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## STRATEGIC MANAGEMENT OPPORTUNITIES FOR MANAGING THE COMPETITIVENESS OF AN ENTERPRISE

**Introduction.** In the modern business environment, characterized by rapid technological progress and intense competition, the success of enterprises largely depends on the effectiveness of their strategic management systems. Strategic management plays a crucial role in ensuring the long-term sustainability and competitiveness of an organization by aligning its objectives, resources, and market opportunities.

**The purpose of the paper** is to substantiate theoretical and practical approaches to the formation of strategic management mechanisms that enhance enterprise competitiveness.

**Results.** The research presents a comprehensive methodological framework based on analysis, comparison, and generalization. It systematizes the stages of enterprise competitiveness management, including planning, development of management methods, their formalization, and implementation through communication channels. The paper outlines how competitiveness can be improved through innovation, technology adoption, cost optimization, quality enhancement, and the development of unique products and services. The results indicate that strategic management should not only focus on internal organizational processes but also actively respond to external challenges through adaptive strategic planning and forecasting. The proposed adaptation model of strategic management includes four key components: analysis and forecasting, strategic planning, organizational changes, and other supporting methods. The study also identifies practical tools such as strategic partnerships, international expansion, digital transformation, and participation in government programs as effective instruments for increasing competitiveness.

**Conclusion.** Strategic management serves as the foundation for sustainable enterprise development and competitiveness. To remain successful in a rapidly changing market, enterprises must implement adaptive management systems capable of responding to global challenges, technological shifts, and customer expectations.

**Keywords:** strategic management, opportunities, competitiveness, enterprise, digital transformation

### INTRODUCTION

Today the peculiarity of business management is its orientation towards long-term goals. The experience of countries with developed market economies indicates that effective business management is not possible without strategic management. And effective strategic management should be carried out on the basis of practical and fundamental research.

Strategic management ensures the achievement of goals and emphasizes the importance of motivating employees by taking their interests into account in the implementation of the company's strategy.

In order to survive and thrive in the face of increased competition, companies must develop and implement effective adaptation strategies.

Strategic management in managing the competitiveness of an enterprise was considered in the works of various scientists, including M. Porter, J. Harrington, M. Ottenbacher, T. Wheelen, J. Hunger, A. Hoffman, C. Bamford et al, but they did not pay enough attention to competitiveness in a dynamic market environment.

The **PURPOSE** of the paper is to identify strategic management opportunities to increase the competitiveness of the enterprise in a dynamic market environment.

### RESEARCH METHODS

The paper is based on a comprehensive methodological

framework, which includes the methods of analysis, comparison, and generalization. The method of analysis is used to examine individual elements of the enterprise's strategic management system, the comparison method is applied to evaluate different strategic approaches, identify best practices, and determine their applicability to the enterprise under study, the method of generalization facilitates the formulation of theoretical conclusions and practical recommendations.

### RESULTS

There are many approaches to defining the term "competitiveness." According to one definition, competitiveness is the ratio of the total qualities to the total cost of consuming these qualities (or the ratio of recognized value to price expectations).

M. Porter notes that competitiveness is the ability of a product, service, or market entity to perform in the market on par with similar products, services, or competing market entities [1].

Competitiveness can be increased through the use of new technologies, innovative products and services, continuous improvement of production processes to reduce costs and improve quality, creating unique products or services that stand out from competitors, finding ways to cut production, logistics, and marketing costs, optimizing supply chains, using effective management methods, implementing international

quality standards, and consistently enhancing the quality control system [2].

The main stages of the competitiveness management process are:

1. The first stage of the process is the implementation of functions such as competitiveness planning, production management, which is aimed at maintaining and increasing its competitiveness, etc.

2. The second stage of the process is the formation of management methods which are a set of ways of influencing the management subsystem on the managed one. These methods include a plan for the production of competitive products, a plan for accelerating scientific and technological development, technological documentation for the production of products, material incentives that affect the quality of work and are aimed at ensuring competitiveness, etc. However, management methods cannot have a managerial impact since they do not take the form of administrative levers.

3. The third stage of the process is the formalization of management methods, which is accompanied by their transformation into orders, instructions, etc. After that, formalized management methods through direct communication channels ensure the implementation of production and economic operations, provision of services, achievement of production, financial, economic and other results in the field of ensuring competitiveness.

4. The fourth stage of the process is to ensure management influence on the principles of management. It plays the role of a driver that determines the directions of activity of the management system, the effectiveness of management decisions and the degree of achievement of the enterprise's goals.

The described stages of competitiveness management are accompanied by communications, processes of information exchange between employees, divisions and other enterprises.

Ensuring the competitiveness of an enterprise is possible only if a highly effective management system is built. The competitiveness management system of an enterprise should be able to take into account the interests of the enterprise in the most diverse aspects of its activities.

Strategic management of the competitiveness of an enterprise should contribute to the increase and improvement of the competitiveness of the enterprise and its products or services in markets through a constant search for sources of competitive advantages to ensure the stable positions of the enterprise now and in the future, and also be aimed at [3]:

- increasing the number of competitive advantages of the enterprise and their implementation based on the application of positive factors of the external environment;
- forming protection against negative factors of the external environment by neutralizing them;
- creating exclusive characteristics of the enterprise that will allow to increase the level of competitiveness in markets.

Adaptation of the strategic management of the enterprise to modern market conditions requires a comprehensive approach and the use of various methods. Four blocks of methods for adapting the strategic management of the enterprise: strategic planning; organizational changes; other methods.

The essence of the analysis of the external environment is the systematic study and assessment of controlled and uncontrolled factors (objects and events) that are to one

degree or another related to the enterprise. The purpose of such analysis is to obtain the necessary information about the opportunities and threats associated with the external environment. Timely detection of external changes requires the creation of an external environment monitoring system at the enterprise which is understood as a complex of interconnected centralized measures conducive to constant monitoring of the state of the enterprise's environmental factors and the development of methods of adaptation to their changes.

To ensure the reality of strategic decisions and guidelines, it is necessary not only to monitor external factors but also to assess them with the use of prognoses which is possible by making forecasts. The essence of forecasting the external environment is to scientifically predict future directions of development (state) of variables of the external environment of the enterprise, taking into account certain initial conditions [5].

Strategic planning is an adaptive process, through which the system of formalized plans is regularly developed and adjusted; the content of measures for their implementation is reviewed on the basis of continuous monitoring and evaluation of changes from outside and inside the enterprise.

Adaptive strategic planning, performing important functions in business structures, promoting proactive decision-making, ensuring flexibility and agility, creating conditions for organizational learning and adaptation, is a modern tool for solving the above-mentioned problems.

One of the main advantages of adaptive strategic planning is its ability to proactively respond to modern challenges. By constantly scanning the external environment, identifying new trends and adjusting strategies accordingly, organizations can stay one step ahead. Adaptive strategic planning allows businesses to anticipate changes, seize opportunities and reduce potential risks. It enables organizations to change direction, innovate and explore new avenues for growth, ensuring long-term sustainability.

The organizational changes of the strategic management adaptation strategy include restructuring, implementation of a quality management system, and development of corporate culture.

Optimization of the organizational structure and implementation of international quality standards and continuous improvement of the quality control system will increase the efficiency and flexibility of the enterprise.

Among the various methods for adapting the strategic management of enterprise competitiveness, several key approaches can be distinguished [6-7].

Strategic partnerships are aimed at enhancing competitive advantages through the establishment of joint ventures, licensing, franchising, or the formation of strategic alliances with other companies. Such forms of cooperation enable the integration of resources, technologies, and expertise, thereby strengthening the company's market position and ensuring sustainable competitive advantages.

Expansion into international markets through exports, the establishment of foreign subsidiaries, or the active utilization of e-commerce contributes to the diversification of revenue streams and the enhancement of competitiveness. This is achieved by broadening the company's geographical presence and engaging with new consumer segments, which fosters resilience in a dynamic global environment.

Government support, manifested in the provision of

grants, subsidies, and participation in export promotion programs, plays a significant role in reducing financial risks, stimulating innovation, and increasing the enterprise's stability under competitive market conditions.

Moreover, the implementation of digital technologies serves as an effective instrument for improving management efficiency, enhancing customer communication, and strengthening market positions.

### CONCLUSIONS

Strategic management is a key tool for ensuring the com-

petitiveness of an enterprise. Its effectiveness depends on the ability of management to constantly monitor the external environment, use predictive methods, and adapt plans and organizational structure to modern challenges. The proposed strategic management system contributes not only to stability, but also to the development of the enterprise through the use of innovations, digital technologies, partnerships and state support. Thus, the implementation of strategic competitiveness management ensures long-term sustainability and growth of the enterprise in domestic and international markets.

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## МОЖЛИВОСТІ СТРАТЕГІЧНОГО МЕНЕДЖМЕНТУ В УПРАВЛІННІ КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА

**Вступ.** У сучасному бізнес-середовищі, що характеризується швидким технологічним прогресом та жорсткою конкуренцією, успіх підприємств значно залежить від ефективності їхніх систем стратегічного управління. Стратегічне управління відіграє вирішальну роль у забезпеченні довгострокової стійкості та конкурентоспроможності організації шляхом узгодження її цілей, ресурсів та ринкових можливостей.

**Мета** дослідження – обґрунтування теоретичних та практичних підходів до формування механізмів стратегічного управління, що підвищують конкурентоспроможність підприємства.

**Результати.** Дослідження являє комплексну методологічну основу, засновану на аналізі, порівнянні та узагальненні. Вона систематизує етапи управління конкурентоспроможністю підприємства, включаючи планування, розробку методів управління, їх формалізацію та впровадження через канали комунікації. У статті окреслено, як можна підвищити конкурентоспроможність за допомогою інновацій, впровадження технологій, оптимізації витрат, підвищення якості та розробки унікальних продуктів і послуг. Результати свідчать про те, що стратегічне управління повинно зосереджуватися не лише на внутрішніх організаційних процесах, але й активно реагувати на зовнішні виклики за допомогою адаптивного стратегічного планування та прогнозування. Запропонована адаптаційна модель стратегічного управління включає чотири ключові компоненти: аналіз та прогнозування, стратегічне планування, організаційні зміни та інші допоміжні методи. У дослідженні також визначено практичні інструменти, такі як стратегічні партнерства, міжнародна експансія, цифрова трансформація та участь у державних програмах.

**Висновок.** Стратегічне управління є основою для сталого розвитку підприємств та конкурентоспроможності. Щоб залишатися успішними на швидкозмінному ринку, підприємства повинні впроваджувати адаптивні системи управління, здатні реагувати на глобальні виклики, технологічні зрушення та очікування клієнтів.

**Ключові слова:** стратегічне управління, можливості, конкурентоспроможність, підприємництво, цифрова трансформація