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ASSESSING THE A POSTERIORI EFFICIENCY OF STRATEGIC MANAGEMENT OF ENTERPRISES IN THE DIGITAL ECONOMY

ОЦІНКА АПОСТЕРІОРНОЇ ЕФЕКТИВНОСТІ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВАМИ В ЦИФРОВІЙ ЕКОНОМІЦІ. *Динамічний розвиток концепції цифрової економіки є прямим результатом наявності та розвитку Інтернет-послуг (діджиталізація економіки). Нові можливості створення та надання цінності клієнтам, призвели до підвищення інтересу до концепції стратегічного управління підприємствами серед практиків і теоретиків менеджменту. В статті зазначено, що підприємства повинні інтегрувати свої внутрішні ресурси та можливості із зовнішніми, щоб мати можливість досягти конкретних стратегічних цілей, відповідним чином реагуючи на виклики, пов'язані з динамікою навколишнього середовища.*

Розглянуто підходи до оцінювання апостеріорної ефективності стратегічного управління. Проведено аналіз моделей, спрямованих на визначення типів простору в якому функціонують сучасні підприємства. Запропоновано типологію каналів взаємодії між елементами системи управління підприємством. Представлено авторський підхід до оцінки вимірювання ефективності стратегії управління, який враховує дві групи факторів: її узгодженість та ефективність виконуваної діяльності підприємства. Результати дослідження дозволяють верифікувати теоретичну модель і дають підстави для побудови апостеріорної моделі стратегічного управління підприємствами в умовах цифрової економіки.

Ключові слова: *стратегічне управління, модель стратегічного управління, управління підприємствами, цифрова економіка, цифрова трансформація.*

Formulation of the problem. The modern economy is changing at an unprecedented rate, driven by two interrelated processes: networking and digitalization. The development of the digital economy is part of the changes that have been taking place over the past few decades, which began with the introduction of personal computers to the mass market in the mid-1980s, followed by the development of digital design tools, the rise of the Internet, the trend of outsourcing and offshoring, and hence the development of complex global value chains. The phenomena that characterize the digital economy (including chaos, unpredictability, the absence of enterprise boundaries, the promotion of intangible resources, and processes of cooperation between organizations) include the widespread adaptation and increased use of digital or computer technologies by all economic actors, including businesses, government agencies, non-profit organizations, and consumers in all sectors of the economy. The outbreak of the Covid-19 pandemic and, as a result, the introduction of lockdowns around the world have forced and accelerated digital transformation. Businesses that have not implemented the digital transformation process for various reasons have been forced to increase the use of information and communication technologies to radically improve the efficiency of the enterprise or

its scale. Today, digital transformation is not only about the technological aspects of an enterprise, but should also be included in its strategy, changing the way managers think and perceive the world.

Analysis of the latest research and publications. The fundamental theoretical research in the field of strategic management is presented in the works of foreign and domestic scholars, namely: I. Ansoff, O. Arefieva, L. Balabanova, V. Vikhansky, O. Hudz, A. Glushenkova, P. Drucker, M. Ilyashenko, J. McKeon, L. Lazorenko, I. Makovetska, G. Mintzberg, M. Porter, O. Sosnovska, A. Thomson, Z. Shershneva, S. Chernova, A.Jr. Chandler, etc.

The problems of the digital economy are covered in the works of S. Aral, J. Dellarocas, V. Bazylevych, V. Geets, N. Granados, O. Gudz, B. Danylyshyn, V. Ilyin, Kaufman, E. Clemons, O. Nochvina, O. Pishchulin, Ting Li, A. Toynbee, E. Toffler, G. Haberler, J. Schumpeter and others.

The wide range of authors' studies on various aspects of strategic management in the digital economy does not provide a holistic view of the conditions of strategic management, the problems of individual stages of the strategic management process, as well as the manifestations of strategic management in non-profit organizations that successfully adapt to the new digital economy and which have taken an important place in Ukraine during the war.

Different perspectives on the conditions of doing business, which are characteristic of the digital economy, determine the complexity of the relationship between the participants of organizational spaces in the digital economy and pose a special research problem.

The purpose of the article. The purpose of this article is to study the spaces and channels of strategic management of enterprises based on a theoretical model using quantitative methods.

Presentation of the main material. The dynamic development of the digital economy concept is a direct result of the availability and development of Internet services (digitalization of the economy). New opportunities for creating and delivering value to customers offered by the Internet have led to increased interest in the concept of strategic management of enterprises among management practitioners and theorists. Digital transformation and digitalization have revolutionized many sectors and industries, and have become a serious weapon in creating a competitive advantage for enterprises.

Enterprises need to integrate their internal resources and capabilities with external ones to be able to achieve specific strategic goals, responding appropriately to the challenges posed by environmental dynamics. In this context, we describe the concept of an agile company that uses business opportunities arising in its environment to gain benefits. Our study presents the postulate of extending strategic analysis to the dimension of geopolitics and geostrategy, which can be useful for inclusion in strategies, in particular for enterprises in strategic industries (telecommunications, energy, food, etc.). It also emphasizes the leading role of the state in addressing important aspects of global and national policy that may have a significant impact on these enterprises.

Strategic management of an enterprise covers two main issues: strategy preparation and strategy implementation. Good strategy preparation does not guarantee success. Unstable market dynamics, rapid technological change, changes in regulation and customer expectations make it difficult for businesses to implement their strategies. Numerous studies show that in most cases, strategy implementation ends in failure, although the extent of this failure may vary depending on the method of measurement chosen. Winning strategies require effective mechanisms for their preparation and implementation, which include: taking into account the opportunities created by the environment in the strategy, making the organization more flexible internally and externally, and optimizing internal processes.

For many centuries, an absolutist approach to the concept of space dominated, in which its existence was recognized independently of matter and time [2].

The concept on which the "economy of things" was built was based on the approach that space is an "empty" entity. That is, space was considered a reservoir or container inside which events take place and material objects are located. For the "material economy", events and objects were of interest, not the "container" itself. In the case of research in the economic sciences, space was mainly distance or location. The factor of space in the sense of geographical distance, distance from raw materials, markets, infrastructure, and human resources was key in the period before the

digital economy. The most important criteria for evaluating the management of an enterprise were transportation costs, labor costs, and benefits from agglomeration [3]. In the digital economy, space has a global and local dimension for enterprises, as one of the very important phenomena in organizational practices is the use of locality or the exploration of local resources and rooting in the place of physical location while simultaneously penetrating the global sphere.

In the context of strategic management of enterprises, the perspective of interpreting two types of space has been established: intra-organizational space and organizational environment. Between them, there are channels of information and communication, which are understood as managerial levers: physical, formal or metaphorical, which are important for the entire complex of strategic conditions for enterprise management.

Formulating the well-known definition of strategy as the way an organization responds to its environment, we can clearly see this dichotomy, which implies that the internal space of the organization and the surrounding space are perceived as two independent, autonomous units. These two spaces are in constant tension and conflict, on the one hand, and on the other hand, seeking a state of equilibrium. The growing dependence of organizations on virtual spaces, embedding all activities in the spatial context of the place, creates new challenges for the science of organization and management processes [3].

When the strategic management system is functioning, it is divided into a management and a managed subsystem. The result of this relationship is the management process. Due to the functioning and development in the long term, the system acquires the features of strategic management, and sustainable development indicates the effectiveness of planning and management of the system, i.e. the effectiveness of the strategic management process.

The output of the system may be the goal of the system's functioning. The elements of the management system are interconnected. The essence and quality of these connections ensure the integrity of the system itself and the result of its functioning. Without effective connections and interaction between individual elements, the strategic management system turns into a mechanism of separate components capable of performing simple tasks in the short term.

Thus, the links between the elements are the subject of research, which makes it possible to understand the nature of a rather complex phenomenon - the strategic management system of enterprises. The links are diverse, characterized by their stability, the possibility of measurement and evaluation, and controllability. The links of the strategic management system are divided into direct and reverse [Sazonova, Tikhonova].

The main goal of the enterprise strategic management system in the digital economy is to ensure the coordinated and effective development of all areas of the enterprise.

Measuring the effectiveness of strategic management is a complex issue. The literature on this issue does not clearly define a system for measuring strategy implementation. Measuring the effects achieved is one of the key aspects of the strategy implementation process, as it affects the ability to make necessary adjustments and can also be a tool for diagnosing the key elements that determine the success of an organization.

Measuring strategy can take into account two groups of factors: its coherence and the effectiveness of the activities performed. Coherence refers to the logic and coherence internally (availability of resources) and externally (taking into account the dynamics of the sector). The effectiveness of the activities performed means the degree to which the strategic goals and financial results are achieved.

Collection and processing of useful data. In the digital economy, it can be useful for businesses to collect data and conduct research on the effectiveness of communication channels and the space in which the company operates. Data will help the company's management understand how the external environment perceives their changes and whether they need to make adjustments. This enables the enterprise to adapt its strategic goals, direct its activities to achieve the goal in the most efficient way and ensure success in the long run.

Proposal of the theoretical model. The starting point for the study of the channels of the strategic management system was the proposal of the original model of four dimensions of space

for modern enterprises in the digital economy. In principle, the model assumes the existence of such spaces:

- 1) organizational space;
- 2) glocal space (covering the continuum between local and global);
- 3) thematic (contextual) space;
- 4) cyberspace (virtual space).

The interpretation of this model allowed to identify and describe the types of channels between the elements of the strategic management system to achieve the future goal of the study, which was to experimentally test it in order to identify the emergence, configuration and importance of multidimensional channels in the strategic management system of enterprises. In order to be able to correlate the theoretical model with reality, it is necessary to apply a verification procedure based on an empirical approach. The adopted research procedure involves methodological triangulation [6]. The first stage of the study includes the analysis of secondary sources and conceptualization of the problem using the expert evaluation method. The main purpose of this stage is to study the scope, content and size of the channels of the enterprise's strategic management system and to conceptually test the theoretical model. The result will be the development of a key way to understand channels for the entire process of strategic management of enterprises in the digital economy, as well as the construction of tools used in the empirical research stage. Research focused on empirical knowledge most often uses quantitative tools, using a questionnaire or survey method, measuring nationwide samples of the general population.

The typology of channels and spaces for testing the theoretical model, the purpose and directions of quantitative analysis using descriptive and inductive statistics are presented in Table 1.

Table 1.

Typology of channels and spaces from the perspective of quantitative analysis

Types of channels	Quantitative analysis using descriptive statistics		Quantitative analysis using a priori inferential statistics
	Measure of the main trend	Criteria for the measure of dispersion	
Physical channel / physical space	Analysis of formal and informal space as a channel for data transmission, for example, <ul style="list-style-type: none"> - company image, - company hierarchy - internal communication space. 	The most differentiated aspects in terms of awareness include: <ul style="list-style-type: none"> - the internal physical space of the organization, - the formal space and external structure of the enterprise. - informal space of the enterprise. 	Identification of differences depending on the level of employment and the impact on the effectiveness of strategic management of the enterprise.
Global/local channel	- identifying the tendency to work in network structures in the global space.	Most often, managers place their company not in the global field, but in the local, national or international field. <ul style="list-style-type: none"> - Identify the degree of discrepancy in answers when the company is called global. 	This aspect of space is quite important, but, interestingly, it is perceived mainly in symbolic or metaphorical categories.
Contextual/thematic channel	There are no significant differences that would be subject to statistical analysis.	Defining the role and evaluation of employees' work by gender <ul style="list-style-type: none"> - employee's assessment of the workplace, time to get to the workplace 	The contextual space is not clearly defined in the instructions of the management staff.
Cyberspace	The category of space is very important. A potential field for further research.	Very diverse characteristics, with no clear correlations. <ul style="list-style-type: none"> - size of employment, - differences in the nature of management actions, - security of the enterprise 	Identification of the most significant differences in this category of space and levers of influence to improve strategic management

The obtained results will serve as an empirical basis for verification of the theoretical model of channels of strategic management of enterprises. Validation of the model and construction of the a posteriori model will allow to identify the organizational space and channels of effective strategic management in the four mentioned aspects.

Conclusion. The results of the study will allow to verify the theoretical model and provide grounds for building an a posteriori model of strategic management of enterprises in the digital economy. This requires further research, the results of which, together with a verified proposal for a typological model of strategic management channels, will be presented in subsequent reports. At the same time, it seems to be clear that the issue of spaces and transmission channels has great research potential. The spatial perspective can be used in many studies of issues related to the functioning of enterprises and strategic management processes, such as digital strategy, business models, issues related to Industry 4.0, e-business models, changing or evolving roles of managers in strategic management, issues of social responsibility of business, and effective management of the work environment. The authors are aware that the research approach used does not exhaust the issue, but at the same time, they are convinced that this study can contribute to the scientific discussion on the system of strategic management of enterprises in the digital economy.

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SAZONOVA SVITLANA, MELNICHUK LINA, MAKARENKO TETIANA. ASSESSING THE A POSTERIORI EFFICIENCY OF STRATEGIC MANAGEMENT OF ENTERPRISES IN THE DIGITAL ECONOMY. *The dynamic development of the digital economy concept is a direct result of the availability and development of Internet services (digitalization of the economy). New opportunities for creating and delivering value to customers have led to an increased interest in the concept of strategic management of enterprises among practitioners and management theorists. The article notes that enterprises must integrate their internal resources and capabilities with external ones in order to be able to achieve specific strategic goals, responding appropriately to the challenges associated with environmental dynamics.*

Approaches to assessing the a posteriori effectiveness of strategic management are considered. The models aimed at determining the types of space in which modern enterprises operate are analyzed. A typology of channels of interaction between elements of the enterprise management system is proposed. The author's own approach to assessing the measurement of the effectiveness of the management strategy is presented, which takes into account two groups of factors: its coherence and the efficiency of the enterprise's activities. The results of the study allow verification of the theoretical model and provide grounds for building an a posteriori model of strategic management of enterprises in the digital economy.

The results of the study will allow to verify the theoretical model and provide grounds for building an a posteriori model of strategic management of enterprises in the digital economy. The spatial perspective can be used in many studies of issues related to the functioning of enterprises and strategic management processes, such as digital strategy, business models, issues related to Industry 4.0, e-business models, changing or evolving roles of managers in strategic management, issues of social responsibility of business, and effective management of the work environment.

Keywords: *strategic management, strategic management model, enterprise management, digital economy, digital transformation.*