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**EMERGENT STRATEGY AS AN INSTRUMENT OF ENTERPRISE
STRATEGIC MANAGEMENT**

In the context of rapid changes and uncertainty, the problem of developing new approaches to management and making managerial decisions to strengthen the competitive advantages is becoming more and more urgent for enterprise managers, the combination of which is the basis for the development strategy of each economic entity.

The resource, analytical and emergent approaches are used in most modern scientific research to the choice of strategic alternatives and the strategy formation. The resource approach considers the strategy as an opportunity to develop the resources, assets and competencies of the enterprise, allowing to create a competitive advantage due to their uniqueness or the uniqueness of their combination. According to the analytical approach, the strategy is a set of carefully planned activities, which are formed on the basis of analytical studies. The emergent approach suggests that the strategy is formed by spontaneous decisions that run counter to the planned ones. In a turbulent environment of functioning and various business processes in modern society, the last approach is gaining more relevance. Emergent theories of strategic change, in contrast to the prescriptive ones, are aimed at the long-term prospect of development and ensuring competitive advantages of economic entities.

The concept of “emergent” strategy was first proposed by Henry Mintzberg [1]. Emergence can be considered as a feature of a system in which all elements are interconnected and interact with each other. Emergence is ensured by integrity; if a system loses its integrity, it loses an emergent feature. Advantages of the emergent approach include adaptability, creativity, flexibility, and the ability to respond quickly to the emerging changes. One of the main drawbacks of the emergent approach is the uncertainty of strategic development, the complexity of monitoring the implementation of such a strategy because of its spontaneity. The main difference

between emergent and planned strategies is the use of new unexpected features that appear at the dynamic level of the system and which cannot be predicted from the behavior analysis of individual elements. Unlike planned, emergent strategy focuses on consumers and their preferences, and also has a diffuse nature, while the planned one is hierarchical.

To ensure the successful implementation of the emergent strategy, K. Omay developed a number of necessary conditions [2]: 1) specification of the business scope and its features; 2) identification of the enterprise environmental factors and their relationships; 3) providing resource support for selected strategic alternatives; 4) balancing the pace of the strategy and the enterprise resources.

To mitigate the shortcomings, I. Ansoff proposed using a model of the strategic management process based on the “weak signals” methodology, according to which early detection of a strategic problem increases the time of a possible reaction [3], but this model will be effective only under the condition of system monitoring of the external and internal environment of the system to identify development opportunities and threats, to increase awareness. Thus, emergent strategies are an integral part of the development of all modern enterprises that confront the challenges of the external environment and strive to achieve strategic development goals (Fig. 1).

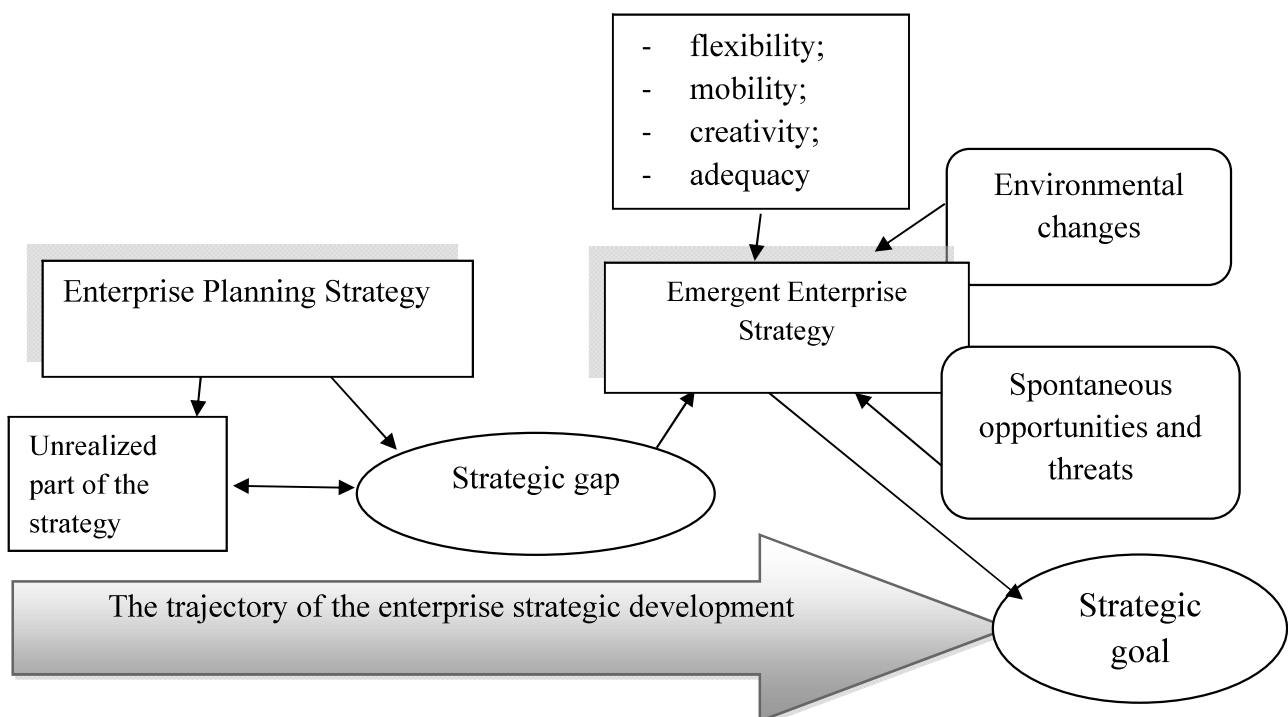


Fig. 1. Scheme of the enterprise emergent strategy formation

The effectiveness of the emergent strategies implementation depends on: the competence of the enterprise top management; staff motivation and commitment to the strategy; the enterprise strategic potential; ensuring systematic monitoring of changes in the enterprise environment; validity of the risk level.

S. A. Nasriddinov believes that “emergence is an adequate, positive manifestation of a synergistic effect, in which not only the strengthening of existing positive features and activity parameters occurs, but also the formation of fundamentally new features” [4].

To achieve a synergistic effect and the enterprise emergence, it is necessary to determine not only the most important components of socio-economic system, but also to ensure effective interaction between them.

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