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## **METHODS OF STRATEGIC PLANNING IN CRISIS**

*Key words: strategic planning*

The threat of another global economic crisis on the relevant date. Ukraine's economy is severely affected by the impact of the economic crisis. A special role in crisis management plays an ability to correctly plan the business. This article highlights the main methods of strategic planning during the crisis period.

Strategic planning - business management system based on the mechanism of the coordination of current solutions, as well as the mechanism of adjustment and control over their implementation. [2]. Strategic planning provides the basis for all management decisions.

The main goal of strategic planning at the enterprise is to collect and analyze information about the final or interim results, to determine the changes effected and the current state of the enterprise, to evaluate the benefits and costs. [3]. Analysis of the external environment helps to get important results. It gives companies time to predict possibilities, time for drawing up the plan for possible threats and the time to develop strategies. These strategies can turn former threat in any profitable opportunities.

The analysis includes the study of the impact of macro-economy, regulation and management, political processes, environment and natural resources, social and cultural components of society, scientific and technological development of society and infrastructure. The immediate environment is analyzed in the following main components: customers, suppliers, competitors, the labor market.

Analysis of the internal environment opens the possibilities, the potential to which the company can expect to compete in reaching their goals. Analysis of the internal environment also allows a better understanding of the organization's goals, formulate a true mission. The internal environment is analyzed in the following areas [1]: company personnel, their potential, qualification, management of the organization; production; company's finances; marketing; organizational culture.

Today, most company executives are considering strategic planning as an essential tool for managing the company in times of crisis. In a crisis situation changes the role of the annual plan in the management of the company. First of all, the plan becomes not so much a set of financial indicators, as an indication to the action depending on the implementation of various risk factors. In a crisis, you need

to set the direction and priorities of the company mark, leaving the freedom in terms of the specific treatment. This will allow for strategic planning to maintain a single direction, leaving the possibility of choice of ways in which the company will develop. In times of crisis increases the importance of coordinating the strategic planning function, ensuring the consistency of anti-crisis actions of all departments of the company.

Strategic planning should help to make operational decisions. Guide us maximum attention should be paid to the efficient exchange of information between departments. The key features of the approach to strategic planning in times of crisis are the reduction of detail, greater flexibility and efficiency. Detailed study of the medium-term plan can be reduced to indicative planning. The plan should provide exactly the level of detail that allows the management company to manage. In a crisis, in the framework of strategic planning is often used such a tool as a moving plan. Sliding plan is developed for three months and reviewed about 2-3 times a month. The world practice shows that the strategic planning for crisis planning involves long before the crisis at the plant.

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## **PRODUCT ASSORTMENT PLANNING AS A MAJOR STEP INTO THE INTERNATIONAL MARKET**

*Keywords: product range, product assortment planning, assortment policy, market research, product range management*

According to international experience, leadership in the competition reaches the one who is the most competitive in the assortment policy, who has its implementation methods of and can manage it effectively. Therefore, product range management involves the coordination of scientific, technical and supply-side activity. It is one of the most important components of export assortment policy.

Assortment planning is the first and major step in the strategic planning of the company presence in foreign markets. First of all product assortment is a group of products related to the similarity of operation, by consumers group or price. Main features in the product range are breadth, depth, richness and harmony.

Generally assortment planning, organization and management suppose that manufacturer offers a set of products, which matches his profile production activities, that meets the customer's requirements of specific categories in the best way. It is