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ADAPTATION OF FOREIGN EXPERIENCE IN MANAGING THE STRATEGIC POTENTIAL OF BUSINESS TO THE ENVIRONMENT OF UKRAINE

АДАПТАЦІЯ ЗАРУБІЖНОГО ДОСВІДУ УПРАВЛІННЯ СТРАТЕГІЧНИМ ПОТЕНЦІАЛОМ БІЗНЕСУ ДО СЕРЕДОВИЩА УКРАЇНИ

Yurynets Zoryna

Doctor of Economics, Professor,
Professor, Department of Management
Ivan Franko National University of Lviv
ORCID: <https://orcid.org/0000-0001-9027-2349>

Tsvilii Yulia

Postgraduate student of the Department of Management,
Ivan Franko National University of Lviv
ORCID: <https://orcid.org/0000-0002-8390-4691>

Strilchuk Ruslan

Candidate of Economic Sciences, Associate Professor,
Associate Professor of Economics and Business Management,
Rivne State Humanitarian University
ORCID: <https://orcid.org/0000-0002-9287-5351>

Юринець Зорина Володимирівна, Цвілій Юлія Олександрівна

Львівський національний університет імені Івана Франка

Стрільчук Руслан Миколайович

Рівненський державний гуманітарний університет

The article is aimed at analyzing the process of adapting foreign experience in managing the strategic potential of business to the national environment. The process of managing the strategic potential of a business involves managing not only the available resources, but also the capabilities of the business for their best application. The main obstacles and limitations of strategic potential management in foreign companies have been identified: diversity of cultures, language barriers, differences in legislative initiatives, economic instability, political risks and instability, competition, lack of personnel, changing demographic situation, technological changes, globalization. Foreign experience contains valuable information on factors, strategies and methods of managing strategic potential that can be successfully used in the national business environment. It is important to adapt foreign experience to local realities, laws, cultural and economic characteristics. In the actual absence of economic and political stability in Ukraine, it is necessary to establish a favorable socio-psychological climate in enterprises, developing a team spirit or cohesion that will have a significant impact on the effectiveness of the final results of the business, formation of a unified system of work with personnel, informing employees about business development prospects and career development incentives, investments in the development of employees, improving the culture of communication, increasing the level of qualification training of Ukrainian specialists, which is slightly lower than the requirements formed by the global labor market.

Keywords: human capital, strategic potential, business, environment, enterprises.

Метою статті є аналіз процесу адаптування зарубіжного досвіду управління стратегічним потенціалом бізнесу до національного середовища. Процес управління стратегічним потенціалом бізнесу передбачає управління не лише наявними ресурсами, а також можливостями бізнесу задля якнайкращого їхнього застосування. Виявлено основні перешкоди та обмеження управління стратегічним потенціалом в зарубіжних компаніях: різноманіття культур, мовні бар'єри, відмінності в законодавчих ініціативах, економічна нестабіль-

ність, політичні ризики та нестабільності, конкурентна боротьба, нестача кадрів, зміна демографічної ситуації, технологічні зміни, глобалізація. Людський потенціал займає одне із важливих місць серед всіх елементів стратегічного потенціалу. Розглянуто стилі управління людським потенціалом в різних країнах. Фінансовий потенціал бізнесу є критично важливим для його зростання. Важливою складовою стратегічного потенціалу бізнесу є інноваційний потенціал. Іноземний бізнес намагається активно використовувати інноваційний потенціал для підвищення своєї конкурентоспроможності. Зарубіжний досвід засвідчує, що існують різні стратегії для збільшення фінансового потенціалу. На підставі розглянутого зарубіжного досвіду управління стратегічним потенціалом бізнесу та його елементами запропоновано процес адаптування зарубіжного досвіду в реаліях роботи українського бізнесу. Зарубіжний досвід містить цінну інформацію про чинники, стратегії та методи управління стратегічним потенціалом, які можна успішно використовувати в національному бізнес-середовищі. Важливо адаптувати іноземний досвід до місцевих реалій, законів, культурних та економічних особливостей. За фактичної відсутності економічної та політичної стабільності в Україні, необхідно налагодити сприятливий соціально-психологічний клімат на підприємствах, розвиток командного духу або згуртованості, що матиме значний вплив на ефективність кінцевих результатів бізнесу, формування єдиної системи інвестиції в розвиток співробітників, підвищення культури спілкування, підвищення рівня кваліфікаційної підготовки українських фахівців, що трохи нижче вимог, сформованих світовим ринком праці.

Ключові слова: людський капітал, стратегічний потенціал, бізнес, середовище, підприємства.

Problem statement. Adaptation of foreign experience in managing the strategic potential of business to the environment of Ukraine is extremely relevant in the context of globalization and integration of the Ukrainian economy into the world.

Foreign experience contains advanced management practices that can help Ukrainian enterprises increase their competitiveness in the domestic and foreign markets. The introduction of modern management methods used in developed countries contributes to increasing the investment attractiveness of Ukrainian enterprises. Adaptation of foreign experience stimulates the innovative development of Ukrainian business, promotes the introduction of new technologies and management approaches.

Analysis of recent research and publications. Researches of problems of forming and management of strategic potential, development of human capital of business were carried out by such scientists as. Burton W. [1], Petrukh O. A. [5], Vasyuta V., Tkachenko A., Razno M. [3]. The issues of development of strategic potential are paid attention to by various scientists, in particular such, I. Grashchenko. S., Khimich G. O., Khimich V. A. [4].

However, constant changes, the need to stimulate development and the ability of business to adapt to new challenges require further fundamental and applied research towards the development of strategic potential in the face of fleeting changes.

Statement of the task. The article is aimed at analyzing the process of adapting foreign experience in managing the strategic potential of business to the national environment.

Presentation of the main material of the study. The process of managing the strategic potential of a business involves managing not only the available resources, but also the capabilities of the business for their best application. Thus, business should make the most efficient and effective use of human, innovative, financial, material and technical and other potential, which together forms a strategic potential. In conditions of constant changes and uncertainty, instability of the external environment, management of the strategic potential of the business takes on a new context, since modern conditions make it possible to decide which potential opportunities and threats are inherent in the business, which strengths or weaknesses it is advisable to pay more attention to.

The main obstacles and limitations of managing strategic potential in foreign companies should include the following: diversity of cultures, language barriers, differences in legislative initiatives, economic instability, political risks and instability, competition, lack of personnel, changing demographic situation, technological changes, globalization [2].

Human potential occupies one of the important places among all elements of strategic potential. Effective management of human potential is perhaps the most important component of the management process of the strategic potential of business.

For example, the American style of human potential management takes into account the principles of competition, the promotion of an individual approach to the development of workers and values for the consumer, the focus on making profits for business, the clear

formulation of various hierarchical levels of goals and objectives, the formation of a system of high wages and social guarantees, the constant certification and evaluation of personnel performance, analysis of the effectiveness of labor organization, stimulation of career growth [3].

To increase the efficiency of human potential management, the experience of Sweden is interesting, where infotecs (work centers for the employed and unemployed) function to provide career guidance services, information

on vacancies and opportunities for advanced training or retraining.

The peculiarities of human potential management in Japan are: the presence of a flexible system of group responsibility for performance, a horizontal approach to stimulating personnel and a communication system that requires research on the characteristics of employees, the establishment of official duties and equipping the workplace within the framework of the results obtained by it.

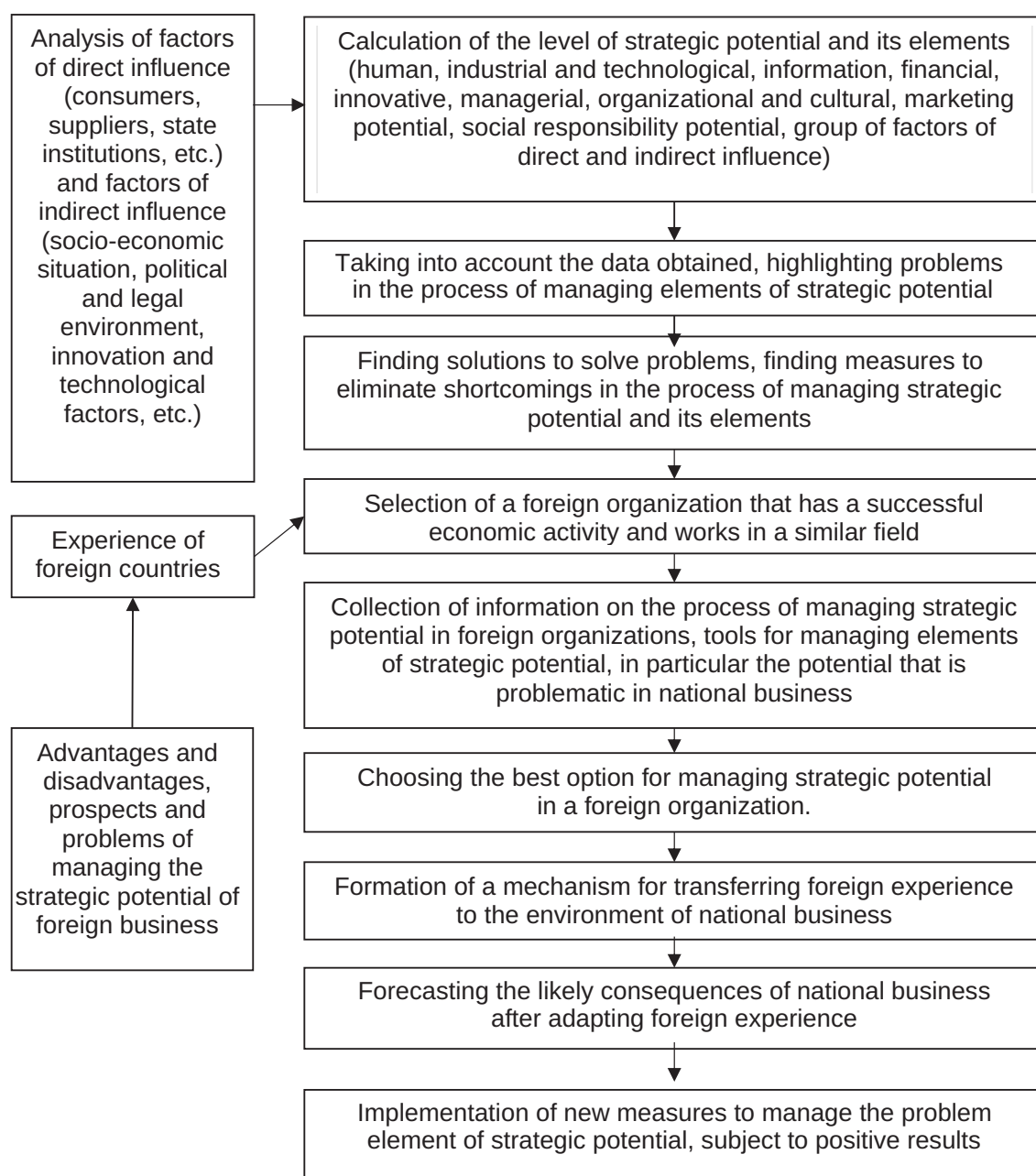


Figure 1. Adaptation of foreign experience in managing the strategic potential of business to the national environment

Source: developed by the authors

An important component of strategic potential for business is innovative potential. Foreign business is trying to actively use the innovative potential to increase its competitiveness. The successful experience of using the innovative potential of business abroad should become a valuable source of inspiration and a model for Ukrainian enterprises in implementing innovative strategies and improving the efficiency of business.

Based on the considered foreign experience of managing the strategic potential of business and its elements, the process of adapting foreign experience in the realities of Ukrainian business (Figure 1) is proposed.

The financial potential of a business is critical to its growth. Foreign experience shows that there are different strategies for increasing financial potential:

- Development of an effective financial strategy that involves proper money management, capital optimization, risk management and cost minimization. Experienced financiers form a financial strategy that meets his needs and goals.

- Expansion of external financing, including attraction of investments, bank loans, venture financing or bond issue. It is important to find the most appropriate type of financing for specific business needs and opportunities.

- Effective working capital management based on inventory management, customer accounts and creditor accounts to minimize the need for working capital and ensure cash flow.

- Investing in new technologies and innovative solutions allows businesses to become competitive and ensure strategic development.

The use of this experience helps in the implementation of modern practices for Ukrainian business. In the actual absence of economic and political stability in Ukraine, it is necessary to establish a favorable socio-psychological climate in enterprises, developing a team spirit or cohesion that will have a significant impact on the effectiveness of the final results of the business, formation of a unified system of work with personnel, informing employees about business development prospects and career development incentives, investments in the development of employees, improving the culture of communication, increasing the level of qualification training of Ukrainian specialists, which is slightly lower than the requirements that are formed by the global labor market.

Conclusions. The study and adaptation of foreign experience in managing the strategic potential of business to the national environment is critical to the success of national companies in a global market environment and in conditions of constant change. Foreign experience contains valuable information on factors, strategies and methods of managing strategic potential that can be successfully used in the national business environment. It is important to adapt foreign experience to local realities, laws, cultural and economic characteristics.

The study of foreign experience is aimed at stimulating the application of innovative approaches to managing the strategic potential of business in the face of change, allows avoiding the repetition of mistakes that have already been made in other countries. Successful implementation of foreign experience is aimed at increasing the competitiveness of national enterprises in the international market.

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