

Адаптація стратегій розвитку підприємств до викликів глобального конкурентного середовища

Предметом дослідження є стратегічні підходи до розвитку підприємств в умовах глобального конкурентного середовища та механізми їх адаптації до динамічних змін зовнішнього економічного простору.

Метою дослідження є обґрунтування теоретико–методичних засад адаптації стратегій розвитку підприємств до викликів глобальної конкуренції та визначення ключових напрямів підвищення їхньої конкурентоспроможності в умовах нестабільності світових ринків.

Методи дослідження. У роботі використано методи аналізу й синтезу для узагальнення теоретичних підходів до стратегічного управління, системний підхід для дослідження взаємозв'язку між внутрішніми ресурсами підприємств і зовнішнім конкурентним середовищем, інституційний аналіз для оцінювання впливу глобальних економічних правил і стандартів, а також порівняльний аналіз для зіставлення традиційних і адаптивних стратегій розвитку підприємств.

Результати роботи. Доведено, що адаптація стратегій розвитку підприємств до глобального конкурентного середовища є необхідною умовою забезпечення їхньої стійкості та довгострокового зростання. Обґрунтовано, що ефективні стратегії розвитку мають базуватися на поєднанні інноваційності, гнучкості управління та здатності до швидкого реагування на глобальні виклики, включаючи технологічні зміни, посилення конкуренції та нестабільність міжнародних ринків.

Галузь застосування результатів. Результати дослідження можуть бути використані у практиці стратегічного управління підприємствами, при розробленні корпоративних і конкурентних стратегій, а також у науково–освітньому процесі з дисциплін стратегічного менеджменту та міжнародного бізнесу.

Висновки. Адаптація стратегій розвитку підприємств до викликів глобального конкурентного середовища набуває стратегічного значення та потребує системного підходу до управління розвитком і конкурентоспроможністю.

Ключові слова: стратегія розвитку, глобальна конкуренція, адаптація, конкурентне середовище, стратегічне управління, підприємство.

VIACHESLAV KOLODIASHNYI

Adaptation of enterprise development strategies to the challenges of the global competitive environment

The subject of the study is strategic approaches to enterprise development in a global competitive environment and mechanisms for their adaptation to dynamic changes in the external economic space.

The purpose of the study is to substantiate the theoretical and methodological principles of adapting enterprise development strategies to the challenges of global competition and identify key areas for increasing their competitiveness in the context of unstable world markets.

Research methods. The work uses methods of analysis and synthesis to generalize theoretical approaches to strategic management, a systems approach to study the relationship between internal resources of enterprises and the external competitive environment, institutional analysis to assess the impact of global economic rules and standards, as well as comparative analysis to compare traditional and adaptive enterprise development strategies.

Results of the work. It is proven that the adaptation of enterprise development strategies to the global competitive environment is a necessary condition for ensuring their sustainability and long–term growth. It is substantiated that effective development strategies should be based on a combination of innovation, management flexibility and the ability to quickly respond to global challenges, including technological changes, increased competition and the instability of international markets.

Field of application of the results. *The results of the study can be used in the practice of strategic management of enterprises, in the development of corporate and competitive strategies, as well as in the scientific and educational process in the disciplines of strategic management and international business.*

Conclusions. *The adaptation of enterprise development strategies to the challenges of the global competitive environment is gaining strategic importance and requires a systematic approach to managing development and competitiveness.*

Keywords: *development strategy, global competition, adaptation, competitive environment, strategic management, enterprise.*

Problem statement. In the current conditions of deepening globalization and integration of national economies, enterprises operate in a highly competitive environment characterized by rapid technological changes, increasing intensity of international competition and instability of market conditions. The global competitive environment creates new requirements for enterprise development strategies, making it necessary to constantly review management approaches and mechanisms for ensuring competitive advantages. Traditional development strategies focused on the relative stability of markets and predictability of the external environment are increasingly proving ineffective in the face of global challenges. This makes the problem of scientific substantiation of adaptive enterprise development strategies capable of ensuring their sustainability and competitiveness in the long term relevant.

Analysis of recent research and publications. Modern scientific research in the field of strategic management pays considerable attention to the problems of adaptation of enterprises to changes in the external environment. In the works of foreign and domestic authors, the development strategy is considered as a dynamic process that requires constant adjustment in accordance with global economic, technological and institutional changes. A significant part of the research focuses on the role of innovations, digitalization and strategic flexibility as key factors of competitiveness (Bordayev V., Zos-Kior M., Gnatenko I., Demchenko R., etc. [1–12]). At the same time, the scientific literature does not sufficiently systematize the influence of the global competitive environment on the transformation of enterprise development strategies, especially in the context of economies undergoing structural changes. This necessitates further research in this area.

Presentation of the main material. Adapting enterprise development strategies to the global competitive environment involves rethinking

the goals, priorities and tools of strategic management. In modern conditions, enterprises face a high level of uncertainty, which is caused by the rapid renewal of technologies, changes in consumer preferences and increased competition from international companies. This requires enterprises to transition from rigidly fixed strategic plans to more flexible and adaptive development models.

The global competitive environment is changing the nature of the competitive advantages of enterprises. If previously the scale of production and access to resources played a key role, now the ability to innovate, the speed of making managerial decisions and the efficiency of using knowledge are becoming crucial. In such conditions, the enterprise development strategy should be aimed at forming dynamic competencies that allow for a prompt response to changes in the external environment.

An important aspect of adapting strategies is the integration of enterprises into global value chains. Participation in such chains opens up access to new markets, technologies and partnerships, but at the same time increases the requirements for the quality of management and compliance with international standards. Adaptive development strategies must take these requirements into account and ensure a balance between global integration and the preservation of national competitive advantages [1; 4; 8; 12].

Figure 1 summarizes the key challenges of the global competitive environment and the directions for adapting enterprise development strategies.

Adaptation of enterprise development strategies in the global environment is also associated with the transformation of organizational structures and management processes. Enterprises are increasingly moving to decentralized management models that allow them to respond more quickly to changes in the market situation and take into account the specifics of individual market segments. This approach increases the adaptability of enter-

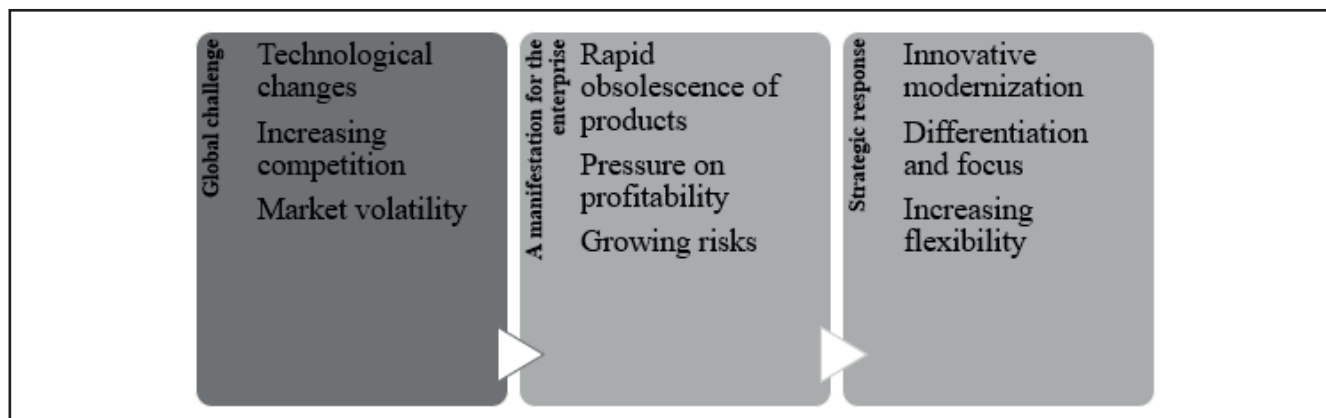


Figure 1. Challenges of the global competitive environment and directions of adaptation of enterprise strategies

Source: proposed by the author

prises and contributes to a more effective use of their potential [2; 5; 9].

In modern conditions, strategic risk management is of particular relevance as a component of the adaptation of development strategies. The global competitive environment is characterized by a high level of systemic risks associated with geopolitical instability, exchange rate fluctuations and changes in the regulatory environment. Adaptive development strategies should provide mechanisms for identifying, assessing and minimizing such risks.

Further analysis of the adaptation of enterprise development strategies to the challenges of the global competitive environment should focus on changing the logic of strategic thinking itself. In modern conditions, the development strategy is increasingly viewed as a long-term plan with fixed goals and implementation tools. Instead, it is transformed into a process of continuous strategic learning, within which the enterprise constantly adjusts its priorities in accordance with changes in the global environment, competitive dynamics and internal capabilities [3–6; 8; 11].

The global competitive environment is characterized by a high rate of change, which complicates the forecasting of market trends and reduces the effectiveness of traditional analytical tools of strategic planning. In such conditions, the adaptation of development strategies is based on the ability of enterprises to work with uncertainty, quickly interpret signals from the external environment and transform them into management decisions. The strategy ceases to be a reaction to already implemented changes and is increasingly focused on the proactive formation of competitive positions [7; 9; 11].

An important aspect of strategy adaptation is a change in approaches to the formation of the resource base of the enterprise. In the global competitive environment, intangible resources, in particular knowledge, managerial competencies, reputation and the ability to innovate, are of decisive importance. It is these resources that provide strategic flexibility and allow enterprises to quickly reorient their activities in response to changing market conditions. Adaptation of development strategies in this context involves investing not only in production facilities, but also in the development of human capital and organizational capabilities. Global competition also strengthens the role of strategic positioning of enterprises in international markets. Enterprises are forced to adapt their strategies taking into account differences in regulatory regimes, consumer preferences and competitive structures of different countries. This leads to a transition from universal strategies to differentiated development approaches focused on specific markets or segments of the global space. In such a situation, the adaptation of strategies becomes multi-level, combining corporate, business and functional solutions.

The relationship between the adaptation of development strategies and the innovative activity of enterprises requires special attention. In the global competitive environment, innovations are not only a tool for growth, but also a means of strategic survival. Enterprises that are unable to integrate innovative solutions into their development strategies lose competitive positions even with significant market experience. An adaptive development strategy involves the creation of internal mechanisms for generating and implementing innova-

Table 1. Changes in the strategic orientations of enterprises in the global competitive environment

Landmark	Traditional approach	Adaptive approach
Nature of strategy	Static	Dynamic
Focus of development	Internal resources	Global environment
Response to change	Late	Proactive

Source: proposed by the author

tions that ensure constant updating of business models and product portfolios.

The adaptation of enterprise development strategies in the global environment is closely related to the changing nature of inter-firm competition. Competition is increasingly taking place not between individual enterprises, but between strategic networks, ecosystems and value chains. In such conditions, enterprises are forced to adapt their strategies by forming partnerships, participating in joint projects and integrating into international cooperative structures. This changes traditional ideas about the autonomy of strategic development and increases the importance of cooperative forms of competition [3; 6; 8; 11].

A significant element of the adaptation of development strategies is also the revision of approaches to risk management. The global competitive environment is characterized by a high level of systemic and non-systemic risks, which can significantly affect the performance of enterprises. Adaptive development strategies involve not only minimizing the negative consequences of risks, but also using crisis situations as opportunities for strategic renewal and strengthening competitive advantages.

In this context, it is advisable to summarize the basic changes in the strategic orientations of enterprises under the influence of the global competitive environment, which is reflected in Table 1.

Thus, the adaptation of enterprise development strategies to the challenges of the global competitive environment is a complex and multidimensional process that encompasses changes in strategic thinking, management practices, and mechanisms for creating competitive advantages. In modern conditions, the development strategy is not so much an action plan as a tool for the constant interaction of the enterprise with the global environment, which allows it to maintain stability and ensure long-term development even under conditions of high uncertainty.

Conclusions

The conducted research allows us to conclude that the adaptation of enterprise development

strategies to the challenges of the global competitive environment is a necessary condition for ensuring their stability and long-term competitiveness. Global competition forms new requirements for strategic management, causing a transition from traditional to adaptive development models.

It is substantiated that effective enterprise development strategies should be based on a combination of innovation, flexibility, and strategic thinking focused on global markets. Adaptation of strategies allows enterprises not only to respond to external challenges, but also to use them as a source of new opportunities for growth.

Therefore, the adaptation of enterprise development strategies to the global competitive environment should be considered as a continuous process of strategic management that ensures the ability of enterprises to function effectively and develop in the face of constant changes in the global economy.

Список використаних джерел:

1. Бордаєв, В. В. (2025). Стратегічне забезпечення інноваційного розвитку експортоорієнтованих підприємств в умовах глобальної конкуренції. *Академічні візії*, (45).
2. Зось-Кіор, М. В., Гнатенко, І. А., & Демченко, Р. В. (2024). Забезпечення конкурентоспроможності закладу вищої освіти в контексті цифрової трансформації системи управління якістю послуг. *Актуальні проблеми економіки*, (10), 280.
3. Діченко, А. (2025). Маркетингові стратегії диверсифікації при виході продукту на глобальні ринки. *Економічний простір*, (201), 57–60.
4. Гнатенко, І. А., Пузирьов, С. О., & Ситник, Д. І. (2024). Європейські практики інноваційного навчання у бізнес-освіті. In *Імперативи економічного зростання в контексті реалізації Глобальних цілей сталого розвитку*. Київський національний університет технологій та дизайну.
5. Зось-Кіор, М. В., Сафронська, І. М., Шевченко, А. О., & Дунін, М. Є. (2023). Управління безпековою складовою маркетингових процесів інноваційно орієнтованих підприємств сфери послуг в умовах активізації зовнішньоекономічної діяльності, діджиталіза-

ції та реалізації інфраструктурних проєктів. Ефективна економіка, (9).

6. Білоус, С., Трохименко, А., & Камінський, В. (2024). Стратегічне управління розвитком підприємства в умовах кризи та військових викликів. Економіка та суспільство, (68).

7. Зось–Кіор, М., Ільїн, В., & Свирида, Е. (2020). Розвиток трудового потенціалу в системі ефективного менеджменту організації. Економіка та суспільство, (22).

8. Балабан, М. П., Мараховська, М. М., & Воскобійник, С. Я. (2024). Інноваційні стратегії в підприємстві вплив на конкурентоспроможність малого та середнього бізнесу. Академічні візії, (37).

9. Ставська, Ю. В. Формування стратегії розвитку закладів індустрії гостинності в умовах глобалізаційних викликів. Ефективна економіка. 2025. № 4. URL: <https://nauka.com.ua/index.php/ee/article/view/6268/6344> DOI: <http://doi.org/10.32702/2307-2105.2025.4.70>.

10. Zos–Kior, M. V., Kyryliuk, Ye. M., & Terentieva, O. V. (2021). Modeliuvannya upravlinnia zemelnymy resursamy v Ukraini v konteksti hlobalizatsii. Visnyk Cherkaskoho natsionalnoho universytetu, (10).

11. Уткіна, Ю. М., & Остапчук, Б. Я. (2018). Інноваційний розвиток у механізмі забезпечення глобальної конкурентоспроможності підприємств. Вісник економіки транспорту і промисловості, (61).

12. Zos–Kior, M. V. (2018). Udoskonalennia derzhavno–upravlinskoï praktyky zasobamy kariernoho konsal'tynhu. Ekonomichnyi chasopys Skhidnoievropeiskoho natsionalnoho universytetu, (10).

References:

1. Bordaiev, V. V. (2025). Stratehichne zabezpechennia innovatsiinoho rozvytku eksportooriientovanykh pidpriemstv v umovakh hlobalnoi konkurentsii. Akademichni vizii, (45).

2. Zos–Kior, M. V., Hnatenko, I. A., & Demchenko, R. V. (2024). Zabezpechennia konkurentospromozhnosti zakladu vyshchoi osvityv konteksti tsyfrovoi transformatsii systemy upravlinnia yakistiu posluh. Aktualni problemy ekonomiky, (10), 280.

3. Dichenko, A. (2025). Marketynhovi stratehii dyversyfikatsii pry vykhodi produktu na hlobalni rynky. Ekonomichnyi prostir, (201), 57–60.

4. Hnatenko, I. A., Puzyrov, S. O., & Sytnyk, D. I. (2024). Yevropeiski praktyky innovatsiinoho navchannia u biznes–osviti. In Imperatyvy ekonomichnoho zrostantia

v konteksti realizatsii Hlobalnykh tsilei staloho rozvytku. Kyivskiy natsionalnyi universytet tekhnolohii ta dizainu.

5. Zos–Kior, M. V., Safronska, I. M., Shevchenko, A. O., & Dunin, M. Ye. (2023). Upravlinnia bezpekovoïu skladovoïu marketynhovykh protsesiv innovatsiino oriïentovanykh pidpriemstv sfery posluh v umovakh aktyvizatsii zovnishnoekonomichnoi diïalnosti, didzhytalizatsii ta realizatsii infrastrukturnykh proektiv. Efektyvna ekonomika, (9).

6. Bilous, S., Trokhymenko, A., & Kamynskiy, V. (2024). Stratehichne upravlinnia rozvytkom pidpriemstva v umovakh kryzy ta viiskovykh vyklykiv. Ekonomika ta suspilstvo, (68).

7. Zos–Kior, M., Ilin, V., & Svyryda, E. (2020). Rozvytok trudovoho potentsialu v systemi efektyvnoho menedzhmentu orhanizatsii. Ekonomika ta suspilstvo, (22).

8. Balaban, M. P., Marakhovska, M. M., & Voskobiinyk, S. Ya. (2024). Innovatsiini stratehii v pidpriemnytstvi vplyv na konkurentospromozhnist maloho ta serednoho biznesu. Akademichni vizii, (37).

9. Stavskaya, Yu. V. Formuvannya stratehii rozvytku zakladiv industrii hostynnosti v umovakh hlobalizatsiinykh vyklykiv. Efektyvna ekonomika. 2025. № 4. URL: <https://nauka.com.ua/index.php/ee/article/view/6268/6344> DOI: <http://doi.org/10.32702/2307-2105.2025.4.70>.

10. Zos–Kior, M. V., Kyryliuk, Ye. M., & Terentieva, O. V. (2021). Modeliuvannya upravlinnia zemelnymy resursamy v Ukraini v konteksti hlobalizatsii. Visnyk Cherkaskoho natsionalnoho universytetu, (10).

11. Utkina, Yu. M., & Ostapiuk, B. Ya. (2018). Innovatsiinyi rozvytok u mekhanizmi zabezpechennia hlobalnoi konkurentospromozhnosti pidpriemstv. Visnyk ekonomiky транспорту і промисловості, (61).

12. Zos–Kior, M. V. (2018). Udoskonalennia derzhavno–upravlinskoï praktyky zasobamy kariernoho konsal'tynhu. Ekonomichnyi chasopys Skhidnoievropeiskoho natsionalnoho universytetu, (10).

Дані про автора

Колодяжний Вячеслав Володимирович

аспірант Державного науково–дослідного інституту інформатизації та моделювання економіки м. Київ, Україна

Data about the author

Vyacheslav Kolodyazhny,

Postgraduate student of the State Research Institute of Informatization and Modeling of Economics Kyiv, Ukraine