

УДК 334.72:005.21]:004.451

Viktor Levytskyi,
PhD in Economics, Associate Professor,
Associate Professor of the Department of Management,
Lesya Ukrainka Volyn National University
Lutsk, Ukraine;
ORCID ID 0000-0001-8695-9690
e-mail: lewikt@gmail.com

<https://doi.org/10.29038/2786-4618-2025-02-140-145>

FUNDAMENTALS OF STRATEGIC MANAGEMENT IN THE COMPLEX OF OPERATING ACTIVITY OF THE ENTERPRISE

Introduction. In modern context of a changing market environment, enterprises are faced with the need to combine long-term strategic guidelines with effective operational activities. When entering global competition, strategic management becomes a key factor in ensuring operating stability and business development in the future.

The purpose of the article. The purpose of the article is to identify the basic approaches to the formation of strategic management in the complex of operational activity of the enterprise and to substantiate the directions of their practical implementation.

Methods. The methodological basis of the study is methods that include the analysis and synthesis of scientific literature, systematic approach, methods of comparative analysis and generalization of practical experience of functioning of enterprises in different fields.

Results. The results of the study made it possible to determine the principles of building effective interaction between the strategic goals of the enterprise and its operational processes. The integrated management model is proposed, which takes into account the specifics of operating activities and ensures strategic results in.

Conclusions. The allocation of the basic principles of strategic management in the complex of operational activity of the enterprise will allow to form a close relationship between strategy and operational activity and is a prerequisite for improving the competitiveness of the enterprise, optimizing the use of its resources and the key element of ensuring its positive development in the dynamic market environment.

Key words: enterprise, strategy, management, strategic management, operational activity, competitiveness, business processes, operational management, management decisions, efficiency of activity, adaptability of the enterprise, resource support.

Віктор Левицький,
кандидат економічних наук, доцент,
доцент кафедри менеджменту,
Волинський національний університет імені Лесі Українки,
м. Луцьк, Україна

ОСНОВИ СТРАТЕГІЧНОГО УПРАВЛІННЯ В КОМПЛЕКСІ ОПЕРАЦІЙНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА

Вступ. У сучасних умовах мінливого ринкового середовища підприємства стикаються з необхідністю поєднання довгострокових стратегічних орієнтирів із ефективною операційною діяльністю. Вступаючи у глобальну конкуренцію, стратегічне управління стає ключовим елементом забезпечення стійкості та розвитку бізнесу у перспективі, а інтеграція із операційною діяльністю сформує комплексний механізм адаптації підприємства до дії факторів зовнішнього та внутрішнього середовища.

Мета. Мета статті полягає у виявленні основних підходів до формування стратегічного управління в комплексі операційної діяльності підприємства та обґрунтуванні напрямів їх практичного впровадження.

Методи. Методологічною основою дослідження є методи, що включають аналіз і синтез наукової літератури, системний підхід, методи порівняльного аналізу та узагальнення практичного досвіду функціонування підприємств у різних галузях.

Результати. Результати дослідження дозволили визначити принципи побудови ефективної взаємодії між стратегічними цілями підприємства та його операційними процесами. Запропоновано модель інтегрованого

управління, що враховує специфіку операційної діяльності та забезпечує досягнення стратегічних результатів у процесі розвитку підприємства.

Висновки. Виділення основних засад стратегічного управління в комплексі операційної діяльності підприємства дозволить сформувати тісний взаємозв'язок між стратегією та його операційною діяльністю. Крім того, паралельно варто здійснювати органічне інтегрування основ стратегічного управління в комплекс операційної діяльності за допомогою запропонованих моделей та стратегічних підходів для українських підприємств протягом дії воєнного стану, що створюватимуть необхідні передумови підвищення їх конкурентоспроможності, оптимізації використання ресурсів та стануть ключовим елементом забезпечення позитивного розвитку в динамічному ринковому середовищі.

Ключові слова: підприємство, стратегія, менеджмент, стратегічне управління, операційна діяльність, конкурентоспроможність, бізнес-процеси, операційний менеджмент, управлінські рішення, ефективність діяльності, адаптивність підприємства, ресурсне забезпечення.

Jel Classification: L10, M11.

Introduction. In the modern world, enterprises operate in an extremely variable and complex market environment. The combination of long-term strategic guidelines with effective operational activity becomes not just a desirable, but a necessary element of ensuring stability and further development of business. In the era of global competition, when markets are becoming more interconnected, strategic management is a key factor that determines the ability of an enterprise not only to survive but also to thrive. Accordingly, the essence of the study is the need to develop effective mechanisms of integration of strategic management into the operating system of enterprises in order to increase their overall efficiency.

The relevance of the chosen topic of the study is due to the urgent need for the development and implementation of such integration mechanisms. Since effective integration of strategic and operating management allows businesses to more rationally allocate resources, respond more quickly to changes in market conditions and increase their competitiveness.

In a broader socio-economic context, improving the efficiency of enterprises contributes to economic growth, the creation of new jobs and to increase the overall standard of living of the population. Thus, the study of the basics of strategic management in the complex of operating activity of the enterprise is important for ensuring the positive strategic development of the enterprise and the economy as a whole.

Review of literature. The basics of strategic management have been investigated in the writings of many domestic and foreign scientists. One of the fundamental approaches is the integrated concept of strategic management, which is considered in the works of authors such as: Charles Hill and Gareth Jones. Their works emphasize the importance of coordinating different aspects of the enterprise to achieve strategic goals. In the context of operating activities, Gareth Hill made a significant contribution, exploring the strategy of operations and its role in ensuring competitive advantages [10]. Although the most critical role in ensuring the efficiency of the enterprise is played by the integration of strategic and operational management.

Also interesting are the research of Nigel Slack and Alistair Brandon-Jones, where they emphasize the need for holistic frameworks that combine strategic intention with operational performance. They emphasize the importance of coordinating production opportunities with strategic positioning in the market and explores the issues of supply chain management and its strategic importance for operating activities [7].

In general, research shows that coordination of strategic priorities with operational activities helps to increase productivity and achieve organizational goals. In particular, the analysis of the impact of production and operation management practices (POM) on the financial results of the organization (OFR) through the integration of supply chain management (SCM) demonstrates the importance of close interaction between these functional areas [1]. That is why strategic management is considered as a multifaceted process aimed at balancing the relationship between the organization and its external environment to achieve the goals. At the same time, it is important to distinguish between operating efficiency and strategy, since the latter involves not just tasks better than competitors, but a fundamentally different approach to doing business to ensure a sustained competitive advantage.

Ukrainian scientists also pay considerable attention to the issues of strategic management and improvement of the efficiency of enterprises, they should include: I. Ihnatieva, O. Sumets [1, 6]. Their

research considers the theoretical and methodological foundations of strategic management of the efficiency of enterprise activity in the current conditions of the national economy, analyzing the key principles and groups. It is emphasized that strategic management is an important aspect for the success or failure of the organization, determining its position against competitors, consumers and macro -environment. At the same time, there are problems in the implementation of strategic management at domestic enterprises, in particular, the lack of ability to effectively measure the results of implementation and achievement of goals.

The scientific novelty of this study is to identify and systematize the basic approaches to the integration of strategic management into the complex of operational activity of the enterprise, taking into account both global and local context. Despite the considerable amount of research in the field of strategic and operational management, the issue of practical implementation of their deep integration, especially in the conditions of Ukrainian enterprises and modern global challenges, remains insufficiently studied. Our research is aimed at filling this gap by analyzing existing models, adaptation to the specifics of operating activities of enterprises, as well as justifying the directions of their practical implementation to increase competitiveness and sustainable development.

The purpose of the study. The purpose of the study is to identify the basic approaches to the formation of strategic management in the complex of operational activity of the enterprise and to substantiate the directions of their practical implementation.

The following tasks are set to achieve the goal of the study.

1. Analyze the theoretical foundations of strategic management and its connection with the operating activities of the enterprise.
2. To review the existing literature on the integration of strategic and operating management.
3. Identify key models to achieve effective integration.
4. To investigate the practical challenges and opportunities to implement integrated strategic and operational management in modern enterprises.
5. To offer potential directions and recommendations for the practical implementation of an integrated complex of strategic and operating management.

Materials and research methods. Studies in strategic management of Ukrainian enterprises use a systematic approach in combination with methods of analysis and synthesis, comparative analysis and generalization of practical experience. According to Ukrainian scientists, every stage of strategic management requires careful analysis and planning. Thus, at the stage of analysis of the internal and external environment of the enterprise should identify key problems, risks, opportunities, as well as the strengths and weaknesses of the enterprise.

The formation of a strategy is based on the mission and goals of the enterprise, which should be consistent with the results of the analysis of the environment. A wide range of methods is used to develop the strategy, including quantitative forecasting, script modeling, portfolio analysis and other specialized techniques. The implementation of the strategy involves the coordinated work of all structural units, a clear distribution of responsibilities and constant monitoring of the implementation of the planned measures. The efficiency assessment stage uses key performance indicators and analysis of the results achieved to adjust further actions.

Within the system approach, strategic management is considered as a continuous and cyclical process where compliance with each stage is a prerequisite for success. Scientific sources emphasize the importance of such cyclicity, especially in times of crises, which provides the possibility of flexible adjustment of the strategy in accordance with the new conditions.

The methods of analysis cover both quantitative and qualitative approaches. Among them is the use of SWOT-analysis, PEST-analysis, correlation modeling and expert assessments in strategic decision making. When generalizing practical experience, it is important to carry out a comparative analysis of successful cases, take into account sectoral standards and international experience, including practices of European Union and Asia.

Scientists also emphasize the importance of systematic risk management as a component of strategic management. In the face of uncertainty caused by war or global economic changes, enterprises should develop scenarios of events and prepare appropriate action plans. This approach involves regular strategies updating in response to new challenges and prompt priorities. From the analysis of literature, it follows that

in the conditions of war, strategic thinking of Ukrainian enterprises becomes a hybrid nature, combining business goals with national interests.

Research results. The results of the study revealed several basic approaches to the formation of strategic management in the operating system of the enterprise, which are presented in table. 1.

Table 1

Models of integration of strategic and operational management*

Models	Key characteristics	The main focus
Integration from top-down	Cascading strategic goals to operating level	Coordination of action with a strategy
Integration from the bottom-up	Operating level initiatives affect the strategy	Adaptability and taking into account operating experience
Process-oriented integration	Integration of strategic goals into business processes	Strategic orientation of operations
Balanced System of Indicators (BSI)	Relationship of strategic goals with operational indicators	Measurement and control of the achievement of the strategy at the operating level
Integration through technologies	Using digital technologies to share information and process automation	Increasing the speed and efficiency of management
Integration into supply chains	Coordination of strategic goals with operations in the supply chain	Optimization of production and supply

*Source. modified and compiled by the author based on the analysis of [1, 2-4, 7, 9].

Strategic management is one of the key elements of the management system of any enterprise. According to I. Ansoff, strategic management is an activity related to the goal and mission of the enterprise and interaction with the external environment that ensures the adaptability of the enterprise to changing conditions. Modern definitions emphasize that the effectiveness of strategic management is manifested in the stability of competitive positions, long-term results and adequate reactions to changes in the environment [3].

Strategic management is usually regarded as a method of software thinking focused on achieving their goals, taking into account the motivation of employees and their interests [3].

The basic principles of strategic management can be formulated as [4]:

- purposefulness - the strategy is always aimed at achieving specific results and improving the activity of the enterprise;
- continuity and cyclicity - the strategy process should be gradual, constant, consistent and cyclical, developing with changes in the environment;
- systematic - strategic management covers all functional subsystems of the enterprise (operational, financial, personnel, etc.) and takes into account their interaction;
- scientific and methodological validity-modern theories and methods (marketing research, script planning, quantitative modeling) are used in the development of a strategy.

According to these principles, the strategic management of the organization emphasizes the importance of innovative, integration and entrepreneurial approaches. In today's context, the attention of executives focus on corporate culture, ethical standards and communication between employees, which also determines the success of the strategy.

For example, it is emphasized that the decisive factor of efficiency is not only formalized management schemes, but also «human factor», that is, the style. In Ukraine, strategic management is of particular importance in the conditions of military conflict and global crisis challenges. According to Ukrainian scientists, in modern conditions, strategic management of the enterprise is considered as a key tool for ensuring stability and efficiency of activity [4]. In particular, it is emphasized that hostilities have significantly complicated the competitive environment for domestic companies and made the need to develop new strategies, taking into account these conditions. Strategic management is emphasized as an integral part of enterprises in the period of armed conflict: it allows you to adapt to new realities, ensure

sustainable development and maintain the competitiveness of Ukrainian business and optimally use it in a complex of operating activities mutually integrating [3-4].

Strategic approaches of Ukrainian enterprises in the complex of operating activities in the war period is presented in table 2.

Table 2

Strategic approaches of Ukrainian enterprises in a complex of operating activities in the war period*

Strategic approaches	Description
Flexibility and rapid adaptation	Fast strategic changes for the sake of survival.
Diversification of activities and markets	Reduction of vulnerability from external risks.
IT and digital solutions	Remote work, online sales as a means of maintaining business continuity
Strengthening financial stability	Optimization of cash flows, reduction of debt, attracting investments, reinforcing corporate governance.
Expanding business goals	Taking into account the broader social purpose of activity and active interaction with state policy.
Various approaches to management	System approach, script-analysis, crisis management.
The concept of «stability»	Simultaneous consideration of operational, financial, personnel and social aspects of activity.
Detailed planning in case of extreme situations	Development of plans in case of power outage, cyber attacks and more.
Quickly updating strategies	Response to current events.

*Source. modified and compiled by the author based on the analysis of [1-6, 8, 10].

Studies indicate that strategic management is a necessary stage for adaptation and stabilization of operating activities of the enterprise despite external threats.

Discussion. The results of the study confirm that the integration of strategic management into the operating system of the enterprise is a multifaceted process that can be carried out through different approaches. Comparison of identified approaches with the results of previous research shows that the idea of a close relationship between strategy and operations is not new, but specific mechanisms and models of their effective integration continue to develop under the influence of changes in the external environment and technological progress.

In addition, research data show that the reconciliation of strategic priorities with daily activities helps to increase productivity and achieve the goals of the enterprise.

The results emphasize the importance of digitalization: the introduction of artificial intelligence, the analysis of large data and cloud services significantly optimizes operational processes and accelerates the response of companies to changes in the environment. At the same time, it is noted that the success of integrated approaches depends not only on technologies, but also on the «human factor» - the style of leadership, corporate culture and motivation of employees. The peculiarity of Ukrainian conditions lies in the hybridist of strategic thinking: in the conditions of war, enterprises combine business goals with national priorities, which corresponds to the identified tendencies of adaptive strategy during crises.

In the future, it is advisable to investigate the practical implementation of the proposed management models and quantify their impact on the performance indicators of enterprises. In particular, you should focus on the role of digital technologies. In addition, the useful area is to study the adaptability of strategic management in crisis (military or economic), which will allow to lay the foundations of flexible mechanisms of ensuring the stability of business.

Conclusions and prospects for further research. On the basis of the results of the study, it was found that effective integration of strategic and operational management contributes to the reconciliation of long -

term goals with the daily activities of the enterprise, increases the flexibility and adaptability of the organization to external changes. Key models of integration are identified-integration from top-down, bottom-up, process-oriented integration, use of a balanced system of indicators (BSI), digital technologies and integration through supply chain management.

It is worth noting that the practical implementation of an integrated approach requires not only the development of a strategy, but also its organic use in daily operating activities through appropriate processes, technology and personnel management system.

In the context of the martial law of the Ukrainian economy, in particular in the period of global and internal crises, strategic management in the complex of operational activity of the enterprise becomes especially important, becoming a key to stability and development of enterprises.

The prospects for further research are to deepen the study of the impact of organizational factors on the integration of strategy and operations through the study of the sectoral features of the application of integrated approaches, as well as to develop practical recommendations for Ukrainian and foreign enterprises, taking into account their specific conditions of functioning. Further research can also be aimed at studying the role of the latest technologies, such as Artificial Intelligence and Big-Data, in the processes of strategic and operational management, as well as to develop models of forecasting and evaluation of integrated strategies in the complex of operating activities of the enterprise.

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Одержано статтю 09.06.2025 р.
Прийнято до друку 15.06.2025 р.