

# Formation of the strategy of the subjects of entrepreneurial activity in international business

**Alina Lytvynenko<sup>1</sup>, Olena Lytvynenko<sup>2\*</sup>**

<sup>1</sup>*Kharkiv S. Kuznets National Economic University, Kharkiv, ave. Nauki, 9-A, 61166 Ukraine*

<sup>2</sup>*State Biotechnological University, Kharkiv, st. Alchevsky, 44, 61002 Ukraine*

*\*Corresponding author's e-mail: Alina.Lytvynenko@hneu.net*

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## Abstract

Globalization are shaping a new strategic approach for international business. Recent years have highlighted the need for new formation strategies as international companies look for ways to optimize their operations in the face of global competition. The study focuses on identifying optimal strategies to effectively exploit new opportunities arising from global trends. The article explores the social and economic aspects of these trends, including changes in the labour market, social relations, and interaction with global consumers. The authors provide the need to develop new strategies for the subjects of entrepreneurial activity in international business in the context of the current challenges of globalization transformation.

*Keywords:* international business, international companies, entrepreneurial activity, strategies, globalization.

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## 1 Introduction

Global changes are forcing international businesses to review their development strategic approach of the subjects of entrepreneurial activity. On the one hand, globalization is opening new opportunities for companies to improve efficiency and competitiveness in international business. On the other hand, globalization requires businesses to formation strategies that will allow them to operate successfully in different cultural, economic, and political environments.

The main issue is to identify the main challenges that arise in the context of these trends and methods to improve efficiency and competitiveness in international business. Important elements are also an overview of the various strategies used by international enterprises in the context of digital transformation and an analysis of specific practical examples of successful adaptation to global challenges.

## 2 Theoretical frameworks

The analysis of the study was preceded by systematic analytical reviews. Deduction and induction methods are used in the theoretical aspects of the research. The method of deduction made it possible to identify the priority directions of the development of international entrepreneurship based on general features and principles and to outline the main problems of the to develop new strategies for the subjects of entrepreneurial activity in international business.

As part of the research, study of the influence of global changes on the development strategies of international enterprises in the context of globalization. These data were used to conduct a quantitative analysis of

indicators and identifying optimal approaches to the formation and implementation of international strategies in the context of globalization.

Modern forms of manifestation of globalization create new intelligent digital networks that radically change the way business processes are managed formation, shared and implemented strategy for the subjects of entrepreneurial activity. At the same time, the expanding opportunities arising from digitalization are creating significant pressure on companies to respond to technological change in a timely and effective manner. This is reflected in the significant impact of technology on the current strategy of the enterprise, which must systematically and early identify new business opportunities. These opportunities should be adapted to the current business model or used to create a new model to replace the current one.

In this context, it can be assumed that global changes actually affect most of the entrepreneurial activity businesses in many sectors of the economy, as it introduces changes to existing strategies that need to be rethought and adapted to the new realities brought by digital transformation.

Globalization also opens new opportunities for developing entrepreneurs, but on the other hand, it can also lead to serious harm for those entrepreneurs that have not established their position in the international economy and have not developed a competitive strategy in international business. Some subjects of entrepreneurial activity may become stronger in the face of globalization and its competitive challenges and exploit their potential, while others may fail dramatically. Thus, the modern problem of national competitiveness goes beyond mere interest or struggle for individual market segments [1].

### 3 Results

Formation of the strategy is a necessary process aimed at meeting the requirements of international competition and introducing various quantitative and qualitative changes in the competitive dynamics of countries, with both positive and negative consequences.

The transformation of business strategies involves not only changing traditional methods and approaches to performing various functions and operations that have been in place in the company, but also introducing modern technologies and innovations. The main goal of such transformation is to increase the efficiency and productivity of business processes, reduce costs, improve the quality of a product or service, and increase customer satisfaction [2].

An effective digital strategy sets the right path and allows business leaders to implement digital initiatives, track their progress and flexibly expand the business as needed. However, at the stage of implementing a digital strategy, management must decide whether to adopt a customer acquisition strategy or a digital solutions strategy in international business. Without a clear understanding of digital transformation, managers cannot form a strategy that connects digital technologies to their business. This can lead to missing potential threats that may emerge before they are properly addressed.

Therefore, digital transformation can upend even the most well-established revenue strategies, creating more value for consumers than for companies. These circumstances are critical for businesses and industries seeking to harness digital opportunities for economic gain. Instead, they are faced with a situation where digital transformation deconstructs a profitable product or service into its components, allowing consumers to purchase only what they need. The use of digital technologies should lead to the creation of new business systems and strategies with a corresponding direction of economic growth business in general.

### 4 Discussion

The modern transition of the international business to the modern globalization trends and the active influence of digital transformation are driving a new stage in the formation of the strategy of the subjects of entrepreneurial activity. These processes are giving rise to new strategic challenges that require companies to adapt and implement these strategies in international

business. The ongoing global changes are forcing international enterprises to rethink their management strategies, opening up new opportunities for efficiency and competitiveness, but at the same time requiring the formation of strategies to operate successfully in different cultural, economic and political environments.

Support of the subjects of entrepreneurial activity continued in the form of real assistance to Ukraine during the war. The European parliament with global partners adopted a resolution in support of Ukraine and of the subjects of entrepreneurial activity in Ukraine. The European Parliament called on the EU and its members to continue sanctions against the aggressor country, to ensure the effective implementation of all 13 packages of such restrictive measures and to eliminate the existing opportunities for circumventing them. Since the beginning of the full-scale Russian invasion in February 2022, the support of the Ukrainian economy from the EU has been focused on helping the subjects of entrepreneurial activity to overcome fundamentally new challenges: from maintaining or reorienting production to military needs to business relocation, adaptation to work in conditions of limited technological capabilities, lack of labor force, loss of sales markets and partnerships.

Therefore, the continuation and support of such a strategy will significantly influence the business processes of conducting business for entrepreneurs. Preservation and development of entrepreneurship in Ukraine is defined as a key factor in the implementation of positive scenarios for formation of the strategy of the subjects of entrepreneurial activity [3].


### 5 Conclusions

Formation of the strategy in international business is a rather important topic in economic science, which has been studied since its inception and up to the present day. The conducted analysis indicated that the development of the growing complexity of managing international enterprises in the context of globalization and digital transformation requires new strategies, including adaptation to a changing environment, selection of optimal markets and partners, and effective management of global teams. These strategies should take into account the unique characteristics of each market, promote global competitiveness and contribute to the creation of a sustainable and innovative business in the context of an active digital transformation process.

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| Authors  |  |
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|   | <p><b>Alina Lytvynenko, 21/11/83, Ukraine</b></p> <p><b>Current position, grades:</b> PhD in Economics, Associate Professor<br/> <b>University:</b> Kharkiv S. Kuznets National Economic University<br/> <b>Scientific interest:</b> International business, innovative entrepreneurship, international trade<br/> <b>Publications (number or main):</b> more 60<br/> <b>Experience:</b> 17 years of work experience</p> |
|  | <p><b>Olena Lytvynenko, 08/01/63, Ukraine</b></p> <p><b>Current position, grades:</b> PhD in Economics, Associate Professor<br/> <b>University:</b> State Biotechnological University<br/> <b>Scientific interest:</b> business diagnostics, global economy, economy of the enterprise<br/> <b>Publications (number or main):</b> more 70<br/> <b>Experience:</b> 30 years of work experience</p>                        |