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**Andriy Didyk**

D.Sc. in Economics, Professor of the Department of Foreign Economic and Customs Activity, Lviv Polytechnic National University, Lviv, Ukraine;  
ORCID: [0000-0003-0323-0912](https://orcid.org/0000-0003-0323-0912)

**Yuriy Pogorelov**

D.Sc. in Economics, Professor, Senior Specialist of Department of Control in Justice and Corruption Prevention, Accounting Chamber, Kyiv, Ukraine;  
e-mail: [yspogorelov@gmail.com](mailto:yspogorelov@gmail.com)  
ORCID: [0000-0002-1192-874X](https://orcid.org/0000-0002-1192-874X)  
(Corresponding author)

**Vasyl Lemishovskyi**

Candidate of Economy Sciences, Vice-Rector on Economy, Lviv Polytechnic National University, Lviv, Ukraine;  
ORCID: [0009-0004-5535-8816](https://orcid.org/0009-0004-5535-8816)

**Anton Lazarev**

PhD Student, Lviv Polytechnic National University, Lviv, Ukraine;  
ORCID: [0009-0007-5986-4267](https://orcid.org/0009-0007-5986-4267)

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## CREATION OF TOOLS FOR THE DEVELOPMENT OF THE ENTERPRISE - SUBJECT OF ZED

### ABSTRACT

The purpose of the article is to consider tools for the development of enterprises that are subjects of foreign economic activity (FEA). The consequences of the war against Ukraine create a compelling need for the development of the national Ukrainian economy. Analyzing the foreign experience of different countries in the post-war period indicates that export activities are one of the most reasonable vectors for such development, both at the level of individual enterprises and at the level of the national economy as a whole.

Strengths, weaknesses, opportunities, and threats have been identified for Ukrainian enterprises operating in the field of foreign economic activity. It is shown that the number of threats has increased compared to the pre-war period. Despite the significant number of threats and weaknesses, the analysis shows that Ukrainian enterprises have a "window of opportunities" that can be effectively used. Using dichotomous criteria for the possibility of entering foreign markets and the potential of the domestic market, a matrix of strategic choice has been developed. This matrix is intended for use at the level of individual enterprises. A reasonable strategic choice for the enterprise is determined for each quadrant of this matrix in the general version, and industry-specific recommendations are considered. Based on formulated key questions, necessary development tasks are identified for enterprises as subjects of foreign economic activity. These tasks include strategic goal setting, determination of the competitive advantage used, and development of the enterprise strategy. Necessary management tools are proposed and described for the implementation of each of these tasks. A set of key questions has been developed for the chosen model of enterprise development strategy to determine the content of the elements of such a strategy. The usage of proposed development tools for subjects of foreign economic activity is briefly presented using the example of automotive industry enterprises.

**Keywords:** the consequences of war, subject of foreign economic activity (FEA), SWOT analysis, enterprise development toolkit, strategic choice, core competitive advantage, development strategy, automotive industry

**JEL Classification:** F63, M30, O10, O29, O40

### INTRODUCTION

In 2022, Ukraine faced direct, massive, and unjustified aggression from the Russian Federation. The consequences of such aggression have several aspects, including human, humanitarian, environmental, and, notably, economic. Even when considering purely economic consequences for Ukraine without taking into account other types of losses, the scale of such impacts is immense. According to the International Monetary Fund (Ukraine: Request for Purchase, 2022), Ukraine's GDP decreased by 35% during 2022, and inflation reached 30% by the end of the year (as of October 2022). The number of registered unemployed per vacancy doubled, unemployment increased by 40%, and the hryvnia exchange rate depreciated by approximately 40%. According to the World Bank's estimates, as of June 1, 2022, the reconstruction of Ukraine and its economy requires about USD 349 billion (Sullivan & Rzheutska, 2022). According to assessments (Zvit pro priami zbytky, 2022) as of the beginning of June 2022, Ukraine's total economic losses alone amounted to between USD 500 billion and USD 600 billion.

It is absolutely clear that such a scale of losses requires targeted economic recovery for the Ukrainian economy. This necessitates macro-level measures, such as the establishment of balanced state regulation, tax policy simplification, and the growth of national economic productivity, among others. Simultaneously, measures at the micro-level are also essential, particularly in terms of developing businesses in Ukraine and maximizing opportunities gained through the war due to international assistance. Enterprises, specifically, should become powerful drivers of Ukraine's economic recovery. While the state can create conditions for economic recovery, and international partners provide significant economic aid and support to Ukraine, it is the Ukrainian enterprises that should directly contribute to the restoration of the Ukrainian economy. Therefore, paying attention to the development of Ukrainian enterprises to overcome consequences in the Ukrainian economy resulting from the war is evidently justified and in demand.

## LITERATURE REVIEW

The resolved war against Ukraine has not only large-scale consequences at the macro-level; it is evident that almost every economic entity in Ukraine has faced some negative consequences in its activity. The main negative consequences of the war against Ukraine for Ukrainian enterprises include the following (Hrihorenko & Shnitzer, 2022): 75% of enterprises report a significant decrease in demand for their products; 70% of enterprises are forced to seek new clients and distribution channels; 20% of enterprises face delayed payment for products and/or services; 40% of enterprises require additional working capital; 50% of enterprises experience difficulties with logistics; only 4% of enterprises used the "Affordable Loans 5-7-9%" program; more than one-third of enterprises actively seek additional external financing.

A survey conducted by the American Chamber of Commerce in Ukraine as of August 2022 (Vedennia biznesu, 2022) revealed the following results: 72% of Chamber members operated fully, while 27% operated partially; 96% of Chamber members planned to continue operating in Ukraine in 2023, and 4% had not yet decided by the time of the survey; 69% of Chamber members did not meet damage during the military actions, while 22% reported having damages. According to a survey covering 504 owners and CEOs of small and medium-sized enterprises in November 2022 (Stan ta potreby biznesu, 2022), 40% of enterprises have completely or almost completely ceased operations.

Ukrainian enterprises have faced a wide range of negative consequences (financial, logistical, resource-related, etc.) due to the armed conflict against Ukraine. Due to complications in the business environment, these enterprises require urgent development. Particularly noteworthy is the development of entities engaged in foreign economic activity. This is explained by the fact that there are fundamentally three general sources of income for any enterprise. These sources can be the domestic market (internal demand), government orders, or the foreign market. Let's briefly consider the prospects of orientation for Ukrainian enterprises towards each of these potential sources.

Internal demand in Ukraine has significantly decreased. Undoubtedly, there are market segments with relatively stable internal demand, such as transportation services, housing and communal services, the energy sector, and so on. However, these market segments often have a social, rather than a market-oriented character, and do not encompass the entire national economy. A significant portion of enterprises in Ukraine has faced a reduction in internal demand. According to (Stan ta potreby biznesu, 2022), 64% of surveyed enterprises identified the low solvency of clients in the domestic market as one of the barriers to their operations. There are no immediate prospects for an increase in internal demand, so the predominant orientation of Ukrainian enterprises toward domestic demand would be a strategic mistake.

The use of government contracts as a source of economic development for the national economy as a whole and individual enterprises is traditional in wartime and post-war economies. Ya Zheleznyak (2022) conducted a review analysis of post-war reconstruction experiences in various countries at the macro level, but micro-level considerations remained underexplored. Researches (Eichengreen, 2007) and (Koichi & Munehisa 1997) have examined similar approaches to post-war recovery with a focus on government support measures but have inadequately addressed necessary actions at the individual enterprise level. It should be noted, however, that, firstly, government orders can only serve as a source of economic development for enterprises in specific sectors, primarily building, the energy sector, metallurgy, and the like. Secondly, in Ukraine from 2022 to 2024, government orders are predominantly focused on meeting the needs of the Armed Forces of Ukraine. Expecting a significant expansion of government orders is unlikely. Therefore, for Ukrainian enterprises that cater to the needs of the Armed Forces of Ukraine, government orders can indeed become a certain source of development.

Thus, due to the contraction of the internal market in Ukraine and the limited scope of government orders for Ukrainian enterprises, a particular interest lies in orienting towards external markets and intensifying export activities. History of the 20th century, including post-war Europe as a whole, Italy, Japan, and South Korea, confidently attests that export orientation of the national economy almost always becomes a mandatory condition for post-war recovery and development. Hedegaard et al. (2022) described post-war economic recovery vectors for different countries, indicating that export

orientation was one of the sources of economic success in such cases. A similar position is more comprehensively revealed for European countries in (Eichengreen, 2007) and for Japan in (Koichi & Munehisa, 1992). The content and results of the Marshall Plan are more thoroughly explored in (Latham, 2001) and (Eichengreen, 2010), demonstrating that one of its components was the activation of foreign economic activity.

Orientation towards the external market necessitates external economic activity as a strategic focus for the majority of Ukrainian enterprises. Therefore, enterprises that are already participants in foreign economic activity must comprehensively ensure extensive development to improve results and intensive development to ensure competitiveness in external markets. As for those enterprises that have been not engaged in foreign economic activity yet however have the potential to do so, they should consider becoming involved, focusing on the export of goods and/or services.

Some ideas and research regarding enterprise development and its instrumental tools already exist. For instance,

N. Parkhomenko (2016) considered predicting enterprise development using neural network techniques. A similar approach in orientation is presented in (Maslak et al., 2021). Unlike the ideas of N. Parkhomenko (2016), such modeling is carried out using multidimensional regression models. An integrated view of assessing enterprise development based on a set of indicators is presented in (Boichenko et al., 2022). The advantages of these approaches include a quantitative expression of enterprise development, the ability to forecast it, and the representation of relationships between the used indicators. However, while these contributions deserve attention, they are based on multidimensional extrapolation and inadequately consider the extent of managerial influence. Additionally, the value of these approaches diminishes in case of significant changes in the operational environment of the enterprise (such as the Ukrainian economy in 2022–2023).

In (Kiljańczyk, 2017; Sansyzbayev, 2019; Dziwornu, 2020), the results of research on enterprise development with a focus on the influence of external stakeholders and the establishment of social partnerships with them are presented. W. Kiljańczyk (2017) emphasized the formation of close interaction between local businesses, authorities, and research institutions.

A. Sansyzbayev (2019) proposed an industry-specific approach to building relationships with stakeholders at the micro-level. A. Dziwornu (2020) examined development issues from the perspective of corporate social responsibility. However, the approach in (Sansyzbayev, 2019; Dziwornu, 2020) lacks both a targeted and instrumental component for enterprise development. Such an approach certainly deserves attention and cross-industry adaptation. At the same time, relationships with external stakeholders can be beneficial for extensive development, provided there is prior formation of endogenous development, which can only be ensured through the use of necessary management tools.

In (Wu et al., 2022), it is demonstrated that enterprise development can occur through exogenous influence, based on targeted government funding using mathematical modeling. A similar direction is also taken by (Kurmanov et al., 2020). Such ideas are useful for building infrastructure to support innovative development. However, issues related to the endogenous nature of enterprise development are not considered. While the presented results appear valid, they are less applicable to the conditions of Ukraine due to the limitations of state budget funds and the sectoral specificity of this approach. An alternative to overcoming these challenges at the micro-level, as suggested by (Wu et al., 2022; Kurmanov et al., 2020), could be an innovation-oriented development approach, including a focus on export activities (Muñoz et al., 2022; Boscoianu, Prelipcean & Lupan, 2018). The approach presented by (Muñoz et al., 2022) combining innovative activity and export based on a process approach is unobjectionable but should be expanded with clarification of the management tools used. This approach declares what should be done but does not specify how. The approach by (Boscoianu, Prelipcean & Lupan, 2018) integrates internal innovations, knowledge transfer, and external factors and unquestionably deserves attention. However, it does not emphasize the tools used and does not consider alternative positioning options for the enterprise.

The focus on identifying individual factors for the sustainable development of enterprises is considered in (Matinaro et al., 2019; Radicic & Petković, 2023). Such an approach holds value but does not consider issues related to the positioning of the enterprise in the external market and does not reveal the management tools used. Additionally, an excessive emphasis on digitization (Radicic & Petković, 2023) appears questionable. The implementation of digital technologies is positive for improving the functioning of the enterprise. However, they are not an end in themselves.

The emphasis on internal enterprise infrastructure and the instrumental component of development seems more effective. A. Kwilinski (2018) examined the issue of building an enterprise development strategy based on a process approach. Such an approach is intriguing but needs to be enriched with the necessary instrumental components. Additionally, this approach almost does not consider the enterprise positioning in the external environment. A. Kwilinski's (2018) approach is worthwhile to combine with proposals for forming an enterprise development strategy suggested by K. Malinoshevska (2020), the advantage of which lies in considering the strategic position of the enterprise. Such a position is shaped by certain

factors and forms a corresponding strategy. At the same time, proposals for forming a strategy would be beneficial to accompany with necessary management tools.

A fundamentally different approach to enterprise development is presented in (Ondov et al., 2022). It envisions development through optimization of internal production processes based on mathematical modeling. The strengths of the approach in (Ondov et al., 2022) include mathematical validation of processes and step-by-step verification. However, unresolved issues remain regarding its adaptation to other enterprises and the conditions of their activities. Factors that may hinder the practical use of such an approach could be its complexity and its focus on specific conditions of a particular production, and orientation toward the internal environment of the enterprise.

An original approach is presented in (Tutaj, Rutkowska & Bartoszczuk, 2021). This approach takes into account both the internal and external environment of the enterprise, necessary resources, and market segments. At the same time, it would be beneficial to enrich this approach with the positioning tools of the enterprise.

One that should be paid attention to is the composite approach presented in (Pogorelov & Kozachenko, 2021). This approach is flexible and can be adapted to the conditions of a specific enterprise. To overcome the general character in (Pogorelov & Kozachenko, 2021), refinement of the development ecosystem and specification of management tools, which are not presented in the original work, may be a viable option.

Therefore, the analysis conducted (Hrihorenko & Shnitzer, 2022; Vedennia biznesu, 2022; Stan ta potreby biznesu, 2022) based on the post-war development experience in Europe (Zheleznyak, 2022; Eichengreen, 2007) and Japan (Koichi & Munehisa, 1992), as well as considering the analyzed existing approaches to enterprise development in (Parkhomenko, 2016; Maslak et al., 2021; Boichenko et al., 2022; Kiljańczyk, 2017; Sansyzbayev, 2019; Dziwornu, 2020; Wu et al., 2022; Kurmanov et al., 2017; Muñoz et al., 2022; Boscoianu, Prelipcean & Lupan, 2018; Matinaro et al., 2023; Radicic & Petković, 2023; Kwilinski, 2018; Malinoshevska, 2020; Ondov et al., 2022; Tutaj, Rutkowska & Bartoszczuk, 2021; Pogorelov & Kozachenko, 2021) provides grounds to assert that it is advisable to form a toolkit for development of an enterprise engaged in foreign economic activity.

## AIMS AND OBJECTIVES

The purpose of the research is to form a toolkit for the development of an enterprise engaged in foreign economic activity. The object of the study is the development of the enterprise engaged in foreign economic activity. To achieve the goal, the following tasks were set and solved: strengths and weaknesses, opportunities, and threats for Ukrainian enterprises engaged in foreign economic activity were identified; a matrix of strategic choices for Ukrainian enterprises was developed; key development issues for subjects of foreign economic activity were formulated and corresponding tasks were identified; management tools to address the development tasks of subjects engaged in foreign economic activity were proposed, and their content to facilitate practical application was disclosed; proposals and recommendations were considered for development of automotive industry enterprises.

## METHODS

The research is based on open data and publications from government authorities, open survey data from representatives of enterprises in Ukraine, and the results of the author's own investigations. To reach the objectives of the article, the authors employed the strategic goal-setting model by J. Collins and J. Porras (Collins & Porras, 1994), the concept of value disciplines by M. Treacy and F. Wiersema (Treacy & Wiersema, 1997), and the strategy model by A. Lafley and R. Martin (Lafley & Martin, 2013). The research methods included monographic analysis, tabular and graphical methods, the key issues method, statistical analysis, SWOT analysis, and matrix method.

## RESULTS

Making tools, proposals, and recommendations for the development of an export-oriented enterprise in Ukraine should be preceded by an examination of current conditions and future prospects of its activities. For such an investigation, one of the classic and well-known tools of strategic analysis, specifically SWOT analysis combined with expert surveys and content analysis methods, was employed. Results of the SWOT analysis for Ukrainian enterprises engaged in foreign economic activity and oriented towards export are presented in Figure 1. In further managerial efforts, it is advisable to focus on the opportunities available to such enterprises to ensure their development.

Commenting on obtained results of the SWOT analysis, one could draw several conclusions: unfortunately, the overall situation for Ukrainian enterprises engaged in foreign economic activity is not favorable (partly due to the fact that the number of opportunities is lower than the number of threats, and the number of weaknesses outweighs the number of strengths). "Administrative" threats to Ukrainian enterprises (insufficient protection of property rights, cases of corruption, excessively complex tax administration, etc.) have not decreased with the onset of military actions, and new threats directly related to the military actions against Ukraine have been added. As of 2024, despite the current threats, enterprises engaged in foreign economic activity in Ukraine have a certain "window of opportunities" for exporting goods and services to other countries, especially EU countries. These opportunities should be used properly as their existence in the future is not guaranteed. Ukrainian enterprises engaged in foreign economic activity have certain strengths that can allow them to develop with a focus on export activities.

Complicating conditions for the activity of Ukrainian enterprises and the emergence of new threats necessitate further strategic choices. The first and intuitively understandable direction is the choice between continuing or discontinuing operations. For the wartime economy of Ukraine, even the decision to cease operations is not straightforward. The liquidity of a significant number of assets is extremely low. Proximity of such assets to the front lines further reduces their liquidity. Under these conditions, a conscious decision to cease operations may not always allow owners of the enterprise not only to obtain some residual value of assets but even settle all obligations. Even if the management of the enterprise is inclined to cease operations, such a decision may not always be implemented. And, of course, even under challenging external conditions, it is more advisable to still activate their operations and use new opportunities.

Threats	Opportunities
<ul style="list-style-type: none"> <li>▪ Weak protection of property rights;</li> <li>▪ imperfect judicial system;</li> <li>▪ manifestations of corruption within Ukrainian government authorities;</li> <li>▪ complex tax administration;</li> <li>▪ unfavorable overall business climate in Ukraine;</li> <li>▪ complications in logistical operations due to the negative impact of armed conflict;</li> <li>▪ physical threats to the property of enterprises, as well as to the lives and health of employees due to wartime activities;</li> <li>▪ the general decline in demand in the domestic market;</li> <li>▪ instability in the supply of electricity for production operations;</li> <li>▪ unstable currency exchange rates (in case of dependence on imported components or raw materials);</li> <li>▪ expected increase in the cost of used resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ A positive image of Ukraine in the international market;</li> <li>▪ simplified regime for the temporary relocation of Ukrainian citizens to other countries;</li> <li>▪ simplified customs regime for Ukrainian goods in certain countries, particularly in EU countries;</li> <li>▪ potential further devaluation of the national currency, contributing to increased competitiveness of Ukrainian manufacturers in foreign markets in terms of pricing.</li> </ul>
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Comparative affordability of certain resources, primarily labor and natural resources;</li> <li>▪ experience in working under crisis conditions;</li> <li>▪ high adaptability and flexibility in operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of experience in working on foreign markets;</li> <li>▪ unclear competitive advantages for operating in foreign markets due to ambiguous positioning;</li> <li>▪ export barriers;</li> <li>▪ difficulty in accessing foreign capital markets;</li> <li>▪ high specific energy and logistic costs;</li> <li>▪ language barrier for company personnel;</li> <li>▪ outdated technologies in use (often).</li> </ul>

**Figure 1. SWOT Analysis Results for Ukrainian Foreign Activity Enterprises.** (Source: summarized by the authors based on (Hrihorenko & Shnitzer, 2022; Vedennia biznesu, 2022; Stan ta potreby biznesu, 2022; EU takes steps, 2022) and authors' own research)

The decision to continue operations raises the question of strategic choice — determining the market for future work. The question of strategic choice can be considered in the coordinates of assessments of the internal and external markets for a specific enterprise, serving as the basis for building a strategic choice matrix. The built matrix of strategic choice for Ukrainian enterprises is presented in Figure 2. The matrix of strategic choice is based on dichotomous assessments of the internal market potential and the ability of the enterprise to enter the external market. The dichotomy of matrix coordinates is a certain convention and simplification, but even this allows formalizing strategic choices for Ukrainian enterprises. This is important because entering the external market and engaging in export activities are of generalized interest for Ukrainian

enterprises overall. At the same time, firstly, individual enterprises may have potential in the domestic market, and secondly, not all Ukrainian enterprises have the opportunity to enter external markets.

<b>Ability to enter external markets</b>	<b>High</b>	<b>-1-</b> Access to external markets, and active export activities with possible relocation of the entire enterprise or its parts. Maximizing usage of current opportunities for Ukrainian enterprises	<b>-2-</b> Focus on the market with greater potential. If resources are available, replicating the business and establishing an overseas branch as an independent unit is possible
	<b>Low</b>	<b>-3-</b> Search for a niche in the domestic market. Possible specialization or reprofiling of the enterprise and its assets	<b>-4-</b> Formation of the uniqueness of the enterprise in the domestic market. Maintenance of competitive advantages. Ensuring customer loyalty. Fulfillment of state contracts (if possible).
		<b>Low</b>	<b>High</b>
<b>The potential of the internal market</b>			

**Figure 2. Strategic Choice Matrix for Ukrainian Enterprises.**

For each combination of internal market potential and the ability of the enterprise to enter the external market, a reasonable strategic choice is presented. Quadrant 1 of the matrix (Figure 2) involves a maximum orientation towards external markets, firstly due to the possibility of such orientation, and secondly, due to the low potential of the internal market. Export orientation is the most reasonable for this quadrant. This orientation can be implemented both with the relocation of part of the business or the entire enterprise and without it, involving the maximum use of available opportunities for Ukrainian enterprises. Quadrant 2 is the most favorable for the enterprise because it provides the opportunity for the most flexible choice, having both high potential of the internal market and the possibility of export activities. Enterprises in this quadrant have the opportunity to develop both in Ukraine and beyond its borders. Possible strategies include further concentration (on the market or a customer group) with a focus on either the internal market of Ukraine or external markets, as well as a differentiation strategy. Despite significant opportunities for choosing a market for further activity, the problematic aspect for such enterprises lies in the further market selection and the choice of the enterprise's further strategy. Quadrant 3 is a problematic one. It corresponds to a situation where both the potential of the internal market is low, and there are no opportunities to enter the external market. If the enterprise from this quadrant still chooses to continue its activities, the most promising options are proposed for this purpose. These options include searching for a niche in the internal market, attempting to integrate into specific value chains, adapting to the requirements of specific large customers, etc. Additionally, in such a situation, the possibility of specialization of the enterprise or the reprofiling of its assets should be thoroughly considered. Quadrant 4 in the matrix of strategic choice is less promising than Quadrant 2 but clearly more promising than Quadrant 3. Enterprises from this quadrant have limited opportunities to enter external markets, but their potential in the internal market is sufficient even in wartime conditions. It should not be assumed that such enterprises are unique; they simply usually have their niche. Examples of such enterprises in Ukraine include networks of gas stations, suppliers of food products for the needs of the Armed Forces of Ukraine, specialized enterprises of the clothing industry, and so on. The most justified strategic choice for such enterprises is to support sustainable competitive advantages and ensure the loyalty of regular customers. Moreover, as a reasonable option, fulfilling government orders can be considered.

Deterministic categorization of the enterprise into one of the quadrants in the matrix of strategic choice (Figure 2) based on specific factors is ambiguous. However, there is a correlation between certain types of activities with the quadrants of the matrix (Table 1). This is entirely logical, as the potential in the internal market and the possibility of foreign economic activity depend not only on the individual characteristics of a specific enterprise but also on the specific features of the type of activity. These specific features may include the demand for production abroad and in the domestic market, the environmental friendliness of production, the cost structure that determines competitiveness, and so on.

**Table 1. Industry examples corresponding to different quadrants of the strategic choice matrix.**

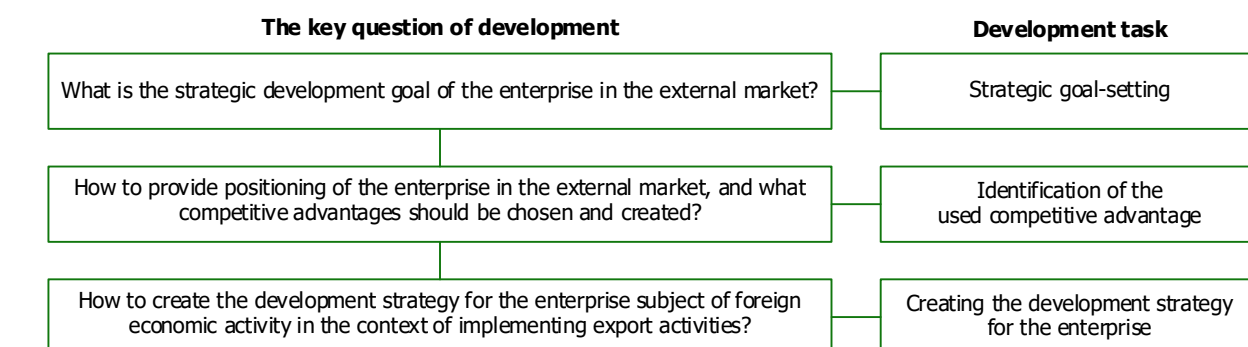
Quadrant of the strategic choice matrix	Industry examples
1	Innovative startups, organic farming, IT, any outsourcing services, specialized transport services, production of souvenirs and food with Ukrainian identity, specific types of tourism
2	Production of specialized food products, manufacturing energy equipment, production and service of green energy technologies, equipment, and technologies for prosthetics, drone technologies (in automotive and aviation industries), specialized weaponry
3	Manufacturing low-value-added food products, light industry (excluding production of specialized clothing), machinery manufacturing, production of consumer goods, manufacturing construction materials, automotive manufacturing
4	Production of unmanned aerial vehicles and cars, manufacturing of uniform clothing, production of military equipment and weapons, repair works, specialized medical services, machinery manufacturing for government orders, and specialized chemical industry.

During the strategic decision-making of an enterprise engaged in foreign economic activity (FEA) using the presented matrix (Figure 2), it is important to consider the specific risks associated with each of the strategic choices (Figure 3).

		-1-	-2-
		Ability to enter external markets	High
Low	<ul style="list-style-type: none"> <li>Critically low market capacity and low solvent demand within it;</li> <li>further degradation of the market segment</li> </ul>		<ul style="list-style-type: none"> <li>Probability of market capacity reduction;</li> <li>probability of a decline in the purchasing power of domestic consumers of the products;</li> <li>logistical challenges;</li> <li>difficulty in competing with foreign manufacturers.</li> </ul>
		Low	High
<b>The potential of the internal market</b>			

**Figure 3. Risks of choices in the strategic choice matrix for Ukrainian enterprises.**

After the strategic choice for Ukrainian enterprises (Figure 2), the question of implementing such a choice becomes relevant, especially in the external market (quadrants 1 and 2). For the internal market, such enterprises usually have a consistent business model, a formed customer base, etc. Additional efforts will be needed to enter the external market. To implement the strategic choice, a three-level structure of the necessary toolkit for solving specific development tasks of the enterprise subject of foreign economic activity is proposed (Figure 4).



**Figure 4. Key questions and development tasks for an enterprise engaged in foreign economic activity in the context of export activities.**

The logic of setting tasks is understood. It begins with defining the strategic goal for the development of the enterprise in the foreign market. Such a strategic goal serves as the basis for positioning the Ukrainian enterprise subject of foreign economic activity in the foreign market. This positioning should be done with a clear identification of competitive advantages that will distinguish the enterprise from current market participants. Established positioning should determine the necessary development strategy for the enterprise as an instrument for implementing these advantages. To accomplish each of the proposed development tasks (Figure 4), specific management tools are suggested (Table 2).

**Table 2. Toolkit for accomplishing development tasks of an enterprise subject of foreign economic activity.** (Source: authors' contribution based on (Collins & Porras, 1994; Treacy & Wiersema, 1997; Lafley & Martin, 2013))

Development task	Managerial tools
Strategic goal-setting	Model of strategic goal-setting
Definition of the used competitive advantage	Model of value disciplines
Creating the development strategy for the enterprise	Model of strategy

It is advisable to briefly describe the proposed management tools intended for accomplishing development tasks of the enterprise engaged in foreign economic activity. This is a necessary precondition for the practical implementation of such tools to ensure the export orientation of enterprises. It is logical that development for each subject of foreign economic activity begins with defining the goal. To achieve this, it is proposed to use the strategic goal-setting model (Collins & Porras, 1994). In a simplified form, it allows defining the goal as a result of the intersection of answers to the questions: "What can the enterprise do better than others?", "What does the enterprise want to achieve?", and "What creates the economic result of the enterprise?". The answer to the first question not only characterizes the enterprise's product but also determines its core competence or a set of such competencies. These competencies differentiate the enterprise from other market participants and can be the basis for further formation of the enterprise's competitive advantages. The answer to the second question describes a specific sphere of activity, and it is preferable for such an answer to reflect a specific consumer problem that the enterprise can and plans to satisfy. According to the strategic goal-setting model (Collins & Porras, 1994), it is incorrect to formulate the answer to the question "What does the enterprise want to achieve?" in terms of market share, sales volume, etc. It is more accurate to formulate it in terms of the number of satisfied consumers, the number of completed orders, the speed of order fulfillment, etc. Finally, the answer to the third question of the strategic goal-setting model (Collins & Porras, 1994) is a clear definition of the resources and factors that create the result of the enterprise's activity. Examples of such factors may include technology, the number of clients, know-how, the enterprise's brand, pricing ability, unique knowledge, etc. Balancing answers to these three questions of the model should enable the enterprise to formulate an ambitious but well-grounded goal, taking into account the refinement of competencies and resources for its achievement.

The model of value disciplines by (Treacy & Wiersema, 1997) involves choosing and ensuring one of the three value disciplines for the enterprise. These disciplines are "Operational Excellence," "Product Leadership," and "Customer Intimacy". The key elements for each value discipline are presented in Table 3. There are no "good" or "bad" value disciplines; theoretically, every enterprise can choose any of them. However, in practice, the choice of a value discipline for a Ukrainian enterprise operating in foreign markets will be determined by the availability of experience and resources to support the value discipline, the demand for the value discipline in a specific market, industry-specific features of each value discipline formation, investment costs to ensure the value discipline, etc.

**Table 3. Key Elements of Value Disciplines.** (Source: summarized by authors based on (Treacy & Wiersema, 1997))

Value Disciplines	Key Elements of Ensuring Value Disciplines
Operational Excellence	Standardization, productive technologies, mass production, rigorous management, process optimization, quality management, and strict response to technological deviations
Product Leadership	Continuous updating and improvement of products, releasing fundamentally new products, mythologization of products, and creating its distinctiveness from competitors' products, continuous innovations, active support of the company's image
Customer Intimacy	Readiness to adapt to the requirements of a specific consumer or consumer group, the ability to customize products and/or services to the individual needs of the consumer, the ability to create comprehensive solutions for consumer demands, engaging in a dialogue with the consumer to track their needs, building long-term relationships with consumers, and removing barriers in communication with consumers

Regardless of the chosen value discipline, the question of selecting the development strategy for the enterprise engaging in foreign economic activity remains relevant. To formulate such a strategy, it is suggested to use the strategy model

(Lafley & Martin, 2013). Table 4 provides key questions for determining elements of the development strategy for the enterprise engaging in foreign economic activity with a focus on conducting export activities. The list of proposed questions is not exhaustive and needs to be detailed for a specific enterprise engaged in foreign economic activity, considering its individual characteristics and operational traits. The accurate identification of each of the discussed elements of the strategy and the effective combination of these elements, taking into account the peculiarities of the enterprise, allows adapting general principles of strategic choice to the conditions of the specific enterprise.

Let's consider the usage of the developed toolkit on the example of automotive industry enterprises in Ukraine, that have faced a systemic crisis for a long time: during 2014-2015, the number of employees in the automotive manufacturing sector almost halved, and the sales reduction reached 77.5% (Tkalic & Zagoruyko, 2017). It is evident that the war against Ukraine only exacerbated the gradual decline in the scale of industry enterprises' operations (Poyda-Nosyk & Bacho, 2022). In 2022, car production in Ukraine decreased by 82% (Global Sales Statistics 2019–2022). Despite the crisis in the Ukrainian automotive industry, the experience of European countries, India, and China (The Digital Supply Chain, 2022; Brown, 2020; Miglani, 2019) proves that automotive manufacturing can be a driver of economic growth for the national economy because it makes a significant contribution to the GDP of countries, serves as a major employer, and creates a substantial portion of economic value-added. As of 2021, the global automotive manufacturing market amounted to approximately USD 2.8 trillion (Automotive Industry Worldwide, 2023), with the automotive industry's share in the global GDP being about 3.6%, and in EU countries – 7% (The Digital Supply Chain, 2022). In the EU countries overall, automotive manufacturing provides 11.5% of jobs in the industry and 6.7% of all jobs (The Digital Supply Chain, 2022). Therefore, despite the crisis in automotive manufacturing in Ukraine, the global potential of such a market is very high, creating conditions for the development of domestic automotive manufacturing enterprises.

**Table 4. Key Questions for Determining Development Strategy Elements of an enterprise-subject of foreign economic activity.** (Source: authors' contribution based on (Lafley & Martin, 2013))

Elements of Development Strategy	Key Questions for Determining the Content of Elements for the Development Strategy of a Foreign Economic Activity Enterprise (non-exhaustive list)
Aim	What is the main aim of the development strategy?
	What should be the ultimate outcome of implementing the strategy, and what will be the benefit for the company from such a strategy?
	By what indicators will the enterprise management assess its development in general and take into account the implementation of export activities in particular?
	What results does the enterprise want to achieve, and on which markets (specifying each market separately), with clarification of the time frame for achievement and quantitative measurement?
Place	In which countries does the enterprise aim to implement export activities?
	On which markets (foreign geographic, product, among customer groups) does the enterprise wish and plan to operate?
	Who should be the customers of the enterprise in each of the local markets?
	What will motivate customers to make a purchase?
Way to win	How can the enterprise create value for customers?
	How will the enterprise deliver its services and products to customers?
	What internal changes should the enterprise implement?
	How to create the necessary distinctions that the enterprise should have from competitors?
Resources	What resources does the enterprise have to achieve its goals?
	If the technology and equipment used by the enterprise allow it to achieve its goals?
	What strategic partners can the enterprise attract?
	What unique competencies does the enterprise have?
Management system	How effective is the management system at the enterprise?
	What positive changes should be made to the enterprise management system?
	What organizational relationships are needed in the enterprise management system?
	How adequate is the qualification of the enterprise management at all levels to manage it and accomplish existing tasks?

The threats, opportunities, strengths, and weaknesses identified as a result of the conducted SWOT analysis for Ukrainian foreign activity enterprises are fully applicable to Ukrainian automotive manufacturing companies. The domestic market potential for automotive manufacturing is low, while the ability to enter foreign markets is fundamentally high. This justifies

the choice of Quadrant 1 in Figure 2 in the matrix, indicating the selection of active export activities with the potential relocation of the entire enterprise or its specific capacities. Such a choice aligns entirely with the operating conditions of domestic automotive manufacturing companies.

Let us provide answers for Ukrainian automotive enterprises regarding key questions and tasks for their development using the proposed tools. Regarding the strategic development goal, each enterprise in the automotive industry must determine what it can do better than competitors on a global standard level. Understandably, this is unlikely to involve creating a complete cycle in car production. However, it may involve the formation of spare parts, customization of vehicles, and so on. The answer to the question "What does the enterprise want to achieve?" once again has an individual character but should be formulated in terms of stable export sales and extensive growth, the number of orders, and the number of consumers. As for creating the economic result of the enterprise, the answer to this question will be a combination of available tangible and intangible resources that the enterprise has accumulated at a certain moment, including technologies, equipment, brand, know-how, experience, and more.

Regarding the positioning of domestic automotive enterprises and competitive advantages, it is evident that among the value disciplines, "Customer Intimacy" and "Product Leadership" are the most appropriate. However, this applies to a specific market niche since Ukrainian enterprises are unlikely to achieve operational excellence. Consequently, this emphasizes a particular focus on engaging in dialogue with consumers, willingness to adapt to their needs, customization of products and services to individual consumer requirements, ensuring customer loyalty, and so on. To formulate a development strategy for a certain automotive enterprise, answers to the questions in Table 4 are necessary. It is clear that answers to such questions will be unique for each enterprise, and it is impossible to formulate them in a general way.

## DISCUSSION

Comparing the results presented in the article with researches of a similar direction, it can be stated as follows. In contrast to (Parkhomenko, 2016; Maslak et al., 2021; Boichenko et al., 2022), the emphasis here is not on forecasting or modeling development through extrapolation of past trends but rather on purposeful managerial actions. Considered ideas expand (Muñoz et al., 2022) by specifying the required managerial toolkit and enriching (Boscoianu, Prelipcean & Lupan, 2018) by refining the necessary market positioning. These propositions do not contradict (Kiljańczyk, 2017; Sansyzbayev, 2019; Dziwornu, 2020) but rather focus attention on the endogenous nature of enterprise development. Considering the realities of the Ukrainian economy, the authors' suggestions allow, at least partially, overcoming financial constraints, as outlined in (Wu et al., 2022; Kurmanov et al., 2017). The proposed approach expands (Kwilinski, 2018) by refining the enterprise's positioning and deepens (Malinoshevska, 2020) through the specification of the managerial toolkit. Without dismissing ideas in (Matinaro et al., 2019; Radicic & Petković, 2023), the presented approach enables the organization of their usage based on proposed managerial tools and external enterprise positioning. To some extent, the proposed approach deepens (Tutaj, J., Rutkowska, M., & Bartoszczuk, 2021; Pogorelov & Kozachenko, 2021) by the specification of used managerial tools and the sequence of their usage. However, unlike (Kwilinski, 2018; Malinoshevska, 2020), the suggested approach not only considers the external operating conditions of the enterprise but is also based on the strategic choice of the enterprise under these conditions. Moreover, the proposed tools allow the implementation of such strategic choices.

The advantages of this research lie in the justification and formulation of a toolkit for the development of an enterprise subject engaged in foreign economic activity to accomplish tasks relevant to such a subject (such as searching strategic directions, organizing market entry, ensuring strategic positioning, etc.). These advantages are achieved by highlighting the connection between specific development tasks of the enterprise subject of foreign economic activity and the selection and combination of tools to accomplish each of these tasks. Additionally, one should pay attention to providing a well-founded strategic choice for such an enterprise, taking into account its strengths and weaknesses, as well as opportunities and threats present in the external environment. The obtained results in the form of specific managerial tools allow for achieving the goal of forming the toolkit for the development of an enterprise subject of foreign economic activity. Specifically, the identified strengths and weaknesses of the enterprise subject engaged in foreign economic activity, along with the developed matrix of strategic choice, enable the consideration of the external environment of the enterprise for the subsequent selection and using the necessary toolkit. The suggested key questions for the development of the subject of foreign economic activity defined tasks, and integrated management tools directly contribute to the formation of the required toolkit for the development of the enterprise subject engaged in foreign economic activity.

The research has some imitations, primarily in its focus on the current situation in the Ukrainian economy. The study relies on assumptions about the predominantly general nature of strengths and weaknesses for enterprises engaged in foreign economic activity. There is also an assumption about minimal costs during the implementation of the specified tools into

management practices of enterprises involved in foreign economic activity. Shortcomings of the conducted research include assumptions about the free access of Ukrainian enterprises engaged in foreign economic activity to external markets (in practice, this assumption may prove incorrect due to the government actions and protectionist restrictions). Moreover, sufficient qualification of managerial personnel is acknowledged. It is essential to consider that the research does not consider the issues of risk differentiation for subjects of foreign economic activity in Ukraine. It is evident that the research is more applicable to Ukrainian enterprises that are able to enter foreign markets due to their features.

## CONCLUSIONS

Thus, the conducted SWOT analysis allowed identifying general strengths and weaknesses of enterprises subjects of foreign economic activity in Ukraine. Such analysis indicates that, unfortunately, there are more weaknesses than strengths. At the same time, it is determined that in 2024, subjects of foreign economic activity in Ukraine have a "window of opportunities" to focus on during their development.

The matrix of strategic choice for Ukrainian enterprises has been constructed based on dichotomously expressed indicators of the internal market potential and opportunities for entering the external market. Such a matrix allows making a grounded choice of further actions. For each quadrant of the formed matrix, rational actions are proposed. It is shown that the matrix quadrants have industry-specific relevance. To implement the strategic choice made using the built matrix, key development questions for the subject of foreign economic activity are suggested: defining a strategic goal, providing positioning in the external market, and forming a development strategy. These questions serve as the basis for establishing corresponding tasks for the development of the subject of foreign economic activity.

To solve identified tasks of the subject of foreign economic activity, necessary managerial tools are proposed: the model of strategic goal setting, the model of value disciplines, and the model of strategy. To provide practical use of such tools, their content is disclosed, and key questions for determining the content of each element of the strategy for the subject of foreign economic activity are proposed for the strategy model.

The proposed tools were used to make proposals for the development of domestic automotive enterprises. The threats, opportunities, strengths, and weaknesses highlighted as a result of the conducted SWOT analysis are fully relevant for Ukrainian automotive companies. It is determined that quadrant 1 in the built matrix of strategic choice is valid for Ukrainian automotive companies, defining the feasibility of active export activities. For such companies, "Customer Intimacy" and "Product Leadership" are actual value disciplines. At the same time, the development strategy for each specific enterprise has an individual character and can be determined using the proposed questions within the strategy elements.

Development of this research can involve specifying usage of the proposed toolkit according to specific industry, structural, or other characteristics of subjects engaged in foreign economic activity, as well as considering the peculiarities of particular geographic foreign markets. Operationalizing the research findings at the individual enterprise level is also essential. These outlined directions for the research development allow maximization of objectivity in the presented results and provide their applicability from a general to a specific context. This approach enhances their practical value and facilitates a more tailored application, taking into account diverse characteristics of subjects involved in foreign economic activity and the nuances of various foreign markets.

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## ADDITIONAL INFORMATION

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### AUTHOR CONTRIBUTIONS

**Conceptualization:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy*

**Data curation:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy*

**Formal Analysis:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Methodology:** *Andriy Didyk, Yuriy Pogorelov*

**Software:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Resources:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Supervision:** *Andriy Didyk, Yuriy Pogorelov*

**Validation:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Investigation:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Visualization:** *Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskiy, Anton Lazarev*

**Project administration:** *Andriy Didyk, Yuriy Pogorelov*

**Funding acquisition:** Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskyi, Anton Lazarev

**Writing – review & editing:** Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskyi, Anton Lazarev

**Writing – original draft:** Andriy Didyk, Yuriy Pogorelov, Vasyl Lemishovskyi, Anton Lazarev

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## CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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*Дідик А., Погорелов Ю., Лемішовський В., Лазарєв А.*

## **РОЗРОБЛЕННЯ ІНСТРУМЕНТАРІЮ РОЗВИТКУ ПІДПРИЄМСТВА-СУБ'ЄКТА ЗЕД**

Мета дослідження полягає у формуванні інструментарію розвитку підприємства-суб'єкта ЗЕД. Актуальність полягає в тому, що наслідки війни проти України зумовлюють кричущу необхідність розвитку національної економіки. А проаналізований закордонний досвід інших країн свідчить, що саме експортна діяльність є одним із найбільш доцільних векторів такого розвитку й на рівні окремого підприємства, і на рівні національної економіки в цілому.

Визначено сильні, слабкі риси, можливості та загрози для українських підприємств – суб'єктів ЗЕД. Визначено, що кількість загроз порівняно з довоєнним періодом зросла, і показано, що попри наявність значної кількості загроз та слабких сторін, для українських підприємств існує «вікно можливостей», яке доцільно використати.

З використанням дихотомічних критеріїв можливості виходу на зовнішні ринки та потенціалу внутрішнього ринку розроблено матрицю стратегічного вибору, яка призначена для використання на рівні окремого підприємства. Для кожного з квадрантів такої матриці в загальному варіанті визначено доцільний стратегічний вибір підприємства та надано галузеву прив'язку. На основі сформованих ключових запитань визначено необхідні завдання розвитку для підприємства-суб'єкта зовнішньоекономічної діяльності. Такими завданнями є стратегічне цілепокладання, визначення використовуваної конкурентної переваги та побудова стратегії розвитку підприємства. Для виконання кожного з таких завдань запропоновано й описано необхідні управлінські інструменти. Для вибраної моделі побудови стратегії розвитку підприємства розроблено сукупність ключових питань для визначення змісту елементів такої стратегії.

Використання запропонованих інструментів розвитку для суб'єктів ЗЕД стисло представлено на прикладі підприємств автомобілебудування.

**Ключові слова:** наслідки війни, суб'єкт ЗЕД, SWOT-аналіз, інструментарій розвитку підприємства, стратегічний вибір, базова конкурентна перевага, стратегія розвитку, автомобілебудування

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