

# METHODICAL APPROACH TO THE CHOICE OF A BUSINESS MANAGEMENT STRATEGY WITHIN THE FRAMEWORK OF A CHANGE IN COMMERCIAL ACTIVITIES

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**Abstract.** The main purpose of the article is the formation of new strategies in business management with changes in commercial activities. The object of the study is the system of commercial activity and possible changes in it. The scientific task is the definition of a new methodological approach to the formation of new strategies in business management with changes in commercial activity. The research methodology involves the use of a modern method for modeling strategies in business management with changes in business activities. As a result, we presented a methodical approach to the formation of business management strategies in the face of changes in commercial activities. The author's vision of how the stages of forming the main business management strategy through block-object-oriented modeling should look graphically and schematically was presented. Each of its blocks involves many processes and actions aimed at changes in commercial activity. The innovative novelty of our study lies in the presented methodological approach to the formation of a business management strategy within the framework of changes in commercial activity.

**Keywords:** business, modeling, business strategy, commercial activities, changes, methodical approach.

**JEL Classification:** M21, M20, L53.

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## 1. Introduction

Ensuring the effectiveness of the management of the commercial activities of the company is one of the most important goals in the management system. Considering that commercial activity is an integral and one of the main elements of the effective functioning of an enterprise, we can assume that the effectiveness of an enterprise in a market economy as a whole depends primarily on the effectiveness of commercial activity management. Ensuring effective commercial activity is a mandatory element of strategic planning and enterprise management.

As a component of the strategic management of an enterprise, management within the framework of changes is revealed due to the unstable, stochastic nature of the strategic environment, which puts forward many requirements

for the management system, and strategic surprises that can be interpreted as factors of change in commercial activity. These factors require the development of strategic measures to eliminate threats and use the opportunities for strategic changes in the external and internal environment of the enterprise. The change management strategy as business management is a change in the mindset of managers – the adoption of all management decisions, taking into account their alternativeness, variability, and the development of various change scenarios.

The purpose of the business management strategy at the enterprise is the effective implementation of changes and the constant focus of the management system on changes that occur in the external and internal environment during commercial activities. This orientation determines the specificity of the analysis of the environment

of activity, organization planning, motivation, implementation, and control as integrated functions of enterprise management. The main task of strategic change management is to achieve a state of readiness for change, and the absence of global strategic surprises.

The functioning of the enterprise in modern conditions occurs as a process of continuous implementation of changes and maximization of beneficial effects and the effectiveness of their implementation. That is why enterprise management is essential – business management with changes of various kinds, levels, nature, and scale. The business management system of an enterprise in such conditions requires the development of scientific foundations for ensuring change management in all areas, especially in the field of strategic management, designed to ensure the long-term profitability of the enterprise and its competitiveness through the effective allocation of available resources and the implementation of the mission.

On average, each enterprise in an EU country engaged in commercial activities makes more than 100 strategic changes (Figure 1).

At the present stage of business development, strategic changes in commercial activities become an objective necessity for the implementation of the strategy and a condition for the effectiveness of the enterprise in the market. An established system for managing strategic changes in commercial activities is a sign of effective management and the basis for making informed management decisions regarding the future activities and business development of the enterprise. At the same time, strategic changes as a complex and systemic phenomenon, that concerns all aspects of the enterprise's activities, require systemic communication of managers at all stages of implementation and implementation: from the appearance of signals about changes to the adoption of a management decision on their implementation and further support. At the same time, it is mandatory to take into account both the level of the existing potential for implementing changes in commercial activities and their perception by the enterprise team and external stakeholders that form the environment for strategic changes. A business change management strategy that meets modern requirements makes it possible to ensure

both the efficient operation of enterprise divisions and a prompt response to changes in the operating environment to transform threats into development opportunities in a competitive environment.

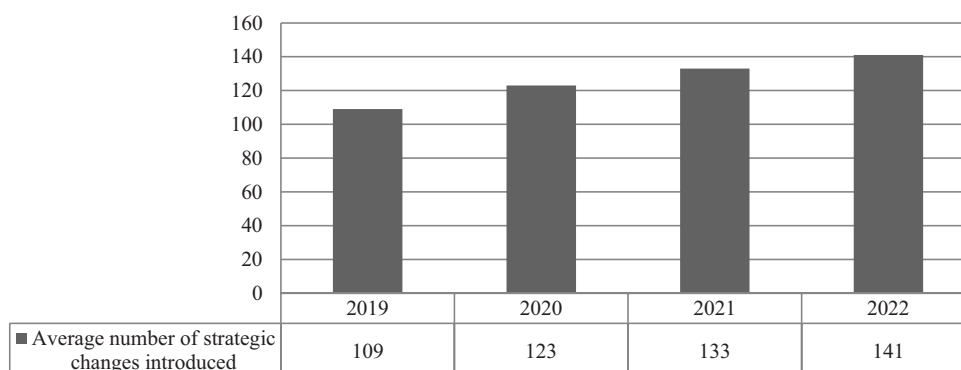
The main purpose of the article is the formation of new strategies in business management with changes in commercial activities. The object of the study is the system of commercial activity and possible changes in it. The structure of the article provides a review of the literature on the research topic, and a presentation of the methodology, which includes key research methods, coverage of the main results and their discussion, and conclusions.

## 2. Literature review

According to Filyppova et al. (2021), Ginevičius (2010), and Rushchyshyn et al. (2021) real commercial work is only when enterprises bear full economic responsibility for the production and sale of goods. At the same time, enterprises must be economically interested in any increase in trade turnover and expansion of their economic activities, be free to choose the means for such expansion, and not be monopolists in the sale of certain commodity groups in any territory.

Sylkin et al. (2019a), Alas (2008), and Szczepańska-Woszczyzna and Dacko-Pikiewicz (2014) note in the literature that in the conditions of the formation and development of a market economy, commodity-money relations are dominant, since each product is an object of sale. Commercial activity as one of the human activities is mainly associated with trade, but this is a narrow interpretation. In recent years, it has been rapidly integrating with the production system (activity), and is also spreading to the service sector, the intellectual property market, technology, and securities.

In general, summarizing the opinion in the literature, it can be argued that commercial activity is implemented as an activity that, in a saturated competitive environment, is focused on managing and organizing sales and purchase processes in the aspect of meeting consumer demand, as well as increasing the capitalization of a market entity. Operations related to the implementation of a commercial function by an enterprise have many features in common with trading, however, they contain



**Figure 1.** Trend analysis of the average number of changes in the business activities of enterprises in the EU countries (source: developed by the author)

several significant differences, which distinguish commercial activities from others in the field of ensuring commodity-money circulation.

As Lei and Zou (2019), Santhidran et al. (2013) and Abramova et al. (2021) rightly noted, the period of crisis events in the country's economy determines that the management of the commercial activities of an enterprise cannot be accompanied by the stability and balance of economic processes. At the present stage of the development of economic processes in the economy of our country, a significant number of organizations and people are employed in the commercial activities of enterprises, even more than in production processes. Accordingly, it is important to pay special attention to the management of changes in the commercial activities of the enterprise to ensure that the volume of trade is brought back to pre-crisis levels.

According to Al Azzam (2019) and Alazzam et al. (2020c), strategic analysis within the framework of the commercial activity of an enterprise is the collection of all possible information, calculations at all levels of the enterprise, and the formation of goals, taking into account the current state and available resources and desires, ideas of owners or top managers, which are laid down in the mission of the enterprise. At this stage, an important component is the analysis of the external environment, namely the analysis and impact of the global competitive environment of the knowledge economy on the enterprise, based on which the analysis of strategic alternatives and the choice of strategy will be carried out, taking into account the type of activity of the enterprise, the stage of the life cycle and the location of the central office and branches enterprises where the strategy and development of different countries can influence the conduct of business.

As Alazzam et al. (2020b), Podvezko (2008), Bazyliuk et al. (2019), and Salih et al. (2020a) rightly point out, the result of making strategic decisions as part of changes in the activities of an enterprise is not always the desired result, therefore, at this stage, it is common to return to the choice of strategy. When the desired result is obtained, the visions, desires, motivation, and intellectual components of managers change, moreover, the period of the strategic management cycle of an enterprise takes a year or more. Therefore, it can be concluded that the strategic management of an enterprise is cyclical due to the constant dynamics in the

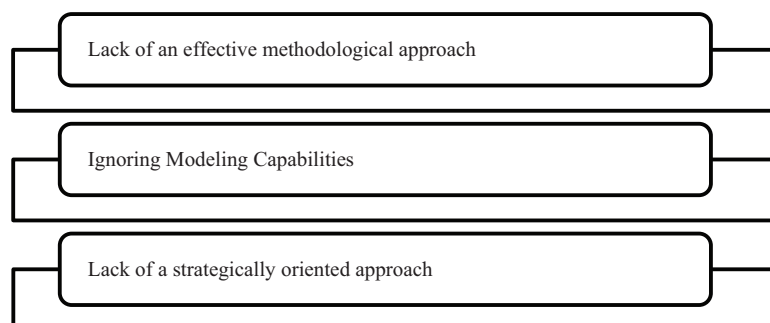
market and the desires and ambitions of managers acquired as a result of the results of the enterprise.

By conducting a literature review, we can identify many gaps in our study (Figure 2).

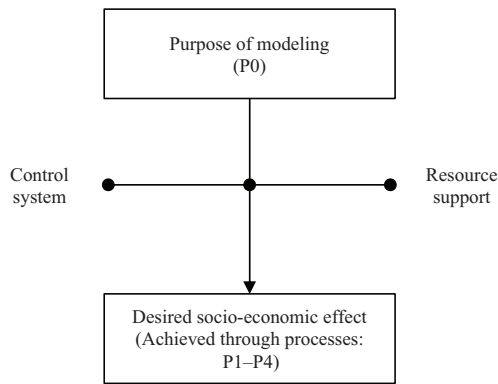
With a significant number of scientific papers on the problem under study and the presence of significant scientific results in the field of strategic change management in commercial activities at enterprises, a number of theoretical, methodological and practical aspects related to this process through the construction of a new methodological approach remain unresolved. An urgent issue is the formation of a methodological platform, which will allow a fresh look at the formation of strategies in the framework of change management.

### 3. Methodology

It is proposed to use the IDEF3 method as a tool for the methodology of forming a strategic model. The strategic model describes the structure very well and is always convenient for developing standards for the commercial activities of the enterprise. In general, IDEF is a popular technique, but most studies (Zhovnirchuk et al., 2023; Zakharchyn et al., 2023; Kopytko et al., 2023) are presented through IDEF0 rather than IDEF3. Considering the results of comparing the IDEF0 and IDEF3 methods, we can conclude that the process model is suitable for reflecting responsibility for the actions performed, therefore, IDEF3 can only be used at the top level, when the order of process execution is determined, and the order of their interaction within the framework of building strategies. IDEF3 describes work processes, providing a structured and clear representation of the sequence of actions and decisions that is important when defining a business change management strategy. This method supports process detail and expansion, allowing models to adapt to the complexities that are transformation and change processes. It is common knowledge that management is a complex workflow that needs to be graphically represented so that all decisions are carried out understandably. IDEF3 is often found in the scientific literature (Farshidi et al., 2023) as a method characterized by unambiguity and understandability. That is, it shows effectiveness. However, within the framework of our topic, this article is one of the first to be used.



**Figure 2.** Main gaps in the scientific and practical literature in our study (source: developed by the author)



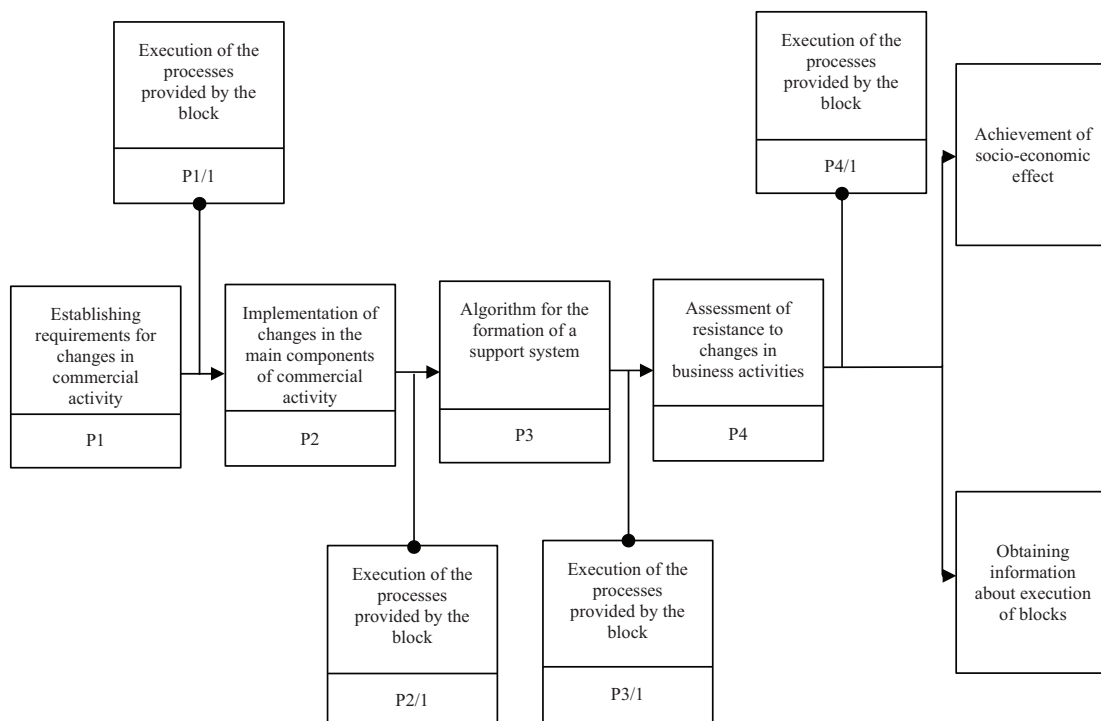
**Figure 3.** The key diagram of the modeling work (source: developed by the author)

When forming a strategic model, it is necessary to use the accumulated corporate experience reflected in the standards of the company's commercial activities. That is why we chose three real operating enterprises providing engineering services: PJSC "EngineeringService" and PJSC "EngineeringActivity".

The PEST analysis method was used to evaluate the commercial activities of selected enterprises to identify factors influencing the change in commercial activities.

The key diagram of the modeling work is shown in Figure 3.

IDEF3 is a way to describe the strategic actions of a system. IDEF3 consists of a description of the sequence of process steps (Process Flow Description – PFD) and a description of the state of the object and its transformations in the process (Object State Transition Description – OSTD). That is why we will have a PFD strategy model and an OSTD strategy model. The model in IDEF3 notation



**Figure 4.** The main business management strategy through block-object-oriented modeling (source: developed by the author)

allows you to describe the data on the change management strategy and highlight the moments in which a decision is required within the framework of the commercial activities of the enterprise.

### 4. Results of research

To identify the main factors influencing changes in the commercial activities of selected enterprises, we will conduct a PEST analysis (Table 1).

**Table 1.** PEST Analysis Matrix (source: developed by the author)

P	E
International Commerce Development Policy Military conflicts	Economic crises Decreased international economic security Lack of effective resistance to change Lack of economic evaluation methods
S	T
Unemployment rate Purchasing power	Development of Industry 4.0 and transition to 5.0 Innovative activity

Based on the results of the PEST analysis, we found that the weakest change resistance system and the system for evaluating changes in business activities have the greatest impact on changes in the commercial activities of enterprises.

To begin with, we will present the basis of a business management strategy through block-object-oriented modeling (Figure 4).

To reach each object of the block P, it is necessary to execute some processes  $P_{i/j}$ . Processes will constitute a new process orientation strategy, which is divided into several models. The first of which is the process strategy for achieving P1 (Figure 5).

We single out many characteristic features of business within the framework of changes in commercial activity:

this process is an independent type of management activity, the existence of which is associated with the dynamism of the business environment; it is a separate, conscious business philosophy tailored to a specific result or process.

Next, we present a process-oriented merit strategy P2 (Figure 6).

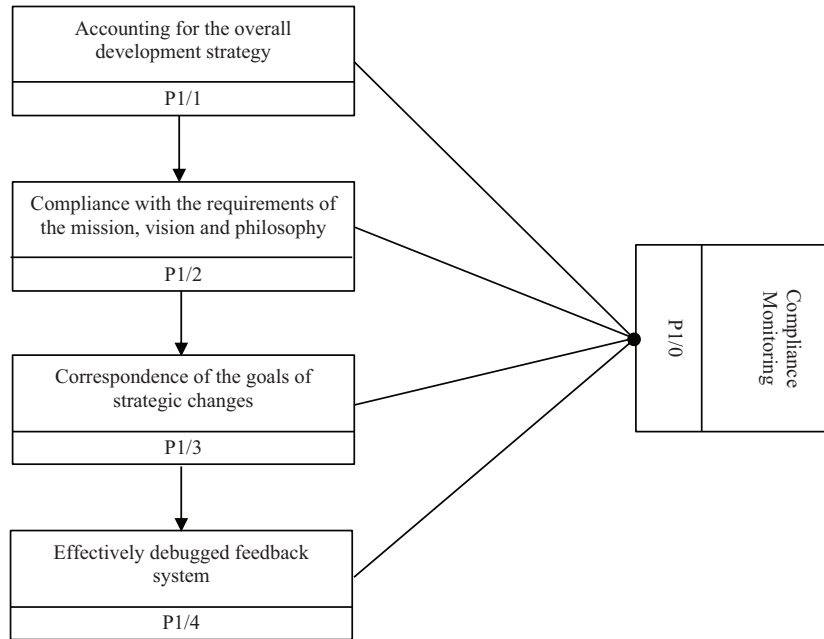


Figure 5. Process-oriented strategy to achieve P1 (source: developed by the author)

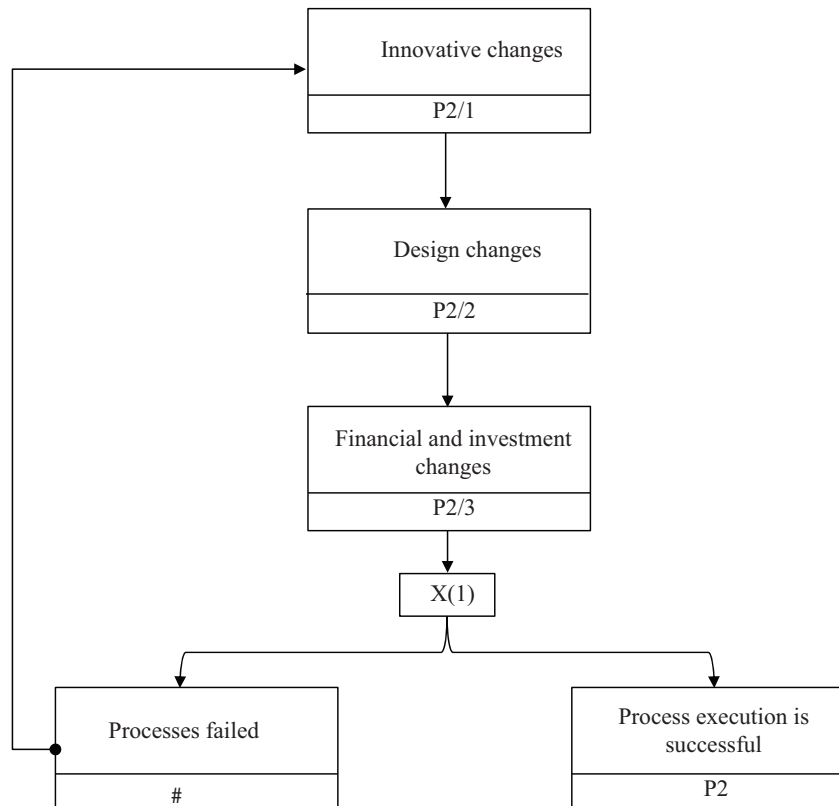


Figure 6. Process-oriented strategy to achieve P2 (source: developed by the author)

P2/1. Innovative changes. The implementation of innovations without processes of change in the enterprise is impossible in the same way as the implementation of strategic changes are inherently innovations of different levels and different perceptions. Even destabilizing changes by their nature are local innovations that require the introduction of innovative measures.

P2/2. Design changes. It is in this context that one can argue about the prolonged action of strategic change management, associated with the use of the results of strategic changes in the long term at the enterprise and obtaining, through changes, the key competencies of both the entire enterprise and individual subjects of change, while project management is limited by the timing of project implementation.

P2/3. Financial and investment changes. Corresponds within the inner loop of management for the staffing of local components of the potential of strategic changes, and the outer loop of strategic changes – for the creation of the value of the enterprise as an integral property complex and ensuring sustainable development in a competitive environment and limited resources. The financial and investment component of strategic management at the same time acts as an indicator of the effectiveness

of the implementation of strategic changes in commercial activities.

Next, we will form a model for achieving P3 through a strategic approach with process-oriented blocks (Figure 7).

P3/1. Understanding the current strategy of the company. Awareness of the current strategy of the enterprise, its compliance with the mission, vision, and strategic goals in the conditions of continuous pressure from the external environment and the dynamism of the components of the internal environment, the synergistic manifestation of which reflects the need for strategic changes in commercial activities.

P3/2. Preparation of strategic changes in the enterprise. At this stage, there is a direct creation of a change team, and determination of the person responsible for their development, implementation, and initialization at the enterprise.

P3/3. Development of strategic changes in the enterprise. This stage of strategic change management can be represented by implementing a set of subsystems for managing the development of changes in commercial activities at the enterprise.

P3/4. Implementation of changes in commercial activities. The specified component of the stage of

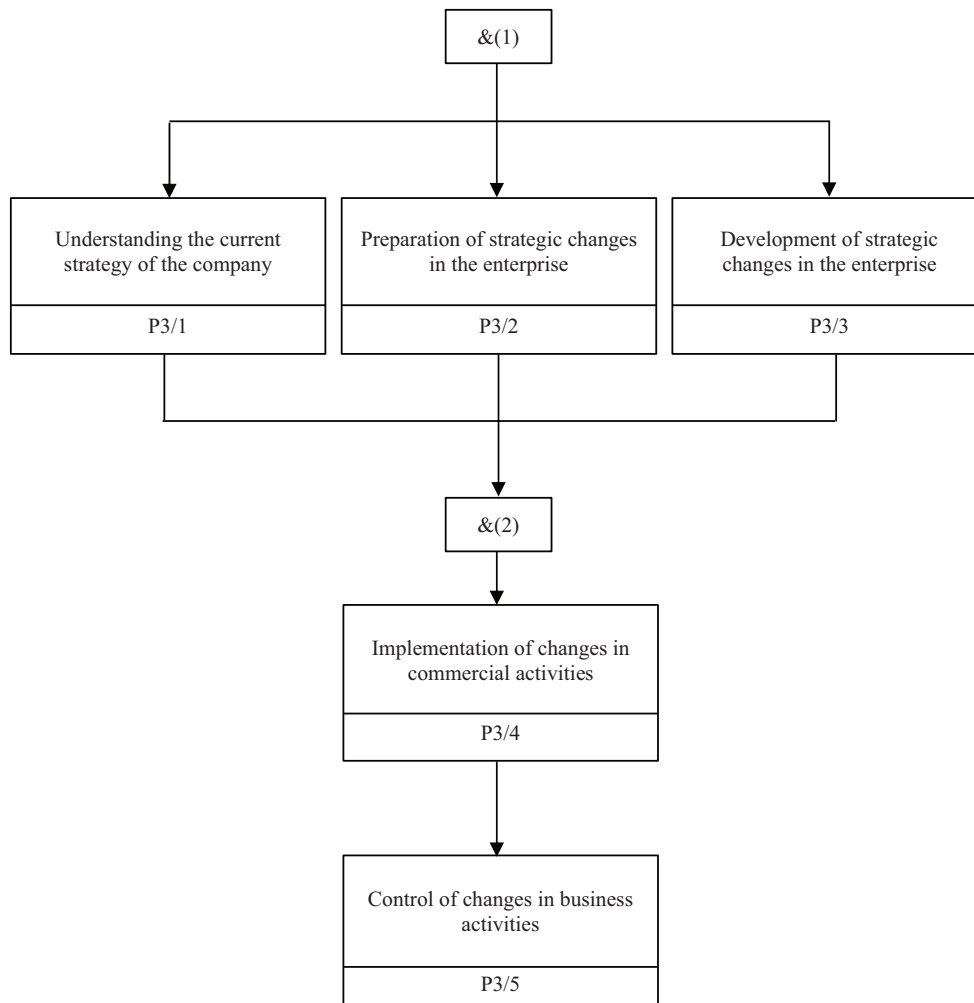


Figure 7. Process-oriented strategy to achieve P3 (source: developed by the author)

implementation of changes in commercial activities should contain the following blocks of indicators: 1) absolute indicators characterizing the implementation of changes; 2) relative characteristics characterizing the implementation of changes; 3) characteristics of the intensity and dynamics of strategic changes; 4) key indicative indicators that allow to establish the effectiveness of strategic changes at different stages of their implementation; 5) dynamic characteristics (characteristics) of strategic changes.

P3/5. Control of changes in business activities. Provides for monitoring the achievement of the strategic goals of change and their compliance with the overall strategic goals of the enterprise.

Next, we present the key process blocks in the framework of modeling the strategy for achieving P4 (Figure 8).

P4/1. Identification of reasons for resistance to change. Identification of the causes of resistance to changes in

business activities is carried out at the individual, group, and system levels. The determination of the market causes of resistance to change occurs as part of the implementation of the external loop of strategic change management.

P4/2. Resistance rating. Evaluation of resistance using expert methods – involves the quantitative measurement of resistance to change using a special questionnaire.

P4/3. Determining the level of liability. Determining the level of ability to change and establishing the level of conditionality of resistance to changes in the commercial activities of the enterprise.

P4/4. Development of measures to overcome resistance to changes in the enterprise.

P4/5. Implementation of measures to overcome resistance to change in the enterprise.

P4/6. Fiduciary activities. The goal of fiduciary business is to maximize the facilitation of change at each bifurcation

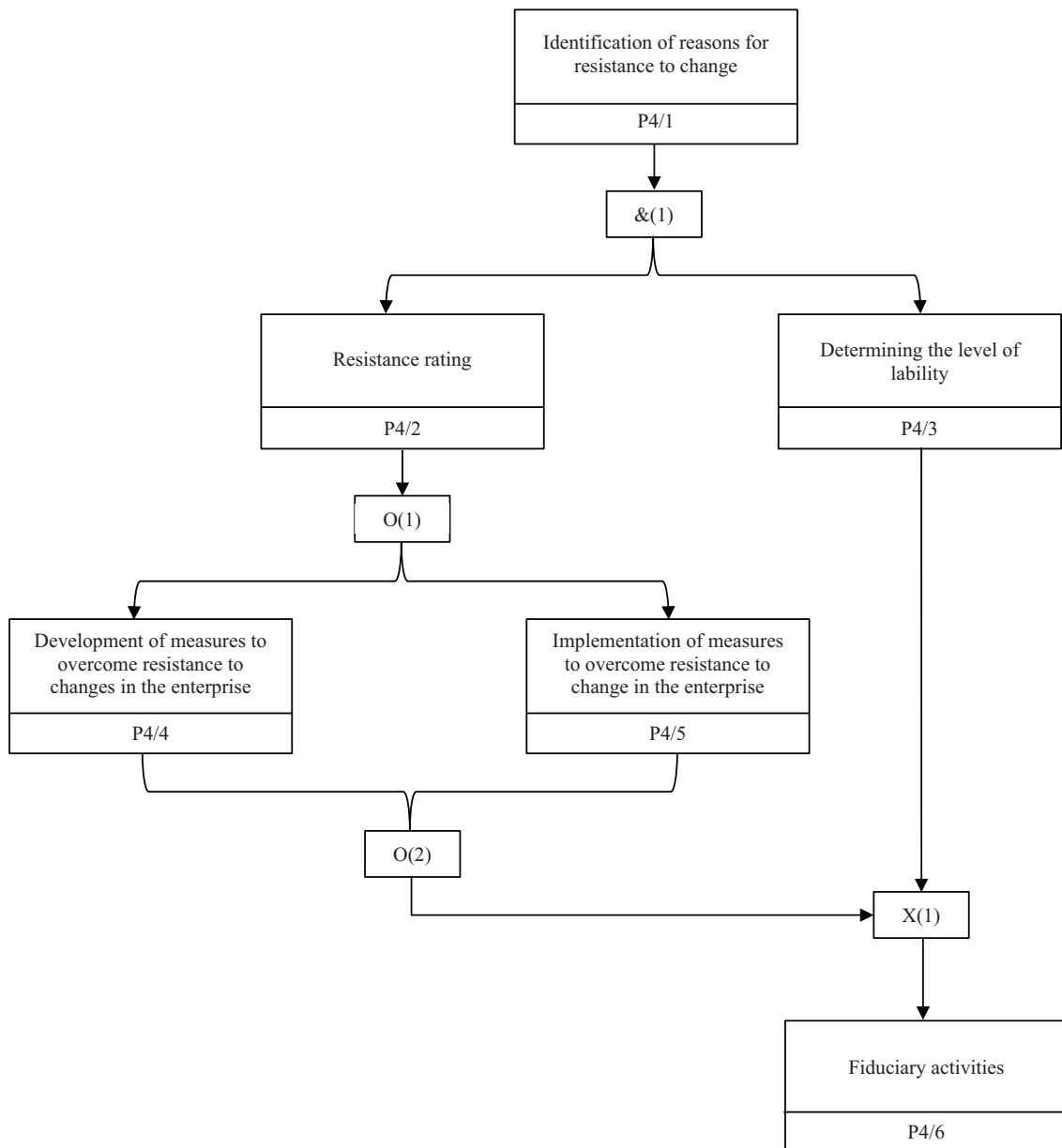


Figure 8. Process-oriented strategy to achieve P4 (source: developed by the author)



**Table 2.** Roadmap for the implementation of strategic blocks in the framework of our study (source: developed by the author)

	1 month	2 months	3 months	4 months	5 months	6 months
Execution of block P1	P1/1.P1/2.P1/3.P1/4					
Execution of block P2		P2/1.P2/2.P2/3				
Execution of block P3			P3/1.P3/2.P3/3.P3/4.P3/5.			
Execution of block P4				P4/1.P4/2.P4/3.P4/4.P4/5.P4/6		

point and minimize the fluctuation of the human factor about change and the emergence of resistance to change.

We refer to the correspondences that we present a different methodological approach. The innovative novelty of our study lies in the presented methodological approach to the formation of a business management strategy within the framework of changes in commercial activity. The presented strategies were formed on the basis and specifics of the activities of specific companies and involves a number of blocks that have their own implementation roadmap (Table 2).

The team of authors believes that this kind of Table 2 can be effective because the method is flexible and allows processes to be modified and adapted according to external changes and internal improvements. Finally, the authors build on the successful application of IDEF3 in various industries, which demonstrates its practical value and provides confidence that the method can be used to develop robust and effective management strategies.

## 5. Discussions

When discussing the results of our research, we should consider other similar topics but with a completely different approach to emphasize the innovativeness of ours. So, for example, Ginevičius et al. (2010), Mackevičius and Valkauskas (2010), and Iljins and Skvarciany (2015) propose a procedure for the formation of a change strategy in an enterprise in the context of antisipative strategic change management, which is based on ensuring a set of requirements (efficiency, time optimization, adaptability, ensuring a synergistic effect, integration into the overall hierarchical ordering of strategies, competitiveness), involves compliance basic elements (emergence, proactivity and antisipativeness of strategic change management), is based on a set of principles (multi-level, cost-effectiveness, efficiency, bypass, flexibility, inclusiveness and transparency) and the use of a number of approaches (methods) for its creation (interactive and situational directives).

Other scientists as Panchenko et al. (2022), Saleh et al. (2020), and Lagodiienko et al. (2022) as a result, represent the configuration of strategic change management in the enterprise, according to which their main elements and the relationship between them are established. The subjects of strategic change management interact with the objects and subject of management through the principles of strategic change management. This configuration of

management became the basis for highlighting the conditions for the implementation of strategic changes and the adequacy and speed of management reactions to the drivers of strategic changes in the etymological development of their occurrence.

As a result, Alas (2004), Sylkin et al. (2019b), Sylkin et al. (2018), Kopytko et al. (2022), and Sylkin et al. (2019b) came to the conclusion that corporate culture plays a key role in changing commercial activities. Corporate culture is a dissipative structure of the enterprise with respect to strategic changes, according to which fiduciary is ensured by a system of measures: the allocation and involvement of internal incentive conditions for formation; taking into account the influence of factors of stimulants and factors of destimulators. In addition, it is important to substantiate management actions at three levels: diagnostic, effective and consolidation level through the use of traditional, specific and universal methods of overcoming resistance to strategic changes in enterprises.

Our study has both similarities and differences. Similarities include the fact that with any changes there must be an appropriate strategy. We also look at business changes through the lens of strategy. Thus, discussing our results, it should be noted that the article is full of new information that will be useful in strategic management and business introduction.

## 6. Conclusions

As a result, we presented a methodical approach to the formation of business management strategies in the face of changes in commercial activities. The practical value of the results obtained lies in the possibility of the enterprises used in the activities to manage strategic changes. Let's highlight the key results of the study:

1. Presentation of a new methodological approach.
2. Formation of two interconnected models with a strategic orientation.

As a result, we presented the author's vision of how the stages of forming the main business management strategy through block-object-oriented modeling should look graphically and schematically. Each of its blocks involves a number of processions and actions aimed at changes in commercial activity. This is also methodically presented through the author's vision.

The study has limitations in that it does not take into account the system of assessing strategic opportunities with changes in business activities. That is why the



possibilities of change and their potential should be the focus of further research. Summing up, it should be noted that the introduction of strategic changes into the commercial activities of an enterprise is possible only if the most complete understanding of the available resources for their implementation and the level of their suitability (readiness) for the change process, that is, about the subjects and objects of changes, about the state of the company as platforms of changes and the level of existing potential of strategic changes. The results of diagnosing the potential of strategic changes in the enterprise will allow the management system to develop and implement an effective program of changes and their goals.

The potential for strategic change is a complex category determined by the existing strategic potential of an enterprise, which is a set of strategic resources, competencies and internal capabilities that are accumulated and used (or can be used) in the process of implementing strategic changes in an enterprise to achieve strategic goals in dynamic environmental conditions.

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