RETROSPECTIVE REVIEW OF STUDIES OF STRATEGIC MANAGEMENT OF AUTOMOTIVE ENTERPRISES

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Abstract. The article is dedicated to the analysis of the innovative activity of automotive manufacturing enterprises (AME) in Ukraine in the context of economic challenges and strategic management. The authors examine the current state of AME and emphasize the importance of implementing innovative technologies as a key factor for the enterprises' competitiveness. The historical development of Ukraine's industrial sector is described, beginning with the Soviet period, and the key challenges the industry has faced in the post-crisis period, including the COVID-19 pandemic and Russian military aggression. The article also discusses problems such as insufficient innovation activity, outdated material and technical bases, and limited financial resources. The authors highlight the importance of state support and the implementation of modern management approaches to stimulate innovation. Special attention is given to the impact of IT companies on the development of the automotive sector through the integration of cutting-edge digital solutions into production processes and enhancing interaction between AME and the IT sector.

Keywords: automotive manufacturing enterprises, innovative activity, strategic management, economic crisis, state support, IT technologies.

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Introduction

Automotive enterprises play a crucial role in the modern economy, as they not only meet society's transportation needs but also have a significant impact on other sectors of the economy. Their activities encompass a wide range of processes, from research and development to production and marketing, all of which require high-level strategic management. Effective strategic management allows these enterprises to adapt to changes in the external environment, maintain competitiveness, and ensure sustainable growth even in the face of global economic challenges.

Numerous scientific studies have been devoted to researching the activities of automotive enterprises. However, summarizing and identifying key ideas that can form the foundation for updated policies and principles for managing innovation activities is an important task today. The aim of this study is to conduct a retrospective review of research dedicated to the innovation activities of automotive enterprises.

Results

The history of industrial development in Ukraine has deep roots that extend back to the Soviet period, when the country was part of the USSR and functioned as one of the Union’s key industrial bases. Ukraine's industry was focused on heavy machinery, metallurgy, chemical production, and military equipment manufacturing. During this time, the foundations for a robust industrial potential were laid, but problems related to excessive centralization, dependence on all-Union planning, and insufficient attention to the development of innovative technologies also emerged.

After gaining independence in 1991, Ukraine faced the need for a thorough transformation of its economic system, transitioning from a planned to a market economy, which was accompanied by significant challenges. The first stage of market reforms in the 1990s was characterized by the privatization of state enterprises, price liberalization, and attempts to reform the industrial management system. However, these processes were often accompanied by economic instability, production declines, and the absence of a clear state strategy for industrial development.

Since the early 2000s, Ukraine’s industry began to gradually recover, against the backdrop of global economic growth and an improvement in external economic conditions. However, the country faced challenges associated with the global financial crisis of 2008, which led to a decline in industrial production, reduced exports, and increased unemployment. This crisis underscored the need for economic diversification and the modernization of the industrial sector.

The onset of the COVID-19 pandemic in 2020 posed yet another serious challenge for Ukraine's industry. Quarantine restrictions, disruptions in supply chains, and a general decline in economic activity had a significant negative impact on the manufacturing sector. At the same time, the pandemic accelerated digitalization and the transition to new technologies, which became an important factor in maintaining the competitiveness of enterprises.

However, the most significant blow to Ukraine’s industry came from the full-scale military aggression by the Russian Federation, which began in 2022. The war resulted in massive destruction of industrial facilities, the occupation of territories where key production capacities were concentrated, as well as mass migration and loss of personnel. Under these conditions, Ukrainian industry was forced to adapt to operating under martial law, requiring the implementation of new management strategies focused on recovery, modernization, and ensuring resilience in conditions of uncertainty.

The monograph *Industrial-Technological Development of the National Economy within the System of State Economic Security: A Marketing Aspect* (2021) is an in-depth study of the current state and prospects of industrial development in Ukraine in the context of ensuring economic security. The main focus is on marketing strategies that can promote technological growth and enhance the competitiveness of Ukrainian industry.

One of the key aspects of the work is the analysis of the scientific prerequisites for the relationship between industrial development and economic security. The authors emphasize that in the context of globalization and digitalization, the economic security of a state largely depends on the ability of its industrial sector to implement innovations and meet global standards. In this regard, a method for assessing industrial-technological development based on marketing indicators is proposed, allowing for the integration of various aspects of development into a single system.

Particular attention is paid to the analysis of Ukraine's industry from the perspective of technological structures that determine its level of development. The study notes that Ukraine's industry mainly operates at the third and fourth technological levels, reflecting its lag behind developed countries. This lag is a result of deficiencies in the transformation processes of the early years of independence, which led to low innovation activity and insufficient implementation of modern technologies.

The monograph also highlights the need to boost Ukraine's participation in the new technological structure and overcome technological backwardness through industrial modernization. Three potential paths to achieve this goal are proposed: the development of the fifth technological structure, the formation of a foundation for the seventh structure, and the development of the service sector within the framework of the sixth structure. According to the authors, the implementation of these approaches will contribute to increasing competitiveness and strengthening Ukraine's economic security (Iliash, 2021).

The abstract of the dissertation by Oksana Serhiyivna Kyrychenko, titled *Investment Support for the Innovative Development of Ukraine’s Industry* (2021), is dedicated to studying the problems and opportunities of investing in the innovative development of Ukraine’s industry during the transition to the Fourth Industrial Revolution. The dissertation aims to develop theoretical and methodological foundations and provide practical recommendations for investment support, taking into account the specificities of Ukraine's economy, technological challenges, and the need for state regulation. The author proposes mechanisms, models, and approaches that facilitate investment attraction and industrial modernization.

Kyrychenko analyzes existing problems such as low innovation activity, insufficient state incentives, and limited investment resources, which hinder the development of Ukraine’s industry. The work emphasizes the need to introduce new technologies, modernize production, and integrate into global economic chains, which are key conditions for increasing the competitiveness of Ukraine’s industry.

Significant attention is paid to the international experience of state regulation of investment activities and the analysis of mechanisms and tools that can be adapted in Ukraine. In particular, the study examines the use of public-private partnerships, venture financing, and the role of state industrial policy in creating favorable conditions for investment.

The author proposes a model for assessing investment support across the regions of Ukraine, which can be used to identify priority areas for innovative development. Thanks to this, Kyrychenko's dissertation is a significant contribution to the development of effective state policies aimed at ensuring the sustainable development of Ukraine’s industry in the face of contemporary global challenges (Kyrychenko, 2021).

The article by Volodymyr Korol, «Industrial Policy as the Most Important Factor for Ukraine's Sustainable Development and Strengthening Interregional Connections,» emphasizes the need to create new types of industrial zones to accelerate economic growth and improve the efficiency of interregional connections in Ukraine. The author stresses that macroeconomic stability is the foundation of economic growth, which should be based on the development of high-tech industries and the creation of a competitive national industrial complex.

Specifically, Korol notes that Ukraine's industrial policy should focus on selective support for strategically important sectors of the economy that can become "locomotives" for economic growth. Key aspects of the policy include creating conditions for investment in the structural transformation of production, supporting competitive auxiliary industries, and developing infrastructure to strengthen interregional connections.

Particular attention is paid to the restructuring of old industrial regions, such as Donbas and Prydniprovia, where ecologically harmful production activities from the first, second, and third technological paradigms dominate. The author argues that these regions require a fundamentally new concept of industrial development, particularly through the creation of specialized financial institutions and the involvement of multinational corporations.

The article also emphasizes that achieving these goals requires bold and large-scale projects capable of generating high revenues that will attract investors. Korol calls for a new wave of industrialization, which should be based on the latest technologies and modern management, and which has the potential to spur rapid development across all regions of Ukraine (Korol, n.d.).

The document "Ukraine's Industrial Sector: Analysis and Latest Trends," prepared by the Institute for Economic Research and Policy Consulting and the German Advisory Group (2014), provides an in-depth analysis of Ukraine's industrial sector, including its contribution to GDP, export activities, and regional distribution. The authors note a significant reduction in the share of industry in Ukraine's GDP, from 27% in 2007 to 21% in 2013, highlighting the impact of the global financial crisis and economic conditions on this decline. Although the industrial sector remains important, its relative weight has gradually decreased, especially in exports, where the share of industrial goods has also fallen.

The report provides a detailed analysis of key industries such as mining, machinery manufacturing, and food production, which continue to dominate the production structure. Considerable attention is also given to the regional distribution of industrial activity, where the eastern regions of Ukraine, such as Donetsk and Dnipropetrovsk, remain key centers of industrial production.

In addition to analyzing the current state of the industrial sector, the document explores recent trends, including a 4.7% decline in real output in 2013, continuing a negative trend from previous years. The authors note that the main factors behind this decline are weak external demand, particularly in export markets such as Russia and the EU, as well as domestic economic issues, including the fixed exchange rate of the hryvnia, which has impacted the international competitiveness of Ukrainian goods. High interest rates are also limiting investment activity, hindering the modernization and development of the industrial sector.

The document concludes with recommendations for adjusting monetary policy and creating conditions to attract investment, which are critically important for stabilizing and further developing Ukraine's industrial sector (Radeke et al., 2014).

The article by O. S. Balan, «The Course of Events, Trends, and Consequences in

Investment Processes in the Manufacturing Sector of Ukraine,» analyzes the state and dynamics of investments in Ukraine's manufacturing sector, with a particular focus on the energy industry. The author emphasizes the urgent need to upgrade and modernize Ukraine's industrial infrastructure, especially in the energy, transportation, agriculture, and machinery sectors. The article notes that enterprises are "hostages" of investments, where key sources of funding include retained earnings, borrowed capital, as well as foreign investments and those obtained through public-private partnerships.

Balan also examines the alignment of the energy sector's development with the country's adopted strategy, pointing to significant delays in implementing necessary measures due to the high degree of wear and tear on electrical equipment. The article states that adherence to an investment strategy is critically important for the development of industrial enterprises, particularly in the context of globalization and economic instability.

The author conducts an in-depth analysis of investment indicators for the years 2010-2013, noting that most investments are directed toward updating physical assets, particularly non-residential buildings, machinery, and equipment. Despite positive investment dynamics, the author notes that the rate of capital investment growth began to decline after 2012, which may be a consequence of the overall crisis in the country's economy.

The article highlights the importance of stable legislation and effective state regulation for attracting foreign investments. Balan notes that investment activity is central to Ukraine's economic development, as investments play a key role in economic reproduction, enterprise modernization, and Ukraine's integration into the global economy.

Overall, Balan's work is an important source for understanding investment processes in Ukraine's manufacturing sector, offering a detailed analysis and assessment of the current state and challenges faced by the industry in the context of investment activities.

The research by L. V. Shynkaruk in the article «Sectoral Analysis of Economic Development in Ukraine's Regions» (2020) highlights the uneven development of Ukraine's regions, which has become a significant barrier to the country's overall economic progress. The authors emphasize the importance of interregional and intersectoral cooperation to equalize these disparities. Based on the analysis of socio-economic indicators of Ukraine's central regions (specifically Khmelnytsky, Kyiv, and Vinnytsia oblasts), priority sectors for further development, such as bioenergy, equipment manufacturing, and the textile industry, were identified. The results of this study have practical significance for the development of regional economic growth strategies, particularly through production diversification and attracting investment in these sectors.

This research is a valuable source for analyzing the state and prospects of regional economic development in Ukraine, with an emphasis on the need to deepen interregional cooperation and optimize the use of available resources to achieve sustainable economic growth (Shynkaruk, 2020).

The article by K.O. Buzhymska titled «Modernization of Ukraine's Economy under Globalization: Main Trends and Challenges,» explores key aspects of Ukraine's economic modernization in the context of globalization processes. The author emphasizes the need for a transition to an innovative development model, which includes a comprehensive approach that covers technological, economic, social, and institutional aspects. The article stresses that for Ukraine to achieve a post-industrial breakthrough, a holistic modernization of the economy is necessary, which will ensure effective integration into the global economic system.

Buzhymska also addresses issues related to the reorientation of economic growth sources from external export demand to domestic demand, as well as the shift in the economy's structure from raw materials to processing. An important aspect is the revival of industrial machinery manufacturing as the foundation for modernizing the entire economy. The author highlights the need to develop programs for effective state economic policy and create vertically integrated corporate structures that will ensure stable development of key industries (Buzhymska, 2008).

In the article by L.D. Olifirenko, «Formation of a Mechanism for State Regulation of Industrial Development in Ukraine under Globalization,» the components of the mechanism for state regulation of industrial development are examined, which form the basis for ensuring the reform of public administration in this area. The author underscores the need to change approaches to industrial policy, particularly through the integration of industrial corporations with the state, allowing for more effective restructuring of industrial enterprises and strengthening the domestic market. The article also analyzes global experiences, particularly in France, Germany, and South Korea, where state regulation focuses on supporting large corporations that integrate smaller enterprises into their structures to enhance competitiveness in global markets. Olifirenko stresses the need for modernizing management structures and using innovative tools to develop Ukrainian industry, emphasizing that the successful implementation of this mechanism can contribute to stable economic development and increased competitiveness of the national economy under globalization (Olifirenko, 2011).

The article by A.I. Taranenko and I.O. Ukhanova, «Challenges of Enhancing the International Competitiveness of Ukrainian Industrial Enterprises under Globalization,» analyzes the key challenges faced by Ukrainian industrial enterprises in the global market. The authors note that a significant portion of these problems is related to the technical and technological backwardness of enterprises and an unfavorable business environment. A crucial component of improving competitiveness, according to their analysis, is the intensification of innovation processes and the enhancement of the investment attractiveness of enterprises. However, as the authors point out, amid low innovation activity, significant depreciation of fixed assets, and uneven capital investments, increasing competitiveness is a complex task.

The article also highlights that less than 1% of Ukrainian goods and services are competitive in the global market, which is a critical indicator for an economy that relies on exports for 49.3% of its activity. It is noted that low investment activity in Ukraine is due to the imperfection of the state's investment policy and the lack of appropriate institutional support for the development of the investment market. Additionally, the internal government activities should focus on reducing tax pressure, protecting domestic producers, and improving the business climate to create favorable conditions for attracting foreign investments (Taranenko & Ukhanova, 2017).

The article «Elements of Administrative and Legal Regulation in the Automotive Industry in Ukraine: Theoretical and Legal Analysis» focuses on the analysis of legal aspects of regulating the automotive industry in Ukraine. The author, Yu.V. Pyrozhkova, examines the main elements of the administrative and legal regulation mechanism, including the objectives, tasks, principles, and functions, as well as the legal methods affecting the automotive industry.

Special attention is paid to how administrative and legal regulation can contribute to the development of the automotive industry in the face of modern challenges. The author emphasizes the need to improve the regulatory framework and develop specific legislative acts aimed at supporting the national automotive industry. It is noted that the automotive industry is a strategic sector that influences the development of related industries, the creation of high-tech products, and job creation.

The analysis also addresses the challenges related to the implementation of international standards for environmental and technical safety in the automotive industry, which is an important aspect of improving the competitiveness of Ukrainian automobiles in the global market (Pyrozhkova).

The article by O.I. Krauze, «Monitoring the Market of the Automotive Industry,» provides a comprehensive analysis of the state of the automotive industry both in Ukraine and globally. The author highlights the importance of this sector for economic development, emphasizing its strategic significance. Particular attention is paid to the problems facing the automotive industry in Ukraine, including insufficient state support, outdated technologies, and an unstable economic situation. Krauze also emphasizes the need for production modernization and the introduction of innovations to ensure the competitiveness of Ukrainian cars in the global market (Krauze).

The article by I.A. Nechayeva and O.S. Zmykalo, «The Condition and Challenges of Ukrainian Automotive Enterprises: The 2020 Crisis Challenges,» provides a detailed analysis of the state of the automotive industry using the case of PJSC 'ZAZ' during the crisis caused by the COVID-19 pandemic. The authors identify the main problems hindering the industry's development, such as outdated material and technical resources, high depreciation of fixed assets, unstable financial conditions of enterprises, low investment levels, and insufficient consumer demand. They also emphasize the need for production modernization and the implementation of anti-crisis programs to stabilize the situation.

In the article by Anton Lazarev, «Automotive Industry in Ukraine: Current State, Challenges, and Development Scenarios,» key problems and prospects for the development of the Ukrainian automotive industry are discussed. The author analyzes the current state of automotive production, noting a sharp decline in output, lack of government support, and a high level of logistical dependence. Lazarev suggests several potential scenarios for the development of the industry, including further stagnation, specialization in government orders, integration into global value chains, and the development of the electric vehicle segment. The author stresses the need for reforming the industry to overcome challenges and take advantage of opportunities for its recovery (Lazarev).

The review of the state and challenges of the Ukrainian automotive industry demonstrates that the effective functioning of enterprises in the face of modern challenges requires careful strategic management. Moving on to the discussion of strategic management of enterprises is a logical step, as this aspect ensures the ability of enterprises to adapt to external changes, including economic crises and global transformations. Strategic management includes processes of planning, decision-making, and implementing measures aimed at achieving long-term goals and strengthening the competitiveness of enterprises in a changing environment.

The article by L.O. Chemeris and L.P. Artemenko, «Strategic Planning of Enterprises under Conditions of Instability,» addresses the problems and challenges faced by domestic industrial enterprises in conditions of economic instability. The authors explore the importance of strategic planning as a tool for enterprises to adapt to changes in the external environment. They propose a conceptual approach to strategic planning, which includes a five-level system that allows for effective responses to crises and enhances the resilience of enterprises. The article also examines methods for assessing the resilience of enterprises and offers recommendations for improving strategic management under conditions of heightened instability (Chemeris & Artemenko).

In general, the number of studies dedicated to Ukrainian automotive enterprises is limited. Most scientific works focus on general issues of industrial development or specific aspects of production activities. However, there are separate studies that examine issues related to personnel and marketing activities of automotive enterprises in detail. These works focus on human resource management, personnel skill enhancement, and the development of marketing strategies that consider the specificities of the automotive market and consumer needs.

In the article by O.V. Yurynets and O.Ya. Tomiuk, «Justification of the Structure of a Multi-Level Marketing Strategy for Automotive Enterprises,» the issue of strategic marketing management in the context of the Ukrainian automotive industry is examined. The authors explore the structure of the Ukrainian automotive industry, highlighting the need to develop a unified marketing strategy to promote Ukrainian brands in domestic and foreign markets. A multi-level marketing strategy is proposed, which involves dividing functional responsibilities among enterprise departments to ensure the competitiveness of the products. This work is a valuable source for those studying the peculiarities and challenges of strategic management in the automotive industry, particularly in conditions of high competition and market globalization (Yurynets & Tomiuk).

Conclusions

The research has established that the current state of strategic management in Ukraine's automotive enterprises is complex and multifaceted, influenced by both internal and external factors. It has been proven that automotive enterprises play a key role in the country's economy, supporting the development of related industries and driving economic growth. The primary challenges identified within the industry include an outdated material and technical base, low innovation activity, a lack of financial resources, and insufficient government support, all of which significantly limit the ability of these enterprises to integrate into global markets.

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