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STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF BUSINESS ORGANIZATIONS: INNOVATIVE APPROACHES AND THE ROLE OF MARKETING IN ENSURING SUSTAINABLE COMPETITIVENESS

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СТРАТЕГІЧНИЙ МЕНЕДЖМЕНТ РОЗВИТКУ БІЗНЕС-ОРГАНІЗАЦІЙ: ІННОВАЦІЙНІ
ПІДХОДИ ТА РОЛЬ МАРКЕТИНГУ У ЗАБЕЗПЕЧЕННІ СТАЛОЇ
КОНКУРЕНТОСПРОМОЖНОСТІ

The article substantiates that strategic management of business development is a multifaceted and systemic process that covers a range of management actions aimed at achieving long-term results and ensuring sustainable competitiveness in a rapidly changing market environment. It is determined that strategic management includes the formation of long-term goals, the development of strategies, their implementation, constant monitoring of implementation, analysis of effectiveness and adjustment in the event of new challenges (opportunities). The above allows the enterprise not only to remain stable in a dynamic environment, but also to actively develop, using innovative approaches and adapting to relevant transformations of the business environment. It is emphasized that strategic management plays a key role in ensuring the sustainable functioning of the enterprise, creating long-term competitive advantages and ensuring financial stability. An important aspect of this process is the ability to identify new opportunities for growth, minimizing risks through the use of advanced management practices and technologies.

The main stages of strategic management are identified: formulation of a strategy as the basis of business, its development taking into account internal and external factors, implementation through the effective use of resources, constant monitoring of key indicators and adaptation of plans in accordance with changes. Important components are also innovative development aimed at increasing the efficiency of processes and creating new values, as well as human capital management, which is a key factor in the successful implementation of changes.

Particular attention is paid to the marketing component of strategic management, which ensures the integration of external and internal factors into a single management system. It is substantiated that marketing, on the one hand, is an important tool for analyzing market opportunities, identifying key customer needs and creating customer-oriented strategies, which allows the enterprise not only to remain relevant in changing market conditions, but also to form unique competitive advantages; on the other hand, it integrates external factors (consumer demands, market trends, changes in the competitive environment) with the internal resources of the enterprise, directing activities to create value for customers.

У статті обгрунтовано, що стратегічний менеджмент розвитку бізнес-організацій є багатограним і системним процесом, який охоплює спектр управлінських дій, спрямованих на досягнення довгострокових результатів та забезпечення сталої конкурентоспроможності в умовах швидкоплинного ринкового оточення. Визначено, що стратегічний менеджмент включає формування довгострокових цілей, розробку стратегій, їх впровадження, постійний моніторинг реалізації, аналіз ефективності та корегування за умови виникнення нових викликів (можливостей). Окреслене дозволяє бізнес-організації не лише залишатися стійким у динамічному середовищі, але й активно розвиватися, використовуючи інноваційні підходи та адаптуючись до релевантних трансформацій бізнес-середовища. Підкреслено, що стратегічний менеджмент виконує ключову роль у забезпеченні сталого функціонування підприємства, створенні довгострокових конкурентних переваг і забезпеченні фінансової стабільності. Важливим аспектом цього процесу є здатність ідентифікувати нові можливості для зростання, мінімізуючи ризики через використання передових управлінських практик і технологій.

Виокремлено основні етапи стратегічного менеджменту: формулювання стратегії як основи бізнесу, її розробка з урахуванням внутрішніх і зовнішніх факторів, реалізація за допомогою ефективного використання ресурсів, постійний моніторинг ключових показників та адаптація планів відповідно до змін. Важливими складовими також є інноваційний розвиток, спрямований на підвищення ефективності процесів і створення нових цінностей, а також управління людським капіталом, що є ключовим фактором успішного впровадження змін.

Особливу увагу приділено маркетинговій складовій стратегічного менеджменту, яка забезпечує інтеграцію зовнішніх і внутрішніх чинників у єдину систему управління. Обгрунтовано, що маркетинг, з одного боку, виступає важливим інструментом для аналізу ринкових можливостей, виявлення ключових потреб клієнтів і створення клієнтоорієнтованих стратегій, що дозволяє бізнес-організації не лише залишатися релевантним у мінливих ринкових умовах, але й формувати унікальні конкурентні переваги; з іншого — інтегрує зовнішні чинники (споживчі запити, ринкові тренди, зміни в конкурентному середовищі) із внутрішніми ресурсами організації, спрямовуючи діяльність на створення цінності для клієнтів.

Key words: strategic management; marketing management; strategic development; marketing approaches; marketing technologies; sustainable competitiveness; business organizations.

Ключові слова: стратегічний менеджмент; маркетинг-менеджмент; стратегічний розвиток; маркетингові підходи; маркетингові технології; стала конкурентоспроможність; бізнес-організації.

GENERAL PROBLEM STATEMENT AND ITS CONNECTION TO IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

An important place in the implementation of business initiatives for modern enterprises is given not only to the resource provision necessary to achieve the set goal and increase the efficiency of activities, but also to strategic management, which helps to define and achieve long-term goals that ensure sustainable competitiveness in the market. In addition, strategic management allows you to optimize internal processes, reducing costs and increasing productivity, promotes innovation and the introduction of new technologies, and also becomes a key tool for maintaining market positions and scaling the business.

ANALYSIS OF RECENT PUBLICATIONS AND RESEARCH

The issues of strategic management of enterprise development are the subject of research by many domestic scientists, including: S. Vasilyga, L. Kysh, I. Kravchuk, S. Lavrynenko, O. Maslak, L. Perhat, N. Podolchak, O. Prysytla, O. Prysyzhnyuk, L. Chorna, Zh. Shershneva, etc. [1—5; 7—10]. Noting the value of the research results of these scientists, it should be noted the need for further scientific research in this area of the problem. Of particular interest is the issue of strategic management of enterprise development in the context of the use of marketing technologies.

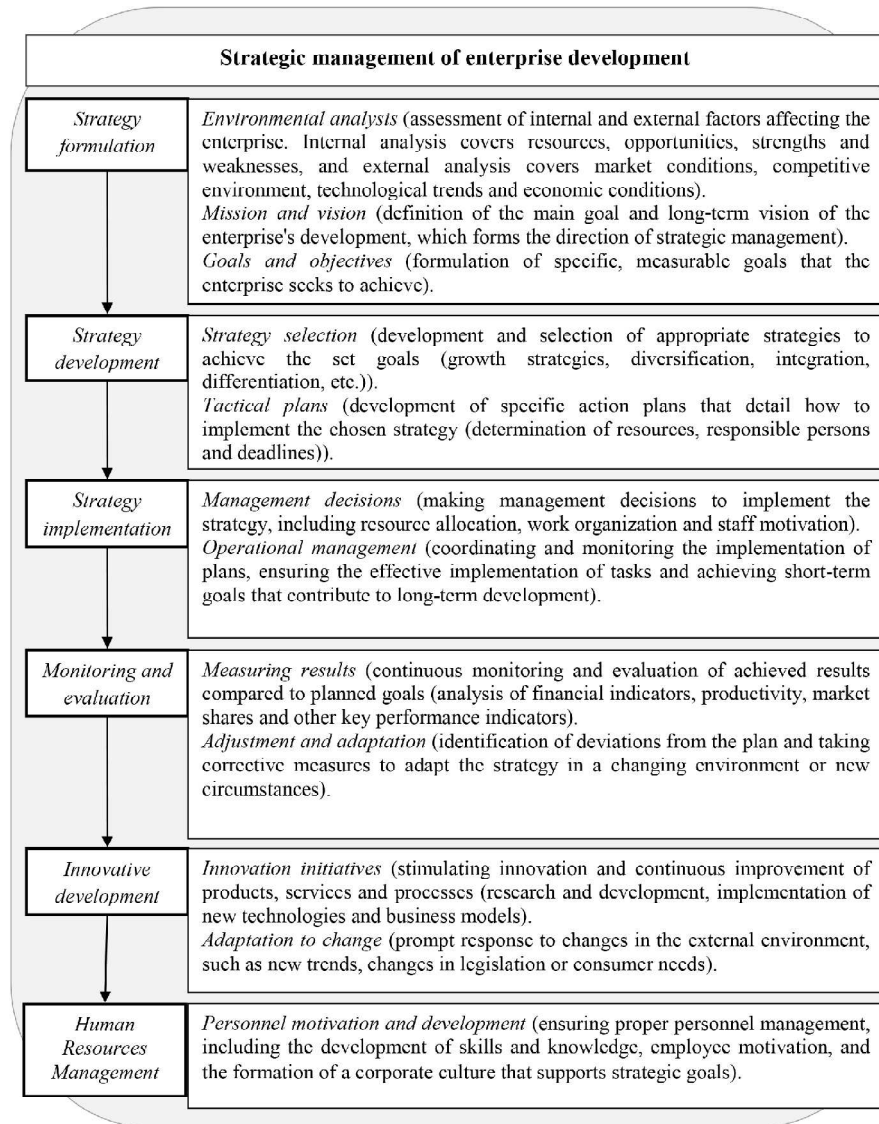


Fig. 1. The process of strategic management of enterprise development

Source: summarized by the author based on researched sources.

PURPOSE OF THE STUDY

The purpose of the article is to study the theoretical foundations of strategic management and justify the role of marketing in ensuring the effective development and competitiveness of business organizations.

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

An enterprise as a business entity is an organizational and economic system within which business processes take place, socio-economic relations are built and appropriate relationships are formed between all participants — employees, administration, contractors, stakeholders, other participants involved in ensuring the strategic development of a business entity. One of the factors that ensure the financial stability of the enterprise in the market and enable it to strengthen its competitive positions is an adaptive development strategy. In a general sense, a strategy is a detailed plan that covers a long-term period

of time and is based on reasonable ways, methods and tools for achieving the outlined goal [6, p. 456].

The category of "strategic development" is quite widespread in the scientific world. The use of this term in various scientific constructs specifies a certain phenomenon or process that is studied in dynamics, with an orientation to the strategic perspective [2; 3; 5]. The development process itself can be quantitative and qualitative, and each of them requires individual approaches to interpretation from the standpoint of outlining growth vectors. Therefore, strategic development is a complex process that includes defining long-term goals of the enterprise, developing and implementing strategies, as well as their constant monitoring and adjustment to achieve success in a competitive and dynamic business environment.

The specification of management decisions and strategic steps to ensure development, as well as their functional adjustment (if necessary), involves the use of mechanisms and technologies of strategic management. It has been established that the concept of "strategic management of enterprise development" currently does not have a single established interpretation in scientific research, which is due to the diversity of its content in the context of strategic orientations of business entities. Quite often, definitions demonstrate a variety of approaches to

strategic development management, taking into account both external factors and internal resources of the organization [4; 5; 7; 8].

In a general sense, strategic management of enterprise development is considered as an integrated process of long-term planning, management decision-making and resource coordination, aimed at forming, implementing and adapting the enterprise's strategy in accordance with changes in the external and internal environment to achieve competitive advantages, financial stability and sustainable development.

The process of strategic management of enterprise development is schematically shown in Fig. 1.

Thus, the organizational design of strategic management of enterprise development includes six key components:

- strategy formulation (environmental analysis; outlining the mission, vision, goals and objectives);

Table 1. Methodological approaches to strategic management of enterprise development

Method	Goal orientation
<i>PESTEL</i> . Assessing external factors affecting an enterprise helps to understand the macro environment and identify opportunities and threats. <i>SWOT</i> . Analysis of the enterprise’s internal resources and capabilities, as well as external threats and opportunities for strategy formation.	Environmental analysis
<i>Boston Consulting Group Model (BCG Matrix)</i> . Evaluation of business units and products based on their market share and growth rates to determine investment priorities. <i>Henry Mintzberg Model</i> . Includes three approaches to strategic management – planning, positioning, and strategic management as a process focused on constant change and adaptation.	Planning and strategy formulation
<i>Ansoff Matrix</i> . Determining growth directions through new or existing products and markets. Includes strategies of market penetration, market expansion, product development and diversification. <i>M. Porter’s Model</i> . Determining competitive strategies through differentiation, cost leadership and focus.	Growth and development strategies
<i>Balanced Scorecard</i> . A tool for evaluating the effectiveness of strategy implementation through financial metrics, customer perspectives, internal processes, and learning. <i>Project Management</i> . The application of project management techniques to the implementation of strategic initiatives, including task definition, resource planning, and performance monitoring.	Strategy implementation management
<i>KPI</i> . Definition and monitoring of indicators that reflect the success of strategy implementation and achievement of goals. <i>Deviation analysis</i> . Continuous monitoring of results compared to plans to identify deviations and adjust strategies.	Monitoring and control
<i>Innovation cycle model</i> . Includes stages from idea to commercialization, which helps companies introduce new products and technologies. <i>Strategic flexibility</i> . Adapting strategies in response to changes in the environment and new challenges, which ensures rapid response.	Innovation and adaptation

Source: summarized by the author based on researched sources.

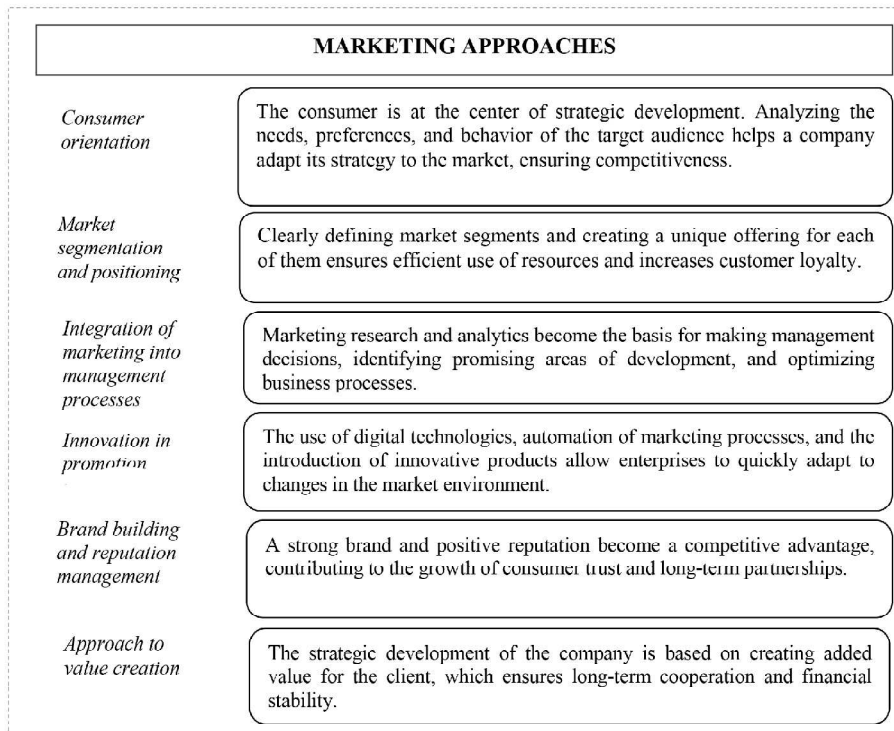


Fig. 2. Marketing approaches to strategic management of enterprise development

Source: summarized by the author based on researched sources.

- strategy development (selection of strategies, tactical plans);
- strategy implementation (management decisions, operational management);
- monitoring and evaluation (measurement of results; adjustment and adaptation);
- innovative development (innovative initiatives, adaptation to change);
- human resources management (motivation and development of personnel).

The main tasks of strategic management of enterprise development include: mission and vision formulation; analysis of the environment (external and internal); definition of strategic goals; development of strategies; planning of business processes; implementation of strategy; change management; monitoring and evaluation of results; innovation and improvement; risk management; development of corporate culture. The identified tasks help to ensure effective management, orienting the activities of a particular enterprise towards achieving long-term success and adaptation to a changing business environment.

Effective management involves the use of modern methodological approaches to the formation and implementation of enterprise development strategies. Modern methodological approaches to strategic management of enterprise development and their target orientation are presented in Table 1.

Therefore, depending on the target orientation (goal) of using a methodological approach to strategic development management, appropriate ones are selected, taking into account the strategic imperatives and resource provision of the enterprise, namely: for analyzing the environment — PESTEL, SWOT; for planning and formulating a strategy — BCG Matrix, Henry Mintzberg’s model; for forming a growth and development strategy — Ansoff Matrix and M. Porter’s Model; in the process of managing the implementation of the strategy — Balanced Scorecard and project management; for monitoring and control — KPI and the method of deviation analysis; for innovation and adaptation — the innovation cycle model and the method of strategic flexibility.

Marketing approaches to strategic management of enterprise development are based on consumer orientation, market segmentation and creation of unique value, which allows the enterprise to adapt the strategy to the chan-

ging market environment (Fig. 2). They integrate marketing tools into management processes, ensuring competitiveness and long-term success through innovation, branding and analysis of customer needs.

The outlined marketing approaches make it possible to harmonize the internal goals of the enterprise with external market conditions, contributing to its development and ensuring sustainable competitiveness — maintaining one's positions on the market in the long term due to the effective use of resources, the introduction of innovations, ensuring the quality of products or services, as well as adaptation to changes in the external environment environment.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

Strategic management of enterprise development is an integrated and dynamic process that requires attention to changes in the environment and timely adaptation of business strategies. In modern conditions, strategic development, integrated with marketing approaches that integrate consumer needs analysis, branding and innovation into strategic management, allows enterprises not only to ensure sustainability and competitiveness, but also to create unique value for customers, which is a key factor in long-term success.

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