

DOI: <https://doi.org/10.32782/2524-0072/2026-83-25>

UDC 005.21:004.738.5

# CONCEPTUAL MODEL OF STRATEGIC MANAGEMENT OF ENTERPRISE ACTIVITY IN THE INTERNET ENVIRONMENT

## КОНЦЕПТУАЛЬНА МОДЕЛЬ СТРАТЕГІЧНОГО УПРАВЛІННЯ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА В ІНТЕРНЕТ-СЕРЕДОВИЩІ

**Snitko Artem**

Senior Lecturer Department of Marketing,  
State University of Information and Communication Technology  
ORCID: <https://orcid.org/0009-0007-0967-8220>

**Снітко Артем Сергійович**

Державний університет інформаційно-комунікаційних технологій

The article explores the theoretical and methodological foundations of enterprise strategic management in the Internet environment as a key factor of modern economic development. The evolution of strategic management approaches is generalized, from classical concepts to digital, platform-based, and ecosystem logic. The influence of digital transformation, digital technologies, and data on strategic decision-making is analyzed. Key unresolved issues are identified, including fragmented consideration of the digital environment, the lack of integrated conceptual models, and limited methodological tools for assessing strategic management effectiveness in terms of digital analytics and innovation. A conceptual model is proposed to enhance adaptability, effectiveness, and competitiveness in the digital market environment.

**Keywords:** strategic management, Internet environment, digital transformation, conceptual model, management effectiveness.

У статті досліджено теоретико-методологічні засади стратегічного управління діяльністю підприємства в умовах функціонування Інтернет-середовища як системоутворюючого чинника сучасного економічного розвитку. Узагальнено еволюцію наукових підходів до стратегічного управління, починаючи з класичних концепцій стратегічного менеджменту та завершуючи сучасними підходами цифрової економіки, платформної та екосистемної логіки розвитку. Проаналізовано вплив цифрової трансформації, поведінки онлайн-споживачів, розвитку цифрових технологій і даних на процес формування та реалізації стратегічних управлінських рішень. У ході дослідження виявлено ключові невирішені проблеми стратегічного управління підприємствами в Інтернет-середовищі, зокрема фрагментарність існуючих підходів до врахування цифрового середовища, недостатню розробленість інтегрованих концептуальних моделей стратегічного управління, а також обмеженість методичних підходів до оцінювання ефективності системи стратегічного управління з урахуванням цифрових інструментів, аналітики та інноваційних процесів. Обґрунтовано необхідність формування цілісної архітектури системи стратегічного управління діяльністю підприємства в Інтернет-середовищі, яка забезпечує узгодженість стратегічних цілей, ресурсного потенціалу, цифрових інструментів і управлінських процесів. Запропоновано концептуальну модель стратегічного управління діяльністю підприємства, що інтегрує теоретичний, методичний і практичний рівні управління та базується на принципах системності, безперервності, адаптивності, інтегрованості, клієнтоорієнтованості, інноваційності та орієнтації на дані. Крім того, запропоновані підходи створюють методологічне підґрунтя для діагностики стану стратегічного управління, обґрунтування управлінських рішень, моніторингу результативності реалізації стратегії та підвищення адаптивності й конкурентоспроможності підприємств в умовах динамічного цифрового ринку.

**Ключові слова:** стратегічне управління, Інтернет-середовище, цифрова трансформація, концептуальна модель, ефективність управління.

**Statement of the problem.** The current stage of economic development is characterized by the deepening of digital transformation, within which the Internet environment is evolving from a communication tool into a system-forming factor of enterprise functioning and



development. Under these conditions, traditional approaches to strategic management are losing their universality, which necessitates a reconsideration of theoretical foundations and the development of new management models adapted to digital realities.

Particularly relevant is the problem of building an integrated system of strategic management of enterprise activity in the Internet environment that would ensure the alignment of strategic goals, resource capabilities, digital tools, and online consumer behavior.

**Analysis of recent research and publications.** The issues of strategic management have been the subject of research by many scholars. In classical strategic management theory, significant contributions were made by F. Taylor, H. Fayol, P. Drucker, A. Chandler, and I. Ansoff, who laid the foundations of planning-oriented and strategic approaches to management. Further development of the theory is associated with the works of M. Porter, H. Mintzberg, J. Barney, and D. Teece, in which strategic management is examined through the lenses of competitive advantage, the resource-based view, and dynamic capabilities of the firm [4].

In contemporary research, considerable attention is paid to the impact of digital technologies on strategic management. In particular, R. Kaplan and D. Norton [2] substantiated the role of strategic performance indicators and the Balanced Scorecard system, E. Brynjolfsson and A. McAfee [1] emphasized the transformative impact of digital technologies on managerial processes, while K. Schwab [3] considers the digital economy as a driver of radical changes in business models and development strategies.

Domestic scholars, H. Shvydanenko [13], L. Fedulova [11], V. Heyets [5], focus on the problems of strategic management of enterprises under digitalization, the formation of digital strategies, and the development of innovation ecosystems. The generalization of scientific approaches indicates a gradual transition toward a digitally adaptive paradigm of strategic management, within which the Internet environment acts as an active element of the management system.

**Highlighting previously unresolved parts of the overall problem.** Despite a substantial body of scientific research, a number of issues remain insufficiently addressed. First, most existing approaches consider the impact of the Internet environment in a fragmented manner,

treating it primarily as an external factor rather than as an integrated element of the strategic management system. Second, there is a lack of well-developed conceptual models that would combine theoretical, methodological, and practical aspects of strategic management into a coherent and logically consistent framework. Third, further development is required in the area of quantitative assessment of the effectiveness of strategic management systems, particularly with regard to the use of digital tools, data, and innovation processes.

**Formation of the objectives of the article (task statement).** The purpose of the article is to examine the evolution of scientific approaches to the strategic management of enterprise activity, to identify unresolved issues of strategic management in the Internet environment, and to substantiate a conceptual model of strategic management of enterprise activity aimed at increasing the effectiveness and adaptability of managerial decisions under conditions of digital transformation.

**Summary of the main research material.** The contemporary Internet environment is characterized by increased dynamism, a high level of information intensity, and growing complexity of interactions among market participants, which necessitates a revision and modernization of traditional approaches to the strategic management of enterprise activity. Under such conditions, the effectiveness of strategic decisions is largely determined by an enterprise's ability to comprehensively integrate digital technologies, analytical tools, partnership relationships, and behavioral characteristics of online consumers into a coherent management system.

The conceptual foundations of strategic management of enterprise activity in the Internet environment are formed at the intersection of classical strategic management theory and modern approaches of the digital economy, network society, as well as platform-based and ecosystem development models. Within this framework, an enterprise is considered an open socio-economic system whose functioning takes place under conditions of continuous digital interaction with the market, technological, and institutional components of the Internet environment.

In the current operating conditions of enterprises, the strategic management system is formed with consideration of the Internet environment as one of the key drivers of development. Under these circumstances, management concepts traditionally applied in enterprise activities are transformed, acquire

strategic significance, and are integrated into a unified strategic management system, determining the logic of strategic goal setting, the selection of priority development directions, and the mechanisms for strategy implementation (Fig. 1).

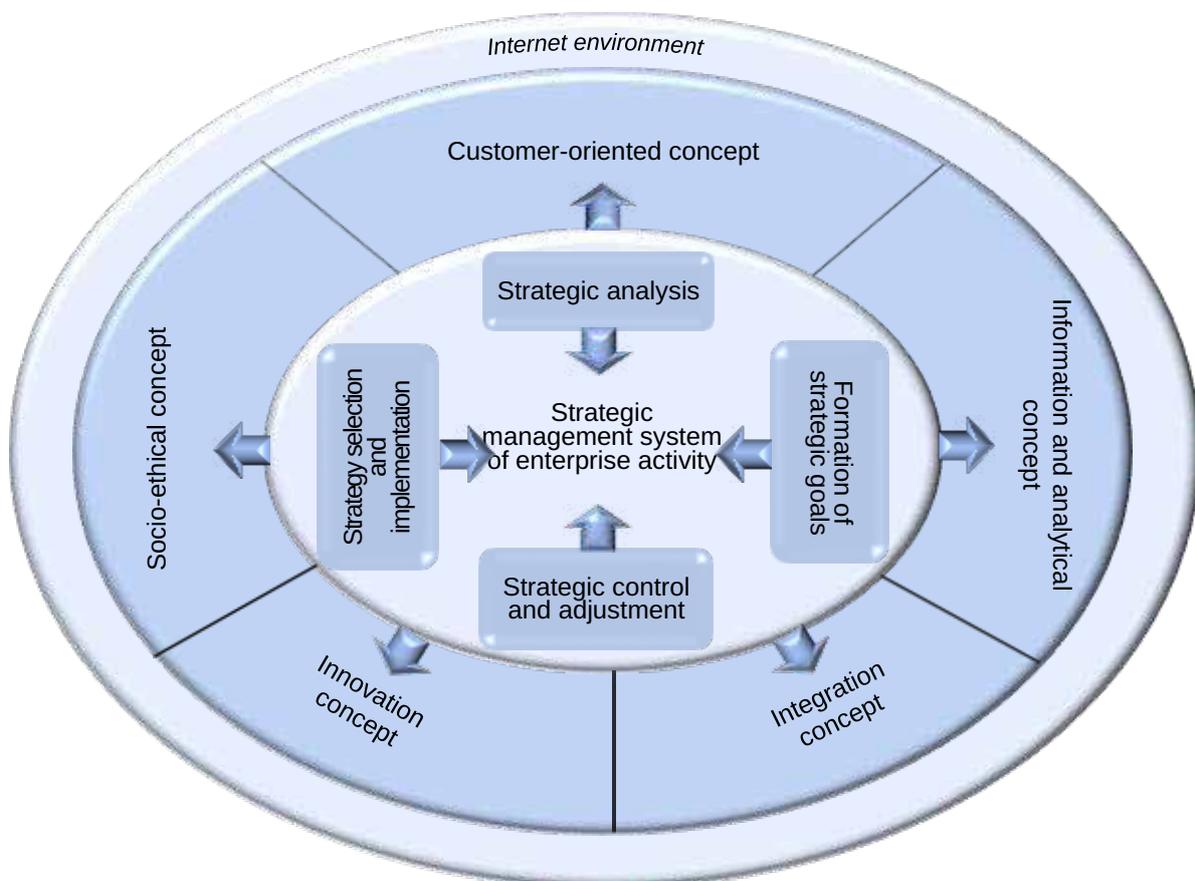
The customer-oriented concept within the system of strategic management of enterprise activity is based on directing strategic goals and managerial decisions toward the creation and maintenance of long-term customer value. From a strategic perspective, its implementation ensures the alignment of corporate and business strategies with the needs and expectations of target audiences, contributes to the development of customer capital, and supports the formation of sustainable competitive advantages. Personalization of interaction in the Internet environment is considered one of the key mechanisms for strategy implementation and for enhancing the strategic resilience of the enterprise [9; 10].

The information and analytical concept is implemented within strategic management through the application of data-driven

management approaches. It forms an information and analytical foundation for strategic analysis, forecasting, and control, thereby ensuring the soundness of managerial decisions. The use of a system of performance indicators, including KPI, ROI, CLV, and CAC, enables the evaluation of strategy implementation effectiveness, monitoring of strategic goal achievement, and timely adjustment of managerial decisions in response to changes in the Internet environment [9; 10].

The integration concept within the system of strategic management of enterprise activity is aimed at aligning online and offline interaction channels within a unified development strategy. Its implementation ensures the coherence of strategic decisions, synergy between managerial and market processes, and enhanced efficiency in the utilization of the enterprise's resource potential. From a strategic perspective, the omnichannel approach contributes to the formation of a consistent market position and increases the effectiveness of strategy implementation in the Internet environment [9; 10].

The innovation concept within the system of strategic management of enterprise activity



**Figure 1. Strategic Management Concepts of Enterprise Activity in the Internet Environment**

*Source: compiled by the authors*

is focused on the use of digital technologies as a source of strategic transformation and the formation of competitive advantages. The application of artificial intelligence technologies, automation, big data analytics, as well as AR/VR solutions is considered not only as a means of improving operational efficiency but also as a strategic resource for long-term development. The implementation of this concept ensures the enterprise's adaptation to technological changes and supports the development of digital growth strategies [9; 10].

The socio-ethical concept is integrated into the system of strategic management through the enterprise's orientation toward the principles of sustainable development, environmental responsibility, and adherence to ethical standards in the digital environment. In a strategic context, this concept contributes to the formation of a positive business reputation, enhances trust among stakeholders, and ensures the long-term competitiveness of the enterprise. Taking socio-ethical aspects into account in strategic decision-making makes it possible to minimize reputational risks and strengthen the enterprise's strategic position [9; 10].

Thus, the integration of customer-oriented, information and analytical, integration, innovation, and socio-ethical concepts into the system of strategic management of enterprise activity forms a comprehensive methodological foundation for its strategic development in the Internet environment. Their combined application ensures the alignment of strategic goals and managerial decisions, enhances the adaptability of the strategic management system, and creates preconditions for the formation of sustainable competitive advantages in the digital economy.

Under these conditions, the need to develop an integrated architecture of the enterprise strategic management system in the Internet environment becomes increasingly relevant. Such an architecture should ensure the alignment of strategic goals, resource potential, and managerial processes while taking into account the specific features of the functioning of the digital market. This architecture should not only reflect the key actors and processes of strategic management but also create the prerequisites for formalizing the interrelationships among them in order to comprehensively assess the overall effectiveness of the system.

Accordingly, the process of enterprise strategic management reflects the logic of structuring, interdependence, and hierarchical organization

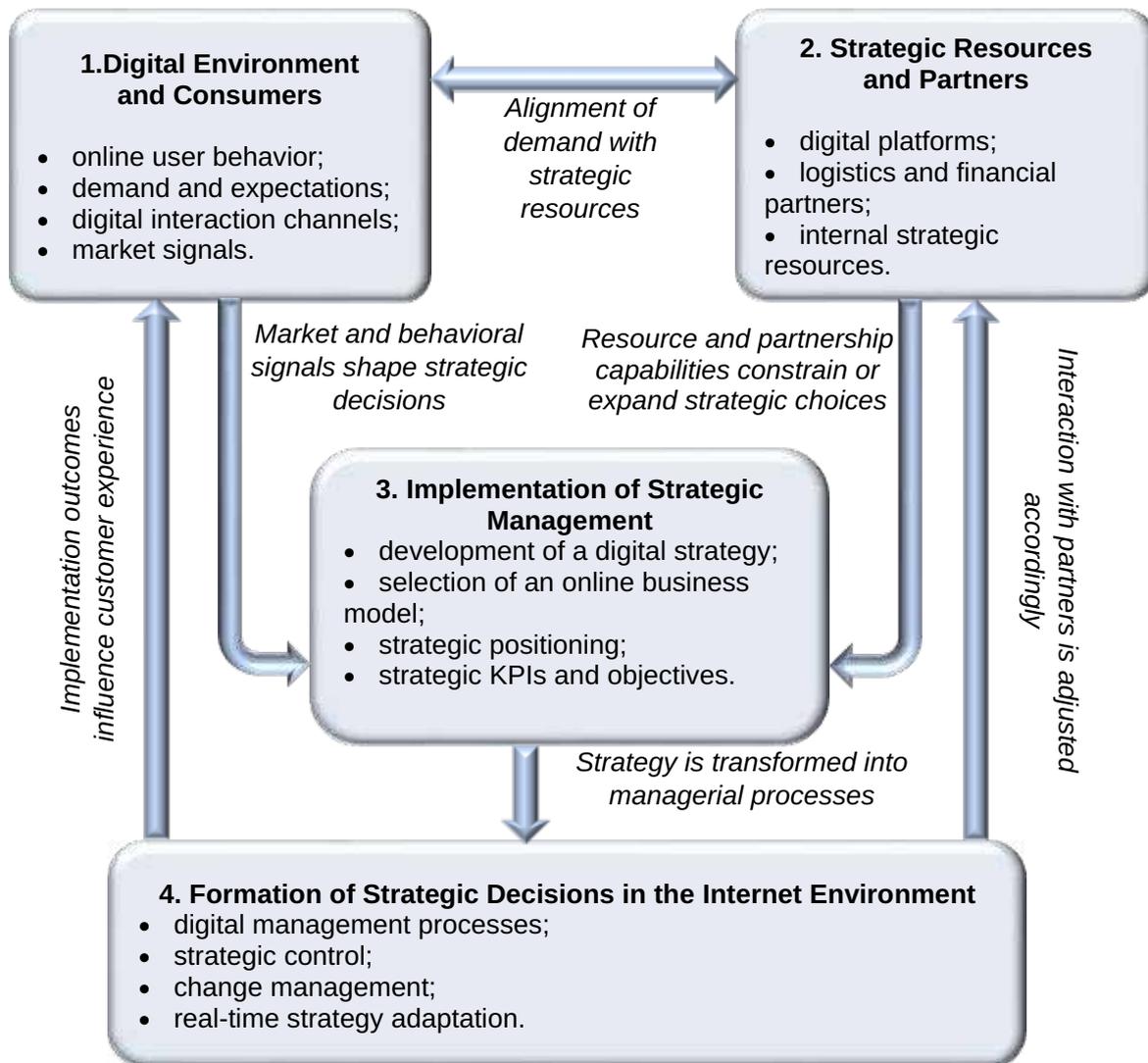
of the core elements of strategic management that ensure the formulation, implementation, and adjustment of strategic decisions in the long term. The proposed architecture is based on a systems approach and considers strategic management as a multi-level, continuous, and adaptive process.

Strategic management of enterprise activity in the Internet environment involves adherence to a set of principles that ensure the integrity of the management system, its flexibility, and its ability to adapt under conditions of digital transformation. The increased dynamism of digital markets, the growing importance of data, innovative solutions, and behavioral characteristics of online consumers necessitate the application of new approaches to the organization of strategic management [8].

In order to generalize the theoretical and methodological provisions of the study and to form a comprehensive understanding of the process of strategic management of enterprise activity in the Internet environment, Fig. 3 presents a conceptual model of strategic management. The proposed model reflects the logic of interrelationships among the key elements of strategic management – from defining its essence and object to the formation of the results of strategic managerial decision implementation.

The model integrates the theoretical, methodological, and practical levels of strategic management, making it possible to trace the sequence of transition from the scientific justification of strategic orientations to their practical implementation in the Internet environment. A distinctive feature of the proposed model is its consideration of the impact of digital markets, online consumer behavior, and the capabilities of digital technologies on the process of forming and implementing strategic managerial decisions.

The presented conceptual model provides a methodological foundation for further comprehensive diagnostics of the enterprise strategic management system in the Internet environment, which involves assessing the state, structure, and effectiveness of key managerial processes while taking into account the impact of digital markets. On this basis, it becomes possible to substantiate methodological approaches to improving the strategic management system aimed at enhancing the alignment of strategic goals, resource potential, and digital management tools. Moreover, the proposed model forms a basis for the development of tools



**Figure 2. The Process of Strategic Management of Enterprise Activity in the Internet Environment**

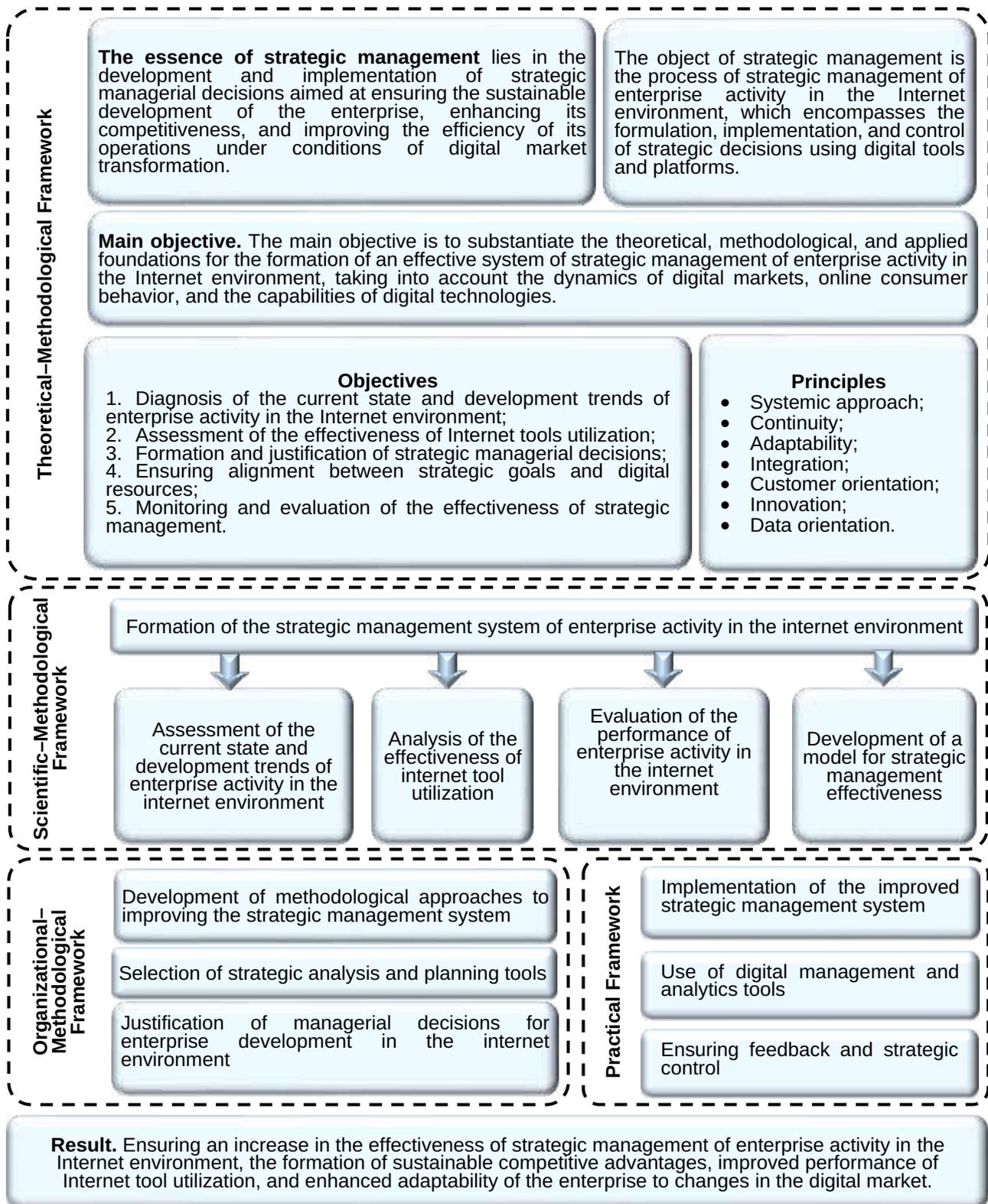
*Source: compiled by the authors based on [6; 8; 10; 12; 13]*

for evaluating the performance of enterprise activity in the Internet environment, in particular through the formation of a system of indicators and criteria that reflect the effectiveness of the implementation of strategic managerial decisions. This enables the monitoring of strategic goal achievement, the timely identification of deviations, and the formulation of well-grounded managerial decisions regarding strategy adjustment, thereby ensuring increased adaptability and competitiveness of enterprises under conditions of digital transformation.

**Conclusions.** The proposed conceptual model of strategic management of enterprise activity in the Internet environment makes it

possible to systematize managerial processes, ensure alignment between strategic goals and digital resources, and enhance the soundness of managerial decision-making. The scientific novelty of the study lies in the comprehensive integration of the theoretical foundations of strategic management with contemporary concepts of the digital economy into a unified strategic management model.

The practical significance of the results consists in the possibility of applying the proposed model to improve the strategic management systems of enterprises operating in the Internet environment, with the aim of increasing their competitiveness and adaptability to changes in the digital market.



**Figure 3. Conceptual Model of Strategic Management of Enterprise Activity in the Internet Environment**

Source: compiled by the authors based on [8;10; 13]

## REFERENCES:

1. Brynjolfsson E., McAfee A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. New York: W. W. Norton & Company. 306 p.
2. Kaplan R. S., Norton D. P. (2001). *Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School Press. 416 p.
3. Schwab K. (2016). *The Fourth Industrial Revolution*. Geneva: World Economic Forum. 172 p.
4. Vovk V., Doroshenko V. (2024). Formuvannya systemy stratehichnoho upravlinnya pidpryemstvom v umovakh voyennoho stanu. [Formation of a Strategic Enterprise Management System in a State of War]. *Ekonomika ta suspil'stvo*. № 68. <https://doi.org/10.32782/2524-0072/2024-68-68>
5. Heyets' V. M. (2018). Instytutsiyni zasady rozvytku tsyfrovoyi ekonomiky v Ukrayini. [Institutional foundations of the development of the digital economy in Ukraine]. *Ekonomika Ukrayiny*. № 7. P. 4–20.
6. Kobyleyeva T.O., Vytvyts'ka O.D., Pererva P.H., Koval'chuk S.V. (2022). Stratehichne upravlinnya rozvytkom pidpryemstva na zasadakh intelektual'noyi vlasnosti. [Strategic management of enterprise development based on intellectual property]. *Visnyk NTU «KHPi»*. № 1. S. 53–57. DOI: 10.20998/2519-4461.2022.1.52.
7. Larionova K., Shpak D. (2024). Osoblyvosti stratehichnoho upravlinnya diyal'nisty promyslovykh pidpryemstv v umovakh hlobalizatsiyi. [Peculiarities of strategic management of industrial enterprises in the context of globalization]. *Development Service Industry Management*. № 4. P. 86–92.
8. Prodius O., Afanasenko M., Vasyl'yev V. (2025). Osoblyvosti stratehichnoho upravlinnya promyslovym pidpryemstvom v umovakh staloho rozvytku. [Peculiarities of strategic management of an industrial enterprise in the context of sustainable development]. *Ekonomika ta suspil'stvo*. № 80. <https://doi.org/10.32782/2524-0072/2025-80-173>
9. Rudachenko O.O., Konenko V. V., Tararuyev YU. O. (2025). Stratehichne upravlinnya diyal'nisty sub'yektiv hospodaryuvannya ukrayiny. [Strategic management of the activities of economic entities of Ukraine]. *Investytsiyi: praktyka ta dosvid*. № 2. DOI: 10.32702/2306-6814.2025.2.27
10. Rudnyts'ka O., Komarovs'kyi A. (2023). Stratehichne upravlinnya pidpryemstvom yak vazhlyva skladova systemy menedzhmentu. [Strategic management of the enterprise as an important component of the management system]. *Ekonomika ta suspil'stvo*. № 57. DOI: 10.32782/2524-0072/2023-57-128.
11. Fedulova L. I. (2020). Tsyfrova ekonomika: trendy, ryzyky ta sotsial'ni determinanty rozvytku. [Digital Economy: Trends, Risks and Social Determinants of Development]. Kyiv: IEP NAN Ukrayiny. 276 p.
12. Shved V.V., Kizyun B.M. (2025). Metodolohichne zabezpechennya stratehichnoho upravlinnya pidpryemstvom. [Methodological Support for Strategic Enterprise Management]. *Vcheni zapysky TNU imeni V. I. Vernads'koho. Seriya: Ekonomika i upravlinnya*. Tom 36 (75). № 1. [https://econ.vernadskyjournals.in.ua/journals/2025/36\\_75\\_1/19.pdf](https://econ.vernadskyjournals.in.ua/journals/2025/36_75_1/19.pdf)
13. Shvydanenko H. O. (2019). Stratehichne upravlinnya pidpryemstvom v umovakh tsyfrovoyi ekonomiky. [Strategic Enterprise Management in the Digital Economy]. *Ekonomika ta upravlinnya*. № 3. P. 45–52.

## СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Brynjolfsson E., McAfee A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. New York: W. W. Norton & Company. 306 p.
2. Kaplan R. S., Norton D. P. (2001). *Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School Press. 416 p.
3. Schwab K. (2016). *The Fourth Industrial Revolution*. Geneva: World Economic Forum. 172 p.
4. Вовк В., Дорошенко В. (2024). Формування системи стратегічного управління підприємством в умовах воєнного стану. *Економіка та суспільство*. № 68. <https://doi.org/10.32782/2524-0072/2024-68-68>
5. Геєць В. М. (2018). Інституційні засади розвитку цифрової економіки в Україні. *Економіка України*. № 7. С. 4–20.
6. Кобелева Т.О., Витвицька О.Д., Перерва П.Г., Ковальчук С.В. (2022). Стратегічне управління розвитком підприємства на засадах інтелектуальної власності. *Вісник НТУ «ХПІ»*. № 1. С. 53-57. DOI: 10.20998/2519-4461.2022.1.52..
7. Ларіонова К., Шпак Д. (2024). Особливості стратегічного управління діяльністю промислових підприємств в умовах глобалізації. *Development Service Industry Management*. № 4. С. 86–92.
8. Продіус О., Афанасенко М., Васильєв В. (2025). Особливості стратегічного управління промисловим підприємством в умовах сталого розвитку. *Економіка та суспільство*. № 80. <https://doi.org/10.32782/2524-0072/2025-80-173>

9. Рудаченко О.О., Коненко В. В., Тараруєв Ю. О. (2025). Стратегічне управління діяльністю суб'єктів господарювання України. *Інвестиції: практика та досвід*. № 2. DOI: 10.32702/2306-6814.2025.2.27
10. Рудницька О., Комаровський А. (2023). Стратегічне управління підприємством як важлива складова системи менеджменту. *Економіка та суспільство*. № 57. DOI: 10.32782/2524-0072/2023-57-128.
11. Федулова Л. І. (2020). Цифрова економіка: тренди, ризики та соціальні детермінанти розвитку. Київ : ІЕП НАН України. 276 с.
12. Швед В.В., Кізюн Б.М. (2025). Методологічне забезпечення стратегічного управління підприємством. *Вчені записки ТНУ імені В. І. Вернадського. Серія: Економіка і управління*. Том 36 (75). № 1. [https://econ.vernadskyjournals.in.ua/journals/2025/36\\_75\\_1/19.pdf](https://econ.vernadskyjournals.in.ua/journals/2025/36_75_1/19.pdf)
13. Швиданенко Г. О. (2019). Стратегічне управління підприємством в умовах цифрової економіки. *Економіка та управління*. № 3. С. 45–52.

Дата надходження статті: 05.02.2026

Дата прийняття статті: 21.02.2026

Дата публікації статті: 26.02.2026