

STRATEGIC DEVELOPMENT MANAGEMENT IN GLOBAL ELECTRONICS COMPANIES WITH FOCUS ON SAMSUNG ELECTRONICS UKRAINE

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Abstract. The article investigates strategic development management practices employed by global electronics companies operating within Ukrainian market conditions through comprehensive analysis of Samsung Electronics Ukraine LLC operational strategies. Research objectives encompass identification of principal external environmental factors influencing strategic decision-making processes within multinational electronics companies functioning amid military conflict conditions; evaluation of strategic adaptation mechanisms demonstrated by Samsung Electronics Ukraine LLC responding to unprecedented market disruptions; assessment of strategic planning methodology effectiveness within subsidiary structures of global corporations operating in volatile markets; formulation of strategic management improvement recommendations applicable for electronics industry participants facing similar challenges within conflict-affected territories. Methods. To achieve the purpose, methods of system analysis, comparative analysis, financial performance assessment, and strategic management evaluation were utilized. Results. Analysis reveals substantial achievements despite challenging conditions, with Samsung Electronics Ukraine's revenue reaching 19.68 billion UAH in 2023, representing 39.1% growth compared to previous year. Operational efficiency improved dramatically through workforce optimization from 581 employees in 2021 to 114 in 2023, with productivity metrics increasing nearly fivefold during this period. Market positioning shows leadership across major product categories, with smartphone segment reaching 32.5% market share despite intense competition. Digital transformation represents the principal strategic direction supporting competitive advantage through technological leadership. Recommendations include planning mechanism optimization, risk management enhancement, innovation prioritization, and implementation frameworks ensuring effective strategy execution.

Keywords: strategic management, electronics industry, transnational companies, Samsung Electronics, adaptation mechanisms, conflict conditions, digital transformation, operational efficiency.

СТРАТЕГІЧНЕ УПРАВЛІННЯ РОЗВИТКОМ ГЛОБАЛЬНИХ ЕЛЕКТРОННИХ КОМПАНІЙ НА ПРИКЛАДІ SAMSUNG ELECTRONICS УКРАЇНА

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Анотація. У статті досліджено практики стратегічного управління розвитком глобальних електронних компаній на українському ринку на основі аналізу операційних стратегій ТОВ «Самсунг Електронікс Україна». Мета дослідження включає ідентифікацію зовнішніх факторів, що впливають на процеси стратегічного прийняття рішень в мультинаціональних електронних компаніях в умовах військового конфлікту; оцінку механізмів стратегічної адаптації ТОВ «Самсунг Електронікс Україна» у відповідь на безпрецедентні ринкові потрясіння; аналіз ефективності методології стратегічного планування в структурах глобальних корпорацій на нестабільних ринках; формулювання рекомендацій щодо вдосконалення стратегічного управління для компаній електронної галузі, що стикаються з подібними викликами на територіях, охоплених конфліктом.

Ключові слова: стратегічне управління, електронна галузь, транснаціональні компанії, Samsung Electronics, механізми адаптації, конфліктні умови, цифрова трансформація, операційна ефективність.

JEL Classification: M110; F210

Statement of the problem. Development of strategic management within global electronics companies operating in the Ukrainian market presents unique challenges amid shifting geopolitical

realities. Contemporary business environments characterized by intense competition, rapid technological innovation, and evolving consumer preferences demand robust strategic frameworks. Samsung Electronics Ukraine LLC, as a representative of a multinational corporation, confronts complex managerial tasks which include balancing global corporate directives with localized market requirements.

Strategic development management becomes particularly vital considering substantial volatility stemming from both macroeconomic fluctuations and industry-specific disruptions. Military aggression toward Ukraine has fundamentally altered business operational paradigms, necessitating extraordinary adaptive capabilities from market participants. Electronics industry representatives face considerable pressures related to supply chain resilience, talent retention, and maintaining market positioning despite unpredictable conditions.

Analysis of recent research and publications. Scholarly investigation into strategic management frameworks applicable to multinational electronics companies maintains substantial relevance within contemporary management science. Theoretical foundations concerning strategic enterprise development have been significantly enriched through contributions from numerous researchers. S. Brorström examined calculative practices role in strategy implementation, highlighting how measurement systems influence strategic outcomes in organizational settings [1].

J. Bryson and B. George formulated comprehensive approaches toward strategic planning implementation applicable across diverse organizational structures, emphasizing adaptive management techniques particularly relevant for complex institutional environments [2]. J. S. Harrison et al. developed stakeholder theory frameworks providing methodological foundations for balancing diverse interests within strategic decision-making processes [3]. D. E. Hussey established connections between theoretical strategic concepts and practical implementation challenges, offering systematic approaches toward strategy execution [4]. V. Ivančić analyzed implementation obstacles affecting strategic initiatives, identifying communication barriers and resource allocation inefficiencies as primary execution challenges [5]. M. A. Köseoglu et al. investigated key success factors for strategy formulation and implementation through empirical research, revealing that "strategic consensus and employee involvement come to the fore as the most important success factors" during implementation phases [6].

Separation of previously unresolved parts of the general problem. Current studies mostly concentrate on strategic management techniques used by electronics companies functioning in stable market conditions, therefore leaving significant information gaps about suitable adaption strategies for areas affected by violence. Between global corporate aims and localized operational reality, multinational companies operating through subsidiary structures in Ukraine often find strategic alignment challenges that remain insufficiently addressed in present academic literature.

Further conceptual development is needed in the integration of technological innovation management within strategic frameworks especially designed for participants of the electronics sector. More research is needed on financial resilience building strategies enabling strategic implementation in times of great market volatility. There is little knowledge about supply chain reconfiguration techniques used by players in the electronics industry reacting to unexpected geopolitical events. Another much understudied subject is talent management strategies supporting strategic objectives among workforce displacement situations.

Patterns of consumer behavior clearly visible in markets affected by conflict demand careful research with regard to consequences for the strategic orientation of electronics firms. Acceleration events related to digital transformation seen in Ukrainian electronics retail during crisis times offer strategic management scenarios worthy of thorough investigation but also lack proper documentation.

Formulation of the purpose of the article. The article investigates strategic development management practices of global electronics companies in the Ukrainian market through analysis of Samsung Electronics Ukraine LLC operations. Research objectives include identifying key external factors influencing strategic decisions of multinational electronics companies during military conflict, evaluating Samsung Electronics Ukraine's adaptation mechanisms to market disruptions, assessing strategic planning methodologies in subsidiaries operating in volatile markets, and formulating strategic management improvement recommendations for electronics companies in conflict-affected territories.

Presentation of the main material. Strategic management represents a foundational element for organizational success in rapidly evolving global markets. According to Köseoglu et al., "Both implementation and formulation are important and they complement each other rather than being one more important than another" [6, p. 74]. While formulating effective strategies

requires systematic environmental assessment, implementation demands proper communication and resource allocation mechanisms. Managers operating in service sectors demonstrated that "strategic consensus and employee involvement come to the fore as the most important success factors" during implementation phases [1, p. 4].

Such organizational alignment creates conditions for effective strategy execution across hierarchical levels while minimizing resistance toward strategic initiatives.

Modern approaches toward strategic management evolved substantially from earlier planning paradigms, transitioning from purely analytical frameworks toward integrated systems incorporating both rational assessment and behavioral implementation components. Hussey observed that "Analysis rarely produces a sound strategy. Creativity and vision is required, and then analysis is needed again to examine the likely outcome of the strategy" [4, p. 22]. Strategic thinking thus combines systematic evaluation of internal capabilities with external market positioning assessment. The development trajectory shifted from basic financial planning toward forecast-based planning, then externally oriented planning, and finally comprehensive strategic management approaches focused on creating organizational futures rather than merely predicting them.

Strategic capabilities development represents a critical dimension supporting sustainable competitive advantages. Harrison et al. emphasized organizational knowledge development as a vital component: "Architecture is the capacity of organisations to develop relationships with other firms in the value chain, including customers, employees, and through networks" [3, p. 19]. Reputation serves as another powerful competence source, though its importance varies between markets and remains "costly and difficult to create, but is very easy to lose" [3, p. 19]. Organizations demonstrating exceptional strategic management capabilities maintain balanced approaches between innovation leadership and operational excellence, ensuring simultaneous attention toward emerging opportunities and execution discipline throughout implementation phases. Managing these complementary dimensions effectively creates resilience during turbulent market conditions while maintaining forward momentum toward strategic objectives.

Researcher I. Kuznetsova, together with her co-authors, emphasizes the importance of providing representative and comprehensive information support for the management of sustainable development in modern enterprises, as a prerequisite for their effective functioning in today's dynamic environment. Of particular scientific interest for our study is the model of enterprise sustainable development monitoring proposed by these scholars. Notably, the logical elements identified for determining the monitoring objects of sustainable development are of considerable significance [7, p. 7674]. This is especially relevant in the context of our research focus – Samsung Electronics Ukraine LLC – a leading market player committed to maximizing consumer satisfaction and delivering consumer value through innovative modern technologies.

Samsung Electronics represents a notable example of strategic management excellence in modern business [8]. Founded in 1969 as part of Samsung Group, the organization evolved from an electronic component manufacturer into a global technology leader. As of the end of 2024, Samsung Electronics ranks 31st among the world's most profitable companies, with a net revenue of approximately \$200 million [9]. Samsung's corporate structure reveals a multilayered governance framework balancing centralized direction with operational flexibility across diverse markets. Management philosophy encompasses foundational principles including innovation pursuit, operational excellence, and market adaptation. The governance model supports efficient decision-making while maintaining systematic strategic planning processes.

Corporate culture emphasizes performance optimization and continuous improvement, establishing foundations for sustainable competitive advantages. Commitment to technological advancement represents a core organizational value, supported through substantial R&D investments. Ethical business practices and sustainability increasingly influence strategic decisions, reflecting growing emphasis on corporate social responsibility.

Global market positioning strategy demonstrates a sophisticated approach toward maintaining competitive advantages across diverse markets. Premium segment dominance represents a principal element within market positioning, supported through brand enhancement initiatives and product quality excellence. Strategic pricing approaches balance premium positioning against market penetration objectives, ensuring optimal revenue generation while maintaining substantial market share. Distribution strategy combines traditional retail partnerships with direct-to-consumer initiatives, optimizing market coverage while enhancing customer experience.

Technological innovation constitutes a fundamental strategic competitive advantage within Samsung Electronics operations. R&D investments reaching approximately 8% of annual revenue reflect organizational commitment to innovation leadership. Technology development strategies

emphasize both incremental improvement within existing product categories and disruptive innovation pursuing new market opportunities. Open innovation approaches integrate external knowledge sources, accelerating technological advancement beyond internal research capabilities.

Samsung Electronics Ukraine LLC, established in 2008, represents a carefully structured subsidiary operation balancing global corporate directives against local market requirements. Organizational structure demonstrates a hierarchical model optimized for operational efficiency, combining functional specialization with integrated decision-making. Leadership structure including Mr. Ryu Dongwon as director, supported by a management team comprising both international executives and local professionals, ensures balanced perspective incorporation within strategic decision-making processes.

Strategic staffing demonstrates remarkable efficiency evolution, with workforce optimization from 581 employees in 2021 to 114 in 2023 reflecting substantial productivity enhancement through technological advancement and process optimization. Revenue per employee increased from 35.5 million UAH to 172.6 million UAH during this period, illustrating exceptional operational efficiency improvements resulting from strategic restructuring initiatives.

Market positioning analysis within the Ukrainian electronics sector reveals substantial leadership achievements across principal product categories. Smartphone segment market share reaching 32.5% with 8.2% growth rate demonstrates successful competitive positioning despite intense competition. Home appliances category market share of 28.7% reflects strong brand recognition and distribution network effectiveness. Strategic pricing frameworks balancing premium positioning against local purchasing power constraints support market share maintenance while optimizing revenue generation.

Adaptation of global strategies to local market conditions represents a critical success factor within Ukrainian operations. Product portfolio customization addressing local consumer preferences and purchasing power realities ensures market relevance while maintaining global brand consistency. Distribution network development combining traditional retail partnerships with emerging e-commerce channels ensures comprehensive market coverage while optimizing operational efficiency.

Table 1

Market Position Analysis in Ukraine's Electronics Sector (2023)*

Market Segment	Market Share (%)	Growth Rate (%)	Competition Level
Smartphones	32.5	8.2	High
Home Appliances	28.7	6.5	Medium
Audio/Video Equipment	25.3	4.8	Medium-High
IT Products	22.1	7.3	High

**Formed by the author based on [8,10]*

Table 1 presents detailed market position analysis across principal product segments within the Ukrainian electronics sector, illustrating Samsung's leadership position across diverse product categories while highlighting varying competition intensity and growth dynamics across segments.

Political and legal factors create a complex operational environment for Samsung Electronics Ukraine, particularly during the current conflict period. International trade agreements, specifically the Association Agreement with the European Union, facilitate import operations while creating preferential trade conditions. Regulatory frameworks governing consumer electronics importation and distribution establish operational parameters requiring sophisticated compliance mechanisms. Economic environment demonstrates significant volatility affecting business operations. Currency exchange rate fluctuations impact import costs and pricing strategies, requiring sophisticated financial management approaches mitigating currency risks. Consumer purchasing power variations across regions necessitate differentiated market approaches addressing economic diversity. General economic conditions influence demand patterns, particularly within discretionary spending categories including premium electronics segments.

Social and demographic trends show important influences on consumer electronics market development. Increasing digital literacy rates support growing demand for sophisticated technological solutions. Urbanization trends influence distribution strategy development and service infrastructure location decisions. Age demographic variations affect product portfolio optimization, with younger segments demonstrating stronger preference for mobile technologies while established households maintain demand for home appliance categories.

Financial performance indicators demonstrate resilient business operations despite challenging market conditions. Revenue reaching 19.68 billion UAH in 2023 represents 39.1% growth compared to previous year, demonstrating successful market development during post-pandemic recovery period. Net profit of 641.6 million UAH supports ongoing investment initiatives while maintaining financial stability during volatile economic conditions. Return on assets at 7.8% demonstrates efficient asset utilization supporting operational activities and strategic initiatives. Resource allocation analysis reveals strategic priorities focusing on operational efficiency and market responsiveness.

Marketing and distribution strategies demonstrate sophisticated market approach balancing brand positioning against sales optimization objectives. Multi-channel distribution ensures comprehensive market coverage through traditional retail partnerships, specialized brand stores, and e-commerce initiatives. Promotional activities balance brand building against sales stimulation addressing seasonal demand variations. Customer relationship management integrates service excellence with loyalty development supporting premium market positioning through enhanced consumer experience.

Table 2 illustrates financial performance analysis across 2020-2023 period, demonstrating organizational resilience through fluctuating market conditions.

Table 2

Financial Performance Analysis (2020-2023)*

Financial Indicator	2020	2021	2022	2023
Revenue (bln UAH)	17.68	20.64	14.15	19.68
Net Profit (mln UAH)	323.7	673.5	1,248.0	641.6
Return on Assets (%)	4.5	9.1	17.7	7.8
Asset Turnover	2.48	2.78	2.00	2.38

**Formed by the author based on [8,10]*

Revenue volatility reflects pandemic-related market disruptions with substantial recovery demonstrated during 2023 operations. Profitability metrics show systematic improvement from 323.7 million UAH in 2020 to 641.6 million UAH in 2023, supporting ongoing investment initiatives while maintaining financial stability.

Operational continuity during crisis periods represents principal strategic challenge requiring comprehensive risk management frameworks. Supply chain disruptions resulting from geopolitical instability require enhanced resilience building through supplier diversification and inventory management adjustments. Human resource management amid displacement conditions necessitates flexible working arrangements and enhanced support systems maintaining organizational capabilities during challenging personal circumstances. Infrastructure protection measures require substantial investments ensuring operational capacity preservation despite physical security challenges.

Digital transformation acceleration presents significant opportunity enhancing competitive positioning through technological leadership. Advanced analytics implementation creates opportunities for enhanced decision-making processes optimizing resource allocation and market response mechanisms. Artificial intelligence integration within operational processes supports efficiency enhancement through automation and predictive capability development. Enhanced digital customer journey development creates additional value through improved engagement mechanisms supporting brand loyalty development.

Supply chain resilience building represents both strategic necessity and potential competitive advantage source. Supplier diversification reduces dependency risks while expanding sourcing capabilities across multiple geographic regions. Inventory management optimization balances availability assurance against capital efficiency ensuring product accessibility while managing financial resource allocation. Logistics partner relationships demonstrate increasing strategic importance ensuring distribution capability maintenance during challenging operational environments.

Risk management strategy enhancement creates resilience through systematic approach toward uncertainty management. Comprehensive risk identification processes ensure holistic understanding of potential operational disruptions across varied organizational dimensions. Mitigation strategy diversification balances prevention initiatives against responsive capability

development addressing unavoidable risk manifestations. Recovery planning optimization ensures business continuity through predetermined response mechanisms addressing significant operational disruptions.

Technological innovation prioritization maintains competitive advantages through advanced capability development. Research and development collaboration with global centers enhances technology transfer supporting local market adaptation while maintaining innovation leadership. Digital infrastructure investments support operational excellence while creating platforms for service enhancement and consumer engagement development. Technology integration across product categories creates additional consumer value through ecosystem advantages supporting brand loyalty development.

Table 3

Strategic Alternatives Evaluation Matrix*

Strategic Direction	Expected ROI	Implementation Complexity	Market Impact
Digital Transformation	28%	High	Transformative
Sustainability Focus	22%	Medium	Substantial
Market Expansion	25%	High	Significant
Innovation Leadership	30%	Very High	Transformative

**Formed by the author*

Table 3 presents Strategic Alternatives Evaluation Matrix, comparing potential strategic directions including digital transformation, sustainability focus, market expansion, and innovation leadership across expected ROI, implementation complexity, and market impact dimensions, facilitating informed strategic decision-making.

Strategic initiatives prioritization methodology ensures optimal resource allocation addressing highest impact objectives. Impact assessment frameworks evaluate potential business outcome enhancement through initiative implementation, ensuring focus on value-creating activities. Resource requirement analysis ensures realistic implementation planning addressing both financial and human capital allocation needs. Implementation sequence optimization balances quick-win achievements against foundational capability development supporting sustainable performance enhancement.

Performance measurement and evaluation system provides feedback mechanisms enabling responsive adjustment implementation. Key performance indicator development ensures comprehensive performance monitoring across multiple organizational dimensions. Balanced scorecard implementation integrates financial performance metrics with operational excellence indicators and strategic development objectives, creating holistic performance assessment framework. Regular review mechanisms ensure timely identification of implementation challenges and adjustment opportunities supporting continuous improvement processes. Change management approach for strategy implementation addresses human factors determining implementation success. Leadership alignment ensures consistent direction communication and demonstrated commitment supporting organizational engagement development. Communication strategy optimization ensures comprehensive understanding development across organizational levels, addressing both rational implementation justification and emotional engagement aspects. Resistance management processes identify potential implementation obstacles while developing targeted approaches addressing specific concerns across stakeholder groups.

Conclusions. Strategic development management in global electronics companies requires sophisticated approaches addressing diverse challenges across international markets. Samsung Electronics Ukraine demonstrates remarkable adaptation capabilities through systematic operational excellence and market leadership maintenance. Analysis reveals substantial achievements despite challenging conditions, with revenue reaching 19.68 billion UAH in 2023, representing 39.1% growth. Operational efficiency improved dramatically through workforce optimization, with productivity metrics increasing nearly fivefold from 2021 to 2023. Market positioning shows leadership across major product categories, with smartphone segment reaching 32.5% market share despite intense competition. Distribution network combines traditional retail with digital channels ensuring comprehensive market coverage while maintaining efficiency.

External environment assessment reveals multidimensional challenges requiring sophisticated responses to political instability, economic volatility, and accelerating technological advancement.

Internal analysis demonstrates strong organizational capabilities supporting strategic implementation through financial resource optimization, human capital development, and supply chain management sophistication. Digital transformation represents the principal strategic direction supporting competitive advantage through technological leadership. Recommendations include planning mechanism optimization, risk management enhancement, innovation prioritization, and implementation frameworks ensuring effective strategy execution.

In conclusion, strategic development management within global electronics companies operating in challenging markets requires multidimensional excellence combining operational efficiency with market responsiveness and innovation leadership. Samsung Electronics Ukraine demonstrates sophisticated capabilities navigating complex environments while maintaining sustainable competitive advantages.

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