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## INFLUENCE OF KEY ASPECTS OF VOLATILITY OF GLOBAL ENVIRONMENT ON AN ENTERPRISE DEVELOPMENT STRATEGY

*The article examines in more detail the relationship between the external economic environment of an enterprise and its microeconomic environment, taking into account their instability. It is established that in domestic scientific sources the concept of economic instability, taking into account global changes, is considered from an external angle, as a loss of mobility (change in position or state); contrary to guarantees (ensuring certain rights, conditions or obligations); a state of disequilibrium (instability, imbalance of individual parts of the system); incompleteness of processes (not completed). Important practical forms of manifestation of economic instability are highlighted: economic cycles, unemployment, inflation rate, non-cyclical fluctuations in the economy, currency fluctuations, global challenges. It is noted that the uncertainty of the environment accelerates the transformational approach to any systems and objects of the system. In this case, strategic planning should focus on assessing the cause-and-effect relationships regarding challenges and problems, and reach consensus with various stakeholders. It is emphasized that no approach to strategic planning is able to eliminate uncertainty; to adapt strategic planning; it is possible to use new, sensitive and sustainable approaches and methods of data assessment for strategic decision-making. They should be based on three key principles: the transition from static to dynamic planning, the transition from comprehensive to diversified planning. Diversified planning itself involves the distribution of resources, assets, or activities between different areas in order to reduce risks and increase opportunities for achieving set goals. This stimulates the self-organization of each level and increases responsibility for future development. It is emphasized that environmental instability leads to manifestations of danger; therefore, it is necessary to transform the criterion for the success of the strategy for each individual case, to focus on critical goals, which changes the orientation of strategies to a reliable result, rather than to the best possible one.*

**Keywords:** external environment, microenvironment, instability, uncertainty, strategic planning, danger, goals, enterprise.

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## ВПЛИВ КЛЮЧОВИХ АСПЕКТІВ НЕСТАБІЛЬНОСТІ ГЛОБАЛЬНОГО СЕРЕДОВИЩА НА СТРАТЕГІЮ РОЗВИТКУ ПІДПРИЄМСТВА

*У статті досліджено більш детальніше співвідношення зовнішнього економічного середовища підприємства та його мікроекономічне середовище з урахуванням на їх нестабільність. Встановлено, що у вітчизняних наукових джерелах поняття економічної нестабільності з урахуванням глобальних змін розглядається під різними кутами, як втрата мобільності (зміна положення або стану); відсутність*

гарантії (забезпечення певних прав, умов або зобов'язань); стан нерівноваги (нестійкість, незбалансованість окремих частин системи); незавершеність процесів (не доведена до кінця). Виділено важливі практичні форми прояву економічної нестабільності: економічні цикли, безробіття, темп інфляції, нециклічні коливання в економіці, валютні коливання, глобальні виклики. Зазначено, що невизначеність середовища прискорює трансформаційний підхід до будь-яких систем і об'єктів системи. В даному випадку стратегічне планування повинно робити акцент на оцінці причинно-наслідкових зв'язків щодо викликів і проблем, досягати консенсусу з різними стейкхолдерами. Виділено, що жоден підхід до стратегічного планування не здатен усунути невизначеність для адаптації стратегічного планування можливо використати нові, чутливі та стійкі, підходи й методи оцінки даних для прийняття стратегічних рішень. Вони мають засновуватися на трьох ключових принципах: перехід від статичного до динамічного планування, перехід від комплексного до диверсифікованого планування. Саме диверсифіковане планування передбачає розподіл ресурсів, активів, або діяльності між різними напрямками, щоб зменшити ризики та збільшити можливості для досягнення поставлених цілей. Це стимулює самоорганізацію кожного рівня та посилює відповідальність за майбутній розвиток. Акцентовано, що нестабільність середовища призводить до проявів небезпеки, тому необхідно трансформувати критерій успіху стратегії для кожного окремого випадку, зосереджуватися на критичних цілях, що змінює орієнтацію стратегій на надійний результат, а не на найкращий можливий.

**Ключові слова:** зовнішнє середовище, мікросередовище, нестабільність, невизначеність, стратегічне планування, небезпека, цілі, підприємство.

**Introduction.** As is known, the totality of external factors beyond the control of an enterprise constitutes its external economic environment. Micro-environmental factors (driving forces) directly influence each enterprise; thus, the assessment of the level (degree) of instability of the external economic environment differs for various businesses. Interconnected elements (structures) forming a single whole are characterized by changes in state and possess an inherent property that specifically indicates the absence of stability – instability.

**Materials and methods.** In domestic scientific literature, the concept of economic instability, considering global changes, is viewed from various perspectives, including:

- the loss of mobility (ability to move, change position or state), dynamism (agility), and flexibility of the economic system, as well as its inability to timely and fully adapt to changes in its internal operating conditions and the external environment [1];

- the lack of guaranteed full employment, a stable price level, and the presence of inflation [2];

- an economy in a state of disequilibrium due to internal and external factors, accompanied by inflationary processes, excessively expensive credit, etc. [3];

- the incompleteness of important market transformation processes, the narrowness (differentiation) of the domestic market, significant dependence on the external market, a low level of economic sovereignty amid the accelerating growth of the financial sector detached from the real economy, the backwardness (impaired adaptive capabilities) of the economic structure, and its excessive energy intensity [4].

We believe that the most rational approach is the so-called «golden mean» approach, according to which the concept of economic instability can also be used in

cases of volatility of individual economic indicators and economic imbalance.

When researching the instability of the economic environment, most researchers refer to the instability of its external economic environment. However, an enterprise's external economic environment encompasses not only its macroeconomic environment but also its microenvironment, such as suppliers, consumers, competitors, the workforce, and so on. Therefore, we will more thoroughly examine the relationship between an enterprise's external economic environment and its macroeconomic environment, considering their instability.

**Results.** The external environment of an enterprise is a combination of economic entities, economic, social, and natural conditions, national and international conditions and factors operating in the global surroundings. The macro-environment has elements that are not in constant connection with the business entity but indirectly influence it.

The main elements of an enterprise's macro-environment are: economic, political, social, natural, ecological, and technological. The micro-environment consists of elements closely related to the business entity through economic relations [5].

In scientific literature, the following forms of economic instability are distinguished:

- Economic cycles (periodic repetition over the years of boom and bust in the economy),

- Unemployment (labor supply exceeding demand in the labor market),

- Inflation rate (the speed at which money depreciates, affecting purchasing power),

- Non-cyclical fluctuations in the economy (fluctuations that do not recur regularly and are not related to the economic cycle),

Currency fluctuations,

Global challenges (problems affecting all humanity and requiring joint efforts to overcome them).

Instability in the economy has transcended the limited existence within phases of economic crises and has acquired the meaning of a transcendental phenomenon [6, pp. 11–12].

Uncertainty, as a result of global instability, creates a situation where:

the order or nature of things is unknown;

the consequences, extent, or parameters of circumstances, conditions, or events are unpredictable (difficult or impossible to forecast in advance);

it is impossible to ascertain reliable (facts that correspond to reality and can be verified) probabilities of possible outcomes;

unforeseen, unexpected circumstances suddenly arise, changing the established order.

Uncertainty affects the state implementing industrial policy and the industrial sector, which is its object, through losses. The risk of losses creates a certain adaptive (capable of adjustment) challenge, which helps maximize the benefits of strategic planning and reduce uncertainty by creating a clear action plan and a well-founded scenario for the future.

Environmental uncertainty accelerates a transformative approach to any systems and system objects. For example, new technologies transform old business models and create new ones in ecology, economics, demographics, poverty, as well as threats related to wars and weapons of mass destruction.

Thus, in 2023, new requirements were introduced in the development of regional strategies for socio-economic development of the European Union [7] – a focus on innovation, ecological balancing of regional development, assessment of gender impact, evaluation and consideration of the needs of beneficiaries and interested parties, and consideration of intra-regional and external challenges.

The methodological complexity of impeccably implementing the strategic planning process is one of the reasons limiting its potential in unstable conditions. In his research, T. Poister notes that «...reports published by the US Government Accountability Office found that ... in some areas, federal managers found it difficult to set outcome-oriented goals, address problems that span federal agencies, and adequately engage or incorporate consultation with external stakeholders in strategic plans» [8]. In this case, strategic planning should emphasize evaluating cause-and-effect relationships regarding challenges and problems, and achieving consensus with various stakeholders.

While no single approach to strategic planning can eliminate uncertainty, new, sensitive, and resilient

approaches and data evaluation methods can be used for adapting strategic planning to make strategic decisions. These should be based on three key principles [9, 10]:

1. First Principle: Transition from Static to Dynamic Planning. Plans should be viewed as hypotheses about program effectiveness rather than as a fixed development model, and they should include continuous cycles of evaluating and adjusting mechanisms and actions. In this case, an iterative approach is appropriate, involving the review and adaptation of plans through successive implementation cycles or cycles of acquiring and utilizing experience and knowledge. An iterative approach mandates such sequential repetitions of a certain action or operation to achieve or approximate the true result. Iterative planning can be effectively implemented under the following conditions: an adequate duration of the planning horizon and its stages, rational requirements for stakeholders involved in decision-making, and clear plan structures and formats that allow for quick data updates and visualization of complex information.

2. Second Principle: Transition from Directive to Flexible Planning Methods. These methods define development options and account for various possible outcomes. Flexible planning can:

Be based on clearly formulated action principles (organized actions) that provide a future orientation (direction of movement) for the strategic plan;

Be based on an “evolutionary” approach, according to which the plan represents a portfolio of experiments (a set of various instruments) implemented simultaneously but aimed at achieving the main goal;

Involve only partial development of plans and strategies, which gradually expand into full-fledged ones as the range of information and data grows. In this sense, it is worth mentioning the industrial strategies of Great Britain and the European Union, which have changed, supplemented, and adapted in response to the challenges of globalization (climate change, China’s industrial hegemony).

3. Third Principle: Transition from Comprehensive to Diversified Planning. In a multi-level planning structure, each decision-making level should represent a strategic basis for the lower (subordinate) level, providing a framework but refraining from micromanagement. Diversified planning specifically involves the distribution of resources, assets, or activities across different directions to reduce risks and increase opportunities for achieving set goals. This stimulates self-organization at each level and enhances responsibility for future development.

**Conclusions.** The practice of strategic planning in conditions of uncertainty shows that the

approaches to the successful implementation of a strategic plan must change during planning. For example:

It is necessary to transform the criterion for strategy success for each individual case; to change the standard requirement that allows determining how ineffective or irrational, but rather how necessary, a particular economic object or action is.

It is necessary to focus on critical goals, which shifts the orientation of strategies towards a reliable outcome, rather than the best possible one. Subsequently, choose solutions that allow achieving results across the widest range of random events. Why do we emphasize critical goals? They are the priorities, the achievement of which is necessary to ensure stability and security in an unstable global environment.

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