

UDC 338.24:658.152:621

JEL Classification: C61, C79

DOI: 10.15587/2706-5448.2025.341477

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THEORETICAL AND METHODOLOGICAL APPROACHES TO ASSESSING THE STRATEGIC POTENTIAL OF AN ENTERPRISE

The object of research is the strategic potential of enterprises as a basis for the formation of strategic plans, its structure, factors and reserves that contribute to increasing its level. The problem of assessing the strategic potential of enterprises forced to operate in difficult war conditions, characterized by rapid change and a high level of uncertainty of the external environment, is solved. The work contains the development of theoretical and methodological provisions, practical recommendations for the analysis of the strategic potential of an enterprise and the assessment of the effectiveness of its use by enterprises in modern conditions.

The existing ones have been studied and the need for the application of new approaches to the development and assessment of the strategic potential of enterprises has been substantiated.

A model for assessing the strategic potential of an enterprise has been formed. Such a model, unlike existing ones, allows taking into account the quantitative and qualitative parameters of its structural elements, as well as financial, labor, marketing, information, material and technical restrictions. Restrictions are imposed by the internal and external environment for the formation of the corresponding structural element of the strategic potential by the enterprise.

A methodology for assessing the strategic potential of enterprises is proposed, which allows analyzing their resource provision and strategic opportunities to effectively function and develop in the long term. The parameters for assessing strategic potential are given, taking into account the complex and multifaceted structure of the indicator. A list of possible reserves for its increase is indicated, the application of which will allow reducing the strategic gap between the real and expected value of the strategic potential indicator.

The results obtained can be useful in the practical activities of enterprises as a basis for developing and choosing a strategy, its assessment and adjustment.

Keywords: *strategic potential, strategic assessment, enterprise strategy, strategic potential structure.*

Received: 23.07.2025

Received in revised form: 18.09.2025

Accepted: 09.10.2025

Published: 30.10.2025

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How to cite

Koval, Z. (2025). Theoretical and methodological approaches to assessing the strategic potential of an enterprise. *Technology Audit and Production Reserves*, 5 (4 (85)), 20–25. <https://doi.org/10.15587/2706-5448.2025.341477>

1. Introduction

The successful operation of an enterprise in the long term largely depends on its strategic potential. The strategic potential of an enterprise is a general indicator that reflects the totality of the existing and potential capabilities of the enterprise, which can be used to achieve long-term competitive advantages and successfully implement strategic goals in the market. In this regard, its value indicates the ability of the enterprise to implement its development strategy.

Analysis of the strategic potential indicator will allow to assess the availability of all types of resources at the enterprise (production, financial, labor, technological, information, etc.) and the effectiveness of their use. As well as to assess the competencies and knowledge that allow the enterprise to effectively adapt to changes in the external environment and implement its strategic plans.

An objective and reliable assessment of the strategic potential of the enterprise supplemented by an analysis of the external environment is the basis for building an enterprise strategy. The problem of assessing strategic potential is particularly relevant for Ukrainian enterprises that are forced to operate in wartime conditions, due to the significant

variability and unpredictability of the external environment and the need for guidelines for planning their development. Strategic potential assessment is a process that is an integral part of modern strategic management, ensuring the successful functioning and development of enterprises in the long term.

It is important that the interpretation of the term “strategic potential” includes not only the totality of the enterprise’s available resources, but also the capabilities for developing and implementing the enterprise’s strategy, that is, its strategic capabilities [1]. Such capabilities are often understood as the ability to provide the enterprise with the necessary resources in the required volumes (or numbers) and the competence to achieve global and strategic goals in the long term, taking into account the relevant environmental conditions [2, 3].

Thus, strategic potential can be represented through the concept of resource provision in the long term and strategic opportunities, which characterize the presence of favorable factors of the external environment or the absence of threats (or the ability to resist threats of the external environment). Assessment of strategic resource provision of an enterprise requires taking into account its strategic goals and development prospects in terms of types of activity [4, 5].

Assessment of strategic opportunities of an enterprise, taking into account the multifaceted nature of this concept, should be aimed at determining its internal environment and forecasting the development of its external environment [6].

The strategic potential of enterprises, given the importance of the role of this indicator in the strategic management of the enterprise, has been and is the subject of study by scientists. In particular, a large number of studies in this area are based on a thorough analysis of the influence of external factors on it [7, 8], including geopolitical factors and the political environment [4, 6], as well as the resource component of strategic potential [2, 3]. The analysis of its other component, which reflects the strategic capabilities of the enterprise taking into account the greatest risks, is given in studies [5]. Strategic potential is considered as the main tool for ensuring the sustainable development of enterprises through research and consideration of factors of the internal and external environments [1]. Human resources factors play a decisive role in the formation of strategic potential, therefore, human resources potential and reserves for its increase have a significant impact on the formation of the general indicator of strategic potential and its other functional components [9]. However, indicators and methods of analyzing strategic potential remain insufficiently covered in Ukrainian and foreign scientific literature and require research. In connection with this and the current difficult business conditions of Ukrainian enterprises, there is a need to form an effective methodology for assessing the strategic potential of enterprises. This would make it possible to analyze the need of the enterprise for various types of resource provision, compare its actual state with the expected and strategically necessary. In addition, this would also contribute to the study of the enterprise's potential in the long term, taking into account factors of the internal and external environments, to assess the strategic gap of this indicator and the ability of the enterprise to eliminate or minimize it.

The conducted scientific research is important and relevant, since the reality and validity of the formed strategy, the success of its implementation, and the effectiveness of their activities in the future depend on the reliability and objectivity of the assessment of the strategic potential of enterprises.

The aim of research (in the scientific aspect) is to form a methodology for strategic analysis of the potential of enterprises in the long term, taking into account factors of the internal and external environments, the strategic capabilities of the enterprise and the indicator characterizing the strategic gap between their levels. In the practical activities of enterprises, the implementation of this aim will allow enterprises to assess the need for resource support for their own development, explore their strategic capabilities and, thus, obtain certain guidelines for their development in a strategic perspective.

To achieve this aim, it is necessary to solve the following objectives:

- to identify the structural elements of the strategic potential indicator;
- to form an economic and mathematical model for analyzing the strategic potential of the enterprise;
- to select parameters for assessing strategic potential;
- to develop a methodology for studying the strategic potential of the enterprise;
- to suggest possible reserves for increasing the strategic potential indicator of the enterprise.

2. Materials and Methods

The object of research is the strategic potential of enterprises as a basis for the formation of strategic plans, its structure, factors and reserves that contribute to increasing its level.

The work uses the following research methods:

- mathematical modeling to form a model for assessing the strategic potential of the enterprise;

- comparative analysis to study the structure of the strategic potential of the enterprise;
- methods of detailing, logical comparison and generalization of research results.

3. Results and Discussion

Important and at the same time little-studied is the analysis of the structure of the strategic potential of the enterprise, taking into account the peculiarities of its formation. However, the value of this indicator in the long term plays a decisive role in planning the development of the enterprise, developing the main and functional strategies, etc. It is the structure of the strategic potential of the enterprise, its periodic assessment and adjustment of the content of the constituent elements that will allow exploring options for its most successful use.

The structure of the strategic potential of the enterprise includes several constituent elements that, in their aggregate, determine its ability to achieve long-term goals and competitive advantages, namely:

- resources (production, financial, personnel, innovation and information);
- competencies and knowledge;
- ability to adapt (reorganization);
- competitive advantages.

In particular, production resources include: equipment, technologies, production areas, raw materials, materials. Financial resources are understood as own funds, credit resources, investments. Human resources are represented by qualified personnel, managerial potential, and the presence of an effective organizational structure. The presence of innovative resources indicates the ability to develop and implement new products, services, and technologies. Information resources are represented by databases, software, communication systems, etc. [4, 7, 8].

Competencies and knowledge as a component of the enterprise's potential characterize the level of management efficiency, the ability to strategic planning, the ability to work in a team, the presence of marketing skills, such as knowledge of the market, the competitive environment, and consumer needs.

The ability to adapt indicates flexibility in response to changes in the external environment, the possibility of reorganization or transformation, innovation, and the ability to learn and develop.

One of the most important components of strategic potential is also the competitive advantages of the enterprise, which can be in the form of unique product characteristics or its low cost, high quality of service, or a strong brand.

According to the functional approach, the main components of strategic potential are: production, personnel, innovation, financial, organizational and competitive potential.

In particular, the production potential of an enterprise covers all resources necessary for the production of goods or services, including equipment, technologies, raw materials, production areas and infrastructure. In the strategic dimension, this indicator will reflect the ability of the enterprise in the long term to produce the necessary strategic volume of products and provide services in the appropriate volume.

Human resources potential includes knowledge, skills, experience and motivation of employees, which are a key factor in the success of the enterprise. However, in the strategic dimension, these components of human resources potential must ensure its ability to develop in accordance with the chosen strategy and achieve the set long-term goals.

The innovative component of the strategic potential of an enterprise determines its ability to develop and implement new products, services, technologies and business models, which will ensure its competitiveness in the market in the strategic perspective.

Financial potential determines the ability of the enterprise to attract and effectively use financial resources for effective functioning and achievement of goals.

However, the strategic dimension of this indicator should reflect its ability to develop using available and attracted financial resources, to use them effectively to achieve its strategic goal.

Strategic organizational potential includes the structure, processes, culture and management system of the enterprise, which affect its ability to coordinate actions and efforts of employees to implement the strategy.

The strategic potential of the enterprise also includes its competitive potential, that is, the ability to withstand competition in the market and achieve competitive advantages.

The allocation of constituent elements and analysis of the structure of strategic potential will allow, using vertical comparative analysis, to obtain an assessment of the availability, sufficiency, needs for changing these elements, as well as the possibility of optimizing them and increasing the efficiency of application.

In particular, the model of analysis of the strategic potential of the enterprise, which will allow assessing the diversity of structural elements that determine its value, can be presented in the form of an economic and mathematical model of the form:

$$f(x_1, x_2, x_1, x_2) \rightarrow \max, \quad (1)$$

$$\begin{cases} g_1(x_1, x_2, \dots, x_n) \leq R_1, \\ \dots \\ g_k(x_1, x_2, \dots, x_n) \leq R_k, \\ x_1, x_2, \dots, x_n \geq 0, \end{cases} \quad (2)$$

where x_i – parameters that determine the formation of the strategic potential of the enterprise (structural elements);

R_i – restrictions imposed on the formation of the corresponding structural element of the strategic potential by the enterprise, in particular, financial, personnel, motivational, intellectual, informational, material and technical, etc.;

g_i – function for calculating the value for the corresponding parameter of the strategic potential, $i = 1, k$;

$f(x_1, x_2, x_3, \dots, x_n)$ – the objective function is intended for analyzing the optimal strategic potential of the enterprise at the corresponding stage of its development.

Such a model for assessing strategic potential through a comprehensive analysis of socio-economic and organizational indicators will allow achieving in the research the optimal combination of qualitative and quantitative components of the potential. This, at the same time, will make the analysis more informative, will create an opportunity to trace the complex cause-and-effect relationships between the components of the strategic potential and its value, their mutual influence and interdependence. As for the limitations contained in the model, they depend on the limits imposed by current legislation, the experience and competence of employees, the presence of competitors and the capacity of the market, the reliability of information, etc.

This approach will allow to maximally take into account and reflect the integrated nature of the strategic potential indicator, which includes those of its characteristics that can be effectively directed at achieving the strategic goals of the enterprise in conditions of continuous development. At the same time, it is suitable for use both for assessing quantitative components (the amount of a resource, etc.) and qualitative ones (competences, the effectiveness of the organizational structure, innovation, creativity, management skills, reputation, opportunities and threats of the external environment, etc.).

To assess the influence of factors on the formation of strategic potential, it is advisable to use the methods of factor deterministic analysis, since they allow to assess the influence of factors that can be represented by quantitative values of the performance indicator. Among these methods, the most effective for analyzing such a plan of indicators

will be the integral method. Its application allows to obtain more accurate results of calculations of influence of factors and to avoid their ambiguity. In this case, the results of calculations of influence of factors do not depend on their location in the factor model. The peculiarity of this method is the uniform distribution of the total influence of factors between them, which is significantly complicated by the different direction of this influence.

The correlation-regression method also makes it possible to identify the dependence between the studied indicators. In particular, using the correlation coefficient, it is advisable to establish the density of the connection between them (correlation analysis). And the use of regression equations will allow presenting an analytical form of the connection between these indicators (regression analysis). Its application will help to determine changes in strategic potential under the influence of one or more factors, as well as analyze the relative level of its dependence on each of these factors. To do this, it is necessary to determine the role of each factor in forming the level of strategic potential and the regularities of its dynamics. After the presence of a connection between the factors and the indicator of strategic potential is established and the general nature of this connection is determined, using correlation-regression analysis, these connections should be given a numerical expression. The result will contribute to a more complete definition of unused reserves for increasing strategic potential and will contribute to the validity of strategic management decisions. However, this approach involves the analysis mainly of the quantitative characteristics of the indicator [10].

Strategic analysis of the enterprise's potential by qualitative indicators should be carried out using appropriate matrix methods, expert assessment or by converting qualitative assessments into quantitative ones using points. However, even the adaptation of such popular matrix methods as SWOT analysis and PEST analysis to assess the strategic potential will allow assessing the strengths and weaknesses of the enterprise, opportunities and threats to realize the potential in the long term. It will also be advisable to conduct an analysis of strategic potential using Porter's five forces, which will allow assessing the features of the enterprise's competitive environment, or use the Boston Consulting Group matrix to analyze its business portfolio, etc.

Thus, the analysis of the enterprise's strategic potential consists in assessing and determining the enterprise's capabilities to achieve its long-term goals. This process includes the study of internal resources and external factors affecting the enterprise's activities in order to develop and implement an effective development strategy.

However, the choice of a specific method for assessing the strategic potential of an enterprise should be conditioned by the adoption of an appropriate approach:

- resource (analysis of potential as an interconnected set of resources necessary for the functioning or development of an enterprise);
- effective (analysis of potential as a set of production capabilities, in conditions that ensure the most effective use of a certain amount of available economic resources in terms of time and productivity);
- target (analysis of potential as the ability of an enterprise to ensure its long-term functioning and achievement of strategic goals, the ability to provide a certain effect);
- structural-functional (analysis of potential as a combination of elements, each of which performs certain functions);
- competitive (analysis of potential as both a means and a result of forming competitive advantages) [1–3, 5].

The resource approach to the analysis of strategic potential is based on the strategic assessment of the resource provision of an enterprise. When applying the effective approach, the central place in the analysis belongs to the assessment of production potential and the results of its fullest use. The target approach allows to assess the company's ability to implement its strategy, taking into account its resource provision, competencies, and competitive advantages. Accordingly, this approach is the most informative.

Based on the above, it is advisable to highlight the following main stages of the methodology for analyzing strategic potential:

1) formation of information support and identification of the structure of the enterprise's potential (allocation of processes and resources that are part of the strategic potential, namely: the general management system, marketing, innovative changes and components of product production, etc.);

2) analysis of external (political and legal, social, technological, competitive environments, etc.) and internal (resources and competencies (assessment of financial, material, personnel, information and other resources of the enterprise, as well as its core competencies and competitive advantages), functional areas (analysis of the enterprise's activities in the main areas (production, marketing, finance, personnel management) in order to identify strengths and weaknesses), structure and organization (assessment of the organizational structure, management system and decision-making process at the enterprise) environments of the enterprise;

3) assessment of the components of strategic potential (analysis by component factors or structural-functional approach, identification of synergistic interaction of elements) and conducting an integral assessment of the strategic potential indicator using the proposed model;

4) determination and analysis of the strategic gap of the integral indicator of strategic potential (as the difference between the actual and strategically necessary value of the indicator) and its components (if necessary), research into the possibilities of reducing or eliminating the strategic gap;

5) analysis of reserves for increasing the level of the overall indicator of the strategic potential of the enterprise by increasing the level of its components (production, personnel, innovation, financial, organizational and competitive potential);

6) taking into account the strategic potential and capabilities of the enterprise, as well as threats and opportunities of the external

environment of the enterprise when forming and choosing an enterprise development strategy;

7) control over the full use of strategic potential during the implementation of the enterprise strategy in order to ensure its successful development and effective operation in the strategic perspective.

The main parameters of the analysis of strategic potential should include:

- resourcefulness (composition and current state of the system of available resources, the level of compliance of resource potential with the strategic goals and objectives of the enterprise);
- adaptability (the ability of resource potential to ensure the stability of the enterprise under the influence of the external environment and its internal flexibility);
- effectiveness (effectiveness of organizational and management processes at the enterprise);
- dynamism (focus on the development of key competencies, integration of all types of activities);
- competitiveness (the ability to form advantages in a certain competitive environment, taking into account the key competencies of competitors and their resources) [11, 12].

Increasing the level of strategic potential requires the enterprise to form the ability to effectively use its resources, develop human resources and innovation potential, manage its brand, etc. [10]. Possible reserves for increasing strategic potential, which will contribute to reducing the strategic gap, are shown in Fig. 1.

In particular, one of the main reserves for increasing the strategic potential of an enterprise is to strengthen the management system at all levels. In practice, this goal can be achieved by decentralizing the management system. This will make it flexible and dynamic in relation to random changes, resistant to negative environmental influences, resilient in the event of unforeseen events and will ensure that the organizational component of strategic potential grows in difficult modern conditions.

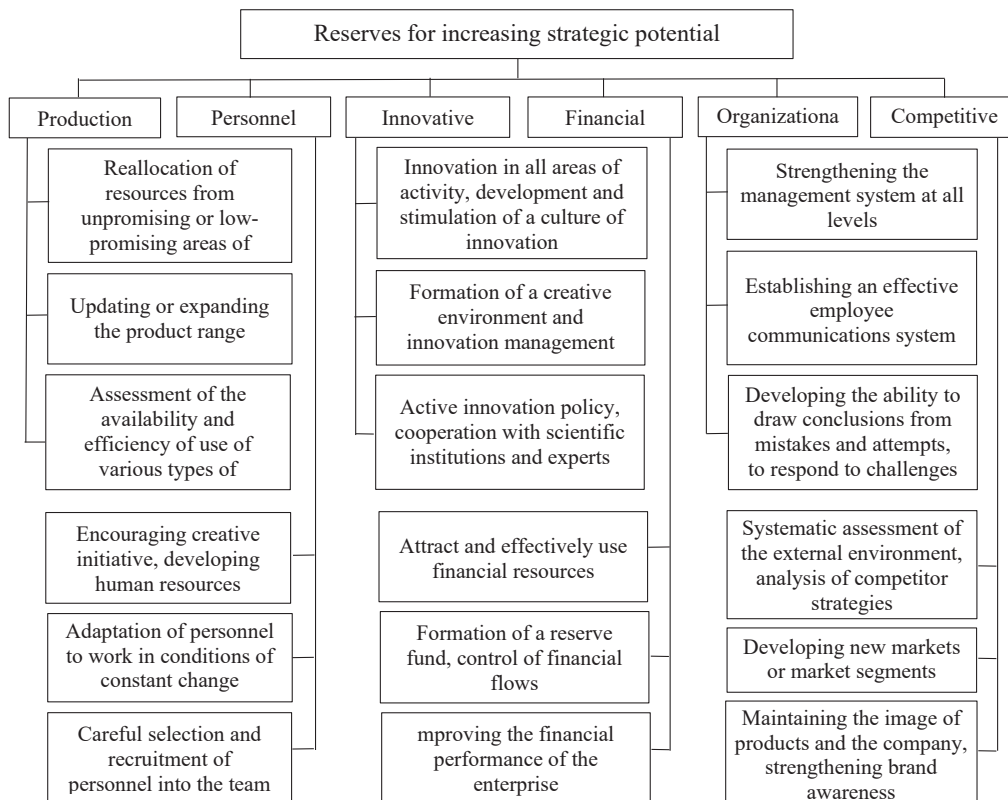


Fig. 1. Reserves for increasing the strategic potential of enterprises

Increasing the efficiency of the selection and recruitment processes will allow to form a well-coordinated team that will ensure the development of personnel potential. Encouraging creative initiative, training and advanced training of employees, applying an optimal system of motivation and personnel assessment are measures that will contribute to this. In war conditions, measures to ensure personnel stress resistance are important [9].

Reserves that will allow to gain competitive advantages and, thus, improve your competitive potential are associated with the application of the results of a systematic analysis of changes in the competitive environment, competitors' strategies and the formation of your own well-founded competitive strategy. It is advisable to direct such a strategy to strengthen brand awareness and improve the image of products and the enterprise as a whole.

Financial reserves lie in directing the enterprise's activities to increase financial indicators (financial results, financial stability, liquidity and solvency, business activity, etc.).

Innovative reserves for increasing the strategic potential of enterprises consist in introducing innovations and modern approaches, technologies and methods in almost all types of their activities, creating a creative atmosphere, etc.

Production reserves for increasing strategic potential involve an analysis of resource support for production, systematic updating of the product range, improving its quality, etc.

Having assessed each of the structural elements of strategic potential (human, financial, innovative, competitive, and others) according to the proposed assessment parameters and assigning each of them the appropriate weight, let's apply the linear programming method. Let's present the strategic potential indicator (P_s) in the form of model:

$$P_s = \sum_{i=1}^m B_i x_i \rightarrow \max, \text{ under the conditions} \\ \sum_{i=1}^m x_i \leq R_1, \sum_{i=1}^m x_i \leq R_2 \quad (i=1;m), x_i \geq 0 \text{ and integers,} \quad (3)$$

where P_s – the indicator of the strategic potential of the enterprise;

x_i – the parameter for assessing the strategic potential of the i -th type (resourcefulness, adaptability, effectiveness, dynamism, competitiveness, etc.), in particular, personnel, production, innovation, financial, managerial, marketing and logistics, competitive potential and the potential for reproduction of the enterprise, etc., where $i = 1, m$;

m – the number of types of resources included in the assessment of the strategic potential;

B_i – the weight of the assessment of the strategic potential of the enterprise, calculated on the basis of an expert assessment of the corresponding i -th type of potential, which is a structural element of the integral indicator of the strategic potential of the enterprise;

R_1, R_2 – the restrictions imposed on the formation of the parameters of the strategic potential, respectively, by the internal and external environment.

The interpretation of the assessed values of the parameters of the strategic potential indicator is presented in Table 1.

Thus, the proposed model creates the possibility of increasing the strategic potential of the enterprise by determining the optimal values of the parameters of the enterprise's use of resources. Its application will allow the enterprise to direct the search for and obtain strategic opportunities for its dynamic development by increasing the ability to effectively use its resources, adapt to changes, increase the effectiveness and competitiveness of its activities.

The results obtained during the research can be applied in the practical activities of enterprises when developing strategies. This will contribute to increasing the validity and rationalization of the process of choosing and assessing enterprise strategies, will allow reducing the level of the strategic gap between the real and expected value of the strategic potential indicator.

Particularly relevant during wartime is the possibility of saving resources through their more effective and optimal use, the prospect of obtaining a real assessment of one's own potential and the ability to improve it.

The proposed methodology for analyzing strategic potential, based on the above economic and mathematical model, unlike existing ones, allows for a comprehensive analysis of all components that form the indicator of the strategic potential of the enterprise. At the same time, the appropriate restrictions imposed by the factors of its external and internal environments are applied. The use of this methodology will allow the enterprise to identify reserves for increasing strategic potential and with their help minimize the strategic gap between the actual and expected level of this indicator.

In the practical use of the proposed methodology, there are appropriate restrictions and conditions for the applicability of the proposed solutions. These include, in particular, the subjectivity of the assessment and the lack of reliable information for analysis, the cost and complexity of the assessment process, the high level of unpredictability of future changes in the external environment, as well as the difficulty in choosing the optimal criteria and indicators for assessment. Assessment of strategic potential often depends on the human factor, which can lead to subjective conclusions and a biased attitude towards certain aspects of the enterprise's activities. Increasing the objectivity of the assessment requires a large amount of reliable information, which is difficult to collect or may be inaccurate, which reduces the reliability of the results. Conducting a comprehensive analysis of strategic potential requires significant financial and time resources, as well as the involvement of qualified specialists, which makes the process expensive and complex. The rapid change in the external environment also significantly complicates the prediction of future trends and reliable determination of potential. There is also a need to adapt the methodology to the specifics of a particular enterprise and industry.

The directions for further development of this research are: integration of new technologies into this process (for example, artificial intelligence, large databases, etc.), refinement and diversification of assessment indicators, development of dynamic models for forecasting that will take into account the relationship between internal and external factors.

Table 1

Interpretation of the assessed values of the parameters for assessing the strategic potential indicator of the enterprise

| Results | Interpretation |
|--------------------------------|---|
| Parameter value exceeds 1 | Indicates the availability and effective use of its resources by the enterprise |
| Parameter value is 1 | Indicates the availability and effective use of its resources by the enterprise, but there is a possibility of improving their use using the appropriate reserves mentioned above |
| Parameter value is less than 1 | Indicates the insufficient provision of the enterprise's needs for resources of the appropriate type and quality, low efficiency of their use by the enterprise, the need for comprehensive use of the above reserves |

4. Conclusions

1. The identified structural elements of the strategic potential indicator allow to present this indicator as the result of the purposeful formation of strategic capabilities and competencies in various functional areas of the enterprise. This process should be based on providing the enterprise with appropriate types of resources and their effective use. Accordingly, the elements of the general indicator of strategic potential are production, personnel, financial, innovation, organizational, competitive potential, etc.

2. The formed economic and mathematical model of the analysis of the strategic potential of the enterprise will allow to take into account the parameters of the elements of the strategic potential and the existing limitations of their values.

3. The selected parameters for assessing the strategic potential according to the criteria given in the article will allow to objectively assess its value for each of the specified elements.

4. The given sequence of stages of the methodology for studying strategic potential will allow to assess it based on the analysis of the internal and external environments of the enterprise, the structure of the indicator and the strategic gap between its actual and expected values. This will help to obtain an objective assessment of the impact of factors that form strategic potential and determine its level, and to increase the efficiency of its use in order to ensure the development of the enterprise in a strategic perspective.

5. The result of applying this methodology is to determine the reserves for increasing the strategic potential of the enterprise. Such reserves will allow the enterprise:

- to function and develop in competitive conditions;
- to effectively use available resources and capabilities, to actively attract the resources necessary for the implementation of the strategy;
- to form strategic capabilities;
- to ensure long-term success and sustainable development.

The proposed methodology for assessing strategic potential is universal and suitable for use by enterprises of various industries and types of activity, since it takes into account all types of resource provision. Further research will consist in substantiating the choice of parameters for assessing strategic potential and interpreting the results of their assessment.

Conflict of interest

The author declares that she has no conflict of interest in relation to this research, whether financial, personal, authorship or otherwise, that could affect the research and its results presented in this paper.

Financing

The research was performed without financial support.

Data availability

The manuscript has no associated data.

Use of artificial intelligence

The author confirms that she did not use artificial intelligence technologies when creating the current work.

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