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MANAGEMENT OF STRATEGIC DEVELOPMENT OF AN ENTERPRISE

*Dobrovolska Ella Volodymyrivna*¹, *Pokotylska Nataliia
Volodymyrivna*¹, *Volskyi Volodymyr Anatoliyovych*²

¹ Higher Educational Institution “Podillia State University”
Department of Management and Public Administration

² Department of targeted technologies and technical means for tilling the soil
and sowing agricultural crops, Institute of mechanics and automation of agro-
industrial production of the National academy of agrarian sciences of Ukraine

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Abstract

The article examines the theoretical and practical aspects of managing the strategic development of an enterprise in the context of a dynamic external environment. The study is based on the analysis of the private enterprise “Kalynskyi Kliuch,” operating in the agricultural sector. Particular attention is paid to the assessment of financial and economic performance indicators, which reflect the effectiveness of strategic management decisions. The research identifies a positive trend in the enterprise’s development, including a 6.6-fold increase in revenue, improved profitability, and strengthened financial stability. At the same time, certain constraints, such as the high level of depreciation of fixed assets and insufficient innovation activity, have been identified. The study substantiates the need for implementing a comprehensive strategic management approach focused on modernization, digitalization, and efficient resource utilization. The results obtained can be used to improve strategic decision-making and ensure sustainable development of enterprises in the agricultural sector.

Keywords: *strategic management, enterprise development, financial stability, competitiveness, agricultural enterprise, efficiency, innovation, resource management*

Introduction:

In modern economic conditions, enterprises operate in a highly competitive and dynamic environment characterized by uncer-

tainty and rapid changes. This necessitates the application of strategic management approaches aimed at ensuring long-term development, adaptability, and sustainability.

Strategic development management plays a crucial role in shaping the competitive advantages of enterprises and enhancing their ability to respond effectively to external challenges.

The agricultural sector is particularly sensitive to environmental changes due to its dependence on natural, economic, and technological factors. Therefore, the development and implementation of effective strategies are essential for improving performance and ensuring stable growth. In this context, the study of strategic development management at the enterprise level becomes especially relevant.

Methodology and the Purpose of the Study:

The purpose of this study is to assess the effectiveness of strategic development management of an enterprise and to identify key directions for its improvement in the context of a changing external environment.

The methodological basis of the research includes general scientific and special methods, such as analysis and synthesis, comparison, systematization, and generalization. Financial and economic analysis methods were applied to evaluate the performance indicators of the enterprise, including profitability, liquidity, financial stability, and efficiency of resource utilization. The study is based on the analysis of statistical and financial data of the private enterprise “Kalynskyi Kliuch” for the period 2022–2024.

Research Objectives:

To analyze the strategic development and financial performance of “Kalynskyi Kliuch” enterprise in order to identify opportunities for improving competitiveness, resource efficiency, and long-term sustainability.

Literature Review

The issue of strategic management and enterprise development has been widely studied by both domestic and foreign scholars. The theoretical foundations of strategic management were developed in the works of well-known researchers such as I. Ansoff, M. Porter, and H. Mintzberg, who emphasized the importance of strategic planning, competitive advantage, and adaptability in achieving long-term success.

Modern studies focus on the integration of strategic management with innovation, digitalization, and sustainable development. Researchers highlight that effective strategic development management requires a comprehensive approach that combines internal resource potential with external environmental opportunities.

In the context of agricultural enterprises, particular attention is paid to the impact of natural and economic factors on strategic decision-making. Scholars emphasize the importance of efficient resource use, technological modernization, and the development of competitive strategies to ensure sustainable growth in the agricultural sector.

Analysis of results

Effective management of the strategic development of an enterprise is a key factor in ensuring its long-term competitiveness, financial stability, and adaptability to changes in the external environment. Under modern economic conditions, enterprises operate in an environment of increased uncertainty, which necessitates the application of a strategic management approach focused on forecasting, flexibility, and the rational use of resources. This is particularly important in the agricultural sector, where performance outcomes largely depend on natural and climatic, economic, and technological factors (Bielko I. A., 2018).

The object of the study is the private enterprise “Kalynskyi Kliuch,” located in the village of Kalynia, Kamianets-Podilskyi district, Khmelnytskyi region. The main mission of the enterprise is the production and sale of agricultural products and their processed goods. The implementation of this mission is based on the efficient use of land resources, labor potential, technical support, and the introduction of modern technologies. The strategic goal of the enterprise is to increase the production of competitive products while simultaneously reducing costs and increasing profitability.

The enterprise specializes in the cultivation of grain and leguminous crops, oilseed crops, as well as dairy cattle breeding. In 2024, the area of agricultural land amounted to 761.36 hectares, which ensures a sufficient level of production potential for the

implementation of strategic development directions. Favorable natural and climatic conditions, including fertile chernozem soils, average annual precipitation of 550–600 mm, and a temperate climate, create the prerequisites for efficient agricultural production.

The organizational structure of the enterprise is based on a functional principle and includes production units and management services. Overall management is carried out by the director, who is responsible for the formation of the development strategy, coordination of the activities of structural units, and control over the achievement of established goals. An important role is played by specialized departments – agronomic, engineering, economic, and financial – which ensure the implementation of managerial decisions and improve the efficiency of the enterprise's functioning.

In the context of strategic management, the analysis of the dynamics of financial and economic indicators is of particular importance. The study showed that during 2022–2024, PE “Kalynskiy Kliuch” demonstrates steady growth in its key performance indicators. In particular, net revenue from sales in 2024 amounted to UAH 85,412 thousand, which is 6.6 times higher than in 2022. This dynamic is explained by the expansion of production, increased efficiency of sales activities, and the enterprise's adaptation to market conditions.

The cost of production increased by 2.2 times during this period, which is associated with rising expenses for material and technical resources, energy, and labor. However, the faster growth of revenues compared to costs indicates effective cost management. The net profit of the enterprise increased by 2.6 times, confirming the improvement in the efficiency of its economic activity.

The profitability of net revenue in 2024 reached 22.86%, which is 18.62 percentage points higher than in 2022. This indicates efficient resource utilization and the correctness of the chosen development strategy. At the same time, the return on equity increased by more than 22 percentage points, enhancing the investment attractiveness of the enterprise.

The analysis of assets showed that their total value in 2024 amounted to UAH

85,412.3 thousand, which is 43.9% higher compared to previous periods. The growth of assets occurred due to an increase in both non-current and current assets. Equity increased by 41.5%, contributing to a higher level of financial independence.

The equity ratio in 2024 reached 0.64, exceeding the standard value and indicating a sufficient level of financial stability. The financial dependence ratio decreased to 1.56, confirming a reduction in reliance on external sources of financing.

Liquidity indicators show a positive trend: the absolute liquidity ratio amounted to 0.31, the quick ratio to 1.12, and the current ratio to 1.64. This indicates the enterprise's ability to meet its short-term obligations in a timely manner and maintain a stable financial position.

At the same time, the analysis of production potential revealed certain problematic aspects. In particular, the share of production assets in the structure of property decreased from 83.5% to 80.0%, while the depreciation level of fixed assets increased to nearly 50%. This indicates the need for modernization of the material and technical base and the introduction of innovative technologies in production.

Asset turnover increased from 40.35 to 85.91 times, indicating improved efficiency in resource utilization. This dynamic is an important indicator of successful strategic management.

An important element of strategic development is the analysis of the external environment. The study showed that the enterprise operates in a highly dynamic market environment, with a level estimated at 4.0–4.5 points. The greatest impact on the enterprise's activities is exerted by economic factors, including inflation, the level of consumer purchasing power, and access to financial resources.

Political factors also play a significant role, as changes in tax legislation and state support for the agricultural sector directly affect the efficiency of enterprise operations. Technological factors determine the possibilities for innovation implementation, which is a key direction of strategic development (Bilous S. P., Trokhymenko A. S., Kaminyskiy V. V., 2024).

The analysis of the competitive environment indicates the presence of a significant number of enterprises actively implementing modern technologies and marketing tools. This increases the level of competition and requires PE “Kalynskiy Kliuch” to continuously improve its activities.

Among the strengths of the enterprise are its positive business reputation, production stability, efficient use of resources, and the ability to expand into new markets (Dudnyk O. V., 2025). At the same time, weaknesses include a low level of innovation, limited investment resources, and the need to update fixed assets.

To improve the effectiveness of strategic development, the enterprise should implement a set of measures aimed at modernizing production, introducing digital technologies into management, optimizing costs, and expanding distribution channels. Particular attention should be paid to the formation of a clear competitive strategy that will strengthen the enterprise’s market position.

An important direction of strategic development is also the improvement of personnel management, which includes enhancing motivation systems, increasing employee qualifications, and developing professional com-

petencies. This will contribute to increased labor productivity and product quality.

In addition, the strategic development of the enterprise should be focused on the implementation of innovative solutions, including modern agricultural technologies and digital systems for managing production and resources, which will increase efficiency and reduce costs.

Conclusions

Thus, the results of the study indicate that PE “Kalynskiy Kliuch” is characterized by positive development dynamics, with revenue growth of 6.6 times, an increase in profitability to 22.86%, and strengthened financial stability, which confirms the effectiveness of strategic development management. At the same time, the identified problems, including the high level of depreciation of fixed assets and insufficient innovation activity, must be taken into account when forming further strategy. The implementation of a comprehensive approach to strategic management aimed at production modernization, improving resource efficiency, and adapting to changes in the external environment will ensure sustainable development and strengthen the enterprise’s competitive position in the long term.

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Contact: dobrovolskaella@gmail.com; tilya777@ukr.net; vladimir_volskiy@ukr.net