

УДК 005.21:005.51; JEL M1, O33

Канова Олександра Андріївна,
кандидат економічних наук, доцент, доцент
кафедри менеджменту, бізнесу і
адміністрування,

Харківський національний економічний
університет імені Семена Кузнеця

Кривобок Катерина Володимирівна,
кандидат економічних наук, доцент, доцент
кафедри менеджменту, бізнесу і
адміністрування,

Харківський національний економічний
університет імені Семена Кузнеця

Немченко Валерій Вікторович,
доктор економічних наук, професор,
завідувач кафедри обліку та аудиту,
Одеський національний технологічний
університет
<https://orcid.org/0000-0002-2984-3357>

Kanova Oleksandra,
Candidate of Economic Sciences,
Associate Professor, Simon Kuznets Kharkiv
National University of Economics,
<https://orcid.org/0000-0002-0101-053X>

Kryvobok Kateryna,
Candidate of Economic Sciences,
Associate Professor, Simon Kuznets Kharkiv
National University of Economics,
<https://orcid.org/0000-0002-6889-0041>

Nemchenko Valeiy,
Doctor of Economics, Professor, Head of the
Department of Accounting and Auditing, Odessa
National Technological University
<https://orcid.org/0000-0002-2984-3357>

**СТРАТЕГІЧНЕ ПЛАНУВАННЯ ТА ЙОГО РОЛЬ В
МЕНЕДЖМЕНТІ ТА ПІДПРИЄМНИЦТВІ: ВИКЛИКИ ТА
ОСОБЛИВОСТІ В УМОВАХ ЦИФРОВІЗАЦІЇ
STRATEGIC PLANNING AND ITS ROLE IN MANAGEMENT AND
ENTREPRENEURSHIP: CHALLENGES AND FEATURES IN THE
CONTEXT OF DIGITALIZATION**

The article examines the theoretical features of strategic planning, which have been summarized by various foreign and domestic scholars, and also highlights the features of development in the context of digitalization. Key aspects of strategic planning in the digital era are proposed, which are relevant in the process of modern development of entrepreneurship in various areas. The stages of strategic planning are considered, which help to form and achieve the strategic goal of the enterprise, form the future management policy at the enterprise. The key aspects of the analysis of the strategic planning system in the context of digitalization are also highlighted in detail, which help to form development prospects for entrepreneurs. Analysis of strategic planning in the context of digitalization helps enterprises better understand their strengths and challenges associated with the implementation of digital technologies, as well as develop effective strategies for their use in order to increase the competitiveness of the business. The formation of modern measures for the integration of digital technologies to improve strategic planning is distinguished, which will contribute to the adaptation of the enterprise to the requirements of the digital economy and ensure the effective implementation of strategic goals in modern conditions of the development of the management system. To increase the effectiveness of strategic planning, modern approaches were taken into account, the need to actively integrate digital technologies into management processes was highlighted, the article formed

basic recommendations for improving strategic planning in the context of digitalization and suggested ways to implement these elements into the management system. Also, to form a more advanced management system, key stages of optimizing the strategic plan were proposed, which should be implemented by entrepreneurs in various areas of their activities within the modern business environment. Enterprises that actively implement digital innovations in strategic planning gain competitive advantages, in particular by improving interaction with customers, rapid adaptation to market changes and increased efficiency of operations. Digitalization opens up new opportunities for entrepreneurship, in particular through business process automation, a personalized approach to customers, and rapid scalability of companies through the use of digital platforms and cloud technologies.

Keywords: *strategic planning, digitalization, transformation, strategy, adaptation, management, entrepreneurship.*

В статті розглянуто теоретичні особливості стратегічного планування, які були узагальнені різними зарубіжними та вітчизняними науковцями, а також виділено особливості розвитку в умовах цифровізації. Запропоновано ключові аспекти стратегічного планування в цифрову еру, які є актуальними в процесі сучасного розвитку підприємництва в різних сферах. Розглянуто етапи стратегічного планування, що допомагають формувати та досягати стратегічної цілі підприємства, формують майбутню політику менеджменту на підприємстві. Також докладно виділено ключові аспекти аналізу системи стратегічного планування в умовах цифровізації, які допомагають сформувати перспективи розвитку для підприємців. Аналіз стратегічного планування в умовах цифровізації допомагає підприємствам краще розуміти свої сильні сторони та виклики, пов'язані з впровадженням цифрових технологій, а також розробляти ефективні стратегії для їх використання з метою підвищення конкурентоспроможності бізнесу. Відокремлене формування сучасних заходів інтеграції цифрових технологій для вдосконалення стратегічного планування, що сприятиме адаптації підприємства до вимог цифрової економіки та забезпечать ефективну реалізацію стратегічних цілей у сучасних умовах розвитку системи менеджменту. Для підвищення ефективності стратегічного планування було враховано сучасні підходи виділено необхідність активно інтегрувати цифрові технології в управлінські процеси, в статті сформовано основні рекомендації щодо вдосконалення стратегічного планування в умовах цифровізації та запропоновано шляхи впровадження цих елементів в систему управління. Також для формування більш досконалої системи менеджменту було запропоновано ключові етапи оптимізації стратегічного плану, які слід впроваджувати підприємцям в різних сферах своєї діяльності в межах сучасного бізнес-середовища. Підприємства, що активно впроваджують цифрові інновації у стратегічне планування, отримують конкурентні переваги, зокрема за рахунок покращення взаємодії з клієнтами, швидкої адаптації до змін ринку та підвищеної ефективності операцій. Цифровізація відкриває нові можливості для розвитку підприємництва, зокрема через автоматизацію бізнес-процесів,

персоналізований підхід до клієнтів та швидку масштабованість компаній завдяки використанню цифрових платформ і хмарних технологій.

***Ключові слова:** стратегічне планування, цифровізація, трансформація, стратегія, адаптація, менеджмент, підприємництво.*

Introduction

Digital business transformation involves the reorganization of a business organization's management system and the adoption of a series of managerial decisions. The first step is choosing the path of digital transformation. According to recent studies, companies have two main options. The first is a gradual transformation, which is considered less effective due to the rapid pace of changes in digital technologies. The second is a sudden leap, which is riskier, wherein companies rapidly develop their internal technological capabilities. Next comes the development of the firm's digital strategy and a complete overhaul of the existing business model. The study of strategic planning has attracted the attention of many scholars and practitioners in the fields of management and strategic management. Some of the most renowned authors who have explored this topic include I. Ansoff [2], A. Chandler [1], P. Drucker [4], M. Porter [13], H. Mintzberg [11], A. Lafley [10], and H. Simon [8]. These are just a few of the many researchers whose works have influenced the development of strategic planning and strategic management. However, the aspect of incorporating digitalization into strategic planning remains insufficiently explored. In the era of digitalization, strategic planning becomes even more significant, requiring the integration of cutting-edge technologies, adaptation to rapid changes, and consideration of digital competitive advantages.

Purpose

The purpose of the article is to summarize theoretical and practical research in the field of strategic planning, taking into account the peculiarities of its application in management and entrepreneurship under the influence of digitalization.

Main body

The digital society sets its own conditions for shaping strategic planning in enterprises, and executives and managers should take these aspects into account when formulating and setting strategic goals for the future. Strategic planning is a key lever that serves as a powerful tool, enabling modern entrepreneurs to withstand the numerous changes occurring in the dynamic business environment. The implementation and use of a long-term plan that considers digital challenges is typically costly. However, as practice shows, it proves its worth, which is particularly relevant in today's rapidly changing conditions of economic instability.

It is important to understand that strategic planning requires a shift in the mindset and activities of employees, as well as managers and especially entrepreneurs. Therefore, they may approach it not with enthusiasm but with a certain degree of reluctance [1, 11, 12].

Many foreign and Ukrainian authors have studied the concept of strategic planning; some of them are considered in Table 1.

Table 1

Authors' views on the definition of strategic planning

Author	Definition
Porter M. [2]	Strategic planning is the process of identifying competitive advantages and formulating goals and strategies to achieve these advantages.
Rae A. [4]	Strategic planning is the process of making decisions regarding the organization's directions of activity, considering the external environment and internal resources.
Kotler P. [10]	Strategic planning is the process of defining the organization's goal, selecting the optimal course of action, and developing methods to achieve this goal.
Drucker P. [12]	Strategic planning is the process of deciding what the organization will do, how it will do it, and how it will measure its success.
Mintzberg H. [1]	Strategic planning is the process of selecting the best possible courses of action to achieve the organization's goal and establishing a sequence of steps for their implementation.
Quinn J. [3]	Strategic planning is the process of deciding where we are going, how we will get there, and how we will determine success upon arrival.
Ansoff I. [9]	Strategic planning is the process of searching for and selecting the optimal alignment between the organization's current and future modes of survival and its most important goals in a changing environment.
Berezan V. [5]	Strategic planning is the process of defining the enterprise's mission, goals, and strategic tasks, selecting ways to achieve them, and developing mechanisms to monitor their implementation.

Malyk O. [13]	Strategic planning is a management system aimed at defining long-term goals and selecting optimal paths to achieve these goals, considering the internal and external conditions of the organization's activities.
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Иї Definitions may vary depending on the context and approach of different authors; however, they generally emphasize that strategic planning is a process of developing and implementing strategies aimed at achieving organizational goals in conditions of uncertainty and constant change [2, 12].

In the modern digital age, strategic planning remains extremely important. Let us examine in more detail the main reasons for its relevance:

1. Adaptation to change – during digital transformation, the business environment is changing rapidly. Companies must regularly update their strategies to remain competitive and respond to new technological trends, market conditions, and consumer demands.

2. Identification of competitive advantages – strategic planning helps organizations identify their unique strengths and effectively leverage digital technologies to strengthen their market positions.

3. Fostering innovation – digital technologies provide vast opportunities for creating innovative products, services, and business models. Strategic planning enables companies to determine how best to apply these technologies for development and the implementation of new solutions.

4. Responding to changes in consumer behavior – digitalization significantly influences consumer habits and expectations. This requires companies to continuously analyze the market and flexibly adjust their strategies according to new customer demands.

5. Competing on an international level – in the digital age, businesses are no longer confined to local markets but compete in the global space. Strategic planning helps adapt to international trends and successfully compete in the global market.

All this confirms that strategic planning remains an important tool for achieving success in the context of digital transformation. In the modern environment, it requires taking into account rapid changes in the technological landscape and their impact on

business processes. Some features of strategic planning in the digital age are presented in Table 2 [1, 3].

Strategic planning in the context of digitalization is a key tool for maintaining competitiveness and achieving organizational success in the digital age. Let us examine in more detail the main aspects of digitalizing strategic planning within an enterprise. It is important to distinguish between a company’s online strategy and digital strategy, as these concepts have different meanings. An online strategy defines how an enterprise uses its digital (online) resources to achieve maximum business results [2, 4].

A consultant in this field acts as a diagnostician of business problems that can be solved using the company’s digital resources. They also develop strategies for utilizing these resources to achieve business goals, meet stakeholder needs, and prioritize online initiatives.

Table 2

Features of strategic planning in the digital era

Key aspect	Features of the strategic planning aspect
Understanding Technological Trends	In strategic planning, it is important to analyze and understand key technological trends such as artificial intelligence, data analytics, the Internet of Things (IoT), blockchain, etc. This enables businesses to adapt to changes and leverage new opportunities for development.
Digital Transformation of the Business Model	In the context of digitalization, strategic planning involves reviewing and transforming the business model, taking into account new technologies and digital innovations. This may include shifting to online sales, developing digital products, or building an ecosystem for collaboration with partners.
Data Analysis for Decision-Making	Strategic planning should incorporate analytical data and insights derived from large volumes of data. Data analysis helps understand customer needs, predict market trends, and optimize business processes.
Cybersecurity and Data Protection	In the digital era, it is crucial to include cybersecurity and data protection plans in strategic planning. This encompasses safeguarding against cyberattacks, ensuring data confidentiality, and complying with data protection legislation.
Flexibility and Adaptability	In a digital world where technologies change rapidly, it is essential to have flexible strategies that can be adapted to new conditions. Businesses must be prepared for rapid changes and capable of responding to them effectively.

The primary task is to assess the enterprise's readiness to implement digital strategies, analyze potential risks and opportunities, and optimize the allocation of resources and investments between traditional and digital development directions, which is directly important for modern entrepreneurs.

A digital strategy aims to transform the company into a digital organization, where digital tools ensure customer interaction, product and service personalization, data-driven decision-making, and rapid adaptation to changes in the internal and external environment. It encompasses strategies for digital operations, cloud technology utilization, application management, and other digital processes [3, 5, 10].

The main goal of a digital company is to create competitive advantages, ensure business continuity, and enhance its efficiency. The use of digital technologies enables enterprises to improve customer interaction, optimize business processes, and reduce costs.

Developing an effective digital strategy involves assessing opportunities and risks associated with digital transformation, determining priority areas for technology implementation, and forming a strategy for their use to achieve business goals. An essential element of this process is creating management mechanisms that allow enterprises to effectively implement digital strategies and utilize modern technologies to increase stability and competitiveness [4, 6, 11].

Thus, digitalization plays a key role in enterprise strategic planning, making it more adaptive, efficient, and competitive. Below are the main aspects of digital transformation that influence the formation of a strategic plan [7]:

1. Data collection and analysis – digital technologies enable enterprises to process large volumes of information from various sources, ensuring well-founded strategic decisions.

2. Forecasting and modeling – the use of analytical tools and artificial intelligence allows companies to predict possible development scenarios and assess the impact of different strategies on the business.

3. Acceleration of decision-making processes – digital tools facilitate rapid responses to market changes and internal factors, enhancing the enterprise's flexibility and competitiveness.

4. Improved customer interaction – digital communication channels ensure feedback from customers, allowing their needs and expectations to be considered in strategic planning.

5. Development of innovative products and services – digital technologies promote the swift creation and implementation of new products and services, which is a crucial factor in strategic development.

6. Enhancement of operational efficiency – the implementation of digital technologies in production and business processes enables cost optimization, reduction of production time, and increased productivity.

Overall, digitalization encompasses all aspects of strategic planning, facilitating the development and implementation of effective strategies that ensure the success and competitiveness of enterprises.

Strategic planning is organized according to a hierarchical principle, which includes several levels of decomposition. At each level, a corresponding strategy is formed, which has its own goals and objectives while being subordinate to the overall enterprise strategy. Such a strategy hierarchy ensures a clear division of responsibilities, effective interaction between management levels, and a logical connection between them, contributing to the achievement of overall corporate goals, which is very important for modern management.

In companies with a multi-business model that encompass several business lines or units producing various products or providing services, a four-level strategy is applied. This strategic structure includes the following levels [12]:

Corporate (overall) strategy – defines the general direction of the company's activities and serves as a portfolio strategy. Competitive (business) strategies – determine the ways to achieve competitive advantages in each business unit. Functional strategies – detail the corporate and competitive strategies for specific functional areas

of activity. Operational strategies – relate to the activities of individual production units, such as factories, departments, workshops, teams, etc. [5, 8].

In narrowly specialized enterprises focused on the production of homogeneous products, a three-level strategy is used. Corporate strategy – at the highest level, defines the overall direction of the enterprise's activities and may focus on growth, stabilization, or reduction. In this case, it also serves as the competitive (business) strategy. Competitive strategies – subordinate to the corporate strategy, determine the ways to implement the strategic direction within individual business areas, helping the enterprise form long-term competitive advantages. Functional strategies – are developed for each area of the enterprise's activity, including production, marketing, finance, research, human resources management, etc. They detail and expand the corporate and competitive strategies, influencing their formation as well [5, 6, 9].

Operational strategies represent the lowest level in the strategic hierarchy and cover specific production units such as factories, departments, dealers, teams, etc. They aim to implement the decisions made at the corporate, competitive, and functional levels.

The process of forming an enterprise's strategy can be presented as a sequence of stages, including the key steps shown in Fig. 1 [7, 8, 10].

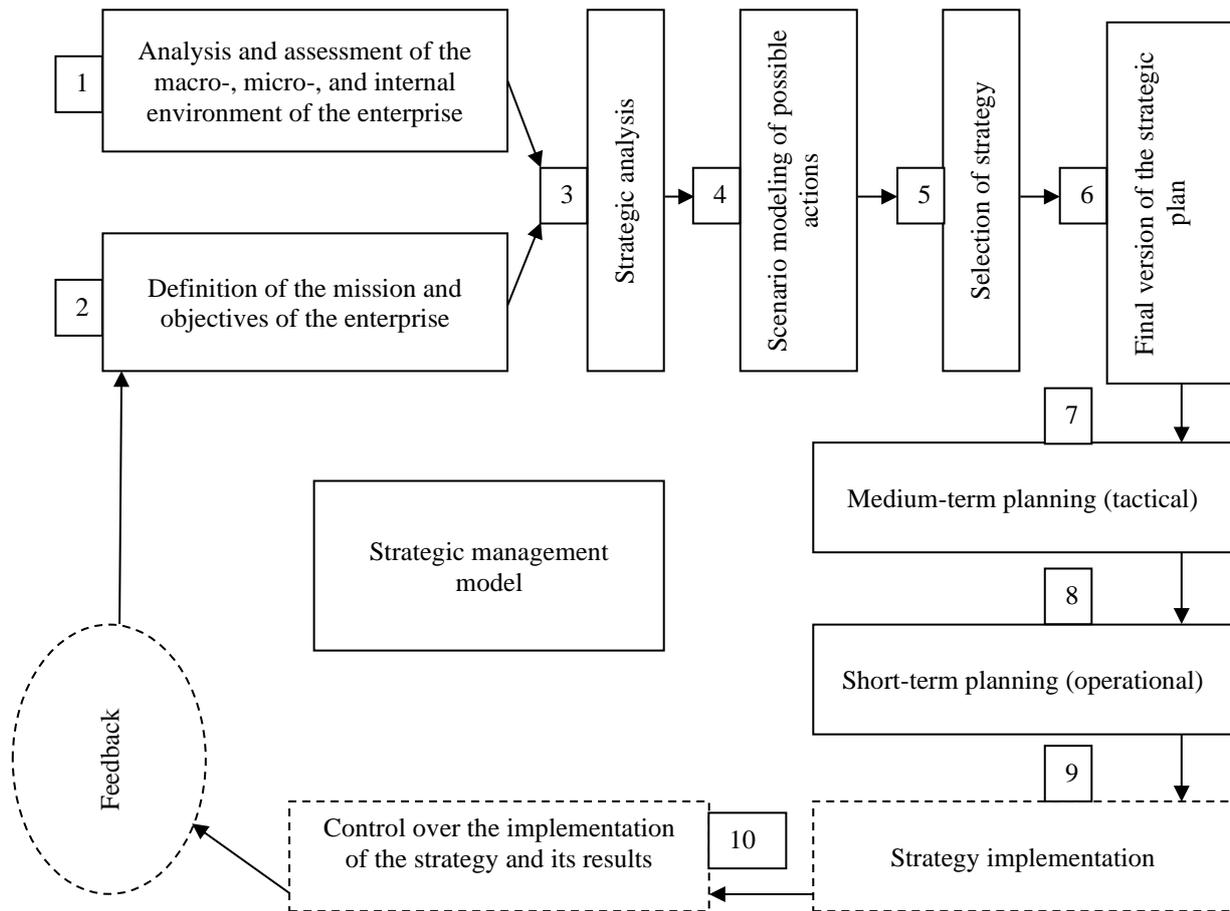


Fig. 1. Stages of strategic planning

At the initial stage of enterprise strategy formulation, an analysis of the external environment is conducted, forecasting its further development. This process includes an evaluation of strengths and weaknesses, an assessment of competitiveness, and predictions regarding its changes.

The second stage, which may occur concurrently with the first stage (or at the initial stage for a new enterprise), involves formulating the company's mission, vision, and strategic objectives.

The third stage comprises strategic analysis, which includes comparing the mission, vision, and objectives with the results of the environmental analysis. The primary goal is to identify and bridge any existing gaps between them while also developing improved alternative strategies – specifically, strategic development options that align with the contemporary requirements of societal changes.

The fourth stage entails the creation of various development scenarios, including optimistic, pessimistic, and the most probable ones. It also involves analyzing the impact of each scenario on the alternative strategic options. At this stage, the company develops the capacity to compete by implementing the most optimal strategy in accordance with the selected development scenario.

The fifth stage involves selecting the most suitable strategy among the available management alternatives. The final version of the optimal strategic plan for the enterprise is formulated at the sixth stage.

The seventh stage entails the development of medium-term strategic plans based on the overarching strategic plan.

The eighth stage marks the completion of the development of operational plans and projects, effectively concluding the strategic planning process. Following this, the implementation phase of the strategic plan begins (ninth stage), which includes organizing its execution, followed by practical evaluation and performance monitoring (tenth stage).

A crucial component of the strategic planning process is the feedback mechanism, which allows for the identification and correction of errors or shortcomings at any stage of the strategy formation process. It is important to emphasize that feedback can be implemented at any stage of strategic planning, confirming the inseparable link between strategy development and its execution.

Each element of a strategic plan can be analyzed separately before being aligned and integrated into a unified, balanced strategy. The strategy comprises specific objectives, budgets, programs, and action plans. While strategic planning remains under the control of the CEO, its direct development is typically carried out by planning specialists, with senior management involved only when necessary.

There are numerous strategic planning models, yet their core elements either fully coincide or share similar principles. Strategic planning is a process through which an organization's leadership shapes a vision for its future and develops the necessary mechanisms, procedures, and operations to achieve it. A clear vision of the future

defines the overall direction of development and identifies the resource sources required for its implementation.

Effective strategic planning is based on self-analysis, comparison of alternative development options, and priority setting. In the modern business environment, many companies are interested in conducting strategic planning in various formats. The choice of a specific model depends on the internal structure of the enterprise. However, the primary objective remains unchanged – to ensure the organization's ability to anticipate its future, determine strategic directions for development, and actively influence their implementation through efficient process management.

In the era of digitalization, the stages of strategic planning may remain similar to traditional ones. However, they are often adapted or supplemented with new elements that consider the impact of digital technologies on business processes and strategic goals. The key stages of strategic planning in a digital environment include [1, 11]:

1. Digital environment analysis – assessing the influence of digital technologies on business operations, identifying new opportunities and threats, and analyzing the competitive landscape in the digital domain.

2. Digital strategy development – formulating a strategic vision that integrates digital technologies into business operations, including e-commerce, digital marketing, data analytics, and more.

3. Development and implementation of digital initiatives – creating and executing innovative digital projects aimed at enhancing business process efficiency and competitiveness.

4. Monitoring and performance evaluation – continuously tracking the effectiveness of digital initiatives, analyzing results, and adjusting the strategy as needed.

5. Digital transformation management – equipping leaders and employees with the necessary knowledge and skills for a successful transition to digital technologies, as well as adapting corporate culture and internal processes.

6. Flexibility and adaptation – rapidly responding to changes in the digital environment, updating strategies, and adopting new technological solutions.

These stages expand the traditional strategic planning process, adapting it to the realities of digital transformation while considering the new opportunities and challenges it presents.

Modern strategic planning is typically carried out in stages. One of the classical approaches to strategic management includes the following key phases [2, 4, 12]: defining the organization's mission in a broad context, conducting a strategic analysis of the internal and external environment, forecasting development parameters, setting strategic goals, formulating and selecting the optimal strategy, implementing the chosen strategy, and monitoring, adjusting, and regulating the execution process.

One of the key aspects of successful strategic planning is personnel management and performance control. Since strategic changes can impact workflows – including possible department closures, changes in production scale, or geographic relocation of the enterprise—it is crucial for management to be actively involved in the development of strategic initiatives. The level of strategic thinking and preparedness of managers significantly influences the quality and effectiveness of the strategic plan. If these conditions are not met, strategic planning risks becoming merely a formality.

When developing digital innovations, enterprise process management determines the necessary technologies and makes technical and technological decisions. These solutions are initially tested on specific operational areas and, once their effectiveness is confirmed, are implemented enterprise-wide. Assessing the feasibility of introducing a particular information technology involves analyzing the company's resource base, the strategic necessity of the innovation, and its potential benefits. After implementation, an analysis of the obtained results is conducted, along with an evaluation of the economic impact and efficiency of digital changes.

Strategic business process management in the digitalization era requires the integration of digital technologies into strategic planning while considering resource availability, market opportunities, and constraints. The adoption of innovative information technologies in production, marketing, and logistics processes enhances

the enterprise's internal potential and improves its informational ecosystem. Achieving a qualitatively new level of operation requires taking into account legislative support, the availability of digital infrastructure, and regulatory mechanisms that stimulate innovation and investment-driven development.

Business process planning should aim to reduce costs, increase profitability, optimize processes, and enhance productivity. Utilizing a company's digital platform ensures consistent management of information flows between various departments and facilitates informed management decisions in accordance with the chosen strategy. This approach enables the optimization and enhancement of production process efficiency, which is a key factor in a company's competitiveness.

Effective strategic planning is an integral component of a company's successful operation in a market economy. The external environment is constantly changing under the influence of political, economic, legal, technological, and social factors. Strategic planning allows for the minimization of uncertainty, helping managers anticipate potential consequences of changes and adapt to new conditions in a timely manner. This process requires a detailed analysis of the planning object's development trends and its interactions with the external environment [3].

Evaluating the effectiveness of the strategic planning system in the context of digitalization involves analyzing how successfully a company uses digital technologies to formulate and implement its strategy. The main aspects of this analysis are presented in Table 3.

The analysis of the strategic planning system in the context of digitalization allows enterprises to better assess their opportunities and challenges associated with the use of digital technologies, as well as to develop effective strategies for their implementation in order to enhance business competitiveness.

In today's environment of high competition and dynamic market changes, it is particularly important to ensure the enterprise's flexibility and adaptability, which becomes even more significant in the era of the digital economy.

Table 3**Analysis of the strategic planning system in digitalization**

Key aspects of analysis	General description
Use of digital tools in the planning process	Evaluation of how effectively the enterprise utilizes digital tools and software for the development, analysis, and monitoring of its strategic plan. This may include the use of specialized programs for strategic analysis, project management, communication, and collaboration.
Data collection and analysis	Assessment of the methods and tools used for collecting and analyzing data employed in the strategic planning process. This may encompass automated data analysis systems, artificial intelligence for forecasting, and machine learning for identifying trends and patterns.
Digital technologies for addressing strategic tasks	Evaluation of how the enterprise employs digital technologies to achieve its strategic goals. This may involve the use of the Internet of Things (IoT), blockchain technologies, and big data analytics to optimize processes, enhance efficiency, and foster innovation.
Adaptation to changes in the context of digital transformation	Assessment of the flexibility and adaptability of the enterprise's strategic planning system in the face of constant changes in the digital environment. This includes the rapid identification and response to new opportunities and threats arising from digital technologies.

The main recommendations for improving strategic planning in the context of digitalization are presented in Table 4.

Table 4**Integrating digital technologies to enhance strategic planning**

Measure name	Measure essence
Analysis of the digital environment	Conduct an updated PEST analysis focused on digital technologies and their impact on business. Assess the impact of digital transformation on market trends, customer demands, and the competitive landscape.
Data engagement	Utilize data analytics to collect and analyze large volumes of information regarding market trends, consumer behavior, and other key aspects. This will help understand customer needs and respond to them faster and more effectively.
Digital planning tools	Use specialized software for strategic planning that allows for the automation of planning, analysis, and strategy monitoring processes.
Agile approach	Moving away from traditional strategic plans in favor of an agile approach will allow the enterprise to be more flexible and quickly respond to changes in the digital environment.
Experiments and innovations	Foster a culture of experimentation and innovation, allowing employees to test new ideas and technologies that can change the strategic course of the enterprise.
Personnel training and development	Provide personnel with competencies in the field of digital transformation and strategic thinking. Organize training courses and workshops to help employees understand new technologies and their potential for the business.

To improve the effectiveness of strategic planning, it is necessary to consider modern approaches and actively integrate digital technologies into management processes. These measures will facilitate the enterprise's adaptation to the demands of the digital economy and ensure the effective implementation of strategic goals in modern conditions.

To summarize the main stages of optimizing strategic planning in conditions of economic instability, let's consider the key directions for improving this process, which are presented in Table 5.

Table 5

Features of strategic plan optimization in modern conditions

Features of optimization stages	Essence of strategic plan optimization
External environment analysis	Observation of market and industry trends, political, economic, social, and technological changes to understand the impact of the external environment on the enterprise.
Internal analysis	Assessment of the enterprise's internal resources, processes, and potential to identify strengths and weaknesses, as well as opportunities for optimization.
Defining strategic goals	Formulation of clear, specific, and achievable goals that reflect the enterprise's mission and strategic priorities.
Developing effective strategies	Creation of strategies aimed at achieving the set goals, taking into account the analysis of the external and internal environment.
Monitoring and adjustment	Continuous monitoring of the strategic plan's implementation, identifying deviations, and timely correction of measures to achieve the goals.
Innovation implementation	Involvement of the latest technologies and innovative approaches in strategic planning to enhance the enterprise's efficiency and competitiveness.

These directions can be used to improve strategic planning at the enterprise, ensuring its adaptability, flexibility, and high efficiency in a dynamic market environment.

Conclusions and prospects for further research

The achievement of an enterprise's strategic goals largely depends on the organization of personnel work, which should be aimed at implementing strategic tasks. This involves the development of strategic thinking among employees, as personnel are a key resource in the strategic planning system. They facilitate the

development and implementation of an integrated system of strategic plans. Personnel activity management is carried out with a focus on achieving strategic goals, which ensures the consistency of employee activities with the overall strategic course of the enterprise.

This organization allows for the effective staffing of the enterprise according to quantitative and qualitative needs, the selection of employees capable of solving both current and future tasks, the enhancement of their qualifications, and their active involvement in the implementation of the strategic plan.

Ensuring the fulfillment of strategic goals and objectives, as well as monitoring their implementation, is carried out through tactical planning, which performs coordination and control functions. Coordination means that the tactical plan establishes optimal proportions between available resources and areas of activity. It is important that the planning process verifies the correspondence between tactical and strategic plans of the enterprise.

The control function encompasses a reporting system on the implementation of the strategic plan and methods for evaluating achieved results, which allows for the identification of deviations. This allows for a focus on exceptional situations that may lead to deviations from the planned course, and saves time for making strategically important decisions.

Strategic planning in the context of digitalization is becoming a critical tool for enterprise management and their competitiveness. The integration of digital technologies into strategic management allows for the enhancement of business process efficiency, the reduction of uncertainty, the improvement of adaptation to changes, and the provision of stable enterprise development in a dynamic market environment.

Literature

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