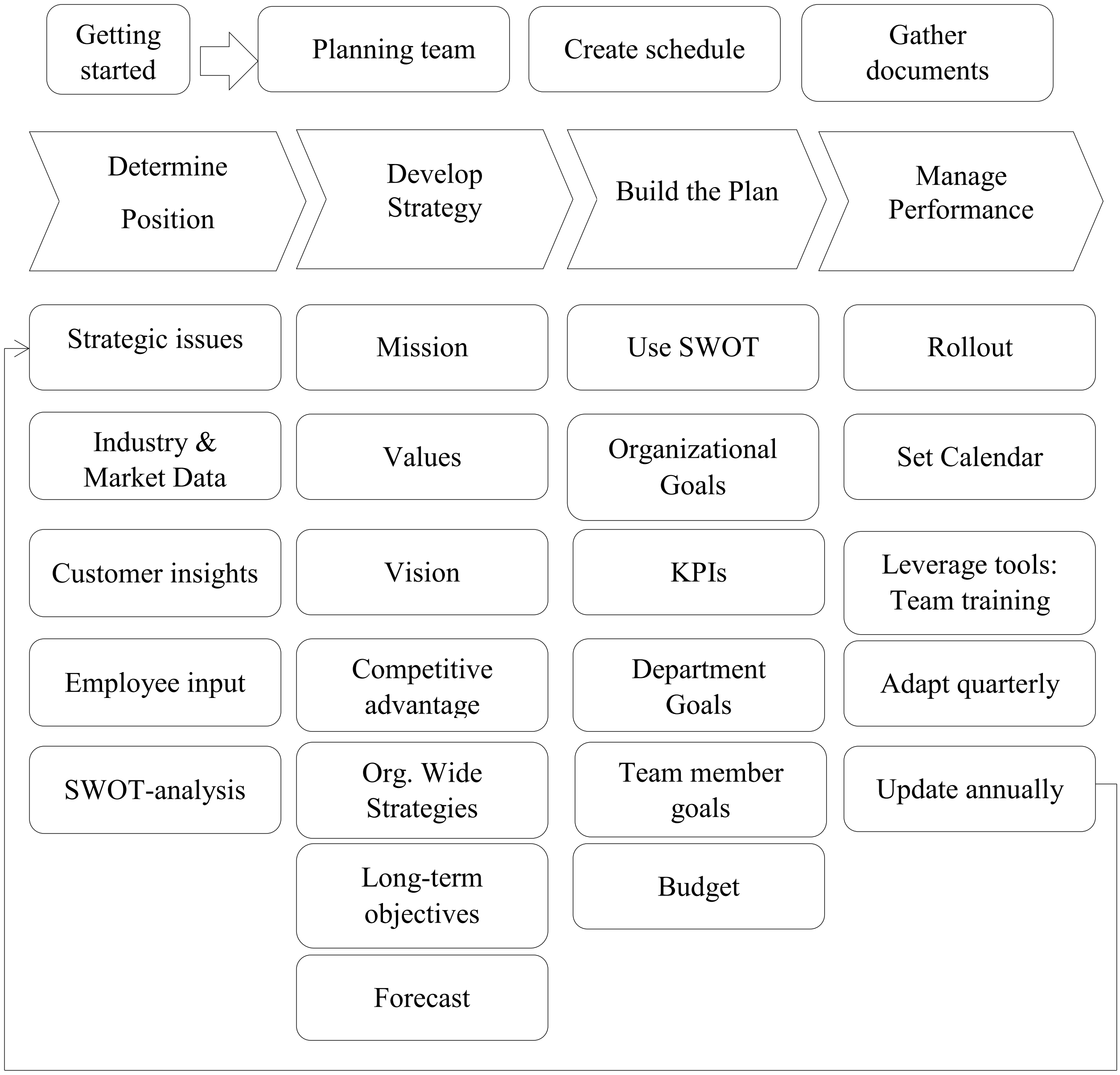

Fig. 3.1. Strategic decision-making technology process map recommended for the CPC

Their simple format will help you do the job quickly and efficiently. The SPP Map, like the Strategic Plan Guidelines, provides a framework and strategy that can be properly updated to meet your needs as you go through the strategic decision-making technology.

An organization that develops and executes a strategic gaining significant benefit from the experience, and starting with a working model and then building a tangible plan that can be more successful for the organization than having no plan at all. Over the life of the strategic plan some of the basic assumptions of the strategy are flawed or incomplete.

An organization's mission and vision often remain the same and objectives and goals will need to be reviewed or updated. Some organizations can maintain a strategic plan for a year or longer, while others have to respond more frequently to market changes. Whatever the case, the organization should be ready to resign and change strategies as needed. Corrective action must be taken quickly to compensate for the dynamic business environment in which most organizations operate [27].

After identifying the organizational readiness for strategic plan implementation starts the first phase of the plan described in fig. 3.1.

Phase 1. Determining the strategic positioning. Steps used to determine our strategic position are listed below.

Step 1. Identify strategic issues.

Step 2. Conducting an environmental scan.

Environmental scanning involves the collection, assessment and use of data about current and future external variables that describe the environment in which the business operates or intends to operate. The critical information gathered during environmental scans will influence the strategic direction of the organization and will be crucial in determining the potential course of action of the organization. The main purpose of environmental scanning is to gather information. It is best to use PEST analysis, which is an acronym for Political, Economic, Social and Technological trends. Sometimes it is also helpful to take into account Ecological and Legal trends. All of these trends are involved in determining the overall business environment [28].

Step 3. Perform competitive analysis.

Competitive analysis identifies and analyzes competitors, their weaknesses, strengths, and business strategies. Focuses on gathering and analyzing information about competitors. After identifying competitors, the business needs to compare market situations and industry performance to determine what kind of threat they pose to the company's success.

Step 4. Identifying opportunities and threats.

Step 5. Identifying strengths and weaknesses.

Internal factors are things that the organization has influence over and can alter. Therefore, the firm must conduct an internal factor evaluation and put measures in place to make the necessary improvement.

Step 6. Customer segmentation.

Customer segmentation defines the different groups of people or organizations that a company aims to reach or serve. A massive customer survey should be conducted to understand their wants and needs, typical and ideal customer characteristics, ways through which the company can communicate with the customer audience.

Step 7. Develop SWOT analysis.

A SWOT analysis is usually carried out using a four-square SWOT analysis template, but it may also simply consist of lists for each group. A SWOT analysis is a quick way of examining an organization. By creating a SWOT analysis, all the important factors affecting the organization together in one place are determined. The SWOT analysis for CPC was described in tab. 2.8.

Phase 2. Developing Strategy. There are five steps that help us in developing our strategy which are listed below.

Step 1. Developing the mission statement.

Here should be outlined what the organization intense to accomplish. The difference between mission vision and goals of the enterprise are well described in the fig. 3.2.

Step 2. Discovering the values.

Values statement clarifies what an organization stands for, believes in and the behaviors to expect to see as a result.

Fig. 3.2. Vision and mission pyramid [29]

Step 3. Casting the Vision Statement.

A Vision Statement defines your desired future situation and gives direction to where we are going as an organization. Employees will invest in the future of the company by achieving long-term goals and improving their well-being through video projection. Employees can also use video projection to help them optimize their own positions within a company. As a result, there is a clear picture of the future of the organization.

Step 4. Identifying the competitive advantages.

Competitive advantage is a hallmark of an organization that allows it to better meet the needs of its customers than its competitors. Unique strengths are a competitive advantage and identifying the best products or services in the market that help you realize your company's strengths. Here you can survey customer satisfaction with the products delivered and the services provided.

Step 5. Crafting Organization's-wide strategies.

No matter what level, strategy answers the question "how." How will the organization succeed? It should research the market industry, market scope and market segments.

Phase 3. Strategic decision development.

Step 1. Using the SWOT to set priorities. The SWOT factors identified SWOT analysis critical because they serve as a basis for defining the key strategic challenges that your company faces, as well as the areas that need to be addressed by strategies and priorities. TOWS Strategic Alternatives Matrix (fig. 3.3) can be applied for further resolutions.

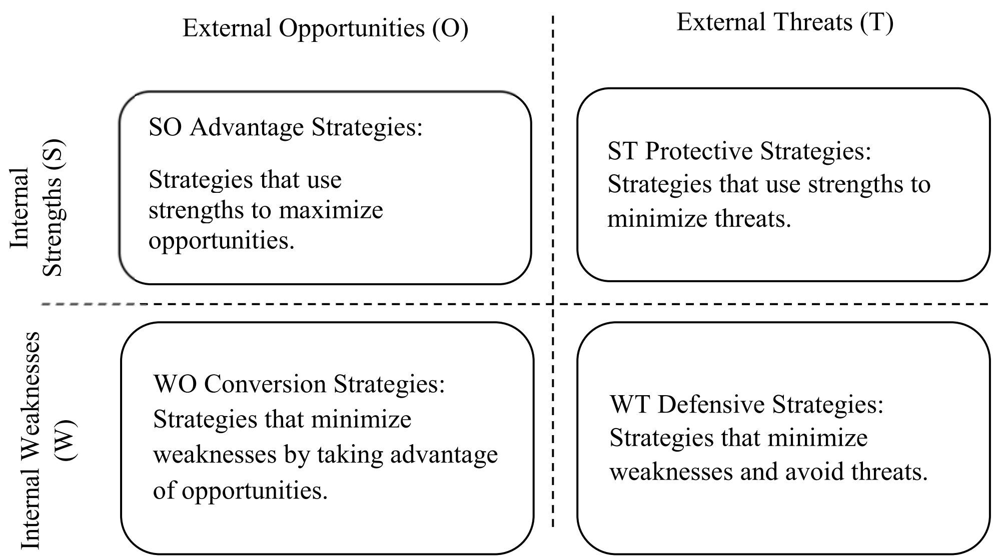

Fig. 3.3. The TOWS-matrix

This TOWS matrix helps to evaluate the options you have generated, and to identify the ones that bring the most benefit, and best achieve the mission and vision of your organization.

Step 2. Defining long-term strategic objectives.

At this stage an organization engages with shareholders and stakeholders, who must answer questions about their expectations of the organization's financial performance or social outcomes.

Step 3. Setting organization-wide goals and measures.

Once we have formulated our strategic objectives into goals and actions that can be clearly communicated to your strategy team (team leaders and / or team members) once you have appointed them. Annual declarations are called organizational objectives that are accurate, measurable, achievable, accountable and time bound. These are statements that convey a desired outcome in the organization.

Step 4. Select KPIs.

Key Performance Indicators (KPI) is the key measures that will have the most impact in moving an organization forward.

Step 5. Descending strategies into operations.

The transition from big ideas to action occurs when strategy is transferred from the organizational level to the individual level.

Step 6. Digesting goals to departments and team members.

In other words, identify all the actions that need to be taken in the next 90 days, and continue the same process every 90 days until the goal is reached.

Phase 4. Executing strategy and managing performance.

Step 1. Implementing the schedule.

Step 2. Tracking goals and actions.

Step 3. Review and adapt.

Step 4. Annual updates.

From the discussion of policies and practices it is recommends that predetermined strategic decision-making process is adequate for recurring problems. However, room has to be created to address contingent unstructured issues that may arise from time to time as this would cater for unforeseen opportunities and/or threats. Succession policy needs to be reviewed to accommodate young people in the strategic levels of the organization. This will ensure uninterrupted operations at that level upon exit of the aged manager. Participative decision-making style would increase the efficiency of the decision-making process since all players would own the decisions up to implementation and changes brought about. The top-down communication channel can be improved to include down top in form of feedback. This critical aspect of decision making lacked in the process adopted in CPC. Flat organization structures should be encouraged to allow innovation/creativity and flexibility in responding to the ever changing environmental and global issues with which the ministry encounters.

3.2. Developing plan on implementation of measures aimed on improving the strategic decision-making technology at the enterprise

The program (or project) evaluation and review technique, commonly abbreviated PERT, is a statistical tool, used in project management, which was designed to analyze and represent the tasks involved in completing a given project [30].

The PERT chart shows each action in a project as a node. Interdependencies between tasks (for example, when one task needs to be completed before it can be started) are clearly indicated by interrelationships between function nodes. PERT's chart also shows time information for each action. The pert table is similar to the emergency route (CPM) method which marks the longest route through the project, thus reducing the time to complete the project.

Development of the strategic decision including a complex of technical, organizational, economic and social activities aimed at raising the level of production technology, development of an in-factory control system, planning, economic incentives, improving working conditions. for CPC. CPC decision method or technology is listed below

Work break structure.

a) data collection and review information to help identify strategic issues;

b) environmental scan;

c) conduct a competitive analysis;

d) clarify target customers and the value proposition;

e) gather and review staff and partner feedback to determine strengths and weaknesses and develop the SWOT;

f) determine primary business purpose and develop a mission statement;

g) identify the value;

h) identifying the vision statement;

i) identifying the competitive advantages;

j) formulate organization-wide strategies;

k) set priorities using the SWOT;

l) defining long-term strategic objective;

m) set short-term smart organizational goals and measures;

n) select which measures will be the key performance indicators;

o) match strategies to operation;

p) descend goals to departments and team members;

q) establish implementation schedule;

r) tracking goals and actions;

s) review progress and adapt the plan at quarterly strategy reviews;

t) conduct annual updates.

The fig. 3.4 shows scheme of starting and finishing events.

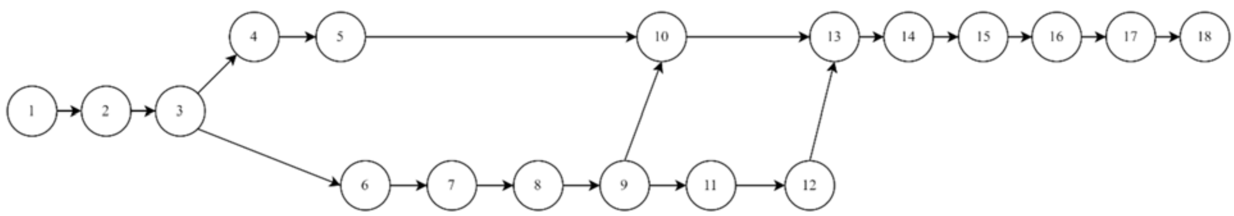

Fig. 3.4. PERT-chart

Duration for activities:

$$E = \frac{O+4\times M+P}{6} \tag{3.1}$$

where, E – expected duration of activity;

O, M, P – optimistic, most likely and pessimistic duration of activity.

The tab. 3.1 shows the duration and staff for each activity.

Table 3.1

Duration and staff for activities

Task index		**Task (activity, work)**	**Duration, days**				**People**
			O	**M**	**P**	**E**	
1		**2**	**3**	**4**	**5**	**6**	**7**
0-1	G	Identifying the value	3	6	12	7	3
1-2	H	Reviewing the vision statement	4	10	20	11	7
2-3	F	Determining primary business purpose and develop a mission statement	4	8	17	9	2
3-4	L	Defining long-term strategic objective (example, introduction of new technology) while taking into consideration Governmental policies	11	28	60	31	5
3-6	C	Organizational re-structuring and Democratic leadership style (introducing top-down, down-top communication style)	30	75	120	75	3
4-5	M	Set short-term SMART organizational goals and measures with available resources	12	21	26	20	6
5-10	P	Descending goals to departments and team members	1	3	10	4	5
6-7	B	Conduct Environmental Scan	7	14	27	15	4
7-8	D	Clarify target customers and the value proposition	16	22	35	23	6
8-9	E	Develop the SWOT	25	36	44	36	10
9-10	A	Collect and review information to help identify strategic issues	30	45	66	46	8
9-11	K	Set priorities using the SWOT	11	15	20	15	5
10-13	J	Formulate organization-wide strategies	9	14	25	15	6
11-12	I	Identifying the competitive advantages	14	28	42	28	4

Ending of tab. 3.1

1		2	3	4	5	6	7
12-13	N	Select the KPIs	10	20	30	20	7
13-14	O	Aligning strategies to operation	7	17	32	18	3
14-15	Q	Establish implementation schedule	6	12	22	13	4
15-16	R	Tracking goals and actions	15	26	35	26	7
16-17	S	Review progress and adapt plan at Quarterly Strategy Reviews	1	5	7	5	3
17-18	T	Conduct annual updates	92	183	365	198	5

Optimistic time – the minimum possible time required to accomplish an activity (o) or a path (O), assuming everything proceeds better than is normally expected.

Pessimistic time – the maximum possible time required to accomplish an activity (p) or a path (P), assuming everything goes wrong (but excluding major catastrophes).

Most likely time – the best estimate of the time required to accomplish an activity (m) or a path (M), assuming everything proceeds as normal.

Expected time – the best estimate of the time required to accomplish an activity (te) or a path (TE), accounting for the fact that things don't always proceed as normal (the implication being that the expected time is the average time the task would require if the task were repeated on a number of occasions over an extended period of time) [31].

Duration of the critical path is calculated by the formula:

$$R_i = T_i^L - T_i^e \tag{3.2}$$

where R_i – the duration of the critical path;

T_i^L – ending events;

T_i^e – starting events.

Calculation of time characteristics for events are shown in the tab. 3.2.

Table 3.2

Time characteristics for events

j i	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	T_i^L
0	–	7	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	0
1	–	–	11	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	7
2	–	–	–	9	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	18
3	–	–	–	–	31	–	75	–	–	–	–	–	–	–	–	–	–	–	–	27
4	–	–	–	–	–	20	–	–	–	–	–	–	–	–	–	–	–	–	–	200
5	–	–	–	–	–	–	–	–	–	–	4	–	–	–	–	–	–	–	–	220
6	–	–	–	–	–	–	–	15	–	–	–	–	–	–	–	–	–	–	–	102
7	–	–	–	–	–	–	–	–	23	–	–	–	–	–	–	–	–	–	–	117
8	–	–	–	–	–	–	–	–	–	36	–	–	–	–	–	–	–	–	–	140
9	–	–	–	–	–	–	–	–	–	–	46	15	–	–	–	–	–	–	–	176
10	–	–	–	–	–	–	–	–	–	–	–	–	–	15	–	–	–	–	–	224
11	–	–	–	–	–	–	–	–	–	–	–	–	28	–	–	–	–	–	–	191
12	–	–	–	–	–	–	–	–	–	–	–	–	–	20	–	–	–	–	–	219
13	–	–	–	–	–	–	–	–	–	–	–	–	–	–	18	–	–	–	–	239
14	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	13	–	–	–	257
15	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	26	–	–	270
16	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	5	–	296
17	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	198	301
18	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	499
T E	0	7	18	27	58	78	102	117	140	176	222 82 222	191	219	239 237 239	257	270	296	301	499	–
F	0	0	0	0	142	142	0	0	0	0	2	0	0	0	0	0	0	0	0	–

Events that have 0 floats lay on critical path. Activities which lay on critical path cannot be moved.

Therefore, the Critical path is: 0-1-2-3-6-7-8-9-11-12-13-14-15-16-17-18.

The full float, or the amount of time an operation may be delayed without delaying the project's completion date, is 142 days. Work index 3-4 has a late float of 142 days, work index 4-5 has a negative free float of 142 days, whereas work index 5-10 has an early float of 140 days and a negative 2 days free float, work index 9-10 has a late float of 2 days, and 10-13 has an early float of 2 days. A negative free Float means that there is a possibility that activity will be behind schedule due to some constraints. However, a delay in these activities will most likely not cause a delay in the project completion date since they are not part of the critical path.

Time characteristics of activities are shown in the tab. 3.3.

Table 3.3

Time characteristics of activities

Work index (i-j)	Starting event (i)		Work duration (tij)	Finishing event (j)		Floats			
	Early time (Tei)	Late time (Tli)		Early time (Tej)	Late time (Tlj)	Full: Ff=Tlj-tij-Tei	Early: Fe=Tej-tij-Tei	Late: Fl=Tlj-tij-Tli	Free: Ffree=Tej-tij-Tli
0-1	0	0	7	7	7	0	0	0	0
1-2	7	7	11	18	18	0	0	0	0
2-3	18	18	9	27	27	0	0	0	0
3-4	27	27	31	58	200	142	0	142	0
3-6	27	27	75	102	102	0	0	0	0
4-5	58	200	20	78	220	142	0	0	142
5-10	78	220	4	222	224	142	140	0	2
6-7	102	102	15	117	117	0	0	0	0
7-8	117	117	23	140	140	0	0	0	0
8-9	140	140	36	176	176	0	0	0	0
9-10	176	176	46	222	224	2	0	2	0
9-11	176	176	15	191	191	0	0	0	0
10-13	222	224	15	239	239	2	2	0	0
11-12	191	191	28	219	219	0	0	0	0
12-13	219	219	20	239	239	0	0	0	0
13-14	239	239	18	257	257	0	0	0	0
14-15	257	257	13	270	270	0	0	0	0
15-16	270	270	26	296	296	0	0	0	0
16-17	296	296	5	301	301	0	0	0	0
17-18	301	301	198	499	499	0	0	0	0

As a result, a PERT diagram helps the project planner to analyze the project tasks and estimate the time required to complete each task in the project. Using this information, the project manager can estimate the minimum amount of time required to complete the entire project. This information also helps the manager to develop a project budget and determine the resources needed to implement the project.

CONCLUSIONS

In the work, the theoretical and methodical provisions regarding strategic decision-making technology were generalized and practical recommendations on its improvement were provided.

Strategic decisions have significant resource propositions for an organization. Strategic decisions imply a change of important type since an organization operates in a constantly changing environment. They are complex in nature. These decisions are made at the highest level, however uncertain for the future, and involve a lot of risk. These decisions are different from administrative and operational decisions. Management decisions are routine decisions that help or rather facilitate strategic decisions or operational decisions. Operational decisions are technical decisions that help in the execution of strategic decisions.

Therefore, strategic decision-making has different definitions, relevant in its understanding. Different strategic scholars have different definitions of what a strategic decision is, definitions that relate not only to business but to all spheres of an organization. There have been various attempts to define such a classification in the field of strategic management.

A strategic decision is a well-planned long-term system of management that guides or direct realization of the goal and objectives of an organization.

There are different approaches to determination of stages in the strategic decision-making process. Many criteria influence on a manager's decision. For instance, it can depend on whether it is a traditional strategic decision-making process or dynamic.

The Cocoa Processing Company Limited (CPC) is a Ghanaian cocoa processing company incorporated in November 1981 in Ghana as a Limited Liability Company. The company currently has a production capacity of 64,500 cocoa beans, compared to the original capacity of 25,000 tons of Ghana's best cocoa beans, which it makes into cocoa juice, cocoa butter, cocoa bread among others.

As can be seen from the analysis, the situation in the company has deteriorated significantly over the past year. The pandemic itself (COVID-19) led to the closure of enterprises in countries with a high percentage of cases, a sharp increase in demand for everyday products, speculation in the market for certain goods: antiviral drugs, sanitary masks, disinfectants.

The prolonged quarantine changed the priorities of consumption: demand for a number of goods, such as cars and clothing, fell, but at the same time, demand for household goods increased, both for household goods, such as bread makers and bidets, and for home sports for home entertainment.

CPC, like other major manufacturers, were forced indirectly to significantly reduce production or even completely stop it, which affected the financial condition of the companies.

Despite the gains brought about by the effective way in which strategic decisions are made in the CPC, various challenges are faced. The major challenge that came out strongly from respondents was insufficient allocation of resources which included lack of sufficient funds to finance the implementation, monitoring and evaluation of decisions. The reason cited as causing this hiccup was limited budgetary allocation and the general scarcity of resources which fall way below demand.

The analysis of strategic decision-making technology development process on CPC revealed a number of deficiencies that is made by the management responsible for the development and planning of the company.

So, taking into account the potential of the enterprise it is appropriate to offer some suggestions for improving the strategic decision-making process in the company. Improving the quality of results of planning department will lead to the improvement of the financial performance of the organization.

On the results of the research, a scientific article was prepared on the topic: “Essence of Strategic Decision-Making Technology”.

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APPENDICES

APPENDIX A

Financial statements of The Cocoa Processing Company for 2019 – 2020

Table A.1

Balance sheet of CPC December 31, 2021

Item, in $ thousand	**Year**	
	2021	**2020**
Assets		
Property, plant and equipment	12 520	12 473
Intangible assets	488	405
Investments	3 826	3 762
Tangible, intangible and investment assets	16 834	16 640
Inventories	5 748	5 994
Trade receivable	778	964
Receivable from subsidiaries	18 939	16 698
Other receivable and other assets	3 849	3 513
Marketable securities	3 336	4 109
Cash and cash equivalents	6 822	6 757
Current Assets	39 472	38 035
Prepaid expenses	73	58
Surplus of pension and similar plan A over L	1 261	1 086
Total assets	**57 640**	**55 819**
Equity and Liabilities		
Subscribe capital	660	659
Capital reserves	2 239	2 210
Revenue reserves	11 013	10 564
Unappropriated profit available for distribution	1 253	1 646
Equity	15 165	15 079
Registered profit-sharing certificate	27	28
Pension provision	229	205
Other provision	10 093	8 784
Provisions	10 322	8 989
Liabilities to banks	101	511
Trade payables	4 785	5 751
Liabilities to subsidiaries	23 404	21 777
Other liabilities	221	187
Liabilities	28 511	28 226
Deferred income	3 615	3 497
Total equity and liabilities	57 640	55 819

Table A.2

Income Statement of the CPC at December 31, 2021

Item, in $ thousand	Year	
	2020	2021
Revenue	84 691	75 040
Cost of sales	-70 178	-63 726
Gross profit	14 513	11 314
Selling expenses	-3 979	-4 030
Administrative expenses	-2 776	-2 747
Research and development expense	-5 528	-5 394
Other operating income	1 295	1 237
Other operating expenses	-2 526	-1 250
Result on investments	1 858	3 084
Financial result	39	-280
Income taxes	-767	-214
Profit after income tax	2 129	1 720
Other taxes	-22	-18
Net profit	2 107	1 702
Transfer to revenue reserves	-461	-449
Unappropriated profit available for distribution	1 646	1 253

APPENDIX B

Scientific article

Essence of Strategic Decision-Making Technology

УДК 330.341.1

Florence Amesawu

Abstract. This article discusses the main features of the strategic decision-making technology in the enterprise. An analysis of common approaches to the interpretation of strategic decisions in the enterprise is conducted. The essence of strategic decisions of the enterprise is determined.

Key words: decision-making, strategy, technology, strategic decision, strategic decision-making technology.

Анотація. В даній статті розглянуті основні особливості технології прийняття стратегічних рішень на підприємстві. Проведений аналіз поширених підходів до трактування прийняття стратегічних рішень на підприємстві. Визначена сутність стратегічних рішень підприємства.

Ключові слова: прийняття рішень, стратегія, технологія, стратегічне рішення, технологія прийняття стратегічних рішень.

Strategic decision-making technology is a crucial aspect in the activities of an enterprise, as it depends on its future positioning among competitors. Strategic decision-making has gained root since the 18^{th} centuries. Lack of strategic guidelines is one of the main threats that can complicate the business development of successful companies.

The problem of strategic decision-making is not that executives lack the desire to make better decisions or that they are in denial about their propensity for error, no, the problem lies elsewhere. It is that the bulk of the decision-making technology published to date applies to one type of decision, and it is not the type that is most challenging for managers. Their most important and most difficult decisions: strategic decisions, with consequences for the performance of the company call for a very different approach [1].

The purpose of this article is a scientific generalization of theoretical aspects of strategic decision-making technology in the enterprise.

Although the concept of strategic decision-making has been in the literature for over a quarter of a century, the term is often used interchangeably with other aspects related to the development of organizational direction, such as “strategy”, “strategic management” and “strategic planning”.

John M. Bryson [2], says: “Strategic decision-making as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it” [2]. He further explains that: “At its best, strategic decision-making requires broad-scale yet effective information gathering, clarification of the mission to be pursued and issues to be addressed along the way, development and exploration of strategic alternatives, and an emphasis on the future implications of present decisions. Strategic decision-making can facilitate communication and participation, accommodate divergent interests and values, foster wise and reasonably analytical decision making, and promote successful implementation and accountability” [2].

Scale studies [3] conducted on the subject of strategic management showed that companies that apply strategic management are significantly better than those for which this form of management has no interest and that employees from the first category are higher motivated. But again, there are a number of criteria for the use of professional management, which show that this approach to management and, like others, is not universal for any situations and problems.

Strategic decisions have major resource propositions for an organization. These decisions may be concerned with possessing new resources, organizing or reallocating others. These deal with harmonizing organizational resource capabilities with the threats and opportunities also with the range of organizational activities. It is all about what one wants their organization to look like and be about. Strategic decisions involve a change of major kind since an organization operates in ever-changing environment. They are complex in nature. These decisions are made at the top most level, as uncertain as they deal with the future, and involve a lot of risk. These decisions are different from administrative and operational decisions.

Administrative decisions are routine decisions which help or rather facilitate strategic decisions or operational decisions. Operational decisions are technical decisions which help execution of strategic decisions. To reduce cost is a strategic decision which is achieved through operational decision of reducing the number of employees and how we carry out these reductions will be administrative decision.

The strategic decision-making technology enables the organization to clarify its fundamental mission or goal. The mission can then be delegated to employees to create a shared understanding of what the organization is trying to achieve. Strategic decision-making technology involves setting short-term and long-term goals and creating a detailed operational decision that defines how to achieve the goals. Clear goals and a specific operational decision are essential to ensure the successful implementation of the strategic decision.

Strategic decision-making technology serves as the roadmap for the implementations of strategies with the future vision of the organization and its objectives.

There are different approaches to determination of stages in the strategic decision-making process. Many criteria influence on a manager's decision. For instance, it can depend on whether it is a traditional strategic decision-making process or dynamic.

This model of strategic decision-making is best suited for organizations that have never done a project before, small or busy companies. Preparation is needed first. Because strategic decision-making takes a lot of time and energy, it is cut into several parts. Top 2 or more executives need to be actively involved, and there are always a lot of requirements for their time. Inevitably, some costs will be involved – they need to be estimated in advance. It is necessary to decide who and how to attract. The steps are [4]:

– identify the purpose;
– identify specific approaches and strategies;
– identify actions decisions to achieve the strategy;
– monitor and update decision.

Developing a vision and mission is a key point in setting the policy of the enterprise – vision and mission often get switched around, but the best approach is to consider the vision as “what we want to be like in the future” and the mission as “what we must do to accomplish the vision”.

While making a gap analysis the gaps between the vision-mission statements (we hope to achieve) and the environmental analysis (current realities) are identified.

Select strategies that build on the organization’s strengths and correct its weaknesses in order to take advantage of external opportunities and counter external threats. These strategies should be consistent with the mission and major goals of the organization. They should be congruent and constitute a viable business model. Sometimes strategies and goals are further subdivided into objectives (specific accomplishments decisioned for the next 12 months) and tactics (specific decisions to accomplish the objectives).

Implement the strategies. The strategic decision is implemented as decisioned, as closely as possible. Objective forms of measurement track progress and help people stay up to date. Progress is checked periodically.

Monitor and Updates – strategic decisions are usually created with great effort every five years and are updated with a review process every 12 months etc.

The task of analyzing the external and internal environment of the organization, and then selecting appropriate strategies is to formulate a strategy. In contrast, as noted earlier, the implementation of a strategy involves the implementation of a strategy (or decision). These include actions consistent with the company’s chosen strategies at the corporate, business and functional levels; distribution of roles and responsibilities between managers (usually by designing an organizational structure); allocation of resources (including capital and money); setting short-term goals; and designing a control and reward system for the organization.

Thus, strategic decision-making technologies involve large variety of tools, techniques and methods. Their use largely depends on the purposes and available resources.

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