

*Porokhnia D., Puzyrova P.*

*Kyiv National University of Technologies and Design*

### **THE MAIN STAGES OF SUPPORT AND DEVELOPMENT OF INTERNATIONAL ACTIVITIES IN MODERN CONDITIONS**

**Abstract.** *The essence of the main stages of support and development of international activity in modern conditions is considered. It was determined that the main stages of support and development of international activity are: determination of prerequisites and establishment of incentives for the development of a strategy for the development of the international activity of the enterprise; selection and analysis of factors that affect the development of international activities of the enterprise; analysis of the role of the state in conducting international activities by the enterprise; substantiation of ways of development of the international activity of the enterprise and definition of the goal; analysis of the enterprise's own capabilities; determination of geographical and territorial priorities for the development of the international activity of the enterprise; the choice of the most acceptable strategy of the international activity of the enterprise among alternative ones; implementation and implementation of the strategy for the development of the international activity of the enterprise; control over the implementation of the selected strategy for the development of the enterprise's international activities.*

**Keywords:** *international activity; support; development; strategies; stages; enterprise; planning and formation.*

*Порохня Д. О., магістр, Пузирьова П. В., доц.*

*Київський національний університет технологій та дизайну*

### **ОСНОВНІ ЕТАПИ ПІДТРИМКИ ТА РОЗВИТКУ МІЖНАРОДНОЇ ДІЯЛЬНОСТІ В СУЧАСНИХ УМОВАХ**

**Анотація.** *Розглянуто сутність основних етапів підтримки та розвитку міжнародної діяльності в сучасних умовах. Визначено, що основними етапами підтримки та розвитку міжнародної діяльності є: визначення передумов та встановлення стимулів щодо розробки стратегії розвитку міжнародної діяльності підприємства; виділення та аналіз чинників, які впливають на розвиток міжнародної діяльності підприємства; аналіз ролі держави у веденні підприємством міжнародної діяльності; обґрунтування шляхів розвитку міжнародної діяльності підприємства та визначення мети; аналіз власних можливостей підприємства; визначення географічно-територіальних пріоритетів розвитку міжнародної діяльності підприємства; вибір найбільш прийнятної стратегії міжнародної діяльності підприємства серед альтернативних; впровадження та реалізація стратегії розвитку міжнародної діяльності підприємства; контроль за реалізацією обраної стратегії розвитку міжнародної діяльності підприємства.*

**Ключові слова:** *міжнародна діяльність; підтримка; розвиток; стратегії; етапи; підприємство; планування та формування.*

**Introduction.** The support and development of international activity is based on the correct choice of the strategy for the development of the international activity of the enterprise, which should be formed in such a way that the product or service has high competitive qualities for a long time. It is necessary to establish a clear idea about the strategy of the development of enterprises in foreign markets, to determine the economic nature, principles, components of this strategy and the level of its development. The period of strategic planning of the enterprise depends on the type of products, the industry in which it operates, the fluidity of changes in the external environment.

The formation of an enterprise strategy is the process of developing international development strategies at various levels. The first and main stage in strategy planning is the formulation of the mission, which defines priority values, goals and directions of activity; a thorough analysis of the company's strengths and weaknesses, opportunities and threats inherent in the external environment of conducting international activities is carried out; defining strategic goals, outlining strategic and tactical tasks and drawing up operational plans, as well as developing a general scheme for managing the company's activities. The management of the organization can independently choose a model of strategic development of international activity and use any methods for this.

The main topical issues in the field of support and development of international activity were investigated in the works of the following economists: O.M. Havrysh, T.V. Kapeliushna, V.P. Pylnova, A.R. Dunska, K.M. Besarab, D.I. Antonenko, V.P. Zalizniuk, N.P. Safonik, A.S. Kaia, N.I. Kara, O.O. Pshyk-Kovalska, K.O. Kopishynska, T.F. Larina, V.A. Fursa, O.V. Bolotna, O.H. Melnyk, O.V. Mukan, M.L. Zlotnik, M.V. Odrekhivskiyi, O.O. Pshyk-Kovalska, A.V. Pereverzieva, K.S. Mala, L.I. Piddubna, M.V. Horobynska, N.O. Shpak, Yu.Ya. Hurskiy, T.P. Shuba, A.D. Mykysha and others.

**The aim of the research.** The aim of the article is to study the essence, functions and tasks of the main stages of support and development of international activity in modern conditions.

**Results of the investigation.** The strategy of the international activity of the enterprise is a plan for its development in relation to activities related to entering the foreign market, winning the desired market share, expanding and maintaining its positions, and is one of the components of its general strategy. It is also a set of management decisions that narrow the entire set of possible international actions of the enterprise to the most effective from the point of view of the long-term goals formulated in the overall strategy. When forming such a complex of decisions, possible actions and counteractions of other participants in market relations should be taken into account. With the goal of conducting international activities, enterprises choose one of the well-known strategies for entering foreign markets, which usually turn into tactics aimed at obtaining the maximum profit in the minimum period. It is after achieving this goal that the strategy for the development of the enterprise's activities outside the state should come into effect. Its basis should be the strengthening of the positions of industrial enterprises on domestic and especially on foreign markets, which not only does not lose its importance, but also acquires a special meaning [6; 7].

The implementation of the strategy for the development of the international activity of the enterprise is a very complex and important process, which is divided into two main stages: the formation (development) of the strategy and its implementation. In general, strategy formation is a process that involves making management decisions about what the enterprise should do, and implementation is the practical implementation of planned actions. At the stage of strategy formation, goals are identified and strategic plans are developed to achieve them. The development of a strategy for the development of an enterprise's international activities primarily depends on optimally planned and organized work on entering foreign markets and ensuring the competitiveness of the enterprise's goods/services on them, which is carried out with the help of certain stages, at each of which specific tasks are solved [16–18].

In the table 1 shows the sequence of the main stages of developing a strategy for the development of the company's international activities. It should be emphasized that the content and number of stages of strategy development in relation to the development of international activities can change significantly depending on specific conditions, factors and factors [1–5].

Stage #1. Determination of all admissible prerequisites and establishment of incentives and criteria for the development of a strategy for the development of international activities of

the enterprise. Prerequisites include: the stage of development of the enterprise at this stage; the desire and potential opportunities for developing new markets and/or improving international relations; already existing, as well as the most probable competition in the future on this market; accessibility to marketing information [13–15].

Table 1

**The sequence of the main stages of developing a strategy for the development of the international activity of the enterprise**

Stage No	Stages
1	Determination of prerequisites and establishment of incentives for the development of a strategy for the development of international activities of the enterprise
2	Identification and analysis of factors affecting the development of the international activity of the enterprise
3	Analysis of the role of the state in the enterprise's management of international activities
4	Justification of ways of development of the international activity of the enterprise and definition of the goal
5	Analysis of the company's own capabilities
6	Determination of geographical and territorial priorities for the development of international activities of the enterprise
7	The choice of the most acceptable strategy of the international activity of the enterprise among alternative ones
8	Implementation and implementation of the strategy for the development of international activities of the enterprise
9	Control over the implementation of the selected strategy for the development of the international activity of the enterprise

Source: based on [1–5].

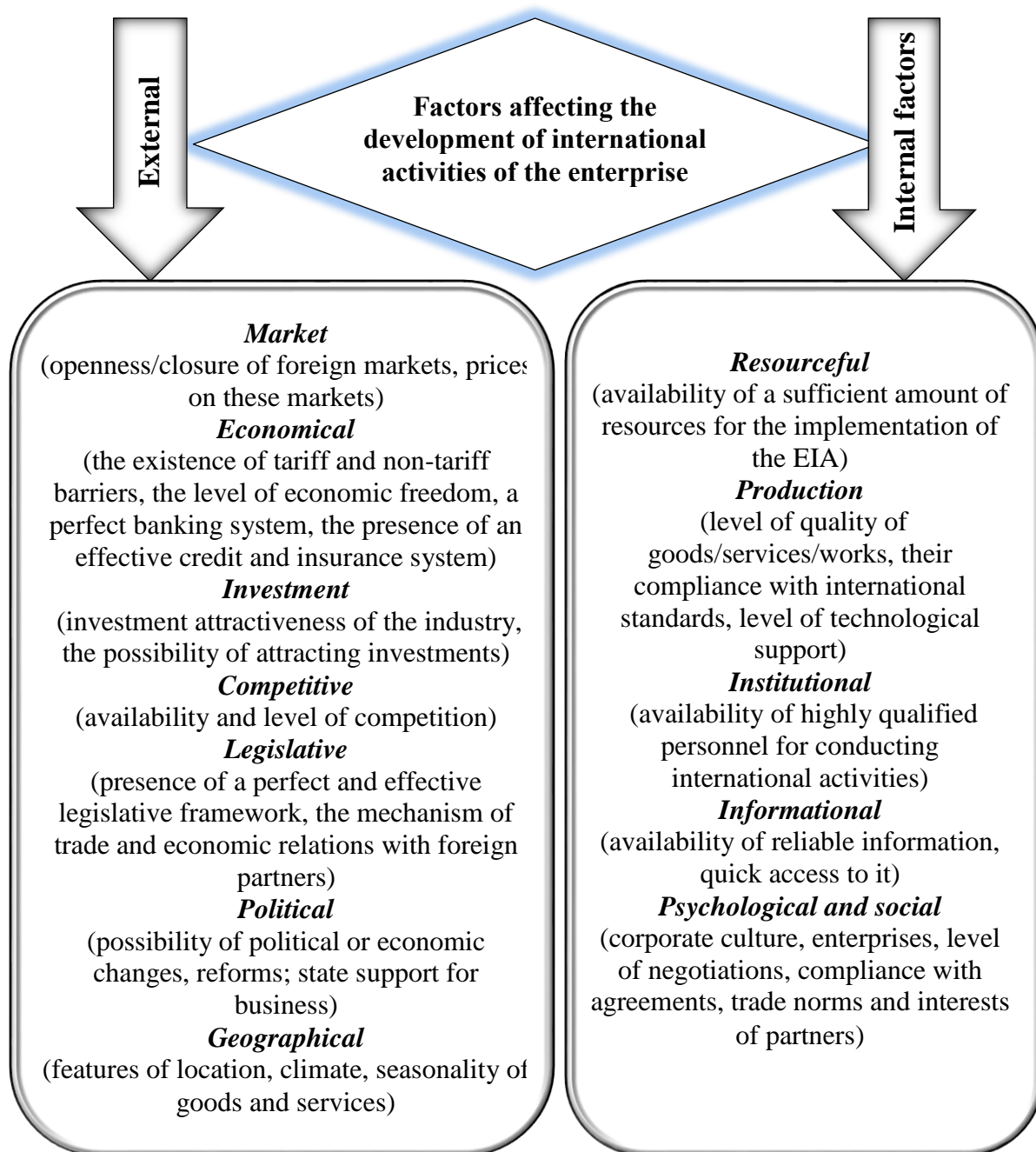
Stimuli include: maximization of the company's profit due to its entry into new foreign markets and the development of international relations; ensuring economic growth in the long term; purchase of the latest technologies, equipment, raw materials, components, as well as labor force involvement; modernization of production and management process at the enterprise, as well as strengthening of export potential and competitive positions in the foreign market by attracting foreign investments [8–11].

Stage #2. Identification and analysis of possible factors that affect the development of the international activity of the enterprise (Fig. 1).

Stage #3. Consideration and analysis of the role of state regulation for conducting international activities by an enterprise, which is determined by the need to study various regulatory and legal documents that regulate and regulate international activities. They include:

- international agreements on trade and commercial activity;
- agreements between partner countries;
- resolutions of the Cabinet of Ministers of Ukraine and orders of the President of Ukraine;
- current international, regional, national standards that regulate the relevant technical and economic indicators of the quality of the company's products, as well as prospective norms and standards, the introduction of which is only planned;
- regulatory acts (NBU, State Customs Service, Ministry of Finance, etc.);
- government decrees, legislative acts and other legal documents that determine the requirements for products in the countries to which deliveries are planned;

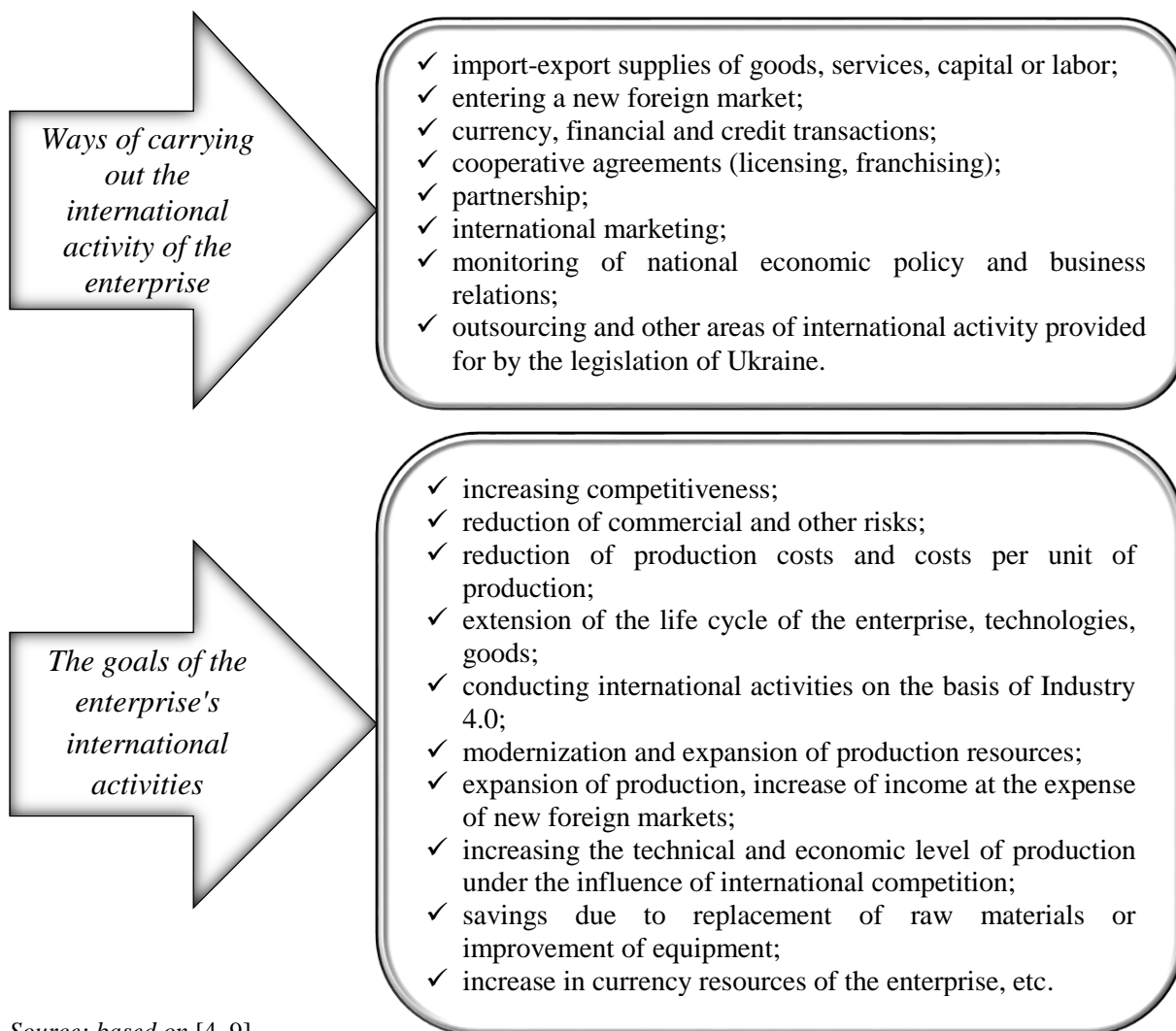
- manuals, magazines, regulations, various materials of counterparties that contain requirements for the goods/services they want and plan to purchase;
- the results of the market situation research, as well as the long-term trends of their development.



Source: based on [8–12].

**Fig. 1. The main factors affecting the development of the international activity of the enterprise**

Stage #4. Justification of ways of development of the international activity of the enterprise and determination of the main goal, which should be aimed at its successful implementation, taking into account external factors of economic growth. The ways and goals of the enterprise's international activities are presented in fig. 2.



Source: based on [4–9].

**Fig. 2. Ways and goals of the enterprise's international activities**

It should be emphasized that the choice of the direction of international activity depends on the specific specialization of the enterprise, its financial situation, the mechanism of state regulation, the form of ownership and other factors.

Stage #5. Research and detailed analysis of the company's own capabilities (internal and external).

Internal ones include: analysis of export-import capabilities of the enterprise; economic analysis of the performance indicators of the enterprise; financial analysis of the enterprise; assessment of competitiveness of goods/services; the management system at the enterprise and its possibility of development in the direction of economic development; qualifications of the company's personnel, their potential and the possibility of involvement in the international activities of the company, as well as the style and behavior models of the management.

The external ones include: research on the infrastructure of selected foreign markets and the macroeconomic environment; detailed analysis of the competitive environment; research of the market situation, forecasting its changes in the short/medium/long term; portfolio analysis of the enterprise on the foreign market using matrix analysis.

When conducting a matrix analysis of international activities, enterprises mostly use the following matrices:

1. BCG matrix (analysis of market share and growth rates);

2. GEM matrix (analysis of comparative competitiveness and attractiveness of the market);
3. ADL matrix (analysis of industry life cycle and relative market position);
4. Shell/DPM matrix (analysis of the attractiveness of the resource-intensive industry depending on the level of competitiveness).

Stage #6. Determination of geographical and territorial priorities regarding the development of international activities of the enterprise. This takes into account the potential of the foreign counterparty, the presence of common borders of countries, national interests of partners, similarity of ethnic groups, logistics system, etc.

Stage #7. The choice of the most acceptable strategy of the international activity of the enterprise among alternative ones.

Therefore, at the seventh stage, strategic alternatives for the development of the international activity of the enterprise are developed and their comparative assessment is given, the strategic developments of the divisions are analyzed and confirmed by the top management, consistency is ensured and the most optimal strategy for the development of the international activity of the enterprise is selected for specific conditions.

If in the evaluation process it turns out that the chosen strategy does not meet the expected results, then another most acceptable one is chosen from the list of alternative strategies and then evaluated. That is, this method helps to minimize the risks of choosing the wrong strategy for the development of the company's international activities.

In international practice, three main strategies for entering the foreign market are distinguished: exporting, joint ventures and direct investment, each of which has its own characteristics.

There are different types of export strategies that a company can choose when conducting international activities [12–14; 19].

*Table 2*

**Main strategies by nature of market behavior**

№	Strategy	Characteristic
1	Internationalization strategy	The development of new, foreign markets using not only the expansion of the export of goods, but also the export of capital, when enterprises are created abroad that produce goods locally in former importing countries, bypassing restrictive trade barriers and taking advantage of cheap labor and local raw materials
2	Diversification strategy	Mastering the production of new goods, commodity markets, as well as types of services, including not just the diversification of product groups, but also the spread of entrepreneurial activity to new and unrelated to the main types of enterprise of the region.
3	Segmentation strategy	Deepening the degree of saturation with the offered goods and services of all groups of consumers, choosing the maximum depth of market demand, studying its fine nuances.

Source: based on [8–14].

The following strategies are distinguished according to the nature of market behavior:

– strategies of penetration or expansion into foreign markets (these include: the strategy of expanding the market boundaries, the strategy of active expansion, the strategy of the laser beam, the strategy of the offensive, the strategy of "accumulation of combat equipment", the strategy of "conquering a bridgehead", the strategy of "frontal assault", the strategy of "rake");

– strategies for preserving foreign markets (the strategy of "fortress defense", the strategy of deep penetration into the market, the strategy of developing a new product, the strategy of "maintaining the defense perimeter", the strategy of "battle in the rearguard", the strategy of "guerrilla warfare", the strategy of diversification);

– leadership strategies (leader strategy, challenger strategy, nicher strategy); - forced strategies (follower strategy, survival strategy, retreat strategy).

Stage #8. Implementation and implementation of the strategy for the development of international activities of the enterprise. It is at this stage that the final version of the strategic plan of the company's international activities is prepared. Then, on the basis of the strategic plan, tactical medium-term plans of the international activity of the enterprise are developed. Next, operational plans and projects are developed, the process of implementing the strategic plan, that is, the process of strategic management, begins [9–11].

The chosen strategy is implemented, as well as its implementation at the enterprise in the direction of strategic goals, with the maximum possible adaptation to the real conditions prevailing at the enterprise and the external environment. For the effective implementation of the chosen strategy, it is necessary to set priorities, single out the most complex and significant aspects, divide the company's activity into main and auxiliary processes and pay the most attention to the main activity, gradually implement the strategy in all areas of activity, which will ensure fuller control over its implementation. Auxiliary processes are more flexible, therefore, in the process of implementing the general strategy, they will independently change in accordance with the chosen direction of international activity of the enterprise.

Stage #9. Control over the implementation of the selected strategy for the development of the international activity of the enterprise, assessment of its effectiveness. At this stage, in order to ensure a timely and effective response to any changes in economic conditions, constant monitoring of the current situation of the internal and external environment is carried out. In addition, at the ninth stage, deviations from the set goals are accounted for, activity adjustments are made, and an action plan is formed in unforeseen, changing conditions [1–7; 19].

**Conclusions.** Therefore, a feature of the strategic management of the enterprise's international activities is its continuous cyclic nature, according to which there is a constant adjustment of plans in accordance with the set goals, taking into account all changes in the internal and external environment. It is also necessary to understand that the enterprise, as a result of the formation of a system of strategic development of international activity, may face a defining problem, which is the lack of technology for developing an enterprise strategy based on the results of a strategic analysis. This is due to the fact that no known practice or technique will ensure that the enterprise, in the person of its managers, will use the most optimal or the most effective strategy for the development of foreign economic activity: entering a new foreign market and establishing itself on it. For each economic entity, this process of development and implementation of the economic development strategy is individual. Therefore, managers should be able to independently form a strategy of international activity based on the results of strategic analysis, based on the characteristics of the enterprise. For this, the managers of enterprises, various economic entities of the ZED, must be able to make effective strategic decisions in accordance with the conditions of the changing external environment.

#### Список використаної літератури

1. Гавриш О. М., Капелюшна Т. В., Пильнова В. П. Планування торговельної діяльності підприємств на міжнародних ринках. *Підприємництво і торгівля*. 2020. Вип. 27. С. 21–25.
2. Дунська А. Р., Бесараб К. М. Інвестиційне забезпечення розвитку міжнародної діяльності підприємства. *Економічний вісник Національного технічного університету України "Київський політехнічний інститут"*. 2019. № 16. С. 340–350.
3. Дунська А. Р., Антоненко Д. І. Сценарне планування розвитку міжнародної діяльності підприємства в умовах нестабільної кон'юнктури ринку. *Економіка та держава*. 2020. № 11. С. 19–23.

4. Залізнюк В. П., Сафонік Н. П., Кая А. С. Сучасні тенденції інноваційної діяльності підприємств України у міжнародному економічному просторі. *Економічний вісник Дніпровської політехніки*. 2021. № 4. С. 183–189.
5. Кара Н. І., Пшик-Ковальська О. О. Професійний розвиток персоналу в умовах міжнародної економічної діяльності підприємств. *Актуальні проблеми розвитку економіки регіону*. 2018. Вип. 14(1). С. 23–35.
6. Комарецька П. В. Прогнозування та стратегія управління фінансовим потенціалом підприємства як елемент становлення і розвитку фінансової системи України. *Фінансова система України: становлення та розвиток: зб. наук. пр. Серія: Економіка*. 2006. Вип. 8, Ч. 2. С. 199–210.
7. Комарецька П. В. Формування стратегії управління фінансовим потенціалом підприємства. *Формування ринкових відносин в Україні: збірник наукових праць*. 2006. Вип. 9 (64). С. 90–92.
8. Копішинська К. О. Методичні засади планування міжнародної діяльності підприємств. *Науковий вісник Полтавського університету економіки і торгівлі. Серія: Економічні науки*. 2019. № 3. С. 49–57.
9. Ларіна Т. Ф., Фурса В. А., Болотна О. В. Планування міжнародної діяльності підприємств в умовах глобалізації міжнародної економіки. *Міжнародний науковий журнал "Інтернаука". Серія: Економічні науки*. 2019. № 11. С. 147–151.
10. Мельник О. Г., Муқан О. В., Злотнік М. Л. Особливості моделювання бізнес-процесів підприємства та їх оптимізування в контексті здійснення міжнародної діяльності. *Management and entrepreneurship in Ukraine: the stages of formation and problems of development*. 2019. Vol. 1, Numb. 2. С. 43–52.
11. Одрехівський М. В., Пшик-Ковальська О. О. Проблеми формування системи контролінгу міжнародної інноваційної діяльності підприємств. *Management and entrepreneurship in Ukraine: the stages of formation and problems of development*. 2022. Vol. 4, Numb. 1. С. 215–223.
12. Переверзева А. В., Мала К. С. Експортна стратегія підприємства як основа діяльності на міжнародному ринку. *Вісник Запорізького національного університету. Економічні науки*. 2017. № 3. С. 102–108.
13. Піддубна Л. І., Горобинська М. В. Оцінювання міжнародної економічної діяльності підприємства. *Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство*. 2020. Вип. 29. С. 129–133.
14. Шпак Н. О., Гурський Ю. Я. Сутність та різновиди інструментів економічного захисту підприємств в умовах міжнародної діяльності. *Вісник Національного університету "Львівська політехніка". Серія: Проблеми економіки та управління*. 2022. Т. 6, № 1. С. 132–142.
15. Шуба Т. П., Микиша А. Д. Реалізація міжнародної підприємницької діяльності в розрізі Європейської інтеграції. *Вісник Хмельницького національного університету. Економічні науки*. 2021. № 4. С. 138–141.
16. Olshanska O., Puzyrova P., Parashchak O. Actual aspects of foreign economic activity and foreign economic relations in modern economic conditions. *Формування ринкових відносин в Україні*. 2022. № 9 (256). С. 42–51.
17. Puzyrova P., Khmelevskiy N., Herasymchuk M. Basic strategic directions for the entry of the enterprise into foreign markets. *Формування ринкових відносин в Україні*. 2022. № 9 (256). С. 14–23.
18. Puzyrova P., Khmelevskiy N., Mammadova S. Main aspects of international marketing activities of export companies. *Формування ринкових відносин в Україні*. 2022. № 7–8 (254–255). С. 18–27.
19. Tkachenko V., Tkachenko I., Puzyrova P. Fundamentals of financial and economic security management of Ukrainian enterprises. *Research Papers in Economics and Finance*. 2020. Vol. 4, No. 2. P. 41–51.