
SSEDJ, Vol. 2 No. __, pp. 1–__ (2024)

Published online: _____.

<https://doi.org/10.31499/2786-7838.ssedj.202>_____

ARTICLE TYPE

Received: _____. Revised: _____. Accepted: _____.

Strategic development of the enterprise in a competitive environment

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Abstract

Purpose: The purpose of the article is to study the theoretical and methodological foundations and applied organizational and economic levers for forming competitive advantages of the strategic potential of an enterprise in a competitive environment.

Design / Methodology / Approach: The methodological apparatus of the work includes such methods as the method of observation and historical analysis; comparative and systematic approach; analysis and synthesis; comparison and generalization; methods of deduction and induction; statistical analysis; graphical methods.

Findings: The paper formulates an interpretation of the concept of competition. The competitive environment is defined as a complex set of relationships and interactions between market participants aimed at achieving a competitive advantage and gaining effective market experience, which leads to synergy and growth of social prosperity. The author establishes that the global competitive environment is driven by factors such as the processes of internationalization and transnationalization of the world economy, the growing influence of information and communication technologies, the development of innovation management, the formation of global markets, growing urbanization, the spread of outsourcing, the growing importance of digital and remote jobs, the promotion of ecological thinking, and the acceleration of informatisation.

Originality / Value: The results of our study indicate the possibility of configuring the current market environment where players have demonstrated rapid development and adopted strategic vectors and goals to achieve success.

Practical Meaning: A mechanism for strategic development in the global competitive environment of the knowledge economy has been developed, which includes systemic and methodological support. This development includes an algorithm that allows to determine the level and direction of strategic development of an enterprise in a competitive environment.

Further Research: Following the model of strategic management and on the basis of a comprehensive assessment of the strategic development of Ukrainian enterprises in a global competitive environment, it is advisable to develop an algorithm for making managerial decisions and provide recommendations for improving the directions of development and efficiency of enterprises.

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Keywords

management, competitiveness, competitive environment, strategic management, strategic potential of an enterprise.

JEL Classification: 012; 021; 047.

Опубліковано онлайн: _____.
<https://doi.org/10.31499/2786-7838.ssedj.202>_____

ТИП СТАТТІ

Отримано: _____. Переглянуто: _____. Прийнято: _____.

Стратегічний розвиток підприємства в конкурентному середовищі

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Анотація

Мета. Метою статті є дослідження теоретико-методичних засад та прикладних організаційно-економічних важелів формування конкурентних переваг стратегічного потенціалу підприємства в умовах конкурентного середовища.

Дизайн / методи / підходи. Методичний апарат роботи включає такі методи, як метод спостереження та історичного аналізу; порівняльний та системний підхід; аналіз і синтез; порівняння та узагальнення; методи дедукції та індукції; статистичний аналіз; графічні методи.

Результати. У статті сформульовано тлумачення поняття конкуренції. Конкурентне середовище визначено як складний комплекс взаємозв'язків і взаємодій між учасниками ринку, спрямованих на досягнення конкурентних переваг і набуття ефективного ринкового досвіду, що призводить до синергії та зростання суспільного добробуту. Встановлено, що глобальне конкурентне середовище визначається такими факторами, як процеси інтернаціоналізації та транснаціоналізації світової економіки, зростаючий вплив інформаційно-комунікаційних технологій, розвиток інноваційного менеджменту, формування глобальних ринків, зростаюча урбанізація, поширення аутсорсингу, зростання значення цифрових та віддалених робочих місць, поширення екологічного мислення та прискорення інформатизації.

Оригінальність / цінність / наукова новизна. Результати дослідження вказують на можливість конфігурації поточного ринкового середовища, в якому гравці формують стрімкий розвиток шляхом прийняття стратегічних векторів та цілей для досягнення успіху.

Практичне значення. Розроблено механізм стратегічного розвитку в глобальному конкурентному середовищі економіки знань, який включає системне та методичне забезпечення. Дана розробка включає алгоритм, який дозволяє визначити рівень та напрямок стратегічного розвитку підприємства в конкурентному середовищі.

Подальші дослідження. За моделлю стратегічного управління та на основі комплексної оцінки стратегічного розвитку українських підприємств у глобальному конкурентному середовищі доцільно розробити алгоритм прийняття управлінських рішень та надати рекомендації щодо вдосконалення напрямів розвитку та підвищення ефективності діяльності підприємств.

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Ключові слова

управління, конкурентоспроможність, конкурентне середовище, стратегічне управління, стратегічний потенціал підприємства.

Introduction / Вступ

Every day, the development of the market economy places new demands on businesses due to competition, unforeseen situations, the need for high quality products and services, as well as the reduction of time required to complete tasks and the need to adapt to changes in the market. A successful enterprise is one whose management is able to anticipate possible risks and respond quickly to external and internal factors, efficiently allocate investments and generate profits in order to achieve the best results and ensure the long-term sustainability of the enterprise. However, in the 21st century, the concept of long-term survival of an enterprise based on strategic management no longer meets the needs of owners, managers and, subsequently, consumers.

The global pandemic, war, and technological breakthroughs that have occurred in recent years have led to the need to increase the importance of science and innovation as key factors in global economic development that shape a competitive global environment. In such circumstances, an enterprise needs to exceed the concept of sustainable strategic management and take the next step, namely, to create unique products, a new industry or a niche in the market, focusing on the level and direction of strategic development.

Literature Review / Огляд літератури

Among the scientific studies concerning the theoretical aspects of the formation of the strategic potential of an enterprise at different stages of its evolution, one can distinguish the works of such well-known foreign scholars as A. Wiles, B. Cliff, Z. Martin and others. Ukrainian scholars, in particular V. Skitsko, I. Akhnovska, A. Hladkova, I. Mykolaichuk, A. Huzenko, S. Malovychko and others, are also studying this issue.

In the works of both foreign and domestic scholars, conceptual approaches to understanding the essence of competition were revealed, the main aspects of the competitive environment were summarized, and the issues of strategic management and development of enterprises were investigated. They also developed various models of strategic management and defined the structure of economic sectors, in particular, the economy and the knowledge economy.

Problem Statement / Постановка завдання

In a competitive environment, new requirements for an enterprise arise due to competition, high quality, reduced lead times, and the need to respond flexibly to changes in the market situation, which can negatively affect the development of an enterprise. Therefore, a successful company is considered to be one that has management capable of anticipating possible risks and quickly change the structure of production and management, correctly plan the volume of sales of products and services, allocate investments and profits of the enterprise, ensuring the achievement of the best results and ensuring the long-term existence of the of the enterprise. Continuous changes in the external and internal conditions of enterprise functioning require strategic development, an important component of which is the formation and implementation of a strategy at the enterprise, as well as the introduction of strategic management.

A systematic analysis of scientific research shows that at the moment there is a merger of the concepts of “enterprise strategy” and “strategic development of an enterprise”, so before further consideration it is necessary to carefully define the essence of the concept of “strategy” and consider its epistemology to establish a clear dividing line between them.

Materials and Methods / Матеріали та методи

The theoretical and methodological basis of the study are the developments and achievements of domestic and foreign scientists on the issues of strategic development of enterprises and the competitive environment. The information base of the study is the statistical data of analytical agencies, factual data of monographic and periodical literature, reports of international organizations, regulatory documents, legislative acts that form the regulatory and legal support of the activities of Ukrainian enterprises; statistical data of the State Statistics Service of Ukraine.

The methodological apparatus of the work includes such methods as the method of observation and historical analysis to study the features and prerequisites for the formation of strategy, development, management concepts; comparison and systematic approach to summarize the conceptual and categorical apparatus of the theory of formation and content of strategy, strategic management, development; analysis and synthesis; comparison and generalization; methods of deduction and induction; statistical analysis in studying the impact of external and internal environmental factors; graphical methods in assessing strategic.

Results and Discussion / Результати та обговорення

In the face of global challenges, such as the war in Ukraine, the COVID-19 pandemic, digitalization, and the growing role of human capital, modern businesses are forced to look for innovative ways to operate. These challenges point to the need for businesses to adapt to changing environmental conditions, which often leads to increased competition for consumers, customers, and markets. Studies show that the emergence of such economic competition has its roots in the period of manufactory, when business entities sought to create the most favorable conditions for the production and sale of their products.

Modern businesses operate in a dynamic and changing market environment characterized by high competition. This is especially true for multinational corporations, which remain key players in the business environment. Table 1 shows the world's largest companies and the sectors of the economy they have a direct impact on.

Table 1. Top 10 largest companies in the world by brand value

№	Brand	Country	Industry sector	Brand value, mln. US DOLLARS		Growth rate, %
				2020	2022	
1	Amazon	USA	Retail	187,905	220,791	17,5
2	Google	USA	Technologies	142,755	159,722	11,9
3	Apple	USA	Technologies	153,634	140,524	8,5
4	Microsoft	USA	Technologies	119,595	117,072	2,1
5	Samsung Group	S. Korea	Technologies	91,282	94,494	3,5
6	ICBC	China	Banking sector	79,823	80,791	1,2
7	Facebook	USA	Media	83,202	79,804	4,1
8	Walmart	USA	Retail	67,867	77,520	14,2
9	Ping An	China	Insurance	57,626	69,041	19,8
10	Huawei	China	Technologies	62,278	65,084	4,5

Source: compiled by the author based on (Global Powers of Retailing, 2023).

Global competitive activity has a significant impact on a country's economy as well as on individual businesses. Modern information and communication technologies are a determining force in the global economy, and many of humanity's achievements are related to their use. Innovations have penetrated the areas of information creation, transmission, storage and analysis, as well as management. For example, Industry 4.0, an innovative concept of economic and social development of the previous decade, first proposed by the German government at the Hanover Industrial Fair in 2011, is not only influencing the industrial sector but also giving

rise to the Fourth Industrial Revolution, which is penetrating all sectors of the economy with such technological achievements of mankind as AI, Blockchain, Crypto, and IoT (Skitsko, 2016; Bohashko, 2018).

The global competitive environment of the knowledge economy is a system of interaction between business entities characterized by competitive conditions and factors of influence, and these conditions and factors are the result of global integration processes. This environment is characterized by emergence and is based on exponential growth and technological convergence, providing a synergistic effect to gain advantages and/or borrow effective market experience. This environment is based on maximizing the use of human capital.

Since employees are the bearers of competences and abilities, they are the source and the main potential for business development, generation of innovative ideas and creation of growth mechanisms. It should be noted that in the knowledge economy, it is human capital, using new technological capabilities, that ensures individual strategic development of each enterprise in a global competitive environment amid constant global fluctuations.

Having a deep understanding of the organization's development path and the key factors that contribute to its effective functioning, the top management of an enterprise oversees the formation of the internal environment. Usually, five components are identified, including goals, structure, technology, tasks and personnel.

When studying the internal and external environment of an enterprise, we understand that the first step is to analyze the factors that influence it, as well as to determine strategies for interacting with and counteracting uncertainty and negative phenomena and processes. As the current economic situation conceals many threats to the normal functioning of the enterprise, which exist both in the internal environment and beyond.

In a competitive environment, new requirements for an enterprise arise due to competition, high quality, reduced lead times and the need to respond flexibly to changes in the market situation, which may adversely affect the development of the enterprise. Therefore, a successful enterprise is considered to be one that has management capable of anticipating possible risks and quickly changing the structure of production and management, properly planning sales and services, distributing investments and profits, ensuring the best results and ensuring the long-term existence of the enterprise. Continuous changes in the external and internal conditions of enterprises require strategic development, an important component of which is the formation and implementation of a strategy at the enterprise, as well as the introduction of strategic management.

As a rule, a strategy is presented or written in the form of a document. It should be noted that choosing a typical strategy for an enterprise is a rather complicated task, as it depends on the external environment at the time of strategy development, as well as on the specific internal situation in the enterprise itself. Therefore, each enterprise has its own unique strategy, and the number of possible strategies is equal to the number of enterprises.

To determine the optimal strategy, various parameters should be taken into account, including the life cycle of the enterprise, its size, industry, economic goals and priorities of the owners or managers. This leads to a wide range of strategies, the choice of which depends on the specific situation. If there were a single universal scheme for achieving success, it would lead to a lack of

competitive advantage and a general competitive environment, which is unacceptable in today's environment.

Therefore, it can be assumed that the variety of strategies will constantly increase due to the introduction of innovations and the growing market environment, where managers must constantly offer new solutions to ensure progress and maintain competitive advantage. An analysis of various approaches to the conceptualisation of the terms "strategy" and "development" leads to the conclusion that a development strategy is a comprehensive action plan that envisages qualitative or quantitative changes in the potential of an enterprise. This plan is based on the analysis of the external and internal environment, as well as on the goals, desires and ambitions of the owners.

It should be noted that a development strategy is only a type of all existing strategies, and by adaptation we mean not only adapting to the conditions of a changing environment, but, above all, changing all the processes of a business entity that allow it to occupy the desired market position.

The model of strategic management of an enterprise includes 3 main strategic blocks: strategic position, strategic analysis and strategic actions, which should be carried out sequentially. Each block has its own stages, for example, in the strategic position block, the first and only stage is the formation of the enterprise's mission. The mission of the enterprise is formed by the idea, vision, experience or ambitions of the owner, top manager, where the human factor and mastery of strategic behavior are an important component.

The second block is strategic analysis – collection of all possible information, calculations at all levels of the enterprise and formation of goals, taking into account the current state and available resources and desires, ideas of owners or top managers, which are laid down in the mission of the enterprise. At this stage, an important component is the analysis of the external environment, namely the analysis and impact of the global competitive environment of the knowledge economy on the enterprise, which will be used to analyze strategic alternatives and choose a strategy, taking into account the type of activity of the enterprise, the stage of the life cycle and the location of the head office and branches of the enterprise, where the strategy and development of different countries may affect the business. The third block of strategic management of the enterprise is strategic actions.

The last step in the strategic management of an enterprise is to make strategic decisions based on the work that has been done. The result of strategic decision-making is not always the desired outcome, so at this stage it is common to return to the choice of strategy. When the desired result is obtained, the vision, desire, motivation and intellectual component of managers change, especially since the period of the strategic management cycle of an enterprise takes a year or more. Therefore, it can be concluded that strategic management of an enterprise is cyclical due to the constant dynamics in the market and the desires and ambitions of managers acquired as a result of the enterprise's results.

If a positive result is obtained at the output of the strategic management of the enterprise as a system, the company makes a leap forward - the strategic development of the enterprise, provided that an innovative product, service, production process or industry is created. If a negative result is obtained, the management can always decide to return to any stage of strategic management or start a new strategic management cycle. The chosen concept can only

be implemented if the company's staff has a strategic mindset and the company's activities are subordinated to the achievement of its long-term goals.

The global economy today tends to increase the share of the service sector or tertiary sector, and its formation is directly related to network economic activity. Retail influences the market environment and the dynamics of economic development by facilitating the spread of economic and cultural globalization, strengthening close global economic ties and setting market benchmarks for producers, competitors and consumers. The term "retail" originates from the French word "ritailleur", which means "to break down, to distribute" (Mykolaichuk, 2019). In the terminology of Western publications, the term "retail" is used as an equivalent of the domestic concept of "retail trade". In today's business environment, almost all commercial establishments, such as shops, kiosks, markets, supermarkets and shopping centres, are considered to be an integral part of retail, as they interact directly with customers and are the last stage of the process of purchasing goods.

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The competitive retail market has seen significant changes in traditional business models, especially in the context of the internet, which has led to the need to better serve more demanding consumers and redefine the shopping experience. Today's consumers have the ability to shop anywhere and anytime – whether in physical stores or online, using mobile devices, voice activation or the touch of a button. Innovation and transformation are happening faster and on a larger scale than ever before, especially in the chain retail industry, which is creating challenges for traditional retailers who are used to measuring their performance based on metrics such as growth, profitability and productivity (Huzenko, 2021).

Chain retailing is defined as a system of stores that have the same format (although there are also cases of different formats) and are under the same ownership control. This system includes a single logistics and procurement structure, as well as a common product policy, which allows for significant cost savings and provides customers with products at reduced prices compared to traditional retail outlets. This aspect is attractive to consumers and acts as a factor in increasing revenue by increasing turnover (Revenue Management software for Consumer Goods brands, 2024).

Comparison of grocery retail sales in 2022 in different regions of the world in monetary terms leads to the understanding that the largest territorial segment is the Asia-Pacific region, which covers more than a third of the market (36.2%), the second largest is Europe, with sales of 26.2% of the global market (Walmart Gross Profit, 2023).

By the end of 2024, analysts predict that there will be a slight redistribution of the regions' weight, although their overall positions in the global market structure will not change. The leader, Asia Pacific, is expected to further increase its share to 37.4%, while the second region, Europe, is expected to decline to 23.7%. The growth of the Asia-Pacific market is already being influenced by the pace of urbanization, rising incomes and the priority of the Western European lifestyle (Walmart Gross Profit, 2023).

The global grocery retail market is also showing dynamic development. In FY2022, the total revenue generated by global retailers was USD 4.74 trillion, up 4.1% from USD 4.53 trillion in 2021.

Positive factors influencing the market that have contributed to its development in recent years include globalization, growing information connectivity, increased use of online services for communication, the transition to a virtual environment for learning and work, digitalisation, the Fourth and Fifth Industrial Revolutions, which involve the use of new high technologies and information and communication technology services, as well as a number of economic factors. Negative factors include the global pandemic and all the changes associated with it (Huzenko, 2021). For example, the Covid19 pandemic has triggered changes in consumer behaviour: restrictions on travel between countries and remote work have led to a decrease in demand for goods (e.g. business clothing, make-up, luxury goods, etc.), which has caused many retailers to suffer losses or be forced to close their businesses. On the other hand, the pandemic has opened up new opportunities for retailers, such as the expansion of online shopping services, increased delivery revenues, and increased demand for food, home furnishings and personal care products (at home), and various types of entertainment and games available at home.

A study by Euromonitor, a leading provider of global business intelligence and market analysis, shows that retailers with an online presence will see sales growth over the next five years, even if their customers prefer physical stores. This underscores the need to integrate online and offline commerce (Top 10 Global Consumer Trends, 2023).

An analysis of international experience has shown that recent economic trends and external factors have a significant impact on retailers. Amid fierce competition, leading retailers are responding to new challenges associated with digital transformation by implementing and testing digital technologies. In the fast-moving consumer goods segment, digital transformation encompasses aspects such as digital operations, which includes automation of logistics processes and tracking of customer movements on sales platforms, digital supply chain transformation, which means automatic location search and omnichannel development. In addition, these processes are aimed at reducing labor costs, electricity, time losses, logistics costs, increasing profitability and choosing the best geolocations for business needs (Huzenko, 2021).

Intelligent marketing, which replaces traditional approaches, involves the transformation of standard operations and processes, such as the introduction of electronic price tags or geolocation services to facilitate personalized offers. The distinctive trends are undermining the standard notions of retail trade (Huzenko, 2021).

In addition, the government is introducing new legislative requirements, and businesses must adapt to them. FMCG retailers are developing automated process control systems, which, on the one hand, incurs additional costs, but, on the other hand, opens up new opportunities for

optimisation, reducing labor intensity and increasing the efficiency of business processes. Maximum automation of retail management opens up the way to reducing costs in the medium term. For example, over the past decade, consumers have been rapidly adopting mobile devices, new consumer behavior has prompted retailers to redesign their retail space to harmoniously combine digital and traditional experiences, and today consumers use online services and make their purchases not only in the traditional but also in the digital environment, outside the store.

The competitive environment is contributing to a reorientation of retail focus. In this environment, businesses are focusing on delivering financial returns to shareholders and creating long-term value for all stakeholders, not just shareholders. The focus of companies determines their strategy and decision-making processes. The main focus of retail is now on the development of human capital, which provides innovative technological solutions to expand business and increase turnover. Due to this, the organizational structure of retail is undergoing changes, including the creation of an analytical department that works with large amounts of data (Big Data) and individual preferences of each consumer (Huzenko, 2021). Another example is the X5 Smart Data project in the field of Big Data, which has been developed by X5 RETAIL GROUP since 2017. This is a strategic big data management project that provides an opportunity to increase sales and profitability of the core business through better customer knowledge, and is also a source of new revenue through data monetisation.

Among the innovative digital technologies that are highly popular in the retail sector are data personalisation, electronic document management, voice commerce, delivery optimisation, online services, especially for mobile devices, and comparison services that combine user ratings with real market prices. These technologies are becoming essential for successful business operations, the execution of most business processes and the effective interaction of all market participants.

In addition, an important resource for a new business model in a competitive environment is the creation of research and development (R&D) departments. A company that strives to be at the forefront of innovation must have a team working on technical and business innovations. In this environment, the R&D department plays an important role by providing research and design. For example, an R&D development might include a store that uses FACE ID facial recognition technology. R&D provides the company with the opportunity to create a new addition to its product and occupy a new niche in the market (Huzenko, 2021).

Under the influence of the global competitive environment, the modern world has gained giants and professionals - enterprises that provide the world with advanced technologies and innovations in meeting consumer needs in every sector of the economy. As a result of the global environment, retailers have to adapt to the changes in the demanding competitive landscape. As global retail is developing at a high pace, it is important to monitor global trends and processes in order to introduce new trading concepts at domestic enterprises and to strategically plan their further development (Akhnovska & Hladkova, 2020). The main players of the global food retail market, which shape and set the direction of development of the modern trade market and configuration of the FMCG sector, bring in more than billions of US dollars a year (Table 2), thanks to constant search, experiments, modern technologies and new communication formats to become indispensable for consumers and be relevant in the modern world.

Table 2. The best food retailers in the world, 2022

N ^o	Name	Country	Revenue, USD million	Growth rate for 5 years	Store format
1	WalMart	USA	514,405	1,6%	Hypermarket
2	Costco Wholesale Corporation	USA	141,576	6,1%	Cash & Carry/ Warehouse Club
3	Schwarz Group	Germany	121,581	7,1%	Discounter
4	The Kroger Co	USA	117,527	3,6%	Supermarket
5	Aldi Einkauf GmbH & Co	Germany	106,175	6,7%	Discounter
6	Tesco PLC	England	82,799	0,1%	Hypermarket/ Supermarket
7	Target Corporation	USA	74,433	0,5%	Discounter
8	Ahold Delhaize	Netherlands	74,076	14,0%	Supermarket
9	Aeon Co.	Japan	71,446	6,5%	Hypermarket/ Supermarket
10	Edeka Group	Germany	62,054	3,2%	Supermarket

Source: compiled by the author based on (Global Powers of Retailing, 2022; Global Powers of Retailing, 2023).

An analysis of international experience has helped to identify the best players in the global FMCG retail market: Wal-Mart, Costco, Amazon, Schwarz Group, The Kroger Co, Aldi Einkauf GmbH & Co, and others. It is noted that four of the ten largest retailers in the world are of American origin. They are not particularly active abroad, with only 13% of their sales coming from foreign markets, with Canada and Mexico playing a special role. Faced with competition from Amazon, large retailers, such as WalMart, are increasingly focused on developing their e-commerce business, introducing technology in stores and opening convenient formats. The number of large retailers from Europe is 88 companies, which accounts for 34.4% of the total retail revenue of all participants in the global FMCG market. European retailers remain the most active on a global scale as they continue to develop beyond their domestic markets: on average, they are present in 18 countries.

Increasing the competitiveness and strategic development of a country, region, city, village or individual business entity is directly related to the growth of globalization trends and the development of the knowledge economy in the world. Today, businesses in countries whose economies are based on innovation and knowledge, such as Switzerland, the United States, Singapore, and Sweden, have competitive advantages. On the contrary, enterprises in countries with a lower level of innovative development, science and education, access to information, new technologies in the global competitive environment of the knowledge economy are losing their competitive position. The main goal for such countries should be to increase their readiness for globalization processes and their own economic efficiency. At the same time, it is extremely important for business entities to monitor the development of the country in which they operate and analyze the impact of the global competitive environment.

The study found that the current market and environment are configurable, with market players developing at a rapid pace and with their own strategic vectors and goals. The global competitive environment has its own factors of influence on the economic development of both the country and each enterprise separately.

An economic-mathematical modeling is proposed to obtain analytical evidence of the level of development of countries in the world in the global competitive environment of the knowledge economy, using a cluster approach. This approach indicates the possibility of strategic development of retail trade within each country. Given the internal and external factors of the global competitive environment, every FMCG retailer in the world has to constantly ensure its competitive position in the market.

In today's environment, organizations need to be flexible and dynamic, able to easily adapt to changes in the external environment. They also need to have an effective decentralization system and constantly explore opportunities to increase the productivity of human resources.

To determine the strategic development of an enterprise, the author formulates the following conceptual principles, namely:

- 1). systemicity, where the main characteristic is that each economic phenomenon is considered and evaluated in terms of interaction with others, the interconnection of all elements of the object and processes in it, taking into account internal and external factors;
- 2). a comprehensive solution to a problem involves the following components: proportionality and balance of production resources in terms of volume and time, use of resources based on a thorough analysis of conditions (organizational, economic, technical and social) and production factors.
- 3). flexibility is the ability to change the calculation indicators, and thus to plan and adjust its direction in response to unforeseen circumstances, or to apply the model in different sectors of the economy;
- 4). the principle of participation means that each member of an economic organization becomes a participant in the planned activities of that organization, regardless of his or her position and functions. This provides a significant effect. First, each member of the organization becomes more immersed in various aspects of its activities and receives deeper and more objective information about the organization itself. Secondly, the personal involvement of organizational members in the planning process leads to the merger of the organization's plans with the personal plans of employees, the identification of goals, and, accordingly, to increased motivation for effective work;
- 5). integration helps to combine a variety of management methods and concepts in this model;
- 6). the principle of scientific validity is to involve scientists in the analysis, research, discussion and justification of the issues that determine the conceptual framework for building a strategic development of the enterprise;
- 7). Bellman's optimality principle is based on the choice of management at each step, which gives the optimal sum of gains at all stages remaining before the end of the process and at this step;
- 8). the principle of innovative nature of enterprise development is based on high standards of work and the desire for innovation.
- 9). longevity allows planning the strategic development of the enterprise for the long term;
- 10). the principle of competitiveness allows the enterprise to occupy the best positions in the market due to new quality, speed, novelty, originality, etc.
- 11). the principle of emergence is to achieve a certain level of competitiveness by combining the main elements of its formation into an integrated system (Malovychko, 2016).

The constructive basis of the conceptual model of strategic development of an enterprise is understanding and adherence to a certain set of values, namely, ease and comprehensibility of the integrated approach to building a strategic development of an enterprise for the user.

The conceptual model is aimed at ensuring strategic management decision-making, improving the final results of activities and rationalizing the formation of resources and costs. It is aimed at achieving the goals of strategic development of the enterprise by using the mechanism of

strategic development in the global competitive environment of the knowledge economy. This environment includes methodological support, which includes an algorithm for determining the level and vector of strategic development of the enterprise. Also, this methodological support includes an assessment of the strategic position of the enterprise and the choice of strategic alternatives in the global competitive environment of the knowledge economy. The instrumental support consists of the coefficients of the level and vector of strategic development, the matrix for assessing the strategic position of an enterprise and the matrix model for choosing a strategy, which contributes to improving the efficiency of the enterprise, increasing the coefficient of the level of strategic development of an enterprise, improving the vector of strategic development, reducing the level of negative environmental impact and improving the strategic position of an enterprise.

An enterprise with a sufficient level of innovation potential demonstrates the following characteristics: high performance indicators of economic activity, conducting its own research or using the results of modern scientific developments of other organizations, flexible and rapid adaptation to changes in market conditions, efficient organization of production and management processes, highly qualified specialists, and focus on innovative development. In order to achieve high innovation potential, it is necessary to strengthen financial support for the company's innovation projects and increase the intensity of research and development activities and commercialisation of its results.

Among the characteristics of an acceptable level of the enterprise's innovation potential, it is worth noting that it has an average level of ability to carry out innovation activities, but with significant limitations and lags, albeit insignificant, in financial, economic and innovation indicators from acceptable standards, as well as the lack of research and development activities. On the other hand, the company has profitable products, a balanced organizational structure, generates net profit, has qualified personnel, is willing to reduce production costs, uses licensed products and actively uses the results of scientific research of other organizations.

In order to achieve a higher level of innovation potential, such enterprises need to modernize their production by establishing links with science, attracting additional financial resources, etc., and there is a need to improve their image to attract new customers.

Conclusions / Висновки

Based on the results of the study, the article solves an urgent scientific and practical task of studying the problems of strategic development of enterprise in the global competitive environment and develops scientific and practical recommendations for managing the competitiveness of the strategic potential of enterprise. The main conclusions obtained in the course of the study are as follows.

The aggressively changing environment as a reality of the XXI century has led to a paradigm shift in economic development. With the help of the identified articles on the transformation of the competitive environment, consideration of the determinants of the global competitive environment, namely: internationalization and transnationalization of the world economy, information and communication revolution, innovation management, formation of the global market, urbanization, outsourcing, digital and remote workplace, emergentism, informatisation, the Fourth Industrial Revolution, emergencies, etc. The author's definition of the concepts is proposed: "competitive environment".

As a result of the study of the factors of influence of the global competitive environment on the strategic development of enterprise, a structural model of the impact of the global competitive environment of the knowledge economy on enterprise has been developed, which includes the identified factors of influence, such as social, human capital, cultural, demographic, economic, scientific, technical, technological, international, legal, political, geographical, infrastructure, information, environmental, etc., as well as the factors of the “near environment”, which includes everything related to the stakeholder.

A mechanism for strategic development in a global competitive environment has been developed, which includes methodological support, containing an algorithm for determining the level and vector of strategic development of enterprise in a competitive environment, assessing the strategic position of enterprise and choosing strategic alternatives of enterprise in a competitive environment, and facilitates the adoption of strategic management decisions, improving the final results of activities, rationalizing the structure of formation of resources and costs and achieving the goals of the country's strategy.

Author Contributions / Авторський внесок

Conceptualization and Design / концептуалізація та проєктування: O. Bohashko;
Literature Review / огляд літератури: O. Bohashko;
Methodology and Validation / методологія та обґрунтування: O. Bohashko;
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