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THE INFLUENCE OF THE EXTERNAL AND INTERNAL ENVIRONMENT ON THE FORMATION OF STRATEGIC MANAGEMENT OF THE ENTERPRISE

Vira Dabizha, Volodymyr Voskolupov. "The influence of the external and internal environment on the formation of strategic management of the enterprise". *The article discusses modern approaches to strategic management of enterprises in the context of globalization and economic instability. The key role of the analysis of the external and internal environment in the formation of competitive advantages and long-term development strategy, as well as the enterprise management strategy, is determined.*

The importance of applying innovative and anti-crisis approaches to ensure the sustainability and flexibility of enterprises is substantiated. Recommendations are offered on how to integrate long-term goals with operational tasks and continuous monitoring of changes, which allows enterprises to respond effectively to the challenges of the modern market.

The article focuses on the need to dynamically adjust the strategy to strengthen positions in a competitive market and sustainable development in the long term. The article highlights the methods of environmental analysis, such as market research, monitoring of political, economic and social factors, as well as the importance of dynamic adjustment of strategies in accordance with changes in the external environment.

The results of the study indicate the importance of an adaptive approach to strategic management and the use of integrated models that take into account the complex environment of the enterprise.

Keywords: strategic management, external environment, internal environment, factors of influence, enterprise development, environmental analysis, economic stability, development strategy, competitiveness.

Віра Дабіжа, Володимир Восколупов. «Вплив зовнішнього і внутрішнього середовища на формування стратегічного управління підприємством». *У статті розглянуто сучасні підходи до стратегічного управління підприємствами в умовах глобалізації та економічної нестабільності. Визначено ключову роль аналізу зовнішнього та внутрішнього середовища у формуванні конкурентних переваг і довгострокової стратегії розвитку, а також стратегії управління підприємством.*

Обґрунтовано важливість застосування інноваційних та антикризових підходів для забезпечення стійкості та гнучкості підприємств. Запропоновано рекомендації щодо інтеграції довгострокових цілей із оперативними завданнями та постійного моніторингу змін, що дозволяє підприємствам ефективно реагувати на виклики сучасного ринку.

У статті звертається особлива увага на необхідності динамічного коригування стратегії задля зміцнення позицій на конкурентному ринку та сталого розвитку в довгостроковій перспективі. Висвітлено методи аналізу середовища, такі як дослідження ринку, моніторинг політичних, економічних та соціальних факторів, а також значення динамічного коригування стратегій відповідно до змін у зовнішньому середовищі.

Результати дослідження вказують на важливість адаптивного підходу до стратегічного управління та використання інтегрованих моделей, що враховують комплексне середовище діяльності підприємства.

Ключові слова: стратегічне управління, зовнішнє середовище, внутрішнє середовище, фактори впливу, розвиток підприємства, аналіз середовища, економічна стабільність, стратегія розвитку, конкурентоспроможність.

Introduction. In the modern context of globalization and digital transformation, effective strategic management has become a key factor in ensuring enterprise competitiveness and resilience. Rapid changes in the economic environment, growing uncertainty, and risks triggered by geopolitical developments, economic crises, and innovative technologies demand flexible approaches to strategy formulation. Strategic management involves analyzing and synthesizing both external and internal factors that directly influence managerial decision-making.

The impact of the external environment is reflected in economic, political, social, and technological factors, which present enterprises with both new opportunities and challenges that threaten their stability. At the same time, the internal environment determines the enterprise's ability to adapt to external conditions through the efficiency of management processes, organizational culture, and the availability of necessary resources.

The relevance of this study is driven by the need to develop strategic management tools that account for the interaction between internal and external environments in the face of increasing economic instability. This issue is particularly significant for Ukrainian enterprises, which must simultaneously cope with global trends and domestic economic difficulties.

Thus, this research will contribute to a deeper understanding of strategic management processes and the development of new approaches to achieving long-term enterprise competitiveness.

Analysis of recent research and publications. The relevance of the research topic is confirmed by the need for continuous analysis of the internal and external environments of the enterprise. In order to investigate the issue of the influence of external and internal environments on the formation of strategic management within the enterprise, we have analyzed the works of authors such as: H. Ansoff, B. Boyd, V. Baidala T. Balanovska, S. Dolynskyi, O. Havrysh, T.

Kobeleva, Ya. Koval, V. Kotliarov, T. Kostina, O. Vitvitska, A. Zahorodnia and other leading scholars in this field.

The objective of this article is to analyze the influence of external and internal factors on the formation of strategic management in enterprises and to justify approaches for improving the effectiveness of strategic decisions. The study also addresses the integration of modern management tools and the adaptation required to navigate rapid changes in the business environment.

Presentation of the main results. In recent years, enterprise strategy has become an integral part of business management in almost all countries with market economies. The globalization of economic processes, the increase in competition among manufacturers, and the growing influence of high-tech companies have led to the widespread application of strategic thinking as the only correct approach to enterprise management in market conditions.

When developing a strategy, it is necessary to consider both external and internal factors, particularly the availability of resources, competencies, and capabilities that the enterprise has to effectively implement the chosen strategy.

The selection of optimal parameters for corporate strategy classification is determined by the purpose and objectives of the classification, the characteristics of the object of analysis, and the specific element-time situation. To determine the strategy and planning goals for the enterprise's actions in the market, it is necessary to analyze the external and internal environment.

For every business, is important to conduct an analysis of its external environment, which includes the study of resource suppliers, the availability of sales markets, product buyers, legislation, existing technologies, competitors, and so on. To select the appropriate method of analyzing the external environment, the following should be considered:

Complexity – the number of factors to which the business must respond;

Mobility – the rate of changes and the speed at which changes occur in the corporate environment;

Uncertainty – the amount and reliability of information about specific external environment factors [3].

Developing a growth strategy is especially important for companies operating in dynamic markets with high uncertainty in external environment parameters. Resources are needed to achieve the set goals. As a result, a company's development strategy is meant to answer several questions: which areas of business are more profitable to develop, what resources are needed, and how to generate profit by developing these areas. Corporate development strategies have several unique characteristics [5]:

No special actions are taken during strategy development. Essentially, the final stage of the process is determining the directions that will ensure the company's stable growth and strengthen its positions.

Depending on the type of strategy being developed, for example, a financial strategy, it requires projects to be formed on how this strategy will be implemented. The process involves focusing on specific areas or prospects and eliminating unacceptable opportunities that are incompatible with the chosen strategy.

The need for the chosen strategy disappears the moment an event occurs in an undesirable direction for the company.

It is impossible to foresee the full range of opportunities that may arise during the development of an action plan. The information used for this may be incomplete and inaccurate.

If all information were available, the validity of the initial strategy would likely be in question. This underlines the need for feedback, which allows for timely plan revisions and important adjustments.

Strategic planning involves developing a set of strategies (or the company's financial strategy or marketing strategy) [4]. Therefore, the strategic management process entails the timely implementation of the chosen plan and the reworking of the strategy in response to new circumstances.

Strategic planning is a logical system based on rational thinking. At the same time, planning is the art of forecasting, conducting thorough research, and making calculations that favor the best alternative [10].

Strategic management is the implementation of a concept that combines target-oriented, systemic, situational, and integral approaches to enterprise activities, enabling the establishment of development goals, comparing them with the enterprise's available capabilities, and aligning them with the latter by developing and implementing a system of strategies [10].

Researchers D. Glaydell and S. Hatten defined strategic management as a process of determining and establishing an organization's relationship with its environment, aimed at achieving selected goals and the desired state of interaction with it through resource allocation, allowing the organization and its units to operate effectively and efficiently. In particular, I. Ansoff associates strategic management with defining the goals and objectives of the enterprise and establishing a link between the enterprise and the external environment [1].

By strategic management, we mean a dynamic process based on utilizing the enterprise's potential, oriented towards achieving long-term competitive advantages in the market while timely adjusting functional goals (according to changes in the external environment) through innovation orientation, business volume growth, restructuring enterprises, or crisis management.

Thus, the goal of strategic management is to build a dynamic system that ensures the timely determination of mission, goals, and strategies, the development and execution of plan systems, thereby ensuring the company's long-term competitive advantages in the market.

Enterprise strategic management represents a concept with the following distinctive features:

1. It is based on a specific combination of management theories related to enterprise activities (including systems and situational analysis, goal-oriented and innovation approaches to management, etc.); the enterprise is viewed as an open socio-economic and material-object system. Using only one of these principles does not allow achieving the necessary results for long-term enterprise development.

2. It is focused on studying the conditions in which the enterprise operates. This enables the creation of strategic management systems that are adequate to existing conditions and will differ depending on the enterprise's characteristics and external environment.

3. It emphasizes the need to collect and use strategic information databases. The analysis, interpretation, and use of information for strategic decision-making enable defining the content and sequence of changes in the enterprise by reducing environmental uncertainty.

4. It helps predict the consequences of decisions, influencing the situation through resource allocation, establishing effective connections, and shaping strategic employee behavior.

5. It involves using specific tools and methods for enterprise development (objectives, "goal trees," strategies, "strategic sets," strategic plans, projects and programs, strategic planning and control, etc.).

6. It creates the prerequisites for forming a management system that enables the organization to operate in a strategic mode, which, in turn, ensures its long-term existence, and so on [14].

Enterprise management strategy and enterprise development strategy have different focuses and tasks, although both aim to ensure the enterprise's efficient operations and long-term competitiveness. The main goal of the enterprise management strategy is to ensure effective operations, organization, and coordination of all processes that allow achieving current and long-term goals. In particular, the main goal of the enterprise development strategy is to ensure the company's long-term growth and development, taking into account changes in the external environment, new markets, products, or technologies.

It should be noted that the development strategy of an enterprise should be built on the principle of hierarchy. For instance, a small organization may have only one strategy, while a large company may have a developed strategy for each level of action.

An enterprise's development strategy is determined by studying the external environment and possible internal perspectives for the company's activities, taking into account unpredictable market situations. It involves setting a long-term direction for the enterprise's development in all types of production activities and occupying a corresponding or planned position in domestic and foreign markets [13].

When planning, potential strategies for developing market services at the enterprise are also considered: entering markets with new products, attracting new suppliers and consumers of products, expanding or ceasing the production and sale of previous products and services. Therefore, global business practices show that most companies that achieve significant results do so by implementing a strategic management system.

Any enterprise exists and operates within an internal and external environment. Every action at any enterprise is carried out only if the environment allows it.

The internal environment of an organization is a set of elements that make up the organization and ensure its integrity and viability as an open system. This is a complex system of elements and links between them, which is the object of management.

The external environment of an organization is a set of business entities, economic, social, and natural conditions, national and international institutional structures, and other external factors that influence the enterprise's activities.

To determine and implement the enterprise management strategy, management must have a deep understanding of both the organization's internal environment, its potential, and development trends, as well as external environment trends.

The external environment of an organization is a source of resources necessary for its existence. The external environment of an organization refers to the set of elements surrounding it and significantly influencing its activities.

External environment analysis involves analyzing its microenvironment (immediate surroundings) and macroenvironment (indirect surroundings) [2].

The macroenvironment includes factors that may not have an immediate and direct impact on the organization's effectiveness and stability but still have some (indirect) influence.

Macroenvironment analysis should include research on international factors (military conflicts, economic crises), political processes in the country, legal regulations, economic conditions, the level of scientific and technological development in society, social and cultural aspects, environmental status, etc.

Microenvironmental factors directly influence the organization's activities. The immediate environment includes consumers, suppliers, competitors, the labor market, as well as government bodies and corresponding laws that regulate organizational activities.

An analysis of the organization's internal environment helps identify the potential and resources on which the organization can rely to achieve its goals. The internal environment is analyzed in the following areas: personnel, their potential, qualifications, and interests; the organization of management and marketing; the state of core activities (production, organizational characteristics, research and development, etc.); financial condition; and organizational culture.

Table 1 – Let's examine, as an example, the need to study some of the above macroenvironment factors.

Factor	Brief description
Economic Factors	Economic factors need to be constantly monitored, as examining the state of the economy allows one to understand how resources are formed and redistributed. The most important economic indicators include GDP, inflation rate, exchange rate, interest rates, balance of payments, unemployment rate, and others. It is essential to determine what opportunities or threats the levels of these indicators may pose for the organization's development.
Political Factors	The successful operation of an organization depends on the level of political stability in the country. It is crucial to understand the intentions of the authorities regarding specific economic sectors and society as a whole. Large companies, for example, try to participate in the political process, which allows them to lobby for their interests and, to some extent, influence managerial decisions. Political factors can serve as both threats and opportunities for the organization.
Technological and Scientific Factors	Analyzing the latest scientific and technological trends enables timely technology updates or entry into new market niches that arise due to technological progress. The most dynamic fields include the rapid development of information systems and technologies, as well as telecommunications.
International Factors	Companies operating in international markets must continually analyze global market conditions, foreign trade trends, customs policies, anti-dumping measures, and other trade policies of partner countries.
Social and Demographic Factors	The study of these factors aims to assess the impact of social indicators such as the standard of living, education level, existing traditions, and societal values, as well as demographic trends. Social factors influence both other macroenvironmental factors and the internal environment of the organization.

Source: based on [6]

The analysis of the financial condition enables the identification of current and potential weaknesses of the organization compared to its competitors. Researching the internal environment aims to uncover the organization's strengths and weaknesses. Strengths serve as the foundation that the organization relies on in the competitive struggle and should strive to expand and strengthen. Weaknesses should be a focus of management's attention to address and resolve.

The external environment is analyzed to identify threats and opportunities that should be considered when setting and achieving goals. Environmental analysis is typically entrusted to analytical and marketing departments, which are primarily responsible for solving information-provision issues. Common methods for gathering information to monitor the external environment include desk research, involving the search for secondary information on electronic and paper media (e.g., analyzing materials published in periodicals, books, information in electronic media, and the Internet); attending professional conferences; analyzing the experience of organizational staff; and conducting market research.

According to the strategic management concept, analyzing the external and internal environments is a necessary element in determining the enterprise's mission and objectives. Strategy serves as a tool for achieving goals, and the management concept selected for successfully implementing the chosen set of strategies is essential for business functioning. It should be noted that strategic management is a modern business concept focused on setting goals and objectives, defining the direction of activity, and creating guidelines for resource allocation and actions to achieve these goals [7].

A strategy is a long-term, qualitatively defined direction for the development of an enterprise, aimed at strengthening its position, meeting customer needs, and achieving set goals. Therefore, the main task addressed by corporate strategy is to implement innovation and change within the enterprise through resource allocation, adaptation to the external environment, internal coordination, and forecasting future changes in operations [9].

Thus, an enterprise development strategy involves not only setting long-term core goals and objectives but also clearly defining a course of action and skillfully allocating resources necessary to achieve these goals. It is clear that the conditions of modern economic development in most countries are shaped by globalization and the dynamics of the external environment. Despite the volume and accessibility of information, as well as the active development of communications and information technology, the process of forecasting the future state of the economic system depends on numerous factors that can influence its behavior. For example, the impact of a financial crisis may lead to bankruptcy and worsen the overall socio-economic situation.

This is due to global development trends, the most important of which today are the gradual globalization and the specific economic conditions of each country. The acceleration of technological development, the increasing importance of human resources, and changes in other elements of modern production are interrelated issues of balanced and dynamic growth [8].

Therefore, all enterprises must adapt to these changes by improving their production programs, logistics infrastructure, trade and sales policies, and by developing appropriate future strategies.

Undoubtedly, modern enterprises are dynamic and open systems, and their activities depend on the conditions of the external environment in which they operate. Currently, the external environment of all companies demonstrates unpredictable rates of change.

The mission of any enterprise is, above all, to keep up with modern trends and continuously improve. This ensures the enterprise's competitiveness in the market. Practice shows that the most successful enterprises are those that place significant emphasis on strengthening their competitiveness [11].

Social responsibility is a positive trait of modern business. It should be acknowledged that the theory of corporate social responsibility has been studied by representatives of Ukrainian business for a long time. In the modern context, corporate social responsibility is part of the strategy [11].

The development of enterprises is an irreversible, directed, and logical process. Changes occurring under the influence of internal and external factors lead to the formation of quantitative, qualitative, and structural changes.

Conclusions. Thus, effective strategic management requires the use of various methods of analysis, including systemic, situational and targeted approaches. An analysis of the external environment helps a company identify threats and opportunities, while an internal analysis reveals the strengths and weaknesses of the business. This allows companies to respond flexibly to changes and make prompt adjustments to their strategy. Creating a sustainable strategy is possible only if long-term goals are harmonized with operational objectives and if both internal and external conditions are constantly monitored.

Strategic management should not only focus on stability but also take into account innovative and anti-crisis approaches. Implementing innovations, restructuring processes, and creating anti-crisis mechanisms allow an enterprise to remain stable in an unstable environment. Flexibility and the ability to quickly adapt to changes have become key success factors at the current stage of economic development. Thus, the enterprises strategy should provide for the possibility of its dynamic change and integration of new approaches, which will contribute to long-term development and strengthening of market positions.

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