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Improvement of Strategic Planning of International Economic Activity

The article examines methods and approaches to improving strategic planning in international economic activity. Key aspects affecting the effectiveness of strategic management are revealed, including the impact of globalization, digitalization, and growing competition. The main issues of strategic planning, such as the uncertainty of the external environment and the instability of international markets, are outlined. Based on the analysis, a set of recommendations is proposed to enhance the adaptability and competitiveness of enterprises through the implementation of innovative approaches, data analysis, and forecasting.

Keywords: *strategic planning, international economic activity, globalization, digitalization, competition, innovation, adaptability*

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Introduction

In an era defined by accelerating globalization and dynamic economic landscapes, the tactical mapping of international financial action has become a critical factor in organizational success and longevity. As businesses expand past national borders, they face multitudes of challenges and opportunities that necessitate sophisticated and adaptive strategic approaches. The intricacy of performing in diverse markets, characterized by fluctuating regulatory environments, cultural nuances, and competitive dynamics, underscores the imperative for effective

strategic planning to navigate the complexities of international economic involvements. OKKO GROUP, a prominent Ukrainian holding company, exemplifies effective strategic planning in navigating the complexities of international economic involvement. Established in 1997 with a few gas stations in Western Ukraine, OKKO has expanded into various sectors, including retail, construction, energy, agriculture, and insurance. This diversification strategy has enabled OKKO to mitigate risks associated with fluctuating regulatory environments and competitive dynamics

across different markets. In the energy sector, OKKO has invested over USD 1 billion in the national economy and created more than 10,000 jobs, operating in all regions of Ukraine. The company adheres to the highest international standards of quality, service, corporate management, and sustainable development, which is crucial for maintaining competitiveness in diverse markets. OKKO's commitment to sustainable development is evident in its adherence to international standards, which not only enhances its corporate reputation but also ensures compliance with varying environmental regulations across different markets. This approach demonstrates OKKO's adaptability and responsiveness to global economic landscapes. By strategically diversifying its business operations and adhering to international standards, OKKO GROUP effectively navigates the complexities of international economic involvement, serving as a model for organizations aiming for success and longevity in the global market.

Strategic planning serves as the outline for organizations to achieve their long-term aims, allocate assets productively, and react proactively to external and internal shifts. In the context of international financial activity, strategic planning incorporates the formulation of strategies that align with global market trends, leverage international opportunities, and mitigate potential risks related to cross-border operations. The globalization of markets has not only expanded the scope for business growth but also intensified competition, making the refinement of strategic planning processes indispensable for maintaining a competitive advantage.

Aims and Objectives

The objective of this study is to analyze the current state of strategic planning in international economic activity and identify the key challenges businesses face in this area. The study aims to assess the impact of globalization, digital technologies, and competition on the strategic decisions of international businesses.

Methodology and Research Methods

The research employs a mixed-methods approach, combining both qualitative and quantitative techniques to provide a comprehensive

analysis of the strategic planning processes in international economic activity.

Literature Review

Strategic planning in international economic activity is a fundamental aspect of global business expansion. The effectiveness of strategic planning directly influences an organization's ability to navigate regulatory environments, economic fluctuations, and competitive pressures. Scholars have extensively studied various strategic frameworks, emphasizing adaptability, risk management, and long-term sustainability. This literature review examines existing research on improving strategic planning for international economic activities, focusing on globalization, risk mitigation, regulatory compliance, and competitive strategy. Strategic planning in international business is rooted in classical strategic management theories. Porter's [1] Competitive Advantage Theory suggests that firms must develop unique capabilities to sustain their position in global markets. Similarly, Barney's Resource-Based View (RBV) highlights that firms must leverage internal resources to create strategic advantages [2]. Contemporary scholars [3] argue that firms engaging in international markets require dynamic capabilities to respond to rapidly changing business environments. The acceleration of globalization has reshaped how firms approach strategic planning. According to Ghemawat [4], businesses must balance global integration and local responsiveness to succeed internationally. Rugman & Verbeke [5] argue that multinational enterprises (MNEs) must develop regional strategies instead of purely global strategies due to market fragmentation and economic disparities. Digital transformation and technological advancements have also redefined global economic activities [6], making data-driven decision-making a critical element of modern strategic planning.

Competitive analysis, essential for strategy formulation, demands evaluating responses to strategic changes. However, obtaining the necessary data makes the process intricate and expensive. Identifying goals, assumptions, current strategies, and future outlooks enhances the ability to anticipate reactions.

Objectives indicate contentment with market position and performance, shaping expectations

regarding stability or change. Assumptions encompass internal evaluations and perceptions of competitors. Actions reflect self-perceptions, such as market leadership, cost efficiency, or sales superiority. These estimations significantly impact responses. A comprehensive analysis must consider diverse factors to predict strategic shifts effectively.

Companies adopt various strategic approaches. Some implement distinct operational programs for each division, while others pursue closer coordination across units. Regardless of structure, every competitor follows a strategy — whether explicit or concealed.

Assessing rivals uncovers exploitable strengths. Their objectives, values, and tactics provide insights into future actions. Examining their capabilities, weaknesses, opportunities, and threats aids in forecasting strategies and anticipating responses under different circumstances.

To develop a robust strategy, one must understand the competitive dynamics shaping an industry and its attractiveness. The objective is to influence conditions favorably.

Analyzing competitive forces allows for a realistic assessment of industry conditions and facilitates the selection of appropriate strategic responses. As markets and environments evolve, firms with substantial influence drive competitive shifts. Thus, strategic adjustments, like other economic activities, function as both components and catalysts of competitiveness, depending on their impact.

Simultaneously, the drivers and determinants of competition objectively shape market intensity, varying based on the degree to which influences and actions affect outcomes.

Over the past decade, management experts have increasingly linked corporate success with globalization. While some argue international expansion offers critical advantages, others highlight the accompanying risks. A multinational presence provides access to broader markets, yet coordinating operations across borders remains a formidable challenge. Whether capitalizing on cost efficiencies abroad or adapting to local preferences, global firms must balance localized responsiveness with global consistency. As trade tensions fluctuate, the calculus of international strategy shifts daily, yet many view a global footprint as vital to sustaining competitiveness in the future.

Results

In an increasingly interconnected global economy, evaluating business competitiveness within both global and regional markets remains crucial for strategic decision-making and sustainable growth. OKKO, a leading entity in the energy and fuel retail sector, operates across diverse geographic regions. This section assesses OKKO's competitive position by examining key factors shaping its performance in global and regional contexts.

Marketing functions as an internal management system designed to analyze and accommodate market demand, ensuring that enterprises align their production activities with competitive product development. This involves manufacturing predetermined volumes of goods that meet specific technical and economic standards. Simultaneously, implementing an optimal product assortment structure can secure either maximum profitability or a stable market position for a company.

Over time, participants in the exchange process gain experience, refining marketing practices and shaping management concepts that guide decision-making in this domain.

Marketing management encompasses the analysis, planning, execution, and control of activities aimed at establishing, strengthening, and maintaining profitable exchanges with customers. The ultimate objectives include expanding market share, increasing sales volume, and maximizing profits.

The strategic management system emerged in Japanese companies significantly earlier than in their American and Western European counterparts and remains more extensively applied. Japanese firms widely employ several strategic approaches, including product-market, marketing, competition, innovation, foreign production, export, and license exchange strategies. Many Japanese corporations prioritize export expansion and foreign investment strategies, primarily due to the perceived risks associated with capital investments abroad. The model outlining the success factors of Japanese companies' operations includes:

- A high technological standard within the parent company, alongside a well-defined foreign operations strategy.

- A stable financial position of the parent company.
- The competence of top management in establishing and managing foreign subsidiaries.

Innovation strategy focuses on directing the company toward manufacturing products that require cutting-edge technology. The pursuit of new product development represents a critical area of decision-making for Japanese firms. By introducing innovative products with unique functions and applications, companies enhance their competitiveness, distinguishing their offerings from previously produced goods.

The UK's approach to developing and implementing strategic management focuses on enhancing the population's quality of life by expanding economic opportunities. Among the priorities of strategic management is fostering a supportive business environment. While these goals encompass the entire business sector, some specifically address small and medium-sized enterprises. The UK's entrepreneurship support strategies aim to ensure long-term, sustainable economic growth through both financial aid and non-financial assistance for new and existing businesses.

The management structure must be designed to facilitate timely decision-making at all levels. Several prerequisites influence this process:

- A. Monitoring task execution (without forward-looking analysis).
- B. Projecting past trends into the future.
- C. Anticipating changes (while some shifts occur unexpectedly, broader trends and reactions remain predictable).

Decision-making requires consideration of novelty, complexity, dynamics, and the predictability of various factors spanning political, economic, social, and market domains. Effective management relies on a comprehensive enterprise analysis. Decisions may be classified by content, complexity, form, and degree of automation. Notably, management decisions function both as individual choices regarding goals, actions, and means, and as collective deliberations.

Given the unpredictability of external conditions and internal organizational shifts, managers must ensure flexibility and adaptability within the management system. Behavioral theory

emphasizes the decision-making process, structuring it into interconnected stages, phases, and procedures that follow a logical sequence, facilitating problem analysis and resolution.

In developing a marketing strategy, input and output elements must be distinguished. Input elements involve factors analyzed before formulating a marketing strategy, including the marketing environment and company objectives. Output elements consist of strategic decisions concerning the marketing mix, which incorporates four key components: product, price, distribution, and promotion.

The primary objective of a marketing strategy is to align a company's marketing goals with its capabilities while addressing consumer demands, leveraging competitors' weaknesses, and capitalizing on competitive advantages. A marketing strategy outlines specific approaches for target markets, marketing mix configurations, and budget allocations. Strategies for each market segment must account for both new and existing products, pricing models, promotional activities, and distribution channels. Additionally, they should clarify how the strategy responds to market threats and opportunities.

Conclusion

Strategic planning serves as a fundamental pillar of strategic management, encompassing multi-level, intricate processes and numerous managerial decisions. A well-structured strategic plan for foreign economic activities must adhere to several key criteria: it should be based on extensive research and empirical data.

Competing successfully in today's global business landscape requires the systematic collection and thorough analysis of industry trends, foreign market conditions, competitive environments, and related factors. Additionally, the strategic plan must ensure organizational clarity and differentiation. A comprehensive strategic plan should be developed as a long-term initiative, maintaining both flexibility and consistency throughout its execution. Given the ever-evolving external environment, continuous adjustments to the plan are necessary. Effective strategic planning for foreign economic activities hinges on the interaction between internal and external factors. Internally, the priority should be maximizing the enterprise's resource potential,

while externally, the focus should remain on sustaining competitiveness in international markets and securing a stable market position.

The imposition of economic sanctions on Russia created significant challenges, including geopolitical realignment and a shift towards import substitution. The rapid transition from Western markets to Eastern partnerships resulted in a substantial increase in trade turnover in recent years.

A detailed analysis of the OKKO filling station network was conducted, identifying key issues and inefficiencies. Notable challenges included the reliance on outdated marketing tools, the underperformance of the marketing department, and a low percentage of the budget allocated to marketing activities. Several priority areas for improving OKKO's marketing operations were outlined, including expanding sales volumes, attracting new customers, and integrating advanced marketing tools and strategies. A deep market penetration strategy for branded fuel products, Pulls 95 and Pulls Diesel, was proposed, emphasizing intensified product distribution, active promotional campaigns, and competitive pricing strategies.

Personal selling was identified as the most effective communication method, with positive results supporting its effectiveness. The need for broader advertising efforts, enhanced PR activities, and increased sales incentives was highlighted to strengthen marketing impact. It was also recommended to reduce reliance on outsourcing services and instead recruit qualified specialists for the full-time marketing department. This approach would enhance efficiency while mitigating risks associated with the leakage of commercial information.

The implementation of benchmarking for systematically comparing marketing strategies with best market practices will facilitate the continuous improvement of the enterprise's operations. The introduction of a bonus system for achieving high results in competitions between gas stations has proven effective in enhancing staff motivation and increasing sales of branded fuel.

Applying the proposed measures will significantly enhance the effectiveness of the OKKO gas station network's marketing activities, boosting sales volumes, strengthening the company's market image, and improving its overall competitiveness.

Simultaneously, economic and production restructuring efforts are in progress. However, a complete shift away from dependence on key resource-based industries remains impractical in the short term. Over the past decades, Ukraine has made considerable advancements in technological innovation, particularly in sectors such as IT, defense, and renewable energy, securing a strong position in these industries. Additionally, Ukraine has the potential to attract strategic technological investments by leveraging capital that was previously underutilized due to economic constraints, thereby reinforcing its economic resilience and technological capabilities.

Overall, the work conducted has not only identified existing challenges in the enterprise's marketing activities but has also developed targeted measures to address them. These initiatives will contribute to the long-term growth and success of the OKKO gas station network.

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Удосконалення стратегічного планування зовнішньоекономічної діяльності

У статті досліджено методи та підходи до вдосконалення стратегічного планування зовнішньоекономічної діяльності в умовах глобалізації та динамічних змін економічного середовища. У сучасних умовах підприємства, що розширюють свою діяльність за межі національних кордонів, стикаються з множинними викликами та можливостями, які потребують складних та адаптивних стратегічних підходів. Як приклад ефективного стратегічного планування розглядається діяльність OKKO GROUP — провідної української холдингової компанії, заснованої у 1997 році. Компанія демонструє успішну стратегію диверсифікації, розширивши свою діяльність від кількох автозаправних станцій у Західній Україні до багатогалузевого концерну, що охоплює роздрібну торгівлю, будівництво, енергетику, сільське господарство та страхування. Така стратегія диверсифікації дозволила OKKO мінімізувати ризики, пов'язані з мінливими регуляторними середовищами та конкурентною динамікою на різних ринках.

Розкрито ключові аспекти, що впливають на ефективність стратегічного управління, зокрема вплив глобалізації, цифровізації та зростаючої конкуренції. Стратегічне планування розглядається як фундаментальний елемент стратегічного менеджменту, що охоплює багаторівневі, складні процеси та численні управлінські рішення. Глобалізація ринків не лише розширила можливості для бізнес-зростання, але й посилила конкуренцію, роблячи вдосконалення процесів стратегічного планування незамінним для підтримання конкурентних переваг. Багатонаціональна присутність забезпечує доступ до ширших ринків, проте координація операцій через кордони залишається значним викликом. Окреслено основні проблеми стратегічного планування, серед яких невизначеність зовнішнього середовища та нестабільність міжнародних ринків.

На основі проведеного аналізу запропоновано комплекс рекомендацій, спрямованих на підвищення адаптивності та конкурентоспроможності підприємств через впровадження інноваційних підходів, аналіз даних та прогнозування. Запропоновані заходи включають розширення обсягів продажів, залучення нових клієнтів та інтеграцію передових маркетингових інструментів. Особистий продаж визначено як найефективніший метод комунікації. Рекомендується впровадження бонусної системи для досягнення високих результатів у конкуренції між автозаправними станціями. Застосування запропонованих заходів значно підвищить ефективність маркетингової діяльності мережі, збільшить обсяги продажів та покращить загальну конкурентоспроможність підприємства.

Ключові слова: стратегічне планування, міжнародна економічна діяльність, глобалізація, цифровізація, конкуренція, інновації, адаптивність