

## PROCEDURE OF THE STAKEHOLDER'S ANALYSIS OF THE ENTERPRISE

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The essence of stakeholders and the composition of their groups is investigated. The need to identify groups of stakeholders and the study of their interests is explained by the fact that the interests of different groups have different directional vector, and their ignoring can lead to conflicts, risks, dialogue and increase the sustainability of the enterprise.

The analytical tools used to justify stakeholders and their groups are considered: Stakeholder's matrix; Mendlow's model; matrix "power / dynamism", Mitchell's model; Model Accountability Scorecard (ASC); Stakeholder's Map.

The procedure of analysis of stakeholders of the enterprise, which includes several blocks, namely preparatory, analytical, strategic, managerial, control ones, is proposed. Within the framework of the first preparatory block, it is necessary to fulfil several actions – to select experts for the analysis of stakeholders, to decide on the necessary tools for conducting diagnostics, to develop the scale for evaluation. This phase is important in order to analyze and unambiguously perceiving and interpreting the results.

The second block, being directly analytical, involves the stages connected with the definition of the stakeholders themselves and their interests, namely: construction of the Stakeholder's Map; identification of stakeholders on the "authority / interest" matrix; determining the priority of groups of stakeholders on the basis of their influence on the activity of the enterprise in an analytical way; construction of the matrix of inter-

ests of groups of stakeholders, based on the meaningful analysis of the chain of "interests-threats"; prioritizing the interests of groups of stakeholders; construction of the matrix of balance of interests and calculation of the general level of balance of interests.

The third block, based on previous analytical studies, involves making a managerial decision on selection of a strategy from among the possible ones for one or another group of stakeholders.

The fourth block provides monitoring of stakeholders in order to identify their possible change, as well as a change of their interests and influence, their priority, which is appropriate in ever-changing environment. Accordingly, a managerial decision is made in order to change the strategy of interaction. In addition, implementation of the already chosen strategy of interaction, its efficiency and timing are monitored.

The proposed procedure of stakeholder analysis is based on well-known analysis tools and stakeholder evaluation techniques, but, unlike existing ones, logically combines different tools, offers structuring of the specified process and is designed for continued use. It is implemented as an additional control loop in the enterprise management system. In further research, the procedure will be tested on the basis of the data of the construction company. It will make it possible to determine the group of stakeholders of the construction company, the strength of their influence and to develop a strategy of interaction.