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MODERN PROBLEMS OF STRATEGIC ANALYSIS AND THEIR IMPACT ON THE EFFECTIVE ACTIVITY AND MANAGEMENT OF ENTERPRISE DEVELOPMENT

Introduction. For the identification the current problems of strategic analysis of an enterprise, as well as their impact on the development and management of its activities in the context of rapid changes in the environment, it is necessary to form an effective system of their management.

The purpose of the article. The purpose of the study is to identify the problems of modern strategic analysis and their impact on the activities of an enterprise.

Methods. The article uses classical research methods, such as analysis, synthesis, comparison, which allowed to more effectively consider the current problems of strategic analysis development and propose measures for their systematic solution.

Results. The main approaches to defining the concept of «strategic analysis» are considered and it is determined that strategic analysis involves identifying opportunities and threats of the external environment, strengths and weaknesses of the enterprise, determining competitive advantages and market position. It is investigated that, according to the direction of strategic analysis, the collected data is accumulated and the enterprise can make informed decisions, adapt to changes in the external environment.

Conclusions. It is determined that the integration of new approaches to the implementation of strategic analysis with the help of modern analytical systems makes it possible to identify potential threats and respond to them promptly for the long-term and effective management of the enterprise in the future.

Key words: management, development, strategy, enterprise, analysis, strategic analysis, modern problems of development, efficiency of activity, management of enterprise development.

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СУЧАСНІ ПРОБЛЕМИ СТРАТЕГІЧНОГО АНАЛІЗУ ТА ЇХ ВПЛИВ НА ЕФЕКТИВНУ ДІЯЛЬНІСТЬ І УПРАВЛІННЯ РОЗВИТКОМ ПІДПРИЄМСТВА

Вступ. Для визначення сучасних проблем стратегічного аналізу підприємства, а також їх впливу на розвиток та управління його діяльністю в умовах швидких змін у середовищі необхідно сформулювати ефективну систему управління ними.

Мета статті. Мета дослідження полягає у визначенні проблем сучасного стратегічного аналізу, їх впливу на діяльність підприємства та знаходження можливостей щодо оптимального та ефективного управління ними на його рівні.

Методи. В статті використані класичні методи дослідження, як: аналіз, синтез, порівняння, що дозволили більш ефективно розглянути сучасні проблеми розвитку стратегічного аналізу та запропонувати заходи до їх системного вирішення.

Результати. Розглянуто основні підходи до визначення поняття «стратегічний аналіз» та визначено, що стратегічний аналіз передбачає визначення можливостей й загроз зовнішнього середовища та сильних і слабких сторін діяльності підприємства, визначення конкурентних переваг та позиції на ринку. Досліджено, що відповідно до напрямку проведення стратегічного аналізу здійснюється акумулювання зібраних даних та підприємство може ухвалювати обґрунтовані рішення, адаптуватися до змін у зовнішньому середовищі, оцінювати власні внутрішні ресурси та можливості, а також розробляти ефективні плани на майбутнє.

Виділено основні сучасні проблеми стратегічного аналізу та фактори впливу на діяльність підприємства в цілому й запропоновано удосконалення класичних та сучасних методів стратегічного аналізу відповідно визначених проблем. Визначено, що використання нових сучасних підходів до стратегічного аналізу відкриває низку можливостей, що сприяють підвищенню ефективності діяльності та управління розвитком підприємства. Зокрема, це дає змогу проводити точніший аналіз зовнішнього середовища завдяки використанню технологій великих даних (Big Data) та штучного інтелекту, що забезпечують доступ до актуальної інформації про ринкові тенденції та конкурентів. Крім того, дані удосконалення дозволяють підприємству більш ефективно використовувати свої сильні та слабкі сторони, а також оцінювати можливості й загрози. Водночас можливість використовувати дані в режимі реального часу сприяє оперативному прийняттю рішень, що є особливо важливим в умовах невизначеності, коли швидка реакція на зміни може визначати успіх або невдачу підприємства.

Висновки. Завдяки новим підходам підприємства отримують можливість проводити сценарний аналіз та прогнозувати показники розвитку, що допомагає йому підготуватися до різних варіантів розвитку ситуації і забезпечує ефективність системи управління його розвитком, що підвищує здатність підприємства швидко адаптувати стратегії до змін у ринковому середовищі, забезпечуючи гнучкість й стійкість до викликів. Крім того, інтеграція нових підходів до реалізації стратегічного аналізу в перспективі управління ризиками за допомогою сучасних аналітичних систем дає змогу виявляти потенційні загрози та оперативно на них реагувати, що знижує ризик помилкових рішень та забезпечує довгострокове та ефективне управління підприємством у майбутньому.

Ключові слова: менеджмент, розвиток, стратегія, підприємство, аналіз, стратегічний аналіз, сучасні проблеми розвитку, ефективність діяльності, управління розвитком підприємства

Formulation of the problem. Currently, the external environment of enterprises is characterized by rapid changes and digital transformation. Accordingly, traditional approaches to strategic analysis are not able to provide an appropriate response to new requirements and challenges, which can lead to a decrease in the efficiency of organizations' activities. The main problem in the context of strategic analysis is currently the lack and inaccuracy of information, the inadequacy of available tools for analysis in the face of uncertainty, rapid technological change and the need for prompt decision-making based on often incomplete information. The solution to this problem is extremely important in the context of ensuring the effective operation of the enterprise by improving the approaches to strategic analysis in the new conditions, which will allow not only to respond promptly to market challenges, but also to use new opportunities for further development and maintaining a competitive position in the market.

The analysis of researches and publications. Many domestic researchers have studied strategic analysis and its impact on the activities of an enterprise, including: I. Ihnatieva, H. Kindratska, Ye. Kailiuk, Z. Shershniova, S. Vasylygha, O. Sumets and foreign researchers: I. Ansoff, A. Strickland, A. Thompson. However, this issue has not been sufficiently studied, which actually determines the scientific value of the research [1-6].

The purpose and objectives of the article. The purpose of the study is to identify the problems of modern strategic analysis, their impact on the activities of the enterprise and to find opportunities for improvement. In accordance with this goal, the following tasks have been defined: to analyze existing approaches to strategic analysis, to identify the main factors of influence and problems of strategic analysis at present, to assess their impact on the enterprise's activities and to develop recommendations for improving the efficiency of strategic analysis in modern conditions.

Presentation of the main research material. To implement an effective study, it is worth considering first of all the views of scholars on understanding the concept of «strategic analysis» and its role in management. I. Ihnatieva notes that «strategic analysis» is a predictable assessment of strategic market conditions, potential and strategic position of the enterprise [1]. H. Kindratska notes in her research that «strategic analysis» allows to make a comprehensive forecast of the enterprise development, which is the basis for strategic planning [2]. Ye. Kailiuk distinguishes «strategic analysis» as a type of analysis, without outlining its features and purpose in the system of strategic management [3]. Z. Shershniova considers «strategic analysis» as one of the elements of strategic management, while identifying it with the concept of SWOT analysis [4]. S. Vasylygha notes that «strategic analysis» includes retrospective analysis and research forecast of the external environment, analysis of strategic alternatives, normative forecasting of development and analysis of forecast options [5]. After analyzing the approaches and opinions of scientists,

we define the concept of «strategic analysis» as a study of the external and internal environment of the enterprise, its capabilities in the context of strategic management.

Strategic analysis involves identifying opportunities and threats to the external environment, as well as strengths and weaknesses of the company's operations, and determining competitive advantages and market position. It has a significant impact on the company's activities, as the results obtained in the course of its conduct are directly used to formulate the company's development strategy. It is on the basis of the collected data and analysis that a company can make informed decisions, adapt to changes in the external environment, assess its internal resources and capabilities, and develop effective plans for the future. In order to understand the current problems of strategic analysis, let us consider the main factors influencing the activities of the enterprise as a whole.

First of all, the external environment is divided into macro and micro levels. Macroeconomic factors affect the company's activities from the global level, meaning that the company cannot directly control them, but must adapt to them in order to be successful. They include:

- political (tax policy, changes in legislation, government regulation);
- economic (inflation, unemployment, exchange rates, economic growth);
- socio-demographic (demographic changes, level of education, cultural characteristics, consumer preferences);
- technological (level of innovation, development of new technologies, digitalization);
- environmental (climate change, sustainable development) [6, p. 99-102].

Microeconomic factors relate to the market in which an enterprise operates and are not always within its control, but an enterprise can influence its position in this environment. They include consumers, competitors, suppliers, intermediaries and government agencies.

Internal environment factors are directly related to the internal activities of the enterprise over which it has full control and can change to improve efficiency. This includes all types of resources at the enterprise: human, financial, material, technological and information. A clear distinction between external and internal environmental factors helps a company to better understand its position and opportunities for change and improvement.

Modern problems of strategic analysis are mostly related to the external environment. Let's consider the main ones and their impact on the development effective enterprise activity in the table 1.

Table 1

Modern problems of strategic analysis and their impact on the enterprises activities*

Problem	Characteristics	Impact
1	2	3
Uncertainty and instability of the macro environment	Constant changes in the economic and political situation create challenges for strategic planning	Reduced planning efficiency, reduced opportunities for innovation
Lack and inaccuracy of information	Rapid changes lead to insufficient and inaccurate information	Complication of management decision-making, wrong decisions
Rapid technological changes	Rapid technological development, digital transformation and innovation	The possibility of losing competitive advantage due to inefficiency
Increasing competition	Globalization intensifies competition in the market	Possibility of losing market position, need for significant investments
Regulatory and legal requirements	Changes in legislation, environmental and consumer requirements	Increased costs of adaptation

*Source: modified and compiled by the author based on the analysis of [2, 6-8, 10].

After analyzing the main problems of strategic analysis today, we can note that they have a significant impact on the efficiency of the enterprise's development. For example, uncertainty in the global economic

system complicates the planning process, reducing the effectiveness of strategic decisions. The rapid development of technology can lead to a loss of competitive advantage if a company does not implement new technologies on time or at all. Growing competition and globalization force companies to constantly look for new ways to improve their competitive position, which requires significant costs. Regulatory changes create risks that require companies to adapt to new requirements, which leads to financial costs.

In our opinion, these problems have a negative impact on the activities of enterprises in the following key aspects

- inefficiency of management decisions due to insufficient or inaccurate information;
- decrease in competitiveness due to ineffective strategic analysis as a result of rapid changes in the operating environment;
- the risk of losing market positions due to a high level of uncertainty;
- complication of the risk management process;
- restriction of innovation activities due to difficulties with strategic planning in the face of rapid changes;
- reduced adaptability and flexibility;
- inconsistency of internal processes with new challenges of the external environment;
- loss of long-term development opportunities without a clear strategic analysis.

It should be noted that the modern environment of enterprises has many challenges, which requires a certain flexibility and accuracy in strategic analysis to support the stable development of the enterprise. To solve these problems, new approaches to strategic analysis are needed, which involve the use of modern digital technologies, improved forecasting methods, and adaptation to uncertainty. We propose to consider in more detail the existing approaches to strategic analysis and how we can replace or improve them in accordance with the existing problem of the modern operating environment in table 2.

Table 2

Classical and new/improved approaches to strategic analysis in accordance with modern problems of enterprise development

Classical approach	Problems	New/improved approach
1	2	3
SWOT- analysis	Rapid changes in technology, uncertainty	Dynamic SWOT-analysis: continuous monitoring of the environment using digital tools for real-time updates
PEST-analysis	Insufficient and inaccurate data, limited adaptation to changes	STEEP-analysis: extending the classical analysis by adding environmental and ethical factors, using scenario forecasting
Portfolio analysis	Rapid technological changes, impact on competitive position in the market	Artificial intelligence-based analysis : the use of artificial intelligence to build growth models taking into account technological trends and their impact on the enterprises portfolio
Competitive analysis (Porter's Five Forces)	Rapid emergence of new competitors in the market, digital transformation	Scenario analysis using automated machine learning
Matrix methods (GE/McKinsey, ADL)	Fast changes in the operating environment	Use of adaptive strategies and dynamic positioning of enterprises
The balanced scorecard (BSC)	Complexity of risk management and control in the face of dynamic changes	Extended with risk management elements based on forecasts of the company's business development

*Source: modified and compiled by the author based on the analysis of [3-4,7-9].

The use of new modern approaches to strategic analysis opens up a number of opportunities that contribute to improving the efficiency of the enterprise. In particular, it allows for a more accurate analysis of the external environment through the use of big data and artificial intelligence technologies that provide access to up-to-date information on market trends and competitors. This allows the company to more

effectively identify its strengths and weaknesses, as well as assess opportunities and threats. At the same time, the ability to use real-time data facilitates prompt decision-making, which is especially important in an environment of uncertainty, when a quick response to changes can determine the success or failure of an enterprise.

With new approaches, businesses are able to conduct scenario analysis and forecast future events, which helps them prepare for different scenarios. This increases the ability of the enterprise to quickly adapt strategies to changes in the market environment, ensuring flexibility and resilience to challenges. In addition, the integration of risk management with modern analytical systems allows identifying potential threats and responding to them promptly, which reduces the risk of wrong decisions and ensures the stability of the enterprise.

Accordingly, the introduction of modern approaches to strategic analysis has a positive impact on the efficiency of an enterprise, in particular, it increases its competitiveness due to a more accurate analysis of the competitive environment. This allows the company to respond to competitors' actions in a timely manner and maintain or even improve its market position. Efficiency in decision-making contributes to better use of resources and increased productivity. It also increases the company's ability to adapt in the face of rapid change, which allows it not only to survive in a competitive environment but also to use new opportunities for development.

It should be noted that thanks to modern risk monitoring tools, businesses can reduce the likelihood of strategic mistakes, which increases their resilience to external challenges and promotes stability. In addition, the use of analytical tools allows optimizing the use of resources, which affects the overall performance of the business. Innovative approaches help companies identify new opportunities for product and service development, which helps them maintain market leadership.

That is why, in our opinion, the study has identified the main current problems of strategic analysis development, the impact of which on the enterprise can be formed through the main components of their interaction with the results and new approaches to its development, as shown in figure 1.

Thus, despite the many challenges of today's operating environment, if modern methods of strategic analysis are used, enterprises have many new opportunities that can be used for future development and competitiveness.

Conclusions and prospects for further research. Thus, we managed to investigate the issues of modern problems of strategic analysis and their impact on the development of effective enterprise activity, analyze existing approaches to strategic analysis, identify the main factors of influence and problems of strategic analysis at present, assess their impact on the enterprise activity and develop recommendations for improving the efficiency of strategic analysis in modern conditions.

In an unstable and dynamic market environment, the prospects for the development of the research will be aimed at developing new methods and approaches that will allow enterprises to better adapt to uncertainty and crisis situations. In particular, there is a growing need to create flexible models of strategic analysis that will help predict changes in the external environment and respond to them promptly. One of the key prospects is to study the impact of digitalization on the strategic analysis process. The introduction of artificial intelligence, Big Data, and analytical systems will allow businesses to obtain more accurate data for decision-making. This will significantly improve the quality of strategic planning, especially in the face of rapid market changes.

The future research will also focus on improving methods for assessing the competitiveness of enterprises. Modern market conditions, including competition based on ecosystems and digital platforms, require new approaches to analyzing competitive positions. An equally important aspect is the study of the impact of environmental and social factors on strategic analysis. Consideration of sustainable development and corporate social responsibility is becoming an integral part of strategic planning for enterprises, which requires a new vision and approaches to analyzing both the internal and external environment.

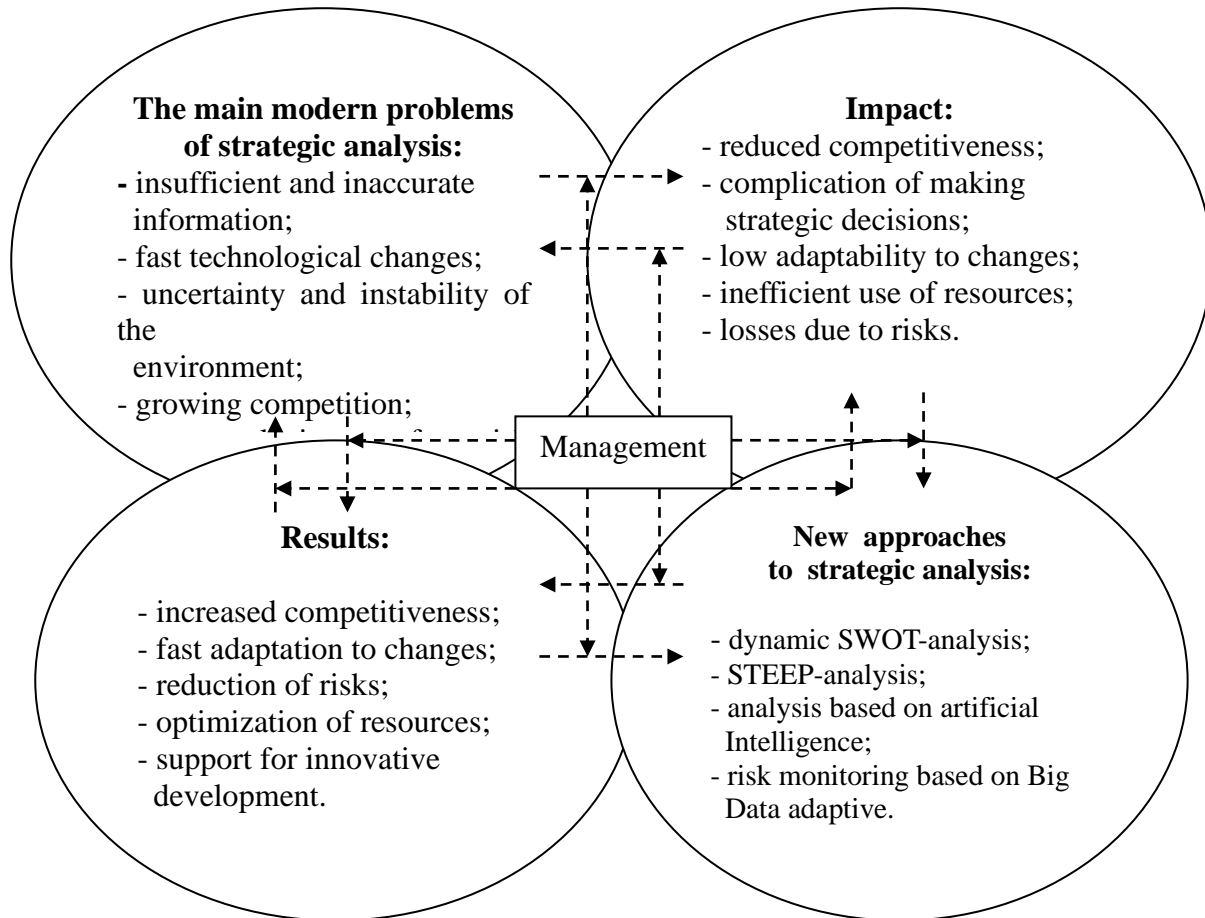


Fig. 1. Modern problems of strategic analysis and their impact on the enterprises activities and management its development*

*Source: modified and compiled by the author based on the analysis of [1-3, 8-10].

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