

**MODERN STRATEGIC ENTERPRISE MANAGEMENT  
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**Abstract:** *The article examines the modern strategic enterprise management model in the context of digitalization, globalization, and high dynamics of the external environment. The main approaches to strategic management are analyzed, and the role of innovation, flexibility, and sustainable development in forming the competitive advantages of an enterprise is revealed. Special attention is paid to the integration of strategic planning with operational management, the use of digital technologies and analytical tools to improve the effectiveness of management decisions. Key elements of the modern strategic enterprise management model are presented, and directions for its practical application in the activities of organizations across various industries are identified.*

**Keywords:** *strategic management, enterprise management model, innovation, digitalization, competitiveness, sustainable development, strategic planning, management effectiveness.*

In the context of globalization, digitalization, and high uncertainty in the external environment, enterprises face the necessity of constant adaptation to market changes. Traditional management approaches are increasingly proving to be insufficiently effective, which necessitates the implementation of modern strategic enterprise management models. Such models are oriented toward long-term development, innovation, flexibility and sustainability, as well as the formation of competitive advantages in a dynamic economy.

Strategic management represents a process of forming and implementing the long-term goals of an organization, taking into account the influence of the external

and internal environment. Classical theories of strategic management are based on the analysis of enterprise resources, the competitive environment, and strategic positioning. However, in modern conditions, these approaches are supplemented by concepts of sustainable development, digital transformation, and knowledge management.

The modern strategic management model is characterized by its comprehensive nature and involves the integration of strategic planning, operational management, and control systems. This allows the enterprise to respond to changes in a timely manner and adjust strategic priorities.

The economic transition to an innovative country model is only possible through the implementation of innovative strategies. An enterprise's strategy allows for the effective use of existing innovative business potential and enables enterprises and organizations to determine clear directions for their innovative development.

The strategic system of innovative enterprise management represents the goal of economic activity. In addition, it is an object of economic theory and plays an important role in the economy.

The theoretical and methodological foundations of our research on the formation and development of a market economic system are reflected in the works of scholars Ansoff I.A., Belov S.A., Borovskikh N.V., Muzaev I.R., Poretskova K.V., and others.

In writing the article, models, methods of analysis, synthesis, expert assessment, as well as other methods of theoretical economic research were applied.

**The modern strategic enterprise management model includes the following key elements:**

- analysis of the external and internal environment using modern analytical tools;
- formation of the mission, vision, and strategic goals of the enterprise;

- orientation toward innovation and digital technologies;
- flexibility of management decisions and adaptability of organizational structure;
- a system for monitoring and evaluating the effectiveness of strategy implementation.

Special importance in this model is given to human capital, corporate culture, and the development of managerial competencies. An effective strategy is impossible without employee involvement and support from management.

Innovation and digitalization are becoming key factors in increasing enterprise competitiveness. The use of information systems, big data, artificial intelligence, and business process automation allows for improved quality of management decisions and reduced costs.

The modern strategic management model involves active implementation of digital tools in planning, forecasting, and control processes. This ensures transparency in enterprise operations and contributes to achieving sustainable results in the long term.

In strategic management, the characteristics by which strategy is classified [1, p.23; 2, p.140] are used as the main criterion. Researchers use the following classifications: level of decision-making; basic concept of achieving competitive advantages; stage of demand life cycle; state of the environment in which the enterprise operates; position of the firm in business; direction of enterprise actions; degree of risk; degree of activity of actions; production decisions made by the organization; and strategic aspects within enterprise management.

In the theory and practice of strategic management, one of the less studied issues is the justification of functional (particular) strategies, which include innovative strategy.

In conditions of increasing competition and the emergence of new technologies, interest from commercial organizations in innovative strategies is

growing; consequently, the problem associated with the development and implementation of innovative strategies is currently relevant.

Scientific literature examines different approaches to classifying innovative strategies [1, p.45; 2, p.89; 4, p.141; 5, p.380], for example, researchers propose classifying innovative strategies depending on: the stage of the innovation process, highlighting R&D stage strategies, production development stage strategies, and commercialization stage strategies; the object of innovation management: product, technological, marketing, organizational, environmental; the development horizon: short-term (development period up to 1 year), medium-term (1-3 years), long-term (over 3 years); the place of implementation: at the level of the entire enterprise, in a specific functional area, in a specific strategic business area; the company's behavior model in new market conditions: active and passive strategies;

In our opinion, innovative strategies must be developed in close connection with the competitive (business) strategies of the enterprise. Innovative development of the enterprise is one of the main ways to ensure competitive advantages, except in cases where the organization is in the stage of reorganization or liquidation.

We conducted a typology of competitive strategies based on the combination of the two indicated characteristics and proposed identifying five types of competitive strategies (strategic competitive alternatives) that can be applied in practice by domestic enterprises: strategy of achieving market leadership through low costs; production diversification strategy; differentiation strategy in the local sales market; strategy of serving small market segments; strategy of participation in the products of large firms (integration strategy).

Depending on the content of the competitive strategy, specific types of innovative strategy should be formed and justified.

The strategy of achieving market leadership through low costs can be used in enterprise activities, primarily by large organizations engaged in mass production and having the opportunity to outpace competitors through economies of scale.

Accordingly, in practical activities, this strategy is advisable for organizations with a high level of competitiveness and possessing significant resource and financial potential both for the entire enterprise and in a specific strategic zone.

The production diversification strategy has an innovative character and involves expanding economic activities into new areas used in a given strategic business area, for example, expanding the range of manufactured products through the development of new types of production and providing new types of services.

The market differentiation strategy involves producing products that differ from competitors' products; distinguishing features can include product quality indicators as well as creating products with new consumer properties. The main basis for designing the innovative component of the activities of economic entities adhering to this competitive strategy will be the use of long-term and medium-term planned (in some cases emergent) product and marketing innovations.

The strategy of serving small market segments is based on a focus strategy. This strategy can rely on differentiation (the main, historically established original direction), or on cost leadership, or on both, but within the target market segment.

The cooperation and integration strategy can be implemented in the following forms: through the creation of vertically integrated structures; through cooperation of producers with suppliers and intermediary buyers through participation in associations. This cooperation and integration strategy also has an innovative character and is associated with the application of new effective organizational structures in the process of its implementation; consequently, for this strategy, the use of organizational innovations of a long-term nature is relevant.

In conclusion, it should be noted that innovative strategies, due to their specificity, should form the basis for implementing competitive strategies. Enterprise entities must clearly understand that without continuous innovation and changes in activities caused by the constantly changing external environment, effective functioning in the modern competitive environment is impossible.

Based on our point of view, the defense includes expanding the role of financial support for innovative activities through: direct financing; creation of venture innovation funds enjoying benefits; creation of a technology network to ensure effective development of innovative processes and much more.

Product innovation is associated with the creation of new types of production, while social innovation means the emergence of new jobs. Thus, the impact of product innovation on labor resources consists primarily in the redistribution of jobs, changes in their structure, and wage payments.

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