

**Olena Stanislavyk**

ORCID: <https://orcid.org/0000-0003-2481-9961>

*Doctor of Economic Sciences, Associate Professor, Chair of Marketing, Management, Public*

*Management and Administration*

*State University of Intellectual*

*Technologies and Communications*

**Oleksandr Kovalenko**

ORCID: <https://orcid.org/0000-0001-9702-2772>

*Doctor of Economic Sciences,*

*Professor, Chair of International*

*Management and Innovations*

*Odessa Polytechnic National University*

*(Odesa, Ukraine)*

**MODERN ASPECTS  
OF STRATEGIC  
PLANNING OF  
INTERNATIONAL  
ACTIVITY OF THE  
ENTERPRISE**

**Abstract**

*In the article the modern aspects of strategic planning of international activity of the enterprise are researched. The main motives for the development of international relations and international activities are formulated. The essence of enterprise's strategic planning of international activity is considered. The classification of international activities strategies is compiled on the basis of literary sources. Based on the definitions of different authors the concept and essence of the strategy of the development of international activity are presented. Five aspects of concept of the strategy are marked. With new scientific content the principles of strategic planning of the enterprise's international activities are formulated. These are such principles as durability; scientific and methodical validity; achievability and realism; purposefulness and objective-setting; balance, globality and systematicity; qualitative and quantitative determination; alternability and multivariability; continuity; sequence; social orientation and efficiency; dynamics, flexibility and speed of reaction. According to the pace of development the strategies of international development are distinguished and characterized. These are strategies of accelerated*

*growth, limited growth strategy, strategy of saving the position, strategy of reducing the volume of activity, reorganization strategy and strategy of complete liquidation. Depending on the way of enterprise development the strategies of international development are also distinguished and characterized. These are strategies of integrated development, diversified development and concentrated development. The stages of developing the strategic plan for development of the company's international activities are noted, namely: defining the company's mission; study of conditions of the international environment; assessment of the strengths and weaknesses of the enterprise and its activities; forming the system of strategic objectives of development of the enterprise; forming of several strategic development plans and selecting the most optimal one; performing the necessary measures regarding the implementation of strategic development plans; monitoring of their implementation.*

**Keywords:** *strategic planning, enterprise's international activity, strategy of international activity, strategic plan of development, globalization, international market, external and internal environment.*

In the definition of the concept of «international activity», its main components are: international production, scientific and technical cooperation, various forms of international cooperation in the production sphere, export and import of products, the company's entry into the international new regional market, or countries – all specified concepts define the sphere of financial and economic activity of companies that perform the international activities.

The main motives for the development of international relations and international activities should include:

- purchase of necessary goods, components, various resources, technologies, equipment, machines, equipment to satisfy own production or demand, if the final product is imported or exported;
- increasing the receipts of profits by performing activities outside own country, finding new consumers and increasing opportunities for increasing sales;
- participate in the international division of labour, international specialization and production cooperation for the development of own business by gaining access to new technologies of another country and new knowledge;

– take measures to attract foreign investors to ensure the development of the enterprise, increase the efficiency of its activities, strengthen competitive positions on international markets, export potential and modernize production;

– search for new ideas, engineering, business reorganizations to ensure production efficiency, creation of a unique competitive product in price and quality, which will compete with international samples and to achieve the most acceptable sale price at the lowest cost.

International activity is a component of the general activity of the enterprise, these concepts are connected with each other and there is a direct dependence between them.

However, international activity has certain features and specifics: it performs on the international market and includes international cooperation with foreign companies. It is worth to note that in order to ensure the development of international activities of enterprises, it is necessary to take into account the peculiarities of different countries, since the population of countries differs in preferences, religious characteristics, needs, etc., and the language factor is also important for establishing contacts with customers and conducting effective marketing activities.

Strategic planning of international activities is a component of the management of the international activities of the enterprise, at the same time it is also the main function of the implementation of international activities. Without the implementation of strategic planning, the enterprise will not be able to achieve significant success in development.

Strategic planning does not solve all the threats of the enterprise's foreign economic activity, but it is the basis and one of the stages for the introduction of international activity at the enterprise. Strategic planning is necessary for both domestic and international operations.

The essence of strategic planning of international activity consists in forming the company's purpose and objectives regarding international activities, predicting its results based on analytical calculations and forecasts of the financial results of the enterprise and international market trends, as well as determining the necessary resources for international operations (Dovhan, Karakai, & Artemenko, 2019).

The mission and tasks, which are defined during the strategic planning the development of the international activity of the enterprise, must correspond in their content to the general objectives and purpose of the company's activity.

Every company has development, and when it achieves certain successes in the domestic market, processes of international activity usually take place in search of new consumers.

Strategic planning of international activities allows you to analyze the country where the company is going to work, analyze its internal environment and external factors of indirect and direct influence.

In its essence, strategic planning of international activity resembles business planning the development of the enterprise in the domestic market, the course of which usually looks like as a document where it is fixed the plan of actions and measures that should ensure the development of the enterprise, only in this case – on the international market (Morozova, 2019).

In the conditions of the strengthening the globalization processes, the development of high-quality plans of international activity and strategies will allow the enterprise to obtain additional profits and strengthen its economic position due to the advantages of using the international division of labour, economic integration, and trade.

Transnationalization arose and has development along with the processes of globalization, which essentially represents international trade.

Precisely thanks to international trade the states are able to satisfy the domestic demand of consumers with products that national producers do not produce and, conversely, to satisfy foreign consumers with goods and services that are not available in those countries.

To ensure the effectiveness of implementation of the strategies of international activity's development, it is worth to analyze many factors related to the conditions, opportunities, and consequences of entering a new international market (Dovhan, Karakai, & Artemenko, 2019).

Strategic development is the basis for forming the strategic development plans, because every company must analyze its activities and increase its own profits, minimizing costs and losses.

The planned strategic development takes into account all risks of

the company's activities and helps to determine the directions of its development.

Strategic planning forms the direction of the company's development, defines a perspective branch, directions of activity, where the company is able to achieve a positive economic effect.

The strategic plan usually is long-term (5 years or more), but in some cases it can be medium-term or even short-term.

It is important to perform a correct analysis of the trends of changes in the international market, demand and supply for the products of the enterprise that performs international activity, because the strategies must correspond to the production processes at the enterprise and the conjuncture changes of the world market.

The strategy of international activity is one of the types of functional strategies and has certain features:

- focus on the internal and external environment of the enterprise;
- the factor of complexity of the international strategy;
- taking into account a wide variety of possible situations and risk factors that directly influence on the formation of the strategies of international activities development;
- highlighting the priority of international activity in terms of other types of enterprise activities;
- emergence of the relationship between the strategies of the different levels of management hierarchy.

The classification of international activities strategies is as follows (Dovhan, Karakai, & Artemenko, 2019; Brin, & Holtvianska, 2021):

1. On the basis of period of implementation – short-term, medium-term, long-term strategies.
2. Level of management – functional, operational, competitive, corporate strategies.
3. Functional feature – financial, marketing, investment, resource, research strategies.
4. Character of market behaviour – passive, active, active-passive strategies.
5. Degree of globalization – strategy of diversification, segmentation, internationalization.

The strategic planning of the development of international activity is based on the permanent monitoring of strategic indicators

and the implementation of strategic procedures in order to respond promptly onto changes in the demands of the international market in the future.

If the strategic planning of the development of the enterprise is not a regular process, then in this case these actions will allow the company to solve only local single problems.

There is no universal plan of the strategy. It only helps to form the direction of activity and create conditions for international activity. But in order developing the company, it must constantly review and improve strategic plans based on the results of international activities.

There are 5 aspects of concept of the strategy:

1. Strategy is a plan.
2. Strategy is a position relatively competitors.
3. Strategy is a line of behaviour.
4. Strategy is a prospective direction of enterprise movement.
5. Strategy is a stencil for using depend on situation/

Formation and adjustment of the company's international development strategy create conditions for using competitive advantages compared to other companies (Skibitska *et al.*, 2019).

The concept and essence of the strategy of the development of international activity according to the definitions of different famous scientists are presented in the following ways:

1. System of long-term objectives – forming the system of long-term objectives of the enterprise's international activities and choosing the most effective way to achieve them (I.O. Blank).

2. Coordinating, unifying factor – coordinating and unifying factor of the enterprise's objectives and resources in its international activities (N.V. Kudenko).

3. Established set of activities – defined set of directions of the enterprise, their objectives and means of implementation in order to ensure profitability and renewable distinctiveness when performing by enterprise the international activity (A.P. Nalyvaiko).

4. Actions program – defined program of actions that influences the management of the enterprise and its development when performing by enterprise the international activity, the determination of prospective directions and the achievement of specified objectives, based on the analysis of the company's potential

opportunities and forecasting trends in changes in the external environment (V.F. Oberemchuk).

5. Long-term course, means of achieving the objectives – long-term course and means of achieving the objectives of international development of the enterprise, which are chosen on the basis of comparisons of alternative development solutions, based on the experience of the company's management and the value of its economic indicators (S.V. Oborska, Z. Ye. Shershnova).

There are also principles that affect the success of the implementation of strategic plans and the effectiveness of the development of international activities of the enterprise.

Let's formulate principles of strategic planning of the enterprise's international activities and their contents:

1. Durability – emphasis on the comprehensive solution of threats and problems that arise in long-term activities, the implementation of complex, consistent, well-founded measures to solve problems.

2. Scientific and methodical validity – using the scientific and methodical approaches for development of strategies of the development of international activities, taking into account the characteristics of the external and internal environments.

3. Achievability, realism – strategic plans of international activity should be formed based on the available opportunities to achieve the specific prospective result and establish the features of the enterprises functioning.

4. Purposefulness, objective-setting – to ensure the achievement of strategic goals, the company uses all ways of activity in accordance with the system of strategic plans.

5. Balance, globality, systematicity – forming the system of decisions within the framework of strategic development plans, emphasis and coverage of all aspects of international activity, ensuring the introduction of changes in the company's activities at the external and internal level.

6. Qualitative and quantitative determination – strategic planning should ensure the achievement of specific economic results, the implementation of the necessary processes, ensuring a quantitative increase in the values of indicators.

7. Alternability, multivariability – forming the alternative

development strategies, which can be used when changing the environment of the enterprise's functioning, justification of various alternatives and flexible and quick response to their implementation.

8. Continuity – difficulties in the implementation of the proposed solutions should lead to the adjustment of the strategic development plan from the initial stage, because the planning of international strategies is a somewhat complex process that requires permanent improvement.

9. Sequence – it is important to follow a clear procedure for implementing strategic changes in the company's activities, under condition of achieving the appropriate level of results and taking into account the peculiarities of the occurrence of various phenomena and the specifics of the coursing the various processes.

10. Social orientation and efficiency – direction of activities to solve social problems of the whole society, not only own customers, as well as the level of financial performance should exceed the level of available costs.

11. Dynamics, flexibility, speed of reaction – adequate reaction, adaptation to possible changes of market environment, timely response to changes of the international market situation.

Forming the strategic plan of development of the enterprise helps it to ensure the effect of permanent growth and increase the scopes of the company's activities.

The process of forming the strategy of international activity and determining the main prospective direction of development becomes possible when the internal capabilities of the enterprise and the conditions of the external environment are aligned, the qualitative definition of new objectives, the development of ways of ensuring the effectiveness of their achievement through the forming the complex of necessary measures for implementation.

According to the scale of development, growth strategies of enterprises are divided into supporting and general ones. The general strategy determines all activity of the company, and the auxiliary – contribute to the stability of the first one.

Focusing on the prospects of the company's development during the implementation of international activities, various strategies are formed that comprehensively ensure the development of the company or its individual aspects. They can be classified on various



grounds. Often, companies use a number of different strategies that are coordinated with each other. Such a combination of planning ensures comprehensive development of the company and protects it from negative consequences.

There are production, financial, operational, marketing, investment, organizational and other strategies according to the company's activities. They are developed according to the directions of activities of the enterprise.

Enterprise resources are one of the most important assets of any company, regardless of the types of these resources, whether they are raw materials or labour. Therefore, there are auxiliary strategies for the formation and use of labour, material and technical, financial, and informational resources. They can relate to the attraction of loan funds, the formation of equity capital because effective planning of resources significantly increases the probability of the successful operation of the enterprise on the international market (Tiurina & Karvatska, 2019).

According to the pace of development it is possible to distinguish the strategies on international development:

strategy of accelerated growth – improves the level of production through the introduction of additional objectives, significantly exceeding the previous achievements of the enterprise. It is typical for companies that are developing and have a high risk;

limited growth strategy. Here, the objectives correspond to the existing achieved level of success of the enterprise, the development of the enterprise is stable, but slow, which gives it the opportunity to earn stable profits and be efficient in its activities;

strategy of saving the position. Here, the company does not develop its own production, but does everything that is possible to save its position in the market and adapt to branch changes;

strategy of reducing the volume of activity – curtailment of activity occurs along with reorientation to other niches and diversification of production in new directions;

reorganization strategy. It leads to complete change in the functioning of the company and can often be accompanied by the liquidation of individual business units or divisions;

strategy of complete liquidation – the company is closed because it is economically unprofitable.

There are following strategies, depending on the way of enterprise development:

strategy of integrated development – it is used when forming new structural divisions of the company, using various forms of integration with its partners and to ensure the development of progressive types of activities;

strategy of diversified development – it is used during the study of new international markets for sales activities and also during the diversification of produced works, goods and services to ensure the presence of larger number of consumers;

strategy of concentrated development – it is used to strengthen the company's position in the mastered niche through the improvement of the production of goods and services within the well-known mastered market, and it actually provides the company with further development.

In conclusion, we note that directly development of the strategic plan of development of the company's international activities includes the following stages: defining the company's mission; study of conditions of the international environment; assessment of the strengths and weaknesses of the enterprise and its activities; forming the system of strategic objectives of development of the enterprise; forming of several strategic development plans and selecting the most optimal one; carrying out the necessary measures regarding the implementation of strategic development plans; monitoring of their implementation.

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